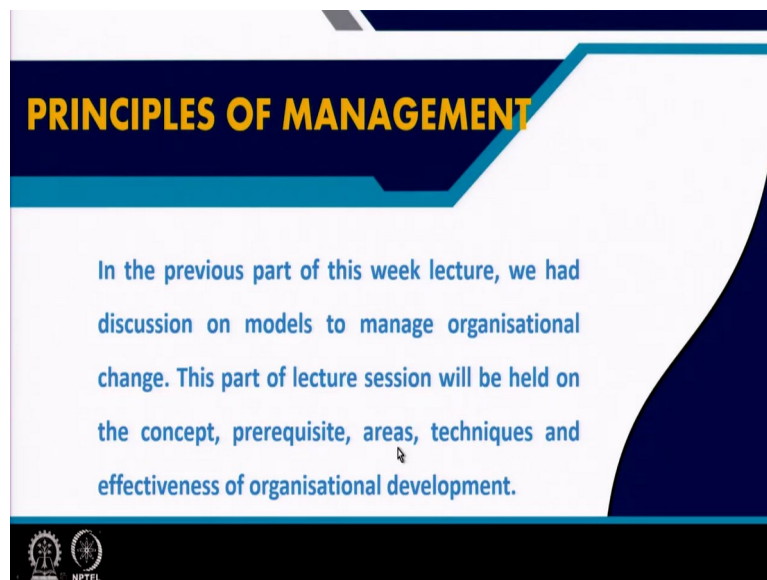


Principles of Management
Prof. Susmita Mukhopadhyay
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Module – 10
Lecture – 52
Organisational development

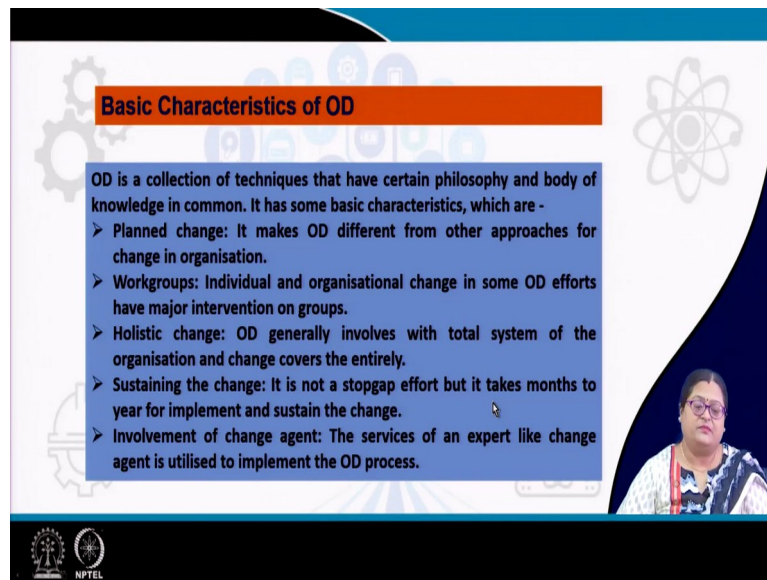
Welcome back to our discussions on the Change Management Processes. Today, we are going to discuss on a very important change management process which is the Organisational development.

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So, in the previous part of this week lecture, we had discussed on we had discussion and models to manage organisational change. So, today, we will be concentrating on the concept, prerequisite, areas, techniques and effectiveness of organisational development.

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Basic Characteristics of OD

OD is a collection of techniques that have certain philosophy and body of knowledge in common. It has some basic characteristics, which are -

- **Planned change:** It makes OD different from other approaches for change in organisation.
- **Workgroups:** Individual and organisational change in some OD efforts have major intervention on groups.
- **Holistic change:** OD generally involves with total system of the organisation and change covers the entirety.
- **Sustaining the change:** It is not a stopgap effort but it takes months to year for implement and sustain the change.
- **Involvement of change agent:** The services of an expert like change agent is utilised to implement the OD process.

The slide features a blue header with the title 'Basic Characteristics of OD'. Below the title is a blue box containing the definition and a bulleted list of five characteristics. To the right of the text is a small video inset showing a woman with glasses and a patterned top. The background of the slide includes faint icons of gears and a molecular structure. At the bottom left, there are logos for IIT Bombay and NPTEL.

The basic characteristics of OD; OD is a collection of techniques that have certain philosophy and body of knowledge in common. It has some basic characteristics which are like the planned change. It makes OD different from other approaches of change in organisation. Work groups, individual and organisational change in some OD efforts have major intervention on groups.

Holistic change, OD generally involves the total system of the organisation and change covers the entirety. Then, we have sustaining the change. It is not a stop cap effort, but it takes months and years to implement and sustain the change. Involvement of the change agent, the services of an expert like change agent is utilized to implement the OD process.

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Basic Characteristics of OD

Continued...

- **Collaborative management:** Organisation is viewed in a system perspective so it gives thrust on collaboration among all levels from top to bottom of the organisation.
- **Organisational culture:** OD helps to understand the culture of each organisation includes accepted patterns of behaviour, norms, organisational objectives, value systems, etc., and consistent with that culture is developed.
- **Action research:** The process of identifying specific organisational problem, gathering and analysing data for the action to be taken to solve the problem that are of organisational interest.

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It is a collaborative management, in organisation is viewed in a systematic perspective it gives trust on collaboration among all the levels from top to bottom of the organisation. Organisational culture is a very important part of the OD interventions. OD helps to understand the culture of each organisation and it includes accepted patterns of behavior, norms, organisational objectives, values, etcetera and consistent with that culture is developed.

Action research is an embedded part of organisational development which is the process of identifying specific organisational problem, gathering and analyzing data for the action to be taken to solve the problem that are of organisational interests.

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The Values in OD intervention

Organisational change has directly affect on its moral values, beliefs, ethics and rules that establish appropriate way to deal with one another and within the organisational environment. The values in OD intervention taken into consideration are -

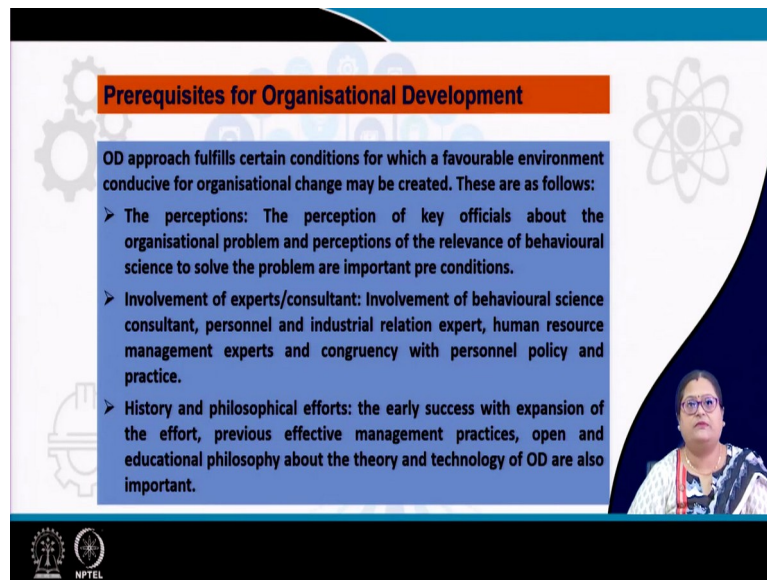
1. People should be treated with respect and honour as human being.
2. There must be trust, openness and collaborative organisational climate for better human relationships.
3. Less emphasis should be placed on hierarchical structures
4. The issue of confrontation bothering on employees must be treated head-on.
5. People that will be affected by the change must be included in the planning and execution of the change process to boost up their responsibilities.

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The values in OD intervention are that the it has an impact OD has a direct impact on the moral values, beliefs, ethics and rules of the organisation and that has established an appropriate way to deal with one another and within the organisational environments. So, values and ethics are very important in OD exercises. And the OD intervention takes care of the values like people should be treated with respect and honor as human being.

There must be trust, openness, and collaborative organisational climate for better human relationships. Less emphasis should be placed on hierarchical structures. The issue of confrontation bothering on employees must be treated head-on. People that will be affected by the change must be included in the planning and execution of the change process to boost up their responsibilities.

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Prerequisites for Organisational Development

OD approach fulfills certain conditions for which a favourable environment conducive for organisational change may be created. These are as follows:

- **The perceptions:** The perception of key officials about the organisational problem and perceptions of the relevance of behavioural science to solve the problem are important pre conditions.
- **Involvement of experts/consultant:** Involvement of behavioural science consultant, personnel and industrial relation expert, human resource management experts and congruency with personnel policy and practice.
- **History and philosophical efforts:** the early success with expansion of the effort, previous effective management practices, open and educational philosophy about the theory and technology of OD are also important.

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There are certain prerequisites for organisational development. So, organisational approach fulfill certain conditions for which a favorable environment conducive for organisational change may be created. These are as follows. The perceptions, the perception of the key officials about the organisational problem and perception of the relevance of the behavioral science to solve the problems are important preconditions.

Involvement of experts or consultants, involvement of behavioral science consultant personal and industrial relation expert, human resource management experts and congruency with personal policy and practice. History and philosophical efforts, the early success with the expansion of the effort, previous effective management practices, open and educational philosophy about the theory and technology of OD are also very important.

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Prerequisites for organisational development

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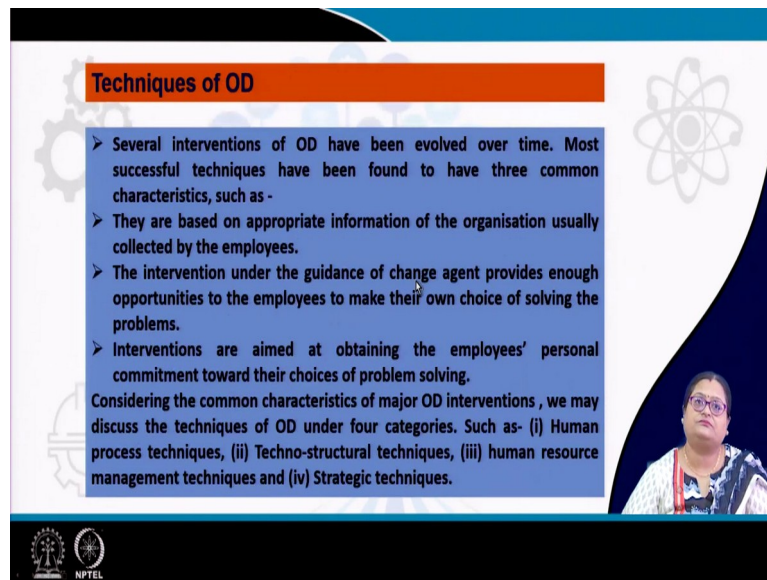
- **Work team/Leader:** Involvement of work team including the formal leader is also important prerequisite for organisational development.
- **Action research:** It is also important to operationalize the action research model in organisational development process.
- **Internal resources:** Effective management of OD process and stabilization of change are facilitated with internal resources and facilitative skills of the organisation.
- **Monitoring and evaluation:** The process of OD is time to time monitored and the resultant outcome is assessed for stabilization of changes.

NPTEL

One of the important prerequisites for organisational development is the work team or the leader. Involvement of the work team including the formal leader is also very important prerequisite for organisational development. Action research is an important or very important to operationalize the action research model in the organisational development process.

Internal resources, like the effective management of the OD process and stabilization of change are facilitated with internal resources and facilitative skills of the organisation. Monitoring and evaluation are important parts of the OD process. So, it is time to time monitored and the resultant outcome is assessed for stabilization of the changes.

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Techniques of OD

- Several interventions of OD have been evolved over time. Most successful techniques have been found to have three common characteristics, such as -
- They are based on appropriate information of the organisation usually collected by the employees.
- The intervention under the guidance of change agent provides enough opportunities to the employees to make their own choice of solving the problems.
- Interventions are aimed at obtaining the employees' personal commitment toward their choices of problem solving.

Considering the common characteristics of major OD interventions, we may discuss the techniques of OD under four categories. Such as- (i) Human process techniques, (ii) Techno-structural techniques, (iii) human resource management techniques and (iv) Strategic techniques.

The slide features a blue header with the title 'Techniques of OD'. The main content is on a light blue background with a list of four bullet points. Below the list is a paragraph summarizing the categories. On the right side, there is a small video feed of a woman with glasses and a white top. The slide also includes decorative icons of a gear and an atom, and the NPTEL logo at the bottom left.

Now, when we have the prerequisites of OD met. We have already discussed like OD is a bunch of techniques which is taken as per the need of the situation. So, over like the over the passage of time or several OD interventions have evolved over time. So, most successful techniques have been found to have three common characteristics. They are based on appropriate information of the organisation usually collected by the employees.

The intervention under the guidance of change agent provides enough opportunities to the employees to make their own choice of solving the problems. And interventions are aimed at obtaining the employees personal commitment toward their choices of problem solving. So, getting the employees involved, collecting information from by the change agent from the employees and giving a free choice to the employee to choose their path of action are very important techniques of OD.

Here you can see the reflection of nudge theory also, where we can indirectly influence people or make them aware of like what are the upcoming changes or the ways to change. But the ultimately the choice of the path remains with the like it should be taken in discussion with the employees, so that they can like adjust themselves with the change process get involved in the change process and that leads to a smooth implementation of the change.

So, considering the common characteristics of major OD interventions, we may discuss the techniques of OD under 4 categories like human process techniques, techno structural techniques, human resource management techniques, and strategic techniques.

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Techniques of OD

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(i) Human process techniques: It is aiming at improving employees' interpersonal skills in order to provide them with the insight and skills needed to analyse their own behaviour effectively to address the interpersonal and intergroup problems. It is mostly used in the name of sensitivity training. This training has several steps. Such as -

- Training: Weeklong training of management staff helps to assess own styles, work and communication which are implemented throughout the organisation.

The slide features a blue header with the title 'Techniques of OD'. Below the title, a blue box contains the text. To the right of the text is an illustration of several interlocking gears in red, green, and blue, with three stylized human figures at the bottom holding up the gears. The background is white with faint gear and atom symbols. In the bottom right corner, there is a small video inset of a woman with glasses speaking. The NPTEL logo is visible in the bottom left corner.

Human process techniques, it is aiming at improving employee's interpersonal skills in order to provide them with the insight and skills needed to analyze their own behavior effectively to address the interpersonal and intergroup problems. It is mostly used in the name of sensitivity training. This training has several steps such as training, weeklong training of the management staff helps to assess its own styles, work and communication which are implemented throughout the organisation.

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Techniques of OD

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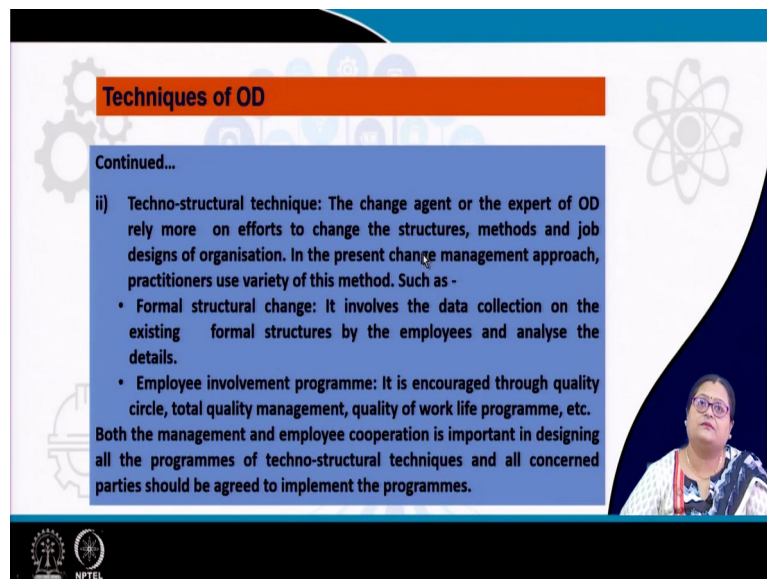
(i) Human process techniques:

- Team development: The trained management team brings their new understanding for effective team work and development.
- Intergroup development: This step encourages relationship between workgroups to improve coordination and cooperation.
- Organisational goal setting: Top managers together create an ideal model to set goal for evaluation and testing. Goal is attained and stabilized.

The slide features a blue header with the title 'Techniques of OD'. Below the title, a blue box contains the text. To the right of the text is an illustration of several interlocking gears in red, green, and blue, with three stylized human figures at the bottom holding up the gears. The background is white with faint gear and atom symbols. In the bottom right corner, there is a small video inset of a woman with glasses speaking. The NPTEL logo is visible in the bottom left corner.

Team development, like the trade management team brings their new understanding for effective teamwork and development. Intergroup development, the step encourages relationship between work groups to improve coordination and cooperation. Organisational goal setting, top managers together create an ideal model to set goal for evaluation and testing, the goal is attended and stabilized.

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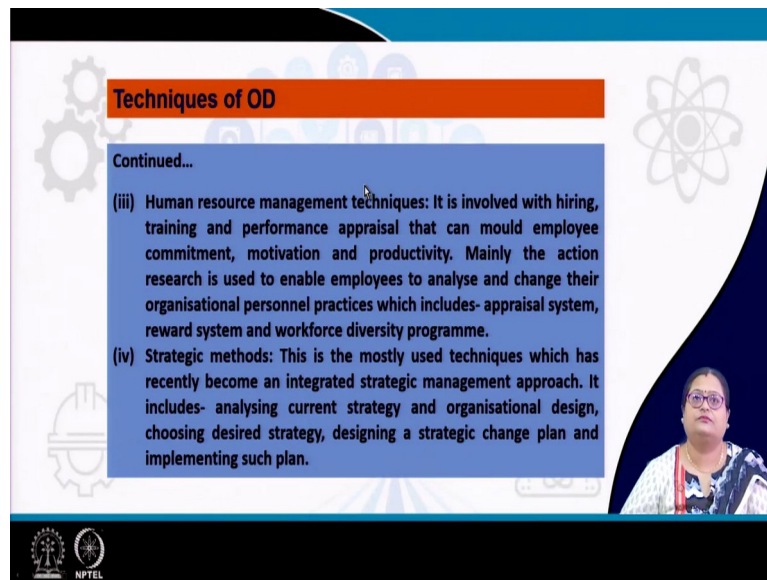


The slide is titled "Techniques of OD" in a blue header. Below the title, it says "Continued...". The main content is a list item "ii) Techno-structural technique: The change agent or the expert of OD rely more on efforts to change the structures, methods and job designs of organisation. In the present change management approach, practitioners use variety of this method. Such as -". This is followed by two bullet points: "• Formal structural change: It involves the data collection on the existing formal structures by the employees and analyse the details." and "• Employee involvement programme: It is encouraged through quality circle, total quality management, quality of work life programme, etc.". A concluding sentence states: "Both the management and employee cooperation is important in designing all the programmes of techno-structural techniques and all concerned parties should be agreed to implement the programmes." In the bottom right corner of the slide, there is a small video inset showing a woman with glasses speaking. The slide also features a gear icon on the left and a molecular structure icon on the right. At the bottom left, there are logos for IIT Bombay and NPTEL.

The techno structural technique, here the change agent or the expert of the OD rely more on efforts to change the structures, methods, and job designs of the organisation. In the present change management approach, practitioners use variety of these methods such as formal structure change. It involves the data collection and the existing formal structures by the employees and analyzing the details.

Employee involvement program, which is encouraged through quality circle, total quality management, quality of work life program, etcetera. Both the management and the employee cooperation are important in designing all the programs of techno-structural techniques and all concerned parties should be agreed to implement the programs.

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The slide is titled "Techniques of OD" in a blue header. Below the header, the text "Continued..." is displayed. The slide contains two bullet points: (iii) Human resource management techniques and (iv) Strategic methods. The presenter is visible in the bottom right corner of the slide frame.

Techniques of OD

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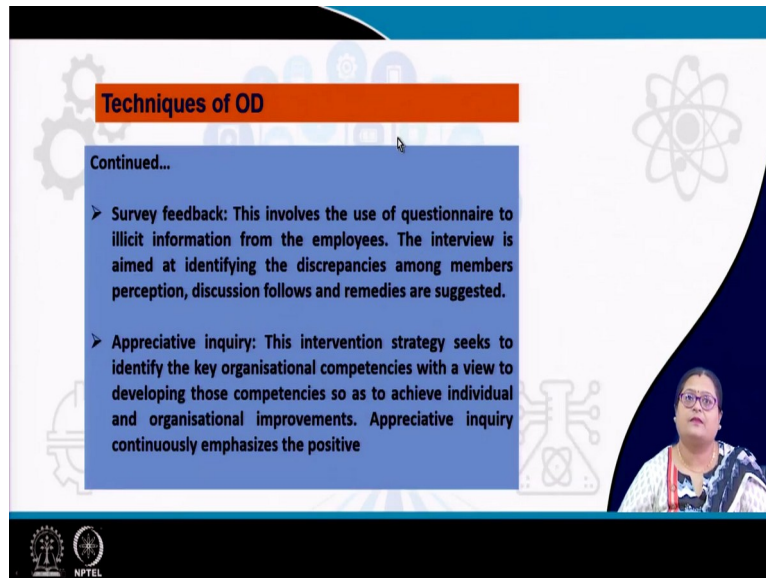
(iii) Human resource management techniques: It is involved with hiring, training and performance appraisal that can mould employee commitment, motivation and productivity. Mainly the action research is used to enable employees to analyse and change their organisational personnel practices which includes- appraisal system, reward system and workforce diversity programme.

(iv) Strategic methods: This is the mostly used techniques which has recently become an integrated strategic management approach. It includes- analysing current strategy and organisational design, choosing desired strategy, designing a strategic change plan and implementing such plan.

Human resource management techniques, it is involved with the hiring training and performance appraisal that can mold the employee commitment, motivation and productivity. Mainly the action research is used to enable employees to analyze and change their organisational personal practices which includes the appraisal system, reward system, and workforce diversity program.

Next are the strategic methods. This is mostly used techniques which has recently become an integrated strategic management approach. It includes analyzing the current strategy and organisational design, choosing desired strategy, designing a strategic change plan and implementing search plan.

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Techniques of OD

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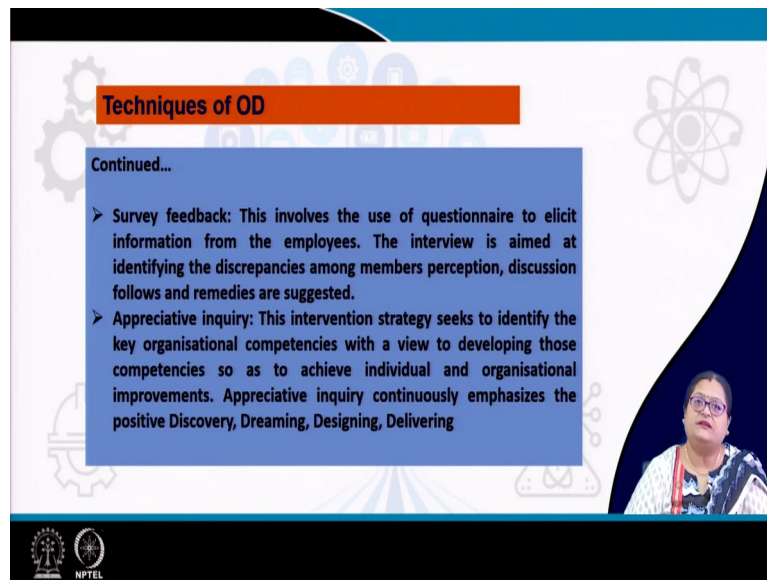
- **Survey feedback:** This involves the use of questionnaire to illicit information from the employees. The interview is aimed at identifying the discrepancies among members perception, discussion follows and remedies are suggested.
- **Appreciative inquiry:** This intervention strategy seeks to identify the key organisational competencies with a view to developing those competencies so as to achieve individual and organisational improvements. Appreciative inquiry continuously emphasizes the positive

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Survey feedback, this involves the use of questionnaire to elicit information from the employees. The interview is aimed at identifying the discrepancies amongst the members perception discussion follows and remedies are suggested. So, if you have to look at the strategic planning and you have to bring about the holistic change in the organisation getting the employees views are very important and survey feedback helps us to do it.

Another important technique is appreciative inquiry. This intervention strategy seeks to identify the key organisational competencies with a view to developing those competencies so as to achieve individual and organisational improvements.

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Techniques of OD

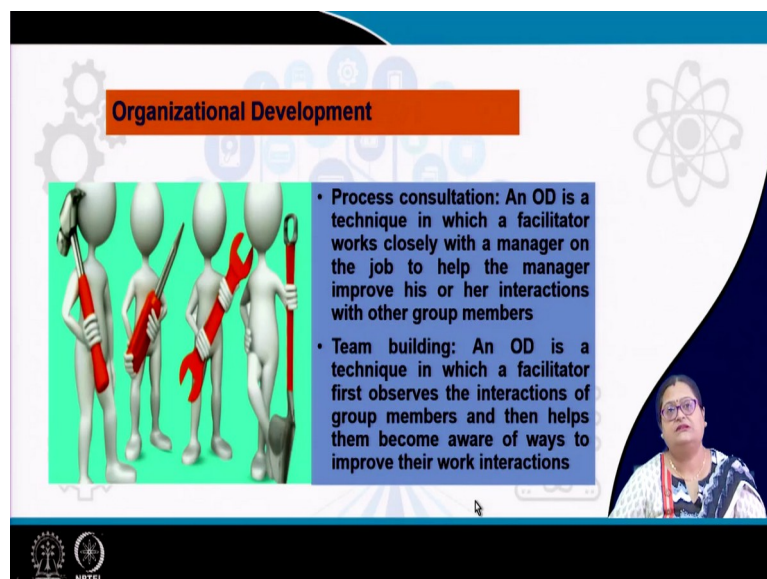
Continued...

- **Survey feedback:** This involves the use of questionnaire to elicit information from the employees. The interview is aimed at identifying the discrepancies among members perception, discussion follows and remedies are suggested.
- **Appreciative inquiry:** This intervention strategy seeks to identify the key organisational competencies with a view to developing those competencies so as to achieve individual and organisational improvements. Appreciative inquiry continuously emphasizes the positive Discovery, Dreaming, Designing, Delivering

The slide features a blue header with the title 'Techniques of OD'. Below the title, a blue box contains the text 'Continued...' followed by two bullet points. The first bullet point describes 'Survey feedback' as a process using questionnaires and interviews to identify perception discrepancies. The second bullet point describes 'Appreciative inquiry' as a strategy to identify key organizational competencies for improvement, emphasizing a positive cycle of Discovery, Dreaming, Designing, and Delivering. A video inset in the bottom right corner shows a woman with glasses and a patterned top speaking. The slide also includes a gear icon, an atom icon, and the NPTEL logo at the bottom left.

Appreciative inquiry continuously emphasizes the positive discovery, dreaming, designing and delivering. This positive discovery of the potential individual potentials, dreaming of reaching the goal, designing how that goal can be reached and delivering the desired outcomes and that is where like we get to involve the people and get to get the answers from the employees themselves. So, now we are going to elaborate on some of the techniques of like some of the very popular techniques of OD details.

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Organizational Development

- **Process consultation:** An OD is a technique in which a facilitator works closely with a manager on the job to help the manager improve his or her interactions with other group members
- **Team building:** An OD is a technique in which a facilitator first observes the interactions of group members and then helps them become aware of ways to improve their work interactions

The slide features a blue header with the title 'Organizational Development'. Below the title, a blue box contains two bullet points. The first bullet point defines 'Process consultation' as a technique where a facilitator works closely with a manager to improve interactions. The second bullet point defines 'Team building' as a technique where a facilitator observes group interactions and helps improve them. A video inset in the bottom right corner shows the same woman from the previous slide speaking. The slide also includes a gear icon, an atom icon, and the NPTEL logo at the bottom left.

Now, what is organisational development? So, these are techniques we can take it is a like bunch of techniques under which we have like certain objectives which is like process consultation which is an OD technique in which a facilitator works closely with the manager on the job to help the manager improve his or her interaction with other group members.

It also involves a technique which is like team building. So, an OD is also a technique in which a facilitator first observes the interaction of the group members and then helps them become aware of the ways to improve their work interactions. It also amounts to inter group training.

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The slide is titled "Organizational Development" in an orange header. Below the title, there is a blue box containing a bulleted list of three organizational development techniques. To the right of the text is an illustration of two stylized human figures holding interlocking red and blue gears. In the bottom right corner of the slide, there is a small video inset showing a woman with glasses speaking. The slide also features a background of faint gear icons and a dark blue curved border on the right side. At the bottom left, there are logos for NPTEL and other institutions.

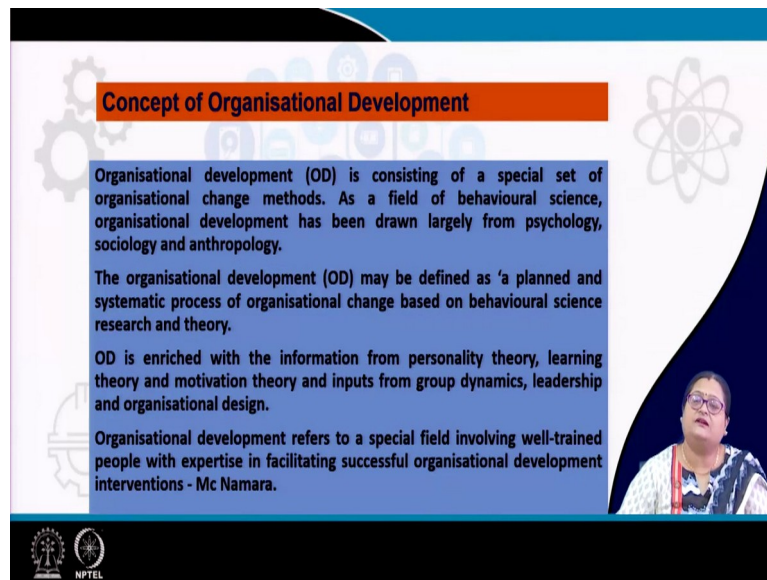
Organizational Development

- Intergroup training: An OD technique that uses team building to improve the work interactions of different functions or divisions
- Organizational mirroring: An OD technique in which a facilitator helps two interdependent groups explore their perceptions and relations in order to improve their work interactions
- Organizational confrontation meeting: An OD technique that brings together all of the managers of an organization to meet to confront the issue of whether the organization is effectively meeting its goals

So, intergroup training involves an OD process in which team building to improve the work interactions of the different functions or divisions. It includes organisational mirroring which is the OD technique in which the facilitator helps two interdependent groups explore their perceptions and relations in order to improve their work interactions.

Here also we have organisational confrontation meeting which is an OD technique that brings together all the managers of an organisation to meet or confront the issue of whether the organisation is effectively meeting its goals or not.

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Concept of Organisational Development

Organisational development (OD) is consisting of a special set of organisational change methods. As a field of behavioural science, organisational development has been drawn largely from psychology, sociology and anthropology.

The organisational development (OD) may be defined as 'a planned and systematic process of organisational change based on behavioural science research and theory.

OD is enriched with the information from personality theory, learning theory and motivation theory and inputs from group dynamics, leadership and organisational design.

Organisational development refers to a special field involving well-trained people with expertise in facilitating successful organisational development interventions - Mc Namara.

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So, what you can see like OD is a collection of techniques. So, we can tell like the if we now want, we can tell organisational development is consisting of a special set of organisational change methods. As a field of behavioral science organisational development has been drawn largely from psychology sociology and anthropology.

The organisational development may be defined as a planned and systematic process of organisational change based on behavioral science research and theory. OD is enriched with information from personality theory, learning theory and motivation theory and inputs from group dynamics leadership and organisational design. It refers to a special field of involving well-trained people with expertise in facilitating successful organisational development interventions.

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Different areas/situations of OD intervention

It is difficult to some managers to find out suitable situation where OD intervention may be taken up. Here we may have such situation which may be appropriate for OD intervention. Such as-

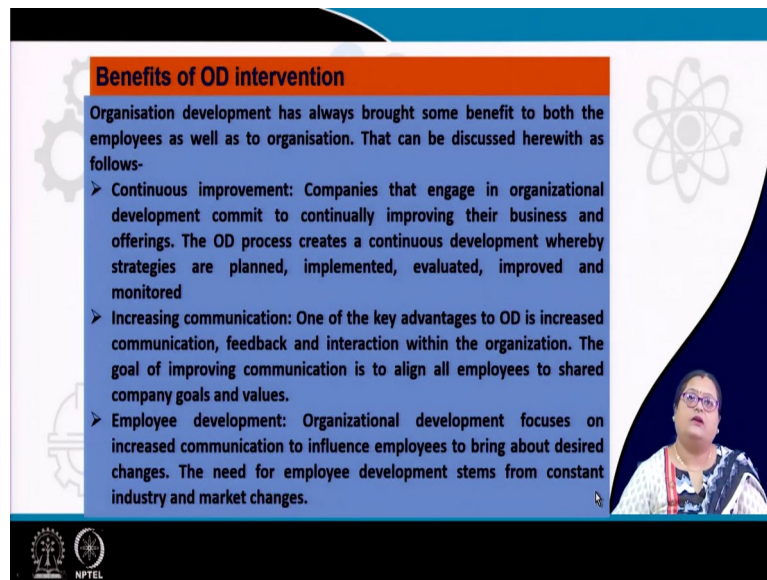
- Managerial strategy of the organisation which includes communication pattern and decision making points
- The culture of the organisation which includes norms, values, ethics and power structure
- Structure where employees and management are administered and the roles played by them
- Inter group collaboration includes formal and informal group relations
- Motivational levels of the employees include the dedication and commitment towards the tasks performed to achieve goal.
- Trust and support among organisational members and synergistic solutions to problems are also favourable situations for OD programme.

The slide features a blue header with the title, a central blue text box with a white border, and a video feed of a woman in the bottom right corner. The background includes faint icons of gears and an atom. The NPTEL logo is visible in the bottom left corner.

Now, the different situations and areas of OD interventions are, it is difficult to some managers to find out the suitable situation where OD intervention may be taken up. So, here we may have some situation which maybe we appropriate for OD interventions. Such as, the managerial strategy of the organisation which includes communication pattern and decision-making points. The culture of the organisation which includes norms, values, ethics and power structure.

Structure where employees and management are administered and the roles played by them. Inter group collaboration includes formal and informal group relations. Motivational levels of the employees include the dedication and commitment towards the task performed to achieve the goals. Trust and support amongst the organisational members and synergistic solutions to problems are also favorable situations for OD program.

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Benefits of OD intervention

Organisation development has always brought some benefit to both the employees as well as to organisation. That can be discussed herewith as follows-

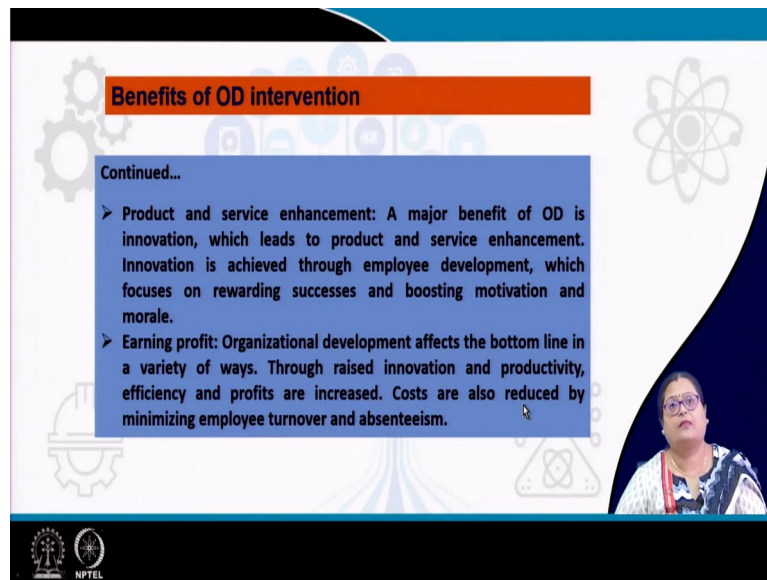
- Continuous improvement: Companies that engage in organizational development commit to continually improving their business and offerings. The OD process creates a continuous development whereby strategies are planned, implemented, evaluated, improved and monitored
- Increasing communication: One of the key advantages to OD is increased communication, feedback and interaction within the organization. The goal of improving communication is to align all employees to shared company goals and values.
- Employee development: Organizational development focuses on increased communication to influence employees to bring about desired changes. The need for employee development stems from constant industry and market changes.

The slide features a blue background with a white gear icon on the left and a white atom icon on the right. A video feed of a woman with glasses is visible in the bottom right corner. The NPTEL logo is at the bottom left.

Benefits of OD interventions are organisational development has always brought some benefit to both the employees as well as to the organisations. This can be discussed here with as follows. Continuous improvement, companies that engage in organizational development commit to continually improving their business and offerings. The OD process creates a continuous development whereby the strategies are planned, implemented, evaluated, improved and monitored.

Increasing the communication, one of the key advantages to OD is increased communication, feedback and interaction within the organization. The goal of improving communication is to align all employees to the shared company goals and values. Employee development, organizational development focuses on increased communication to influence employees to bring about desired changes. The need for employee development stems from the constant industry and the market changes.

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Benefits of OD intervention

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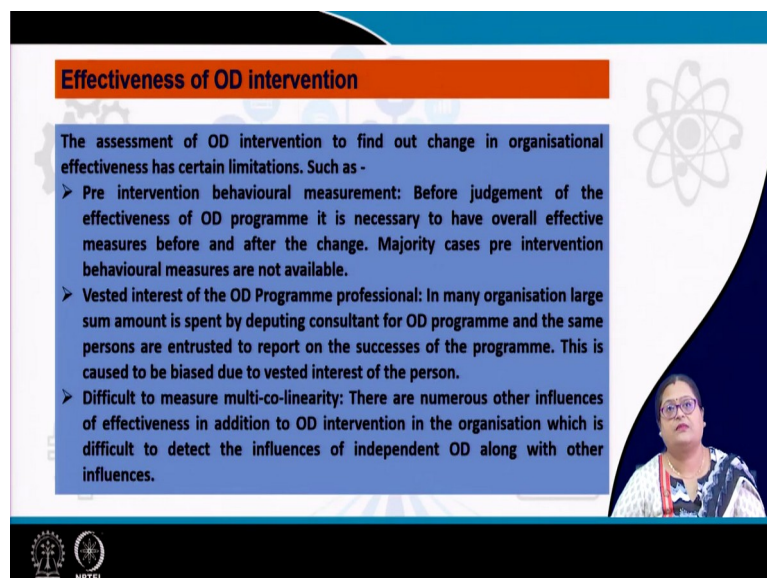
- **Product and service enhancement:** A major benefit of OD is innovation, which leads to product and service enhancement. Innovation is achieved through employee development, which focuses on rewarding successes and boosting motivation and morale.
- **Earning profit:** Organizational development affects the bottom line in a variety of ways. Through raised innovation and productivity, efficiency and profits are increased. Costs are also reduced by minimizing employee turnover and absenteeism.

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The other benefits include the product and service enhancement. A major benefit of the OD is the innovation which leads to product and service enhancement. Innovation is achieved through employee development, which focuses on rewarding in successes and boosting motivation and morale.

Earning profit: organizational development affects the bottom line in a variety of ways. Through raised innovation and productivity, efficiency and profits are increased. Costs are also reduced by minimizing employee turnover and absenteeism.

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Effectiveness of OD intervention

The assessment of OD intervention to find out change in organisational effectiveness has certain limitations. Such as -

- **Pre intervention behavioural measurement:** Before judgement of the effectiveness of OD programme it is necessary to have overall effective measures before and after the change. Majority cases pre intervention behavioural measures are not available.
- **Vested interest of the OD Programme professional:** In many organisation large sum amount is spent by deputing consultant for OD programme and the same persons are entrusted to report on the successes of the programme. This is caused to be biased due to vested interest of the person.
- **Difficult to measure multi-co-linearity:** There are numerous other influences of effectiveness in addition to OD intervention in the organisation which is difficult to detect the influences of independent OD along with other influences.

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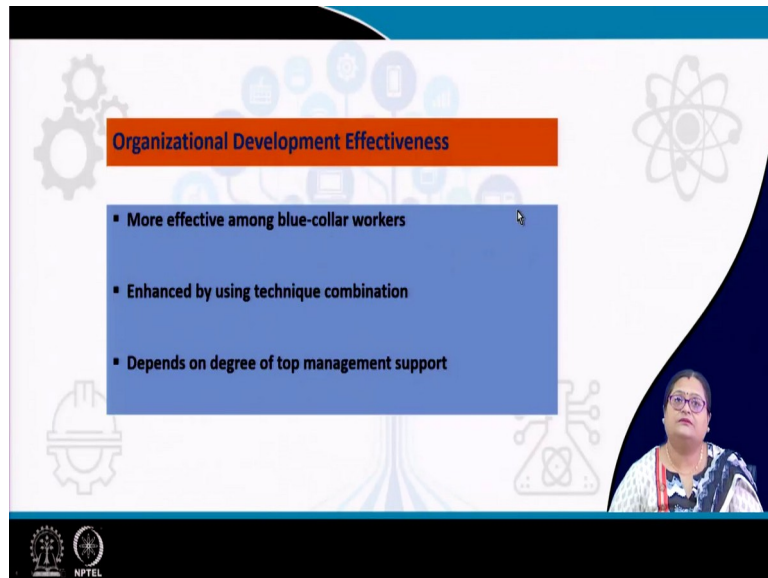
Now, the effectiveness of OD intervention. So, we have talked about the evaluation and monitoring of the processes. So, whether after we take an intervention whether it is actually improving the situations or not needs to be evaluated. So, but like the; in order to do that, it has certain limitations. So, the assessment of OD interventions to find out the change in the organisational effectiveness has certain limitations.

And one of the first limitations is pre intervention behavioral measurement. So, before judgment of the effectiveness of the OD program it is necessary to have the overall effectiveness measures before and after the change. In majority of the cases pre intervention behavioral measures are not available. So, when a person starts with the OD techniques, it is very important to understand the what is the existing situation and then take a measure of it, then do the intervention and then take a post measure study. So, pre and post both the value should be there.

Vested interest of the OD program professional. So, in many organisations large like sum of amount is spent to report is spent by deputing the consultant for OD program and the same persons are like entrusted to report on the success of the program. So, this may lead to the biasness due to the vested interest of the person. So, it should be done like the assessment of the technique of interventions like whether it has been implemented properly and the change that it has brought in should be done by an independent party.

Then, the difficulty to measure multi-co-linearity. So, there are numerous other influences of effectiveness in addition to the OD intervention in the organisation. And it is very difficult to detect the independent effect or influence of OD along with the other influences.

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Organizational Development Effectiveness

- More effective among blue-collar workers
- Enhanced by using technique combination
- Depends on degree of top management support

Also, it has been seen like OD interventions effectiveness is more with amongst the blue-collar workers, and it also depends on the degree of support given by the top management, and it can be enhanced by using the combination of various techniques. So, if you are giving a basket of techniques and using it properly, so then it may have a like better intervention and better results. Because as we have told like if you initiate a change in one of the subsystems, it is going to definitely affect all other subsystems.

So, if you are going to bring in a culture change, then you have to see whether the people are ready for it, whether they have the mindset for it, whether the structure is going to observe the changes, if the existing if the structure tells you about a very like rigid type of communication happening. When there is less chance of the free flow of communication, and if you are trying to introduce a culture change with respect to communication maybe in that case you need to think of whether you have to have a re look at the structural designs also.

So, all the processes are interlinked with each other and maybe the effectiveness of the OD is increased by techniques, combination of different techniques. So, these are the some of the references that we have used over here.

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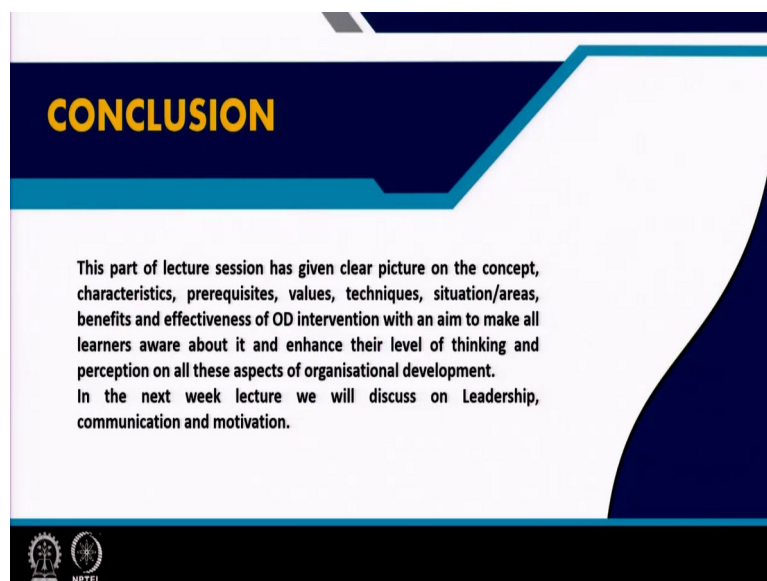


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CONCLUSION

This part of lecture session has given clear picture on the concept, characteristics, prerequisites, values, techniques, situation/areas, benefits and effectiveness of OD intervention with an aim to make all learners aware about it and enhance their level of thinking and perception on all these aspects of organisational development.

In the next week lecture we will discuss on Leadership, communication and motivation.

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So, this part of the lecture session has given clear picture on the concept, characteristics, prerequisites, values, techniques, situations and areas, benefits and effectiveness of the OD intervention with an aim to make all learners aware about it and enhance their level of thinking and perception on all these aspects of organisational development.

In the next week lecture, we will discuss on leadership communication and motivation. So, stay tuned with us. We will learn more about leadership in the next week.

Till then good bye.