



INTERNATIONAL JOURNAL OF ADVANCE RESEARCH, IDEAS AND INNOVATIONS IN TECHNOLOGY

ISSN: 2454-132X

Impact factor: 4.295

(Volume3, Issue1)

Available online at: www.ijariit.com

Management of Organisational Transformations

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Abstract-Transformation is a term related to re-engineering, redesigning and redefining business systems or any other domain. Organization transformation can occur in response to or in anticipation of major changes in the organization's environment or technology. Some of the triggers might be organization's culture, self-designing and organization learning, and knowledge. Transformational changes are triggered by environmental and internal disruptions like industry discontinuities, product lifecycle shifts and internal company dynamics. Change can be systematic and revolutionary reshaping the organization's culture and design element and altering the nature of the organization. Change demands a new organizing paradigm.

Keywords- Organization, Transformation, Change, Environment, Processes.

Introduction

Any change in an organization is driven by senior executives and line management. They are responsible for the strategic direction and operation of the organization and actively lead the transformation. Executive leadership has a critical role in transformational change. They have to envision, energize and enable. The transformational change required continuous and considerable innovation and learning. Culture change is the most common form of organization transformation. Organization culture is also the focus of growing research and protecting these implied rights. A growing number of researchers and practitioners have called for self-designing organizations. These organizations have a built-in capacity to transform themselves to achieve high performance in today's competitive and changing environment. The requirements of organizational transformation are systematic change, dynamic and iterative, organizational learning, multiple stakeholders and multiple levels of the organization. Application stages involve laying the foundation, designing, implementing and assessing. Organizational learning and knowledge and management is aimed at helping organizations develop knowledge to change and improve themselves continually.

The effectiveness of an organization is always about the current context of operation and the transformation needed in strategies, processes, behaviors, workstyles, infrastructure and places to create smarter and more sustainable operations. Organizations have to evolve and adapt to their external environment to survive. Climate change involves political factors, economic climate, customer needs and trends. Political factors may consist of regulations, taxations, government policies and reviews. Economic climate varies from the credit crunch, recession to the delivery of more services with less budget. Now we have global customers who are more informed and empowered and expect 24/7 support with cost-effective integrated services. Trends might include challenges as aging population, the speed of innovation, virtual organizations, diversity and war for talent.

Engagement with managers, staff, partners, suppliers and other stakeholders is critical to making the transformation happen along with the necessary investment in infrastructure, processes and people development. Making it happen requires leadership at all levels of the organization from the empowering CEO to the empowered contact center agent who can bend the rules to satisfy the needs of the customer as their action is consistent with the vision for the organization. Vision is where we want to get to and should have a common understanding within the organization of what it really means along with plans of why and how the organization is going to get there. Transforming strategy for the organization is different from the path that has been followed in the past and needs to build upon the experience and learning of the journey till date. It recognizes what is possible within the organization having consideration for constraints and capabilities.

Transforming processes means ensuring alignment of the value chain of each operation to the overall business strategy. Effectiveness of the processes can be enhanced through re-engineering, people development, innovation and simplification. Performance management and project management are great tools to enhance organizational effectiveness. Performance management as seen as a process to go through rather than being embedded in the heart of the organization driving positive new behaviors. Project management implies that whether it is a big IT system or capital project or implementation of an idea to enhance team working in the office, all projects need to go through a similar process to achieve the desired outcomes.

AUTHOR'S INFORMATION

Jyoti Madabhushi, B.E, M.S. has got more than 25 years of work experience in IT industry with more than one and a half decade experience in project management. She has worked in various capacities from being a hands-on technical person to project manager, program manager, portfolio manager to strategic business unit head mapping her portfolio to the changing trends in IT.

CONCLUSION

The transformed organization is a combination of aligned incentives, well-managed people development, robust enabling technology, dynamic real estate and a transformation approach that actually realizes the anticipated benefits.

REFERENCES

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