

Vision: A Catalyst for Change

Dr. Sheetal Mody

Ph.D., M.Phil., M.B.A., UGC-NET

ABSTRACT

In recent times all the organizations are been constantly faced with the change. As every facet of operations is in the manufacturing or service sector is undergoing change. The dynamic business environment both internal and external is triggering changes in the organizations. Those organizations which are able to see these changes and adapt rapidly this phenomenon of change are able to survive and thrive for a longer period. These changes need to bring in the business plan, organization structure, culture, the product or services of the organization, human resources, and the technology. The present paper makes an attempt to put forth the case of the Mumbai Dabbawala and their adaption to change.

INTRODUCTION

Mr. Barack Obama, during his election campaign, had a plan to refurbish America's promise with the words "Change we can believe in". His Presidential campaign was marked by changes. He wanted to change a nation and its way of acting. In his victory speech, he said, "Change has come to America". Change is to an alteration of a company's strategy, organization structure, culture, technology, such changes make a manager's job dynamic and provide an opportunity to them for developing new themes and thoughts for the development of the manager. These alterations can be in form of structure that is the span of control, authority relationships, design of the job and coordinating mechanism, the technology informs the tools and techniques, machinery methods of operations, in the human resource their perceptions, expectations, attitude towards the job and behaviors. These waves of changes also flew in the Indian subcontinent in 1991 with the government opening up its economy. To adapt to these changes the Indian government announced successions of policy reforms, allowing for the free play of market forces, motivating competition among the enterprises, connecting Indian companies and International companies, bringing heavy turbulences in the Indian corporate and world markets, also the small enterprises too impacted by this new reforms.

OBJECTIVES

1. To study the role of leadership in change management
2. To study the case of Mumbai Dabbawala for change management

RESEARCH METHODOLOGY

The study is based on the primary methodology of personal interviews and secondary data through newspaper articles, journals, and books.

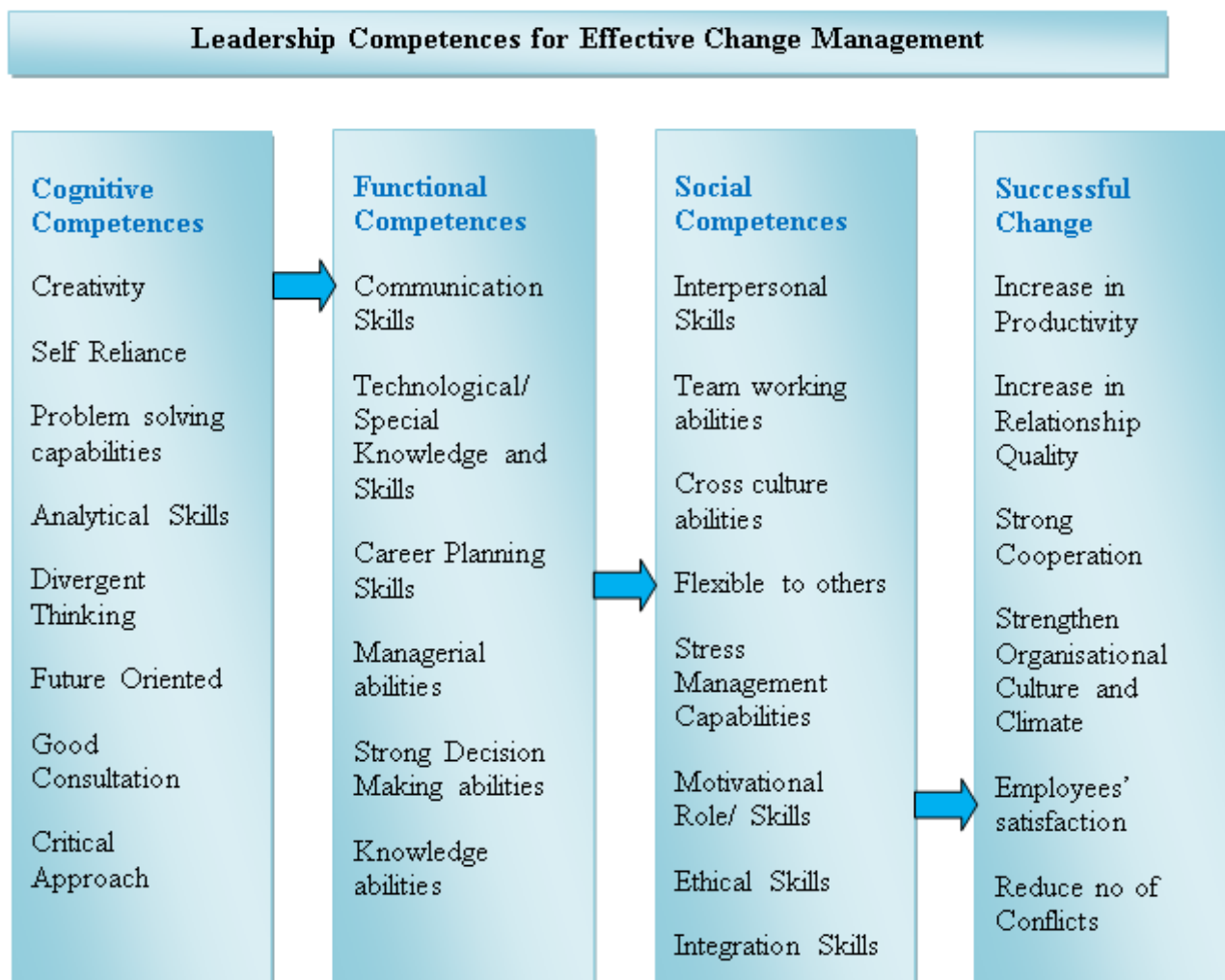
SIGNIFICANCE OF THE STUDY

The study is important as it provides knowledge over the change which is the most permanent event. The organisations have to function in the most dynamic business environment, those who are involved with the human resources department of the organization has to prepare strategies to assimilate the change in the department.

ROLE OF LEADERSHIP IN ORGANIZATIONAL CHANGE

The vision is sort of complex term to define and has multidimensional view. Different scholars and researchers describe it in different way. Kouzes takes it as "an ideal and unique image of future for the common good" (Kouzes and Posner, 2007). At the other end Jonathan swift states that "Vision is the art of seeing the invisible". The knowledge of where we want to go needs a clear vision. The vision develops inspiration,, mutual responsibility and motivation for success. They provides thoughts for smart moves and choices that leads to clarity of vision and the results are has expected (Kotter , 1996). So vision can be the ability of an individual who is capable to perceive the future developments and design accurate moves with a sense of motivation and sense of responsibility.

Most of the organizations today believe that effective leadership is one of the most crucial sponsors to the inclusive organizational performance and change. Intelligent leaders are those who have a bundle of skills and knowledge gained through experience that provides them to be effective and efficient in daily life. Effective leadership is always required to bring effective changes (Kennedy, 2000). Brookfield has always highlighted the significance of culture while discussing the issue of organizational change, he indicates some obstructions which can affect the change management efforts, which include the secrecy culture, the individualism culture and silence culture (Brookfield, 1995). The competent leadership can handle and manage such problems. According to Gruban (2003) the competence is an ability to manage knowledge and other skills and capabilities.



(Pagon. M, Banutai .B & Bizjak, 2008, p4)

CASE STUDY OF MUMBAI DABBAWALA FOR CHANGE MANAGEMENT

In the year 1982, the Bombay Mills Company faced the business life cycle's Bell-jar. This happened when the factories strike hit the mills and left a lifetime devastating impact on the lives of Mills workers and to the society at large. The closure of mills not only impacted the mills and the mills' workers but also the small enterprises connected directly or indirectly to the mills.

The mills' workers strike, their struggle with the mill owners, their demands and the proposals of mill owners to the Union leaders were the headlines of every newspaper in the year 1982. The struggle was turning ugly day by day. Every Mumbaikar was eyeing the phenomenon. There was one person who was closely

watching the struggle, the reason because his enterprise was impacted due to this strike, and was Mr. Gangaram Talekar, the Secretary of Mumbai Dabbawala Association.

In those days, the mills' workers, the supervisor staff, the mill owners tiffins were delivered by the Mumbai Dabbawalas. Due to the struggle the number of dabbas.

The whole scenario was observed by Mr. Gangaram Talekar, he discussed individually the unrest with the downline dabbawalas working on the field. The study relieved to him that the main reason for the unrest was the reduction in their money., and the impact was majorly on the downline staff, the upline staff wasn't much impact by it. Mr. Gangaram Talekar realised the situation was nowhere far from the Bombay Mills Tragedy. He devised a solution to this situation, which was Structural Change in Payment System, EQUAL PAY FOR EQUAL WORK. This would stop the unrest since the main cause of the unrest is Reduction in taking away payment primarily of the downline staff. He decided to explain the solution to fellow Mukkadams. As usual Resistance to Change. The mukkadams refused to accept the solution reason was they would be having a reduction in their payment. Now, this was a big challenge for him, but he had left with no choice but to face it. While he was observing the unrest and discussing individually with the dabbawalas he noticed a prominent point in which all the dabbawalas were kinds of each other next or distant they belonged to the same village.

He, therefore, decided to raise this issue in the upcoming Village Jatra, (an annual traditional get -to-gather program). He knew that when this issue would be raised at the Social level, it would no more remain an association issue but the social issue and the upline and downline dabbawalas would have to face the society, which was in way their families, and the whole issue would be then a matter of social prestige, therefore denial at that level would be difficult. Mr. Gangaram Talekar, raised the issue the Village Jatra and all followed a similar way has he foreseen it.

The matter since turned to be social, Mr. Gangaram Talekar presented the issue as the assistance of fellow Mukkadam the upline staff to the downline staff, this presentation made the proposal accepted has it was now a social prestige and all of them would receive a good name in society in the way in each one's family. He announced the EQUAL PAY FOR EQUAL WORK, All Dabbawalas were Equal shareholders and he declared he would start the plan with his team. In the beginning, it was difficult, but as all dabbawalas now realised that rising ones dabbas would lead to the rise of one's payment all of them worked hard and increased their dabbas, which led to the rise in their payments. Slowly it was followed by the other teams, and Mr. Gangaram Talekar was able to successfully implement the Change. EQUAL PAY FOR EQUAL WORK and EQUAL SHAREHOLDERS, these changes were brought in the Mumbai Dabbawala Association by Mr. Gangaram Talekar.

CONCLUSION

Gandhiji said, "if you want the CHANGE IN OTHERS, be the CHANGE first", Mr. Gangaram Talekar for saw the ugly Unrest to turn into a big calamity for his Association and therefore he implemented the solution on his team. The rest of the teams joined after finding it successfully, it's the way people accept change only after finding betterment, in its but few are like Mr. Gangaram Talekar who look at the broader perspective, large benefits rather for individual benefits. He Changed the association perspective from 'I to We'. The name and fame of Mumbai Dabbawalas in today's times is somewhere the reason for Mr. Gangaram Talekar's s foresight and vision.

REFERENCES

- Applebaum, S.H., St-Pierre, N., Graves, W. (1998), "Strategic organisational change: the role of leadership, learning, motivation and productivity", Management Decision, Vol. 35 No.5, pp.289- 301
- Bass, B.M. (1990) Handbook of Leadership: Theory, Research, and Managerial Applications 3rd ed., New York: Free Press.
- Bennis, W. & Nanus, B. (1985), Leaders: the strategies for taking charge. New York: Haper and Row, Vol 24, No 4, pp 503-508

- Berglund. H (2007), Risk Conception and risk management in corporate innovation, International Journal of Innovation Management Vol. 11, No. 4 pp, 497–513
- Blake, R. R., & Mouton, J. S. (1978), The new managerial grid. Texas: Gulf Publishing Co, 2nd ed.
- Blake, R. R., & McCanse, A. A. (1991), Leadership Dilemmas Grid Solutions Houston: Gulf Publishing. 3rd ed.
- Bolden. R (2004), what is leadership? Leadership southwest Research Report, pp 5-7 and 28-30
- Boston, MA (2000), Management Decision and Research Center; Washington, DC: VA Health Services Research and Development Service, Office of Research and Development, Dept. of Veterans Affairs
- Benner, M & Tushman, M (2003), Exploitation, exploration, and process management: The productivity dilemma revisited. Academy of Management Review, Vol. 28, pp, 238-256
- Brenner R. (1987), Rivalry: In Business, Science, Among Nations. Cambridge: Cambridge University Press, 2nd ed.
- Fagerberg, J. et al, (2004) Oxford Handbook of Innovation, pp. 1–26, Oxford University Press Fiedler. F (1996), “Research on Leadership Selection and Training: One View of the Future,” Administrative Science Quarterly, Vol 41, pp. 241–250
- Gesell. I, M.ED, CSP (2010), Leadership and Legislative conference (AIA Grassroots) Agile Leadership: Innovative Approaches to Leading in Uncertain Times, Leadership and Legislative Conference, Washington, D.C