

Organizational Design Change and Transformation
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Module - 12
Lecture - 61
Future Trends for Organizational Transformation

Welcome to the course on Organizational Design, Change and Transformation. Today, we are on the last lecture session of module 12 which is on Future Trends for Organizational Transformation. Let us see what are the concepts covered in today's lecture.

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CONCEPTS COVERED

- Future of organizational design and transformation, categories of future Organizational design and transformation,
- Application organizational design and technology, changes for future organizational design and technology, organizational transformation in post Covid era,
- Future trends in organizational change management, future trends in business practices, digital transformation as future of organizational transformation,
- New paradigm in human component of design & change.

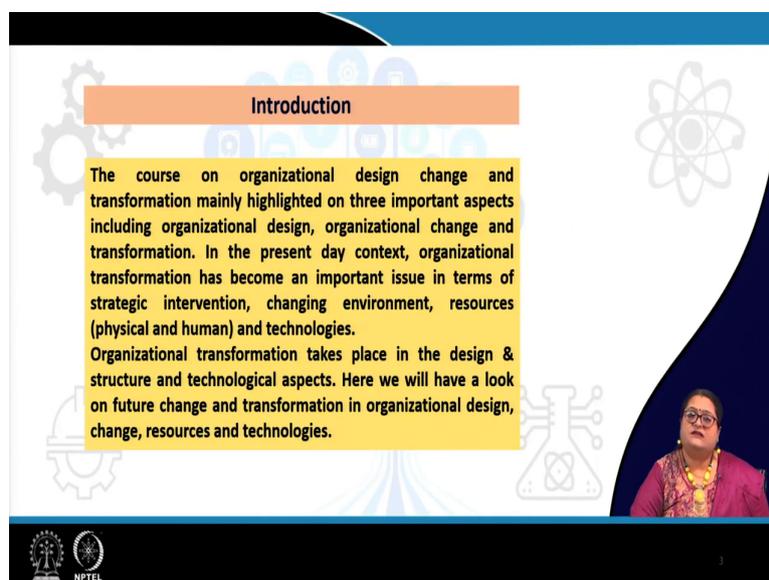
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In today's lecture, we will be discussing on future of organizational design and transformation, categories of future organizational design and transformation, application of

organizational design and technology, changes for future organizational design and technology, organizational transformation in post-COVID era.

Future trends in organizational change management, future trends in business practices, digital transformation as future of organizational transformation and new paradigm in human components of design and change.

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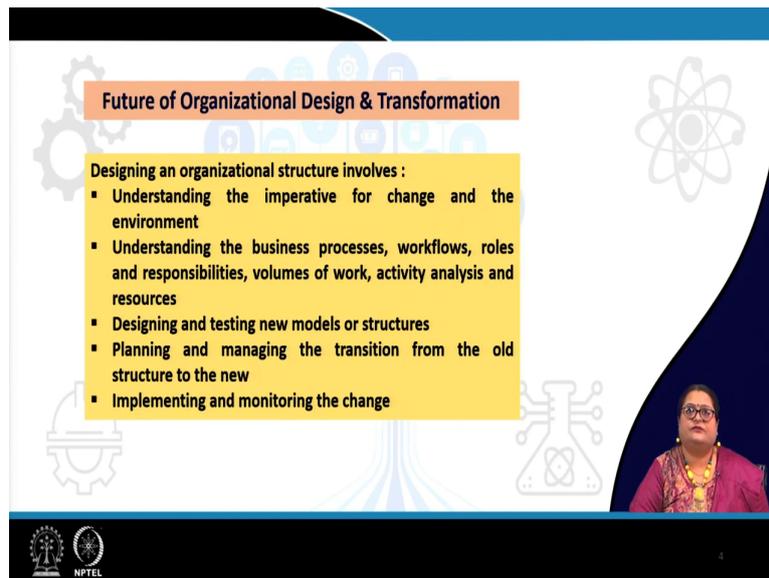


The slide features a blue header with the word "Introduction" in white. Below the header, a yellow text box contains the following text: "The course on organizational design change and transformation mainly highlighted on three important aspects including organizational design, organizational change and transformation. In the present day context, organizational transformation has become an important issue in terms of strategic intervention, changing environment, resources (physical and human) and technologies. Organizational transformation takes place in the design & structure and technological aspects. Here we will have a look on future change and transformation in organizational design, change, resources and technologies." The slide is decorated with faint icons of gears, a network diagram, and a stylized atom. In the bottom right corner, there is a small video inset of a woman with glasses and a pink top. The NPTEL logo is visible in the bottom left corner.

This course on organizational design, Change and transformation mainly highlighted on three important aspects including organizational design, organizational change and transformation. In the present day context, organizational and transformation has become an important issue in terms of strategic intervention, changing environment, resources which are physical, human and technologies.

Organizational transformation takes place in the design and structure and technological aspects. Here, we will have a look into the future changes and transformation in organizational design, change, resources and technologies.

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Future of Organizational Design & Transformation

Designing an organizational structure involves :

- Understanding the imperative for change and the environment
- Understanding the business processes, workflows, roles and responsibilities, volumes of work, activity analysis and resources
- Designing and testing new models or structures
- Planning and managing the transition from the old structure to the new
- Implementing and monitoring the change

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Now, what is the future of organizational design and transformation? Designing and organizational structure involves understanding the imperative of change for change and the environment. Understanding the business processes, workflows, roles and responsibilities, volumes of work, activity analysis and resources. Designing and testing of new models or structures, planning and managing the transition from the old structure to the new structure and implementing and monitoring the change.

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Categories of Future Organizational Design & Transformation

Future organizational policies involves five categories :

- Strategy for determining direction
- Structure for determining the location of decision-making power
- Processes to do with the flow of information as the means of responding to information technologies
- Rewards and reward system influencing the motivation of people to perform and address organizational goals
- Policies relating to human resource policies, which influence and frequently define the employees' mind-sets and skills.

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Now, future organizational policies also involves five categories, strategy for determining direction, structure for determining the location of decision making power, processes to do with the flow of information as the means of responding to information technologies, rewards and reward systems influencing the motivation of people to perform and address organizational goals, policies relating to human resources, policies which influence and frequently defines the employees mindsets and skills.

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Application of Organizational Design and Technology

There are need of strategic changes for transformation in various categories:

The diagram illustrates the relationship between five organizational design categories: Strategy, People, Structure, Rewards, and Process. Strategy is at the top, connected to People and Structure. People and Structure are connected to each other and to Rewards and Process. Rewards and Process are connected to each other. A central blue star shape is formed by the intersections of lines connecting all five categories.

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Now, there are needs for strategic change for transformation in various of these categories of strategy, structure, process, rewards and people. We will now visit each one of them.

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Application of Organizational Design & Technology

There are need for application of strategic changes for transformation in various categories:

- Strategy in relation to digital capability and digital business
- Structure for corporate digital champion, digital units in business or countries and digital business unit in general
- Process of integrated digital infrastructure, cross functional newsroom teams
- People as digital scientists, social media experts, software developers, digital competent managers, etc.
- Rewards by using performance management to reward digital skills development, execution and teamwork

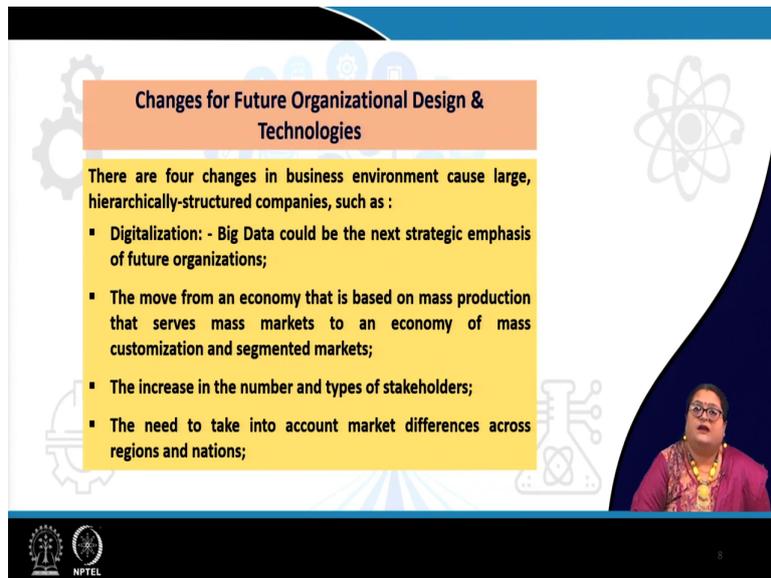
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There are needs for application of strategy changes for transformation in various categories like strategy in relation to digital capability and digital businesses. Structure for corporate digital champions, digital units in business or countries and digital business unit in general. Process of integrated digital infrastructure cross functional newsroom teams. People as digital scientists, social media experts, software developers, digital computer managers, etcetera.

Rewards for using performance management to reward digital skills development, execution and teamwork because learning today is moving towards the theory of connectivism because digital transformation is the future of organizational change and transformation, people are learning through connectivism and connectivism has to be assimilated in the organization and to assimilate connectivism in the organization.

So, that digital transformation can happen properly. The changes in strategy, structure, process, people and reward system needs to be initiated.

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Changes for Future Organizational Design & Technologies

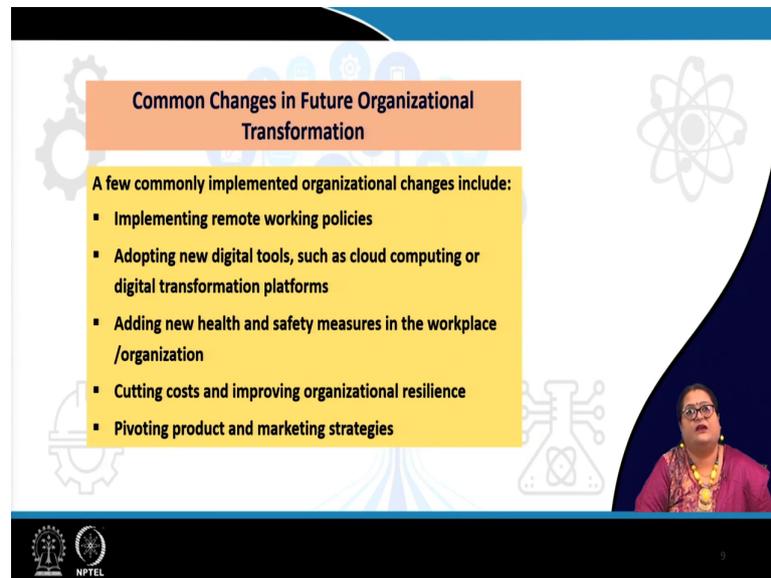
There are four changes in business environment cause large, hierarchically-structured companies, such as :

- Digitalization: - Big Data could be the next strategic emphasis of future organizations;
- The move from an economy that is based on mass production that serves mass markets to an economy of mass customization and segmented markets;
- The increase in the number and types of stakeholders;
- The need to take into account market differences across regions and nations;

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There are four changes in business environment which cause large hierarchically structured companies like they should undergo these changes like digitization. Big data could be the next strategy emphasis of future organizations. The move from an economy that is based on mass production that solves mass markets to an economy of mass customization and segmented markets. The increase in the numbers and types of stakeholders, the need to take into account market differences across regions and nations.

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Common Changes in Future Organizational Transformation

A few commonly implemented organizational changes include:

- Implementing remote working policies
- Adopting new digital tools, such as cloud computing or digital transformation platforms
- Adding new health and safety measures in the workplace /organization
- Cutting costs and improving organizational resilience
- Pivoting product and marketing strategies

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A few commonly implemented organizational changes include implementing remote working policies because people are now working in virtual teams. There is a hybrid model of working and. So, it is implied that remote working policy needs to be developed.

Adapting new digital tools such as cloud computing or digital transformation platforms adding new health and safety measures in the workplace or organization cutting costs and improving organizational resilience, pivoting products and marketing strategies.

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Organizational Transformation Post COVID Era

According to the established research, the post-COVID era has brought about several major changes to the business landscape, such as:

- Shifts in customers' and employees' expectations
- Changes to governments' role in public health
- A new regulatory environment
- A different competitive landscape

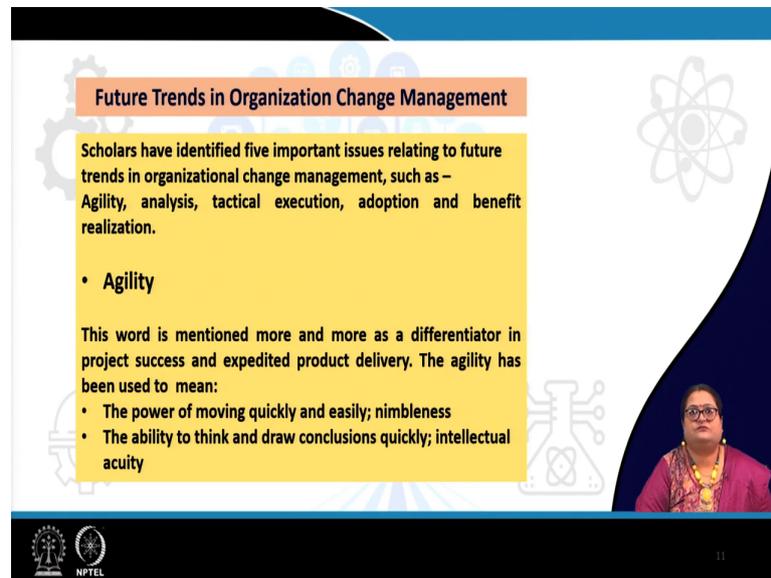
These types of changes are significant changes for many organizations.

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Now, COVID helped us to like develop new ways of looking at things, new perspectives, new ways of doing things. According to established researches, the post-COVID era has brought about several major changes to the business landscape such as shifts in customers and employees. Sorry.

Shifts in customers and employees expectations, changes in government's role in public health and new regulatory environment, a different competitive landscape. These types of changes are significant changes for many organizations.

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Future Trends in Organization Change Management

Scholars have identified five important issues relating to future trends in organizational change management, such as – Agility, analysis, tactical execution, adoption and benefit realization.

- **Agility**

This word is mentioned more and more as a differentiator in project success and expedited product delivery. The agility has been used to mean:

- The power of moving quickly and easily; nimbleness
- The ability to think and draw conclusions quickly; intellectual acuity

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Scholars have identified there are five important issues that relates to future training organizational change management. These are agility, analysis, tactical execution, adoption and benefit realization. We will discuss each one of them in details. Agility. This word is mentioned more and more as a differentiator in project success and expedited products delivery.

The agility has been used to mean the power of moving quickly and easily nimbleness, the ability to think and draw conclusions quickly and intellectual equity.

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Future Trends in Organization Change Management

- **Analysis**

Analyzing a current-state environment as change occurs will provide insight into the barriers and enablers to technology implementations. As the speed of change increases, assessing organizational capabilities, stakeholder group dynamics, and the complexity of the change will allow for greater understanding of what's needed to accelerate change adoption.

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Analysis. Analyzing the current state of environment as change occurs will provide insight to the barriers and to the enablers to technology implementation. As the speed of change increases, assessing organizational capabilities, stakeholder group dynamics and the complexity of the change will allow for greater understanding of what needed to be accelerated change adoption.

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Future Trends in Organization Change Management

- **Tactical Execution**

This is where the rubber will continue to meet the road in 2022 and beyond. All the agility and planning in the world is of little benefit if organization cannot put it into action. The tactics used to move stakeholder groups and individuals from “awareness” to “commitment” should be intentional, tangible, and measurable

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Tactical execution. This is where the rubber will continue to meet the road in 2022 and beyond. All the agility and the planning in the world is of little benefit if organization cannot put it to action. The tactics used to move stakeholder groups and individuals from the level of awareness to commitment should be intentional, tangible and measurable.

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The slide features a blue header with the title "Future Trends in Organization Change Management" in white text. Below the title is a yellow text box containing the following text: "Adoption. The key to successful change lies in the adoption of the new solution, maximizing the people-dependent part of the return on investment (ROI) for the transformation. Going live is a major milestone in the project life cycle and should be celebrated with much fanfare. However, it's not the barometer for how we should measure project success. If the system is live and nobody is using it, what is its true value". To the right of the text box is a small video inset showing a woman with glasses and a pink top. The slide also includes decorative icons of gears, a network diagram, and a stylized atom. At the bottom left, there are logos for a university and NPTEL. At the bottom right, the number "14" is visible.

Adoption. The key to any successful change lies in the adoption of the new solution maximizing the people dependent part of the return on investment for the transformation. Going live is a major milestone in the project life cycle and should be celebrated with much fanfare. However, it is not the barometer for how we should measure project success. If the system is live and nobody is using it, what is its true value?

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Future Trends in Organization Change Management

- **Benefits Realization**
Achieving adoption of new technology is the first step toward benefits realization. Adoption of planned changes, or successfully changing the way in which people think, act, and behave to align with the future state, should result in achieving organizational outcomes. Every change tactic should have benefit realization as its primary purpose. From targeted communications to leadership alignment sessions to managing change resistance, all should have the one goal of obtaining bottom-line results for the organization.

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Benefits realization. Achieving adoption of a new technology is the first step towards benefits realization. Adoption of plan changes are successfully changing the way in which people think, act and behave to align with the future state should result in achieving organizational outcomes. Every change tactics should have the benefit realization as its primary purpose.

From targeted communications to leadership alignment sessions to managing change resistance, all should have one goal of obtaining bottom line results for the organization.

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Transforming from the inside out: An Example

Logitech is a multi-brand company, designing products that bring people together through music, gaming, video and computing. Darrell joined the company as its president in 2012 and assumed the role of CEO in 2013. Since he joined, the business has doubled every two and a half years. It has continued to perform during COVID-19, with an \$11 billion market capitalization in the last year alone because of its strategic action and change management tactics.

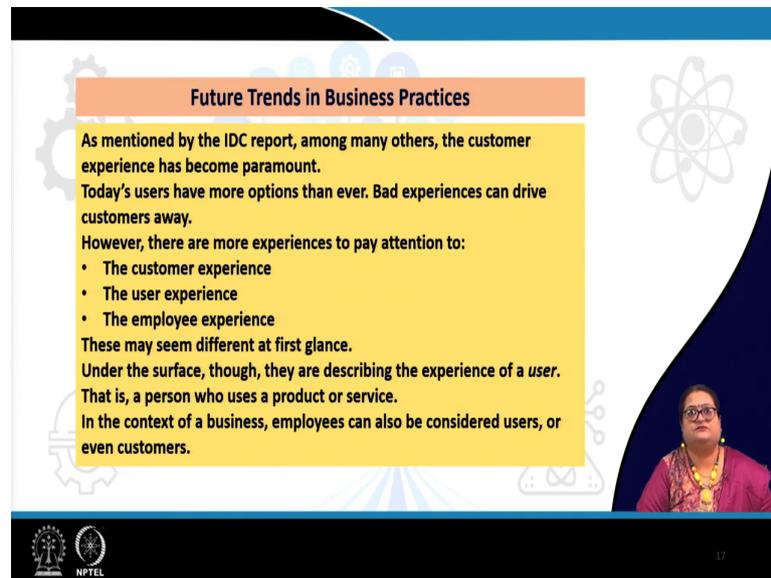
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Now, we will discuss an example of transforming from the inside out. Like Logitech is a multi-brand company designing products that bring people together through music, gaming, video and computing. Darrell joined the company as its president in 2012 and assumed the role of CEO in 2013. Since he joined the business has doubled every two and a half years.

It has continued to perform during COVID-19 with an dollar 11 million market capitalization in the last year alone because of its strategic action and change management tactics.

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Future Trends in Business Practices

As mentioned by the IDC report, among many others, the customer experience has become paramount.

Today's users have more options than ever. Bad experiences can drive customers away.

However, there are more experiences to pay attention to:

- The customer experience
- The user experience
- The employee experience

These may seem different at first glance.

Under the surface, though, they are describing the experience of a *user*.

That is, a person who uses a product or service.

In the context of a business, employees can also be considered users, or even customers.

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Future trends in business practices. As mentioned by the IDC report among many others the customers experience has become paramount. Today's users have more options than ever. Bad experiences can drive customers as a. However, there are more experiences to pay attention to. The customers experience, the user experience, the employee experience.

These may seem to be different at the first class. Under the surface however, they are describing the experience of a user. That is a person who uses a product or service. In the context of a business employees can also be considered users or even customers.

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Organizational Transformation as Fourth Revolution

Though digital will form one pillar of this revolution, other technological building blocks will prove essential – biological and physical technologies will also work interdependently with digital technology to revolutionize the world from top to bottom. New and as-yet-undiscovered technologies will play a role in reshaping the next normal, such as:

- Autonomous vehicles
- 3D Printing
- Genetic engineering
- Blockchain

These types of technologies will result in the formation of new industries, the commoditization of old ones, and the reshaping of the global business environment

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Now, we will discuss organizational transformation as fourth revolution. Though digital will form one pillar of this revolution, other technological building blocks will also prove essential. Like biological and physical technologies will also work interdependently with digital technology to revolutionize the world from top to bottom.

New and as yet undiscovered technologies will play a role in reshaping the next normal such as autonomous vehicles, 3D printing, genetic engineering and block chain. These type of technologies will result in the formation of new industries, the commoditization of old ones, the reshaping of the global business environment.

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Digital Transformation as Future of Organizational Transformation

We have discussed earlier about this transformation. However, it is once again to state that digital transformation refers to the process of utilizing digital technology to create new or modify current business processes, culture, and customer experiences to meet evolving business and market requirements.

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Now, we will discuss a little depth about digital transformation as the future of organizational transformation. Though we have discussed about this earlier in while discussing introducing discussion about transformation. So, however, it is once again to state that digital transformation refers to the process of utilizing digital technology to create new or modify current business processes, culture and customer experiences to meet evolving business and market requirements.

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Digital Transformation as Future of Organizational Transformation

In the context of organizational transformation, the digital transformation includes-

- Aligning with organizational purpose
- Identify internal and external change agent
- Departmental collaboration
- Identify concrete elements of Digital Transformation (DT)
- Developing sustainable strategy

Discussion all about is made in brief herein after-

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We will discuss digital transformation as a future of organizational transformation because that is where organization is fastly moving towards. In the context of organizational transformation, the digital transformation includes aligning with the organization's purpose, identify internal and external change agents, departmental collaboration, identify concrete elements of digital transformation, developing sustainable strategy and we are going to now discussing brief about all of these.

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Digital Transformation as Future of Organizational Transformation

Aligning with organizational purpose

Available technology that clearly enhances the organization's ability to achieve its purpose is targeted for implementation, and technology that doesn't, is discarded

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Aligning with the organizational purpose, it means available technology that clearly enhances the organization's ability to achieve its purpose is targeted for implementation and technology that does not is discarded.

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Digital Transformation as Future of Organizational Transformation

Identify internal and external change agent

Identify the internal technology change agents in your organization and empower them to implement technology, educate colleagues, and inspire additional team members to become change agents.

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Identify internal and external change agents, identify the internal technology change agents in your organization and empower them to implement a technology, educate colleagues and inspire additional team members to become change agents.

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Digital Transformation as Future of Organizational Transformation

Departmental collaboration

The organization's attitude toward the digital transformation will often mirror that of the executive team, so it is vital that the team shares a clear vision and has carefully planned for the articulation of that vision to the organization as a whole

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Departmental collaboration as we were discussing, we are moving towards an era of connectivism. So, the collaboration is very much important. The organization's attitude towards digital transformation will often mirror that of the executive team. So, it is vital that the team shares a clear vision and has carefully planned for the articulation of that vision to the organization as a whole.

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Digital Transformation as Future of Organizational Transformation

Identify concrete elements of DT

Once an organization has aligned its overall digital transformation goals with the core mission of its organization, it needs to identify very specific transformation targets and timelines. Especially for organizations relying exclusively on internal change agents, scholars recommend first using a holistic approach and cross-organizational collaboration to implement a simple digital solution and then progressively targeting increasingly complex systems

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Identify the concrete elements of digital transformation. Once an organization has aligned its overall digital transformation goals with the core mission of its organization, it needs to identify very specific transformation targets and timelines. Especially for organizations, relying exclusively on internal change agents, scholars recommend first using a holistic approach and cross organizational collaboration to implement a simple digital solution and then progressively targeting increasingly complex systems.

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Digital Transformation as Future of Organizational Transformation

Developing sustainable strategy

To sustain ongoing digital transformation, organizations should build structures that provide for the progressive adoption and holistic integration of new technologies as they become available. While organizational roles like chief information officer and chief technology officer carry much of the responsibility for this process, company leadership across departments needs to create processes that foster consistent re-assessment of the available technological tools in light of the company's primary mission.

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Next is developing a sustainable strategy. To sustain ongoing digital transformation, organizations should build structures that provide for the progressive adoption and holistic integration of the new technologies as they become available.

While organizations role like chief information officer and chief technology officer may carry much of the responsibility for this process, company leadership across departments needs to create processes that foster consistent re assessment of the available technological tools in light of the company's primary mission.

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Preparation for Post Digital Era

Digital technology will continue to become more and more important. Therefore, top priorities going forward should include:

- Digital adoption
- Digital transformation
- Organizational agility
- Enterprise change management
- Organizational resilience

By maintaining a robust IT function and by staying adaptable, it will be far easier to stay successful as the economy transitions into a post-digital, post-COVID paradigm.

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Now, what are the preparations required for the post digital era? Digital technology will continue to become more and more important. Therefore, the top priorities going forward should include digital adoption, digital transformation, digital agility, enterprise change management and organizational resilience. By maintaining a robust IT function and by staying adaptable, it will be far easier to stay successful as the economy transitions into a post digital post-COVID paradigm.

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Digital Transformation in Skill Development Domain

Today, there are many terms being used to describe the domain of skill development, such as:

- Upskilling
- Reskilling
- Career Development
- Workplace Training

The recent trend is that automation is decreasing the need for low-skilled jobs. Trained workers are more productive, loyal, and engaged.

On the other, workers themselves demanding the training for upskilling, reskilling and career development in tune with the pace of organizational transformation.

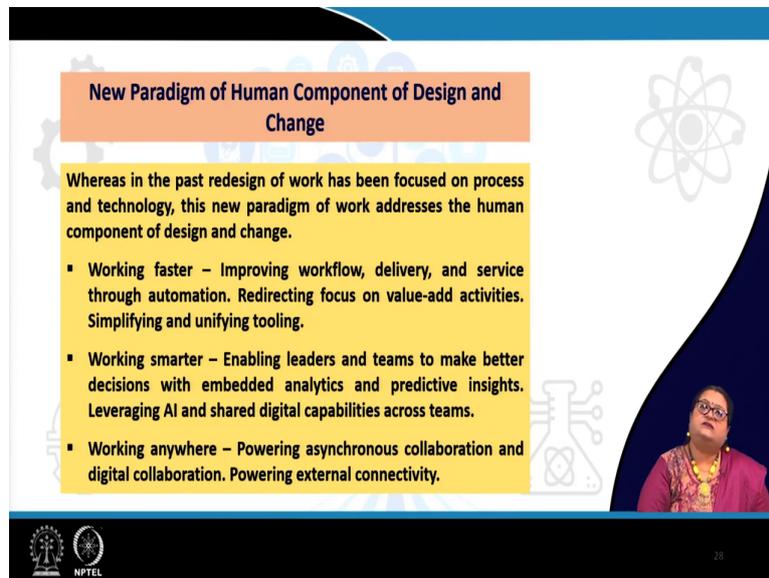
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Now, what are the changes required in the skill development domain. So, that in light of the digital transformation? Today, there are many terms which are being used to describe the domain of skill development such as up-skilling, re-skilling, career development and workplace training. The recent trend is that automation is decreasing the need for low-skilled jobs.

Trained workers are more productive, loyal and engaged. On the other hand, the workers are themselves demanding the training for up-skilling, re-skilling and career development in tune with the pace of organizational transformation.

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New Paradigm of Human Component of Design and Change

Whereas in the past redesign of work has been focused on process and technology, this new paradigm of work addresses the human component of design and change.

- Working faster – Improving workflow, delivery, and service through automation. Redirecting focus on value-add activities. Simplifying and unifying tooling.
- Working smarter – Enabling leaders and teams to make better decisions with embedded analytics and predictive insights. Leveraging AI and shared digital capabilities across teams.
- Working anywhere – Powering asynchronous collaboration and digital collaboration. Powering external connectivity.

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Now, what are the new paradigm of or the human component of design and change? Let me understand where in the past the redesign of work has been focused on the processes and technology. The new paradigm of work addresses the human component of in design and change, of which we will discuss some of them over here. First is working faster, improving the workflow, delivery and service through automation. Redirecting the focus on value-add activities, simplifying and unifying tooling.

Working smarter, enabling leaders and teams to make better decisions with embedded analytics and predictive insights, leveraging AI and shared digital capabilities across teams, working anywhere, powering asynchronous collaboration and digital collaboration, powering external connectivity.

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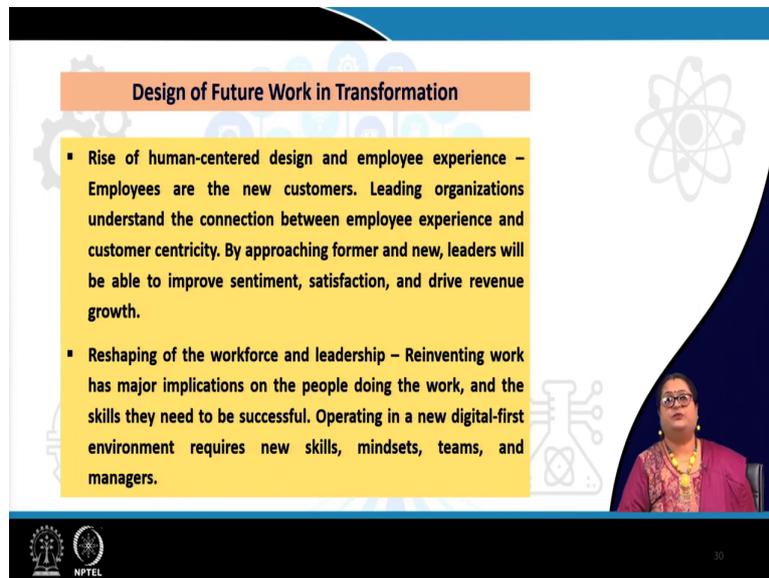
New Paradigm of Human Component of Design and Change

- Designing the future of work also means a focus on human centrality.
- Putting the human at center means focusing on employee experience and transforming holistically, including transforming roles, management, and the organization itself.
- Enabling scalable, integrated, end-to-end transformation also requires a new approach to technology strategy.

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Designing the future of work also means on human centrality. Putting the human at center means focusing on an employee's experience, transforming holistically, including transforming roles, management and the organization itself. Enabling scalable integrated end-to-end transformation also requires a new approach to technology strategy.

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Design of Future Work in Transformation

- Rise of human-centered design and employee experience – Employees are the new customers. Leading organizations understand the connection between employee experience and customer centricity. By approaching former and new, leaders will be able to improve sentiment, satisfaction, and drive revenue growth.
- Reshaping of the workforce and leadership – Reinventing work has major implications on the people doing the work, and the skills they need to be successful. Operating in a new digital-first environment requires new skills, mindsets, teams, and managers.

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Design of future work in the design of future work in transformation. Rise in human-centered design and employee experience. Employees are the new customers. Leading organizations understand the connection between employee experience and customer centricity by approaching former and new leaders will be able to improve sentiment, satisfaction and drive revenue growth.

Reshaping the workforce and leadership. Reinventing work has major implications or the people doing the work and the skills they need to be successful. Operating in a new digital-first environment requires new skills, mindsets, teams and managers.

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Design of Future Work in Transformation

- Connected design – Ecosystem thinking will revolutionize the future organization and operating model. Connected organizations will break down their four walls to better leverage external capabilities, scale, and innovation. By better connecting employees, teams and partners, leaders will be able to design work in a way that leverages key drivers for strategic growth, business optimization, community impact, and highly scalable value creation.

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Connected design. Ecosystem thinking will revolutionize the future organization and operating model. Connected organization will break down their four walls to better leverage external capabilities, skills and innovation. By better connecting employees, teams and partners, leaders will be able to design work in a way that leverages key drivers for strategy growth, business optimization, community impact and highly scalable value creation.

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CONCLUSION

This lecture session has covered future of organizational design and transformation, categories of future Organizational design and transformation, application organizational design and technology, changes for future organizational design and technology, organizational transformation in post Covid era, future trends in organizational change management, future trends in business practices, digital transformation as future of organizational transformation, new paradigm in human component of design & change. Hope all the learners have enjoyed this.

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These are the references that we have used for this lecture session. So, we can conclude that this lecture session has covered the future of organizational design and transformation categories of future organizational design and transformation. Application of organizational design and technology changes for future organizational design and technology organizational transformation in post-COVID era.

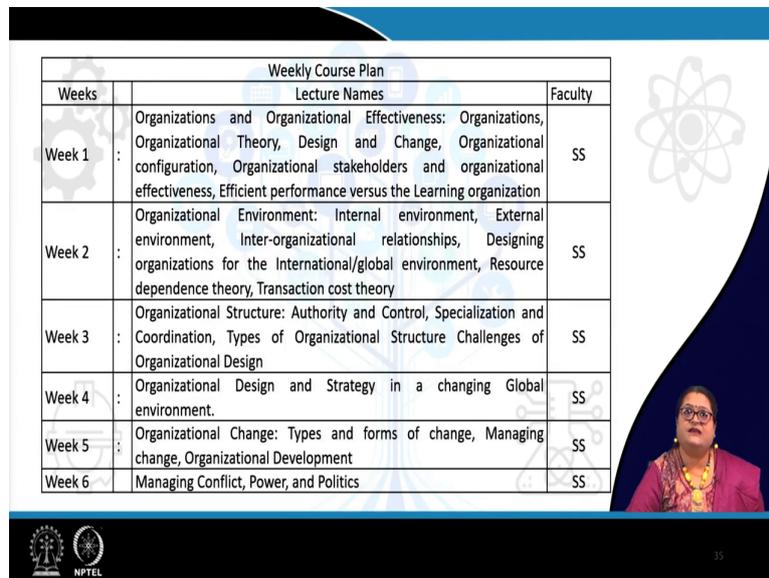
Future trends in organizational change management, future trends in business practices, digital transformation as future of organizational transformation, new paradigm in human component of design and change. Hope all the learners have enjoyed this.

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Now, today's lecture session brings us to the conclusion of the course on organizational design change and transformation. So, we will summarize the course over here with a recapitulation and look back into the sessions that we have had throughout this 12 weeks lecture session. Let us see.

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Weekly Course Plan		
Weeks	Lecture Names	Faculty
Week 1	Organizations and Organizational Effectiveness: Organizations, Organizational Theory, Design and Change, Organizational configuration, Organizational stakeholders and organizational effectiveness, Efficient performance versus the Learning organization	SS
Week 2	Organizational Environment: Internal environment, External environment, Inter-organizational relationships, Designing organizations for the International/global environment, Resource dependence theory, Transaction cost theory	SS
Week 3	Organizational Structure: Authority and Control, Specialization and Coordination, Types of Organizational Structure Challenges of Organizational Design	SS
Week 4	Organizational Design and Strategy in a changing Global environment.	SS
Week 5	Organizational Change: Types and forms of change, Managing change, Organizational Development	SS
Week 6	Managing Conflict, Power, and Politics	SS

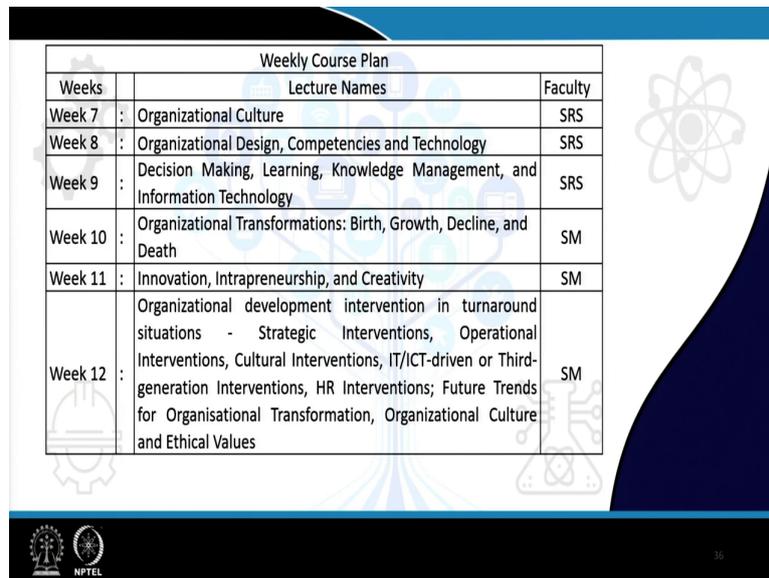
In week 2 we discussed about organizations and organizational effectiveness. The theories of design and change come organizational configuration, organizational stakeholders and organizational effectiveness, efficient performance versus the learning organization.

In week 2 we discussed at learnt about organizational environment, the different aspects of internal environment, external environment, inter-organization relationships, design organizations for the international and global environment, resource dependence theory and transaction cost theory.

In week 3 you came to know about organizational structure, authority and control, specialization and coordination, types of organizational structure, challenges of organizational design. Week 4 you got introduced to organizational design and strategy in the changing global environment. Week 5 discussion was based on organizational change, types and forms

of change, managing change and organizational development. In week 6 we discussed about managing conflict, power and politics.

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Weekly Course Plan		
Weeks	Lecture Names	Faculty
Week 7	: Organizational Culture	SRS
Week 8	: Organizational Design, Competencies and Technology	SRS
Week 9	: Decision Making, Learning, Knowledge Management, and Information Technology	SRS
Week 10	: Organizational Transformations: Birth, Growth, Decline, and Death	SM
Week 11	: Innovation, Intrapreneurship, and Creativity	SM
Week 12	: Organizational development intervention in turnaround situations - Strategic Interventions, Operational Interventions, Cultural Interventions, IT/ICT-driven or Third-generation Interventions, HR Interventions; Future Trends for Organisational Transformation, Organizational Culture and Ethical Values	SM

Moving to week 7 we discussed at learnt about organizational culture. In week 8 we discussed about organizational design competencies and technology. Week 9 there was a discussion on decision making, learning, knowledge management and information technology. As we moved ahead to like week 10 we found the application of whatever you have learnt from week 1 till week 9 moving towards onwards from week 10, 11 and 12.

In week 10 we focused on the organizational transformations which is one step ahead of organizational change which we talk of level two changes in organization and here we discussed about the different growth stages or the stages of organization formation from birth, growth, decline and death.

We discussed at learnt about organizational inertia in like how it faces the inertia and resilience organizational inertia with respect to the inertia towards changes in the internal environment of the organization which we discussed ahead.

In week 2 we discussed about internal environment here we discussed about the inertia faced in the internal environment and in or like resilience where we talked about how resilience is required to face the challenges in the external environment if the organization has to grow and not to enter into the stages of decline and death.

In week 11 we discussed about innovation, entrepreneurship and creativity as measures of facing organizational like decline and death and how innovation and creativity entrepreneurship can help the organization to transform oneself and emerge with a newer identity the culture required for innovation the structured required for innovation the design required for innovation also.

In week 12 we focused on the different intervention strategies required organizational development intervention strategies in turnaround situations where the organization has reached a death and where it has to turn around to like transform itself and begin its new journey.

So, here we discussed about the different intervention strategies the strategic interventions operational interventions cultural interventions IT and ICT based interventions and also third generation interventions and also HR interventions. Future trends for organizational transformations are also discussed in today's lecture and organizational culture and ethical values have also been discussed at length.

So, you can see throughout the course for the with the twelve weeks lecture sessions we have given you a comprehensive coverage a journey a total panorama of what happens in organizational design change and transformation we hope you had an enjoyable journey with us where you could learn through all the different aspects of organizational design change and

transformation and it would be will really be happy if you are implementing all the learnings that you have had from this course in your work organizations in your real life situations.

Hope you are reading through the sessions well and if you are having any query, please write to us in the discussion forum and platform we will be happy to answer to your queries happy learning enjoy reading.

Thank you.