

*Reading Material*

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**WORKSHOP  
ON  
GOVERNING  
FOR RESULTS**



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# **GOOD GOVERNANCE - VISION 2020**

## **VISION 2020 - GOAL - SWARNA ANDHRA PRADESH**

*"My dream is that Andhra Pradesh should be a state where poverty is totally eradicated; that every man, woman and child in the state should have access not just to basic minimum needs, but all the opportunities to lead a happy and fulfilling life; and that we must emerge as a knowledge and learning society built on values of hard work, honesty, discipline and a collective sense of purpose".*

**-- Nara Chandra Babu Naidu**

## **VISION 2020 - GOOD GOVERNANCE**

The Andhra Pradesh Government will have a critical role to play in implementing the growth agenda. In line with trends, the Government will become more sharply focussed, acting mainly as an enabler and facilitator of growth.

By 2020, the Andhra Pradesh Government will be an enabler of market-based development by providing a growth-conducive, deregulated policy environment. Its role will be to facilitate economic activities in sectors best operated by the private sector, and provide services in others. Decentralized decision-making will be the norm, with local bodies encouraged and empowered to participate in administration.

It also identifies select growth engines to 'leverage' the strengths and advantages in various sectors and regions.

## **APPROACHES TO GOVERNANCE**

Governance is defined as the manner in which power is exercised in the management of a country's / state's economic and social resources. Some of the approaches adopted to conceptualize the governance are:

## **UNITED NATIONS DEVELOPMENT PROGRAMME**

Governance is viewed as the exercise of political, economic and administrative authority in the management of a country's affairs at all levels. It comprises mechanisms, processes and institutions through which citizens and groups articulate their interests, exercise their legal rights, meet their obligations and mediate their differences.

## THE WORLD BANK

The World Bank has identified three distinct aspects of governance (1) the form of political regime, (2) the process by which authority is exercised in the management of a country's economic and social resources for development; and (3) the capacity of governments to design, formulate policies and discharge functions.

## GOOD GOVERNANCE

To provide to the people of the state the kind of governance that will help them to reach their true potential, the Andhra Pradesh Government has adopted the model of "SMART GOVERNMENT".

## SMART GOVERNMENT

Simple  
Moral  
Accountable  
Responsive  
Transparent

## IMPORTANT RECOMMENDATIONS OF TASK FORCE ON GOOD GOVERNANCE

- ◆ Setting up of Centre for Good Governance
- ◆ Transparent Public Policy
- ◆ Right to information
- ◆ Fiscal management and Social Audit
- ◆ Awareness building for qualitative Policy Framework
- ◆ E-Governance & IT as an instrument of Good Governance
- ◆ Citizens Charter
- ◆ Civil Service Reform
- ◆ Publication of Government information
- ◆ Streamline transfer policy Legal and Judicial reform

- ◆ Prevention of corruption
- ◆ Human Resource Development

## **IMPORTANT RECOMMENDATIONS OF CABINET SUBCOMMITTEE ON ADMINISTRATIVE REFORMS**

- ◆ Organizational and Systematic Reforms
- ◆ Budgetary Reforms
- ◆ Accountability, commitment & Result-orientation.
- ◆ Transfer Polity Reforms
- ◆ Reforms in File Management
- ◆ Procedural Reforms
- ◆ Punctuality & Time Management
- ◆ HRD for Administrative Reforms

## **CITIZEN FRIENDLY GOVERNMENT**

- ◆ Citizens charters for all departments having interface with public
- ◆ Right to Information Act
- ◆ Convergence and Fusion at Gram Panchayat Level
- ◆ Decentralization
- ◆ Strengthening of Planning at District Level
- ◆ Empowerment of Self Help Groups
- ◆ Strengthening of Local Bodies

## **DEREGULATION**

- ◆ Departmental Committees to update Laws, Regulations, Rules and Guide lines
- ◆ Digitizing all Government Laws, Ordinances, Rules and Regulations and making them accessible to people.
- ◆ Critical examination of Statutes to identify obsolete and redundant provisions.



- ◆ Review validity periods of licences, permits etc., and reduce regulatory burden.
- ◆ Introduce Sunset Provisions in Statutes.

## **ACCOUNTABILITY - PERFORMANCE EVALUATION**

- ◆ Performance indicators for various departments
- ◆ Performance Review Mechanism
- ◆ Objective evaluation of performance of Public Servants

## **ANTI CORRUPTION**

- ◆ Critical review of the role, staffing organizational structure and effectiveness of functioning of watchdog agencies:
  - ◇ ACB
  - ◇ Vigilance & Enforcement
  - ◇ V.C.
  - ◇ LOKAYUKTA
- ◆ Evolve a comprehensive anticorruption strategy for the state
- ◆ Public Awareness and education of people
- ◆ Study Best practices in the world
- ◆ Reorganize anti-corruption Apparatus.

# CITIZENS CHARTER

## OBJECTIVES

The Citizen's Charter is a document prepared by the service provider in a clear and precise manner about the quality and method of delivery of services to the users of the service. The objectives of the Citizen's Charter are to:

- a. Improve the quantity and quality of service to the public;
- b. Give people more choice;
- c. Tell people what kind of service to expect from Government Departments and their responsibilities to facilitate effective provision of services;
- d. Make sure people know what to do if something goes wrong in the process of service delivery.

## 6 PRINCIPLES OF CITIZEN'S CHARTER

- ◆ Published Standards;
- ◆ Openness and Information;
- ◆ Choice and Consultation;
- ◆ Courtesy and Helpfulness;
- ◆ Redress when things go wrong;
- ◆ Value for Money.

## KEY CONSIDERATIONS IN SERVICE

1. Reliability, i.e. consistency in performance;
2. Responsiveness, i.e. timely service;
3. Credibility, i.e. having customer interest at heart;
4. Empathy, i.e. attention to customer's needs;
5. Courtesy and care, i.e. physical evidence of willingness to serve.

## **THE CITIZEN'S CHARTER PROCESS**

1. Policy phase - the decision to go for a Citizen's Charter;
2. Motivation and awareness - marketing the idea to the self and other stakeholders;
3. Identification of a core consultative group;
4. consultation with all stakeholders;
5. Preparation of Citizen's Charter;
6. Publicity and launching Charter;
7. Continuous measures to create awareness about Citizen's Charters among the public;
8. Implementation plan with details;
9. Feedback from staff and the public
10. Review of feedback;
11. Using the feedback data for review of the Charter with the stakeholders to improve / bring changes in the Charter;
12. Further improvements in the Charter - Preparation of Revised Charter.

## **PREPARATIONS FOR CITIZEN'S CHARTER**

The following process must be completed before preparing a Citizen's Charter.

1. Consultation - with service users, staff, voluntary organizations, etc.
2. Survey to know what the present perception of the citizens is and what their expectations are. The survey may be through informal discussions with small groups or a structured survey through a questionnaire;
3. Draft charter jointly prepared by a small committee of 3 or 4 persons in a clear, simple and concise language and easily understood by citizens who read them.

## **WHAT MAKES CITIZEN'S CHARTER A SUCCESS?**

1. A sense of urgency;
2. Clear responsibilities for implementation, review, reporting and corrective action;
3. Ownership of the charter by the Head of the Department and the entire staff;

4. An apex committee to oversee the implementation and progress of the Citizen's Charter;
5. Constant interaction with the stakeholders;
6. Motivating the staff and performance review of the staff based on the criteria outlined in the Charter;
7. Taking corrective measures from time to time;
8. Simplification of procedures and systems;
9. Reducing hierarchy and promoting decentralization.

## REGISTERING COMPLAINTS

To facilitate registration of complaints, the names, addresses and phone numbers of the members of the staff or secretaries need to be given to the public. Targets in terms of response time and outcome should be stated for.

1. Acknowledging complaints;
2. Responding to complaints;
3. Keeping people informed if the response target will not be met and explaining why it is so;
4. The possible outcome - what redress people can expect when they lodge a complaint.

## MANAGING COMPLAINTS

1. Designate locations to receive complaints - accessible and visible to customers and also have special toll-free telephone numbers and complaint websites;
2. Develop an automated system for record keeping - receiving, processing, investigating and analyzing complaints;
3. Acknowledge complaints
  - a. Personalize the response;
  - b. Talk to customer if required;
  - c. use letters;
  - d. computerize receipt, acknowledgement, communications and redress;
4. Keep the customer informed of the progress in redress;
5. Keep track of disposal of complaints regularly and improve the process for redress through feedbacks.

## GETTING FEEDBACK

1. Over the counter at the service outlets;
2. Through the official machinery;
3. By toll-free telephone number;
4. Through post, fax or e-mail;
5. Via community/consumer organizations, consultative committee;
6. Through independent surveys.

## REDRESSING COMPLAINTS

Without a good complaint, redress system, Citizen's Charters will have no impact on service delivery. The concerned Departments should establish highly credible and responsive complaint procedures and redress systems. The

characteristics of good complaints redress system are that it should be:

- ◆ Easily accessible, well-understood and well-publicized;
- ◆ Simple to understand and use;
- ◆ Speedy, with established time limits for action and keeping people informed of progress;
- ◆ Fair, with a full and impartial investigation;
- ◆ Confidential, to maintain the confidentiality of both staff and the complainant;
- ◆ Informative, providing information to top management so that services can be improved;

## THE SYSTEM SHOULD HAVE A TRACKING MODULE TO

- ◆ Clearly track the volume and movement of complaints, broken down by different categories;
- ◆ Include an analysis of response time;
- ◆ Promptly inform the action taken or to be taken to the complainants;

## COMPUTERIZATION OF COMPLAINT RECORDING AND REDRESS WILL SIGNIFICANTLY HELP IN

1. Tracking complaints;
2. Responding quickly;
3. Producing reports;
4. Measuring satisfaction through analysis of data and through questionnaires given to users.

## REVIEWING REDRESSAL OF COMPLAINTS;

Complainants should have the opportunity to have their complaints reviewed if they are dissatisfied with the response. Each department should determine the best arrangement to suit that position.

## ANALYSING COMPLAINTS INFORMATION

Information about complaints and their redress should be submitted to the senior officers and policy-makers on a regular basis so as to have a system of checks and balances.

### RULE NO. 1

**THE CUSTOMER IS ALWAYS RIGHT!**

### RULE NO. 2

**IF YOU FIND THE CUSTOMER IS WRONG THEN RETURN  
IMMEDIATELY TO RULE NO.1**

-- Stew Leonard

## PUBLISHING COMPLAINTS INFORMATION

1. Publishing complaints redress information is in line with the principle of general public service accountability and transparency.
2. It demonstrates to the public that complaints are taken seriously and it is worthwhile to complain.

## BEING RESPONSIVE & REMOVING FEAR

Government Departments should make it easy for the public to lodge complaints.

- a. Leaflets and posters;
- b. Booklets;
- c. Media publicity - radio, television and local press;
- d. Telephone directory;
- e. Contact - Help lines i.e. Telephone numbers.

People will complain only if they feel that the organization listens to their complaints and acts on them. They will not do so if they think that it will not bring any result. The organization must make it clear to the public that complaints are welcomed and that information will be used to improve services.

People may not complain if they fear that some one in the service delivery line will somehow single them out for harassment and punish them for complaining. This is particularly true, if the relationship between the user and the service puts the user in a potentially vulnerable position, e.g.: electricity, water, telephone, etc., which can be disconnected easily.

The service-providing departments must ensure that the complainants are not harassed under any circumstances.

## MECHANISM OF REDRESSAL

Each Department / service provider should have well-set procedures for dealing with complaints, which are clearly understood and followed by the staff. The procedures should be simple and should enable speedy solutions to the complaint received. The redressal of complaints can be through the following:

- an apology;
- an explanation;
- an assurance that the same thing will not happen again;
- action taken to put things right;
- financial compensation;

## REVIEWING IMPLEMENTATION OF CITIZEN'S CHARTER

Surveys may be done with the help of voluntary organizations or by directly distributing a questionnaire to randomly selected members of the public / users of the service. About 500 samples in a District and 100 at Mandal level may be sufficient for survey at initial stages. Once such surveys become regular, the sample size can be increased. Surveys may also be conducted.

1. By personal interviews;
2. Through telephone contacts;
3. By placing survey forms at the service delivery counters;
4. Through Bills served on consumers;
5. Through Independent agencies.

## EVALUATION OF CITIZEN'S CHARTER

1. Evaluation is necessary for improving standards of services, reviewing process, re-engineering services and improving accountability on the part of service-providers;
2. Regular Evaluation and monitoring of the performance standards, build confidence among the users of the service and in the process standards could be made more acceptable;
3. Evaluation must be both internal and external;
4. Evaluation can be quarterly, half-yearly or yearly. At least once in a year evaluation must be done;
5. Evaluation report must be widely publicized within and outside the organization;
6. Evaluation and monitoring are better done through computerization online reporting to the top management to help decision-making.
7. Evaluation must provide a reward system for services of staff that provides excellent services and also a correction mechanism for those not promptly responding.

*"A customer is the most important visitor on our premises. He is not dependent on us; we are dependent on him. He is not an interruption on our work; he is the purpose of it. He is not an outsider on our business; he is part of it. We are not doing him a favour by serving him; he is doing a favour by giving us opportunity to do so."*

**-- Mahatma Gandhi**



# MANAGING CHANGE

Change, not status quo, is the normal condition. The whole range of activities under the heading of development - of community, industry, nation and also personal - all not only presuppose the fact of change but emphasize its desirability.

The changes that generally seem good and acceptable are those that increase the individual's self-respect, gratify socially approved needs, and help to reduce his inner tensions. Where a change does not gratify these needs it will not be acceptable, no matter how desirable and logical it may seem. Therefore resistance to change has to be dealt with at the personal level also, apart from developing necessary systems and procedures.

When a change is proposed, many people may resist at first, but 'come around' when the situation has been explained to them; they have had a chance to think it over; they could make some slight modifications in the plan or take some responsibility for implementing it; or any of the other steps that are often spoken of in 'overcoming resistance'. These are people in whom the internal resistance is slight and channels for dissipating it are open. On the other hand, those people who resist are those in whom a strong inner need - for instance, the need for power or the need to be loved - is violated by the change. They may even resist to the point where they miss the benefits of what, by external standard, appears to be a worthwhile change.

In other words, the acceptance or rejection of an innovation depends in the first instance on its meaning to the people affected by it. A part of the common phenomenon of delayed reaction to change is due to the fact that this meaning may not be immediately obvious either to the people introducing the change or to those affected by it.

It is very important that a manager understands the meaning of the proposed change to himself and to the organization. It is equally important he understands the repercussions of this change at the personal level to the individuals in his group. To highlight the positive aspect of the effect of change to each individual is the job of the manager.

**Educating people with regard to the effect of the proposed change both at the organizational level and at the personal level is an important task to be successfully accomplished in overcoming resistance to change.**

When the change agent has understood the positive and desirable effects of change, it is naturally frustrating to find people who are blind to the obvious solutions and express resentment towards efforts directed at change for the better. This resentment often takes the form of a power struggle - the power between one who wants to introduce the change and others who oppose it. As in all cases, the stronger power wins. But, in this case, **whoever wins, it is a losing situation.**

If the one who wants to introduce change succeeds through the use of power, then it becomes a limiting change. The undercurrents of opposition and resistance may spurt up at any time. If, on the other hand, the opposing group effectively opposes and forestalls change then the opportunity for effective growth is curtailed. Hence, it is necessary that:

Installing change is done, not by the use of either personal or positional power but rather by the use of convincing arguments towards possible individual growth and organizational gains.

A manager should help each individual in his group to think about his needs and problems, the choices he has, and the probability of success and gains by adopting the change as well as the probability of long term losses by resisting the change. In this way, people's disposition to accept change is increased and the change is anchored in the commitments of many people. It therefore ensures strong, lasting change. A by product of such an approach is apart from helping to implement the proposed change, **it develops a climate for accepting change and a culture that loathes stagnation.**

One other aspect that a manager introducing change must keep in mind is the threat to individual comfort and social security that the proposed change might pose.

**It is imperative that the individual understands that the proposed change will not affect adversely his social standing, or his professional competence or his career development.**

**Dealing effectively with resistance to change requires an understanding of the behavioural implications and psychological factors. It is important that the manager understands these as much as he understands the technical aspects of his work.**

To each individual **HIS** cost benefit analysis must lead to a bottom line that is preferably in the positive but certainly not in the negative. If a person has to face a personal loss because of the change he will surely resist it. This loss may be real or

only perceived. In case where it is only a perceived loss, **implementation of change must necessarily be preceded by clear explanation to alleviate fears, illusions, wrong information and wrong conclusions that the person might have reached.**

Sometimes resistance to change comes about as a result of the change being a threat to comfortable stability that has been established over the years. When the environment dictates that the stability of yester years is no longer relevant, but **the people involved are not prepared to move from the comfort habit, resistance to change ensues.**

There are always forces that press downwards to retain existing patterns of behaviour and there are forces that push upwards focusing on changed behaviour. When the forces are equal on both directions, there is no change - worse, it could lead to stagnation when energies get cancelled. Either of the forces can be increased depending on the need. If the **change** that is indicated is **not desirable**, then **increasing the downward pressure** of existing practices and their positive aspects help in **forestalling undesired change**. However if the **change** proposed is a planned one that **assures positive results** then **increasing the upward pressure helps in reducing resistance.**

Planned change does not occur overnight. It involves the process of unfreezing from the already frozen patterns of behaviour, moving towards the changed patterns of behaviour, and refreezing when acceptable levels of new behaviour have been achieved. To do this, the manager must make sure that.

- ◆ **During the stage of unfreezing, he does not throw away the grain with the chaff.** Some of the existing patterns of behaviour, work culture, and value system might well be used to augment change. Care must be taken to demotivate only such behaviours that will be detrimental to the proposed change.
- ◆ **During the moving stages, understanding and practising the principles of reinforcements is of utmost importance.** Selective reinforcement of relevant behaviour and negative reinforcement of unrelated behaviour are both necessary.

**During the refreezing stage also principles of reinforcements need to be carefully handled.** It is necessary to ensure that the behaviour becomes a habit and does not stop when the reinforcement stops.

The effect of change should justify the efforts made for it.

In handling change it is essential to understand that:

- ◆ Some individuals will willingly embrace the change
- ◆ Some will only tolerate it
- ◆ Some will resist it, and
- ◆ Some will openly oppose it.

When a change is initiated, there is a disruption in the way in which things are done. The customary interpersonal relationships between people are upset. Existing patterns of expectations and understandings are either broken or changed. People have to establish new patterns of behaviour. **Resistance to change occurs as a function of convenience and comfort with regard to establishing new interpersonal relationships and changed patterns of expectations.**

Another dimension to resistance to change is the **lack of clarity in the individual with regard to the “what” and “why” of change.** Often the “how” is answered by training in changed procedures and methods of work. However, “what” really is the change and “why” is often left unclarified. Clarity with regard to the purpose as well as the process helps in reducing resistance to change.

- ◆ If this clarity results in the individuals **clearly seeing the advantage** the change has for him, then the resisting worker **will willingly embrace the proposed change.**
- ◆ If the clarity results in a situation **where he sees no specific disadvantage** also, it will result in the individual merely **tolerating the efforts for change.**
- ◆ If the clarity with regard to the “what”, “why”, and “how” of the change results in the individual **Perceiving a possible threat** to his personal, professional or career development or stagnation, **he will resist it.**
- ◆ If the clarity brought about results in the individual **perceiving a definite disadvantage** for himself in terms of his personal, professional or career growth, then he will go all out to **oppose it.**

It is therefore the job of the manager to make sure that when explaining about the change that is to be brought about, he highlights the advantages to the individual. Merely justifying the organisational decision in the context in the context of organizational need will not help in bringing about a smooth change.

Yet another factor that needs to be taken into account while implementing change is the **individual’s participation** in the process and his ability to control negative

results to himself. Being thoroughly informed about the need, the process and the results of change helps in alleviating fears. Participation from the stage of planning to the stage of implementation also helps in this direction.

Gaps in the available data (stimulus) get filled in by the individual's own thinking (right or wrong) because incomplete information becomes unacceptable to the human being. In real life people get various types of information from various places with regard to the general social set up, the particular industrial environment, the possibilities of impending change, the difference between two people who are apparently comparable and so on. All these discreet pieces of information can be linked together by filling in the gaps between them with the individual's own thinking. When this thinking is erroneous, he gets a wrong picture and starts resisting change. To make sure that the gaps in information and expectations are correctly and willingly filled so that the "gestalt" is complete in a desirable manner, is the job of the manager.

Individual's own expectations and belief patterns also contribute a lot to his resistance to change. When he believes that one can always try then some action comes in. But this action becomes a positive force only when the expectation of success is there. Otherwise unconsciously the person tries to do such things, which will reinforce his original expectation that after all things will not change. The individual's own frame of mind while implementing change is brought clearly by his behaviour.

**Novelty leaves the person at a loss.** Clear expectations of what one has to do and how, is necessary to implement change. Change must appear normal i.e. change must come in small doses, steady doses - not in spurts. Large changes to be brought about in a short time will create more resistance. However short the time and however large the change what is more important is that the implementation is smooth and steady.

Optimum levels of concentration and care are necessary to implement change. More than the optimum will boomerang.

**Information and participation increase involvement and thereby reduce resistance to change. Expectations and beliefs may add or reduce resistance.**

## SOME OTHER FACTORS TO CONSIDER WHILE IMPLEMENTING CHANGE ARE

### AESTHETICS

The change must add to the general beauty and comfort or at least not reduce them. If it is necessary that aesthetics and personal sensitivity have to be paid as price for an impending change, then it should be worth the price.

### DIFFICULTY LEVEL

Simpler changes are brought about easily. When effort required is minimal, resistance is minimal; but when the effort is more resistance increases.

**Frequency** of change is another factor. When there are changes very frequently they are resented. When there is no change for a long time and suddenly there is a change again it is resented.

**Movement from the easy to the difficult** is necessary in the process of introducing change. Small steps easily taken give a sense of success and confidence.

Having **points of reference** or a bench-mark is necessary in the process of introducing change. This helps in checking, monitoring and also planning.

Change cannot be sustained when **appreciable results** do not ensure **at the expected time**.

There should be immediate need for change and **not merely change for the sake of change**.

If **core values and basic beliefs** are threatened there will be resistance to change.

### DIFFERENCES IN PRIORITY

Individual practice versus group practice; short-term priority versus long-term priority should be balanced.

### TIME IS A RESOURCE

Time is money and every second matters. Change can be reckoned as a waste of time. In such situations resistance to change ensues.

Implementing change calls for focus on many such and related aspects.

## MANAGER - THE CHANGE AGENT

"You have to move as fast as you can to stay where you are - and faster than to get anywhere". This is no longer the dream world of 'Alice in Wonderland'. This is reality today. In that fast changing world, with inventions and innovations being the password to progress, the need for management of change cannot be over-emphasized.

**Successful Management of change is the essence of organizational success.**

The manager as the linking pin between the management and labour; is one of the most important roles of a manager. Both personal competence as enumerated earlier as well as professional competence are necessary to instill confidence.

## SKILLS REQUIRED FOR BEING AN EFFECTIVE CHANGE AGENT

Every manager needs to have clarity in terms of the product he is involved in producing, the industry to which the product belongs and the particular organisation in which he is serving. For example, if the product is an automobile spare part, it should be understood both technically in terms of its elements and processes as well as its role in the automobile industry itself.

## INDUSTRY PERSPECTIVE

Equally important is the understanding of the industry itself both with a historic and contemporary perspective. Any change in the industry, be it technical inventions or process innovations; economic boom or depression; social acceptance or rejection, will have its repercussions on the product. Understanding the industry as a whole helps in understanding problems of marketing, pricing and consequent changes in work procedures, compensation packages and organizational practices.

**Understanding the organization** with its managerial philosophy, climate and style is equally important. Each organization has its own style/approach to either product or process innovation or both to meet the challenges of a changing industry and technology. Each organization has its own way to meet with the pressures of a changing society and economy.

**A clear perspective about the industry and organization is essential to manage change.**

Thus the manager should at any time know:

1. What is the product mix the organization produces now? And with what process?
2. What are the demands imposed on the organization by the industry it serves now and in the near future?
3. How is the organization responding to these demands?
4. Does the response involve product innovation or process innovation or both?
5. What are the individual's strengths for implementing organization's plans?
6. What other strengths he needs to augment in himself to meet the new demands in the organization?
7. How much time does he have to equip himself?
8. What is the best way of doing so?

These questions must be periodically asked and answered as a matter of course.

**\*\* More particularly when change is imminent.**

Questions that every manager needs to ask periodically are

1. Am I directing all my energies to the jobs? Is my involvement total?
2. How often do I take the responsibility of getting things done without being told to? Of the many jobs I perform, how many of them are mere carrying out orders and how many are self-motivated / self directed?
3. What is my "point of pride"?
4. Is it job-related? If so, how?
5. What is my predominant motivation that makes me do my job the way I am now performing?

Is it "need" safety"

"need" approval and recognition"

"need" achievement?"

Or some other need?

Answers to these questions will help the manager to position himself as a change agent. They will throw light on the strengths he has and the strengths he



needs to consciously develop.

Both, understanding the organizational processes and self awareness helps.

## PERSONAL EFFECTIVENESS

Personal effectiveness is a prerequisite to interpersonal and group effectiveness.

**Drive** or the inner force is the source of energy. But for it - the necessary energy will not be generated in any individual for any work. A lethargic, complacent man is hardly may contender for the job of a change agent.

**Initiative** is the trait that imples a person to do what needs to be done with being told to do so or being constantly monitored. An organization poised for change has little time and resources to spend on "obedient" human robots. A situation in which the manager himself needs supervision and the motivator himself lacks motivation is a pathetic one. **Managers without initiative cannot function as change agents.**

**Achievement Orientation** speaks of an individual's tendency to move from sufficient levels of performance to maximum levels of performance. For any kind of organizational effectiveness it requires a person to work more than the bare maximum expected of him. This is more so when he is under pressure for initiating and installing change in the work environment. The manager often is the sole model and sets the tone of the shop floor culture. Thus it is very important that the manager in charge of effecting a change is achievement oriented and 'stretches' himself just a little more.

**Pride in work** is an offshoot of achievement orientation. A person who cannot / doesn't take pride in his work cannot/ will not exert himself to move from sufficient levels of performance to justify his pay to his maximum level of performance that he is capable of. Pride in performance is a necessary aspect to introduce and implement change. (There is a difference between being boastful and taking pride in performance. Very often we tend to confuse between these two and therefore there is a tendency to shrink and not put in our best or even recognize the talents in us for fear of ridicule from the crowd).

Change must be within **one's own scope of operation**. Technical, professional and personal competence necessary for change must be developed in the change agent.

A manager needs to possess personal skills such as drive, initiative, achievement orientation, pride in work, and technical, professional and personal competence in order to function effectively as a change agent.

**A manager needs to possess personal skills such as drive, initiative, achievement orientation pride in work, and technical, professional and personal competence in order to function effectively as a change agent.**

## INTERPERSONAL EFFECTIVENESS

Assertiveness in the ability to say "Yes" or "No" with conviction without being aggressive and "Having a strong ego and not a large ego". On the words of Jacoco is a mark of effective leadership. Assertiveness leads to effective control. Monitoring and controlling are very essential to good supervision - much more so when charged with implementing a change.

Use of authority in an imperceptible and inoffensive manner can facilitate change.

**Attention to details.** There is a tendency to focus on something big and glaring while the small go unnoticed. Attention to details is an important aspect in implementing change. Inspiring trust and confidence is of utmost importance. No group will follow a leader who they do not trust: being objective and fair is necessary to instill trust. Like justice must not only be done but appear to be done as well. A manager must be convincingly and obviously fair and just to create a climate of trust.

Focus of facts in an objective manner and not on the person is necessary. In the case of correcting the mistake, if the person gets the feeling that he is being singled out, resistance increases. In the case of appreciation, if the person is focused upon then the other people in the group tend to resist. Therefore, in both cases, objective appreciation or criticism is required.

Authentic Communication comes out of conviction and courage. Authenticity means believing in what one says and does. An ability to take sensible risks is the outcome of courage. It needs courage to both take risks and go ahead when necessary as well as not to go ahead blindly to prove a point or one's own ego. This is a necessary trait to command respect, invoke confidence and establish a smooth working environment.

**Change has to be brought about in the work force. As such the manager should have a high level of interpersonal effectiveness to initiate and sustain required changes in work procedures, working environment, climate and attitudes as the case may be. Interpersonal skills such as inspiring trust and confidence, authentic communication, assertiveness, and appropriate use of authority for effective control are essential in effecting changes.**

### **WHILE IMPLEMENTING A CHANGE, VERY OFTEN THE WORKERS WILL TEND TO SLIP-UP AND MAKE ERRORS DUE TO**

1. Force of habit
2. Resistance to change unconsciously resulting in error
3. Purposeful slipping or committing errors to register resistance to change.
4. Fear of going wrong
5. Lack of technical skills / training required for the new procedures.

In any case errors must not be permitted, however small. As this will only lead to more carelessness and complacency. However the manager must necessarily find out the cause of the error and take corrective measures accordingly. Resorting to wrong corrective mechanisms will only increase occurrence of errors and slow down the process of change.

### **QUESTIONS THAT EVERY MANAGER MUST PERIODICALLY ASK ARE**

1. Even if I am not a manager, will people still look up to me for guidance?
2. Can I be a leader even without my position?
3. Do I know my job technically?
4. Am I authentic in my behaviours?
5. Do I say "Yes" when I want to say "no"?
- Do I tend to accept a situation even when I know it is wrong to do so?
6. Do I tend to discriminate and differentiate
  - a. Between workers making the same mistake?
  - b. Between situations in which the same type of error has occurred?
  - c. The cause from the effect, which the same type of error has occurred?
    - ◆ And with what effect repercussion?

7. How do I deal with an erring worker?
- Do I punish him?
  - Do I counsel him?
  - Do I "get things going" in spite of him?
  - Do I "kick the ball up" - refer to manager?

**A manager must be able to discern the cause of error in each given situation and also the cause (s) that are generally true of every individual worker. He should be able to correct it and also develop systems and an environment for preventing such errors in the said individual as well as others.**

## **WHILE IMPLEMENTING CHANGE**

There is a tendency to externalize blame. For e.g. saying things like there is not enough time to complete the given assignment and so on.

There is a tendency to slip back. The tendency to slip back is an important thing to be aware of in sustaining changes. Initial resistance cannot be the only index.

Change must focus on only such behaviours that need to be changed. Certain existing patterns of behaviour, which are not required to be changed, should be encouraged to continue.

One can capitalize on the effect of expectation on behaviour. The mental setup that is created and expectations go a long way in influencing the performance of the individual.

Feeling thinking and doing are all - important. One might begin anywhere. Change can come by carefully thinking and planning for it or by deciding to do something and start doing it with the aim of getting somewhere or with a feeling that one must somehow, anyhow do better. Wherever it begins, it is necessary that all are focussed on. One might begin with a feeling of being very confident but unless one plans for his actions, he will not be able to be effective. Equally, one might begin with planning but if he does not have the convictions his actions will not bear fruit. So also when one starts doing at random but does not focus on constant monitoring and changing or fine-tuning with feedback, then again actions go in the wrong direction.

Some people are prepared to face challenges and accept change. Some of the reasons for this may be

- a. Willingness to try something new
- b. Effort and concentration
- c. Interest that the person had in the activity
- d. Attention to details
- e. Practice - each time performance is better for some

All these aspects need careful consideration while implementing change.

Another important consideration for implementing change is one's general benefits and attitude. Considering the **TA concept of life position** becomes relevant.

Needless to say the OK - OK position is the propeller of change.

The person who is in the I am NOT OK; you are OK position will reluctantly participate in the change process. His actions will always be surrounded with self-doubt. Continuous reinforcement helps in such cases.

The person who says I am OK; you are NOT OK will quickly implement change but cannot sustain it, because of his expectations of other people's inadequacy.

The person who says I am OK; NEITHER ARE YOU will be an obstacle to change.

One's Ego states are also an important dimension to consider while introducing change.

An individual with a high adult ego state is more likely to accept logical changes once he is convinced of it. To such a person it would be impossible to sell any conceptual change without giving the rationale for it.

A person with a high critical parent is more likely to resist change, particularly if it changes existing patterns of work and work relationships. For such a person, giving responsibility and opportunities to see for himself is the best way to introduce change.

A person with a high nurturing parent is likely to become an advocate of the lame ducks and the incompetent who are likely to be affected. Firm handling with strong logic coupled with expressed concern for all and highlighting the benefits of the change to many will help to convince such a person.

A person with a high natural child is likely to work in spurts. Again firm handling with concern is called for. The one with a high-adapted child is the one to resist change most. Alleviating his fears, and assuring both by word and deed that he does not stand to lose helps here.

**Understanding and dealing with life positions and ego states is important in implementing change.**

## RESISTANCE TO CHANGE

People resist change when:

1. Change has **adverse effects** on them.
2. It has **no perceivable positive benefit**.
3. It has **no perceivable effect** if change is not effected.
4. There is **reluctance** to move from the comfort zone.
5. There is **no confidence** in the new system.
6. There is **lack of clarity**.
7. There is **fear of the unknown**.
8. There is reluctance to take an additional load of **responsibility without commensurate benefit or threat of losses of the existing benefits**.
9. **Past experience of no or negative effect of change** that was experienced either by the individual or observed by the individual as it happened to other people.
10. There is **threat to one's ego, self-esteem and professional competence**. People feel that if the change takes over they may be left behind and this causes apprehensions and insecurity.
11. There is **sheer laziness**. This sometimes causes resistance. This needs no further elaboration.
12. **Need for survival is high**, resistance to change is also high. The same need for survival can also become a positive factor to implement change. If it is proven that the existing system is a threat to survival, people will go all out of change.
13. There is **loss of existing good relationships/benefits**. Sometimes when change is introduced, the group undergoes certain changes, which bring about change in the working relationship and also sometimes removing people from one place

to another. This causes an uncomfortable break in existing friendship. New equations have to be formed. When shifted to new places the process of adapting not only to the changes in the working but also to the changed environment is called for. All these create a certain discomfort, which make people resist change.

14. **Regrouping** as a result of change might lead one to lose good company and old friends. Regrouping may also cause personality clashes and change in the power structure as well as the extent and nature of the individual's power.
15. **Time and timing are not considered.** There has to be enough lead-time for people to anticipate, accept and absorb the proposed changes. Also the time when they are introduced must be free of other preoccupation. For example, no body with school going kids would like a transfer in January or February. Equally changes in pay - packs create resistance if it is in March or November.
16. There is **peer pressure**. Sometimes, because others in the group, for their own reasons, do not want the change, they will influence in such a way that nobody in the group cooperates. There are always pressures that make a person not to change. There are also pressures pressurizing the person to accept change. Whichever pressure is stronger then movement (or lack of it) is in that direction. When there is pressure on both sides then the person who has greater influence gets to win the game. So it is important to develop such skills, which are necessary to make sure that one withstands opposite pressure as well as overcome it.
17. Resistance for the sake of bargaining is sometimes resorted to. Sometimes internally the change has been accepted but outwardly there is resistance to see how far the other person will go and how much the individual can gain by resisting. When he knows that he is waging a losing battle then he will give up. This often happens particularly in organizations just to see how much will be tolerated and how far one can go.
18. **Changes do not allow flexibility and impose rigid structure**, it is often resisted. Each individual needs his little below space to function effectively. Even if the rigidly is perceived and not real there will be resistance.
19. There is **fear of failure**. Obviously this needs to be alleviated in order to overcome resistance to change.

20. There is **fear of being taken for granted**. Sometimes this becomes a difficult thing to deal with. The person might really accept the change but would not like to appear as easily obtainable.
21. There is **lack of trust**. Lack of trust in the immediate manager and in the highups leads to resistance to change.
22. There is **loss of identity**. When the proposed change is likely to result in loss of identity, then resistance to change others.
23. **Age** sometimes is a hindrance. Older the person, he has less inclination to change and take all the necessary effort. If full benefits of change are to be seen only after one's own retirement then such a person is not really willing to participate in the change. The younger group might see change as an opportunity for growth while the older group sees change as a threat to their stability. This has to be carefully kept in mind while redeploying people in a changed environment.
24. **Environmental factors** are not conducive. The politician and social scenario might exert pressures that increase resistance to change. If these pressures are more than the internal pressures for change then the worker (or to individual) tends to get externally motivated. It is necessary to understand these pressures and counter them by unemotional, logical, well - informed data.
25. **Educational level** is not adequate. The education level of the person also determines his resistance to change. Rather than calling it the education level, one might even say, awareness level or the level of comprehensive the person has. The more of this, the lesser the resistance to change.
26. There is **frustration in the present job** or threat to job security. Both result in fear of taking risks. When the future appears not to be bright then fear of losing the little one has becomes a strong motivating factor in resistance to change. Dealing with personal frustration and making the change non - threatening is essential. An environment that promotes safe risk taking (both the words appear contradictory) is required. So that the person is moved to work with achievement orientation without need security being threatened.



# DEALING WITH RESISTANCE TO CHANGE

## IMPORTANCE OF EXPERIENCE

Actually doing something instead of having it described is very important. There is an old saying which says “I forget what I hear, I remember what I see; I understand what I do”.

The participants in the process of change must accept the change. Otherwise there will be resistance. **Implementing another person’s need for change it difficult.** If, on the other hand, the change agent (the manager) himself is convinced about the need for change then he will go all out to see that other people are convinced.

## USE OF POWER

The manager using in offensive, light and steady pressure is more likely to affect change. Voluntary acceptance and not threatened thrust is required.

To set the ball rolling is the difficult phase of introducing change. Once this becomes a norm, others do not want to get left out. **Therefore, the change behaviour must be made the norm.**

An offshoot of this point (perhaps more interesting and relevant) is that, not only the changed behaviour must become a norm but a **climate of change itself should become a norm in an organization.** If such a norm is established, then changes can be quickly and effectively introduced.

# TEAM WORK

## CREATING SUCCESS TEAMS

### What must be established?

- ◆ Common goals
- ◆ Team member roles
- ◆ Clear rules of behaviour / communication
- ◆ Procedures
- ◆ Immediate tasks to work on

## CREATING SUCCESSFUL TEAM

### How does the team work together to achieve long-term success?

- ◆ Ensure equal participation and contribution of team members
- ◆ Make feedback, recognition, and reward part of the regular team agenda
- ◆ Become mutually accountable for results
- ◆ Celebrate team accomplishments
- ◆ Create opportunities for occasional socializing

## CREATING SUCCESSFUL TEAMS

### What individual characteristics should team members possess?

- ◆ A strong performance ethic
- ◆ A cooperative, not a competitive, mindset
- ◆ A high level of communication skills
- ◆ A sense of empowerment, authority to act
- ◆ Appreciation of complementary skills of team members

## STAGES OF TEAM DEVELOPMENT

### STAGE - 1 - FORMING

During this stage, group members are unclear about their roles and responsibilities as group members.

They are often unsure of what to do, how they fit in, how to behave, and who is in charge.

They are careful not to offend each other and, as a result, don't accomplish much.

## STAGE - II - STORMING

During this stage, team members struggle to define their contributions to the team effort.

Subgroups may form, conflict and dissent surface, and there is a lack of unity.

Members have not developed enough trust in each other to constructively solve problems.

## STAGE - III - NORMING

During this stage, team members resolve some of their differences in approaching a task by developing norms of behaviour.

The team takes more responsibility for leadership. Although members still struggle with their roles, there is more trust and group cohesion.

Here being part of the group is important and a consensus about how to do things begins to develop.

Although the group is still unstable during this stage, more work gets done because the group has come to agreement on its purpose.

## STAGE - IV - PERFORMING

During this stage, team members have a clear understanding about what needs to be done and how to do it.

Members roles are clearer, and people understand how to work with each other.

Communication is free, people are less dependent on formal leadership, and they have established ways to deal with conflict.

Here the group is focussed on accomplishing its goals.

## TEAMWORK - OVERVIEW

- ◆ Forced Drive
- ◆ Viscosity
- ◆ Features of low-viscosity teams
- ◆ Effective methods to overcome inertia

## FORCED DRIVE

- ◆ Escalate perceptions of crisis in order to strengthen mandate to lead
- ◆ Lack of consensus or commitment is overcome by incisive action
- ◆ Natural Drive comes later when pressures are internalized at the lower order

## FORCED DRIVE

- ◆ Organisations under stress may not be as poised, prepared and harmoniously motivated to undertake radical change
- ◆ In such times Forced Drive is most expeditious method

## VISCOSITY

- ◆ Viscosity is a measure of resistance to movement
- ◆ A rigid bureaucracy will have high viscosity
- ◆ Requires more force to overcome inertia and just to get moving
- ◆ Slow progress made only at the cost of high levels of expended energy

## LOW VISCOSITY

- ◆ Features of Low-Viscosity
- ◆ Fluidity
- ◆ Readiness to change
- ◆ Familiarity with change
- ◆ Confidence about the change
- ◆ High trust in management's motives
- ◆ Benefits tangible at a personal level contribute to less resistance

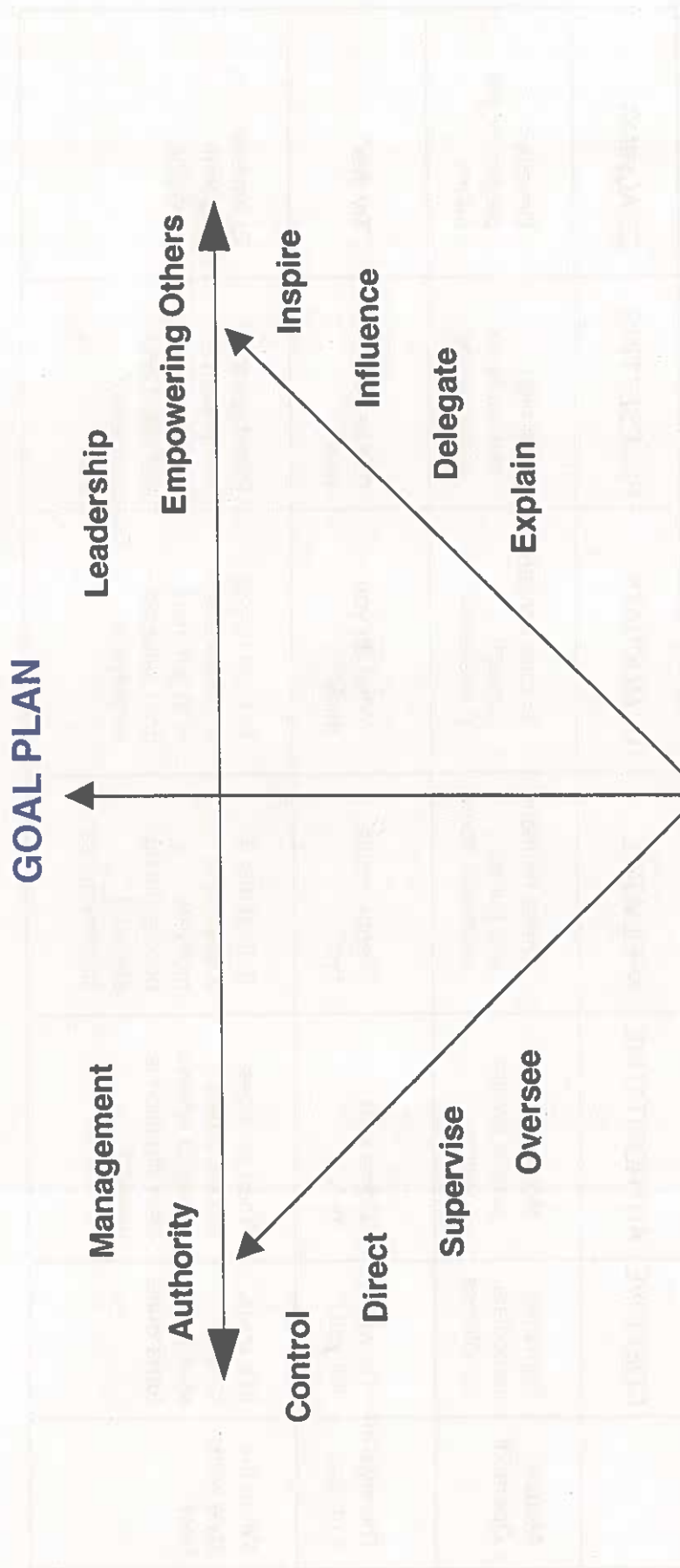
## FEATURES OF LOW-VISCOSITY TEAMS

- ◆ Trust culture
- ◆ Clear communication lines
- ◆ Predictability
- ◆ Good match between capabilities and needs
- ◆ Goal congruency and support from lower cadres.

## EFFECTIVE METHODS TO OVERCOME INERTIA

- ◆ Reduce friction - (remove inept rules and procedures, increase inter-unit collaboration, better communication and share best practices)
- ◆ Arousal of latent energy
- ◆ Alignment of resources, skills and capabilities
- ◆ Applying energy in right direction through focused Action Plans

# THE MANAGEMENT - LEADERSHIP CONTINUUM



# LEADERSHIP STYLES

	COERCIVE	AUTHORITATIVE	AFFILIATIVE	DEMOCRATIC	PACESETTING	COACHING
Modus - Operandi	Demands immediate compliance	Mobilizes people toward a vision	Crates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
The style in a phrase	"Do what I tell you."	"Come with me".	"People come first".	"What do you think?"	"Do as I do, now".	"Try this."
When the style works best	In a crisis, to kick start a turnaround	When changes require a new vision, or when a clear direction is needed	To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To develop long-term strengths

## POWER BASES

- Corrective power
- Connection power
- Expert power
- Information power
- Legitimate power
- Referent power
- Reward power

## THE FOUR FRAMEWORK

- Structural Leaders
- Human Resource Leaders
- Political Leaders
- Symbolic Leaders

## STRUCTURAL LEADERS

- Focus on structure, strategy & environment
- Focus on implementation, experimentation & adaptation

## HUMAN RESOURCE LEADERS

- Focus more on people and communicate that focus;
- They are visible and accessible
- Increase participation, support and share information;
- Move decision - making down into the organisation

## POLITICAL LEADERS

- Clarify what they want and what they can get;
- They assess the distribution of power and interests;
- They build linkages to other stakeholders;
- Use persuasion first, then negotiation and coercion only if necessary;



## SYMBOLIC LEADERS

- View organisations as a stage or theatre to play certain roles and give impressions;
- Use symbols; to capture attention
- They try to frame experience by providing plausible interpretations of experience;
- Finally, they discover and communicate a vision.

## SITUATIONAL LEADERSHIP

- ◆ Telling - High task - Low relationship;
- ◆ Selling - High task - High relationship;
- ◆ Participating - High relationship - Low task;
- ◆ Delegating - Low task - low relationship.

## LEADER'S ROLE IN MANAGING CHANGE

To make people feel part of the change!

- ◆ Create a clear vision of where and why the organisation needs to go;
- ◆ Share this vision, and explain very clearly why they have to go in this direction;
- ◆ Develop and share a blue print so that everyone can understand the journey and can start to plan their own part.

# THE TIME MANAGEMENT MATRIX

	Urgent	Not Urgent
Important	<p><b>I - QUADRANT</b></p> <p>Crisis Pressing Problems Deadline-driven projects</p>	<p><b>II - QUADRANT</b></p> <p>Prevention Relationship building Recognizing new opportunities</p>
Not Important	<p><b>III - QUADRANT</b></p> <p>Interruptions, Some Calls Some mails, Some reports Some meetings, Proximate Pressing Matters</p>	<p><b>IV - QUADRANT</b></p> <p>Trivia, Busy Work Some mail Some phone calls Pleasant activities</p>

	Urgent	Not urgent
	I <b>RESULTS :</b>	II
Important	<ul style="list-style-type: none"> <li>* Stress</li> <li>* Burnout</li> <li>* Crisis Management</li> <li>* Always putting out fires</li> </ul>	IV
Not Important	III	

	Urgent	Not Urgent
Important	I	II
Not Important	<b>III RESULTS</b> <ul style="list-style-type: none"> <li>* Short-term focus</li> <li>* Crisis Management</li> <li>* See goals and plans as worthless</li> <li>* Feel victimized, out of control</li> </ul>	IV

	Urgent	Not Urgent
Important	I	II
Not Important	III	IV

**RESULTS:-**

\* Total irresponsibility

	Urgent	Not Urgent
Important	I	II
Not Important		

**RESULTS:**

- \* Vision
- \* Balance
- \* Discipline
- \* Few crisis

# PARTICIPATORY MANAGEMENT

*“Coming together is a beginning; keeping together is progress; working together is success.”*

-Henry Ford

- ◆ Team work and Participatory Management are considered effective approaches to the achievement of organizational or departmental goals.
- ◆ In the development context, people’s participation is a vital component of management.
- ◆ In an organization employee participation in the process of decision-making on the organizational goals, objectives and tasks leads to better performance and more effective goal achievement.

## PARTICIPATORY MANAGEMENT INVOLVES

### ◆ DECENTRALIZED DECISION - MAKING

Decentralization of decision-making authority to the lower levels in the departmental hierarchy facilitates employee participation at each level in the decision-making process.

### ◆ GREATER INPUTS TO DECISION-MAKING

With the employee participation, each of them contributes his/her own ideas and experiences to the decision-making process, thus providing greater inputs to it.

### ◆ EMPOWERMENT OF THE EMPLOYEES

Employees are empowered to influence decisions on policy-making and implementation through the process of participatory decision-making (PDM).

### ◆ ADOPTION OF MORE SUPPORTIVE MANAGEMENT STYLES

Collective decision-making (by the officers and the employees) leading to supportive management style enables the department function more effectively.

#### ◆ FLEXIBILITY IN THE HIERARCHICAL STRUCTURE

Effective PDM is not possible in the existing hierarchical structure of the department. The structures need to be more flexible and functional facilitating team relations.

#### ◆ ATTITUDE CHANGE

Change in the mind-set/attitudes both among the officers and the employees is required to appreciate and accept the concept of PDM and its contribution to the organizational effectiveness.

## PARTICIPATORY MANAGEMENT CONTRIBUTES TO

- ◆ Motivating the employees to innovate and bring changes to improve organizational effectiveness
- ◆ Inducing team spirit among the employees and promoting team approach to solve departmental issues / problems
- ◆ Creating congenial atmosphere for team work and experience sharing to achieve departmental goals and objectives

## PDM: STRATEGIES AND MECHANISMS USED

#### ◆ TEAMS, COMMITTEES

Intra and interdepartmental - to study policy issues and take decisions (The compositions of such teams / committees deped on the nature of issues to be examined.)

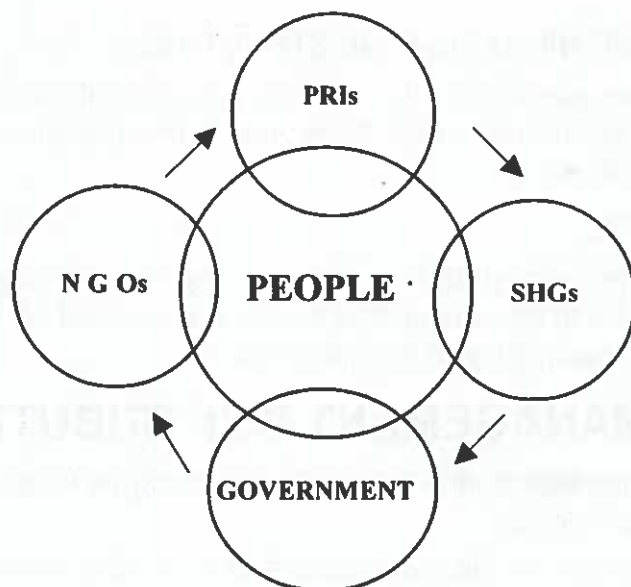
#### ◆ LEADERSHIP STYLES

Effective team functioning depends upon the leadership styles (directional / autocratic / participative)

**Reward systems** for initiative, innovation and hard work towards organizational effectiveness.

## PARTICIPATORY DEVELOPMENT

- ◆ **VISION 2020** document lays thrust on people's participation-for effectively achieving the goals set in the economic and social development sectors.
- ◆ The concent of participaty development is very wide. It involves partnership among;



- ◆ People, as the primary stakeholders, are to be at the central place on the stage of development.
- ◆ The government, PRIs, NGOs and the SHGs act as motivators, supporters and facilitators for people's initiatives and participation in the development process.

## PEOPLE'S PARTICIPATION

### PEOPLE INCLUDE

- > Community as a whole
- > Stakeholders with reference to a particular sector of development (e.g. agriculture, irrigation, etc.)
- > Formal leaders from the Panchayat Raj Institutions (PRIs), municipalities and municipal corporations.
- > Informal leaders from NGOs, youth and women's associations, self-help groups (SHGs).

## WHY PEOPLE'S PARTICIPATION

Participation in the development process promotes among people:

- Wider perspective of development
- A sense of ownership of programmes
- Responsibility for programme implementation
- Collective action and empowerment
- Planning and implementation skills
- Capacity building for development management
- Motivation to work for their own development
- Development of leadership qualities among local communities
- Promotion of equity and social justice among the participating groups
- Sustainability of development

## EFFECTIVE PARTICIPATORY DEVELOPMENT

### PRE - REQUISITES

- Understanding and appreciation of the concept of people's participation in development among the partners
- Change of attitudes and mutual role appreciation.

## PARTICIPATORY DEVELOPMENT - STRATEGIES

- Self-help groups as small and viable people's organizations to promote people's participation.
- "JANMABHOOMI as a movement imbued with principles of democracy, self-reliance and concerted coordinated community action for all round development in rural and urban areas".
- "JANMABHOOMI... as a community mass education, stimulating and motivating initiative on the part of people..."



# SWOT - ANALYSIS

## WHAT IS SWOT?

SWOT refers to Strengths, Weakness, Opportunities and Threats.

SWOT - Analysis is possible in case of an individual, a family, a department and an organisation. In other words SWOT - Analysis embraces the sphere of a unit or a system.

SWOT is an analysis of a system/Department/Organisation, which would contribute to its effectiveness in performing its tasks against the goals and objectives set for achievements.

## STRENGTHS

Availability of expertise, experience, technology, good communication so as to effectively use them to achieve organizational goals and objectives.

## WEAKNESS

Lack of motivated staff, complex system of operations, and absence of effective communication channels with in the organisation and with outside organisations and working out strategies to overcome them.

## OPPORTUNITIES

Availability of financial support from national and international agencies. Conducive political and social environment including people's support / their participation in the programs taken up for the effective implementation of projects and delivery of services.

## THREATS

Hostile attitudes of peers / superiors / political bosses and consequent lack of support in job performance; hostile attitudes of outsiders including / contractors vested interests who are affected / likely to be affected by the govt. policies and programs so as to plan appropriate remedial measures / take steps of action to ensure smooth functioning.

For an indepth analysis of the department, the following module could be useful:

## **STRENGTHS AND WEAKNESSES**

### **◇ TECHNICAL ISSUES**

- Staff
- Structure
- Systems
- Strategy

### **◇ BEHAVIOURAL ISSUES**

- Shared values
- Style
- Skills
- Space
- Shared Vision

## **OPPORTUNITIES AND THREATS**

### **◇ SITUATION**

- Political issues
- Economic issues
- Environmental issues
- Social issues
- Technical issues



यदैव विद्यया करोति श्रद्धयोपनिषदा  
तदैव वीर्यवत्तरं भवति

**Duty performed  
with Knowledge, Faith and Devotion,  
becomes really effective**

**Dr. MCR Human Resource Development Institute of Andhra Pradesh**

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