

Generating Transformative Experiences in a Corporation through an Innovative OD Approach

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The following is an account of 3 years journey of two change agents representing inside and outside practitioners, in the context of challenges of a corporate entity that was at the outset of a decline.

The approach is based on leveraging and complementing the capabilities of internal change agent in the HR function and an external change agent in successfully transforming the organisation.

Key beliefs

Deriving the strength from Rogerian humanistic psychology, it is believed that more than the technology of change, skill of change agent in 'being' a change initiator will bring out the best in others. It is this 'quality of being' of the person that enables to see the 'strengths' in other person/s or client/s.

It is with this orientation that we both (as insider and outsider to the organization) have felt it appropriate to share the following key constructs as critical in our efforts to bring organization wide transformation.

a. Value orientation

We believe that our own value orientation as individuals has been quite instrumental in the way we have been able to work together and also quite instrumental in the making of our choices of the kind of interventions we may embark upon.

Conviction in ourselves :

Courage in our own convictions mattered a lot, namely our unstinted belief in the power of human potential and at the same time faith in the inherent capacity of the client system to grow & develop. Whenever occasions arose wherein these beliefs were challenged it was our courage of conviction that helped us to keep going and not to give up.

b. Sense of Purpose

We both believe that as an agent of change if we don't have clarity of our Life goals, it is easy for us to get distracted. We realized that this sense of purpose was our main source of energy, to withstand some of the most testing times. It also helped us to communicate our own stakes with conviction to the client system. It also helped in clarifying to the client system why we were doing what we were doing.

c. Congruence

We realised that congruence in our thoughts, statements, and actions was very cardinal. Specially when we are working with the same client/s system over a period of time and constantly responding to various situations with the client it is imperative that we ask ourselves how often have we been authentic, spontaneous and genuine consistently.

d. Belief in the power of experiential methodology

Our growth as professionals has happened in the tradition of human process orientation more so in the experiential learning methods. Also most of our change or growth as professionals is an outcome of this kind of experiential learning. We also believed that adult learning takes place through experiential learning. And this kind of belief reinforced our own commitment to democratic principles.

Uniqueness in practice

Some key success factors for the achievement of the transformation agenda are as under:

1. Trust level between Internal & External facilitators.
2. Complementary skills between internal and external change agents.
3. Common belief in 'unleashing potential'
4. Creating critical mass of people in the client organization by ensuring the same target group of employees goes through the journey.

5. Holistic & organic approach
6. Thrust on integration of client's experiences in the process of change.
7. Synchronizing offsite & on site learning interventions.
8. Involvement and ownership in unfolding various planned interventions.
9. Having over all road map, which was collectively evolved by the leadership group.

Focus of intervention cum impact grid/ model :

Self	Enhanced self-awareness. Initiating the journey of personal growth & development	Exploring one's own purpose	Triggering urge for excellence	Appreciating ones own competitive & collaborative propensities.
Interpersonal	Redefining workplace equations	Introspective appreciation of self & family. Exploring & valuing interpersonal effectiveness	Becoming aware of one's affiliation motive strength and its implications.	Mapping one's own socio metric equations with in work group and ways to improve the same.
Group	Valuing & practicing interdependence	Assuming the role of change agent at work place, through modeling.	Perceiving one's role as complimenting reality & demonstrating collaborative working.	Consciously assuming active role in cross functional work groups
Organization	Conscious practice of people process sensitivity at leadership levels across the organisation.	Alignment of leadership behavior with Vision, Mission Values (VMV) & Tata leadership practices.	Collective exploration of leadership team dynamics and instituting OBF forums at SBU's	Active engagement & practice of people development systems & processes

Last 3 years reported impact

- People have reported that these interventions have made difference in the following spheres.
 - Self level awareness & enhanced urge to actualize
 - Self and family relationships
 - Relations at work place
 - Renewed energy levels at work
 - Appreciation of big picture
 - Willingness to take up challenges
 - Willingness to change
 - Change in the over all approach to work/org
 - Keenness to improve competencies.
 - Focus towards one's Life goals & career objectives
 - Enhanced networking
 - Appreciation for collaboration & mutuality
 - Alignment and super ordination with the organisation

Business level impacts (a glimpse)

- Total turnaround of business
- Achievement of intended outcomes of organizational initiatives.
- Market capitalization enhancing multi fold
- Continual progression in the rating of Tata Business Excellence Model (built on Malcom Baldrige model)
- Growth from Indian company into Global organization
- Third largest player in Soda ash

Organizational climate shifts

- Control dependency to achievement
- Avoidance to risk taking
- Feudal to participative
- Silo orientation to cross functional
- Individual to collective orientation
- Indifference to 'taking charge'
- Externalizing to Internalizing