

**Program: PGDM (Batch2017-19), Semester-V, End Term Exam paper, Subject: Learning Organization and Organization Development**

**K. J. SOMAIYA INSTITUTE OF MANAGEMENT STUDIES AND RESEARCH,  
Vidyavihar, Mumbai- 400077**

**Program: PGDM (Batch2017-19), Trimester-V Subject: Learning Organization and Organization Development (End Term Examination)**

**Maximum Marks: 50**

**Duration: 3 hours**

**Date: 07/01/ 2019**

**Instructions**

- 1. Attempt all questions**
- 2. Do not attempt any extra questions they may not be marked.**

**QUESTION 1 Case Analysis (20 Marks)**

**Large Scale Change Management in Research Company**

**Context:**

DISKIT Research is a 35 year market research organization. As this story unfolds, it has become a 10-division 1000 people strong organization. Each division offers a specialized product and service. They are the best in what they do – you do not agree - ok at least they think they are. Each division of DISKIT Research had its own identity, culture and a unique way of working. If you were to meet various divisions, you might actually wonder if you were meeting people from several organizations. The positives though were several. Deeper expertise in the specific product/service area, a need to give space to strong leaders and may be make it easy to manage. Probably this is also a reason why the CEO did not consciously attempt to build an DISKIT Research identity and explore synergies.

While the divisional identity promoted camaraderie and enabled growth within, it created silos and an inward orientation. This was hurting the company now. Clients were increasingly seeking solutions. This required various divisions to collaborate. As the company had nurtured a product and services mind set, it was not easy for the divisions to work seamlessly and design solutions. Several old clients were walking out and the firm was not finding it easy to acquire new clients. Competing would require the firm to leverage its collective strengths across divisions. The Company Leadership realized that they needed to create a sense of oneness at the emotional level before they could see the same at the intellectual level. After considerable thought they identified shared values among all employees as the way to integrate the company at the heart level. Once each employee identifies with a common set of values, the leadership felt that seamless working automatically would happen.

**What are Shared Values?**

Values are those things that really matter to each of us. Shared values constitute the ideas

and beliefs that employees across the company hold as special. Such values are non-negotiable. They define the organization's identity. A Company will not compromise shared values even if its adherence puts the company to a disadvantage. In the long run, companies that demonstrate strong-shared values are trusted by their customers and business partners. Similarly people managers who are unwavering about their values are admired by their team members, peers and customers. Such managers attract and retain the best talent.

### **Intervention Methodology:**

Shared Values, as the term implies are shared and owned by all the employees in the organization. Hence it is important that the process of evolving shared values has to be an engaging process. It should also unfreeze the organization and prepare the ground for the transformation journey. The broad intervention steps that were followed were as follows:

#### **Step 1: Collect stories of Values in practice:**

A two-day dialogue was conducted in each of the five locations where the firm had its operations. 40-50 employees representing the different divisions were invited for this dialogue. The employees were selected using a proportionate sampling method. The employees nominated for this exercise were informed about the engagement, its purpose and intended outcomes prior to coming into the workshop.

The objective of this step was to identify draft values that people considered as extremely important. This was done through capturing stories of the participants, things they truly cherished from their experience in DISKIT Research. The stories were then classified under various values themes. Participants discussed and voted for the most important values. They also identified behaviors that demonstrated the value in practice. Around these priority values, participants answered the following questions

1. *“Situations where there could be dilemmas in practice of the priority values.”*
2. *“If we were to live these priority values fully, what about our systems/processes/ way of working should change?”*

At this stage the participants were clearly communicated that the output of their exercise is an input into the Leadership Workshop. They are requested not to discuss the output until the values were finalized.

#### **Step 2: Circulate the stories and the key themes to the Unit Heads (Leadership team):**

The stories and the key values themes were consolidated into a booklet and circulated to the Unit Heads. The booklet captured the shared values of the employees.

#### **Step 3: Leadership Workshop:**

The Unit Heads gathered for a two-day residential workshop to articulate their own vision for the organization and values, which were most important to them. The Unit Heads then went through the stories and values themes that emerged out of dialogues with a cross section of the organization. As this is a heart and mind exercise, leaders were encouraged to identify those stories and values that they connected with at a deeper level. The team after deliberation identified core values that they would like to role model and

drive across the organization – in the culture, policies, systems and processes.

We did a reality check with respect to each of the finalized values. Using role-plays, the leaders explored how to address dilemma situations and apply values without wavering. For each of the values, the team identified representative employee behaviors towards each other and with clients. This apart, the leadership team also discussed the process of celebrating role model behaviors, handling values violations and measuring success. The workshop ended with leaders reflecting on their leadership style and its alignment with the shared values.

#### **Step 4: Large Scale Values Deployment across the organization:**

The Values deployment in each location was conducted using a large-scale interactive process. On an average, 300 people participated in each of the large-scale workshops. Participants sat in groups of six each on round tables. The workshop began with each participant sharing his or her stories of values in practice. Each one shared a proud moment from their lives and the value that they demonstrated in that incident. Participants realize through each other's stories that the demonstrating a value is not easy. However when one lives by it come what may, one experiences tremendous happiness and pride in them.

The leadership team took the participants through a perspective session on values, why they are important and the process through which DISKIT Research arrived at the three company values. Caring and Integrity constituted core values and Innovative was taken as an aspirational value. A Question and Answer session followed. After that participants were encouraged to celebrate the role models for each of these three values in the room. There was sudden burst of energy. Participants walked across and warmly greeted and celebrated their role models by giving them a star of a particular color that corresponded to the value. After the celebration the locational leadership team took the participants through each value and the key behaviors that corresponded to that value. There was table discussion and a question and answer session after presentation of each value and behaviors. After the presentation those who experienced that value in INSIKIT narrated stories of that value in practice.

Then an interesting session followed. Each table was given a dilemma situation relating to that value. These situations were difficult situations. The table teams discussed how they would live the value in that situation. When table teams shared leaders facilitated their thinking process and helped evolve INSIKIT way of living values.

The leadership team that was facilitating then asked the group. ***'In a year's time if we are successfully practicing each of the values in projects, with our clients and with each other –what would we be doing?'*** Teams were encouraged to discuss and present their vision in a creative manner on a flip chart. A few tables shared their output and the remaining tables put up the charts on the walls for display. Time was given to participants to read each other's vision and get inspired. The table teams then proceeded to make plans. Here the emphasis was on creating first step plans that could be implemented by the participants themselves. A few tables presented their steps. After this planning, the leadership team asked the participants what were those policies, practices

*Program: PGDM (Batch2017-19), Semester-V, End Term Exam paper, Subject: Learning Organization and Organization Development*

and leadership styles that needed to change, so that the organization could live the three values effortlessly. Participants were given slips of paper where they could write down the ‘**Undiscussables**’ without mentioning their name (basically the pain areas that the organization should address). The filled in slips of paper were collected and after the workshop leadership team met to identify the themes and take counter measures for aligning policies, practices, leadership style to the Shared Values.

The large-scale workshop ended with oath taking and celebration. Just before the oath taking the company announced the values violation handling policy, the values structure, whistle blower and recognition policies.

- (a) Based on the Story of DISKIT discuss the importance and benefits of large-group interventions in the change management process.
- (b) Identify the areas where DISKIT can use the outcomes of LSIP
- (c) As an OD consultant what would you suggest to DISKIT to take benefits of LSIP further?

**QUESTION 2** Any one from (10 Marks)

- a) Discuss the role of internal and external OD consultant and some of the precautions to be undertaken by the consultants during the OD process?
- b) Change management is a reality and an ongoing process in the evolution of an organization. Explain some of the challenges of the Change management process and the roles of the key stakeholders in the same.

**QUESTION 3 Any** two from (20 Marks)

- a. Huber in his paper on Organizational Learning has focused on the process and literatures in learning. Based on the paper bring out the areas of paucity of research as envisioned by Huber.
- b. Critically evaluate the strategic architecture of a Learning Organization as envisaged by Goh in the article Towards a Learning Organization the Strategic Building Blocks.
- c. What according to Yeo are the stages of Learning as per the article revisiting the roots of learning organization?
- d. The more transformational the leadership style, the higher the level of organizational learning capability. Explain based on the article Antecedents of Organizational Learning –A Conceptual Framework by Chau.

-----End of Paper-----