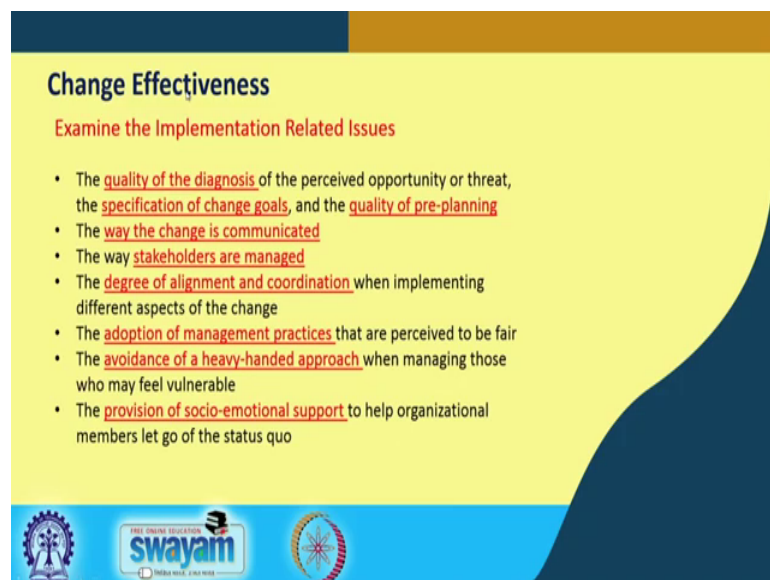


Managing Change in Organizations
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Lecture - 38
Change Effectiveness

So, in this lecture we are going to talk about Change Effectiveness. The basic idea here is that, how we are going to ensure that all the stages of the change has been evaluated in terms of whether it is going to ensure that the change is going to be effective or not. So, basically we need to go for some kind of auditing of the various systems and the processes through which change objective is achieved right.

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Change Effectiveness

Examine the Implementation Related Issues

- The quality of the diagnosis of the perceived opportunity or threat, the specification of change goals, and the quality of pre-planning
- The way the change is communicated
- The way stakeholders are managed
- The degree of alignment and coordination when implementing different aspects of the change
- The adoption of management practices that are perceived to be fair
- The avoidance of a heavy-handed approach when managing those who may feel vulnerable
- The provision of socio-emotional support to help organizational members let go of the status quo

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So, what we are going to discuss here is that, how we are going to audit and measure the change effectiveness right. So, to start with when we are going to examine the change effectiveness, first of all we will look into the implementation related issues, because, if the change is not implemented properly and appropriately, there is every chance that it is not going to be successful right. And for that we need to ensure these things, these are the questions that you need to ask, whether the quality of that diagnosis is correct or not, it means you need to go for some kind of diagnosis of the perceived and threat and the environment right.

So, you must be able to diagnose the environment especially the external and the internal environment to identify the opportunities that change opportunities, that is available to you. Then the second point is the specification of the change goals. What specific change objectives you have in your mind and what kind of planning you have made. So, the three things that need to audited through this is the quality of the diagnosis depends upon scaling of the external environment, where you are able to identify opportunities and threats, related to any change program. Then what kind of a specific change that you want to bring about out this depends upon the quality of diagnosis that you have made, and then what kind of planning you have made to go for a change.

Then the second thing is that, how does it has been communicated down the line, because you need to ensure that people are willing to accept the changes right. So, change communication is very very important, the moment you think about a change you initiate it. So, before you initiate it, you need to communicate it to the stakeholders that we want to go for this kind of change. And this is based on the call quality of diagnosis that you have made.

And then, we are not going to chase communicate this change to your employees, but also the stakeholders because you need to manage your various stakeholders, because any kind of change effect will have some kind of influence on various stakeholders, not only the employs right. And this is stakeholders includes suppliers, vendors, institutions which have financed the companies because they would be asking question that why you want to go for a change?

So, you also need to convince and bring them to confidence that why this kind of changes required and how we are going to manage it. Then how are going to ensure alignment and coordination, alignment of what? Alignment of different kinds of activities within the average and, coordination among the people and this coordination happens along two verticals that is a cross hierarchy and across departments.

So, you need to ensure that, there is a vertical coordination and there is a horizontal coordination and that is why, we discuss if you remember the horizontal linkal linkage model, because you need to ensure that how various departments and you needs coordinate with each other. And how there wont to align their activities to ensure that changes successfully implementation, then adapting management practices. Then, you

have to see that what kind of hr systems are there, what kind of other rules and regulations are there which is considered fair because if you are going for that and people think that, the management is not fair enough and not doing justice with them then, probably they will not be able to accept it.

Then do not adopt a very top down approach, that is what we know as heavy handed approach ok; do not force them to accept the change. And that is where you need to convince them, you need to communicate them, you need to bring them into confidence, you need to get them involved in the process right and that is where you are going to adopt an approach of tackle the people in such a way so, that they are ready to accept the change.

And then, you also need to provide socio emotional support, that is very very important to the people. So, that they are able to move ahead from the status quo. It means the present state of affairs and they can move to that desired state which is related to the future of where you want to go with this kind of change right. So, these are some of the questions that you are going to ask related the implementation right.

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Reviewing and keeping the change on track

- Do change managers **communicate a compelling vision** and set realist goals?
- Is **uncertainty managed** in a way that maintains commitment?
- Are **stakeholders being managed** effectively?
- Is there **sufficient coordination** between those involved in implementing the change?
- Do change managers **seek feedback** in order to eliminate impediments to implementation?
- Are **interventions being implemented** as intended?
- Are **interventions producing the desired effect**?

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So, what you need to do is? You need, you the basic idea is that you want to review the progress that is happening and making sure that, the changes on the track because if you do not monitor and review the change progress, it would be very very difficult for you to see whether the change is going to be successfully implemented ultimately right.

So, at each and every, you can need do to create milestones and each milestones you need to say that whether you have been able to achieve the targets related that particular change and that is where the short term goals are important right. So, when it comes to the reviewing and keeping the change on track you need to ensure, whether change managers are computed, communicated a compelling vision to the people are not and the goals are realistic in nature or not. What kind of goal they want to achieve? For example, if we say that we want to go for changing the technology and this change in the technology is going to double the production right.

So, when you say there is going to be 100 percent increase in the production with the new technology, how compelling it appears to the people and how realistic it is. So, you need to go for some kind of assessment to ensure that the goals and objectives that you set for the change is realistic in nature, then how we are going to manage uncertainty.

Because any change brings a lot of uncertainty in the mind of the people, even in the managers also. So, how around to manage the commitment of the people towards the change. So, you need to ensure that you provide as much information to the people you communicate with them. So, that any kind of uncertainty associated with the changes reduced and in that case they are not going to resist it as so and you also need to manage those stakeholders as I told you.

And then you ensure that is sufficient coordination between those who are going to be involved in the change management process and then you also get feedback from the people. So, if there is any impediments, any barrier, any obstacle which is coming in implementing the change can be removed right.

Then, what kind of interventions are being planned and also those interventions which are going to produce the desired effect to interferences could be in terms of training, interventions could be in terms of managing the resistance right, interventions bring about a change in the culture of the organization right. So, all these interventions must be implemented effectively to ensure that, it leads to desired stage. So, it is very important to ensure that, you are able to review and keep the change on track.

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Managing the implementation stage of the change process

Two main approaches:

- 1. Implementing blueprint change:**
Involves rolling out plan, monitoring the effect of interventions and taking corrective action as and when required to ensure that the desired end state is achieved
- 2. Implementing emergent change:**
Change managers need to develop an implementation plan on the basis of broadly defined goals and a general direction for change.

Taking tentative incremental steps and, after each step, reviewing the intervention(s) that constituted that step (did it/they work as planned?).

The general direction of change (does it still hold good or does it need to be revised?).

Logos: Swamyam, and other institutional logos.

Moving further, what we are going to discuss is that, when it comes to managing the implementation stage. This is the most important thing because even if we have planned it well and you know that your quality of plan is done effectively and your quality of diagnosis is got good you have already identified, what kind of change you need to bring, but major problem comes at the implementation stages because that is where assistance happens right, that is where people have a lot of uncertainties, that is where you need to get involved them in the process right.

So, the two main approaches that is wrapped adopted here is have a blueprint relate to the change program. So, you have a change management program and you need to create a blueprint is something which provides an outline of some kind of guidelines that how are going to proceed it with the change right. So, it include the plan, rolling out plan, how you are going to monitor the effect of interventions, what kind of corrective actions would be required so, that the desired end state is achieved right.

So, when you are moving from one state to another state, you need to ensure that your plan is monitored, corrective actions are taken so, that you are able to achieve to the desired state and then you need to follow the blueprint.

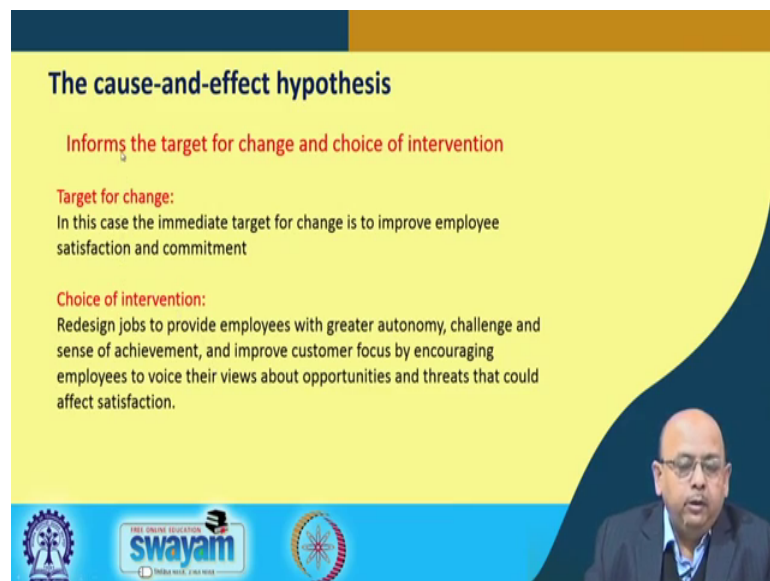
Moving further, when it comes to implementing a emergent changes right. So, you also need to develop an implementation plan depending upon the goals and objectives of the change right, what kind of direction it is having. So, if you are taking certain

implemental steps so, you need to ensure that after each step, you are going to review the process.

Suppose, you have identified 10 steps in the change management process right, for example, if you look at that quarters eight stage model right. So, at each stage of this change management process you need to see that, whether that particular stage or a step whatever interferences have been taking place are have been planned, as been carried out effectively or not and then the direction of the change from one step to another step is good enough is not right.

So, that is how you are going to implement the blueprint and then follow all the rules and regulations at each and every stage of the change, ensure that the appropriate activities have taken place and is measured in terms of achieving the goals and objectives of the change or not.

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The cause-and-effect hypothesis

Inform_s the target for change and choice of intervention

Target for change:
In this case the immediate target for change is to improve employee satisfaction and commitment

Choice of intervention:
Redesign jobs to provide employees with greater autonomy, challenge and sense of achievement, and improve customer focus by encouraging employees to voice their views about opportunities and threats that could affect satisfaction.

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Moving further, we will look into a hypothesis which is which could be related with the change management, effectiveness and this is known as cause and effect hypothesis. The cause and effect hypothesis is basically talks about this you do this will happen so, when we say that x leads to y. So, suppose x is the cause, y is the effect and in this case we say suppose, we say that yes x is the technology and y is the productivity.

So, we say that if you are going for a change in the technology, it would lead to better productivity; say for example, if you have x is the restructuring societies are total quality management then, y would we a restructured organization which is which is going to be more effective right so, it would brings to effectiveness right.

So, when we say that we are trying to relate x with y, that is caused with the effect right; you have to see that, how the targets of the change and the interventions are related. So, you bring about intervention, change interventions that is bring about a change in the technology and see what happens to the productivity level right. If a direct relationship established then you can say yes, the improvement in the productivity is an outcome of the change technologies; the new technology right. So, both are important, the targets for the change and the choice of intervention; you have to see that, what is your target for change? so, for example, if your target of the change is to improve employee satisfaction and commitment, it means that you need to restructure or HR policy.

Say for example, the kind of intervention that we want to plan we want to go for redesigning the jobs right. So, whether we go for redesigning the jobs and this redesigning the job is going to provide better it on autonomy challenging satisfaction to the employees or not. And whether it would result in better performance of the employees, where they are going to have improved customer focus. So, in this case say for example, we talked about job redesign as the cause and effect is greater autonomy, challenge and achievement of to the employees which leads to higher customer satisfaction right.

So, you need to identify the target for the changes, so the job is designed, but it is not giving the intended result implies are not happy and satisfied right there is no challenge. So, you go for redesigning the job, that is a kind of change and if you go for redesigning the chance job, you need to show that it brings greater autonomy and challenge to the in place and they have a greater sense of achievement. If this is achieved, then you can say that cause and effect is related to me as a direct relationship between the redesign jobs and autonomy and challenging in the employees right.

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Reviewing the effectiveness of the change plan

1. Monitoring whether the selected interventions are being implemented as intended

Implementation may be hindered by factors such as:
Resistance from those immediately affected by the intervention
Lack of political support from other important stakeholders
Lack of time and other resources

2. Monitoring whether the interventions are having the desired effect

we assume there is a significant improvement

(If the interventions had failed to produce this desired change the change manager might have tried an alternative intervention at this point)

swayam

So, accordingly you need to review the effectiveness of the change plan; how change plan is going to be measured in terms of its effectiveness. So, what do you need to do? You have to identify, what kind of interventions are being implemented. Say in that case, those who are going for redesigning the job. So, the redesign is kind of intervention right and then you also need to see whether this intervention is going to have a desired effect. This desired effect in this case is would be greater sense of achievement, meaningful, worthiness of the job, better autonomy, more challenges. So, all these factors are what? Are the desired effect and interventions is the job design right.

So, what need to be looked into is; you need to monitor, whether you have selected and appropriate interventions, that is very very important and make sure that there is no resistance for this because if we are going for a job redesign, there could be some resistance from the people because things are going to change. You are going to increase the job responsibility or you are going to do something with responsibilities and the kind of things given the more autonomy which they may not like right and whether there is a political support, other stakeholders and whether you have time and other resources to manage it effectively or not.

Similarly, if you think that, yes; there is a direct relationship it means there is a significant improvement, it means that you have achieved the desired effect, in terms of grater autonomy, greater challenge, greater sense of achievement right, then it is good.

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The cause-and-effect hypothesis

Informs the target for change and choice of intervention

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In this case the immediate target for change is to improve employee satisfaction and commitment

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Redesign jobs to provide employees with greater autonomy, challenge and sense of achievement, and improve customer focus by encouraging employees to voice their views about opportunities and threats that could affect satisfaction.

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So, you basically, when we are talking about this cause and effect hypothesis, you need to ensure that, whatever intervention is selected by the organization as a change program is giving intended result. And for that, you need to ensure that these are not going to be hindered by other factors right. For example, if the information is failing, it means it is not going to provide the desired result and then the chain managers will try another alternative, a different kind of interventions right.

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Reviewing the effectiveness of the change plan

3. Monitoring whether improvements in employee satisfaction and commitment are having a positive effect on customer satisfaction
satisfaction is improving

4. Monitoring whether improved customer satisfaction is leading to greater customer retention and improved revenue growth.

We assume that (in due course) there is evidence of greater retention and revenue growth.

(No improvement would challenge the validity of the cause-and-effect hypothesis and prompt a revision to the change plan)

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Now, moving further we will also see that, whether there is improvement in employee satisfaction and commitment or not and also have a positive effect on customer satisfaction, we have taken the same example right. Where, job redesign has brought improvement satisfaction commitment level of the employees and also at the organizational level the customers are satisfied. So, if satisfaction is there, it has improved, it means that it has a intended effect right; then you also need to see the whether improved customer satisfaction is leading to and our second level of outcome right.

So, the first level of outcome is greater employee satisfaction commitment, second level of outcome is higher level of customer satisfaction, third level of outcome would be customer attention and revenue growth because, if you are able to retain your customers, then definitely it is going to help you to generate more revenue right. Provided you assume, are you are sure, that yes; employee retention as sorry customer retention has taken place and revenue growth has happened right.

If there is no improvement, then the validity of the cause effect hypothesis is nullified, it means you can challenge it because this call, it means that job redesign has not improved the intended outcomes and then you go for revising the change management. It means that job redesign does not have impact on what you wanted to do so, you need to do something else right.

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The role of performance measures in the management of change

Performance measures should be related to the outcomes that are important to key stakeholders and to the hypotheses about cause-and-effect relationships embedded in the change plan

The balanced scorecard Approach(Kaplan & Norton, 1996)

Customer Engagement <ul style="list-style-type: none">• Customer satisfaction• Quality of communications• Frequency of meetings and reviews• Timely reporting	Internal Performance <ul style="list-style-type: none">• User satisfaction• Timeliness• Policy compliance of provisioning• Quality of ticketing
Financial Performance <ul style="list-style-type: none">• Headcount• Staff retention• Staff productivity• Budget tracking	Improvement and Growth <ul style="list-style-type: none">• Improvements delivered• Knowledgebase growth• Training programme delivered• Coaching performance

The slide also features logos for Anna University, SWAYAM, and the Ministry of Education, India, along with a small video inset of a speaker in the bottom right corner.

So, implementation is very very important. Then, the next stage is how you going into measure the performance, because you need to measure the performance of the change outcome right. So, it should be related to the outcomes which are important for the key stakeholders for the employees, for the organization from for the investors right.

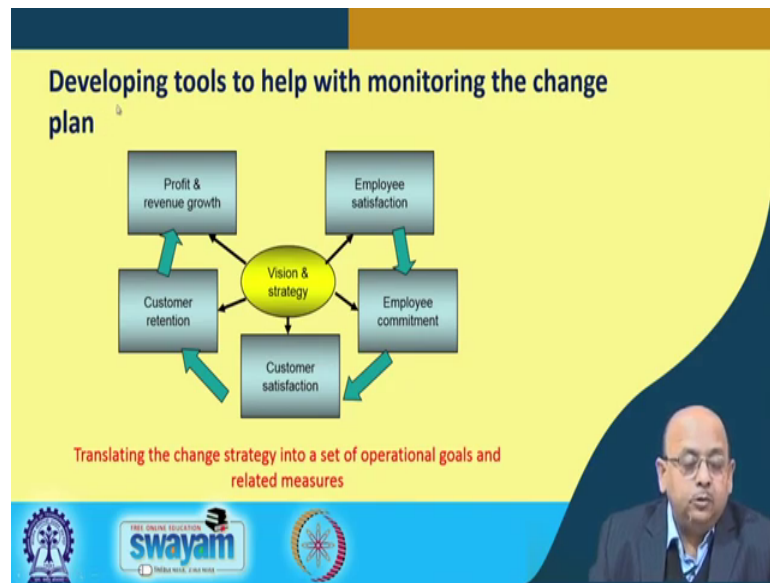
And you need to ensure that in the cause effect relationship is embedded in the change plan and it means that if you go for this kind of change, this kind of intended outcome is likely to happen ok. So, with this proposed hypothesis you proceed to identify the kind of outcome that you can have and these outcome could be identified as this, where you have used the balanced scorecard approach.

Now, if you look at this balanced scorecard approach, here the performance is measured on four accounts, that is customer, then internal performance which includes basically what you called internal efficiency, then financial performance of the organization and finally, the growth right. So, the customer performance is in terms of engagement, communication, retention right all kinds of things, then internal performance those who are using the system is they are satisfies with that right; say for you going for technological changes. So, users are satisfied with this new technology, it is more timeliness right. There is a policy compliance, the quality of is good the related something, then financial performance how it is going to help you right.

Then improvement and growth, this is related to one example and the same can be applied to any kind of change right, say for example, where you try to relate to the job redesign whether, the customer irritation has happened or not here. Internal performance whether imply commitment and satisfaction is improved or not, whether it is related to better revenue growth or not, financial performance, that related to improve productivity right.

So, you can adopt a balanced scorecard approach, in order to measure the performance or the change outcomes right so, this is one way to look at performance. So, what we talked about is the cause effect relationship, to ensure that the intended change has the desired effect and if it has a desired effect, what kind of performance measures can be utilized to identify, whether these outcomes are as intended and what is it is able to satisfy the key stakeholders in the organization or not.

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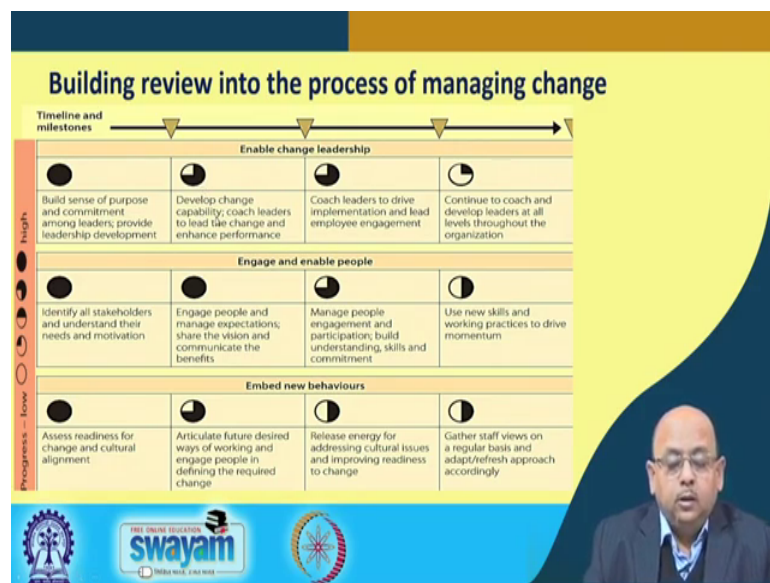
Moving further, for that you need to develop tools to help with monitoring the change plan right; how going to do monitor the change plan? Because, you need to translate the change strategy into operational goals and related measures. So, how are into measures? These are the activities so, your vision and strategy is very very important, we are already linked vision with the change right, we talked about a strategy, vision, goals and objectives.

Now, this vision and strategy could be achieved or realized only when you are having certain measures right and these measures, whereas I talked about it is related to go say employee satisfaction right. So, that is one indicator that the change club program is successful, then commitment of the employees, then customer satisfaction and customer retention, then profit and growth.

We have taken the same example of job redesigning leading to this. So, these are the different kind of outcome with which you are going for the redesigning the job right and then you are going to monitor the change plan, that if you are going for redesigning the job. It means that you are going to improve task kind retreat, task in significance, you are going to provide with greater autonomy to ensure better commitment and satisfaction them part of the employees and better productivity growth on the part of the organization right.

So, you are going to measure these outcomes and see whether it is able to help you to realize the goals and objectives of the organization or not right. So, here the vision and strategy is very very important. Because, you need to translate this strategy into these goals, because this is strategies help to is going to help you to realize your vision that has affected the organization, but this sounds strategy need to be translated into goals and objectives, operational goals basically. So, these are operational goals that you need to achieve; if you are not able to achieve these operational goals it means, that your change plan is not successful right.

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Now, moving further, how we go about reviewing internal process of the change management? Now, if you look at this you can see different kind of indicators. These indicators suggest what? This, so slowest progress right, then the next stage of the progress, then this is the next stage of the progress and this is the high level of progress. So, this shows the progress level right.

And three important things are here like enabling change leadership, enabling and engaging people and enabling new behaviors right. Say for example, you are going to continue to coach and develop leaders at different level of the organization right; it means, the change leadership is not effective, then coach leaders to have to drive implementation, lead employee engagement, slightly more effective in the progress is better. It means, you are able to double up the change capabilities, the coach leaders have

to lead the change enhance performance, it means it is lead to performance and finally, you have been able to build a sense of purpose and commitment among the leaders. So, that is this goal is achieved it means, that the level of progress of this particular changes more successful, it means that you have been able to bring about a change in the leadership quality.

Second, engage and enabling people it means, if you look at this one. It means, they have been able to use new skills and practices to drive momentum, it means 50 percent achievement is there. If it is related to managing people commitment and participation, building their skills and commitment 75 percent right, then engaging people and managing expectations; sharing the vision communicate the benefits, very high level of progress. And this is the most important that we are able to identify all the stakeholders and see what their needs same motivation is there.

So, this is the highest level of engagement and enablement enabling of the people. Now, when it comes to embedding new behavior, you can see how this progress happens from low to high right. Now, when you are going to bring about a change in the behavior of the people, you have to see whether this behavior is considered by the people and whether they are able to adapt a or have a fresh approach about it or not; whether, they are sad they are have been able to address colors cultural issues and other things.

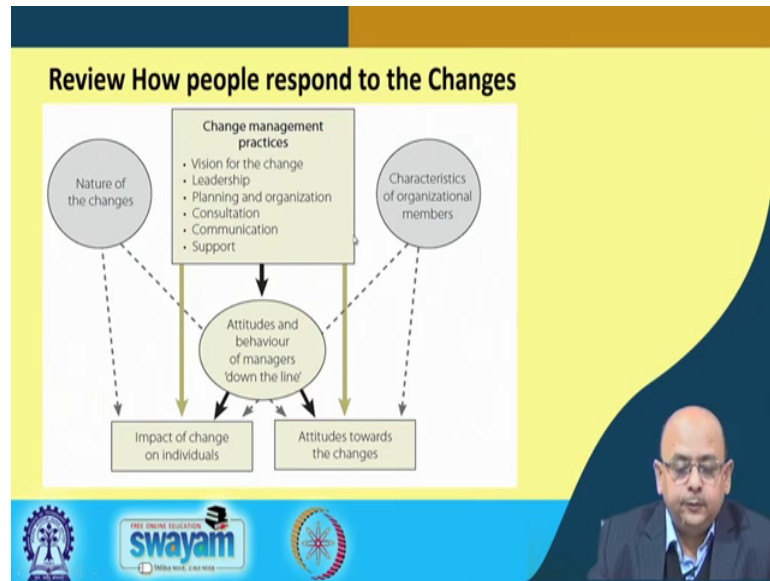
And whether, they are ready to accept the change or not right; whether, they are able to articulate future desired way of working and engage people, in defining the required change then finally, once you are going to assess the readiness and cultural alignment. If that is happening, it means are ready for the change and culture is aligned, it means the progresses high, it means people are ready to accept new behavior.

So, when it comes to different kind of change, whether it relate to leadership, whether it is a relate to engagement and enabling people or whether it is enabling new behavior, you can see that how it is progressing along the timelines ok so, these are the milestones.

So, we start with this one, then move to this milestone and ultimately we need to reach at this stage, to ensure that you have been able to achieve intended change, it means the leadership is ready, you are able to when comes to people, they are able to understand the needs and expectations of the people and accordingly work and here they are ready to accept the change and cultural alignment has happened right.

So, it is very very important to develop a framework right, for review to ensure that the process; how the process of managing changes happening? And at each stage of this change process, you I also identified a mile milestones to check whether intended objectives is achieved or not. And then probably we will be in a better position to audit, the change in change and whether it is going to be successfully implemented or not.

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Moving further, you also need to ensure that whether how people respond to the change? So, what kind of practices are adapted right, when it comes to adopting behavior right. So, it depends upon, what kind of change you want to bring right and what is the characteristics of the people? So, on this side you have people, you this side you have nature of the change. And here, how this change you are going to impact the people and what kind of attitude people have towards the change? And then you need to bring some kind of realignment to ensure that the attitude and behavior is aligned towards the change and this depends upon what, the change management practices.

So, if you adopt this kind of change management practices, it is possible that people have a more favorable response to the change, it means that they would like to see, that the behavior attitude is aligned to the change. So, the what kind of change management practices we are talking about like, what is the vision of the leaders, what kind of support a leadership is there, how does being planned and organized, are they being consulted, are they are going to part of it right, are they being communicated about the change,

what is happening, why it is happening and whether they support, if they are going to adopt this kind of behavior or not?

So, if these change management practices are adopted, then depending upon the nature of the change and the characteristics of the people, it is possible to bring about change in the behavior and attitude of the people. And it is going to be influenced by both, what kind of attitude people have towards the change and what, in what way people think that it is going to impact them right. So, this is how people are going to respond to the changes.

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Checklist 1: Readiness for change

1 In the past, new policies or systems introduced by management have been:	<input type="checkbox"/> Seen as meeting employer's needs	<input type="checkbox"/> Not well understood	<input type="checkbox"/> Greeted with some resistance	<input type="checkbox"/> Vigorously resisted
2 Employers may be best described as:	<input type="checkbox"/> Innovative	<input type="checkbox"/> Independent	<input type="checkbox"/> Apathetic	<input type="checkbox"/> Conservative or resistant to change
3 The most recent and widely known change in the organization is viewed as:	<input type="checkbox"/> A success	<input type="checkbox"/> Moderately successful	<input type="checkbox"/> Had no obvious impact	<input type="checkbox"/> Not successful
4 Expectations of what change will lead to are:	<input type="checkbox"/> Consistent throughout the organization	<input type="checkbox"/> Consistent among senior management but not otherwise	<input type="checkbox"/> Not at all consistent	<input type="checkbox"/> Unclear
5 What people directly affected by the changes can tell you about the organization's business or strategic plan:	<input type="checkbox"/> A full description	<input type="checkbox"/> A description of where it affects their own department or activity	<input type="checkbox"/> A general idea	<input type="checkbox"/> Nothing

Now, what we are going to discuss, I am going to provide some checklist to see that, whether it is possible to go for some kind of audit for the change or not. So, first checklist is relate to readiness for the change, it depends upon quality of diagnosis, planning and all kinds of activities right.

So, these are there certain questions that you need to ask and then you have to tick correct and depending upon that you can audit whether you are ready for the change that. For example, the first question says, whether in the past new systems policies introduced by the management has met or not or it is whether, it is understood properly or not greeted with resistance or it was vigorously resisted, it means this measures what, the resistance level. If resistance level is high, it means you are not ready for the change.

Second implies, what is their behavior are they innovative, independent, apathetic or converge or resistance to change. So, as you move from here to this, it means if you are on this line, it means that you are better in terms of accepting and getting ready for the change.

Then what kind of change recent changes, how it has happened and what the what was outcome the change with it was successful or not successful right; if it is successful, then you are ready for the change. Then what are the expectations of the change, it is not clear to you, then you are not ready not at all consistent somewhat ready, consistent among senior managers, but not to others consistent across organizations, it means these except the expectations are clear to everybody. Then what people directly affected by the change right, if you write full description it means then the people will be ready so, that is where communication and confidence is required right.

So, these are the questions which is going to provide a checklist whether people are ready for the change and that is how you are able to measure the effectiveness. Then the other questions are there like, what is the outcome of the change right, if it is not defined it all it is key specifically detailed it matters. Then what is the processes, the change process; what kind of change it is going to bring about, no change to a major change right. Then, how the problem would be dealt during the change process right, through outside consultants, senior managers, first line managers, people directly involved. So, if you are going to engage them, then they would more ready to the change between ways outside consultants they would be hesitant to it.

Then the proportions is viewed as end-users, how end-users are going to look at the change. If it they think that it is good for the organization is crucial for the future of the organization, then the acceptance level is high right and if they think it is going to be beneficial to only few people, then it is not going to be there.

So, gradually as you move this to this, probably we will find that the readiness for the census very very high. And then top management support, if there is a high support then it is good, then what is the role of the top management, if they are committed they are providing resources or not.

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Checklist 1: Readiness for change

12 The management performance appraisal review and process is:

- An important part of management development
- A helpful problem-solving process
- Routine
- An obstacle to improvement

13 The proposed change deals with issues of relevance to the business plant:

- Directly
- Partly
- Only indirectly
- Not at all

14 The proposed change:

- Makes jobs more rewarding financially and otherwise
- Makes jobs easier and more satisfying
- Replaces old tasks and skills with new ones
- Makes jobs harder

15 The proposed change is technically:

- Similar to others already underway
- Similar to others undertaken in the recent past
- Novel
- Technically unclear

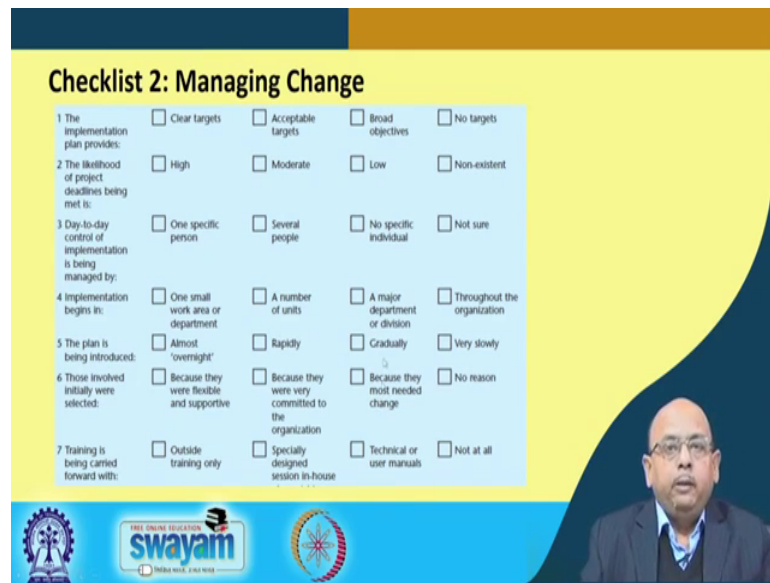
The slide also features logos for UGC, Swamyam, and a circular emblem, along with a video overlay of a man speaking.

So, all these things are going to provide to some kind of audit to see whether there is a readiness for the change by the organization or not right. Then other questions are there, what is the performance appraisal system ok, how it is going to be relevant for the business, how this present job proposed changes going to make difference right and what is the technicality of this presence change right? So, these are the questions that you need to answer in order to ensure for example, performance management system, it is if it is important then this good right.

If it is directly relevant to the business, then they would accept it right. If the proposed change make some rewarding financially and otherwise if they think that is going to be linked with the reward because if the productivity increases because if the change in the technology, then there is going to be better reward that is going to be more acceptable.

Then if it is the proportion this similar, then they would be able to accept it with the, but if they find that the change is something different, then the acceptance level is less, because it is not clear to them that what kind of change you want to bring right.

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Checklist 2: Managing Change

1 The implementation plan provides:	<input type="checkbox"/> Clear targets	<input type="checkbox"/> Acceptable targets	<input type="checkbox"/> Broad objectives	<input type="checkbox"/> No targets
2 The likelihood of project deadlines being met is:	<input type="checkbox"/> High	<input type="checkbox"/> Moderate	<input type="checkbox"/> Low	<input type="checkbox"/> Non-existent
3 Day-to-day control of implementation is being managed by:	<input type="checkbox"/> One specific person	<input type="checkbox"/> Several people	<input type="checkbox"/> No specific individual	<input type="checkbox"/> Not sure
4 Implementation begins in:	<input type="checkbox"/> One small work area or department	<input type="checkbox"/> A number of units	<input type="checkbox"/> A major department or division	<input type="checkbox"/> Throughout the organization
5 The plan is being introduced:	<input type="checkbox"/> Almost 'overnight'	<input type="checkbox"/> Rapidly	<input type="checkbox"/> Gradually	<input type="checkbox"/> Very slowly
6 Those involved initially were selected:	<input type="checkbox"/> Because they were flexible and supportive	<input type="checkbox"/> Because they were very committed to the organization	<input type="checkbox"/> Because they most needed change	<input type="checkbox"/> No reason
7 Training is being carried forward with:	<input type="checkbox"/> Outside training only	<input type="checkbox"/> Specially designed session in-house	<input type="checkbox"/> Technical or user manuals	<input type="checkbox"/> Not at all

The slide also features logos for Swamyam (Free Online Education) and a speaker overlay in the bottom right corner.

We are moving to another checklist which is managing change and in this we are going to see that what are the plans that we need to look at. The implementation plan; what kind of implementation plan you have further changes, if you have clear targets that is good, but if it is acceptable abroad or not then it is not good. So, we move from no targets to clear targets, then likelihood of the project deadlines with the you have my project deadlines, if you are able to meet it, the high level of problems that will be able to meet the deadline for the project, then you will be able to manage change better.

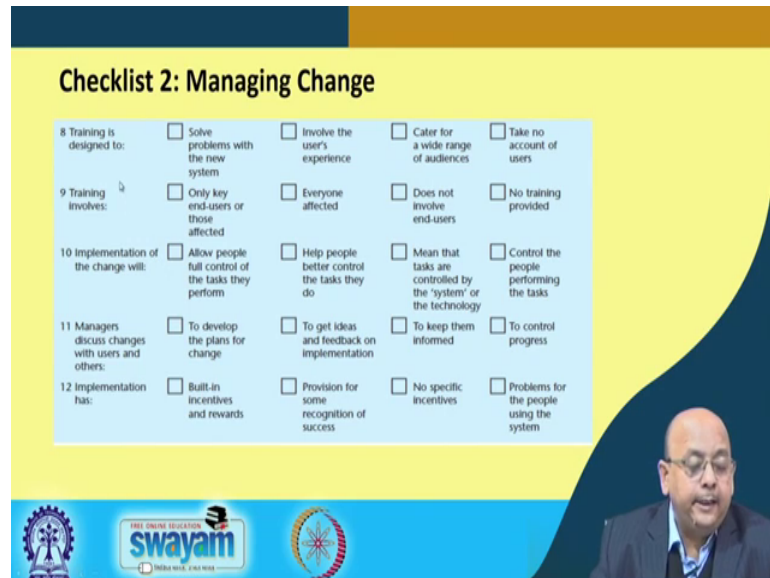
Regarding day to day operations for implementing the change and if one person who made us made responsible accountable it is good, but if nobody is there or several people are there then it is not good, then how we are going to start the implementation process. Throughout the organization are one area department is always good to start with one area and then move to other areas, but if we start the entire organization they may not succeed.

Then how the proper plan is being introduced? Very slow a gradually or very rapidly, almost over night then it will see that, which one is better ok. If you are going to introduce his gradually, then it is better, if you are going to introduce just by tomorrow they not good because people will not be able to accept it.

Then who the people who are involved in this process, you have in a better position are you are in a better position because they have flexible and supportive to the change. And

if it is not, if there is no reason then why they should support it, then whether training is given; if training is given it is good if it is not then not good.

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Checklist 2: Managing Change

8 Training is designed to:	<input type="checkbox"/> Solve problems with the new system	<input type="checkbox"/> Involve the user's experience	<input type="checkbox"/> Cater for a wide range of audiences	<input type="checkbox"/> Take no account of users
9 Training involves:	<input type="checkbox"/> Only key end-users or those affected	<input type="checkbox"/> Everyone affected	<input type="checkbox"/> Does not involve end-users	<input type="checkbox"/> No training provided
10 Implementation of the change will:	<input type="checkbox"/> Allow people full control of the tasks they perform	<input type="checkbox"/> Help people better control the tasks they do	<input type="checkbox"/> Mean that tasks are controlled by the 'system' or the technology	<input type="checkbox"/> Control the people performing the tasks
11 Managers discuss changes with users and others:	<input type="checkbox"/> To develop the plans for change	<input type="checkbox"/> To get ideas and feedback on implementation	<input type="checkbox"/> To keep them informed	<input type="checkbox"/> To control progress
12 Implementation has:	<input type="checkbox"/> Built-in incentives and rewards	<input type="checkbox"/> Provision for some recognition of success	<input type="checkbox"/> No specific incentives	<input type="checkbox"/> Problems for the people using the system

The slide also features a video overlay of a man speaking in the bottom right corner and logos for Swamyam and other organizations at the bottom.

Similarly, you have other checklist like, how the training is designed, keeping in mind the problem new system, if it is there then it is good otherwise not. Then who is involved in that training, only end-users then it is good; how if the change implement change going to effect right, whether it is going to have allow full control by the people for the task which they prefer, then it is good. Then it is better because in some cases suppose, if you go for technological changes and you are going to adopt a fully automated process, where the level of control exercised by the people is less, then it may not be good right.

Similarly, managers discusses change with users, yes you need to develop a change plan in consultation with others and then implementation has built in the incentives and rewards. So, depending upon the success, everybody is going to be beneficial right. So, these are the checklist that is to be adopted when it comes to managing change right.

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Checklist 2: Managing Change

13 Benefits will occur:	<input type="checkbox"/> Immediately	<input type="checkbox"/> Quickly	<input type="checkbox"/> Within a year of implementation	<input type="checkbox"/> Over a year following implementation
14 Direct benefits will be:	<input type="checkbox"/> Clearly apparent to users	<input type="checkbox"/> Apparent only to managers	<input type="checkbox"/> Apparently only to top managers	<input type="checkbox"/> Only indirect benefits
15 Effects will be:	<input type="checkbox"/> Measurable in quantitative terms	<input type="checkbox"/> Measurable only as 'ratings'	<input type="checkbox"/> Largely anecdotal	<input type="checkbox"/> Not clear
16 During change, people need to put in:	<input type="checkbox"/> Very considerable effort, skill and extra work	<input type="checkbox"/> Considerable effort, skill and extra work	<input type="checkbox"/> Some extra effort, skill and work	<input type="checkbox"/> No extra effort, skill or work
17 Management provide people with:	<input type="checkbox"/> Excellent support	<input type="checkbox"/> Good support	<input type="checkbox"/> Limited support	<input type="checkbox"/> No support
18 People experience:	<input type="checkbox"/> High levels of pressure or stress during change	<input type="checkbox"/> Considerable pressure or stress during change	<input type="checkbox"/> Some pressure or stress during change	<input type="checkbox"/> No pressure or stress

The slide features a yellow background with a dark blue header and footer. A small inset image of a man in a suit is visible in the bottom right corner. The footer contains logos for Swamyam and other educational institutions.

Then the other things, how the benefits will happen? Immediately, yes you make sure that the benefits happened immediately, if we delay it then it is good not good. Whether, the benefits are going to be direct or indirect make sure that it is apparent, clear and it is direct right and the effects should be measurable.

Any kind of change intended effect to make sure that you have you are able to measure in quantity terms, in terms of revenue growth customer satisfaction right outcome that is achieved. And during the change whether people need to be included in including the effort, skill and all kind of things, yes you have to be considerable because you need to ensure that people are willing to put considerable effort to skill. And then go for extra work if it is required, then it is going to be more successful and then support from the management to the people is very very important. If you know support to accept excellent support which is very important that to provide excellent support and a what kind of experience people have.

If they find that there is a high level of pressure and stress during the change, it is not good. But, what is good here is, considerable pressure and stress during the change that is appropriate not this one ok. In some cases you will find, this side is better, in some cases you will find this one is better right. So with this, we are going to complete this effectiveness of the change and this checklist basically provide you an idea. Are you took an audit whether people are ready for the change and they are going to accept it and

whether you are able to manage change effectively to ensure that intended outcome is achieved or not.

Thank you very much.