

**Managing Change in Organization**  
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**Lecture – 29**  
**Sustaining Change**

So, I welcome you to this course on Managing Change in Organizations. And in the last week you remember we have been talking about issues related to communication. That what kind of skills are required? What kind of strategy would be required? So, that you are able to effectively communicate at different stages of change management. So, that change is successfully implemented in the organization.

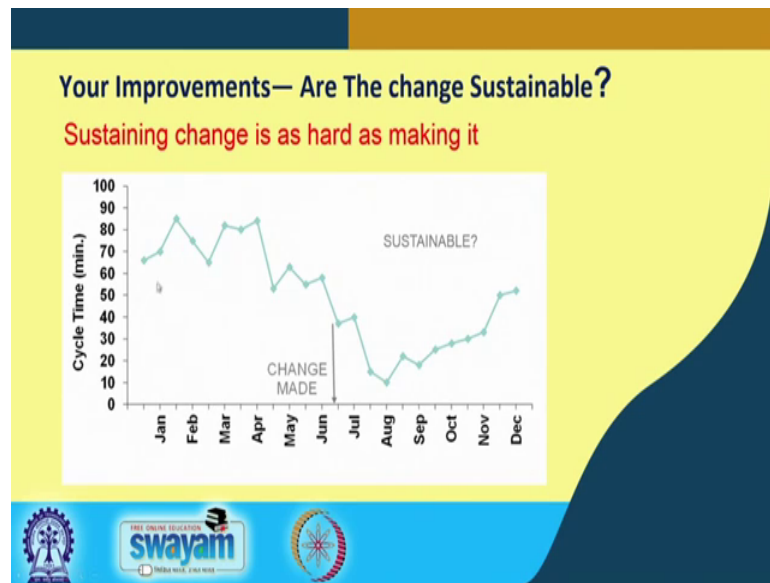
Now, discussing it further ones the change is implement in the organization we have to see that it gets consolidated. Means that it becomes part of the organization it is embedded and become a part of the system itself. Say for example, if you want to go for a change in the structure of the organization.

So, you bring about a change in the structure of the organization and then you create a new structure. And accordingly you define the roles and responsibilities and you put the structure and place. So, unless the structure are put in place people are people start working in the new roles and responsibilities and they have adjusted and it is showing the test there is better coordination vertically and horizontally.

We cannot say that this restructured system of the organization is working well. So, when I am talking about consolidation are sustenance of change it is very very important to ensure that any change that is initiated by the organization is going to be consolidate it fully and become a part of the organization.

Now when you are talking about sustenance and the issues related to sustenance we have to see that how it is possible to carryout it and see that the change gets consolidated over the period of time.

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Now, sustenance sustaining change is not very easy because it is very hard. Because the moment you bring about a change you want to see that it is start making the difference. Now if you look at this cycle this is one example that I have given here. Now if we look at this see how things have been moving. So, this is the point where you are going to initiate the change. Now once you initiate the change at here then you see that what happens.

Whether you see that performance going down and then again it is picking up and then what happens. It is somewhere it is going to stabilize right. So, you have to see that when you are going to start a change as any change process; you need to ensure that ones it is initiated it gets sustained or it is consolidated. So, that you get the desired result for which the change was initiated.

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**Sustaining Change**

Often change decays and hard won gains evaporate.  
Sustaining change involves refreezing behaviour at a new level for as long as it is beneficial to do so

- Once implemented, change is not always embedded in an organization
- The ability to make the change "stick" indicates the long-term success of the change
- There are a number of actions that can help sustain change

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Now, moving further we have to see that when you are talking about change and its sustenance what happens. Now if you look at any kind of change that is taking in the organization right. It must be consolidated and if it is not consolidate then the outcome of any change initiative it is not achieved or whatever you desire is not achieved by you ok.

And then any benefit that you are likely to have out of this consolidation of this change does not take place. It means that you need to ensure that once you unfreeze you move towards the refreezing state that is the consolidation part. If remember (Refer Time: 03:57) theory very talked about three different stages of change starting with unfreezing, to moving to refreezing.

So, unfreezing when you initiate the change moving where you implement the change and refreezing means that the change is successfully consolidated. So, here what I am talking about is that is any kind of sustainable change effort involves refreezing the behavior. Or if it is not behaviour anything whether it is technology whether it is structure with a system of process which move to a desired state which were desired state.

And if it is beneficial than you can say that yes the change is successfully right. Because it what has been found a many organizations that even when the change is implemented it is not successful I it is it does not become a part of the organization. So, it gets isolated

you implement the change there is no support, no involvement people do not accepted and then it is not becoming a part of the organization right.

So, you need to ensure that the change gets stick with the organization it means that it becomes a part of the organization. And if it is not then it you cannot a stick success in the long term. So, it is very very important to ensure that any change initiative that is taken reaches to its stick that is the desired future state which you were looking forward to.

And then you are started refreezing benefit of this kind of change because, you have certain thing in mind before you go for a change that how this showing change is going to benefit. So, unless successes achieved in the long term we cannot say that it is sustainable in nature right.

So, they are certain things that need to be done to ensure that the any change effort is successful right. So, what we are going to discuss now is that; what are those activities that need to be looked into are those issues then need to be resolved to ensure that change get sustainable or it is going to be sticked.

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**Not all change should be sustained**

It may not be beneficial to sustain change when:

- changes in the wider environment render recently implemented working practices and outcomes obsolete
- maintaining recently implemented practices impede further and more significant developments

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See as I pointed out that most of the changes are usually not sustainable. The reason maybe that the environment is not good, people are not supporting the practices that you have adopted right is not good. So, you need to ensure that whenever you want to make

any change right and you have implemented it in the organization and if it is not giving you the desired outcome then it is not successful right.

So, you need to ensure that any change that you initiate in the organization you successfully implemented. And that also ensure that it is not going to impede any other development it does not mean that ones one change that you have initiated it is going to block other changes right.

So, and that is why we said that when you try to bring about the change in one part of the organization say structural changes then it also requires some kind of alignment with other kind of changes, may be cultural changes, may be people related changes, may be process related changes because it is going to impact all kind of changes in the organization.

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**Two aspects of sustainability**

- **“Stickability”** – the extent to which gains achieved in a particular part of the organization are held and built upon.
- **“Spreadability”** – the extent to which the new methods and processes which led to these gains are applied elsewhere.

Now, moving further when you are talking about change and sustainability. There are two aspects of sustainability and these aspects include one is stickability. It means that change must stick, what is that mean? That the gain that has been achieved in a particular part of the organization are held and built upon.

It means that it become a part and parcel of the organization. So, if it is fully embedded it means that is it has fully stick to the system right. For example, if you want to bring about the change in a process for improvement right. So, the improvement become a part

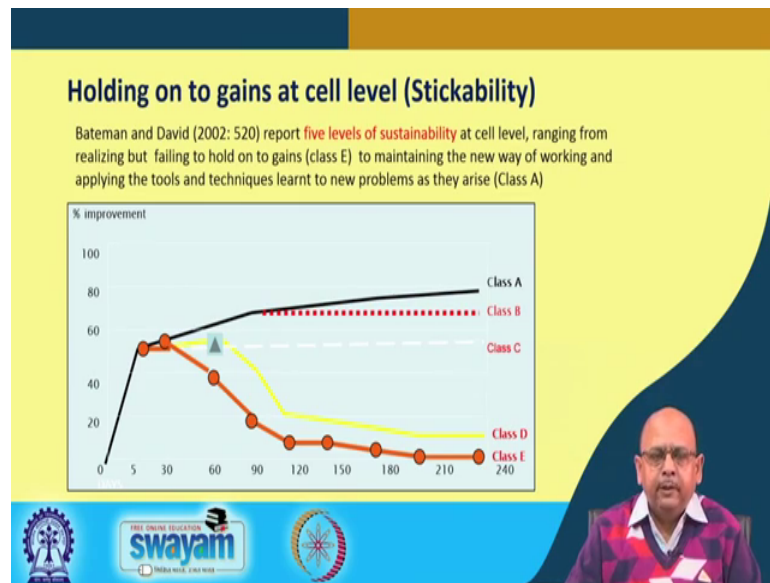
of the process itself with does not mean that again even after bringing about the change you go back to the earlier stages.

And in this improvement did not result in any desired outcome. So, stickability is one issue that need to be looked into and another issue is a spreadability ok. So, spreadability means what? Means that whatever systems and processes that you have adopted related to the change right. It spread further it means that change in one part of the system cause for change in other part of the system as well.

It is very very important because if you are going to change one part of the system and you do not change other part of the systems in processes then there could be a misalignment; that is what I have been talking about So, in order to reduce this kind of say danger or uncertainty is related to misalignment you need to ensure that it is properly aligned with other changes. Say for example, when if you go for cultural transformation in the organization.

Any kind of cultural transformation if it is not a spreading to other parts of the organization and it is not also bringing about a change in the behaviour of the people, then it is not going to be successful right. So, what I am trying to tell you that stickability means? That your stick into that change yes that is to be implemented as a part of the process change process. And then it has to spread to other parts it should also include other systems and processes. So, that whatever gains are applied is fruitful and is useful for the organization.

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Now, when you are talking about sorry stickability and spreadability; let us see how does happen? Now see if you look at this graph you can find out different levels of stability sustainability sorry right. Now, if you look at this, this shows the improvement right.

Now this improvement is happening up to this level, but beyond that what actually happens. If you look at this you can see different lines which is showing different levels of stability or sustainability you can say right. Starting with this kind of gain that is class E right to maintaining to the new ways of working right.

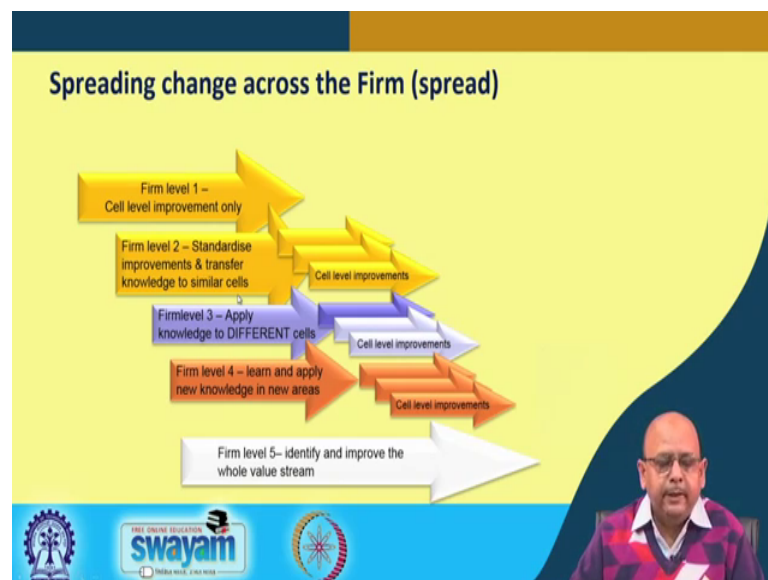
So, if you look at this you can very clearly see that the improvement is not sustainable. Even if processes is improved what actually happens this goes down. It means the performance goes down here it means it is something that is not good. Similarly here sustain the level of sustainability is a little better and as you move up in the hierarchy here.

Now, if you look at this black line look you can very clearly see that in this class you can see that whatever tools and techniques have been applied to improve the systems and processes is more sustainable and that is because of the sustainability. So, it has stick to it and that is why you are able to achieve something that was desired which you are looking forward to in the desired future state right.

So, here this place you only realize that yes, you some gains have been achieved, but nothing has happened you are not able to hold it. Because you went up this and then gradually you came down. So, they was no improvement only you can say that and here you are able to just maintain at improvement level, but this no further improvement right.

So, and that is why you can say that class B and class A level the level of sustainability has in claimed like anything. So, it is very very important to ensure that it is not only sticking to it, but also you are able to sustain it at a higher level and that is more important.

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Moving to the other part that is spreadability; so, this spreadability happens at different levels across the firms. So, it is spreading at different you needs departments levels also. So, for example, at if you look at the first level what happens there is only cell level improvement. The next level there is a improvement standard improvement is happening and it is from transfer into similar cells other cells also though there are also improving.

For example, if you start with experimenting change in the culture of an organization and then you start experiment in with say one particular unit and particular department right. And if you find that the culture of that particular unit at department has successfully transformed.



Then you move out to the other departments other units to ensure that; similar improvements happened in that unit and that part of the organization also right. Then you once you find that yes it is successfully applied to other departments. And then have been improvement and there is a change in the culture of the organization then you move to the other part right.

So, do apply this knowledge to different cells and then you see whether the improvement is happening are not right. So, similar things can be done at all levels and then new areas also. For example, those areas where find it very difficult to bring about any kind of change and transformation you can go for that also. So, gradually from one level you keep on moving to different levels ok. And in the process you ensure that the entire organization gets transformed right.

The you are able to improve the whole value system it mean that all parts of the organizations. So, vertically and horizontally is going to be affected by this kind of change. And stop starts adopting the new ways of behaviour whether it is related to culture or anything else. So, what we have been talking about that how stickability and spreadability is very very important, so, for as sustainability of change is concerned.

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**Factors which undermine sustainability**

- **Stickability:** Reflect on your experience of change and identify some of the occasions when new ways of working were not maintained.
- List the factors that you think contributed to change decay.
- **Spread:** Reflect on you experience of successful changes that were not spread to other locations.
- List the factors that you think undermined spread and fostered containment

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Now, if you look at what are the factors which are not which are going to affect these two issues right? You also need to identify which you think are going to contribute which

is not supporting right. May be say for example, the involvement of the people is not there are is no effective communication on the part or the implementation is faulty right.

So, based upon your experience of the change you need to identify what are the issues are the factors which have contributed to otherwise there is was not transformation, but the decay. It mean that change is not going to happen it is not giving the desire result that you had expected right related to the both. And here also again you also need to identify that why own successful experience of change which was implemented successfully in one part of the organization did not spread to other parts are the locations of the organizations.

So, you need to in explore those factors to identify the regions and see that what needs to be done in order to ensure that it gets spread to other parts of the system and the organization. So, it is very very important to look into these two issue of stickability and spreadability. And if you are able to take care of this definitely you are moving to have a more consolidated system which becomes a part of the organization.

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**Sustainability can be undermined when**

- Those who initiate the change move on
- Accountability for developments becomes diffused
- Knowledge and experience of new practices is lost through turnover
- Recruits from less dynamic organizations import old habits
- The issues and pressures that triggered the change are no longer visible

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See these are some of the factors which have been identified because of a sustainability could be a problem. For example, the change managers (Refer Time: 16:45) those who initiate change move on. It means there no long responsible for carrying out the change activities. So, even one thing that need to be ensure by the organization is that those who have initiated the change they continue unless the change gets consolidated.

And then accountability for development becomes diffused do not give the responsibility to so many people right makes those key people accountable for all kind of developments especially change managers and let them may responsible for taking care of the entire change managing process right. Or the third factor is knowledge and experience of new practices lost through turnover if employees are leaving right.

Even if you adopted new systems and practices and people have well versed with that kind of system and start working and producing good results. But if they leave then what will happen? Then it is not possible to sustain then depending upon what kind of people were your recruiting ok. Because if you are going to recruit people who are not adapt to new systems are not interested are reluctant to work with and new ways of doing then it will come very difficult.

So, you will find that those who are a dynamic in nature those organizations they are going to recruit people not only for the knowledge and skill based of the employees. But those who are really ready to work and are able to adapt themselves to the new ways of working new ways of processes systems; so, that the old habits which they have inculcated is not going to impede any kind of impact which is supposed to provide good results.

So, you need to ensure that you are going to recruit people; who are really dynamic, who are more adaptable and ready to work with the new system. Then you also need to identify that the triggers for the change. Both the internal and external pressure for the change because of which you went for the change have lost their relevance and visibility it means that they are no more important.

So, those forces because of which you went for a change is not relevant or important in that context then there visibility is gone. It means that they are not going to be driving force for the change. And if they do not become a driving force for the change then they do not act as trigger. So, if they are not going to act as triggers then the visibility lost and it is not going to be sustainable there is no point talking about sustainability in that case actually.

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**Sustainability can be undermined when**

- New managers want to drive their own agenda
- Powerful stakeholders are blocking progress
- Pump-priming funds run out
- New priorities divert resources and attention
- Enthusiasm for change falters because of change fatigue

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So, moving further what you are going to discuss is that yes the new managers have their own agenda, for if the old managers have left those who were responsible for the change and those who were in charge of the change and then some new another such join and their interested in their own agenda.

And then if you remember we talked about resistance and the power of power politics issues if that comes out in the surface. So, if you have certain powerful stakeholders and they start blocking the progress they do not allow that to happen then that case changes not sustainable ok. I am pump priming funds run out it means that the money that is allocated for the activities is not sufficient or is not enough to meet the expenses related to the change.

And then it might happen because you have new priorities to for resources that this kind of changes not your priority and so, you do not focus upon that. And you also ensure that any kind of change if you lose your excitement and motivation, because the one factor that is very very important which is known as change fatigue.

Because you contextly working on that so you this kind of systems might develop in the organization among the people and this concept is known as fatigues. So, if fatigue is very the level of fatigue is very high then gradually what happens that the excitement and motivation of the people who are responsible for the change gone as because goes on sorry goes off.

Because they are not interested to work anymore because they have been continuously doing these kind of things and they feel tired of the refers which they have been going on. So, these kind of issues are very very important that must be looking into. And they might affect or hamper your sustainability issues.

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The slide features a yellow background with a dark blue header and footer. The title "Acting early to promote sustainability" is in bold. Below it, the text "Pushing hard for change may only gain compliance" is centered. A diagram illustrates force field theory with a vertical yellow bar on the left labeled "Former situation" and a vertical black bar on the right labeled "New situation". Red arrows labeled "Driving forces" and "PUSH For change" point from the former to the new situation. A spring-like graphic between the bars is labeled "COMPLIANCE". Below the diagram, the text "Reducing restraining forces can promote ownership and win commitment" is centered. The footer contains logos for "swayam" and "INDIA WISE, LEADERSHIP" along with a small video inset of a man in a purple shirt.

Now, how we are going to promote sustainability? So, you need to if remember we talked about the force field theory and we said that the driving forcing and the restraining forces are very very important right. So, if you are only pushing hard for change if it is a plan change directed change coming from the top management.

And you just want to ensure that people start following that then some it is not good you will gain compliance. It means that people with the later and spirit are not really accepted and committed to the change. They will go for in because there is a direction from the top, but ultimately they are not going to accept it.

So, we also need to see that when you are moving from the past situation to the present situation what are the driving forces right? Because these driving forces push you to go for the new state of affair that is the new situation. So, you can accept only compliance provided you are going to push hard certain factors right. But if these driving forces are really important are the triggers that you have identify both internal external forces.

And people if people understand them and they thing that yes it is very very important then probably you will be able to reach to this level right and then something follows out of it. It means that yes you continue to go for it the new situation. Otherwise what will happen this consolidation effort is not met right.

So, it is very very important to reduce the restraining forces. So, for able to reduce restraining forces that we have talk about just now. Like you are able to reduce the resistance, you are able to handle powerful stakeholders, you make people accountable who are the change, responsible for the change management efforts, right.

Your communication strategy is good you have got come as a involvement and participation of the people, so, that is going to reduce. So, restraining forces and if that happens then it would promote ownership then people take responsibility. And accountability and you get commitment for the change I am that happens it is going to be more sustainable compare two you just push for the change and ask people to accept it.

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**Promoting sustainability later in the change process**

- Avoid declaring victory too soon – remain focused
- Provide feedback that draws peoples' attention to how new ways of doing things are making a difference
- Sell benefits and clarify what's in it for all stakeholders
- Beware the 'bicycle effect' where lack of forward momentum leads to a crash – avoid faltering enthusiasm by relaunching with new focus, themes and goals.

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Moving further how we go about promoting sustainability in the change process ok? Avoid declaring victory too soon, though there could be short term is in the process the different stages, but do not say that yes the change has happened right. And at the same time you should not lose your focus.

Remain focused on all the stages as and when you move to different stages to ensure that change is successfully implemented as it is sticking and spreading right. Then you also provide feedback to the people that how well they are going at different stages. And that would make a great difference because if you tell people that yes see we have achieved up to this level then people know that their efforts are brought from results ok.

And that would make a difference that also acts as a motivation for them to move further right. So, you also tell what are the benefits and see that what are they? What are the benefits that stakeholders have in the process? That how this change is going to affect the people and others? Right. Then you should be beware of the bicycle effect right where lack of forward momentum leads to a crash.

You know bicycle effect it is very very important because if you push very hard then the momentum is lost. For example, if you are riding a cycle and if you are trying very hard in the beginning what happens? You will find that yes the momentum is good you are moving fast, but after sometime what happens?

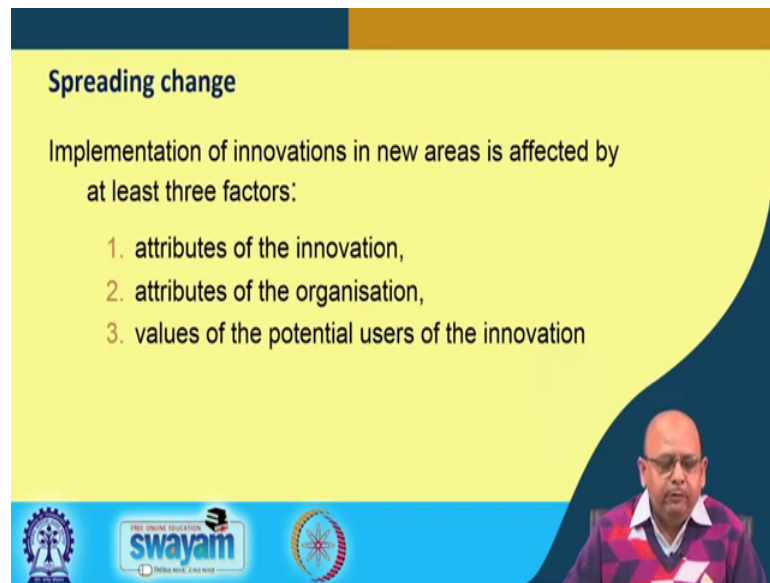
After sometimes it does not work, it means the chain become very very loose. And if it becomes loose then it does not give or provide any good result right. So, even if you are pushing very hard you have loose movements and it does not work.

So, this kind a bicycle effect may also happen and change management also. Because in the beginning you have lot of enthusiasm excitement and motivation to go for a change, but if you push. So, hard then at a later stage you may find that the momentum is lost right; because say made by people lose their motivation and interest ok.

And then you need to ensure that there is a continuous and consistent focus on what is to be done at different stages of the change right. So, if this bicycle effect is going to influence you then the kind of our momentum is not going to happen right.

So, you need to maintain this enthusiasm at different level by incorporating in different kind of activities. By identify goals and activities that is important at each of these things. And ensure that the change manager that themes continuously work for it to maintain the same level of motivation. Otherwise sustainability could be a big issue for the organization.

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**Spreading change**

Implementation of innovations in new areas is affected by at least three factors:

1. attributes of the innovation,
2. attributes of the organisation,
3. values of the potential users of the innovation

At the bottom of the slide, there are logos for Swamyam (Free Online Education) and other educational institutions, along with a small video inset of a man in a purple patterned shirt.

Then when we want to a spread change definitely it is very very important. Any kind of innovations happens because you want to implement some kind of changes. So, you can say when the innovation is an outcome the change efforts ok. And here we are going to discuss about three important things; what are the attributes of the innovation? Attributes of the organization?

And value of the potential users of the innovation? Since innovation is related with the change will discuss it in next module in detail, but here will give some idea about how it happens any kind of change effort bring about some changes ok.



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**Attributes of the innovation**

- Advantageous when compared with existing practices.
- Compatible with existing practices.
- Easy to understand.
- Observable in demonstration sites.
- Testable
- Adaptable to fit local needs  
(Reinventing the wheel versus 'exact copying')

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So, if it is a bringing about some changes it means you now have a different ways of doing, different kind of system a process right, so, that is a kind of innovation that you have. So, you need to ensure that this new ways of doing things and the new practices is more advantageous ok. And it is also compatible with other practices which are existing in the organization ok.

And people are able to understand the news new systems and practices, it could you have demonstration sites you can go and see that how it is working. Say for example, you have been able to bring about a system in your knowledge management program or knowledge management system any one part of the organization.

So, this knowledge management system that you have deployed in the organization is important. But you also need to see that how you are going to spread that to the other part of the organization So, you have a system which can be observed where people go and see and test whether it is really working or not.

And if it is working then you can see the test it is something that is good for them and it is good to adopted because it is going to help them to reduce certain things. And then you can say that yes this kind of innovation is going to really help you right. It something like that reinventing the wheel versus exact copying.

If you do not go for exactly copying the things, the same kind of came system may not be applicable to other units other departments so, you need to bring about some changes by understanding the system observing how it is work. And then testing it in your own context to see that whether it is working or not right?

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**Attributes of the organisation**

**The organisation's climate for implementation**

A 'strong implementation climate' can foster the spread of innovation by

- ensuring employees have the skills to use the innovation
- incentivising them for innovation use and imposing sanctions for innovation avoidance
- removing obstacles that hamper the adoption of new working practices

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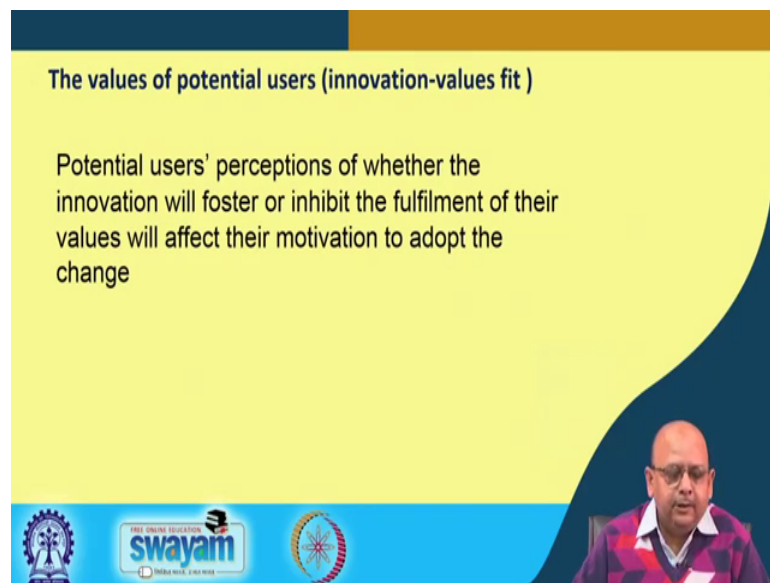
Moving to the second part attributes of the organizations you also need to ensure whether there is a support from the management for implementing any kind of change for the organization. So, you need to ensure a strong implementation climate. Because if the climate in the organization is not good then it is not possible it means that ensure you need to ensure.

That yes employees have the skill to use this innovation right they are being intense they are giving being incentives for the use. So, if you have gone for a change and if you starting started working with the change structure change technologies then some kind of incentive should be given.

So, that you are able to sustain it and people are motivated enough to work for it. Then also need to remove certain obstacles which may be there when people stop start adopting new work practices ok. So, it is the responsibility of the organization to provide all kind of support in terms of resources, leadership, direction.

So, that the climate of the organization become more favorable and if that become more favorable then it is differently helping the employees to adapt new systems and practices in the organization. And that would result further in consolidation or sustainable activities.

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Now, the third part is related to the value of potential users. And it means that you need to see that the moment use talk about the new systems and practices. And then you see that those who are you going to use this what extend they find that it is worth. Whether it is fulfilling their own values or not right and whether it is going to affect their motivation to adopt to the change or not. So, the user's perception is very very important.

Say for example, if you go for a change in the technology right. So, if you bring about the change in the technology of the production system. So, definitely this technology would create any kind of value or value only if it is able to produce goods which is going to be cost effective are it is going to produce variety of products at a lower cost right; then only people find value in it.


If otherwise what will happen if you think that even this new technology is not make any significant impact on the performance of the organization the productivity of that group or the department then it will not create any kind of value right. And then people may not be motivated to go for adopting the new kind of technology.

So, it is not one important choose just to communicate people that yes this is important and you should go for it. But also ensure that you are able to convince them about the value of this change and how it is going to benefit you and the organization both.

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**Combined effect of implementation climate and innovation-values fit**

	Innovation-Values Fit		
	Poor	Neutral	Good
<b>Strong</b> Implementation Climate	1. Employee opposition and resistance	2. Employee indifference	3. Employee enthusiasm
	Compliant innovation use, at best	Adequate innovation use	Committed, consistent and creative innovation use
<b>Weak</b> Implementation Climate	4. Employee relief	5. Employee disregard	6. Employee frustration and disappointment
	Essentially no innovation use	Essentially no innovation use	Sporadic and inadequate innovation use



Now, if you look at this chart you can see that the implementation climate and the innovation value fit how it is going to result in either poor or neutral or good performance. So, if you have a strong implementation climate means that; people are talked top management is supporting there able to provide all the resources direction these kind of things right.

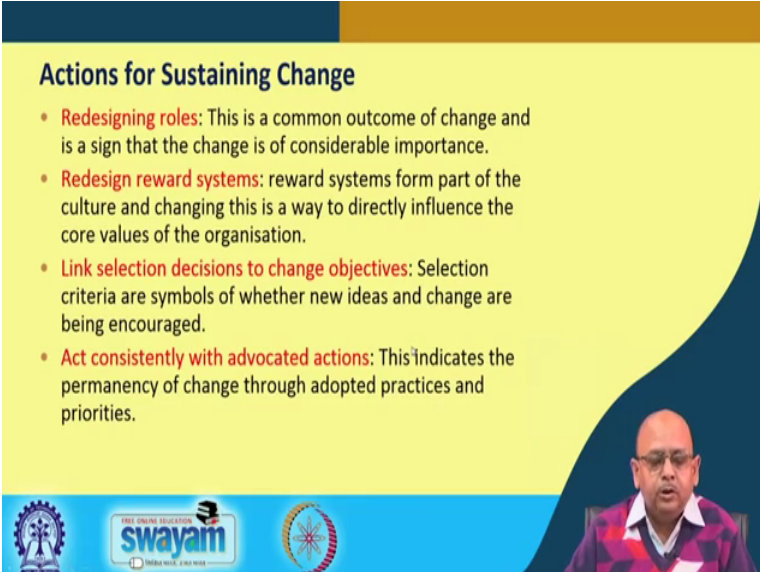
But there is a lot of resistance you they only go by complaints they do not accepted. Here people are neutral then they do not use the technology property. But if the level of motivation enthusiasm is maintained then you get more commitment. And there is consistent and creative use it means that people are ready to accept and start working with new technology.

And the level of commitment is very very high. But if there is a weak implementation and this innovation value it is very poor then employee get relief nothing doing ok. No innovation is there it is to useful at all, if it is neutral then they disregard they do not accept it ok. And it does not have use also, but if value is good innovation value if it is good then they field frustrated they think that what is the point of bringing this because it is not good and they are not being supported by the management right.

And then there is very less use. So, what I am trying to communicate is that it is not only important to ensure that there is a good innovation value fit. But also have a supporting to climate from the organization. So, that it works for consistently more sustainable change otherwise what will happen the change will not; change will not be sustainable you can say right.

So, climate of the organization especially when you are talking about it in terms of support from the top management providing all kind of resources that is required there are leadership, support, there is a direction, from the top management. So, all these factors create a strong implementation climate and that is good. And that is basically helps in motivating employees improving their commitment and ultimately going for more sustainable change.

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**Actions for Sustaining Change**

- **Redesigning roles:** This is a common outcome of change and is a sign that the change is of considerable importance.
- **Redesign reward systems:** reward systems form part of the culture and changing this is a way to directly influence the core values of the organisation.
- **Link selection decisions to change objectives:** Selection criteria are symbols of whether new ideas and change are being encouraged.
- **Act consistently with advocated actions:** This indicates the permanency of change through adopted practices and priorities.

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So, what we need to do? In order to ensure that yes the change is more sustainable. We need to go for redesigning the role right. It means that you need to ensure that roles and responsibilities of the people get change in the new system otherwise it is not going to be sustainable. Then another important point is redesigning the reward system.

Now if you have gone for a change say in technology and because of this change in the technology the performance level has improved. But this performance level improvement does not result in any reward for the employees. So, you need to ensure that this reward

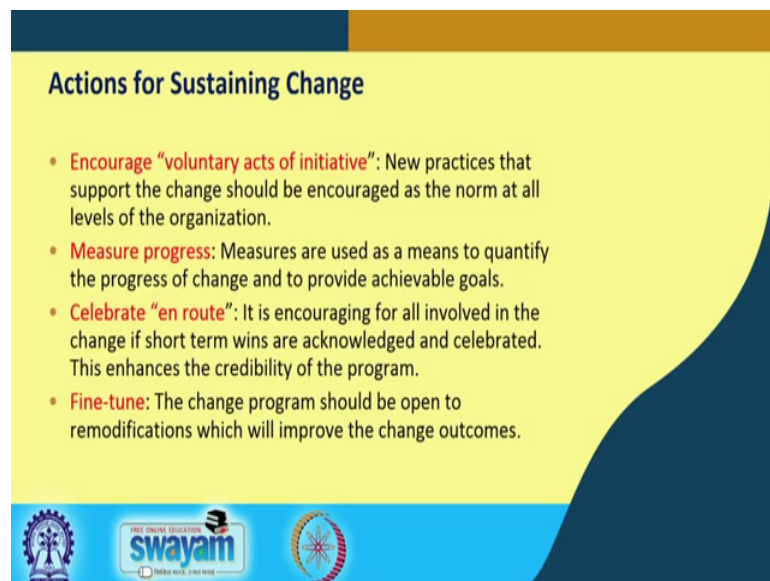
is linked with the performance. So, that it is able to maintain a culture where the find that is reward performance is linked.

And it also need leads to higher motivation directly influencing the values of the organization right. And you also ensure that the selection decision is linked to the change objectives. Now, you need to select people especially recruit people those who are able to accept new ideas and those who are willing to go for change. It means that there able their more innovative the ready to take risk, some risk, moderate risk, you can say for that example.

And their able to take risk in the sense; that they are able to go for experimentation right. They have ideas which they want to implement and then if such people are going to be there then definitely they would be more prone to change. And change is going to more sustainable and finally, consistently with advocate at consistently with advocated actions.

What I mean to say here is that you need to ensure that the systems and practices that you adopted is maintained at the change level, so, that change become permanent. If the change is not going to permanent means that the systems and practices the new systems and practices that has been adopted is not working and in that case you cannot say that yes change is going to be more sustainable right.

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**Actions for Sustaining Change**

- **Encourage “voluntary acts of initiative”:** New practices that support the change should be encouraged as the norm at all levels of the organization.
- **Measure progress:** Measures are used as a means to quantify the progress of change and to provide achievable goals.
- **Celebrate “en route”:** It is encouraging for all involved in the change if short term wins are acknowledged and celebrated. This enhances the credibility of the program.
- **Fine-tune:** The change program should be open to remodifications which will improve the change outcomes.

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You also encourage voluntary act of initiative that is see that the new systems and practices which is related to change is be encouraged as the standard by everyone in the organization at all levels. And similarly, you also measure the progress as you move ahead you try to quantify the progress of the change and then communicated to the people.

So, that they know that how much success has been achieved. And then celebrate en-route that is very very important always celebrate short term wins acknowledge it celebrate it. So, that it would increase the credibility of the program that any change management initiated that your started is giving started given a results.

And then fine tune it make some adjustments depending upon the requirements. So, go for modifications you find that change some improvement is required in the change outcome or the process right because initiated change you cannot go back you already invested money and made lot of effort. So, on the way you can make some adjustments in the process part or the outcome part right.

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**Change Managers Beware**

- Expect some unanticipated outcomes
- Be alert to measurement limitations
- Don't "declare victory" too soon
- Beware escalation of commitment
- Recognize "productive failure"

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So, that is what and then change managers also need to look at this there is a possibility of unanticipated outcomes. Sometimes you are not going to be successful fully it is very difficult sometimes to measure the progress of the change in quantified terms right.

Do not declare victory too soon it means that though you are talking about celebrating en route and suggesting that yes success is required and to be celebrated. But do not say that we have achieve success we have gone for change it is consolidated right.

Make sure that level of commitment continues right, it does not go down at any level of the change ok. And recognize productive failure sometimes there could be failures in the process. So, recognize and then take certain corrective actions, so, that changes successful and it is sustainable. So, with this we want to finish this part.

Thank you very much.