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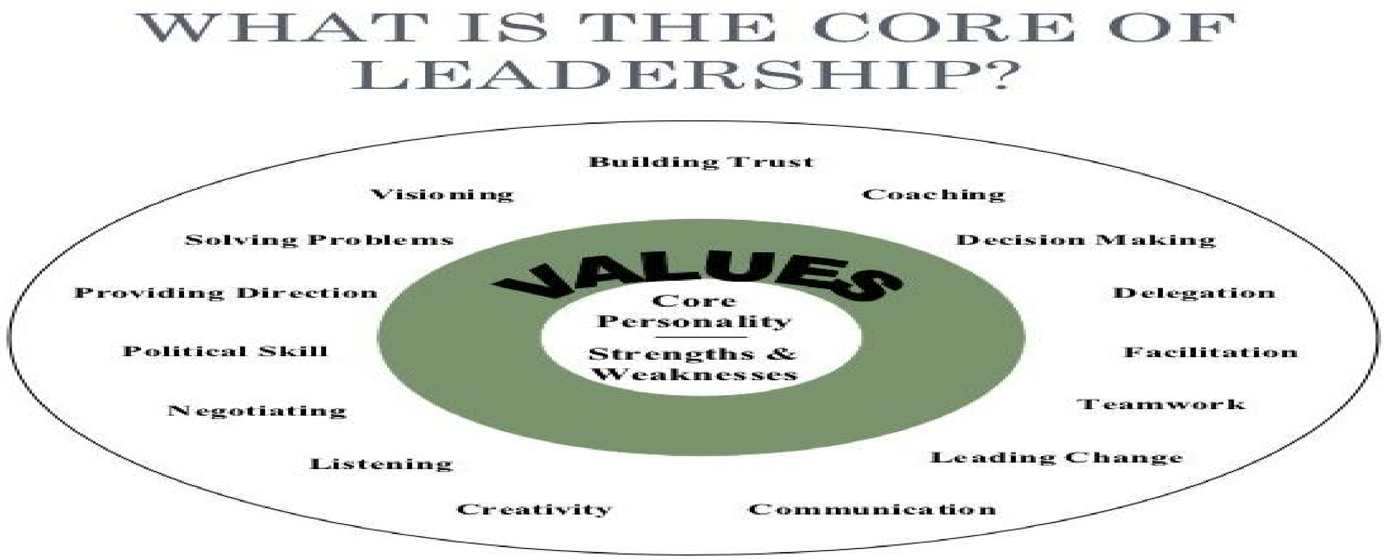
UNIT IV:

Leadership

Leadership is the act of guiding a team or individual to achieve a certain goal through direction and motivation. Leaders encourage others to take the actions they need to succeed.

Good leaders develop through a never-ending process of self-study, education, training, and experience. To inspire your workers into higher levels of teamwork, there are certain things you must be, know, and, do. These do not come naturally, but are acquired through continual work and study. Good leaders are continually working and studying to improve their leadership skills.

The Core of Leadership



Seven Core Principles of Effective Leadership

1. **Leadership by Example**: This would be as opposed to the **Do as I say, not as I do** style of leadership. Effective leaders understand the importance of modelling excellent behaviour and understand that it encourages others to do likewise. Leadership by example helps earn the respect of employees and shows them a dedicated leader that plays his part effectively.
2. **Clear Communication**: Perhaps the greatest tool in a leader's arsenal is the tool of communication. With it, he can motivate and inspire teammates while also promoting discipline and accountability. Effective leaders also know how to use this tool to build relationships, solve problems, and improve working conditions.
3. **Embracing Change**: Another core principle of effective leadership is the ability to embrace change. As you know, change is not always comfortable and can be difficult to come to terms with. Effective leaders are able to see changes that are coming and prepare themselves and their team for it. Instead of resisting change, they embrace it and look for golden opportunities hidden in those changes.
4. **Promotion of Diversity**: Effective leaders understand that diversity encourages innovation and creativity. They understand that uniformity is boring and can stifle success. Hence, they promote diversity by encouraging feedback and the flow of ideas from teammates. By harnessing the strengths and unique experiences of teammates, effective leaders create a dynamic recipe that brings success.
5. **Have Values**: While values such as hard work, discipline and integrity may seem fundamental, they are the building blocks for success. Effective leaders not only have these values but try to promote them among employees.
6. **Believe in Teamwork**: Another core principle of effective leadership is teamwork. Good leaders understand its importance and encourage it. This is because effective teamwork always produces successful results. By placing value on the importance of combined effort, she encourages employees to work together.
7. **Continuous Learning**: Last on our list of core principles of effective leaders is continuous learning. Truly great leaders have a curious mind and are always eager to

learn new things. As a matter of fact, we believe this curiosity combined with sound business acumen helps them recognize opportunities in advance. Being on the cutting edge of emerging trends helps them to set new goals and strategies for the future.

Influence:-

By definition, influence is the ability to affect the behaviour of others in a particular direction, leveraging key tactics that involve, connect, and inspire them. It means you can affect the character, behaviour and development of other people. It's one of the top leadership skills you need to learn in order to create the career, company and life you've always dreamed of.

HOW TO DEVELOP INFLUENCE IN LEADERSHIP

Influence and leadership don't always go together – but when they do, it's a powerful combination. There are seven steps you need to understand to develop influence in leadership.

STEP ONE: UNDERSTAND AND APPRECIATE THEIR WORLD

To influence someone else, you need to understand what drives them – what gets them excited and makes their life worth living. Understand the priority they place on their Six Humans Needs (certainty, significance, variety, love/connection, growth and contribution) and you'll understand how to influence them.

STEP TWO: GET LEVERAGE

Most people don't change because their current actions are meeting some of their needs, but not all of them. You need to learn what it is you can offer to meet more of their needs. That's leverage, and it's the ultimate tool for influence in leadership.

STEP THREE: INTERRUPT THE PATTERN

Patterns are what stop us from making changes: patterns in our thinking, our beliefs and the meanings we give to things. To create lasting change in someone's behaviour, you must learn to recognize and interrupt these patterns.

STEP FOUR: DEFINE THE PROBLEM

"Rewards come in action, not in discussion." The first step toward taking action is to define the problem in a solvable way. Others often don't see problems as solvable – but leaders do. And they transmit that confidence to others.

STEP FIVE: CREATE EMPOWERING ALTERNATIVES

Why is influence important in leadership? It isn't just about confidence and decision-making skills. It's about empowering others to replace unproductive habits and behaviours with those that serve the greater good.

STEP SIX: CONDITION IT

"Any thought, any feeling, any belief, any behaviour that is reinforced consistently will eventually become a habit,". Positive reinforcement is how you condition the behaviour and prevent the person from going back to their old ways.

STEP SEVEN: CREATE A REINFORCING ENVIRONMENT

We can break step seven down into two parts: First, relate the change to what the person values most. Second, create an environment that supports the change. This will give them the inner purpose and support they need to make the change permanent.

Functions of Leaders:-

Following are the important functions of a leader:

1. Setting Goals:

A leader is expected to perform creative function of laying out goals and policies to persuade the subordinates to work with zeal and confidence.

2. Organizing:

The second function of a leader is to create and shape the organization on scientific lines by assigning roles appropriate to individual abilities with the view to make its various components to operate sensitively towards the achievement of enterprise goals.

3. Initiating Action:

The next function of a leader is to take the initiative in all matters of interest to the group. He should not depend upon others for decision and judgment. He should float new ideas and his decisions should reflect original thinking.

4. Co-Ordination:

A leader has to reconcile the interests of the individual members of the group with that of the organization. He has to ensure voluntary co-operation from the group in realizing the common objectives.

5. Direction and Motivation:

It is the primary function of a leader to guide and direct his group and motivate people to do their best in the achievement of desired goals, he should build up confidence and zeal in the work group.

6. Link between Management and Workers:

A leader works as a necessary link between the management and the workers. He interprets the policies and programmes of the management to his subordinates and represents the subordinates' interests before the management. He can prove effective only when he can act as the true guardian of the interests of his subordinates.

Qualities of a Good Leader:

A successful leader secures desired behaviour from his followers. It depends upon the quality of leadership he is able to provide. A leader to be effective must possess certain basic qualities.

Some of the qualities of a good leader are as follows:

1. Good personality.
2. Emotional stability.
3. Sound education and professional competence.
4. Initiatives and creative thinking.
5. Sense of purpose and responsibility.
6. Ability to guide and teach.
7. Good understanding and sound judgment.
8. Communicating skill.
9. Sociable.
10. Objective and flexible approach.
11. Honesty and integrity of character.
12. Self-confidence and diligence.

Leadership Style:-

What is Leadership Style?

A good leader provides a clear vision of the company's goals and mission. Beyond the profits you make or the numbers at the end of the year, a leader gives a sense of purpose behind one's action. What is the point of the growth? What is your impact on the company's success?

Leadership styles are how a leader guides a team through different stages. These styles dictate how a leader implements plans, provides guidance, and overlooks work. Based on different personalities and methods, there are many different styles.

Throughout history, great leaders have emerged with particular leadership styles in providing direction, implementing plans and motivating people. These can be broadly grouped into 5 different categories:

Authoritarian Leadership
Participative Leadership
Delegative Leadership
Transactional Leadership
Transformational Leadership

1. Authoritarian Leadership

Authoritarian leadership styles allow a leader to impose expectations and define outcomes. A one-person show can turn out to be successful in situations when a leader is the most knowledgeable in the team. Although this is an efficient strategy in time-constrained periods, creativity will be sacrificed since input from the team is limited. The authoritarian leadership style is also used when team members need clear guidelines.

Advantages:

- Time spent on making crucial decisions can be reduced.
- Chain of command can be clearly emphasized.
- Mistakes in the implementation of plans can be reduced.
- Using authoritarian leadership style creates consistent results.

Disadvantages:

- A very strict leadership style can sometimes lead to employee rebellion.
- It kills employee creativity and innovation.
- It reduces group synergy & collaboration.
- Group input is reduced dramatically.

2. Participative Leadership

Participative leadership styles are rooted in democratic theory. The essence is to involve team members in the decision making process. Team members thus feel included, engaged and motivated to contribute. The leader will normally have the last word in the decision-making processes. However, if there are disagreements within a group, it can be a time-consuming process to reach a consensus.

Advantages:

- It increases employee motivation and job satisfaction.
- It encourages use of employee creativity.
- A participative leadership style helps in the creation of a strong team.
- High level of productivity can be achieved.

Disadvantages:

- Decision-making processes become time-consuming.
- Communication failures can sometimes happen.
- Security issues can arise because of transparency in information sharing.
- Poor decisions can be made if the employees are unskilled.

3. **Delegative leadership**

Also known as "laissez-faire leadership", a delegative leadership style focuses on delegating initiative to team members. This can be a successful strategy if team members are competent, take responsibility and prefer engaging in individual work. However, disagreements among the members may split and divide a group, leading to poor motivation and low morale.

Advantages:

- Experienced employees can take advantage of their competence and experience.
- Innovation & creativity is highly valued.
- Delegative leadership creates a positive work environment.

Disadvantages:

- Command responsibility is not properly defined.
- Delegative leadership creates difficulty in adapting to change.

4. Transactional leadership

Transactional leadership styles use "transactions" between a leader and his or her followers - rewards, punishments and other exchanges - to get the job done. The leader sets clear goals, and team members know how they'll be rewarded for their compliance. This "give and take" leadership style is more concerned with following established routines and procedures in an efficient manner, than with making any transformational changes to an organization.

Advantages:

- Leaders create specific, measurable and time-bound goals that are achievable for employees.

- Employee motivation and productivity is increased.
- Transactional leadership eliminates or minimizes confusion in the chain of command.
- It creates a system that is easy to implement for leaders and easy to follow by employees.
- Employees can choose reward systems.

Disadvantages:

- Innovation & creativity is minimized.
- Empathy is not valued.
- Transactional leadership creates more followers than leaders among employees.

5. Transformational Leadership

In transformational leadership styles, the leader inspires his or her followers with a vision and then encourages and empowers them to achieve it. The leader also serves as a role model for the vision.

Advantages:

- Transformational leadership places high value on corporate vision.
- High morale of employees is often experienced.
- It uses motivation and inspiration to gain the support of employees.
- It is not a coercive approach to leadership.
- It places high value on relationships.

Disadvantages:

- Leaders can deceive employees.
- Consistent motivation and constant feedback may be required.
- Tasks can't be pushed through without the agreement of employees.
- Transformational leadership can sometimes lead to the deviation of protocols and regulations.

Leadership Development:-

Leadership development is the process of improving leadership skills and competencies through various activities. In leadership development, staffs at all levels are taught the invaluable leadership skills that allow them to properly lead inspire and guide their teams to success.

Why is leadership development important?

Leadership development benefits an organization in a multitude of ways.

1. It drives better business results

Including higher financial performance and more consistent achievement within departments guided by proficient leaders.

2. Skilled leaders are more agile

An organization with empowered leaders can navigate today's complex business environment and solve problems quickly and effectively.

3. Good leadership drives innovation
A workforce with effective leaders will be inspired to believe in, and work for, a greater vision.

4. Skilled leaders attract and keep employees
Good leadership can inspire higher engagement from their staff and reduce turnover. A great leader will attract talented new employees and will be able to keep the ones that they have, which leads to better work satisfaction.

5. Improves employee engagement
More than half of American workers are disengaged at work. Effective leadership that knows how to increase engagement within teams using purpose and recognition has been shown to increase profitability within an organization.

6. Improves communication inside and outside the organization
Good communication can make or break a company. If the leaders within a company make effective communication a priority, it leads to increases in productivity, better speed of execution of tasks, and a more positive organizational culture.

7. Improves Customer retention
Customers will be more loyal when leaders are effective in engaging employees. Leading by example improves the customer experience.

8. Increases employee loyalty
In-house leadership development inspires loyalty from employees, as it shows that there are growth opportunities available for them. It is also cheaper, and requires less time, than finding, hiring and training leaders from outside.

9. Proper leadership development strategy fuels business strategy
A properly developed leadership development strategy is an invaluable tool for driving and achieving the organization's business strategy. In taking the time to understand what your organization needs from its leaders, you will better understand the business strategy that will work best for you. These two strategies go hand-in-hand, developing one will help in achieving the other.
No matter the industry, every organization can benefit from developing leadership skills from within their organization and prioritizing leadership in their company culture.

How can we improve leadership skills?

You can practice implementing good leadership skills in any role and at any level. For example, reaching on time to meetings and finishing work on schedule shows responsibility. Supporting and coaching less experienced or inexperienced colleagues is also considered as an example of leadership. If that seems like a good fit for you and your team, you should consider looking out for leadership roles to develop, practice and enhance your leadership skills.

Below are some of the examples through which you can develop your leadership skills:

- Identifying the leadership style
- Finding resources like books/podcasts/articles about leadership
- Participating in leadership training courses/workshops/sessions
- Finding leadership activities outside the work environment
- Studying the leadership styles you admire and like
- Finding a mentor that can guide you

How to implement leadership development?

One of the most effective and proven ways to implement leadership development efforts for your organization is to introduce coaching and mentoring. Even though coaching and mentoring are development programs, they are of very different nature. Based on your leadership development goal, you would want to choose the best one for your current requirements.

Coaching focuses on building the confidence of leaders. It empowers them and allows them to obtain a new perspective on everyday responsibilities and tasks. Through coaching relationships, managers can think freely and when it comes to developing leadership, coaching is key.

Mentoring will be effective when you decide to implement a mentoring the junior program into your leadership development efforts. Reverse mentoring programs exchange the role of the mentee and mentor. This relationship can minimize the knowledge gap, bringing generations together, and empowering the mentee to emerge as a leader.

A mentoring program like reverse mentoring is efficient as it provides a trial for upcoming leaders. It also creates a strong bond between individuals and teams that may come in handy later, especially when the work environment becomes quite stressful.

Communication:-

Communication is the act of giving, receiving, and sharing information -- in other words, talking or writing, and listening or reading. Good communicators listen carefully, speak or write clearly, and respect different opinions.

Communication is the sending and receiving of information and can be one-on-one or between groups of people, and can be face-to-face or through communication devices. Communication requires a **sender**, the person who initiates communication, to transfer their thoughts or **encode** a message. This message is sent to the **receiver**, a person who receives the message, and finally, the receiver must **decode**, or interpret the message.

Types of Communication

There are many ways that people communicate. Language is deeply ingrained in culture and, thus, communication types and styles will vary. General types of communication include the following:

1. Verbal

This is verbal, spoken language and includes not only the language and words spoken, but the tone they are spoken in, the cadence (a modulation or inflation of voice) and speed, as well as formal versus informal language.

2. Nonverbal

This type of communication includes posture, facial expressions, kinesics (gestures), and oculesics (eye movements and behaviour). American Sign Language (ASL- it is movement of hand and face) which is an officially recognized language, also falls into nonverbal types of communication.

3. Visual

Social media has provided the world with a type of visual communication that has to connect us across the world. Zoom, Instagram, Twitter, Facebook, and many other social media platforms have added a new dynamic to how we communicate with one another. Other kinds of visuals include signs and symbols that communicate a concept or use of audio visual aids for presentations.

4. Written

This is communication that is written in many forms, from emails and texts to old-fashioned pen and paper.

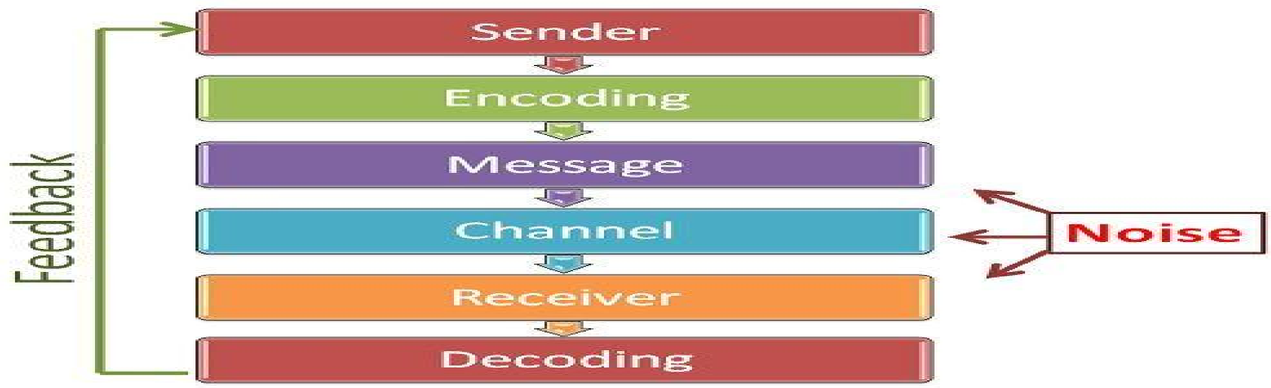
5. Active Listening

This is a vital type of communication because it encourages and guides communication by reflecting back on what is being said and responding to the sender in a thoughtful and deliberate manner to indicate that the receiver is truly listening to what is being communicated.

Communication Process:-

The **Communication** is a two-way process wherein the message in the form of ideas, thoughts, feelings, opinions is transmitted between two or more persons with the intent of creating a **shared understanding**.

The communication is a dynamic process that begins with the conceptualizing of ideas by the sender who then transmits the message through a channel to the receiver, who in turn gives the feedback in the form of some message or signal within the given time frame. Thus, there are eight major elements of communication process:



1. **Sender:** The sender or the communicator is the person who initiates the conversation and has conceptualized the idea that he intends to convey it to others.

2. **Encoding:** The sender begins with the encoding process wherein he uses certain words or non-verbal methods such as symbols, signs, body gestures, etc. to translate the information into a message. The sender's knowledge, skills, perception, background, competencies, etc. has a great impact on the success of the message.
3. **Message:** Once the encoding is finished, the sender gets the message that he intends to convey. The message can be written, oral, symbolic or non-verbal such as body gestures, silence, signs, sounds, etc. or any other signal that triggers the response of a receiver.
4. **Communication Channel:** The Sender chooses the medium through which he wants to convey his message to the recipient. It must be selected carefully in order to make the message effective and correctly interpreted by the recipient. The choice of medium depends on the interpersonal relationships between the sender and the receiver and also on the urgency of the message being sent. Oral, virtual, written, sound, gesture, etc. are some of the commonly used communication mediums.
5. **Receiver:** The receiver is the person for whom the message is intended or targeted. He tries to comprehend it in the best possible manner such that the communication objective is attained. The degree to which the receiver decodes the message depends on his knowledge of the subject matter, experience, trust and relationship with the sender.
6. **Decoding:** Here, the receiver interprets the sender's message and tries to understand it in the best possible manner. An effective communication occurs only if the receiver understands the message in exactly the same way as it was intended by the sender.
7. **Feedback:** The Feedback is the final step of the process that ensures the receiver has received the message and interpreted it correctly as it was intended by the sender. It increases the effectiveness of the communication as it permits the sender to know the efficacy of his message. The response of the receiver can be verbal or non-verbal.
8. **Noise:** It refers to any obstruction that is caused by the sender, message or receiver during the process of communication. For example, bad telephone connection, faulty encoding, faulty decoding, inattentive receiver, poor understanding of message due to prejudice or inappropriate gestures, etc.

Importance of Communication

1. The Basis of Co-ordination

The manager explains to the employees the organizational goals, modes of their achievement and also the interpersonal relationships amongst them. This provides coordination between various employees and also departments. Thus, communications act as a basis for coordination in the organization.

2. Fluent Working

A manager coordinates the human and physical elements of an organization to run it smoothly and efficiently. This coordination is not possible without proper communication.

3. The Basis of Decision Making

Proper communication provides information to the manager that is useful for decision making. No decisions could be taken in the absence of information. Thus, communication is the basis for making the right decisions.

4. Increases Managerial Efficiency

The manager conveys the targets and issues instructions and allocates jobs to the subordinates. All of these aspects involve communication. Thus, communication is essential for the quick and effective performance of the managers and the entire organization.

5. Increases Cooperation and Organizational Peace

The two-way communication process promotes co-operation and mutual understanding amongst the workers and also between them and the management. This leads to less friction and thus leads to industrial peace in the factory and efficient operations.

6. Boosts Morale of the Employees

Good communication helps the workers to adjust to the physical and social aspects of work. It also improves good human relations in the industry. An efficient system of communication enables the management to motivate, influence and satisfies the subordinates which in turn boost their morale and keeps them motivated.

Communication Channels

Communication channels are the means by which people in a company communicate and interact with one another. Without the proper communication channel, it is exceedingly difficult for employees to align with the business objectives and goals, as well as drive innovation and progress in the workplace.

Along with Formal and Informal Communication Channels, we also have a few different types of channels used in business organizations. They are as follows:

- **Digital communication channels –**

To reach and engage their staff, most firms use digital communication platforms. They include a variety of online tools that employees utilize to stay in touch with one another and stay up to date on corporate news and developments. This form of communication channel is thought to be the most effective of all.

A few examples are social media, intranets, employee collaboration software, project management tools, feedback software, etc.

- **Face-to-face communication channels –**

Face-to-face communication is still vitally crucial in the workplace, despite the fact that electronic forms of communication are gaining over. It is still crucial since many situations require nonverbal communication (body language, gestures, signs, facial expressions, etc.).

- **Written communication channels –**

Within corporations, this sort of communication is nearly extinct. However, textual communication is still required when communicating critical policies, letters, memos, manuals, notices, and announcements to employees. But, for external communications with the customers, retailers, distributors and other individuals, written communication is still the most effective.

A few examples are emails, live chat, text messages, blogs, newsletters, written documents, etc.

Barriers of Communication

The communication barriers may prevent communication or carry incorrect meaning due to which misunderstandings may be created. Therefore, it is essential for a manager to identify such barriers and take appropriate measures to overcome them. The barriers to communication in organizations can be broadly grouped as follows:

1. Semantic Barriers

These are concerned with the problems and obstructions in the process of encoding and decoding of a message into words or impressions. Normally, such barriers result due to the use of wrong words, faulty translations, different interpretations, etc.

For example, a manager has to communicate with workers who have no knowledge of the English language and on the other side, he is not well conversant with the Hindi language. Here, language is a barrier to communication as the manager may not be able to communicate properly with the workers.

2. Psychological Barriers

Emotional or psychological factors also act as barriers to communication. The state of mind of both sender and receiver of communication reflects in the effective communication. A worried person cannot communicate properly and an angry recipient cannot understand the message properly.

Thus, at the time of communication, both the sender and the receiver need to be psychologically sound. Also, they should trust each other. If they do not believe each other, they cannot understand each other's message in its original sense.

3. Organizational Barriers

The factors related to organizational structure, rules and regulations authority relationships, etc. may sometimes act as barriers to effective communication. In an organization with a highly centralized pattern, people may not be encouraged to have free communication. Also, rigid rules and regulations and cumbersome procedures may also become a hurdle to communication.

4. Personal Barriers

The personal factors of both sender and receiver may act as a barrier to effective communication. If a superior thinks that a particular communication may adversely affect his authority, he may suppress such communication.

Also, if the superiors do not have confidence in the competency of their subordinates, they may not ask for their advice. The subordinates may not be willing to offer useful suggestions in the absence of any reward or appreciation for a good suggestion.

Controlling

Definition: Control is a primary goal-oriented function of management in an organisation. It is **a process of comparing the actual performance with the set standards of the company** to ensure that activities are performed according to the plans and if not then taking corrective action.

Every manager needs to monitor and evaluate the activities of his subordinates. It helps in taking corrective actions by the manager in the given timeline to avoid contingency or company's loss.

Controlling is performed at the lower, middle and upper levels of the management.

Concept/Features of Controlling

- An effective control system has the following features:
- It helps in achieving organizational goals.
- Facilitates optimum utilization of resources.
- It evaluates the accuracy of the standard.
- It also sets discipline and order.

- Motivates the employees and boosts employee morale.
- Ensures future planning by revising standards.
- Improves overall performance of an organization.
- It also minimises errors.

Advantages of controlling

- Saves time and energy
- Allows managers to concentrate on important tasks. This allows better utilization of the managerial resource.
- Helps in timely corrective action to be taken by the manager.
- Managers can delegate tasks so routinely chores can be completed by subordinates.

Method of controlling:-

There are various techniques of managerial control which can be classified into two broad categories namely-

- Traditional techniques
- Modern techniques

Traditional Techniques of Managerial Control

Traditional techniques are those which have been used by the companies for a long time now. These include:

- Personal observation
- Statistical reports
- Break-even analysis
- Budgetary control

1. Personal Observation

This is the most traditional method of control. Personal observation is one of those techniques which enable the manager to collect the information as first-hand information.

It also creates a phenomenon of psychological pressure on the employees to perform in such a manner so as to achieve well their objectives as they are aware that they are being observed personally on their job. However, it is a very time-consuming exercise & cannot effectively be used for all kinds of jobs.

2. Statistical Reports

Statistical reports can be defined as an overall analysis of reports and data which is used in the form of averages, percentage, ratios, correlation, etc., present useful information to the managers regarding the performance of the organization in various areas.

This type of useful information when presented in the various forms like charts, graphs, tables, etc., enables the managers to read them more easily & allow a comparison to be made with performance in previous periods & also with the benchmarks.

3. Break-even Analysis

Breakeven analysis is a technique used by managers to study the relationship between costs, volume & profits. It determines the overall picture of probable profit & losses at different levels of activity while analysing the overall position.

The sales volume at which there is no profit, no loss is known as the breakeven point. There is no profit or no loss. Breakeven point can be calculated with the help of the following formula:

Breakeven point = Fixed Costs/Selling price per unit – variable costs per unit

4. Budgetary Control

Budgetary control can be defined as such technique of managerial control in which all operations which are necessary to be performed are executed in such a manner so as to perform and plan in advance in the form of budgets & actual results are compared with budgetary standards.

Therefore, the budget can be defined as a quantitative statement prepared for a definite future period of time for the purpose of obtaining a given objective. It is also a statement which reflects the policy of that particular period. The common types of budgets used by an organization.

Some of the types of budgets prepared by an organisation are as follows,

- **Sales budget**: A statement of what an organization expects to sell in terms of quantity as well as value
- **Production budget**: A statement of what an organization plans to produce in the budgeted period
- **Material budget**: A statement of estimated quantity & cost of materials required for production

- **Cash budget**: Anticipated cash inflows & outflows for the budgeted period
- **Capital budget:** Estimated spending on major long-term assets like a new factory or major equipment
- **Research & development budget**: Estimated spending for the development or refinement of products & processes

Modern Techniques of Managerial Control

Modern techniques of controlling are those which are of recent origin & are comparatively new in management literature. These techniques provide a refreshingly new thinking on the ways in which various aspects of an organization can be controlled. These include:

- Return on investment
- Ratio analysis
- Responsibility accounting
- Management audit
- PERT & CPM

1. Return on Investment

Return on investment (ROI) can be defined as one of the important and useful techniques. It provides the basics and guides for measuring whether or not invested capital has been used effectively for generating a reasonable amount of return. ROI can be used to measure the overall performance of an organization or of its individual departments or divisions.

2. Ratio Analysis

The most commonly used ratios used by organizations can be classified into the following categories:

- Liquidity ratios
- Profitability ratios
- Turnover ratios

3. Responsibility Accounting

Responsibility accounting can be defined as a system of accounting in which overall involvement of different sections, divisions & departments of an organization are set up as ‘Responsibility centres’. The head of the centre is responsible for achieving the target set for his centre. Responsibility centres may be of the following types:

- Cost centre
- Revenue centre
- Profit centre
- Investment centre

4. Management Audit

Management audit refers to a systematic appraisal of the overall performance of the management of an organization. The purpose is to review the efficiency & effectiveness of management & to improve its performance in future periods.

5. PERT & CPM

PERT (programmed evaluation & review technique) & CPM (critical path method) are important network techniques useful in planning & controlling. These techniques, therefore, help in performing various functions of management like planning; scheduling & implementing time-bound projects involving the performance of a variety of complex, diverse & interrelated activities.

Therefore, these techniques are so interrelated and deal with such factors as time scheduling & resources allocation for these activities.

Types of Control

Mainly there are three types of control systems used in the organization. The first is concerned with before the problem occurs, the second is during the problem, and the third is after the problem occurred. Namely:

- Pre-Control
- Concurrent Control
- Post Control or Feedback Control

1 Pre-Control

Pre-control is also known as **feed-forward or preventive control**. It is future-directed control. It allows management to prevent problems rather than solving after occur. It predicts problems that the management may face in the future and identifies the steps to be taken to resolve them.

It is a more appropriate approach to control as correction can be made before the system output is affected. In this system, inputs and processes are observed and analysed for the purpose of adjusting them if necessary, before the output is obtained. Organizational plans such as **strategies, policies, and procedures are the pre-control types.**

2 Concurrent Control

Concurrent control is also known as **real-time or steering control**. It is the technique of controlling the activities in the process of functioning. In this system, supervisors direct the work of subordinates so that they perform their work properly.

In the process of functioning, if any problem takes place, it is identified and analysed and corrective measures are taken before any major damage occurs. It is a continuous process and necessary adjustments are made in activities to meet the desired standard. Types of concurrent control are **quality control charts in an industry, inventory control, production control**, etc.

3 Post Control

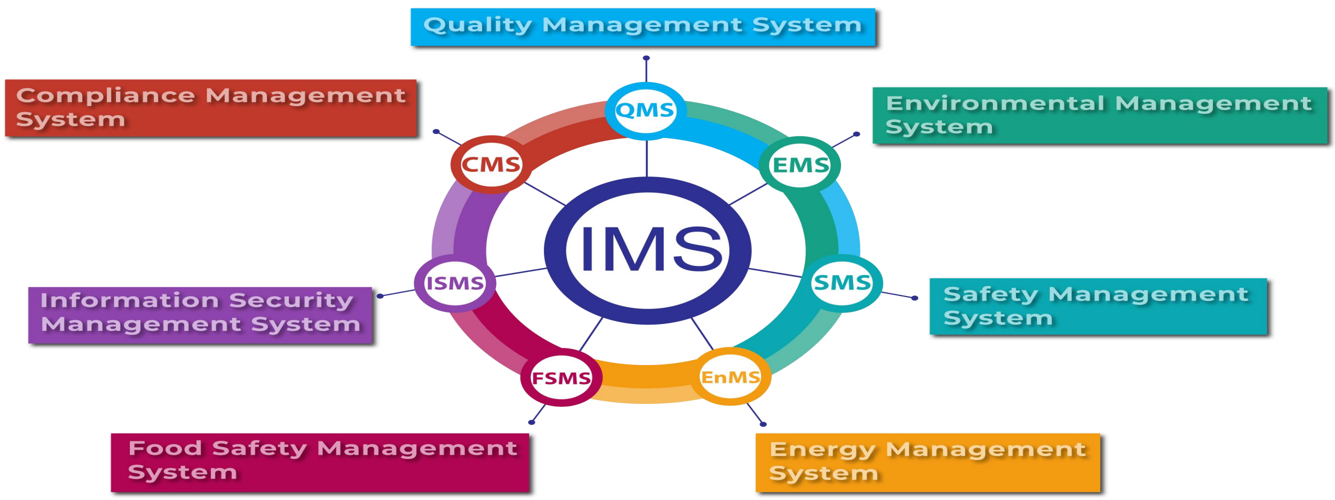
It is also known as **post-action or feedback control**. It takes place after the activity is over. Management can take corrective action after analysing deviation from the planned results. In other words, it is the process of adjusting future action on the basis of information about the past performance.

Examples of post control are **financial statement analysis, standard cost analysis, employee performance evaluation, quality control,** etc. Financial statement analysis helps to know about the results of past performance in terms of profitability, financial position, cash flow, etc. The post control technique provides corrective feedback which facilitates the management of taking necessary steps to improve future performance.

An Integrated Control System:-

What is an Integrated Management or control System?

An Integrated Management System (IMS) integrates all of an organization's systems and processes into one complete framework, enabling an organization to work as a single unit with unified objectives.



IMS = QMS **+** EMS **+** SMS **+** EnMS**+** FSMS **+** ISMS
(etc.)

Organizations often focus on management systems individually, often in silos and sometimes even in conflict. A quality team is concerned with the QMS, often an EHS manager handles both Environmental and Health and Safety issues, or a SHEQ Manager handles Safety, Health, Environment and Quality, etc.

Integrated Management Systems can include:

QMS – Quality Management System

A quality management system (QMS) is a set of policies, processes and procedures required for planning and execution (production, development, service) in the core business area of an organization, (i.e. areas that can impact the organization's ability to meet customer requirements).

EMS – Environmental Management System

An Environmental Management System (EMS) determines and continuously improves an organization's environmental position and performance.

SMS – Safety Management System

An SMS (or OHSMS) determines and continually improves an organization's Health and Safety position and performance. It follows an outline and is managed like any other facet of a business, such as with marketing or engineering functions.

EnMS – Energy Management System

An EnMS determines and continually improves an organization's energy usage and impact.

FSMS – Food Safety Management System

A Food Safety Management System confirms that corporations in the food industry follow certain procedures and guidelines to ensure their products for customer safety.

ISMS – Information Security Management System

An Information Security Management System determines how your organization should organize and manage its information security.

Benefits of IMS

Some of the benefits of an IMS include:

- Meeting all standards' requirements with one set of policies and procedures.
- Increased efficiency and effectiveness.
- Reductions in costs associated with audits.
- Displays commitment to continuous improvement for the organisation as a whole.

The Quality Concept Factors affecting Quality:-

Quality is the level of excellence viewed by customers to satisfy their needs. For the standard of product or service, many factors are taken to be a consideration.

Fundamental Factors Affecting Quality

The nine fundamental factors **(9 M's)**, which are affecting the quality of products and services, are: markets, money, management, men, motivation, materials, machines and mechanization, Modern information methods and mounting product requirements.

1. **Market:** Market for the product must exist before quality of the product is emphasized by management. It is useless to talk about the quality when the market for the product is lacking. For example, there is no demand for woollen garments in the hot climates (e.g., Southern part of India). So, it is the role of companies to identify needs and then meet it with existing technologies or by developing new technologies.

2. **Money:** Most important factor affecting the quality of a product is the money involved in the production itself. In the present day of tough and cut throat competition, companies are forced to invest a lot in maintaining the quality of products.

3. **Management:** Quality control and maintenance programmes should have the support from top management. If the management is quality conscious rather than merely quantity conscious, organisation can maintain adequate quality of products.

4. **Men:** The rapid growth in technical knowledge leads to development of human resource with different specialization. People employed in production, in designing the products must have knowledge and experience in their respective areas.

5. **Motivation:** If we fix the responsibility of achieving quality with each individual in the organization with proper motivation techniques, there will not be any problem in producing the designed quality products.

6. **Materials:** Selection of proper materials to meet the desired tolerance limit is also an important consideration. Quality attributes like, surface finish, strength, diameter etc., can be obtained by proper selection of material.

7. **Machines and mechanization:** In order to have quality products which will lead to higher productivity of any organization, we need to use advanced machines and mechanize various operations.

8. **Modern information methods:** The modern information methods help in storing and retrieving needed data for manufacturing, marketing and servicing.

9. **Mounting (setting) product requirements:** Product diversification to meet customers taste leads to intricacy in design, manufacturing and quality standards. Hence, companies should plan adequate system to tackle all these requirements.

Developing a Quality Control System:-

Here are 6 steps to developing a quality control system:-

1. Set your quality standards.

In some industries, you may have to meet quality standards set by an outside body, such as an industry association, the local health and safety inspector, or a government regulatory agency. In others, there aren't any official quality standards, so you'll need to set your own.

Each department of your business will have different quality control standards. However, they must all be objectively measurable. For example, if you're developing quality control standards for your customer service team, “sounding friendly on the phone" is not a measurable standard. Measurable standards might include:

- Answering all customer calls by the second ring
- Responding to all customer service emails within four hours
- Resolving customer service problems in five minutes or less

2. Decide which quality standards to focus on.

Of course, you want to ensure quality in all aspects of your operation. However, begin by focusing on the most important measures — those that have the biggest effect on your profits and your customer experience. This will enable you to get results quickly and also keeps you and your team from becoming overwhelmed.

For instance, if you own a restaurant, keeping the restrooms clean is definitely something to monitor in your quality control program—but not the most important thing. Getting orders out to customers quickly and accurately is a more important standard because it has a more direct effect on the quality of experience and customer satisfaction.

3. Create operational processes to deliver quality.

It is believed that well-designed processes lead to high-quality products and services. If you create good processes, continually measure the results of the processes, and work to consistently improve the process, your product or service will get better and better.

Starting with your critical operations, create step-by-step processes that include benchmarks. For instance, In a restaurant, operational processes might require servers to pick up food for delivery to the customer’s table within two minutes of it being prepared.

4. Review your results.

Most business software, from financial and accounting apps to customer relationship management or customer service tools, lets you customize the information you collect and use dashboards to view it at a glance. Review your data regularly to see how well your company is meeting its quality standards.

5. Get feedback.

Use measurable feedback from external sources, such as customer surveys, online ratings and review to get a fuller picture of product and service quality. Also, get regular feedback from employees. How well are the operational processes working to deliver quality? How could they be improved?

6. Make improvements.

Once you’re meeting your quality control standards, don't stop there. For example, if you own a residential cleaning service business and you can cut the time it takes your maids to clean a home by 25 percent, you’ll be able to handle 25 percent more business without hiring any additional employees. That will really boost your bottom line.

No matter how well your processes are running, quality control shows there's always room for improvement, and making small changes can pay off in big ways.

Total Quality Control:-

Total quality control is a broad-ranging set of techniques that are employed to minimize errors throughout an organization. By doing so, an organization can greatly improve both its profits and customer satisfaction. It requires the involvement of employees across the organization who are empowered to make changes. This approach involves a number of concepts, which include:

- The customer's perception of quality is what matters.
- Error reduction focuses on process improvements.
- Processes must continually be improved, so there is no end to the total quality control effort.
- There must be continual feedback loops and close integration of motivational tools with the quality improvement goal.

Pre control of Inputs:-

Pre-control is also known as feed-forward or preventive control. It is future-directed control. It allows management to prevent problems rather than solving after occur. It predicts problems that the management may face in the future and identifies the steps to be taken to resolve them.

It is a more appropriate approach to control as correction can be made before the system output is affected. In this system, inputs and processes are observed and analysed for the purpose of adjusting them if necessary, before the output is obtained. Organizational plans such as strategies, policies, and procedures are the pre-control types.

Concurrent Control of Operations:-

Concurrent control is also known as real-time or steering control. It is the technique of controlling the activities in the process of functioning. In this system, supervisors direct the work of subordinates so that they perform their work properly.

In the process of functioning, if any problem takes place, it is identified and analysed and corrective measures are taken before any major damage occurs. It is a continuous process and necessary adjustments are made in activities to meet the desired standard. Types of concurrent control are quality control charts in an industry, inventory control, production control, etc.

Post Control of Outputs:-

It is also known as post-action or feedback control. It takes place after the activity is over. Management can take corrective action after analysing deviation from the planned results. In other words, it is the process of adjusting future action on the basis of information about the past performance.

Examples of post control are financial statement analysis, standard cost analysis, employee performance evaluation, quality control, etc. Financial statement analysis helps to know about the results of past performance in terms of profitability, financial position, cash flow, etc. The post control technique provides corrective feedback which facilitates the management of taking necessary steps to improve future performance.

Model for Managing Change

With how fast industries move, technologies advance, and current events shift, organizational change is now a normal part of doing business. But change is rarely easy. And the bigger and more complex a business is, the more challenging it is to implement change effectively.

Yet the ability to incorporate necessary changes into how you do business plays a direct role in long-term success. Change management models provide specific guidelines to help organizations through the process of planning and implementing change more successfully.

The best change management models and methodologies

1. Lewin’s change management model
2. The McKinsey 7-S model
3. Kotter’s change management theory
4. ADKAR change management model
5. Nudge theory
6. Bridges transition model
7. Kübler-Ross change management framework
8. The Satir change management methodology

1. Lewin's change management model

Lewin's change management model is named after its originator, Kurt Lewin, who developed it in the 1950s. It's divides the change process into three steps:

Unfreeze This is the preparation stage. Analyze how things work now, so you accurately understand what needs to change to get the intended results. In this stage, you also make your case to employees and communicate what to expect so everyone impacted is prepared.

Change This is the implementation phase. Put the change into practice, and keep communicating and providing support for all employees involved.

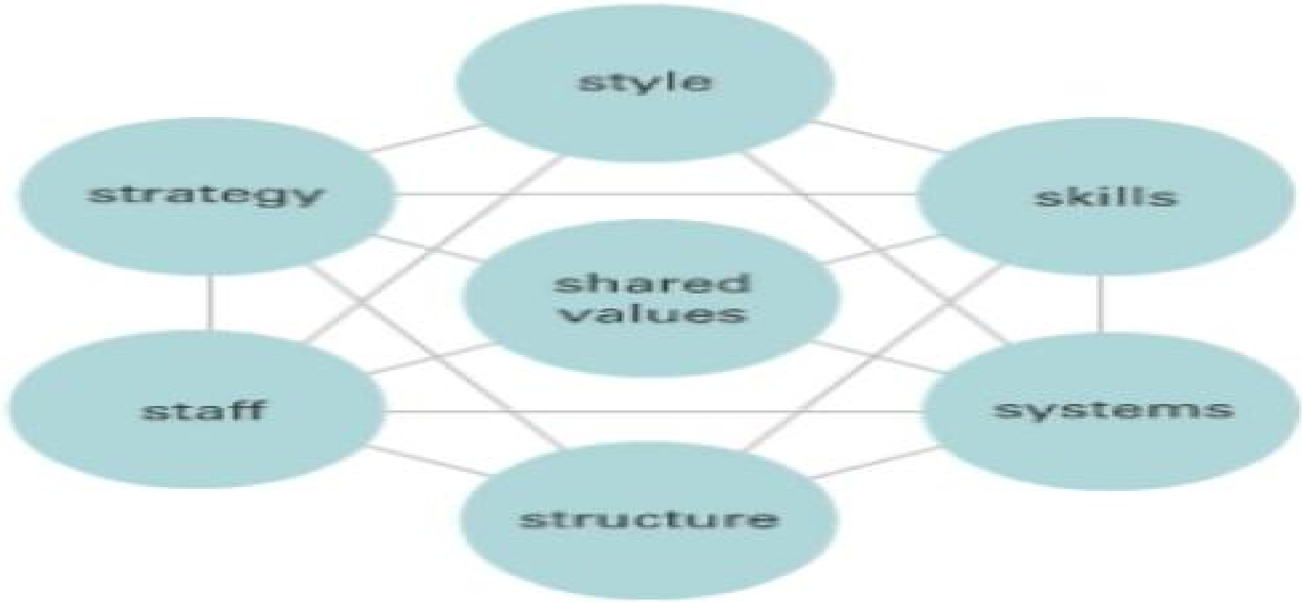
Refreeze To avoid falling back into the old way of doing things, develop a strategy to check in and make sure the change sticks. Review how the new processes work and measure how well you've reached your goals.

2. The McKinsey 7-S model

Developed by McKinsey & Company consultants the McKinsey 7-S model involves breaking a change program into seven components to focus on:

1. Change **strategy**
2. **Structure** of your company
3. Business **systems** and processes
4. **Shared** company values and culture
5. **Style** or manner of the work
6. **Staff** involved
7. **Skills** your staff have

Breaking organizational change down into these core components helps to avoid overlooking any important factors.



3. Kotter's change management theory

Harvard professor and change management expert John Kotter created a theory called Kotter's change management theory, which focused primarily on the people involved in a change process and their psychology. He divides it into eight steps:

1. Create a sense of urgency to motivate people
2. Build your change team with leaders and change agents of various skills and departments
3. Define your strategic vision for what you want to accomplish
4. Communicate with everyone involved in the change management process to get them on board and make sure they know their role
5. Identify roadblocks and address anything causing friction
6. Create short-term goals to break your change management plan into achievable steps
7. Keep up the momentum throughout the process of implementation
8. Maintain the changes after the initial project is complete

4. ADKAR change management model

The ADKAR model, developed by Jeff Hiatt, the founder of Prosci, formulates five main goals to base your change management process on.

- **Awareness** Ensure everyone in your organization understands the need for change
- **Desire** Make your case so that everyone involved wants the change
- **Knowledge** Provide the information each person needs on how to accomplish their part of the change process
- **Ability** Make sure all employees have the skills and training they need to successfully do their part

- **Reinforcement** Continue to work with employees and stakeholders after the change is accomplished, to make sure they stay on top of doing things the new way

5. Nudge theory

The nudge theory is less a step-by-step model than employing a particular mind-set to encourage change. Instead of issuing top-down change requests from senior executives and expecting people to fall in line, the nudge theory is about finding a persuasive way to nudge your employees toward wanting the change on their own. This involves thinking about the change you want to make from your employees' point of view, presenting it based on how it will benefit them, treating it as a recommendation more than a command, and listening to feedback throughout the process.

6. Bridges transition model

Created by the change consultant William Bridges, Bridges transition model emphasizes the emotional transition people go through in the course of experiencing and accepting a change. The model recognizes three stages companies should help guide employees through:

- **Ending, losing, and letting go–**For many people, the first reaction to change is a resistance marked by fear and discomfort.
- **The neutral zone–**When the change is starting to take place, people will be stuck between letting go of the old status quo and welcoming the new.
- **The new beginning–**Finally, if handled well, once the new change is in place people will enter the stage of acceptance and comfort with the new way of doing things.

7. Kübler-Ross change management framework

The Kübler-Ross change management framework, created by Elisabeth Kübler-Ross, will be familiar to many as the model used to describe the experience of grief. It can be applied to many experiences of change, so understanding these stages can help you better address employees' response to an organizational change.

- **Denial–**Refusal to believe is a common knee-jerk response to information a person doesn't want to hear.
- **Anger–**When an unwanted change feels forced on a person, anger is natural.
- **Bargaining**–People may try to push for a compromise to avoid having to accept the change entirely.
- **Depression–**If employees are upset about the change and feel hopeless about it, they may enter a stage of depression.
- **Acceptance–**When people realize there's no other option, they eventually reach the point of acceptance.

Ideally, you want to design your change approach to address these potential feelings head-on and keep employees from experiencing the worst of them.

8. The Satir change management methodology

Created by the family therapist Virginia Satir, this model is based on trends she saw in how families experience change. But as with the Kübler-Ross, it can also apply to business changes.

- **Late Status Quo–**where you are when starting out
- **Resistance–**the natural response many people have when change is first introduced
- **Chaos–**when the change is starting to be implemented and there's still confusion and resistance
- **Integration–**when productivity begins to level out, suggesting general acceptance
- **New Status Quo–**when employees settle into the new normal

Forces for Change:-

All business organizations establish, operate, and grow within a wide range of changing environments. All such forces affecting the survival and growth of business organizations are known as forces of organizational change. Mainly, there are two types of forces that lead to change in an organization consisting of internal and external forces.

- Internal forces of organizational change
- External forces of organizational change

1 Internal Forces

All conditions and forces within the organization affecting business operations are internal forces of organizational change. For the internal health of the business, it is essential to manage internal change forces in a useful way.
Internal forces are to some extent controllable to the management. The component of internal forces consist of:

- Change in owner and board of directors
- Change in goals
- Change in plan and strategy
- Change in organizational structure
- Change in job technology
- Change in the work environment, etc.

Internal forces of change arise from inside the organization and relate to the internal functioning of the organization. They also might include low performance, low satisfaction, conflict, or the introduction of a new mission, new leadership. Low performance within an organization must obviously be addressed with change that facilitates higher performance. When low performance yields low quality or inefficiencies, customers complain and organizations need to change.

2 External Forces

External forces are those changes that are part of an organization's general and business environment. There are several kinds of external forces an organization might face:

- **Demographic.** A changing work demographic might require an organizational change in culture. For instance, Avon built and grew their business around door-to-door cosmetic sales, with the stay-at-home wife and mother as their primary front line employee. When more women entered the workforce in 9-to-5 jobs, Avon had to shift gears and find new ways to get their products in front of their customers.

- **Social.** Changing social trends can pressure organizations into making changes. Consumers are becoming more environmentally conscious, a trend which has pushed fast food restaurants to replace Styrofoam containers with paper. Manufacturers of cleaning products changed product formulas to omit phosphorus and other environmentally threatening chemicals. Tobacco companies have buckled under the changing image of smokers, the dangers of their products, and some have started looking into eCigarettes and other smoking alternatives to stay in business.

- **Political.** Government restrictions often force change onto organizations. This can be something as simple as a change in minimum wage for employees, or as complex as rules and restrictions governing fair competition in business. For instance, when the Affordable Health Care act was put into place, businesses had to change their operations and put steps into place to confirm that all employees had healthcare coverage to comply with the new law.

- **Technology.** Technological changes can make or break a business. Whether new technology is introduced industry-wide, as when the laser was introduced to modern medicine, making surgeries easier and safer; or when it's introduced to end users, as when consumers stopped renting videos to enjoy the cheaper, more convenient streaming services like Netflix, organizations must change to accommodate new technologies or suffer the consequences.

- **Economic.** During the 2008 recession, consumers lost their jobs and cut back on their spending. These economic downturns had a major impact on businesses. Banks failed. General Motors and Chrysler filed for bankruptcy. Survival meant adapting to change. Companies like Lego, who experienced stagnant U.S. sales during this time, took the opportunity to build their markets in Europe and Asia. Netflix realized the potential of providing in-home entertainment to families that had cut back their entertainment budgets and grew their subscriptions by 3 million subscribers in 2009 alone.

Need for Change:-

Organizations change for a number of different reasons, so they can either react to these reasons or be ahead of them. These reasons include:

1. Crisis

September 11, 2001(popularly known as 9/11) is the most dramatic example of a crisis which caused countless organizations and even industries such as airlines and travel to change.

The 2008 financial crisis obviously created many changes in the financial services industry as organizations attempted to survive.

2. Performance gaps

This occurs when an organization's goals and objectives are not being met or other organizational needs are not being satisfied. Changes are required to close these gaps.

3. New technology

The identification of new technology can lead to more efficient and economical methods to perform work.

4. Identification of opportunities

Opportunities are identified in the market place that the organization needs to pursue in order to increase its competitiveness.

5. Reaction to internal and external pressure

Management and employees, particularly those in organized unions often exert pressure for change. External pressures come from many areas, including customers, competition, changing government regulations, shareholders and financial markets in the organization's external environment.

6. Mergers and acquisitions

Mergers and acquisitions create change in a number of areas often negatively impacting employees when two organizations are merged and employees in duel functions are made redundant.

7. Change for the sake of change

Often an organization will appoint a new CEO. In order to prove to the board they are doing something, they will make changes just for their own sake.

8. Something sounds good

Another reason organizations may institute certain changes is that other organizations are doing so, It sounds good, so the organization tries it.

9. Planned abandonment

Changes as a result of abandoning declining products, markets, or subsidiaries and allocating resources to innovation and new opportunities.

Alternative Change Techniques:-

Change management is unique to every organization, so there is no one-size-fits-all approach. But using the following change management tools and techniques in developing an approach that closely accounts for the needs of your organization will ensure a successful transition.

There are five Change Management Techniques which are as follows:-

1. Flowcharting

Making a flowchart of all organizational process serves as a visual sketch especially for those in the organization who don't have a broader view of some of the key processes in the organization.

Flowcharting is a simple way to get people on board with where a company is at and where it would like to be.

Once any change begins to be implemented, it can be added to the flowchart so that all members of the organization have the chance to keep up with the change – raising their feeling of contribution and commitment to the organizational goals.

2. Metrics and Data Collection

Many people squirm at the idea of number crunching, but collecting the right information and data is a critical step in change management.

Focusing on facts – how the organization has done in the past and where it stands today in respect to competition, risks, and opportunities, will steer change management in a constructive direction and shorten the decision-making time.

3. Force Field Analysis

This change management tool provides an initial view of change problems that need to be tackled. It highlights the driver for change and change inhibitors (obstacles to change).

Originally developed by a social psychologist, the idea behind Force Field Analysis is that for change to be successful, the driving forces need to be strengthened or the resisting forces weakened.

4. Culture mapping

Another useful change management tool is culture mapping.

As a matter of fact, every organization has its own ways of doing things. This means that every organization has its own way of establishing values, concepts, norms and practices.

Some typical paradigms that most organizations have include: respect for authority where decisions made by senior management are unquestioned or the reward system is based on good performance or seniority.

If you are responsible for managing change in the organization, you must be fully aware of the organizational culture so that your management practices are appropriate.

5. Project plan

A sound project plan will serve as a framework from which to work in, to know where some flexibility is allowed and which boundaries should not be crossed.

Most of the time, a change management initiative will require many people working in various departments of the organization to implement new changes simultaneously.

It is therefore very important to utilize this change management tool to help you come up with a clear plan on how the proposed change is going to be implemented.

New Trends in Organizational Change:-

Change management is crucial for an enterprise to succeed and drive business outcomes. Over 75% of organizations are looking to add more change management initiatives in the next 3 years. This clearly shows that organizations are beginning to understand the importance of change and looking to secure their future by investing in change.

However, 66% of these initiatives fail. To counter this, organizations must pick emerging trends in change management and implement them if they are going to improve their bottom line and employees' well-being.

Top organisational Change for 2022

- Shift in organizational culture
- Open-Source change
- Digitizing is altering the business models
- Digital Communications
- Change becoming a continuous process
- Employee engagement
- Real-time and Historic data is the key

1: Shift in organizational culture

Organizational culture is the combination of values, ethics, expectations, and practices that enables the action of the team members.

Culture is built over time with consistent and authentic behaviour. According to a report, Return on Culture shows that organizations with a healthy culture are 1.5 times more likely to report average revenue growth of more than 15%.

It is believed that visible signals like dress code, where and how the employees do their job, and social conduct are the basis of an organization's culture.

While this is true, the modern organization is moving remote and the foundation of a company's culture is shifting towards trust, accountability, and mutual respect. The concept of where and when the employees get the job done and what type of attire they wear is becoming less important.

Companies are only focusing on whether the job is getting done and whether their employees are feeling comfortable or not.

2: Open-Source change

The term open-source is often used in the software industry and has been in existence since the early 90s. Since then, the term has been used in different contexts across several aspects of a business but the guiding principles of open-source remain the same.

By introducing the open-source concept in change management, organizations can be 24% more successful and employee engagement can increase by 38%.

In an open-change framework, different employees are introduced to the change in different stages to get their opinion on it, based on their expertise. This is done to avoid opinion overload and provide transparency. It also fosters collaboration by ensuring that everyone who is going to be impacted by the change co-creates the strategy.

3: Digitizing is altering the business models

Digitization is not a trend but a necessity and an organization that isn't actively pursuing it will be out of business soon enough.

The digital medium is revamping the business world by shattering the physical boundaries and empowering businesses with powerful insights that help them make sound decisions.

The visibility has improved and organizations are becoming relatively more agile. It is helping companies with a shoestring budget (with very little money to spend) to compete with industry giants as they can reach their customers at the point of need and solve their problems.

All this has made the traditional establishments move towards the digital tech stack and create a business model that satisfies the customers' needs in any situation or time.

4: Digital Communications

Post the pandemic, there has been a drastic shift in workforce communication. Organizations are heavily investing in digital tools that can break the physical barriers and help employees collaborate better.

The success of a change management initiative depends upon training, discussions and meetings. These in-person interactions may not be feasible and organizations must deploy tools that can ensure successful communication.

Some commonly used communication applications are:

- Zoom: Enables virtual face-to-face interaction with employees and stakeholders.
- Outlook: It enables formal communication and helps you connect with the employees via email.
- Slack: Helps with direct communication between employees immediately.
- Apty: A Digital Adoption Platform that helps in creating announcements and notifications within enterprise software and guides them through complex tasks with walkthroughs. It helps inform them about any changes in the applications that they use.

5.Change becoming a continuous process

The end goal of change is to ensure organizational success. With technologies, processes, compliance, rules, and regulations always changing, companies are now opting for continuous change management and IT strategies.

Companies are continuously looking for gaps in their existing business processes and trying to improve them with their IT infrastructure and strategies. Today, organizations are focusing on regularly improving different aspects of business and driving results irrespective of the internal or external environment.

This trend of continuous improvement will pick up as small changes have the potential to improve the bottom line of the organization and provide desired results.

6: Employee engagement

The attention span of humans is reducing drastically and organizations are facing a challenge in engaging their workforce. Successful companies are making employee engagement strategies and structuring programs to engage them with the change initiatives.

For successful change management, employees must be engaged throughout the journey. Otherwise, the change initiatives are likely to derail.

They are investing in social tools that foster collaboration and communication. It also helps the organization post the latest updates related to the project in hand and get instant feedback from the employees. There is also increased visibility between employees and management, creating trust between them.

7: Real-time and Historic data is the key

Organizations are comparing the historic and current data to find the shift in the behaviour of employees and to create content that helps them adopt the change proactively.

For example, earlier, employees might be excited to learn through online videos from the convenience of their home but today their inclination could be towards interactive training that can help them learn on the job. So, an organization must uncover trends such as this and deliver through channels that employees might actually use.

From a customer's standpoint, the change could be in their buying pattern which could lead a retail company to predict the demand and manage their inventory in such a way that it satisfies customer needs.

Data-driven decision-making is no longer a trend but a necessity to stay competitive. The difference between success and failure would be the way your organization leverages data to gain insights, predict trends, and measure outcomes.

Conclusion!

Change management is a difficult process and with the ever-changing environment, organizations need to have a proactive approach.

An organization can only become proactive if the company’s culture fosters collaboration and trust. An enterprise that implements new digital technologies, adopts them with tools like Digital Adoption Platforms, and uses data to make decisions that will sustain in the long run.