Managing Change in Organizations
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Lecture – 10
Scope of Change (Contd.)

So, welcome back. So, we are going to continue our discussion on Scope for Change. You remember we talked about the different kind of changes that happens in the organization and that is why we talked about structural changes, system related changes, technology related changes, cultural related changes, people related changes right. So, when you are talking about these kind of changes it does not going to affect just a part of that right. What I mean trying to say that when you go about change in your strategy you also need to bring about the change in the culture right.

When you go about the change in the strategy you also need to go about the change in the structure because, structural changes are an outcome of what you call strategic changes. So, what we are going to see that when you are going to bring about certain changes whether it is relate to incremental changes or transformational changes how this alignment could be done in a more effective way. So, that we are more productive and effective.

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Strategies for planned change

	Incremental change strategies	Transformational change strategies
Collaborative mode	Participative evaluation When organization is fit but needs minor adjustment not fit but have time to make changes	Charismatic transformation When organization is out of fit no time for active participation but can go for radical change
Coercive modes	Forced distribution When organization is fit but needs minor adjustment Out of fit but have time to make changes	Dictatorial transformation When organization is out of fit no time for active participation but can go for radical change For survival

So, first of all we will talk about the strategies which is carried out for plan changes you know to plan changes are mostly directed by the top management right. So, the top management decides that yes we need to go for certain changes. So, all such changes are known as plan changes. So, the kind of change that is to be there is to be decided with the top management, how they go about it that is decided they communicate it down the line we need to go for this kind of changes right. Now, these changes could be related to either incremental changes where you go for continuous changes or it could be related to what we call transformational changes.

Now, apart from these two kind of changes which we have dealt with extensively we have to see that what is the mode of bringing about these changes whether it is relate to incremental or whether it is related to transformational changes. Now, if you look at this it talks about two kinds of changes that is collaborative mode and coercive mode. Collaborative mode means where people collaborate, stakeholders cooperate with each other whether it is related to incremental or transformational changes.

Coercive mode this where people are forced to go for this kind of changes right you may be threatened if you do not go for these kind of changes or you do not accept this kind of changes right. So, where you use threat as a mode to bring about certain changes in the organization any kind of change system structure policy technology then that is known as collaborative mode. And sorry coercive mode and when we are talking about collaborative mode that is more participative where you expect all the participate, stakeholders of the change process to participate in the activities to make it successful.

Now, if you look at these two dimensions of incremental and transformational change and accordingly the collaborative and coercive mode that we have explained. We bring about four kind of changes right: one is where you participate to evaluate the kind of change that you want to bring that is participative evaluation right. Most of the incremental changes when it is done in collaborative mode right it is participative evaluation. What happens in this kind of evaluation? Organization is doing well, but it needs to bring about certain adjustments.

So, you bring go bit by bit bringing about certain changes right. So, organizations doing very well, but it also brings minor adjustments so, that it continues to do very well right. And even if it is not fit it has enough time to bring about certain changes right, but

similarly if you are going in to a coercive mode it means, that yes organization is doing well it is set and needs some kind of adjustments, but what actually happens?

The mode that is used is more coercive you basically force people to go for this kind of changes. So, in one case you allow participation of these stakeholders of the change process and another case basically you force people. So, it is more top down ok. So, where you dictate terms and you ask things to go for it right so, that is forced distribution. Similarly, when you go for a radical and more transformational changes it means that here basically you charismatic of the leader works. So, they are so much impressed the people are impressed by the charismatic characteristics of that leaders. So, that they think whatever the leaders saying is correct and let us go by that without thinking about it.

So, they participate actively without thinking any outcome and this is what you know as charismatic transformation. The best example of this kind of charismatic transformation I can give is like when Mahatma Gandhi who was a charismatic leader right. When he tried to transform certain things say any activity that he took up people followed him without questioning or without listening that where he wants to go that (Refer Time: 05:17) because he believe people believed in him. So, they went for it right.

So, things were not doing well, but yes people go for this kind of things right. Because, there is no time for allowing people to ask their opinion ask them to collaborate this the idea is that yes we need to go for it and let us go for it right. But in case of coercive mode what actually happens, it becomes more dictatorial right. Because, organizational things are not working well in the organization so, but you do not think that yes people lead to participate in these activities.

So, you go for a radical changes for survival. So, the best example I can give you this kind of transformation when Indira Gandhi try to bring about structural changes in the system and the structure of the governments by imposing emergency. So, it was a kind of dictatorial transformation that she wanted to bring to make the corrections at the organization level that is the country right.

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So, discussing about these four kind of transformations see what actually happens. So, these are the four possible change strategies right in participative yes you need to create a culture of collaboration. So, that you are successful in charismatic transformation right you have created a such a culture. So, that even if for going for radical changes people accept it forced evolution what happens you make some incremental adjustments without getting without support of the culture or without support of the people and you are asked them to accept it as it is right. And in dictatorial transformations right it is used in times of crisis like emergency which was considered as crisis period and then major restructuring running counter to internal culture.

So, there are lot of oppositions from the people you know the attitude or values of the people were different and they did not accept this kind of thing to come out right in terms of in the form of emergency right. So, any kind of restructuring that the government want to bring in the governance of the country was suffering because, the internal culture was not in tuned with what the government or the leadership had accepted right.

So, this with moving this four changes in strategies I will talk about integrated strategic change. What are the key features it means that you need to see that when you want to bring about any kind of change how it can integrate better with other systems of the organization right.

So, if you want to bring about the change in cultures do you expect this to be aligned with what you call culture technology and a structure. So, if there is the better integration then you can say yes it is going to be more effective. So, any kind of deliberate coordinated process we are going to see that all of them are integral right which leads to a radically systematic realignments; realignments between what the environment the strategy.

So, whether were a strategy has come out as a result of the environmental planning whether the structure is the as a result of what you call the strategy of the organization or not right. So, basic objective of this is align realignment becomes environmental strategy or environment then strategy and then structure and then people or technology and the culture. Whether it would be result in a improved performance or effectiveness or for not it depends upon how integrated these strategic changes are there it means that the extent to which they have been realigned with each other right.

So, you need to ensure there is a fine tuning between all the components of various parts of the organization in terms of structure strategy culture technology and people so, that it

provide better results. Now, moving further what we are going to see that, what is the strategic orientation? So, first point is that what is the strategy of the organization say for example, if the company want to go for say mergers acquisition if you wants to go for say joint ventures right.

So, under these strategies you are going to develop a plan right and how this mergers acquisitions that you want to go for is going to the realign with other parts of the organization right. Whether this kind of action plan right this strategic plan that you have been thinking about is going to bring about a change in the structure the culture the technology and a people related issues of the organization or not right.

So, how you are going to integrate them into the process so, that it is effective let me give an example of say mergers and acquisitions right. So, your strategic orientation is basically aimed at integration. So, that you have better market share right you are not going to be dependent on resources. So, you have purchased the company right see most of the big companies what they do they keep on acquiring small companies. So, that they are not going to be resource dependent on them. The best example that you can take up of this Tata when they acquired several methods the basic objective of acquiring (Refer Time: 10:43) by Tata was to have more markets and new markets right.

So, that required is company they created a strategic plan, but what actually happens they did not go for integration in to the processes the individual in the group processes ultimately what happened as a result this kind of acquisition did not succeed right. So, the Tata is not in a position to understand what is to be done with this acquired company because, they had lot of adjustments that need to made in terms of the culture, reward system, HR policies right thus; actually went into haywire so, they are not able to understand what to do with that.

So, the idea was they were not able to integrate various processes dealing with people and related issues and that is why this kind of mergers and acquisitions did not succeed. So, what I am trying to make you understand is that you need to integrate and align everything together; so, that any kind of a strategic change is going to be more successful.

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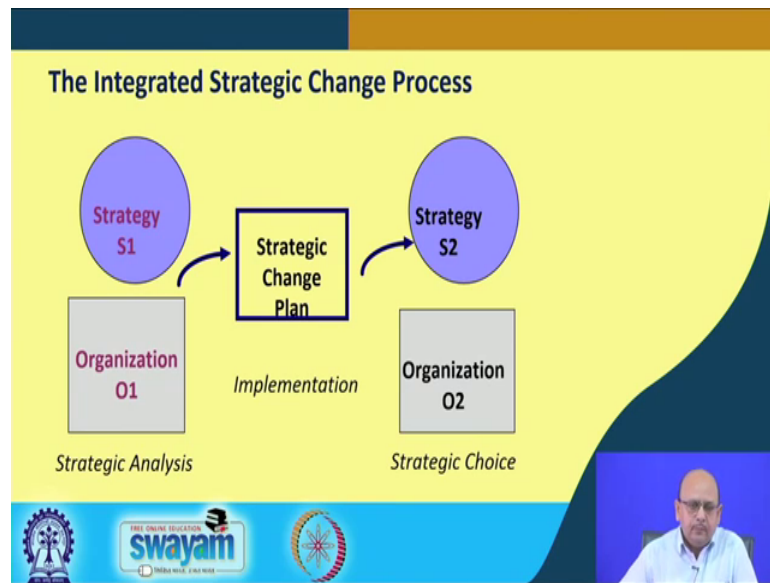
See how what is the process? Now, let us look at this talks about two things; one strategy S 1 and then there is the change in the strategy that is S 2 right. So, you have one strategy earlier now you have gone for a change in the strategy right. Now, you need to become a different organization so, earlier you are known as organization 1 O 1 and then after implementing that this strategy you will be called say organization 2.

So, at the first phase you are going to analyze your strategic requirement based upon the analysis of the environment that what kind of a strategy you want to have for your organization right. Once you are able to understand and identify the kind of a strategy that you want to make use of so, to go for a change.

So, for example, you want to adapt a strategy related to pricing or suppose you have a strategy to offer a new product in the market right. So, you go for a new product development right you think that the existing product is not successful. So, you need to offer a new product which could be merged better into it. So, it is features and through which you can compete in the market right. So, based on your strategic analysis you think about coming out a with a new product.

So, you implement this change plan it means that you need to invest on this right you need to come out with new product and for that you have to go for new product development right. Once you are implemented and you have come out with new product. So, you will be offer to the people that is your next strategy that you are going to

compete on the basis of differentiation. So, differentiation is strategy that you are adapting here by offering a product which is new in the market and which can better compete because of it is switches in the market.

Now, with this new product development you are going to offer a new product which is a part of what you call is strategic two right. So, now, you have a strategic choice the strategic choices that you are going to compete with a new product development you are not going to focused or you are not going to use pricing as a strategy. So, you look at different alternatives which you have at this strategic level which help you to compete in the market right it could be based on pricing it could be based on say you offering a unique product right or focusing on a particular segment of the market right.

So, they are different kind of a strategies which are available or whether you go for mergers acquisitions joint ventures or strategic alliances. So, you decide about how you go about it right. So, based on this once you implement a strategy and you see that whether your strategic choice is successful or not. But, in order to ensure that this strategic choice is successful how it is aligned with other thing like if you go for a new product development it means that you need to bring about a change in the production process that is technology right.

You also need to invest more in training and development so, that people are ready to work with the new technology right. So, you need to align your new product development strategy with other systems and processes of the organization if that does not happen it is not going to be successful right and that is why we go for integrated strategic change process.

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So, what are the things that need to be done? First whether you have to see whether you are really ready to go for a new change and say what your current strategic orientation. And based on your current strategy you have to see whether you want to go for a change in your strategy right. So, if I have been competing on the basis of pricing now you know that there is a level playing field on the pricing fund it means everybody is offering similar products on the similar price.

So, now, your pricing strategy is not successful right. Now, if you look at the deviation sectors most of the airlines of a similar products or services you can say it is similar prices. So, pricing strategy not successful now pricing strategy is not successful then you need to look at other strategy you can think about focused market I mean those segments of the market have customers and which you want to focus upon or you can think about offering new products or new services right. So, whether this strategic choice is going to be successful or not and why you want to go for this kind of a strategy right.

So, the top management actually decides what could be the change in the strategy right say for example, when Reliance Jio offered a new service which was almost a new kind of product in the market because others were not having this kind of product. So, with this was a strategic choice by reliance Jio to provide better to the customers at a lower caste with the objective to improve their market share right and have a more customer base right.

So, once you decide your strategic choice then you go for it, how this is going to bring about changes in other parts of the system and structure. So, whether you have a technology whether there is a support in terms of a structure and culture of the people in the organization to implement this kind of changes or not right. So, when you design the strategic change plan you need to see that what is to be done.

And accordingly implement the strategic change and if you are able to align and tune other systems and processes with your strategy then you will be in the better position to implement the strategic plan and more successful otherwise what will happen your change program is not going to be successful right. So, the idea is that if you want to bring about any strategic change first you look at your current strategy why you need to go for a change which strategy is going to be more successful and effective.

And if you want to implement that particular strategy for change how it is going to be aligned with other parts of the organization other systems of the organization right. So, the nature of alignment is going to decide how successful you are going to implement that particular strategy right.

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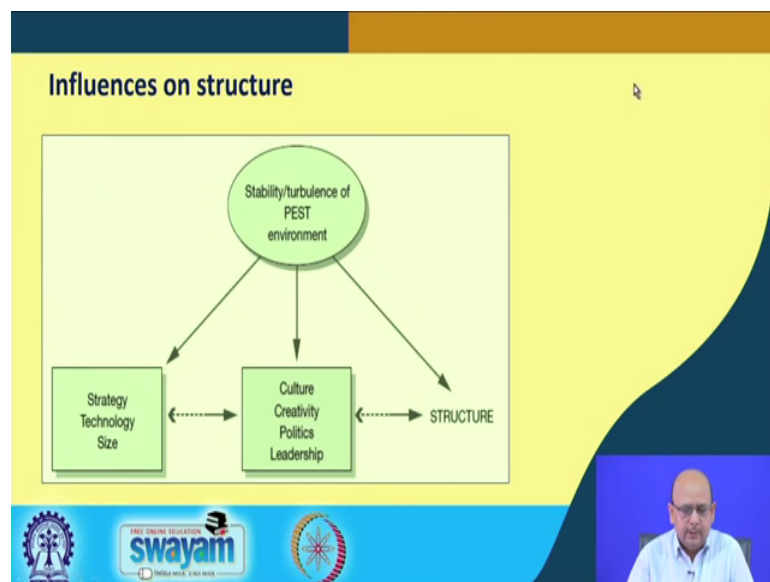
Now, moving further see how it is effected right. Now, this talks about the environment factor how stable or unstable the environment is that you come to know about analysis this is known as pest analysis right political, economics, social and technical socio cultural and technical environment that is known as pest analysis right. So, once this pest

analysis is done to I to identify level of the level of stability which is available in the environment accordingly you are going to decide about the strategy right your technology, your size.

Now, see this environment is also going to influence the culture environment is also going to define about the structure, but that is one thing now you see that you need to create the better alignment between the strategy, technology, culture and structure. So, your culture structure need to be aligned culture and strategy need to be aligned right. So, you have to see that when you have to bring about any change.

So, for example, you want to bring about any a structural changes need to ensure that there is the better cultural alignment it means with structure people are ready to accept it. So, you are going to create a new norm and value system for the organization, but you need to ensure that people are ready to follow it right which is the part of the culture right which has come from way the strategy.

So, the strategy which has come out of this environment need to be aligned with what you call the culture and at the I will related a issues a creativity the kind of politics that is their leadership right. Then you also need to see that yes, your structure is also aligned with this one. So, if this is not there then what will happen you cannot think about a strategic change integrated strategic change it means you need to ensure that your environment strategy culture and structure everything is aligned with each other right.

That is the point which I wanted to mention right for example, we have taken of that case of Reliance Jio see what actually happens they analyze the environment they could find that ok. If they go for this kind of a strategy it is well to be creating more market share for them in order to develop this they develop software, they develop technologies. Size of the environment factor they has they had this size also with them, size which is measured in terms of financial strength not only the number of people. So, they had the strength.

Now they wanted to they what they need to do is they wanted to bring about a change in the culture of the organization. So, that this kind of strategy is going to be more successful and accordingly they dealt with politics of the organization the leadership or supportive. And they also ensured that there is a better alignment within the structure of the organization and culture to support the kind of the strategies that they had.

So, that they could meet the challenges of the environment right in order to succeed in a market which you are more or less stagnated right. Now, others have also started following the same suit. So, this now this is not a strategy and which the reliance can rely upon why because all major tele companies have gone for the similar strategy, they had been able to bring about the changes in the strategy and they are offering similar products and services what Jio has been offering today.

So, now, this is not going to create a you can say better market for the Jio. So, Jio has to think about something new the new strategy. So, the strategic choices has to be decided based upon the environment analysis which also include your competitors and see that how you can go for a more integrated alignment among the factors. So, that any change is more acceptable and successful.

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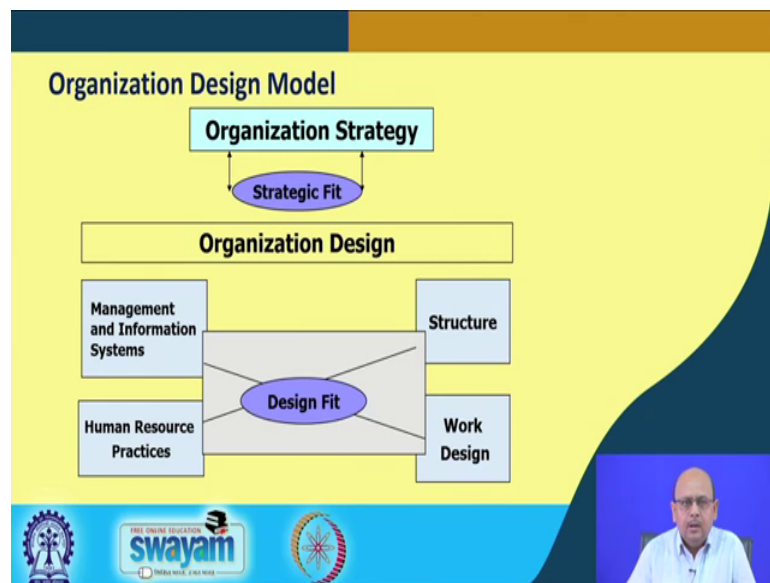
Look at this, so, you go for a better strategic fit between these factors. So, we are talking about organizational strategy it means this strategy must be in tuned with the structure right. Remember when you are talking about the strategy that is the action plan of the organization right and this strategy could be developed that what the unit level the corporate level. Even in the industrial level also even in the department level they kind of different strategy like production department can define their own strategy to meet the targets marketing department can have their own strategy to see that how they are going to sell their product right.

HR department can have their own strategy that how they are going to contribute with the organization how they are going to recruit people how they are going to design performance based systems dealing with the reward.

So, each department might be having it is own strategy in the organization. So, this is what we call a department level strategy then moving to the organizational level strategy. So, each organizational will have (Refer Time: 23:20) strategy right. So, what I am talking about here? So, you need to see that there is a better strategic fit between the structure and the strategy of the organization right.

So, where you are going to design an organization you need to keep the teach four co factors right one is what kind of communication system you have both manual as well as technical like now a day's people are using it based systems that that is management and informational systems a basic objective of having this system is to provide feedback and also acting as a control system to see and that how well we have been progressing. Then looking at the structure what kind of structure you have structure in terms of what is the degree of formalization centralization levels in the hierarchy number of the departments and that is how you create a structure right.

It could be a function base it could be a product base it could be a division base similarly how the work is being done the design the job is being designed how much it earning say freedom you provide to the people whether people are allowed to use their skills or not. So, all this factors are related to what you call the job design now if you look at all these factors there must be in congruency with each other. So, that the structure that you have is better aligned with what you call the strategy. So, you can have a better strategic fit only when these elements of the structure are aligned and in tuned with what you call the strategy of the organization right.

Aligning structure with strategy, work design, HR and MIS

	Mechanistic	organic
Strategy	Cost minimization	Innovation
Structure	Formal/hierarchical Functional	Flat, lean, flexible Matrix structure, process , network
Work design	Traditional jobs, traditional work groups	Enriched jobs Self managed teams
HR System	Person job fit, training Standard reward, pay for performance and merit	Person organization fit. Regular training, choice based reward, pay for performance and business success
MIS	Command and control Closed centralized information	Employee involvement Open, inclusive and distributed information

Now, moving further we will discuss some other things see how structure is aligned with the strategy work design HR and MIS look at the example. See most of the structure could be either classified as a mechanistic structure talus structure are mostly mechanistic then flatus structures which are called basically organic structures right now if you look at all this dimensions of a structure. So, what kind of alignment is required? Say when it comes to strategy what is the objective of mechanistic structure to produce on a mass basis right. So, you go for a mass base production system the objective is to be more cost effective.

So, minimize the cost, but in an organic system a strategy is to go for more and more innovations right. So, you can offer different kind of products using your products and system right the structure here it is more hierarchical functional structure here you are going to have more flat lean or flexible structure, it could be matrix or process based and even a network structure right. So, see how the structure is changing depending upon their strategy right.

So, if you want to go for market orientation then your structure should be different right. Similarly, the works design is going to be different right you will need to go for job better job designing, enriched jobs and here you can go for traditional work arrangements. Now, when it comes the HR fit here we are talking about person job fit it means you need to ensure that yes person know how to perform a particular job and here

we are not going for person job fit the concept has entirely changed we go for person organizational fit.

You need to ensure that through regular training people are ready to work with any kind of requirement that an organization has. So, you need to ensure that people have those capabilities which is required for the organization not for a particular job. So, that is the change in the concept when you move from a person job fit to what you call a person organization fit. Then coming to the MIS basically the here MIS is being used as a command and control function and here it is used to engage employees to have better inclusive and more distributed information.

So, MIS is used to create awareness among there people that what is happening to give them feedback systems. So, it is used as a feedback system and here it is being used as a control system. Now, you can see that this alignment is very very important between the strategy HR, work design and MIS and that is with that is why we have been talking about in integrated strategic change. So, any integrated strategic change you need to ensure that these parameters are aligned with each other right. In this case you have seen that how structural changes brings about a change in the a strategy the design or the HR system of the organization right.

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So, when we are talking about that the design part where you are talking about the structural change in the organizations. So, you have to see that why you want to go for

change in your design right whether you want to have a mechanistic structure whether you want to go for in organic structure the idea is that why you want to go for it and whether it is followed by this strategy or not.

So, first you need to look at your strategy and then accordingly you decide what kind of a structure you have or you should have right not the otherwise do not think about a strategic structure first and then you talk about a strategy because, structure follows a strategy it is not strategy follows the structure right. So, you have to see that first you decide about your strategy to start with decide what is your objective and then in order to achieve those strategies what kind of capabilities would be required by the organization right.

And then depending upon that at the next stage you see that what kind of design you want to have right what could be the various components right it means what could be the various departments or what could be at various levels how the jobs are going to be distributed along people right. So, what in what way you are going to create better coordination both vertically and horizontally to ensure that the objectives of the organizational institute and that is why you are going to design the organization.

So, you need to ensure that there is design is going to meet in the requirement of the strategy right and then you go put in put the new structure in place. So, that it is going to help the organization to achieve it is goals and objectives. So, you implement the design so, first you look at the strategy go for the structure and then put the new structure in place practices and systems right moving further.

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So, we have talked about the strategy structure fit now we are talking about the strategy and culture fit. You also need to ensure that any strategic changes bring about the changes in the culture right. For example, when you are talking about strategy culture fit you have to ensure that when you are going to take any course of action to achieve objective how cultural changes is going to enable it in the process of achieving those objectives. So, culture is a very important factor. So, when you are talking about a strategic culture fit we need to ensure that how it is to be done.

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See we need to create a matrix and there are four basic alternatives one is first is managing change you need to ensure that any in changes you need to understand and tell that yes, if you bring about a change in strategy it also engage certain rest and if culture is compatible with this you will be able to manage the risk and bring effective changes. So, culture reinforcement is used as a strategy. So, you try to reinforcement the kind of culture that is required it means that you want to implement that kind of structure which will be helpful.

Then where employees and develop that kind of culture it means that they have a vision and shared values then the risk is very less it means that you have a better mix between the strategy and the culture right. And then when we have managed managing around culture it means you want to bring about a change with the culture which is not compatible with the strategy and that is where you need to bring about a change in the value system right otherwise it is not going to be successful.

And finally, you need to ensure that your change strategy is fit in to the culture right because you do not want to accept any kind of risk right. Because, if you want to bring up about the change and culture is not compatible then you need to bring about the change in culture right. So, that it is going to help you now look at this figure right.

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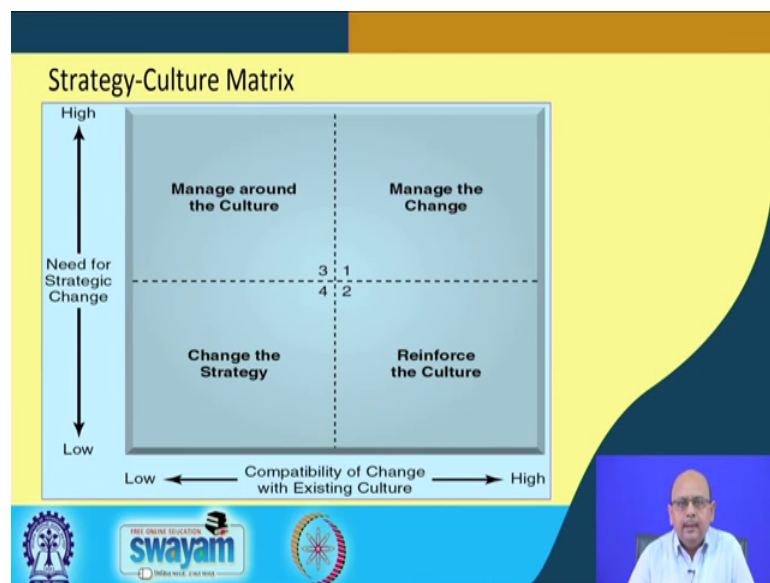
So, on this side you can see it talks about the need for a strategic changes and this side talks about compatibility of change right. And if there is less compatibility no less need

for change it means you can go for a change in strategy you want to go to right. But, if there is a high compatibility then and there is less need for change you need to reinforce the new culture or bringing about the change in the culture.

But here if you look at here there is low compatibility in high need then definitely you need to manage the culture, if you are not able to bring about a change in the culture of the organization it is not going to be successful right. And here compatibility is high, but also the need for strategic change. So, you need to manage the change because culture is reinforcing already so, culture is not an issue right, but you need to go for a change. So, you need to ensure that you are going to effectively implement the change because there is a support for the culture right. So, this is this is related to what you call a strategy culture makes.

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Now, how you can go about those earning culture in the organization there are different approaches right, this having a patterns of behavior like you can use artifacts rituals, norms these this are part of the culture this and competing value approach and also deep essentials which are very in largely inside the people of the organization. So, what we are going to discuss.

Now, this let these different types of approaches starting with the behavioral approach, competing value approach and also that deep essentials approach right.
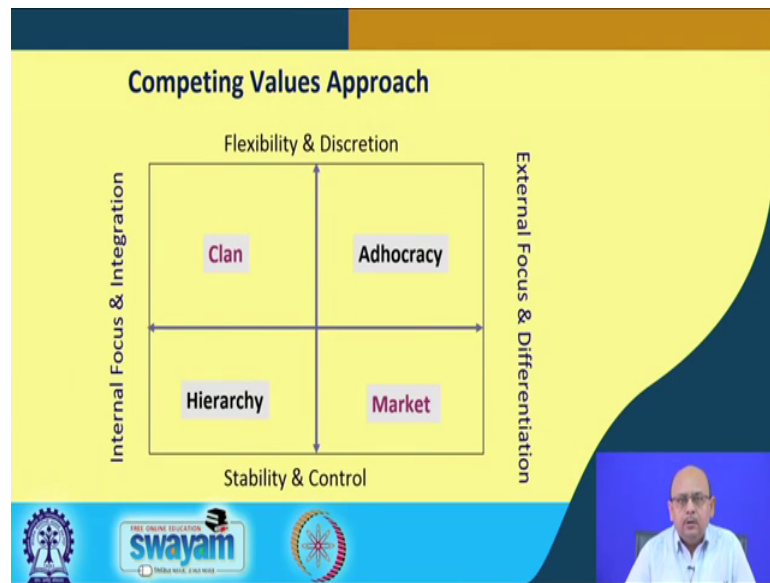
So, look at the competing value approach what does it talk about. Now you can see it talks about the internal focus and integration it means here you are talking about what improving efficiency of the system or the organization and here we are talking about the market orientation external focus and differentiation. Now on these dimensions you have two things stability and control and flexibility and discretion how stable the system is and how flexible is system is right.

Based on that, you have created four different kind of culture which is related to structure. Now, here you see that this talks about hierarchy what does it mean it talks about a bureaucratic culture bureaucratic culture is found in those organizations which are more or less stable with the better control a stable, but they focus on more on internal efficiency right. Now, you have market oriented culture market oriented culture basically talks about where the stability is less more flexibility on this site, but you want to compete in the market. So, a fish you do not want to create a more bureaucratic culture, but you do all from bureaucratic culture to remember market oriented culture right. Now, if you look at this here you have more flexibility with what high integration right what actually what happens you are more reactive in your approach right. So, this is what we call adhocracy.

So, you take ad hoc decisions which is not good because in this case you may not be successful then finally, we have a clan culture right clan culture where you want to

improve efficiency whether it is a high stability right. So, clan condition is also good because here everybody says the same value like in family in family you have a clan culture because, everybody thinks alike everybody share the same kind of value system right. So, you need to create this kind of culture or this kind of culture in order to be successful this is something that is not desirable in terms of culture right.

And that is why if you look at this competing value approach it is talks about what the values emphasis characterizing the organization how to resolve a set of value dilemmas. So, basically you need to follow these kind of culture either a clan oriented or market oriented culture in order to succeed in the market right.

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And this is more adaptable or compatible with what you call the strategy this is this talks about the strategy this talks about the efficiency factor right and that is what the competing value approaches. Now how we go about it so, when you want to basically relate culture and strategy it is that first you identify what is your strategy the commitment of top management is required then see what kind of cultural change would be required right.

So, whether you are moving from a bureaucratic culture or the hierarchical culture to clan oriented culture or market oriented culture right, it depends upon what is your strategy whether it is market focus or internal efficiency right. And then accordingly you bring about a change in the organization similarly you also need to bring about the
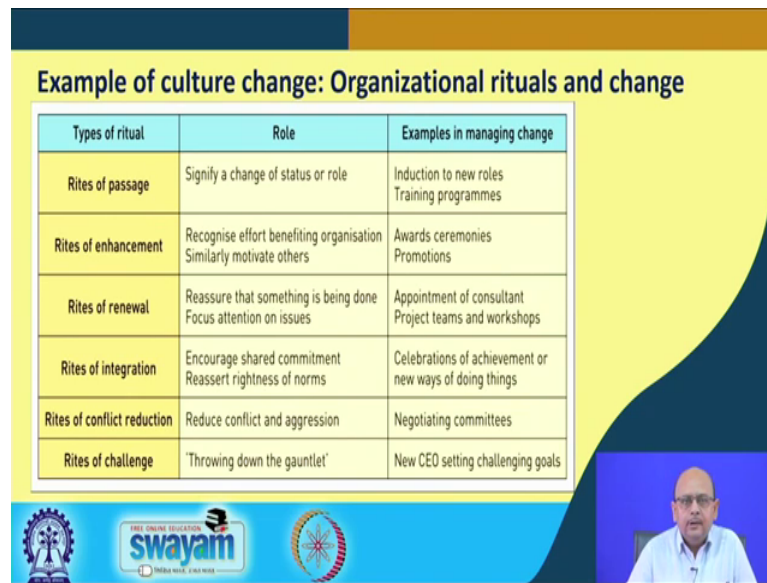
change in the design of the organization that is the structure part. So, if you want to bring about a change in the structure part I am talking about this third fourth point modify the organization it means that modify the design of the organization.

For example, if you are moving to a say market oriented culture then the bureaucratic culture which is more mechanistic is not appropriate. So, you need to move to a more organic structure right. So, organic structure better supports a marketing culture marketing oriented culture right and then anybody who joins the organization right they need to be trained in that particular cultures they because, once you are a part of the system you become insider from and outsider right.

So, so you need to also spouse the same kind of value system right same kind of achieved values and share similar norms and values. So, that you also follow a similar culture. So, that the culture that you have is strong right there could be some deviants in terms of downsizing and this kind of things because deviate people thought to follow of the culture that you need to take care. And then you also make people sensitive about the ethical issues, the legal issues which may come up because you want to bring a more certain changes right.

So, you need to make people aware about it make sure that these kind of payments less effect the people their motivation as a new comer right. Otherwise you will not be able to develop a strong culture and accordingly you modify your structure move to more move from a bureaucratic or mechanistic structure to make more organic structure. And see that now we are talking about alignment between not only the structure sorry strategy and culture, but also the structure. So, a strategic culture and structure all these three need to be aligned with each other.

See here I have taken certain examples of cultural changes what actually happens right these kind of cultural changes like this related rituals in which organizations follow. One ritual is rites of passage right where you bring about the change in the status or the role for example, new role in a training program right rites of enhancement what is that recognizing efforts benefitting organizations right which motivate others example is you are creating awards ceremonies.

So, you create award ceremonies this is the kind of ritual that you follow, but that also pronounce culture in the organization rites of renewal right. Reassure that something will is being done right the focus on issues here yes you are going to consultant to look in to the those issues rite of integration right the whether is shared commitment right reassert rightness of the norms. So, here you celebrate achievements right or the new way of doing things.

So, you that because you got successful. So, you want to celebrate it right. So, if these kind of things are done to promote a strong culture in the organization then it is always good that actually helps the organization to significantly bring about a change in the culture. So, that people share similar norms and values right. So, these cultural changes actually are should be you can say in tuned with structure of the organization because a structure and support must be there.

And ultimately you will need to ensure that it is going to help the organization to achieve it is goals and objectives. For example, if you look at these changes these examples which is done to manage change basically promote different kind of cultures. So, that people says similar norms and values. So, their culture become a strong right. So, this kind of cultural values actually a reinforce people to help them to achieve the goals and objectives of the organization right. And that is why it is the very important to ensure that how oriented promote cultural change in the organization what kind of systems and practices you are going to follow. So, that it is going to help the organization to achieve that.

Thank you very much.