

ABSTRACT

It is 2p.m and Mr. Sriram has just skipped his lunch and tried to focus on the issue that has been bothering him for quite a long time now. Now his skills to be organizational development expert have been put to test. How will he work for the greater cause of the organization development and convince the top management that it is not all about performance alone –it is about the ripple effect it is going to create in the organization which is going to create more damage than good.

Many companies opted for changing their people strategy, they were forced to upgrade their technology and finally they were also ready to strategize even better; but what was troubling Mr. Sriram, the board member representing the Organizational development team of the éclat group of industries was is it worthwhile to change the culture of the organization because of stiff competition in the market and to emerge as market leader? Is it not worthwhile to stop and focus on the mission with whom the company was created than just mess with the overall culture of the organization? This company had been performing significantly and consistently getting higher rating as the best places to work for. But of late there have been significant changes in the hiring policy of the organization and this has lead to hiring some of the top notch industry professionals into the organization. These were star performers in the industry and obviously so were attracted to éclat group of industries. This industry is known to be 2nd largest pharmaceutical organization in the country. When the group of star performers climbed on the corporate ladder they started to influence the culture of the organization which was mostly Japanese based culture of consistent improvement. But the team started emphasizing on the hire and fire policy within the organization as the base to improve the performance of the organization.

What Sriram worried was the concern to lose some key B players who had significantly contributed to the growth of the organization in the past. What kind of interventions he needs to plan in order to bring a

smooth change in the culture and also not losing the performing culture of the organization. This culture has always enabled the organization to be the most sought after employer in the past and people those who worked for this organization for the last 5 years also emphasized the fact that they loved to work in the organization because they were not

pressurized to perform in a particular way and they always emphasized because of the informality which existed in their professional set up- they were more motivated to put their 100% into the work that they were assigned. Now that the star performers are bringing in a culture of hire and fire they were really skeptical and they were considering their future grim. In a way Mr. Sriram thought that it is wise to brainstorm on this issue further with his team members to know the impact of the change.

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The case aims to understand the process of change management and the various organizational development interventions which could be planned for bringing the cultural change in the organization.

Keywords:

Organizational Change, Organizational Development, Change Management, Culture Change, Organizational Development Interventions