

**EFFECTIVE CHANGE MANAGEMENT AND ITS IMPACT ON
BUSINESS PERFORMANCE –WITH SPECIAL FOCUS ON
SELECT BANKS IN MAHARASHTRA**

**A THESIS
SUBMITTED TO THE
TILAK MAHARASHTRA VIDYAPEETH PUNE
FOR THE DEGREE OF DOCTOR OF PHILOSOPHY
(Ph. D.)
IN MANAGEMENT
UNDER THE BOARD OF MANAGEMENT STUDIES**



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Subject Management	Effective Change Management and its impact on Business performance –with special focus on Select banks in Maharashtra
Under the faculty of	Management
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**I, Hereby, Declare That, The Thesis Titled ‘ Effective Change Management and
its impact on business performance–with special focus on select banks in
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The Basis or The Award of Any DEGREE Or Other Similar Title Upon Me Of
This Or Any Other VIDYAPEETH Or Examining Body.**

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This is to certify that the thesis titled “Effective Change Management and Its Impact on Business Performance –With Special Focus on Select Banks in Maharashtra” which is being submitted herewith for the award of Degree of Vidyavachaspati (Ph.D.) in Management of Tilak Maharashtra Vidyapeeth completed by Shri Ravindra Venkatesh Sangvai under my supervision and guidance. To the best of my knowledge and belief the work incorporated in this thesis has not formed the basis for the award of any Degree or similar title of this or any other University or examining body upon him.

Place Pune

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Date June 2021

Prof Dr Rajendra Dhamdhare

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Abbreviations

RBI Reserve Bank of India LPG Liberalisation, Privatisation and Globalisation VUCA Vulnerable, uncertain, changing, ambiguous MIT Massachusetts Institute of Technology ISB Indian School of Business BIS Bank of International Settlement LMX Leader Member Exchange NPA Non-Performing Assets PSMOR Principles of Sound Management of Operational Risk DICE framework consisting of Duration, Integrity, Commitment, and Efforts PQ Physical Quotient SPSS Statistical Package for Social Sciences CM Change Management HR Human Resource Management Development HRM Human Resource Management HRD Human Resource Development NABARD National Bank for Agriculture and Rural Development RIDF Rural Infrastructure Development Fund KYC Know Your Customer CMD Chairman and Managing Director CEO Chief Executive Officer/ED Executive Director/CGM Chief General Manager GM General Manager/ DGM Deputy General Manager/ AGM Assistant General Manager SOA Service Oriented Architecture API Application Program Interface B2C Business to Customer/B2B Business to Business/ B2E Business to Employee TreDS Trade Receivable Discounting System MSME Micro Small and Medium Enterprise CBS Core Banking Solution BOB Bank of Baroda BCG Boston Consulting Group SSC Shared Services Centre AOK Account Opening, Kiosk SSPBP Self Service Passbook Printers DSS Digital ATM Signage System CR Cash Recyclers IPG Internet Payment Gateway Baroda DigiNext Cash Management Services BBPS Bharat Bill Payment Service/Multifunction, Kiosk (MFK) UPI Unified Payments Interface VPA Virtual Payment Address CAG Customer Acquisition Group CRILIC Central Repository Of Information On Large Credits EASE Enhanced Access and Service Excellence GOI Government of India PSA Potential Stress Accounts ESS Early Stress Signals SDG Sustainable Development Goals VOC Voice of the Customer PDCA Model Plan-Do-Check-Act Model SLA Service Level Agreements BELT Branch Executive Leadership Team OSD Operation Service Delivery AEPS Aadhaar Enabled Payment Service RTI Right to Information Act, 2005	DRS Disaster Recovery Site SWIFT RTGS, NEFT CSR Corporate Social Responsibility Baroda-R-SETI Baroda Swarojgar Vikash Sansthan ROA Return on Assets ANBC Adjusted Net Bank Credit PMJDY Pradhan Mantri Jan-Dhan Yojana NAR National Academy of RUSETI ESPS Employees Stock Purchase Scheme FOREX Foreign Exchange IT Information Technology CPU Centralized Processing Units IRPC Retail processing Centres CASA Current Account and Savings Account balances EASE Enhanced Access and Service Excellence NPCI National Payments Corporation of India CERT-In Computer Emergency Response Team India Urban Cooperative Banks (UCBs) Cyber Crisis Management Plan (CCMP) Pricewater-house Coopers Private Limited, India (PWC) Virtual Relationship Management (VRM) Channel Chief Executive officer (CEO) Key Performance Indicators (KPIs) Shipping Credit Investment Corporation of India (SCICI) BoM' Bank of Madura Bandra Kurla Complex (BKC) RCS Registrar of Cooperative Banks LC Letter of Credit TOD Temporary Overdraft BR Act, 1949 (AACS) Banking Regulation Act As Applicable to Cooperative Banks Core Banking Solution (CBS) One-time Settlement (OTS) RAP (Revival Action Plan). AGM Annual General Meeting ATM Automated Teller Machines MIS Management Information System CD Credit-Deposit Ratio PSU Public Sector Unit CISO Chief Information Security Officer TAT Turn Around Time business correspondent (BC) CSP Customer Service Point EMI Equated Monthly Instalment KRA Key Responsibility Areas IoT Internet of Things CAFRAL Centre for Advanced Financial Research and Learning CTS Cheque Truncation Clearing IDMIS Dispute Management Information System DFS Dealer Finance Scheme ADWM GCC Green Channel Counters
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1.0 Introduction:

Purpose of research: Purpose of research is to prove that effectiveness of Change Management impacts business performance. Focus is on select banks in Maharashtra state as to confine the universe for individual effort but make it more representative as most of the head offices of banks are located here. Business as usual is change for banks in today's world because of continuous technology improvements and need of staying ahead of the competition to drive changes to way of work. Transitioning the employees, teams, organisations to desired, goal directed, future state is the best way change management can be defined in modern corporate parlance. Changing processes, products, services, management styles, restructuring, rebranding, and compliances to legal bodies, human behaviours, attitudes, working conditions,

market expectations and needs of reskilling all are encompassed under broad umbrella of change management.

Researcher's interest in the topic arose from his wide experience as central banker currently working as CGM in RBI as well as faculty in banking and interaction with senior bankers and knowledge of related problems.

Because of the experience and background of the researcher as a central banker for past thirty years in either in supervisory capacity or as an faculty at Reserve Bank of India's College of Agricultural Banking and Centre for Advanced Research and Learning, which provided ample opportunity for interaction with top bankers, has also helped in further generating the interest in this subject as a research.

The outcome will be useful being relatively ignored area of study in banks.

Concept of change management is relatively a modern developed of twentieth century. Many management experts and authors like Kurt Lewin (Three stage change process), Bridges (Leading-Transition-model), John Kotter's (Eight Step Change Model), Jeff Hait (Prosci Enterprise Change Management Model and ADKAR Model for Change Management), Mckinsey (7 capabilities model) have variously defined the concept for managing change and transformation in various companies. Broadly, change management can be aptly defined as the process of continually renewing direction, structure, and capabilities of an organisation to serve the ever-changing needs of its external and internal customers² of banks. But it is not perceived as a single or continuous process, but integrated effect of many smaller stages or steps¹. It is an initiative taken by any organisation to be sustainable and profitable and compete in changing environment retaining characteristics of adaptability and flexibility. It helps for minimizing resistance and maximizing success. It is a systematic and organised application of know-how, tools and resources of change that enable organisations and entities with processes for achieving outcomes from changed business strategies.

Concept of Change Management has now taken the shape of an independent discipline with multiple consulting companies and individual experts and advising firms like Rolland, Prosci, Dr John Kotter and companies all over the world, especially all the fortune 500 companies, to improve performance or business models for survival and

growth or avoid the risk of extinction in this VUCA (vulnerable, uncertain, changing, ambiguous) world.

The concept of change management is prevalent and being used across the Indian banking industry to different extent and there are quite a few examples which can be inferred from available literature by various eminent authors like Rajesh Chakraborty (SBI), Tamal Bandopadhyay (HDFC and Bandhan), Dr Pritam Singh (ICICI-Change Maestros), Khandelwal (Bank of Baroda). These studies have generated interest in researchers mind. It has helped the researcher in realising the importance of the concept of managing the change for Indian banks.

There are many examples of companies which could not absorb the new information technology and were stuck to old models got outdated, stopped progressing and eventually shut down in recent past. Some stark examples are Sperry Univac (electronics), Honeywell (blending products with software), Control Data, Digital Equipment Corporation, Wag, Data General, Prime etc. (into mainframe and minicomputer production), Kodak, Poloroid Camera films), Lucent, Notel, Compaq, Gateway, Lotus, Ashtentet, Borland, Novel, Nokia, Tower Records, Borders, Xerox, Barns & Nobel, Yahoo, Sun Microsystems, Siers, Dell, Motorola, Sony mobile phones and so many more like them. Though these companies had sensed the rise of new technologies but were slow adapters or ignored by never believing their potential. It has been evidenced that only those industries will survive who can sense, adapt and face changes continuously. Business models of many big companies are changing fast. Today anybody who owns or plans to start a business must think futuristically with a vision of next few decades and keep changing strategy in view of changing technology and societal needs or simply perish. There also can be internal change without an external trigger force for transforming in creating standards which may attract growth in business. Corporate like Whole Foods., GE, Apple, Google or indigenous startups like Ola, Flipkart, paytm, unified payment systems or various card system have created a need which did not exist few years ago fitting some latent needs of betterment of life which made them successful. In business parlance, dissatisfaction with present strategies or business outcomes gives rise to change. The dissatisfaction arises as the outcomes don't fit with vision or ideas for the future of the entrepreneurs.

Imperatives and forces for change for change management in banking industry:

Change and its management is one of the main challenge for banks. With a dynamic ever-changing ecosystem and underlying central role of banks and bank accounts in bank led Indian economy, effective change management for improving practices and performance of banks by designing efficient responses for business growth is imperative². Modern organisations need latest technology, need to create new products, have to face new competitors and changing new regulations. They have to employ and interact with new type of people with new values and experiences. These are inevitable needs or challenges of the modern organisations. In tune with the times, the regulator, regulatory norms for setting up sandboxes by banks have been laid down norms for fintechs to boost pace of change in the banks. The financial technology partners are useful to banks for sharing data and creating new offerings or better efficient ways of reaching out. It is importance for banks to implement change management not only to survive and grow, but also to perform their developmental role in Indian economy efficiently. Developing ability to withstand continuously changing and growing requirements of customers, adoption of technology based business models and winning in the competitive environment is essential for banks. Readiness for responding to forces of change for Indian banks in an agile manner becomes imperative.

Academic courses and foreign trainings programs have helped the researcher in realising the importance of the subject further, especially, ISB-Darden Global Strategy and Leadership Program at Darden School of Business, Virginia University, Charlottesville, USA and Certificate Course at MIT Sloan Emeritus Institute of Management on Leading Organizations and Change.

Guidance by eminent management expert Professor Dr Rajendra Dhamdhare helped in crystallising the research topic, which was duly approved by the Management Department of the prestigious Tilak Maharashtra Vidyapeeth (TMV), Pune, The exact title of the research topic approved by TMV is “Effective Change Management and its Impact on Business Performance—with Special Focus on Select Banks in Maharashtra”. The researcher has confidence that the research project would lead to exploring important usable learnings for the banks and bankers as well as contribute to creating resource for filling the research gap to some extent.

With this introduction, researcher has set out to explore the concept and its relevance for banks in depth in this chapter.

Change and Change Management: Everything inevitably changes naturally progressing or digressing like a river-including civilisations. Building a dam, is manufacturing change. If not managed well, disaster downstream-change management (CM). We live in a world where "business as usual" is change which necessitates beating the odds for implementing sustainable processes improving survival, efficiency and productivity long term. New initiatives, project-based working, technology improvements, staying ahead of the competition come together to drive ongoing changes to the way we work involve change management.

Change Management for banks: CM for banks is complex because of their function of money supply and money multiplier critical for allocation of resources and protection of consumer interests. There are concerns of financial stability and systemic risk-contagion, risk management of products and services, digital transactions (95% of all transactions). Any glitch, a product change, a service change, a cyber-advisory, a software program, new guideline can necessitate immediate change. In banks most of the changes are observed to be of reactionary (in response to guidelines) nature than proactive self-change type. In today's digital world of constant changing consumer matrix, capability of continuous online change with open banking platforms to share data with fintechs is required. And PSBs also face the biggest limitation of inability of hire fire strategies of human force like private sector.

The core problem: Core problem for banks is identified as creating strategy framework for successful change management which is a challenge for banks at the crossroads of international competition, fast changing regulatory guidelines, banking technology and customer needs. Because banks deal directly in finance. Any failure of change management can lead to loss or potential loss. Therefore banks generally measured and slow in responding to change.

Most of the existing change models are geared towards private companies. Not towards banks and Government. Most of the banks have their own policies and ways. There is no unifying structure focussed towards banks.

Therefore, the core problem is of creating strategy framework for successful change management in banking industry.

With this view, the researcher has chosen the research topic and focused on evolving framework for change at banks

1.1 Background: Changing face of Indian economy and banking: Impact of Liberalisation, Privatisation and Globalisation (LPG) reforms on Indian economy and banking:

According to World Bank India Review 2019, with 1.35 billion population, India has emerged as global player after integration into global economy by implementing infrastructure projects and focus on reforms, providing impetus to economic growth.

The Narasimham Committee's report of 1991 created initial set of changes and reforms in the banks which were compliant with the reforms aimed at opening the markets for global entry as preconditions of IMF for supporting during forex crisis. These increased access and activities in financial markets with freedom for prices setting, for private sector and resources allocation.

Such opening of current account and part of the capital account for external funds flows across the border which is known as opening up of economy by removal of protectionist tariff walls for imports and exports of products and resources triggered fast paced changes in the economy and in turn in banking scenario, which are popularly known with the acronym LPG standing for forces of liberalisation, privatisation and globalisation.

Competitive spirit in the banking sector increased leading to efficiencies in product, processes and people of Indian commercial banks with the entry of foreign banks and private sector banks, in the wake of LPG and globalisation. Restrictions on entry of foreign players were removed as part of the deal with IMF with multilateral trade commitments under WTO (World Trade Organisation) norms applicable, and the number of foreign banks has gone up from just 21 in 1990's to 40 by 2019. New licenses were issued to private banks whose number has now gone up to 21 with upto 74% foreign direct investment (FDI). Which has immensely contributed to the banking penetration, availability of credit and efficiencies not commonly found in public sector banks (PSBs).

The banks have also been allowed to become universal banks and enter into insurance business, jointly or by taking up strategic investment enabling funding infrastructure. International best practises under Bank of International Settlement (Basel) reforms for managing risks and bringing capital, liquidity and leverage standards have been adopted¹².

The pace of banking reforms has phenomenally increased with combination of regulatory initiatives for risk management (including adoption of Basel III for higher capital, leverage ratio and liquidity standards), aggressive financial inclusion drive by the State and Banking regulator leveraging digital technology for applications like mobile and internet banking as well as communication and electronic remittances like RTGS NEFT, with digital processing technology, has revolutionising access to banking products and services. Demographic dividend, urbanisation, digitisation, growth of service industry, education, financial inclusion, global integration, aligning with international best practices by regulatory prescriptions have all acted as triggers for these changes. With the changes stated above, business and net worth of banks and all other ratios have improved (figure 1).

Capital Adequacy of SCBs(As at end-March 2019)									
	PSBs		PVBs		FBs		SCBs		
	2018 2019		2018 2019		2018 2019		2018	2019	
CRAR	11.6	12.2	16.4	16.1	19.1	19.4	13.8	14.3	
Of which:	9.3	9.9	14.2	14.1	18.0	18.2	11.7	12.2	
Tier I									
Tier II	2.3	2.3	2.2	2.0	1.1	1.2	2.2	2.1	
Source: Off-site returns (domestic operations), RBI, Trend & Progress									
Trends in Non-performing Assets - Bank Group-wise									
(Amount in ₹ crore)									
Item			PSBs*		PVBs^		FBs	All SCBs#	
					Gross NPAs				
Gross NPAs as per cent of Gross Advances									
2017-18					14.6		4.7	3.8	11.2
2018-19					11.6		5.3	3.0	9.1
Net NPAs									
Closing Balance for 2017-18					4,54,473		64,380	1,548	5,20,838
Closing Balance for 2018-19					2,85,123		67,309	2,050	3,55,076
Net NPAs as per cent of Net Advances									
2017-18					8.0		2.4	0.4	6.0
2018-19					4.8		2.0	0.5	3.7
Source: Off-site returns (domestic operations), RBI, Trend & Progress									

Return on Assets and Return on Equity of SCBs – Bank Group-wise(At end-March) (Per cent)								
Bank Group	Public Sector Banks		Private Sector Banks		Foreign Banks		All Scheduled Commercial Banks	
	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19
RoA	-0.84	-0.65	1.14	0.63	1.34	1.56	-0.15	-0.09
RoE	14.62	11.44	10.12	5.45	7.16	8.77	-2.81	-1.85
Note: For PSBs and PVBs, data adjusted for reclassification of IDBI Bank								

Table 1.1: CA, NPA, ROA of Indian banks (Source-Trends & Progress, RBI publication)

With new opportunities available to banks, they diversified in new directions and business lines like investment banking, insurance products, cards, depositories, mortgaging, securitising etc.

New subsidiary financial institutions like mutual funds, shadow banking by NBFCs, National Small Savings (NSS) have come into being and give competition to banks because of their better delivery and service culture. The weakness of commercial banks in term of service delivery and product availability catering to corporate customers was exposed post globalisation, leading to efforts to improve standards.

1.1.1 Changing banking structures and business needs: Indian banking system is diverse with twenty seven PSBs to be reduced to twelve after merger, twenty seven PvtBS, forty forex banks, fifty six RRBs (Regional Rural banks), 1,551 UCBs, 93,384 RCs (Rural Primary Cooperatives), over three hundred District Central Cooperative banks, thirty State Coop banks StCBs. As of March 31, 2019, Rs 97,09,829 crores aggregate loans and Rs 1,28,87,262 crores deposits were outstanding by banks. Banks are expanding in terms of business, products, processes, practices, risk management and outreach like the banking industry worldwide. Therefore, change is the only constant in Indian banking scenario.

Banking once used to be all about stability, predictability, growth with clearly defined path, but today such linear thinking no more leads to success due to impact of various factors like globalisation, labour mobility, new and advanced technology, multi-national corporations, conglomerates, changed customer needs etc. *Due to* variety of banking structures, there is diversity in technology adoption, governance methods, human resource management and business mix catering to customer segmentation

making management of change complex and challenging. Customer journeys have improved with induction of technology enhancing banking infrastructure imparting competitive advantage and digital banking has soared upto 1 trillion dollars as per estimates.

Banks are using digital platform for imparting services with application programming interface (API) based open banking along with third party fintechs for creating new products and services and sharing revenues with growth in business. Banking is now a dynamic field which requires and need to think like technology companies.

1.1.2 Interdependence of economy and banking for growth: As is well known, Indian economy is bank led. In past few years, massive changes in the economy like e-commerce, digitisation, dynamic markets, internationalisation, entry of multinational banks, mass adoption of mobile phones, internet of things, telecom connectivity have affected the banks. Digital transactions per person have risen 10 times in last five years and it is targeted and predicted to raise it further by another 10 times in next 3 years by shifting to low value, high volume and low cost transactions ⁴. Per capita digital transactions are targeted to rise from 22 in 2014 to 220 by 2022. Transactions over mobile phones have jumped overtaking cards and Point of Sale (POS) machines. There are 2.21 lakh ATMs, 37.22 lakh Point of Sale (PoS) machines, 100 crore debit cards and 5 crore credit cards with immense potential for increasing the transaction volumes. Policy for refund of merchant discount rate (MDR) for merchant transactions below Rs.2000 has incentivised digitisation of customer transactions in customers. Transactions over wallets are picking up fast. Direct Benefit Transfer (DBT) of all the subsidies and ever increasing payments under MANAREGA are a new normal in rural economy.

Banking is contributing to inclusiveness of the economy through financial inclusion drive which has taken major strides in reaching out to provide financial services to most of the population like opening accounts, credit, deposit, remittance and insurance. Deposits under PM JDY skyrocketed to 355.4 million (35.5 crore) accounts with balance of Rs 988.74 billion (9887.4 crore). As on May 2018, 12 crore people are covered by MUDRA yojana (outstanding loans balance of almost Rs 6 trillion-6 lakh crore) and 11 million subscribers to Atal Pension Yojana. Increasing earnings is

creating banking penetration of uncovered areas being covered by financial inclusion program for all villages driving growth of banking sector²⁷. Kisan Sanman and Kisan pension are now going to cover all the farmers, which is a paradigm policy shift.

The digital payments revolution is triggering massive changes in the way credit is disbursed in India. Debit cards have radically replaced credit cards as the preferred payment mode in India with a share of 87.14 per cent of the total card spending through it. All these schemes are being implemented through commercial and cooperative banks. Jan Dhan Darshak mobile app has been launched to help people locate financial services in India for easy access²⁷.

Banking sector dominates and accounts almost 80% of credit flow in the economy and with their geographical expansion and functional diversification, Indian banks have assumed new responsibilities of financial inclusion, transforming from 'class banking to mass banking during past few years which is major Government and Reserve Bank of India drive.

1.1.3 World banking outlook- best time to reimagine transformation and pursue strategic change for future proofing business: According to Deloitte Banking Industry Outlook for 2019¹¹, there is a new kind of promise in the global banking industry now and this is the best time for it to embark on transformation. With strong economic fundamentals and favourable, regulatory climate, and availability and accessibility to transformation technologies, banks are powerful and economical than like never before. The global banking system is most resilient, bigger, profitable than at any time before in the last ten years (figure 1). (The 2018 Banker's Top 1000 World Banks Ranking estimate assets at dollars 124 trillion return on Assets at 0.90%, Tier I capital to risk assets ratio (CRAR) rising to 6.7%.

Figure 1. Growth of the global banking industry

In the last decade, the top 1,000 world banks have grown



Sources: Danielle Myles, "Top 1000 World Banks 2018," *The Banker*, July 2, 2018; Danielle Myles, "Top 1000 World Banks 2017," *The Banker*, July 3, 2017; Charles Piggott, "Top 1000 World Banks 2009," *The Banker*, June 24, 2009.

Diagram 1.1: Growth of the global banking industry¹¹

As per this report, after a decade of the financial crisis, global banking industry is on much firmer grounds. It may be the best time for banks to reimagine transformation and pursue strategic change from 2019 onwards. Deloitte report pitches in the need for strategic transformation in four important areas, namely, regulatory compliance, banking technology, risk management, and talent acquisition and retention. Banks can grow in the seven main business areas like retail banking, corporate banking, investment banking, transaction banking, payments systems, wealth management, and market infrastructure, according to report findings. Blockchain based applications, future. However, artificial intelligence (AI) and cloud are transforming banking functions for which data is key. But banking data is often not clean, integrated and easily accessible. Collaboration between banks, fintechs, and bigtechs is creating fresh expectations and new possibilities. Fintechs have become collaborators with banks as also bigtechs as both need each other to generate big revenues. Banks and capital markets are embracing digital transformation across their value chains.

Delloite Report insists that banks need to be convinced and re imagine transformational change as a holistic and multi-layer and longer process. They need to alter the way they have been practicing change as the world is becoming too volatile. The external changes are hitting in at far more rapid pace and extent than ever before. The usual traditional approach of handling these challenges may not work in this era. Initiatives for Change in the bank initiatives need to move to the foreground. They could become the new operating model for running a bank. This transformational change needs to begin first

banks realising and affirming their role as global scale financial system. The banks need not become technology companies but should focus on serving their customers earning their trust and enable capital flows in the economies with data bonding to technology like AI, automation, cloud, core modernization etc. best suited for the purpose.

The report further assesses that this is the best time to reimagine transformation for future proofing the business of banks because the economic fundamentals are stronger than at any time in the last decade, regulatory climate is stabilising, technologies for enabling transformation are getting more powerful and accessible, economical and implementable with ease than ever before. Therefore, there seems to be a new kind of promise in the banking industry for change management.

Figure 3. Reimagining transformation in banking and capital markets



Figure 4. Plans to use digital technologies

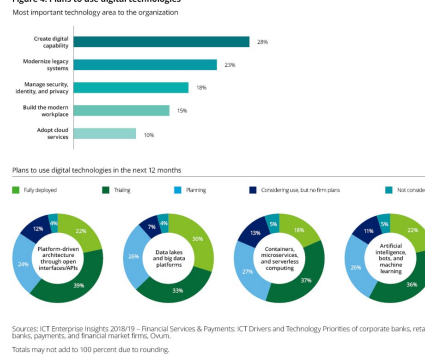


Diagram 1.2: Deloitte Banking and Capital Markets Outlook 2019¹¹

Deloitte Banking and Capital Markets Outlook 2019¹¹ identifies seven primary business segments of retail banking, corporate banking, transaction banking, investment banking, payments, wealth management, and market infrastructure for strategic transformation which are equally relevant to Indian banking industry.

1.2 Analysing meaning of the concept of change management: Various authors are often at variance in defining concept of change management. Different theories and views express different aspects of it like either people side behavioural management, or controlling disruptive effects of change, or resistance management, or a broader concept scoping structures, processes and people for performance enhancement. Researcher thinks that a synthesis view by remove this diversity of opinions would be more useful for clarity of planning and implementing.

Change management has been well defined as the process of continual renewal of an organisation's direction, structure, and capabilities to serve the ever-changing needs and requirements of external and internal customers². Change management literature indicates that change isn't a single, continuous process, but it is broken into a number of different steps¹. Change is an initiative that every organisation must take to sustain and compete in the changing environment and to be flexible in all aspects or functional areas. The organisations and the people in it have to be committed to change process for sustainability and profitability. Organisational change is always forced or triggered by both internal and external drivers to produce new products, services or business approaches to meet and satisfy the needs and requirements of the customers².

Change may mean anything that alters the existing relationships or activities in an organisation, like installing new equipment, restructuring of the organisations, transformation of its processes, discussing new behaviours with employees like implementing new performance appraisal systems³³ in banks. According to LaMarsh Global²⁷, a globally recognized expert firm in helping companies and organizations implement change to minimize resistance and maximize success, change management is an organized, systematic application of the knowledge, tools, and resources of change that provides organizations with a key process to achieve their business strategy. Managed change involves identification, analysis, and mitigation of resistance to change by organized, systematic application of the knowledge, tools and resources needed to effect change in the people who will be impacted by it. Change management refers to adoption of an idea or procedure or process or behaviour that is new to organisation²¹. Change management has been defined as the continuous process of aligning an organisation with its marketplace and doing it more responsively and effectively than the competitors²⁸. Change management is a set of processes, tools and mechanisms that are designed to ensure that whenever some changes are made, it should not get out of control with problems associated with it like rebellion among the ranks or losses to the business. Change management is defined by some as a way of making a big changes and keeping them under control⁴.

With multiple many ways of defining change management, some very simple and some very complex, it can be broadly be defined to be a structured approach to transitioning

of individuals, teams, and organizations from their current status to a desired or expected future status. It may include downsizing, growing or adding new technology. It is an organizational process helping employees to understand, commit, accept and embrace changes in their current business environments. As the only constant is change, change management is part of routine or normal process, instead of being one-off events or projects. in any successful organisation. Change management has also been defined as the process, tools and techniques to manage the people-side of change, to achieve a required business outcomes (Tim, 2009). It includes putting in place relevant strategies to see an organization through changes it comes across. The change may occur in terms of changing processes, products, services, management style, restructuring, rebranding or policies from legal bodies and human behaviours, attitudes, skilling, working conditions and expectations¹. Leadership and their teams need to stop seeing change as ‘change projects’ and start seeing change as ever-constant part of their organisations. Employees must be engaged at each step of the change process and believe in the change.

Change management has the potential of having either positive or negative outcomes depending on whether succeeds or if it misfires. Therefore, knowing and understand the meaning of effective change management is necessary, which is the endeavour of the researcher and part of the title of the research topic.

Thus a broad comprehensive definitions can be arrived as under: A synthesis view will be useful for clarity of planning and implementing change management in the present context.

CM is an approach to transitioning individuals, teams, and organizations to a desired future state. In a project management context, change management may refer to a project management process wherein changes to the scope of a project are formally introduced and approved.

Changing processes, products, services, management styles, restructuring, rebranding, compliances to legal bodies, human behaviours, attitudes, working conditions, market expectations and needs of reskilling all are encompassed under broad umbrella of change management.

Another way of defining it could be “Change management is a set of processes, tools and mechanisms that are designed to ensure smooth success with controlled disruption and resistance, making a big changes and keeping them under control.

Transitioning the individuals (or employees), their teams, whole organisations to desired, goal directed, future state is another way change management can be defined. It is also used in the project management context generally. In such context, change management is a project management process in which changes are introduced and approved to the scope of project.

These inclusive definitions create scope for developing right framework of change management for banks.

1.2.1 Meaning of effective change management: Conceptual framework of effective change management is drawn by the researcher from research case study of Commercial Bank of Africa Mombasa Branches by Silvia Akinyi Amayo of Jomo Kenyatta University of Agriculture and Technology further achieved through findings of Pilot Survey, incorporating major change drivers and their influence on dependent variable of effectiveness of change management

Conceptually, change will be effective only when it is successful²⁹. Effectiveness of changes put in place would depend on how the effect of each factor of change management is observed and felt, failure to which will mean the changes put in place are not helpful to the bank and its employees. This is because change is only considered effective if successfully implemented to yield the expected results. Banks being the main area of study in this project, the researcher has focused on the main factors and areas the banks should target at to ensure that the changes are successful and give the bank a competitive edge in the market. It is therefore important to not only to make changes but also to ensure the changes are effective and successful.

A conceptual framework of effective change management is drawn from research case study of Commercial Bank of Africa Mombasa Branches by Silvia Akinyi Amayo and Fred Mugambi Mwirigi, Jomo Kenyatta University of Agriculture and Technology and further achieved through Pilot Survey by the researcher (Silvia Akinyi Amayo and Fred Mugambi Mwirigi, Jomo Kenyatta University of Agriculture and Technology, 2016, Drivers for Effective Change Management in Commercial Banks: A Case Study of

Commercial Bank of Africa Mombasa Branches, Elixir Management 99 (2016), 42961-42974)

Effective change management should incorporate major change drivers and objectives of the organisation and explain how each such independent variable influences dependent variable of effectiveness of change management

This would be able to give guidance as to which dependent variables bank's change managers should try to achieve to lead to effective change management

Various dependent variables of effective change management can be the frequency of customers changing needs, level of technological changes, extent of competition, effectiveness of banks change strategies, extent of legal bodies influence and the human side of change¹. Changes have to be strategic to make a product, process, service distinctive so as to successfully meet the specific needs of the organization. A conceptual framework of effective change management should incorporate major change drivers and objectives of the organisation and explain how each such independent variable influences dependent variable of effectiveness of change management¹. This would be able to give guidance as to which dependent variables bank's change managers should try to achieve to lead to effective change management. Effective change management thus should result into positive and profitable outcomes by conscious shifting from status quo to desired futuristic targets or expectations of different shape and size. Effective management of such changes and its impact on performance, survival and growth, by aligning and adopting international best standards and practices, has become essential for meeting customers changing expectations.

Change is effective if it successfully implemented to yield the expected results giving competitive edge. It is important not only to make changes but ensure the changes are effective and successful

Effective change management thus should result into positive and profitable outcomes by conscious shifting from status quo to desired futuristic targets or expectations of different shape and size.

Effective management of such changes and its impact on performance, survival and growth, by aligning and adopting international best standards and practices, has become essential for meeting customers changing expectations.

1.2.2 Meaning of strategy of change management: Strategy refers to a unique plan designed with the aim of achieving a competitive position in the market for reaching the organisational goals and objectives. It guides the enterprise in realizing its goal. Strategy is the methodology used for achieving the set targets. A change management strategy can be defined as a plan for making something different or distinct for an individual or organisation. It often involves recognizing when a change is needed, thinking about how to approve and implement changes, how to monitor changes for ensuring desired effect. It may be guide and ascribe specific ways in which an organization can address such changes in the supply chain, inventory requirements, scheduling or project scope etc. The goal of establishing a formal strategy can be to ensure minimising negative effects.

1.2.3 Meaning of policy of change management (CM): CM policy may generally refer to a set of rules made by the organisations (including banks) for rational decision making and guiding the organizations for its current and future decisions. Policies are subordinate to strategy. Change policy describes what should be done and what should not be done to achieve the target.

1.2.4 Meaning and role of change managers: Various literature references on change management discuss role of change leaders. The pilot survey also threw light on role of change managers, either internal or external. The change managers' role pertains to deciding plans on how to initiate the change, how to communicate it to banks stakeholders and get them to embrace the change and how to finally make it part of the bank's normal operations. It is important for a change manager to know how to lead change, engage with change and survive change (James, 2009). Change managers see and sense the events taking place which signal, and give clue for need for change to structure, culture, systems of power and control in an organisation. Change manager needs to know how to lead change, engage with change and survive change. The banking industry is faced by ever-accelerating onward change drivers, which intensifies the need for change on a regular and continuing basis. Banks are judged by people on how they withstand and effectively to disruptions and manage change. For any management position, essential competency is effective change management which would help it to remain relevant in the business market.

1.2.5 Meaning and role of change leadership: While change management refers to the tools and technologies, change leadership refers to those individuals who utilize these tools, technologies and frameworks to lead change efforts. They are strongly interrelated. Managing transition is also part of and related to change management. The pilot survey also examined the role of leadership in change, which is generally associated with large scale changes, for conceiving and executing change process in a faster, smarter, efficient manner.

While discussing change management in an organisation, there is often a mix up with the concept of organisational development and transformation which is discussed in the next paras.

1.2.6 Relationship between organisational development (OD) and change management: Change management is one of the parts or element of much wider concept of organisational development (OD). OD interventions and improvement strategies focus on the whole system on multiple levels like groups, teams, and individuals associated to strategic goals and objectives. Change management happens to be a part of OD contributing to helping its realisation.

Organisational development (OD) is an ongoing, systematic process involving application implementing changes by using various tools, methods, frameworks, technologies and processes to make an entire organization including its people more productive, innovative, profitable, positive and effective. OD is interdisciplinary in nature. It draws upon many other disciplines like sociology, psychology, communication, cultural anthropology organizational behaviour, economics, political science, neuroleadership as well as theories of motivation, learning, and personality. Change management serves OD in implementing changes.

1.2.7 Relationship between change management and transformation: Transformation is achieved by various change management initiatives, when the organisation takes a entirely new shape unrecognisable from the past. Change management leading to transformation is much wider phenomenon pervading all the dimensions of the organisations, involving sense making of the circumstances all around, relating to diverse fields and persons, creating new vision and finally inventing

innovative ways of achieving it, for the purpose of ultimately improving performance and profitability.

Transformation and change initiatives are not isolated events, but processes built on each other advancing through various stages, taking years to complete, for boosting quality of product or service, improving work culture or reversing corporate death spiral. Chances of successful transformation are increased by understanding the stages of changes and their shortfalls. It can lead to tectonic shifts in competitors, markets and technologies⁵

Thus, effective change management, organisational development and transformation are of paramount importance to a banking organisation which is discussed in the next para.

1.2.8 Importance of change management for organisational improvement:

Companies are judged on how effectively and efficiently they manage change. One of the key competencies required of any management position is effective change management, which will ensure employing competent managers who will help to remain relevant in the market. Change management is important because it help banks /businesses to minimize resistance, increase engagement, improve performance, reduce costs, and enhance innovation. Changes can be of various types like strategic changes, tactical changes, leadership changes, technology changes etc. which impact and make effects on employees, processes and performance. For minimizing unintended negative outcomes from such impacts and effects, it is necessary to have “change management” methodologies in place with skilled resources delivering and executing on those methodologies, principles and processes. It can help minimizing negative outcomes and increase positive results. Leading, managing and achieving change itself is a process, which cannot be managed in a one size fits all approach. These approaches and actions need to be customized for fitting into organizational circumstances. Change management methodologies are one of many tools useful for achieving organizational improvement. The industry is faced by ever-accelerating onward driver, which intensifies the need for change on a regular basis. Organizational

change directly affects all departments and employees, and it must learn how to handle changes in its entirety.

Employee morale is strongly impacted in either positive or negative manner depending on effectiveness and achievements of change management.

Avoiding negative outcomes of change management is dependent on employees is discussed in the next para.

1.2.9 The inconvenient truth about change management-low rate of success:

Authors Scott Keller and Carolyn Aiken⁹, in their article published in 1995 titled The Inconvenient Truth About Change Management, have found that only 30% of change projects are successful, which remains true even a decade and a half later. Managing change effectively involves not only adhering to structured process for financial, structural, strategic issues but also buy-in of human side of organisations, and making them motivated, productive, connected employee who understand, engage and are excited about vision for change. If employees don't understand, agree and participate in the change process, there is no success. It is not just another tick in the box to be achieved by sending out some message or email explaining what the change is and how the change will be implemented. Employees have different personalities, preferences and ways to be drawn into change. Therefore, members in the team need variety of different drivers to buy in and motivate them, to get them excited about change, to be willing part of that change.

Some of the prominent reasons for failure include strong resistance, unrealistic or overambitious plans or expectations, inadequate sponsorship, poor project management execution, lack of proper skillsets, non-flexibility or stickiness, lack of horizontal view of processes, limited use of technology and IT perspective, inadequately defining role of contributors/stakeholders like staff, shareholders, customers etc. Therefore containing resistance in managing change is discussed next.

1.2.10 Resistance to change-How change management strategies would help in overcoming resistance to change: Although it is commonly seen that change is constant and will only become more so but it is also experienced by disappearance of many fortune 500 companies in past few decades that most change is planned without adequately factoring in the most important asset which is the people or employees.

People often fear what change will mean to them and how it will affect them. But most companies embark on huge change projects without factoring in the concerns of the people who it counts on to implement it. Therefore, unfortunately projects fail because the team resists the very change planned to be accomplished by them. Therefore, it is necessary to identify, analyze and mitigate resistance points in any change plan so that one can ensure the greatest chance of success¹⁶.

Resistance to change involves politics of change as it invariably threatens the status quo of power distribution and inherently involves political activity. Internal change agents are supposed to be individuals high in the organisation who have lot to lose from change, who have risen with behaviour favoured by organisation. Change is threat to those very skills and behavioural patterns. Change creates the potential for others in the organisation to gain power at their expense which creates the power politics of change.

Impetus to change is more likely to come from those outside change agents and elements like new employees, or from employees kept away from main power structures. Impediments to change are those who have spent their entire life in organisation and have risen up with the extant policies. As change threatens their position and status. The irony is that they are expected to implement change, to demonstrate that they are not mere caretakers, and by acting as change agents they can convey to stakeholders that they are adapting to dynamic environment. They only implement incremental changes, as radical changes are too threatening for them. In reality, it is the power struggle within the organisation which decides speed and quality of change. Long-time career executives tend to be resistors to change. And that is precisely why Boards who want to introduce radical changes turn to outside candidates or consultants for new leadership for change.

Seven tactics are suggested for use by change agents in dealing with resistance to change include education and communication, participation, building support and commitment, fair implementation of change, selection of people who accept change, manipulating for cooperation and lastly coercion is discussed in the following chart.

Seven tactics are suggested for use by change agents in dealing with resistance

1. Education and communication: Resistance to change can be reduced through communication with employees, make them see the logic of change. It fights misinformation and poor communication effects, secondly. It helps in selling the need of change. It matters the way necessity of change is packaged and communicated with rational balancing of various stakeholders' interests - shareholders, employees, community, and customers.
2. Participation: If employees participate in change, they don't resist change. To get support for change, before implementing change, those opposed can be brought in decision process. If they have expertise and can make meaningful contribution, quality of change is enhanced, and decision resistance can be reduced.
3. Building support and commitment: if managers and employees have low emotional commitment to change, they would favour status quo and resist change. So firing up employees for emotional commitment for change against status quo is helpful. Change agents have to make supportive efforts for reducing change like counselling and therapy, new skill training facilitate adjustment etc.
4. Implementing change fairly: procedural fairness is important when employees perceive an outcome as negative, therefore, it is crucial to convince employees' reasons for the change. They should perceive that changes are being implemented consistently and fairly.
5. Manipulation and cooperation: It involve buying off leaders of resistance by offering key role in change decision, but such tactics can backfire if people come to know they are tricked.
6. Selecting people who accept change: selecting people who score high on positive self-concept and high risk tolerance over those with resistance to change can help in coping better with organisational change
7. Coercion: It is direct threat or force on resistance, used as a last resort.

Table 1.2: Resistors for change and how to handle it.

There are a variety of models developed by various thinkers on change management which have been used in various companies across the world which is discussed next.

1.3 Approaches to change management-change and transition management models: The only constant in life is change. We're reminded daily about how change

is coming, and to succeed in business, one must remain agile. Though it makes sense in theory, but in practical application, to change the ways of operating and serve customers is no small feat. According to McKinsey, 70% of change programs fail to achieve their goals, mostly due to employee resistance and lack of management support. It doesn't mean employees are wrong but because they are not made aware about the benefits of change, they lack the understanding leading to failure to buy them in. It's the change leader's responsibility to guide the team through the end result and convince comfortable buy-in for them. There are many change management methodologies that can be adopted and adapted by banks as per their business and perception.

George Box, a statistician, famously wrote that essentially, all models are wrong, but some are useful, and the field of change management is no exception to it. Organizational change management (OCM) is a structured approach for ensuring that changes are smoothly and successfully implemented, for achieving lasting benefits of change to stakeholders. Change models usually focus on importance of identification of reasons for the change, creating a sense of urgency and communication of that vision as stated by Kotter in his book in 1995. A quick review of various popular models of change management by various authors and consulting firms will help to understand and trace the evolution of the concept of changes and meaning of change management over the years, which can help in proposing a change management model for banking business. Few well known changes management models commonly referred in the process of change management are summarised and discussed at Annexure II to the thesis.

These models also help to comprehend specific dimensions of structured organisational change management used by different authors and their specific views for ensuring smooth and successful change implementation to achieve lasting benefits. There are several approaches to managing change like Lewin's classic three step model of change process, Kotter's eight step plan, action research and organisational development etc. These models have been used and are referred to varying extent by change agents, consultants and organisations in their change management projects. There may not be just one model that fits any organization perfectly, especially complex business-like banking. The companies may want to take a page from several of these models to improve communication and effectiveness in times of change. Change management is

also a systematic approach of utilizing the people within the organization to minimize resistance to organizational change. There are tools and models, but at the core of any strong change management program is the people in the organisation. Therefore, no model will work if employee resistance is not managed by management.

The complexity and unpredictability of human behaviour would ensure that the field of change management would continuously produce more and more frameworks to study and there are more models to adopt to suit a particular entity, in this case, banks.

For leading organisations and change, a new approach is to identify leadership with those who have the power to get things done (4 capabilities model of MIT Sloan) whatever hierarchy they work equating leading organizations to leading change, or those who bring in change (Adkar) in their area of work. Change leadership is discussed next para.

1.4 Role of change leadership: In 2011, as per thinker John Kotter, the limitations of change management³² in are in change leadership context concerned with the driving forces, visions and processes encouraging large-scale transformations. He argues for the need for more change leadership today explaining fundamental difference between change management and change leadership. According to him, change management is a set of processes, tools and mechanisms that are designed to make sure that when one tries to make some changes, it doesn't get out of control, and number of problems associated with it like rebellion among the ranks, bleeding of cash do not happen. Change management is a way of making a big change but keeping them under control. But change leadership is putting an engine on the whole change process, making it go faster, smarter and efficient. It is about making large scale changes. Whereas change management tends to be more associated with smaller changes when it works well. It is trying to minimize disruptions and keep things under control, making sure that change is done efficiently without going over budget which generally done with small change management groups inside corporations, sometimes using external consultants who are good at that and training the staff in change management. It is generally done with a task force who is given the goal to push things along but keeping it under control. It is done with various kinds of relationships with executive sponsors watching over it to make sure that it proceeds in an orderly way.

But change leadership is fundamentally different in nature as it is more like an engine to accelerate and power big changes envisioned, it is more about urgency, more about masses of people who want to make something to happen, more about big visions, more about empowering lots of people. Change leadership has the potential to getting things out of control and only a highly skilled leader or driver has the potential to minimise the damage or risks involved. Change leadership is a far bigger challenge. More so as almost nobody is perfect.

As per four capabilities model of Leading Organisations and Change of MIT Sloan, sense making of the circumstances all around, relating to diverse fields and persons, creating new vision and finally inventing innovative ways of achieving it, for the purpose of ultimately improving performance and profitability. Every change faces challenges arising from strategic design, political and cultural perspectives according to four capabilities.

After establishing that change is a necessary function of the organisations and discussing its various facets, it is necessary to understand what the challenges of Indian banks are and how it is relevant to them in particular.

1.5 Why change management is necessary solution for Indian banks-Analysing the challenges facing Indian banks: The challenges facing banks depends on how the banks will be able to adapt to the evolving situation and come on top of it. Indian banks have to operate in an increasingly globalised environment. There are many factors like regulatory, technological, cross-border financial flows which impact them but over which they may not have any control. For Indian banks, some relevant questions raised for which change management would be a solution are as under,

- i. Mobilising required amount of capital from the market for meeting their current and future business growth and prudential requirements
- ii. Understanding the varied and dynamic requirements of their diverse set of clientele and devise customised products in a cost effective manner
- iii. Attracting and retaining skilled manpower and leverage them for both for business growth and risk mitigation as responsible and responsive employer

- iv. Enlarging their outreach in terms of customer base and product choices by leveraging technology for affordable, accessible, acceptable and assured manner

Learnings of challenges from analysis based on Porters five forces model:

Analysing Indian banking industry through Porter's Five Forces Model, reveals fierce challenges of rivalry and competitiveness within Indian banking industry.

As there is not much differentiation in the services and products offered by banks, they can easily manage to take away the competitors' credit portfolio or market share either by poaching, marketing or focusing on a fast moving credit products like retail loans. Private and foreign banks are very aggressive in their marketing strategies and invest large amounts in advertising spends. Entry new players is not easy and is subject regulatory control, policy and approval. Rules and regulations of RBI regarding licensing for opening new banks are very stringent in India. Though branch licensing policy has been liberalized and number of small finance banks (SFBs) and Payments Banks (PBs) have been licensed recently, potential for new entrants is low.

As banks no more limit themselves to the traditional banking products of loans and deposits and frequently introduce innovative products and services like gold, derivatives, forex, mutual funds etc., taking into consideration the wide range of financial services needs of the customers, need for developing new products and services and potential substitutes is always there.

In banking industry there is no supplier as such, unless we regard depositors or RBI as suppliers. As there is monopoly of RBI as it is the only authority for all controls for banks in the market, its bargaining power is high.

The new generation of customers of the banks are very demanding unlike the past who did not have much choice. After privatization of banks there has been increase in competition in the industry the customers have choice for fulfilling their diverse wants, banks have been developing and delivering newer products catering to the customer needs. Banks are wooing customers by offering customized products which is increasing the bargaining power of customers.

Suppliers: RBI Depositors

Buyers: Customers

Substitutes: Non-traditional products like derivatives, ETFs, MFs, Insurance etc.

Potential Entrants: New banks licensed by RBI, SFBs, PBs

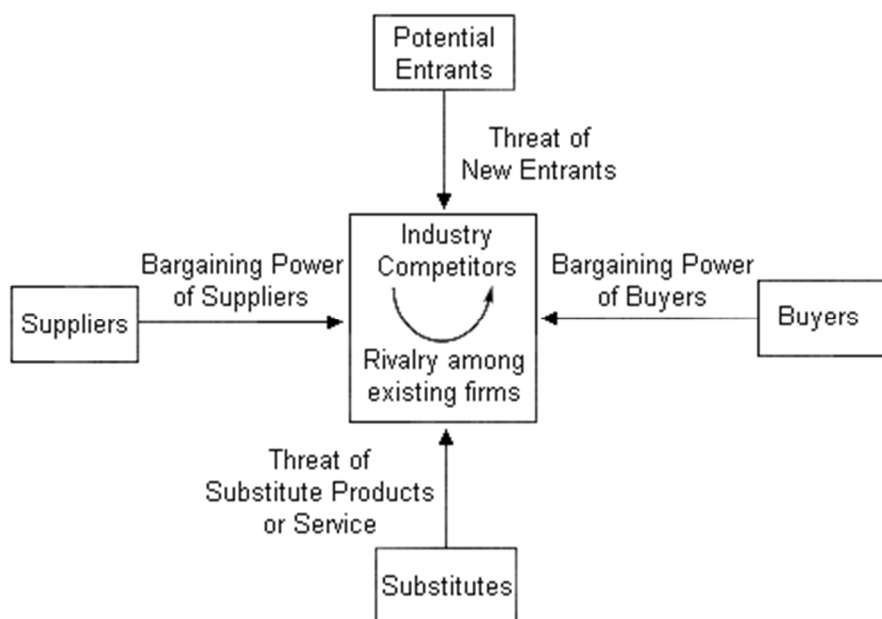


Diagram 1.3: Porters 5 forces model for banking industry³⁰

1	Rivalry among competing banks:	High
2	Potential Entry of New Competitors	Low
3	Potential of Substitute Products	High
4	Bargaining Power of Suppliers	Very high
5	Bargaining Power of Customers	Very high

Table 1.3: Summary of Five Forces in Indian Banking Industry

Interrelations of the forces and the dynamics of Indian banking industry may not be going to change much as the bargaining power of regulator (RBI) of banks is very strong. Any change in strategies by banks would be subject to strict regulation and scrutiny.

In addition to analysing banks on Porter's Five Forces model, a socio-political economic and technological PEST analytical review can provide a framework for effective planning of business, strategic, marketing, business, product development, research reports as alignment of performance with the powerful forces of change that are affecting business environment. The VUCA changes occurring in society create an uncertain environment and also have an impact on the functioning of the banking organizations³¹. It is useful for banks decide when to enter into new markets and new

countries instead of unconscious assumptions, helping to effectively adapt to the realities of the new changed environment.

PEST Analysis for Banking Industry

Political Factors	Economic Factors
Focus on Regulations	Growing Economy
High Capital Adequacy Ratio (CAR) for Implementation of Basel II	Low Interest Rates
Social Factors	Technological Factors
Loyalty Factor	IT Services
Increased Penetration of Cards	Mobile Banking
Increased Usage of Online Banking	

Table 1.4: PEST Analysis for Banking Industry

The learnings from PEST analysis: To build a high-performance culture cantered on the customer, staff incentives linked to customer satisfaction and service levels may become more prevalent in banks which will require timely and insightful metrics on customer attitudes. Banking industry may have to think about the customer experience first and their internal processes second if it has to stay ahead and to stave off its rivals.

Security may be a significant differentiator for financial institutions. As the reputation and operational risks from breaches in security are growing, franchises and brands can suffer immense damage from leakage of data from their own or an outsourced database.

Differentiate itself aggressively through its product mix, market focus, or branding proposition with focus on restructuring of entrenching existing areas of strength and developing new ones is necessary to beat competition. Outsourcing of non-core functions and laying greater emphasis on performance improvement and efficiency of back-office processes may remain a key factor for achieving cost-efficiency.

Thus one can see that there are internal and external triggers for change management in banking industry. Some changes have wide ranging impacts. Changes in technology, customer expectations, economy, competition, government legislation, communication media, societal value systems, supply chains, distribution chains, etc. are some examples. Requirement of implementing change management in terms of mission,

vision, strategy and human resources arise from changes in external world like changes in Govt policies, technologies, market opportunities, losses, dropping sales, margins and the desire to expand business.

Specific factors which necessitate movement from status quo and trigger change management strategies² include changes in demography, increasing digitization, behavioural change in customer psychology, rapid urbanization, financial inclusion policy approach and interventions, growth of industrialisation and service industry, education and adult literacy, global integration, new supervisory and regulatory measures, changes in the market conditions, change in employee job philosophy affecting employee movement, domestic macroeconomic conditions, cyber security risks, fintech opportunities, cross border supervision, consolidation of banks, implementation of Basel III norms, resolution of non-performing assets etc.

SWOT Analysis of banks and the findings needs of change: Banks need to be analysed on Strength Weaknesses Opportunities Threats (SWOT) framework to become more profitable by bringing in structural changes, process changes, technology upgrades and systemic changes and are able to remove procedural delays by adopting lean staffing and agile ways, expanding business and looking for larger market share to achieve higher margins of interest (NIM) and equity returns (ROE). Organizational structure in banks need change to suit the technological and processes change the duties, redefine the responsibilities and the method of doing the tasks¹. New skills in IT, software, document management systems and data analytics need to be imparted to the employees, and the practices differ across the public and private sector banks. Work environment, safety and health need to be given top priority. Organizational goals need to be discussed and set in consultation with the employees as a new governance strategy. The layout, seating and ergonomics also have to be changed in the banks due to the automation and computerization¹. As frauds and cyber risks are increasing, which is affecting online banking business, there is threat to its acceptance by customers.

Using Swot analysis, it is apparent that weaknesses can be tackled, and opportunities can be leveraged by undertaking change management strategies, which led the researcher to choose the research topic. From the analysis of threats and weaknesses, it

is obvious that there is risk of losing out market share with intense competition from new players for better customer service, higher compliance standards and delivering efficient services. If they do not adopt and adapt with new change management strategies, the threats would become real. Strength Weakness Opportunities and Threat (Swot) Analysis of SBI and Axis Bank is worked out as an example (Annexure XI). It helps bring out specific concerns.

For enabling brands to benchmark business and performance to competition in the sector, it's a tested technique. Whereas strengths and weaknesses are factors internal to the bank, opportunities and threats are external environment facing. SBIs's unique selling proposition USP and competitors as well as market segment breakup and positioning

Strength Weakness Opportunities and Threat (Swot) Analysis of Axis Bank

Strength Weakness Opportunities and Threat Analysis of SBI and Axis Bank	
Strengths: 1. Better opinion and image in urban part 2.Has consistently performed well showing growth 3. Large product and services Port folio 4.Rural presence enhanced business 5. Third largest PvB financing Agriculture, retail and corporate sector	Weaknesses: Weaknesses are; 1.Compared to other competitors, Axis bank has lesser no. of branches 1. Its market share is restricted due to high competition from other Private banks. 2. Supervisory strictures for non-identification of NPAs brought disrepute 3. IT Head had to quit due to accusations of compromise 4. Shikha Sharma was not allowed to continue for 3 rd term by RBI, creating reputational risk
Opportunities: Opportunities are; 1.Rural spread can add to business 2.Increasing foreign presence 3.Promoting online banking can increase business.	Threats: Threats are; 1.If RBI issues new licenses. 2.Larger spread of foreign banks 3.Increasing business of other banks competing with Axis
Competitors of Axis Bank- Below are the top 4 Axis Bank competitors: SBI, PNB, ICICI bank and HDFC bank.	

Table 2.1: Strength Weakness Opportunities and Threat Analysis of SBI and Axis Bank

Change management as solution to bridge gaps: However, banks have to encounter and overcome, loopholes and gaps in their working, product delivery and customer services for achieving targets and objective plans to succeed in the competitive market. They are and would be always behind the curve of meeting fast changing customer

needs. Although they are making efforts to embark upon and grab more business opportunities despite their inbuilt limitations and contingent factors, they are not able to achieve required level of success, as can be seen from dwindling margins of profits and increasing non-performing assets over past few years. Competition from new entities and business models challenging existing norms is a constant risk for banks. As there is a thin line between success and failure, it would be considered prudent, if banks always make a strategic plans specified timeline based change management programs. With such change policies ingrained, banks would be able to categorically climb the ladder of success and make the envisaged performance. With this view, the researcher has chosen the research topic and focused one evolving a useful framework and accordingly made a study based on survey of select banks.

Technology adoption issues: The change in Indian banking industry has much more area to cover and competition from new startup financial technology outfits for their traditional business model is under threat. Data analytics techniques in credit risk, operations, compliance used by banks not always work in tandem but in silos making communication, with integrated institution wide responses challenging. Arriving at insights leading to actions which will generate revenue earning opportunities with appropriate technology solutions would make banks more effective and profitable. This would require change and challenging existing business models for banks.

Need of a framework for change management: There is a felt need to recognise, analyse, understand and provide a broad framework for successful change management in banking industry, by taking feedback from involved officials and evaluation whatever direct or indirect literature is available to supplement the banks efforts in this direction. The literature available is scanty and very general and not specific covering all aspects of change management. The literature review led to the understanding of limited number of studies available on the researched topic which is of vital importance for not only serving customers better but also existence and growth of banks, focussed by researcher, in Maharashtra. This has prompted and encouraged researcher to realise the significance of the research topic and explore its various dimensions. Wider purpose of research by the researcher is to add significant value to all stakeholders by examining

contribution to profitability, growth and survival of banks by effective change management.

1.6 Relationship between learning organisation and effective change management:

A learning organization is one which facilitates the learning of its members and keeps continuously transforming itself whereby modern organizations can remain competitive in the business environment¹⁷. This concept was coined through Peter Senge¹⁷ and his colleagues' research, helping organizations to shift to a more interconnected way of thinking. It argues that organizations should become more like communities that employees can feel a committed for which they will work harder voluntarily. It can be viewed as a process that unfolds over passage of time and links it with knowledge acquisition to improved performance. A learning organization can be defined as one which is skilled at creating, acquiring, and transferring knowledge, and modifying its behaviour to reflect new knowledge and insights.

Often question is posed whether creating a learning organisation automatically ensures effective change management which leads to efficiency in performance. It is observed from various literature studies based on Peter Senge's formulations for creating a learning organisations that change management is integral part of creating a learning organisation but change management in itself a specialised function requiring developing necessary skills and behaviours and measuring success. For continuous change management, creating a learning organisation by adopting its basic tenets discussed elsewhere in the research thesis seems to be necessary in terms of creating a culture of innovation and experimentation. How banks can become learning organisations is discussed at Annexure VII.

1.7 Proof of common use of change management:

Evidence of use of change management methodology in banks in India is rather scantily available in public domain. Few books based on such study by authors like Rajesh Chakraborty (Gust and Gumption regarding SBI), Tamal Bandopadhyay (about HDFC and Bandhan Bank), Dr Khandelwal (Bank of Baroda) or Dr Pritam Singh (Change Maestros-K V Kamath of ICICI Bank) do offer ample proof of adopting and adapting change management practices in these banks. There are many case studies of use of

change management in banks across the world are available. These are discussed further in the literature review on the research topic.

1.8 Findings from Pilot Survey: A pilot questionnaire was prepared incorporating the main objective of the research was piloted on limited and selective twenty five respondents from banks who attended the training program arranged by Centre for Advanced Research & Learning (CAFRAL) at Mumbai in August 2016 where researcher was the program director. This has helped in testing and improving the questionnaire for all round improvements by modifications and additions. To increase ease of responding options were provided instead of written opinions in many questions, additional questions regarding learning organisation and approaches and models of change for increasing the scope of questionnaire covering more dimensions of change management. The questionnaire had twenty five questions served using survey monkey tool and the output was obtained in excel. It was processed using survey monkey tool for presentation in the form of charts and graphs. Analysis of pilot questionnaire is discussed at Annexure XIII.

1.9 Need of accelerating organizational change using digital tools to drive change³⁴

Application of digital tools can make change more meaningful and durable for individuals experiencing it and implementing it.

The digital change tools have become available at right time. The organizations including banks have to simultaneously deliver rapid results and sustainable growth in an increasingly competitive environment. They are forced to adapt and change to an unprecedented degree. Their leaders have to make decisions more quickly. Managers have to react more rapidly to opportunities and threats. Employees on the front line have to be more flexible and collaborative. It is now critical to master the art of changing quickly for competitive advantage.

In such turbulent times there is no luxury of time to test and roll out new change initiatives. A five- or three-year strategic plan is a thing of the past. It must be delivered in a compressed period while competing with tens or hundreds of existing (and often incomplete) simultaneous initiatives. Ability to set new priorities and implement new

processes quicker than their rivals can alone accrue competitive advantage to the companies or banks, in such dynamic and fast-paced environment.

Banks have to increasingly engage in multiple simultaneous change programs, which involve scores of people across numerous geographies. The traditional workshops and training courses modes are not effective at such scale and are found slow moving. Therefore, the Business to Customer (B2C) companies have unlocked powerful digital tools to enhance the quality and speed of customer journey and shift consumer behavior.

The digital tools and techniques used for wearable technology, adaptive interfaces, and integration into social platforms can also be applied with great effectiveness to change-management techniques within an organization like banks. Such innovations help in making such changes more personal and responsive.

Digital dashboards and personalized messages can build faster, more effective support for new behaviors or processes in environments where managements capacity to engage deeply and frequently with every employee is constrained by time and geography.

The internal change efforts would be more effective and enduring by digitizing five areas in particular as under;

- a. Providing Just in Time feedback
- b. Personalizing of the experiences
- c. Sidestep hierarchies
- d Building shared purpose, empathy and community feel
- e. Demonstration of progressing

Such approach has worked particularly well with a leading global bank aiming to reduce critical job vacancies where the sourcing team made the HR process a shared experience, showing all stakeholders the end to end view dashboards for identifying vacancies, hiring requisitions and getting approvals with online identifying, testing, interviewing, on boarding candidates. Such transparency and openness help in creating shared commitment for results, and willingness to deliver and to help everyone beyond functional boundaries.

Digital change tools are helpful to communicating progress so that people can see what is happening in real time and can show individual contributions toward the common

goal. This type of communication makes the change feel more urgent and real, which in turn creates momentum that can help push an organization to a tipping point where a new way of doing things becomes the way things are done.

Digital tools and platforms offer a powerful new way to accelerating and amplifying organisations ability to change. Digital solutions can support in reinforcing new behaviours. Incorporating and encouraging feedback by the management from users increase the chances of success. It can give a sense of ownership in the process to the users. Digital tools for change are discussed in detail at Annexure X.

1.10 Measuring efficacy of Change Management strategies: Those organisations which adopt change management strategies are likely to achieve or fail in delivering expected results or benefits. It will be necessary to measure the efficacy of change management on certain metrics to ascertain success. A measurement strategy needs to be built into any standard change management framework. As per Prosci, organizational performance, individual performance, and change management performance are the three categories which can be measured.

The project sponsor, project team and change management team could together decide which measurements are most meaningful for the project. They can adapt the change management approach to ensure expected project results are achieved. The actual measure would be project-dependent.

Measuring organizational performance is associated with the project achieving the desired outcomes for the organization and asks questions like whether the initiative deliver what was expected and the performance metrics to judge can include performance improvements, adherence to project plan, business and change readiness, project Key Performance Indicators (KPI) measurements, benefit realization and Return on Investments (ROI), adherence to timeline and speed of execution.

Measuring individual performance can measures whether the individuals impacted by the change are progressing through their change journeys, which can be a leading indicator of overall project success, being the unit metrics.

Individual employee metrics commonly used by change management practitioners to demonstrate change management effectiveness include surveys, tests, assessments, observation, and performance evaluations. Individual performance metrics can include adoption metrics, utilization reports, compliance and adherence reports, proficiency measures, employee engagement, buy-in and participation measures, employee feedback, compliance and error logs, help desk calls and requests for support, awareness and understanding of the change, observations of behavioural changes, employee readiness assessment results, employee satisfaction survey results etc.

Measuring structured change management initiatives for any change type, the performance metrics, are connected to the actual activities carried out by the change management team like sticking to plan, training tests, effectiveness measures, participation of employees in training, communication delivery and effective communications. Score card of change within the framework of activities and measured outcomes can be prepared on the lines of Prosci's change management score cards. Common change management performance measures include

- adhering and execution planned change management activities
- tracking of changes conducted, measuring key performance indicators of change projects
- training participants for testing measurements of effectiveness of change
- training for delivering effective communication
- training for improving performances and making progress
- adhering to timelines and maintaining speed of execution of change projects
- measuring change readiness
- measuring realisation of benefit and Return on Investment

Generally, changes are specific depending on the goals. Their success can be measured either in a quantitative or qualitative manner. Qualitative measurement are judged on pre-determined specific parameters.

Interactions and behaviors of people who work together, make the organisations and their culture. Changing these behaviors is the job of the change manager and change agents. To measure change in attitude, morale, and engagement measured qualitatively, building consistent judgment criteria or metrics is important. By training the adjudicators for measurement of key performance indicators, operational performance

and the change management process can be measured quantitatively. It can improve predictability of the change management process.

For tracking progress of the change process, trending data is an important tool. To measure the progress of the change process, audit scores, engagement scores, and operational performance metrics can all be trended in time. If these trends don't move or change, it indicates ineffective change. If trends are going further from the goal, like a steady decline in performance, as even the best plans for change with the best of intentions can go awry, it can be seen through high audit and engagement scores but declining operational performance. At such crucial times, the resources can be redirected as early as possible to avoid expensive and demoralizing outcomes. Qualitative and quantitative measurements can be made during or pre and post the change implementation to understand the relationship between leading and lagging indicators.

Banks have to constantly remain competitive and relevant due to changing global as well as local economic situation and advancing technology. Workplace processes, strategies and systems have to evolve with banks change strategy. What is to be changed and why it has to be changed flows from dynamic goals of banks. The change efforts have to in alignment with business goal of banks. Employees are the most important assets of banks and change affects them the most. By determining who and what will be impacted the most by change, a communication strategy can be developed. With feedback for providing effective trainings for specific behaviors and skills. Measuring change process against business goals to decide what needs to be done differently, can all be achieved speedily and accurately through use of digital tools³⁸. Methods of measuring efficacy of change is discussed at Annexure IV.

1.11 Statement of core problem and objective of research: The core problem is of creating strategy framework for successful change management in banking industry. Banks in India are at crossroads with internal and foreign competition on the one side and RBI and Government giving stricter guidelines and prescriptions on the other side. Banks are facing dilemma with their financial problems, increasing competition, increasing operational risks with mobile and internet banking, facing increasing

employee problems like impending large scale retirements, various demands of internal and external customers and increasingly aggressive demands from regulators for participation in social banking, improving compliance, governance standards in addition to. With such scenario banks have to be committed to select change management strategies. Therefore, creating strategy framework for successful change management is the challenge for banks.

Objectives of research: Broad objectives of current research work include study change management practices in select banks and how they made impact on performance, study concept, reasons and factors prompting change, study functionalities and contour of change management, study hindrance and hurdles for change management, study any parameters for success or failure, measuring progress of change management and attempt suggesting a model of managing change at banks.

1.12 Importance and relevance of the research project for Indian banks: Fast changing socio-economic fabric is outpacing relevance, scope, adaptability, structure, functions, and design, banking technology, professional skills, accessibility and reach of banking in India. Indian banks have been responding to the changing economic environment and competition by introducing change management or transformation programs over the years either using internal and external expertise.

But for keeping pace and responding adequately to the changes in the external and internal environment of banks by effective change management of its structures, processes, products, services and people, it is important to understand and master art and science of implementing change for sustainable growth. It is also important to take advantage of cross learning from other successful banks change which will help in re-examining and strengthening future directions.

The current research work would contribute towards making banks sustainable by managing change. It will help in making sense of drivers of change for visioning ideas for creating and offering products and services by transformation programs to bring paradigm shift for external and internal customers. It would create capacity for leveraging changes around the banks by giving a framework for change leaders to operate. It will help to bring together theory and practice of implementing continuous

change by banks. Finally, the research work would help creating a universal framework for effective change management within which various approaches and global models of change can be used for creating individual customised approaches. The current research would help in asserting importance of creating holistic and permanent framework for tackling today's and tomorrow's challenges and provide new dimension for good governance of banks.

1.13 Conclusion: The chapter has explored the strong linkages between the banking and economy in India and understand the forces and triggers in the economy which make change imperative in banking industry. The chapter has deliberated on the meaning of effective change management and made an effort to evolve a relationship between dependent and independent variables of change management from learnings of pilot survey. The chapter has arrived at the concrete objectives, scope and derived hypothesis (as discussed in Chapter II) and finally established the importance and significance of the research project in the context of banking industry in India.

The research gap has been identified further in the chapter on literature review. It also offers proof of use of change management in banks. The human behaviour's complexity and unpredictability would probably ensure that more and more frameworks to study and more models to adopt would continuously be produced by the field of change management. Few well known changes management models commonly referred in the process of change management are discussed at Annexure III.

Additional supplementary chapters have been added on Principles of Sound Management of Operational Risk (PSMOR) imperatives for introducing change management capabilities in banks has been identified as part of operational risk management by Bank for International Settlement (BIS), managing resistance to change, principles of learning organisation which can be adopted by banks, imperatives of change, perspectives on change by design, which will corroborate the contents of this chapter.

1.14 The research project is presented in the format prescribed by the Tilak Maharashtra Vidyapeeth, which is as under;

List of Figures and Tables

- 1) Chapter I: Introduction
- 2) Chapter II: Research Methodology
- 3) Chapter III: Review of Literature
- 4) Chapter IV: Data Analysis
- 5) Chapter V: Conclusions, Suggestions and Recommendations

Bibliography is presented at the end.

1.15 Research Papers: Details about the research papers published by the researcher as per the requirement of the Ph. D rules of the Vidyapeeth is given at Annexure I.

Research methodology is discussed in Chapter II.

Chapter II		
Title	Research Methodology	
2.1	Introduction	
2.2	Scope of research and sources of data	
2.3	Secondary data	
2.4	Primary Data: Pilot Questionnaire originated by the researcher	
2.5	Primary Data: Main Questionnaire originated by the researcher	
2.6	Reliability & Validity of the questionnaire	
2.7	Period covered for the study	
2.8	Formula for arriving at Sample Size: Sample of Banks	
2.9	Formula for arriving at Sample Size: Sample of bankers	
2.10	Sampling Technique for serving questionnaire	
2.11	Method of primary data collection: Main Questionnaire	
2.12	Data Analysis-Statistical tools used for data analysis Objectives and Hypothesis	
2.13	Objectives and Hypothesis	

2.1 Introduction: Process changes for fundamental and paradigm shift are on the anvil in the Indian banking sector¹ with commercial banks in India showing signs of change to varied extent. Data centric agile banking is the future as banks are transforming at fast pace factoring in customer requirements². Banks have to come up with multiple payment systems, application software's and core banking solutions (CBS). Though banks are early adopters of digital technology like ATMs, debit-credit cards, wallets, internet banking and mobile banking, but there are lot of legacy issues, especially with public sector banks and cooperative banks, which require much change.

2.2 Scope of research and sources of data: Objectives of research has been derived from general observations and literature study for factors influencing effective change management

Based on this approach, the hypotheses are tested statistically for arriving at overall outcome for the research. Researcher has used both primary and secondary data.

2.3 Secondary data: The secondary data supplemented primary data. It consisted of three sources;

- i) Literature survey-it helped to arrive at research gap
- ii) Broad Observations from Change Management Profiles of Select banks and
- iii) Conducting interviews of 25 senior bank officials of PSBs, PvtBs, experts, consultants and regulators-Interviews of change leaders

They are briefly discussed as under;

2.3.1 Research Gap: Content analysis of secondary data is a research technique widely used in social sciences which objectively and quantitatively examines written or oral communication in order to make inferences about values, meanings or understandings being conveyed.

The relevant literature review consisted of the material as under;

Research Papers: 14; Important Change Management Books on CM: 12

Case Studies 14; Research Articles 10

The research gap noticed, based on the tentative the form of research gap has justifies selection of the proposed research topic.

Research gap

Limited research material available. Research hopes to contribute.

Mostly focused on people (behavioural) or new technology introduction approaches.

It is assumed that these can automatically lead to change in processes, products, and control disruptive effects.

Dominance of Leader driven or top down approach

Lack of continuity and alignment with corporate goals.

CM is not a recognised vertical in most banks

CM efforts lacking accountability, continuity and coordination

Change Management follows as and when approach, not geared to continuous change

Lack of holistic and agile approach

Multiple ongoing projects use multiple models-no coordination

Lack of customised model for banks-consultants use various models

Therefore, it is necessary to have synthesis definition and holistic framework for banks by proposing a broad framework agnostic to existing models to be customised for banks. It will help design change models depending on purpose and triggers. As change can no more be a long-drawn process, importance of using digital tools for quickly converting life cycle needs of customer into business proposition cannot be overemphasized. It is necessary to imbibe change management as a core capacity and assign dedicated workforce attend it for banks.

2.3.2 Study of Select banks change management profiles: The researcher has prepared change management profiles of select banks. Learnings from these change profiles are enlisted below. On the basis of the study conducted, researcher, researcher has published 14 research papers of select banks change profiles in research journals including UGC approved journals. Details are at **Annexure I** to the thesis.

Broad Observations from Change Management Profiles of Select banks: Change profiles of select banks built using open source material and discussions with bankers has led to following conclusions

CM projects are always top down and leader driven

Every new CEO/MD starts a abandons earlier approaches and starts new projects as per his vision-Board Role

CM Cells or groups focused mostly on technology projects or HR efforts-Consultants

Views-There is not much efforts for organic or inside out approach

Very few CM efforts are Governance and process related-Hierarchical Systems persist

Lack of holistic approach of taking enterprise wide implications into consideration before taking up CM

PSBs are inflexible about teams and staff-not much choice. Can't hire and fire as per requirement-Consultants

Cost benefit analysis about CM projects is not attempted or at least such records are never discussed

All CM projects contribute to bank's growth and success but difficult to pinpoint their contribution to success

NPAs, Capitalisation, Frauds etc. issues are exogenous and dependent on regulatory regime and Balance sheet management. Now System Identification of NPAs policy has brought a complete change in the policy making banks' balance sheet management all the more difficult.

Most CM efforts in banks is due to regulatory guideline changes and in compliance mode, lacks enthusiasm of self-change

Root cause analysis of complaints has brought focus on violation of regulatory guidelines as the prime cause. Banks have started using it for correcting compliance. It requires change management of products and customer services

Competition is severe but opportunities are also increasing, those banks which are not proactive to change will lose out in competition

To overcome the difficulty rigidity due compartmentalization into watertight silos of departmental functioning, there is a need for project wise teams functioning across departments in 'agile' manner

Digital transformation including data analytics, machine learning, robotics and cyber security is the prime focus of all CM efforts currently. But customer service remains a desired objective

Private Banks much ahead in CM efforts though PSBs are catching up but face difficulties of Board level support and staff level resistance

2.3.3 Interview Feedback from Change Leaders: The author Conducted interviews of 25 senior bank officials of PSBs, PvtBs, experts, consultants and regulators. The interviewees were top-managers and management consultants who had been involved in the development and the implementation of large change projects.

Qualitative opinions and views were researched using interviews and discussions with select bank leaders to understand various attributes and dimensions of change management of banks and its impact on business performance.

Some interviews were conducted using telephonic interview, using structured questionnaire finalized in discussion with the Guide.

The respondents were asked to reflect on concrete situation of organizational change in a banking company they were involved as leader, supervisor or consultant, policy maker or consultant. The interview responses are annexed at the end of the chapter.

The questions were as under;

1. What is CM?
2. Why is CM required, is it core to the functions of bank?
3. What is the core problem of banks?
4. How can banks adopt CM orientation? How to succeed in CM? What can be the strategy?
5. If CM fails what path should be taken? How to recover and restart? How can banks internalize it? CM ownership -who should be doing it?
6. Is Change Management a continuous process? Why?
7. Is it necessary to be adopt principles of learning organization to be a CM oriented bank?
8. Will agile banking resolve Change Management challenges?
9. Should change management skills be a part of the repertoire of leadership?

A list of Interviewees and detailed compilations of their views is enclosed at the Annexure VI.

2.4 Primary Data: Pilot Questionnaire originated by the researcher

Pilot Questionnaire: -The pilot questionnaire consisted of 25 questions and was served on to senior bank officials who attended the training program arranged at Change Management held in August 2016 by the Centre for Advanced Research and Learning (CAFRAL) of Reserve Bank of India, Mumbai

- Purpose was of testing and improving the main questionnaire
- It used close ended questions to analysis the pre-determined objectives
- Using pilot questionnaire, the researcher has explored the variables which contribute to effective change management for improvement and growth of banks services to internal and external customers.
- The pilot survey was physically conducted with signed questionnaires
- The pilot survey helped in in depth understanding of all the variables mentioned in the questionnaire and later converted into easy and understandable language.

Findings of pilot survey:

- Findings of pilot survey helped in as conceptual framework for relationship between dependent variable of effective change management with five broad independent internal and external variables as under
 - customers changing needs
 - technological changes
 - competition

- effectiveness of banks change strategies (depends on growth, efficiency and profitability)

- influence of regulatory and legal framework

- Effectiveness of changes by banks is observed.

It was concluded that change is only considered effective if successfully implemented to yield the expected results

Feedback on Pilot Survey was useful to improve the Main questionnaire:

- More questions added to cover more dimensions of change management like

- role of change managers

- change leadership and learning organisations

- opinions on models and aspects of learning organisations

- resistance management

- measuring success of change management

- relevance of learning organisation elements suggested by Peter Senge

- seeking opinion on certain myths of change management

- replaced opinion boxes for comments with options to select or rank to make it easier and quicker

2.5 Primary Data: Main Questionnaire originated by the researcher

An ideal effort would have been to have a nationwide survey covering all banks and bankers perceptions of effectiveness of change management. But as it is an individual effort, such nationwide survey of all banks not viable as constraints of time and cost.

The questionnaire is prepared incorporating the main objective of the research to determining framework for effective change management strategies

The questions are in the context of their experiences in their respective banks regarding implementation of change management programs to different extent.

The questionnaire uses 5 point Likert scale multiple choice and close ended type non-disguised self-structured questionnaire with 36 questions (out of which one question is on personal details- name, email id, and bank).

The questionnaire is divided into 20 sub-groups related to each other covering all aspects of change management concerning respondents' perceptions on various aspects of change to be served to senior bank officials from select banks in Maharashtra.

The questionnaire used either Strongly disagree, disagree, neither agree nor disagree, strongly agree options for responses from the participants or Likert scaling bipolar scaling method, measuring either positive or negative response to statement.

The questionnaire enquires into the experiences of bankers regarding implementation of change management programs in past/ present.

The questionnaire was improved using pilot survey replaced opinion boxes for comments with options to select or rank to make it easier and quicker. Additional questions were included on resistance management, parameters for measuring success of change management, relevance of learning organisation elements suggested by Peter Senge and seeking opinion on certain myths of CM

The questionnaire is enclosed at Annexure XII to the thesis.

2.6 Reliability & Validity of the questionnaire

Reliability & Validity: reliability and validity of the scale were done using Cronbach's Co-efficient Alpha.

In the formula of alpha there is the sum of the variances of each twenty subgroups in the nominator that form the construct and in the denominator is the total variance, i.e. the sum of the twenty variances and all covariance's between these five variables. Cronbach's Co-efficient Alpha for the questionnaire consistency analysis is 0.853912, accordingly, it may be concluded that there is a high degree of internal consistency and the scale can be considered as a reliable scale

Period covered for the study:

The specific period for study selected by the researcher is five years from February 2014 upto of February 2019.

The specific period for study selected by the researcher is five years from February 2014 upto of February 2019 for few reasons;

- i) This is era of digital technology and competition by new entrants like new private banks, small finance banks, payment banks, NBFCs and fintechs
- ii) Marked increase in customer base with financial inclusion, internet and mobile banking increasing outreach, products, services and character of banking companies to partly technology companies
- iii) Complexity of bank regulation changed after AQR effecting major changes in banks risk management strategies
- iv) This was the period of PH D studies taken up by the researcher

Reliability and Validity of the Questionnaire:

The reliability and validity of the scale were done using Cronbach's Co-efficient Alpha. I have designed a 5 point Likert scale questionnaire with 36 questions (out of which

one question is on personal details) into 20 sub-groups related to each other and 153 respondents to each question.

In the formula of alpha there is the sum of the variances of each twenty subgroups in the nominator that form the construct and in the denominator is the total variance, i.e. the sum of the twenty variances and all covariance's between these five variables. Cronbach's Co- efficient Alpha for the questionnaire consistency analysis is 0.853912, accordingly, it may be concluded that there is a high degree of internal consistency and the scale can be considered as a reliable scale.

Here the responses obtained from person to person are independent; the response are either 'Strongly Disagree', 'Disagree', 'neutral', 'Agree' or 'Strongly Agree' (categorical data); the probability that the response will be any one of the above is equal & constant for all the questions & the sample size is large.

Anova: Two-Factor Without Replication						
SUMMARY	Count	Sum	Average	Variance		
Row 1	7	137	19.57143	1240.952381		
Row 2	7	0	0	0		
Row 3	7	133	19	674.6666667		
Row 4	7	133	19	511.6666667		
Row 5	7	135	19.28571	731.2380952		
Row 6	7	135	19.28571	722.5714286		
Row 7	7	136	19.42857	518.952381		
Row 8	7	133	19	622.6666667		
Row 9	7	0	0	0		
Row 10	7	0	0	0		
Column 1	10	5	0.5	0.5		
Column 2	10	13	1.3	2.455555556		
Column 3	10	16	1.6	1.377777778		
Column 4	10	56	5.6	22.93333333		
Column 5	10	251	25.1	406.7666667		
Column 6	10	485	48.5	1324.055556		
Column 7	10	116	11.6	99.82222222		
ANOVA						
Source of Variation	SS	df	MS	F	P-value	F crit
Rows	5435.086	9	603.8984	2.88943683	0.007325	2.05852
Columns	18850.17	6	3141.695	15.03188241	5.04E-10	2.271989
Error	11286.11	54	209.0021			
Total	35571.37	69				
Cronbach's alpha 0.853912						

Table 2.1 Reliability and Validity of the Questionnaire

2.7 Period covered for the study:

The specific period for study selected by the researcher is five years from February 2014 upto of February 2019.

The specific period for study selected by the researcher is five years from February 2014 upto of February 2019 for few reasons;

- i) This is era of digital technology and competition by new entrants like new private banks, small finance banks, payment banks, NBFCs and fintechs
- ii) Marked increase in customer base with financial inclusion, internet and mobile banking increasing outreach, products, services and character of banking companies to partly technology companies
- iii) Complexity of bank regulation changed after AQR effecting major changes in banks risk management strategies
- iv) This was the period of PH D studies taken up by the researcher

2.8 Formula for arriving at Sample Size: Sample of Banks

Maharashtra was selected because Mumbai being the financial capital of India, Head offices of majority of larger PSBs, PvtSBs located there. Therefore, the sample represents microcosm of Indian banking industry covering larger market share in banking space.

Sample of banks is selected on few criterion as under;

- covering major public and private banks-active in rural, urban and metropolitan areas
- covering business and branch network extends to many states
- covering major chunk business based on asset size

The representative sample of selected banks involves 4 PSBs, 6 PvtSBs, 1FB 1, SFB and 3 Coop banks covering asset size business of 34% of PSBs and 22% of PvtBS banks assets-represent largest chunk of biggest public and private banks

Name of the bank	Total Assets (Crore)	Percentage of individual banks assets to total banking assets PSB+PvtB (March 2019)
Bank of Baroda	780987.40	5
Bank of India	625222.84	4
State Bank of India	3680914.25	22
Union Bank	494038.84	3
Public Sector Banks	10162937.69	61 (Sample banks share 34%)
Axis Bank Limited	800996.53	5
HDFC Bank Ltd.	1244540.69	7
ICICI Bank Limited	964459.15	6
Kotak Mahindra Bank Ltd.	312172.09	2
RBL Bank Limited	80358.82	
Yes Bank Ltd.	380826.17	2
Private Sector Banks	5297936.79	32 (Sample banks share 22%)
Public +Private Bkg Assets	15460874.48	
Foreign Banks	1056812.88	6
Standard Chartered@	171249.34	1
Small Finance Banks	83536.57	1
All Scheduled Commercial Banks	16601223.92	
Janata Sahakari Coop Bank*	8706.43	0.5
Saraswat Coop Bank	36811.18	
Cosmos	16137.60	

Table 2.2 The list of banks taken up for study

@Foreign banks follow global model and their HOs are located out of the country. Hence only one sample bank taken for study.

*Cooperative banks business represents only 3-4% compared to all the commercial banks and there is not much differentiation in terms of structure or function. Therefore these three large coop banks are taken as representative cooperative banks.

2.9 Formula for arriving at Sample Size: Sample of bankers

-Respondents from select banks spread out in various cities of the country but attached to the Head Offices in Mumbai

-Decision makers of public and private banks.

-Part of some change management program in the past or present having experience of handling larger volumes/types of business/banking technology

-The 153 target respondents were chosen from attendees of training programs, workshops, conferences for senior bankers conducted by Centre for Advanced Research and Learning (CAFRAL) of Reserve Bank of India, Mumbai (DGM GM CGM ED)-

Top management of banks

-Respondent of the questionnaire are distributed more or less proportionately over select banks

- Sample is affected to some extent due to inherent limitations of less number of senior officers in smaller banks and their availability
- The constraints are overcome by adding more respondents from other select banks
- The deviation may be acceptable in view of similarities in approach of PSBs and PvtSBs as groups

Name of the bank	No of Respondents#
Bank of Baroda	8
Bank of India	8
State Bank of India	30
Union Bank	9
IDBI	6
Public Sector Banks	61
Axis Bank Limited	13
HDFC Bank Ltd.	11
ICICI Bank Limited	18
Kotak Mahindra Bank Ltd.	4
RBL Bank Limited	6
Yes Bank Ltd.	9
IDFC	3
IndusInd	6
Private Sector Banks	70
Foreign Banks Standard Chartered	10
Small Finance Banks	1
Janata Sahakari Coop Bank	3
Saraswat Coop Bank	3
Cosmos Coop Bk	2
Other Coop Banks	3
Total	153

Table 2.3 Sample of bankers-153 senior bank officials participating in the survey from select banks

2.10 Sampling Technique for serving questionnaire:

- Conservative purposive exploratory sampling technique to explore factors affecting change management in banks
- Used structured questionnaire for understanding the problem through factual responses from senior bank officials and policy makers for in depth analysis
- This research study is deductive in nature using questionnaire based survey study

2.11 Method of primary data collection: Main Questionnaire

Primary data of the survey collected using survey monkey tool for online integration and analysis ratios

Survey Monkey tool allows to launch any kind of online survey project, as an easy-to-use platform to tailor according to defined target audience.

It helped in collecting responses online and its analysis with various graphs and chart diagrams

The package uses excel based data analysis along with other quantitative techniques (like statistical averages for computing central tendency -mean mode and median-standard deviation, forecasting techniques-multiple correlation and regression, measurement of trend, nominal distribution etc.

The response was recorded on a grade scale of strongly disagree, disagree, uncertain, agree and strongly agree for each question. The filled up information was later analysed to obtain the required interpretation and the findings

Once the respondents were identified, they were sent the questionnaire through survey monkey tool

Personal Approach to each respondent: The researcher approached each respondent, explained the purpose of the research and discussed the method and ensured trust and support from them, assuring confidentiality of the information supplied. The respondents were reassured that the data collection was aimed for research alone.

The telephonic or personal interaction before serving the questionnaire online were conducted in for 10-15 minutes each between the period from January 2016 and December 2019.

The data is coded in excel using Ms-Office package on Survey Monkey Analytical Survey Tool.

The data was analysed using descriptive statistics. All the questions were subjected to frequency analysis and then item total correlation was used to check whether the scale is measuring any variation or not.

Once the data was received, it was analysed using various Statistical tools used for data analysis

2.12 Data Analysis-Statistical tools used for data analysis

1) Bar Chart:

A bar chart displays series as sets of horizontal bars. The plain bar chart is closely related to the column chart, which displays series as sets of vertical bars. Bar and column charts are most commonly used to show comparisons between groups. It is popular for showing categorical information since the categories can be displayed horizontally.

2) One way ANOVA:

The one-way analysis of variance (ANOVA) is used to determine whether there are any significant differences between the means of three or more independent (unrelated) groups.

The one-way ANOVA compares the means between the groups you are interested in and determines whether any of those means are significantly different from each other.

3) Means plot:

The mean plot is the display of the respective mean values. It is used to compare the means of the different groups graphically.

4) Kruskal Wallis Test:

The Kruskal-Wallis test is the non-parametric alternative to the One Way ANOVA. The Kruskal-Wallis test is a nonparametric (distribution free) test, and is used when the assumptions of one-way ANOVA are not met. Both the Kruskal-Wallis test and one-way ANOVA assess for significant differences on a continuous dependent variable by a categorical independent variable (with two or more groups).

5) Z test for proportion:

It is used to compare one proportion created by random sample with a specified hypothetical value. The assumptions for this test are a) Independent random sampling b) Categorical data & c) Large sample size.

Here the responses obtained from person to person are independent; the response are either 'Strongly Disagree', 'Disagree', 'neutral', 'Agree' or 'Strongly Agree' (categorical data); the probability that the response will be any one of the above is equal & constant for all the questions & the sample size is large.

2.13 Objectives and Hypothesis

Objective I: To study change management practices in select banks and how they made impact on performance (achieved by Change Profiles of banks, Interviews and Findings)

Objective II: To study Concept, reasons (drivers) and factors (HR or Technology) prompting change. To study functionalities and architecture of change management.

Objective III: To study Main hindrance and Nature of Hurdles for Change Management. To study Effecting a smooth and friction free change management.

Objective VI: To study Parameters for success/failure and mapping of progress of Change Management. To study Negative factors and Reasons for negative factors of change management

Objective V: To suggest a suitable working model to establish cause and effect relationship between change management and effective performance in banks

Hypothesis 1: Change management makes difference to growth and profitability.

Hypothesis 2: Effective change management is a strategic tool to build competitive advantage based on changing needs of customers.

Hypothesis 3: Results of change management differs according to environment in the bank.

Hypothesis 4: There is significant dependency between reasons prompting change & Factors of change.

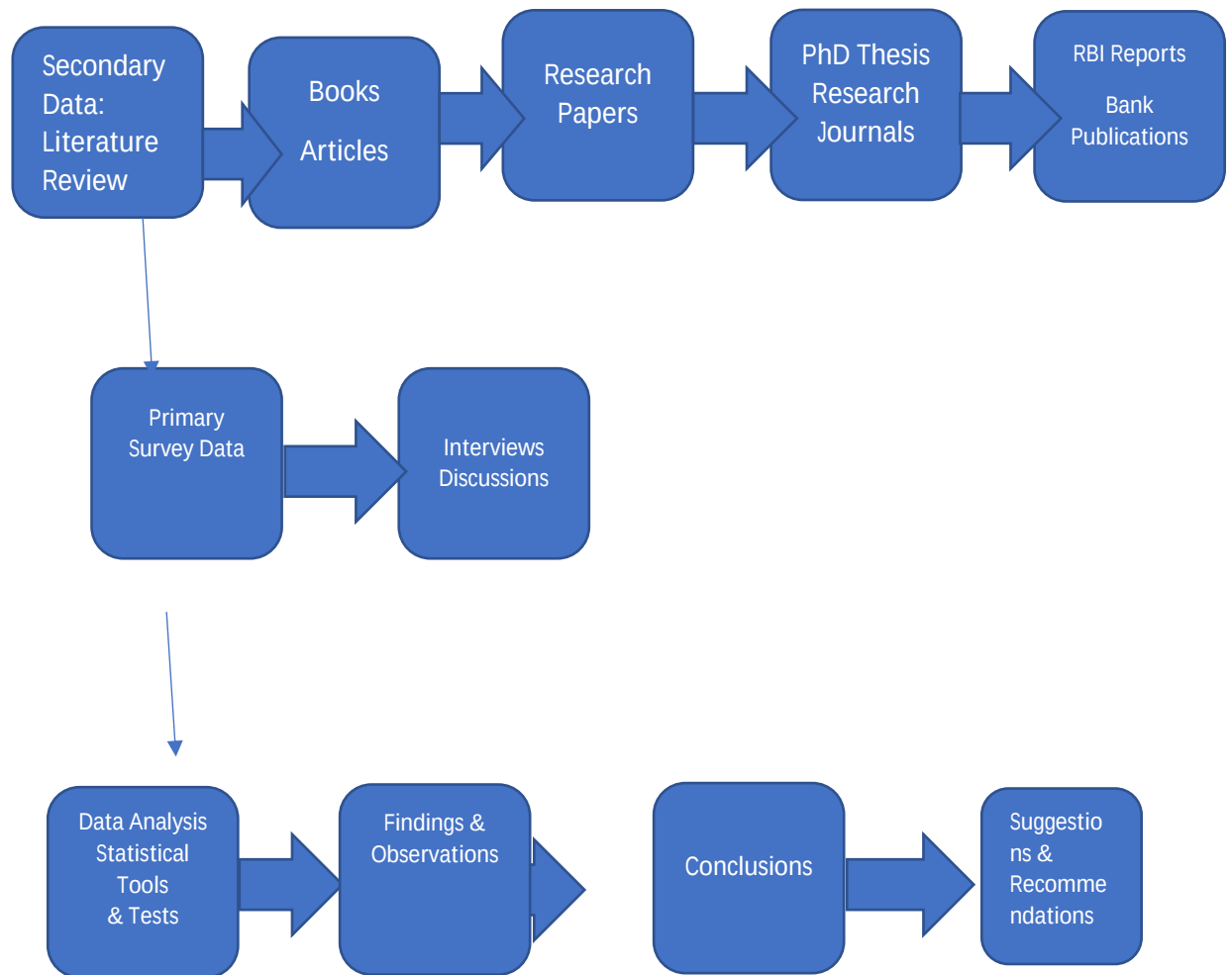


Diagram 2.1: Diagrammatic representation of Research Methodology

2.14 The pilot survey questionnaire is enclosed at Annexure XIII to the thesis. The frequency analysis of the main survey questionnaire, fulfilment and achieving objectives and testing of hypothesis is presented at Chapter IV and the Recommendations and Suggestions are presented at Chapter V.

Literature review has been reported in the next Chapter III.

	Chapter III	
	Review of Literature	
3.1	Introduction	
3.2	Global and Indian Scenario of change management: Articles, Case studies, research paper and Books	
3.2.1	Articles	
3.2.2	Case Studies	
3.2.3	Research Papers	
3.2.4	Books	
3.3	Details of the Field Study	
3.4	Research Gap and Conclusion	

3.1 Introduction: Literature review essentially provides an overview of the research work done in the chosen subject. It is important to discover the research gap and relevance of chosen topic against it. It has helped in understanding the research process. Research papers, research articles, case studies, related books, etc. were reviewed for understanding the approaches of research in the selected topic.

Anderson and King (1993): Concluded that with respect to the management of transformation processes in organizations, there is a strong need for leaders who are more change-centred.

Bass & Avolio, 2004: They attributed Laissez-faire leadership to the leaders who avoid interfering when serious issues arise, this could also be described as non-leadership.

Reviews of studies on change management in Indian and global banking scenario offers ample proof of use and adoption of change management strategies. The review also has helped in assessing the research gap. Few examples of such studies in the form of either narrative books, research papers, websites or articles are discussed below.

For defining the meaning of effective change management in the context of banking, and understanding the work done by various authors and researchers on the subject matter, the researcher undertook detailed literature study of various approaches and models of change management by eminent practitioners (discussed in Annexure III in

details), research papers, books and articles published in various research journals regarding change management practices and experiences in banks across the world and in India, and interviewed some eminent bankers (Annexure II). The study of the literature relevant to change management in banks provides enough evidence of its increasing use. It also reveals limitations of banks in terms of on and off use of change management.

The study has amply established that pursuing and monitoring change management is an enabler for survival and retention of market share as well as growth of market share for the bank in competitive environment. The study has helped in depicting the impact of change triggers and how the banks have been responding by appropriate action taken by its change leaders.

The study also reveals that change management strategies regarding technology transformation and developing leadership talent pool have made great difference in banks performance. It does justify the hypothesis that implementing robust change management strategies helps banks to survive through troubled financial position and put them on corrective growth path.

3.2 Global and Indian Literature on Change Management: Articles, Case studies, Research Papers and Books: Relevant references in the form of research articles, case studies, books and research thesis were reviewed to develop a deeper understanding of the research topic, understand the contemporary approaches and develop the research gap. The presentation of review of literature in the form of Articles, Case studies, Research Papers and Books is grouped under the following headings:

Review from national and international journals.
Research Papers, Research Articles, Case Studies
Review from reference books.

Review from national and international journals.

3.2.1 Research Articles

1. Jeff Hiatt, The Prosci ADKAR® Model for Change (Businesses, Community, Government) Jan 2006, Publication of Prosci Learning Centre

ADKAR model is a goal-oriented model that guiding individuals and organisations for change created by founder of Adkar Prosci Research and President of Adkar CM Learning Centre and founder Jeff Hiatt. Based on his research with more than nine hundred companies from fifty nine nations.

This company has managed building CM capacity of more than eighty percent of fortune five hundred companies with their methodologies by offering help in defining their organisations goals, assessment their change management maturity, reviewing their strategy for developing change capability, providing actionable insights useful for driving these companies to move ahead using techniques to outperform and change ahead of other companies by remaining agile for winning the challenges of surviving during much complex and bigger changes. Adkar stands for five most relevant tangible and concrete outcomes that companies want to acquire for lasting changes namely, Awareness, Desire, Knowledge, Capacity and Reinforcement.

ADKAR Model outlines the dreams and consequences of profitable exchange and is useful device for planning trade administration activities, equipping the leaders for facilitating alternate and helping personnel during the change. It is a character alternate mannequin used via hundreds of agencies worldwide. This book offers an explanation in-depth of the ADKAR Model's structured strategy and teaches how to observe the mannequin to guide men and women thru trade to obtain organizational consequences with success. It is an easy and holistic way to control change. The creator explains the foundation of the model and explains how the model helps in efficiently constructing organisations for change, positively influence a person's wish to adopt change and efficiently construct knowledge, foster capacity to put into effect a change and enhance and preserve a change.

The model helps for managing human perspective of managing change like sponsorship, communicating, resistance management coaching, educating, assessment of readiness, and fitting personnel into changing framework either organisational or individual level, offering a new lens to look at and affect change in any kind of employer organisation. The model helps in perception of barriers and levers of change and explains reasons for success or failure of change. If such point of view is rooted in strategies of examining change, it can be made applicable to any situations.

Jeff Hiatt has written other important books called 'Employee's Survival Guide to Change' and 'Change Management: The People Side' founding Prosci in 1996 for research and enquiry into managing change.

Observations: Although this model is used in many companies worldwide for people side of change, as discussed in the introductory chapter, effective change management is dependent on various internal and external variables like customers changing needs, technological changes, competition, and effectiveness of banks change strategies, influence of regulatory and legal framework and can involves changes in people, product and processes including structures and relationships. The model can be useful for incorporating in the broad framework of effective change management planned by the researcher.

The fundamental idea of this model is that when an employer entity undergoes a change, it is the behaviours of men and women in it that change, it is the employees inside the enterprise that change. The link between any strategy, process, or system change and the associated business results is the collection of individual change management that do occur in one person at a time. Therefore, understanding how to achieve change at an individual level is essential to achieve objectives of any large-scale changes and organisational change management and individual change management must be used together to manage change successfully. Adkar model focuses on building blocks of individual change which are basic requirements for a person to achieve and sustain change. They need to know why change is happening and maybe resistant to training and change. The link between strategy, process or systems changes and associated business results is the collective achievement of awareness, desire, knowledge, ability and reinforcement to sustain change by individuals in an organisation.

The outcomes of creating awareness, desire, knowledge, ability and reinforcement in individuals is reflected and mapped into methodologies of John Kotters 8 step model, Daryl Connors freeze unfreeze model or in Jeanenne LaMarsh methods like Prosci, basically for taking individual employees through the change process. ADKAR Model provides the linkage within performance of individual employees and business results obtained by managing organisational change.

2. Laila Al-Qatami, Assistant General Manager for Corporate Communications at Gulf Bank, Interview -Gulf Bank riding new generation of increase in Kuwait, January 10, 2018, World finance Digital banking <https://www.worldfinance.com/>.

Kuwait's planning ahead for year 2035 has a focus on raising of productivity of economy with fifty percent population below 25 age group and 8 percent employed in Government sector, which is no more sustainable. Digitalisation of banking enabling mobile and internet banking 24x7, especially contactless banktech based on biometrics, on demand is changing the face of their economy and it fits in with increasingly younger demography.

The Gulf Banks progress for digitisation of customer transaction has increased business saving customers preferring chatbots to branch visits. Now the customers are attuned to quickly change their banks and shift accounts to other banks and ready to for better services and convenient banking. Gulf bank has created its secure mobile banking for smart phones based on facial banking biometric for verification replacing password systems and launched new advisory and portfolio managing services. The bank has treated women with equal basis as part of empowerment.

Observations: The change management at the bank is based on use of innovative digital products and services to cater to customers changing expectation and convenience. This change has also affected the behaviours of the employees and their reskilling has been taken up by the bank. The case study makes it amply clear how banks are using change management in responding to variable of customers changing expectations and availability of new banking technology. But the case study does not dwell much on the internal processes of achieving the results.

3. Karin Sanders, Matthijs Moorkamp, Nicole Torka, Sandra Groeneveld, Claudia Groeneveld, Supporting Innovative Behaviour, The Role of LMX and Satisfaction with HR Practices, March 1, 2010, Journal of Technology and Investment, Vol.1 No.1.

It narrates an effort to find out whether Leader Member Exchange (LMX) and human resource happiness and how to modernise HR practices and revitalise LMX behaviours.

Data is used from Technical employees of companies in Netherlands and Germany. The survey findings find positive correlation and proved direct causative relation between satisfaction about HR practises and modern behaviour because of Leader-Member-Exchange (LMX). There is positive relationship leading to progressive behaviour. It also established that rewards do not encourage revolutionary behaviour, there is negative correlation. Good LMX encourages modern behaviour. Authors have found work content associated with employee job satisfaction. Satisfaction with fundamental rewards was once positively associated to the average job satisfaction. Crux of findings was that delight with pay influences discretionary behaviours negatively, but employees' universal delight positively.

Observations: The findings that satisfactory Human Resources management practices rather than rewards are concerned with innovating behaviours, that everyone wants to be part of a higher purpose is the most important takeaway from the study, which can be very useful in planning and budgeting for change programs. In fact, one may deduct that the if employees are complacent with their income earnings, they fall behind in exhibiting innovating behavioral patterns.

4. HSBC-Managing Change-Article, Customer Information Review, HSBC net, September 2018, Internet Banking, <https://www.business.hsbc.uk/en-gb/gb/article/managing-change>.

Exterior or interior influences impact businesses and speedier adjustments earlier can give aggressive advantage requiring development lifestyles of innovative attitude can make radical changes in businesses. Early sensing of changes in one, three or five year timeframe is essential for enterprises with management skills of planning, instructions, administrative skills and implementations. Benchmarking business to external benchmarks like consumer loyalty, prices, web promoting, and searching parallels in other sectors and monitoring competitors needs to be taken care of.

Though managing change is difficult, but identifying managing team with leadership, their quality determines success or failure of enterprises. Continuous coaching and relationship building can buy in all and replace ineffective staff.

Generally, the personnel at the 'sharp end' are frequently the first to turn out to be conscious of problems, therefore, it is preferential to get the impetus for changes to come from the employees for whom it has to be acceptable. Encouraging them to provide recommendations that would possibly enhance working practices is important. Employees likely to be affected take by proposed changes would come on board if they feel engaged and understood.

Change does not mean only moving from one status quo steady state to another. The real meaning of change is to continuously find the next opportunity for development even during implementation of previous changes.

i) Factors forcing changes- There are multiple influences in exterior or interior environment making changes in enterprise inevitable. Examples of external factors are technological progress, such as advances in IT, altering market conditions, such as pricing increase and demand from clients for new services, legislation, persistent requirement to cutting costing and enhance ability to say aggressive etc. Factors from interior of the enterprise can be personnel changes, such as key personnel leaving and new senior appointments, new administration strategies or manufacturing techniques, such as client provider initiatives or offshoring etc.

ii) Prioritising change- it is necessary to focus on changes with bigger benefits rather than the easier ones to implement. Continuous smaller modifications are beneficial instead of few bigger ones. Too many substantial modifications are difficult to digest and can conflict, but small-scale modifications are less complex to manage and profitable ultimately able to breed a culture of change.

iii) Preparing for changes- The reasoning for transforming and change should align with broad business objectives meaningful and understandable by staff for the real purpose behind it to garner support. The changes planned should SMART i.e. specific, measurable, agreed, realistic and time-bound and need to keep simple.

Change involves more and skilled work, extra expenses, and the extra spare capacity by management team for implementing change. Any loss of focus, time and attention would lead to failures. New skills and technology is required. Older employees may be

redundant. Arranging new recruits or reskilling old individual skills by trainings for handling new technology to remove fear of disruption needed. Phasing in or step by step change is preferable as it leaves scope for addressing any problems.

iv) Selling the changes- In any type of change, teamwork or cooperation of affected individuals to rely on is required. Resistance is a barrier for successful change. People's fears of giving up established processes and patterns of work should be given credence but explaining effects of not changing is necessary. Though it may be unpopular initially but would be necessary for business and would ultimately turn out well for employees would help in removing their natural wariness of continuous change. Sensitivity and human touch and keeping informed is required.

v) Implementing Changes-Making early bolder moves by assigning responsibilities would announce change. Change leaders need to take on lead role for main responsibilities and everyone's contributory role needs to be defined and explained as part of performance appraisal. Monitoring target achievement of change plans and early handling impediments, analysing causes and resolving causes of delay of slowing down the processes by employees and reinforcing changes by highlighting achievements and business gains is essential.

vi) Creating a culture of change- Once employees realise that change or capacity to change is part of their work assignment, resistance reduces. To improve pace and quality of change to systems and procedures, encouragement for continuous feedback and inputs, giving credit to new ideas from employees impacted and undergoing transitional effects, asking their valuable suggestions, suggestions for new areas of change and development is required.

Observations: The article very aptly defines change as continually looking for identifying the next opportunities for development, even during implementation of previous changes and insisting on making changes before they are forced on due to changed environment. Such readiness can ensure competitive advantage, it gives six important factors of change to keep in mind for ensuring success, which can be very useful for the research. Recognition by rewarding people for their contribution to

success and associating rewards to returns or their achievements is required for planned changes.

5. Hugo Najera, Head of Business Development at BBVA Bancomer, Mexico, January 18, 2018, World finance Digital Banking; www.worldfinance.com.

BBVA Bancomer is a Mexican financial institution primarily based in Mexico City. It is the using technological know-how to preserve tempo in the altering banking landscape. Despite an inflow of fintechs getting into the banking market, BBVA Bancomer is growing a set of digital banking applications for financial and economic inclusion in the country, creating first digitisation division in the country to supply the bank's eight core clients, fifty lakh digital customers and forty lakh cellular consumers with more than a crore downloads of digital application of the bank Bancomer Movil. High investment in banking technology and new working strategies to develop mobile banking application. Such customer-centric facility offers banking on palm tops enabling to make better economic finance choices for daily chores.

One of BBVA Bancomer's key techniques for enhancing its digital banking abilities has been the use of analytics to gain in customer needs insights. By the usage of new technological know-how such as cloud computing and bigdata, it has been in a position to analyse real-time data and provide options that are precise to every purchaser and use insights from metadata to shift from transactional banking to relationship banking. With such improvements, peer banks are no more its competitors. Younger and agile fintechs are the real competitors with skilled workers and market savvy approach who focus on their clients' behavioural and consumption patterns and focus on consumer experience. In such changing environment, to be of relevance, the bank is innovating capacities in its mobile app Bancomer Movil (CheckUp) for analysing their economic behaviour and offering advice on managing their of their finances with sound monetary recommendation to its clients so they can enhance and hold their incomes.

With competition from entry of non-financial fintechs supplying new merchandise of products and services, which are attractive and useful to people, BBVA Bancomer has been persevering to maintain its lead in digital applications by interacting with customers, being attentive to their needs, working side-by-side with different

businesses and retaining up to date with technological change, adapting to the new banking landscape.

Observations: Its significant study as it focuses on impending disrupting challenge from fintechs to traditional banking and how they overcome it. Such gutsy behaviour by bank is an example is inspiring for Indian banks too, who are ambivalent about converting into partially technology companies. The case study squarely proves that it's not impossible and in fact necessary. The case study gives a template of how a bank responds to challenges of adopting technology for effective change management and engage meaningfully with the customers unmet demands for progress.

6. Roland Berger, Strategy Consultants, Digital bank platforms rise as cooperation with fintechs grows, October 2018, 19031, Website Article
<https://www.consultancy.uk/firms/roland-berger>

Roland Berger's is one of the leading Strategy Consultants of the world from 1967 developing specific customized, innovative techniques and strategies with their clients having 2,700 personnel working in fifty one sites in 36 nations worldwide successfully operating in all international markets. Roland Berger Strategy Consultants advises all major industries and services firms globally, as well as public establishments. Their services encompass advising on various strategy issues and challenges, strategy alignments, organisational structures, new business models, policies, procedures including technology. To better apprehend the cutting-edge trends, Roland Berger consultancy for exchange surveyed 60 retail banks throughout 10 nations about their current developments in the digital space. It is observed by them that the banks are collaborating with fintechs to outperform the new digitally enabled competitors.

As digital choices have become vital for holding customers, 88% of banks associated significance to working with FinTechs in the future, in their survey. Across the banking landscape, new challenger banks and FinTechs are attacking the models of business of banks, making inroads into their market share by means of presenting agile, digitalised alternatives. In retail banking, the pattern is seen throughout the value chain, from client contact and lending to mortgages, repayments and alternatives to financing. A wide variety of elements are influencing the digitalisation process for banks along with the use of third party structures and platforms to decide on developing in-house propositions.

Observations: As competition in various segments of the market is heating up, staying ahead of the game is a key priority for banks. Different banking institutions are at different levels of maturity in their digital development. Key questions is about maintaining relatively dominant position of banks in the financial service segment. For which efforts to adapt the innovative technologies would remain a priority for banks change management efforts. Therefore, once can conclude that technology remains a significant change driver for banks.

7. Colin A. Carnall, Associate Dean, Executive Programmes and Professor of Strategic Management at Warwick Business School, Change Management Toolkit-Managing Change in Organizations, 1990, ISBN-13: 978-0273704140 ISBN-10: 0273704141.

Colin A Carnall is a teacher & researcher of strategies of changing, organisations designing and management. He gives a ready to use toolbox for review implementing changes in organisations in effective manner. He outlines guidance and technique to plan, implement, evaluate and learn from effective change in organisations. Reviewing traditional and more recent critical theories, he has presented frame works for changing which are suitable for today's complex fast-moving challenges of companies with a practical path for achieving effective organisational change. He presents and guides about technique for planning, implementing and reviewing major organisational changes and managing stress of the same. He has given simple way of navigating through a 5-part structure covering theories and themes, techniques and models of change management, focusing traditional models and critical perspectives of change, discussing new model of Strategic Convergence for catering complex nature of multiple change initiatives running parallel with case lets, exercise to enable those who want to test and apply know how skillsets and acquired techniques.

Observations: Authors Strategic Convergence model for handling complexity of multiple concurrent change programs running in any organisations is an important input for conclusions and suggestions by the researcher. The international experience of strategic change management issues in banks is found very useful as a knowledge input for evolving broad framework of change for banks by the researcher.

8. J L Pierce and A L Delbecq, Organization structure, individual attitudes and innovation, 1977, Academy of Management Review, Vol. 2, pp. 27–37,

Using data from a Dutch and German survey in 4 technical businesses (n=272) the authors had developed and examined two structures to provide an explanation for the relationships between Leader-Member-Exchange (LMX), delight with HR practices (employee influence, flow, rewards and work content) and creative behaviour. It is concluded by authors that LMX and happiness with HR practices had been positively associated to innovating behaviour. The authors located proof of innovating behaviour of personnel which refers to a key issue of organizational effectiveness involving the creation, introduction and implementation of new thoughts or fresh ideating inside an company in order to enhance performances. Establishing relationship between LMX and innovation oriented behaviours, connection between LMX and happiness with HR practices which in turn leads to positive innovating behaviours has also been established by the authors.

Observations: The research findings are useful for understanding change management as it entails innovative behaviours. Therefore, satisfactory human resource management seems to be essential for an organisation which change oriented.

9. Rakesh Saxena, Ex CGM, Bank of India, July 2015, CAFRAL seminar on Change Management, Centre for Advanced Financial Research & Learning (CAFRAL) Program on Effective Change Management, Its Impact on Performance & Future of Banking in Changing Marketplace.

He headed the change management department of the Bank of India and presented his view of change management on the basis of his own experience of leading change management in Bank of India. Change management is a systematic approach to dealing with change either from organizational or individuals' perspective. Change Management almost always covers two aspects, first is change management per se and the other is Project Management. Change Management is the process, tools, and techniques to manage the people side of change (driving ideas and their execution) to achieve the required business outcome. It incorporates the organisational tools that can be utilised to help individuals make as successful personal transitions resulting in the adoption and realisation of change.

Project Management is the application of knowledge, skills, tools, and techniques to project activities to meet projected requirements integrating initiating, planning, executing, monitoring and controlling and integrated with managing change as teams work to move from current state to future state desired.

Adopting to change, controlling change and effecting change in a proactive manner, in any organisation by defining and implementing procedures and technologies to deal with business environment, leveraging new opportunities, is change management. It is a systematic way of tracking implementation of changes. Change control is an Information Technology concept. It is systematic way of managing all changes to a product or systems so that unnecessary are not made, whatever changes are made are well documented, resources are used efficiently, and disruptions are avoided. Therefore, in information technology parlance, change control is a component of change management.

Observations: As competition in various segments of the market is heating up, staying ahead of the game is a key priority for banks. Different banking institutions are at different levels of maturity in their digital development. Key questions is about maintaining relatively dominant position of banks in the financial service segment. For which efforts to adapt the innovative technologies would remain a priority for banks change management efforts. Therefore, once can conclude that technology remains a significant change driver for banks.

10. Neil Anderson, Kristina Potočnik, Jing Zhou, Innovation and Creativity in Organizations: A State-of-the-Science Review, Prospective Commentary, and Guiding Framework, March 17, 2014, Journal of Management, Sage Journals, <https://doi.org/10.1177/0149206314527128>

For successful performance of an organisation, innovation and creativity are important requirements. The authors have reviewed research in this area from 2002 to 2013 and have proposed that creativity is associated with idea generation and innovation to idea implementation. The authors discuss several seminal theories of creativity and innovation and then apply a comprehensive levels-of-analysis framework to review extant research into individual, team, organizational, and multilevel innovation. Key measurement characteristics of the reviewed studies are then noted. In conclusion, we

propose a guiding framework for future research comprising 11 major themes and 60 specific questions for future studies.

3.2.2 Case studies:

1. Global Bank, case study, Global Bank-Establishing Change Management as Core Capacity, 2019, ProsciAdkarModel /solutions@prosci.com, www.prosci.com

The case find out about examines how Global Bank Corporation (Global Bank) integrated in Republic of Panama running from 1994, has mounted alternate as its core functionality with ProsciAdkarModel. This has resulted in constantly greater increase prices and overall performance than the industry, crossing one billion in assets. With 25 years of operations, the non-public financial institution at the Panama capital has at current 38 branches, 9 Express Centers and 141 ATM's nationwide. Global Bank with its international consumers of sixteen million and over 80,000 personnel recognized higher requirement of organizational alternate Change Management capacity in 2011. The quantity and tempo of large- scale change drove the requirement for the financial institution to be purposeful and diligent at earning return on key strategic investments. Senior executives set a mandate to execute on transformational changes in an enhanced and structured way, and in early 2011, an Organizational Effectiveness (OE) group was once commissioned to decide a format and a strategy. The OE group evaluated a range of main strategies to decide the right methodology. The crew finally selected to standardize on the Prosci methodology primarily based on the suitability of methodology itself and on the alignment of Prosci's method with their organization's commercial enterprise needs. The methodology attracted the firm due to its pragmatic and replicable strategy to managing change. The Prosci Adkar Model was found easy and effective, with a realistic toolkit that enabled practitioners throughout the enterprise to be quite self-sufficient. The Prosci 3-Phase Process furnished a clear, realistic course to comply with for the complicated changes. It aligned with the bank's present process-based functionality frameworks for application and managing projects. Its method of partnering with customers additionally aligned with the bank's working models for change. Flexibility in the configuration of the application and its networks global availability enabled the OE crew to customise how it scaled the roll-out of standard practices to its international organizations.

The mission was once to set up change management as a core functionality inside a large, complex, diversified and globalised organization. And the solution provided and carried out consisted of i. defining an operational model and governance for change implementation ii. Aligning projects and changes managing or implementation frameworks iii. standardising managing change throughout the enterprise iv. setting up a study curriculum for managing change.

Implementation stages included i) designing the working mode ii) aligning frameworks iii) capacity-competencies build iv) engagement of the communities of practices and v) capitalising robust sponsorship.

The bank launched a robust change training curriculum that aligned with its change management operating model customized to role-specific programs tailored to managers, employees and business partners and focused its training initiatives on building sponsorship among senior leaders and developing technical skills with those who would implement change across the change management federation. Prosci trainers facilitated one-day leadership and executive sponsor programs with top leadership and have certified close to 500 change practitioners across the enterprise. Bank utilized electronic delivery channels to efficiently reach large numbers of individuals adapting content to integrate it into existing internal training structures.

The results: Bank built change management capability across a global enterprise through has gained a solid change management foundation with internal practices like operating model for governance structure for change management, consistency in the way change management standards are articulated, capacity for managing the risks of large-scale programs, higher levels of employee awareness and engagement during major change for desired effective outcomes.

Observations: The bank has been able to make its journey to establishing managing change as a core capacity is continuing and strengthened in the dynamics and ever-changing environment within the industry. It has used Adkar model provides linkage between as individuals' performances, organisational change-management and business result or performance. It has tackled top down change strategy and made every employee a capable change manager. This aspect is very useful for incorporating in the change model by the researcher. But the limitation is that continuing change

management capacity needs to be structurally built into organisation and despite changing leaderships needs to be part of the functionality of the bank.

2. Targray, Montreal, HSBC Canada, HSBC Group Management Services, Insights and Tools, 04 April 2019, Make Organizational Change Your Competitive Advantage <https://www.business.hsbc.ca/en-ca/ca/article/organizational-change-management>

The case find out about emphasises that most profitable businesses are these who proactively become aware of possibilities for boom and have a company way of life that embraces new possibilities, confidently pursuing change, shifting to new markets, introducing greater environment friendly enterprise strategies for imparting a aggressive edge. Targray Montreal used to be CD manufacturing business enterprise and enterprise chief in CD materials, printing and packaging, whose administration acknowledged possibilities for increase in CD enterprise had been coming to an give up in 12 months 2000. Leveraging on its merchandise used in photo voltaic industry, made formidable bounce in totally new market. Further, recognising that the turnkey options they had been growing for their photo voltaic electricity customers to pass to batteries and biofuels had been additionally wanted by way of customers in different clean-tech electricity sectors, increased into a multinational distinctiveness substances employer with workplaces in six nations and annual income of US\$400 million in clean-energy options and products. Embracing alternate has made them a chief in 4 most important markets throughout a couple of industries.

It emphasises the position of exchange champions for profitable change who can be interior even though exterior champions are also needed. For example, a banking partner can help with credit score and economic options to assist to new ventures as an exterior champion. The receivables finance answer furnished by using HSBC allowed Targray in their photo voltaic division to develop and make bigger income as a key pillar in achieving income objectives, barring which the agency would now not have the potential to enter extra deals.

The change management cycle from notion to implementation accompanied by using the employer and endorsed by using the financial institution consists of figuring out the

want for exchange early on, prioritizing movements through centre of attention on workable benefits, growing fine exchange tradition in the organization, getting ready for exchange via gathering overall performance data, thinking about commercial enterprise implications (organizational and financial), looking for recommendation from experts, launching a pilot assignment and growing a timetable, advertising the alternate by using speaking employees, clients and suppliers about why this is important, imposing the alternate by way of certainly defining roles and responsibilities, monitoring growth and making positive all administration moves assist the alternate and sooner or later create a way of life of exchange – when trade is considered as an inherent section of organization's way of life the place human beings are greater probably to include a lifestyle of mastering and growth.

Observations: To shift the course, set new priorities, enforce new techniques or assignment into new markets is difficult. Generally, leadership, verbal exchange and enticing employees' hearts and minds about the want for trade are mentioned as critical factors of change, but it is equally necessary to be touchy to possibilities abruptly flashing and grasp their potential.

This is an instance of transferring the direction selecting up on leads and totally enhancing the commercial enterprise to stay applicable and leverage modifications in the ecosystem of the organisation. This is an instance of a gaining knowledge of organisation, which wishes to be made phase of the generic mannequin aimed by means of the researcher.

3.Silvia Akinyi Amayo and Fred Mugambi Mwirigi, Jomo Kenyatta University of Agriculture and Technology, 5 October 2016, The Drivers for Effective Change Management in Commercial Banks: A Case Study of Commercial Bank of Africa Mombasa Branches, Elixir Management, 99 (2016) 42961-42974.

This is a case study on effective change management based on survey findings at Commercial Bank of Africa Mombasa branches. The main objectives of the studies are to analyse the changes drivers available and knowing exactly what drives effective change in commercial banks. The study examined theories of change that have previously been highlighted by researchers.

The researchers have used descriptive qualitative design and collected data using questionnaires, interviews and observation. The sample of the study was all the staff in the bank, from which the researcher selected a sample that included a representative from each department. The questionnaires were administered to the sample, which included the bank's employees; mainly being branch manager, customer service executives, relationship managers and sales executives. Data was also collected from representatives in legal bodies regulating the bank, mainly KBA and CBK. Data analysis was done in three steps: description of collected data, analysis and interpretation. The researcher used SPSS software to analyse the data. The researcher gives a conclusion that the drivers for effective change are customer's changing needs, legal bodies' regulations, technology, customers' acceptance of the change, strategies employed, market trends and competition. As recommendations, the researcher advises that the bank should carry out more customer surveys, pay keen attention to its competitors and continue to be informed of the regulations enacted every now and then.

The researcher also recommends that information about the changes should be cascaded down to the customers more extensively and exhaustively, employees should be informed of the changes first and there should be a grace period allowed before the changes go live and completely replace the existing processes and procedures.

The researcher also recommends that the bank should continue adhering to regulations and finally listen to its customers' complaints and suggestions. The study highlights suggested areas for further studies. One of these areas is the study of specific mistakes that occurred to lead to frequent placement of banks under receivership in the last 2 years. Another suggested area of study is drivers of change in other industries in the country. This is because each industry has its own unique factors hence what works for banks in this study might not work for other sectors. This project aimed at establishing the drivers of change in Kenya's commercial banks. Drivers of change in the study refer to the reasons that may lead the Kenya's company to want to bring changes to its normal operations. Change may occur in terms of changing processes, products, services, management style, restructuring, rebranding or policies from legal bodies. Change managers must come up with plans on how to initiate the change, how to

inform the company's stakeholders and get them to embrace the change and how to finally make it part of the company's normal operations.

The study highlights that change drivers might be changing customer needs, need to keep up with competition, new rules enacted by legal bodies, restructuring and rebranding and new management which brings with it new management styles. New banks are born who create new products responding to market expectations. New technologies are shared fast across the globe in all sectors including banks. In all this, the main challenge the banks are faced with is change. It is therefore of importance to not only change but to ensure the changes are effective and successful.

Observations: This survey based study on effective change management in a bank is one of the most important resources found by the researcher as it specifically uses the concept of effective change management and conceptualises a model of independent variables which contribute towards the dependent variable of effective change management, which has been discussed in the introductory paragraph. The researcher proposes to use this model as part of the recommendations.

4. Bijan Bidabad, Change Management of Banking System at National Level by Rastin Banking, Bank Melli, Iran, Islamic Azad University, <https://doi.org/10.32770/Rbaos.Vol157-70>.

The motive of the study was to locate approaches to make changes in banking by special innovative methods. This design was formulated and experimented in Bank Melli, Iran in order to advocate a template for different banks as well. Researcher has studied the steps that Rastin Banking, which was formed in Bank Melli Iran as a sample, to demonstrate effects of change managing. This paper discusses how banking sectors can be managed through grafting novel efficiency inducing processes, cutting older inefficient ones, and harmonising the company with new approaches and empowering the personnel through apprenticeship and understanding changes can put ahead the change management. The researcher has proposed technique of "Prune and Graft of Process" like grafting a shoot or bud of a sweet-fruited tree to a bitter-fruited base tree is important in making changes. Accordingly, researcher proposes new techniques ought to be grafted to the system, and all approaches that are theoretically or virtually

in opposition to the desires of the corporation have to be pruned. New procedures and improvements can make changes the financial institutions performance. Researcher proposes that apprenticeship and know how managing are extremely impactful at all steps of managing changes. It is concluded that efficiency in managing changes in larger entities could avoid hurting society.

Observations: It is an example of use of change management based on gardening concepts in an Islamic bank in Iran by using concepts of prune and graft for knowledge management and empowerment of employees and customers. It is an example of how fresh thinking can come from unrelated areas in the field of banking to transform it in consonance with nature.

5. Antonio Losada and Javier Bajer, Change Management Paper-How we transformed our culture in 100 days-the story behind an intensive culture change program at HSBC Argentina, 2009, Strategic HR Review Vo. 8, No.5, pp. 18-22, Q Emerald Group Publishing Limited, ISSN 1475-4398 DOI 10.1108/14754390910976799 <https://www.business.hsbc.ca/en-ca/ca/article/organizational-change-management>

This paper pursues to supply a template to leaders looking to change way of life of any massive and complicated businesses by way of sharing what HSBC achieved in Argentina, describing how and why HSBC went through one hundred days of severe activities for considerably altering the organisational cultures of over 6,000 of its employees. It gives design, methodology and strategy from views of CEO and from the angle of program implementation. HSBC in Argentina was going through downsize and diversity of cultures, new management team and present bureaucratic and inward-looking structures on the background of global financial crisis of 2008-9.

The program challenged traditional culture change approaches which do not use on communication as effective tool and neither use strategies of reward to driving changes. In this program, management was once referred as the potential to create change and add value, regardless of any job descriptions, rewards, metrics, hierarchies or even visibility. During the program, participants worked together to add value by making changes wherever they could either with or without permissions. Choosing to modify processes they felt caught up in procedural fix and started conversations with seniors

or colleague or customers when they felt necessary. They had freedom to plan their course identify their interests, take lead, analyse current practices and realignment as they thought right. The platform was used to drive new behaviours with randomising of participants. Strategic coaches helped to strengthen new behaviours at scale. Generally, enthusiasm and capabilities erode when one faces reality, which dilutes the education efforts which stays solely at conceptual level, instead of turning into concrete set of applicable behaviours that personnel can put to use. For this change effort, a web-enabled platform was once added to all participants. They had a use diagram for their journey, pick out areas the place they desired to proceed to enhance and seize the management moves taking for real. Participants analysed contemporary conditions as possibilities for leadership, realigning themselves via unique and instantaneous actions. This platform was once used for the relaxation of the exercise period, using new behaviours till these grew to be spontaneous and the platform was once no longer required. Participants have been randomly assigned to a newly formed teams, supported senior member of the organization, understanding the teaching methodology of the application supported via 12 coaches, personnel skilled to play a strategic position throughout the program.

The effort led the financial institution to turn out to be high-performing organization, prepared to receive new challenges, placing customers at the centre and feeling proud had effect on their lives. Employees developed self-assurance about their function in society, assisting persons and organizations grow, realizing their goals and feeling reinforced in doing so. Results exceeded expectations making enterprise attractive.

Observations: This is an example of culture change where leadership is defined as the ability to create change and add value, regardless of any job descriptions, rewards, metrics, hierarchies or even visibility. This engaged and involved entire set of employees. This would be an important element for any change management model to be adopted by banks.

6.Dr. Pythic, Faculty, Ms. V. Sree Jyothi, Research Scholar, HR Issues and Challenges In Indian Banking Sector, 2015, School of Management Studies, University of Hyderabad, Gachibowli, Hyderabad – 500 046. Andhra Pradesh, India pjbasp02@yahoo.com. Over the last three decades, there has been a remarkable increase in the size, spread and activities of banks in India. Banks profile have changed over

the years with increase of new branches and employees (increasing complexity of Human Resources) and product mix which even include merchant banking, mutual funds etc. Banking has fundamentally and rapidly transformed in terms delivery of products and internal working which is IT dependent. Change is the only constant in banking too, due to dynamic world around.

The major challenge faced by banks today is of protecting the falling margins due to the impact of competition. Another significant impact of banks today is the use of technology. There is an imperative need for not mere technology up gradation but also its integration with the general way of functioning of banks. Efficient human resources management with enhanced skills, latest knowledge, behavioural adaptability and adjustments could make it possible. There are numerous human resources management challenges in banking industry and this paper suggests mechanisms to handle the same.

The Authors have concluded that banks in near future will have to address compensation issues, flexible work schedules, outsourcing and retaining talent.

Observations: This paper focusses on the futuristic HR issues which organisations would be required to handle if they have to face the challenges of change. Researcher feels that the HR needs to be a part of the effective change management framework as one of the important variables.

7. Dr Asha Bhandarkar, Dr Snigdha Rai, M D Mallya, Towards the next curve, 2012, case study IMI, New Delhi.

Mr. MD Mallya had been Chairman and Managing Director of Bank of Baroda, from May 2008 to November 2012 and had headed several domestic and overseas subsidiaries and joint ventures. During his tenure Bank of Baroda recorded high growth rate much beyond the industry level at over 30 per cent and doubling its business in 3 years. The net profit touched a new peak of over Rs. 5000 crores. The story of Bank of Baroda (BOB) under his leadership is a rare example of a public sector bank which achieved excellence despite the internal and external constraints where the bank moved into a phase of consolidation and next orbit of growth and performance. Its share value rose from Rs. 360 in March 2008 to a high of Rs. 860 in March 2012 and international operations grew from Rs. 51,874 in March 2008 to Rs. 209,444 crores in September

2012. These milestones were reached without unrest and by retaining the positive image of the bank in the volatile business environment despite post the global financial meltdown.

In terms of total business BOB raced ahead of its peers and grew at 26-27% in the 2011-2012, compared to the industry which grew at 18-19%. Major achievement was not growth but rather growth with quality. His exemplary performance record, the legacy he has left behind, magnitude of change that he could achieve, his relentless endeavour to take the bank to the next curve, prompted the case study. Based on content analysis of the in-depth interviews with top, senior and middle level officers as well as Mr Mallya, The authors have identified the leadership traits in him like visionary strategist, binocular vision with microscopic details, constituency management, people developer and team builder, open, empowering and participative nature, humble balanced ethical person, radar like mind set and Olympian stamina and patience.

Observation: The case study is important from the point of understanding how BOD carried over the legacy of Dr Khandelwal as far as change management and its positive impact is concerned. It does justify John Kotter as far as need of great leaders for big changes is concerned.

8. Chavda, Sandip R Banking services and customer satisfaction a comparative study of public sector banks and private sector banks with special reference to the Gujarat State 2015, Saurashtra University <http://hdl.handle.net/10603/70595>.

The main aim of the study was to examine the customer satisfaction and banking services in public sector banks and private sector banks in present dynamic world where customers do not like to waste their time in waiting. If the banks give best services to their customers than customers do not change the bank, but majority of banks are not very diversified in terms of the services they offer as most of the banks have same services and are trying to put customers at ease. Therefore, to differentiate its identity from others each bank has to make hard efforts to rebuild their services among their customers.

According to the findings of the study majority of customers prefer to have accounts both with public sector banks and private sector banks, and relatively younger people prefer private sector banks, majority of service class customers prefer accounts with

public sector banks and saving account is the most popular product of both public sector banks and private sector banks. The study has further revealed that the level of customer satisfaction varies across different types of services offered by public sector banks and private sector banks. According to the result and the analysis show that the private sector banks create a good impression and thus satisfy their customers by the banking services they provide. So, private sector banks customers are more satisfied as compared to the public sector banks. Therefore, public sector banks need to improve their customer services. They should provide cost-effective and customized banking service to their customers.

Observation: The conclusion that private sector banks customers are more satisfied as compared to the public sector banks who need to improve their customer services is important from the point of view of becoming learning organisations sensitive to customised need of customers. The findings are useful to incorporate in the research findings.

9. Change Management at ICICI Bank, IBS Centre for Management Research (2002), A Mukund & K Subhadra, ICMR Centre for management research www.icmrindia.org. The case examines the system of trade administration at ICICI after Kamath took over the management of ICICI and following the ICICI Bank and Bank of Madura (BoM) merger. The case exhibits the significance of exchange administration and how wonderful administration of exchange brings out nice consequences from the employees. The case is structured to allow readers to recognize the vital components of alternate management, enabling i. to apprehend an important restructuring method ii. its motives and intent undertaken at ICICI ii. Talk about the quite a number initiatives of ICICI to control the primary modifications all through the agency iv. consider the effectiveness of trade administration practices adopted by means of Kamath v. achieve an perception into the alternate administration insurance policies adopted with the aid of ICICI in merging BoM with ICICI Bank smoothly.

Observation: The find out brings out how a merger can be leveraged via a dynamic personal quarter financial institution to amplify commercial enterprise and throws mild on the restructuring techniques and alternate administration insurance policies adopted by using ICICI.

10. Ishani Chakraborty, 2010, Inducing Organisational Change in State Bank of India (SBI) Case study, Amity Research Centers, Bangalore, 2010, Ref No 410-032-1.

The case study examines organisational change management of State Bank of India in mid-2007, when SBI launched "Parivartan" (meaning change and transformation), a mass internal communication programme, to change its employees' approach towards organisational duties, particularly customer service. The programme was the brainchild of Om Prakash Bhatt, the Chairman of SBI at that period, to check the falling market share of the largest Indian bank. One of the main reasons behind SBI's decreasing market share was stiff competition from the foreign and private sector banks that provided better customer service. In addition to this, SBI was way behind in technological aspects compared to those banks. The focus on providing better customer service through Parivartan and upgrading its technological aspects, did pay off to increase SBI's market share within a year. The success of Parivartan led the top management to launch one more such programme named "New Parivartan" in 2009. Parivartan was considered a successful organisational change management programme. It also proved the fact that an organisation needs to adapt to the changing environment for sustainable growth.

Observation: The case study has been used by the researcher for building SBI's change management profile.

11. Brad Fagan, change Management vs Continuous Improvement: Which is best for you?, Triaster, Triaster Ltd, Fugro House, Hithercroft Road, Wallingford, Oxfordshire OX10 9RB; <https://blog.triaster.co.uk/blog/change-management-vs-continuous-improvement-which-is-the-best-for-your-business>

Continuous improvement and change management are many a times used interchangeably. For describing transformational changes to any businesses and the way it works.

However, these terms are focused on very different change strategies, and the method chosen will depend on how you want the changes to be made and how much of a cultural upheaval your company or bank can tolerate. Often a combination of these two is the best approach. In order to find out which one of these strategies is best for you, one may like to do a survey with the staff. The difference between change management and continuous improvement can be explained.

Continuous improvement is an ongoing and long term approach for improving the services, products and processes in banks. It is concerned with changing and improving business processes in increase production efficiency and reduction of costs. In continuous improvement majority of changes are small which in turn reduce the resistance and improve acceptance. Therefore, continuous improvement can also become part of larger change management initiatives. Examples of continuous improvement are reducing cost of products, increasing efficiency of processes, improving existing business processes, find the risks and reduce or eliminate them etc.

Tools for successful Continuous Improvement: To really make the most of an improvement project, one must first look at and analyse existing business processes with tools for capturing and documenting continuous improvement. A great way to do this is by process mapping. Once you have captured your business processes, you can then start to look at how they can be improved going forward. At this stage many business look to invest in a Business Process Management system to help them model and simulate changes to existing processes to make sure that the changes will be of benefit to the business and will achieve the desired objectives mentioned above. The real success of an improvement initiative comes when continuous improvement becomes business as usual.

In an ongoing constantly evolving processes, revisiting the changes one makes is required for checking if they could be improved further. Also to know whether there are any factors are impacting the changes. Businesses that are able to adapt seamlessly to change are often more successful, and with the increasing demands in both the public and private sectors, continuous improvement is something that really needs to be considered.

There are many benefits of implementing continuous improvement strategy any organisation. Gaining an overview of all your business processes is an important one, as is reducing costs and increasing efficiency but also improving quality, increasing productivity, reducing risks and increasing profitability. If implementation of the continuous improvement strategy is done properly, it can become part of its culture.

However, there are several factors that may lead to problems when getting your project off the ground, some examples include lack of leadership and management support,

inability to get buy-in, lack of employee engagement, problems with getting employees to follow new or existing processes and reduced take-up. These problems can be reduced or removed by supporting continuous change strategy with change management approach.

12. Ali Mohammad Mosadeghrad, Maryam Nassirian, Why do organisational change programmes fail? 2014, International Journal of Strategic Change Management 5(3):189 IJSCM.2014.064460 Tehran University of Medical Sciences
Abstract

Many organisations have found it difficult to implement organisational change successfully. To understand the reasons of change failures, this paper uses systematic meta-analysis of the literature published between 1980 and 2011. The reasons for unsuccessful change programs were generally ascribed to insufficient training and education, apathy of employees, inadequacy of management support, poor leadership or lack of it, inappropriateness of organisational culture not suiting objectives, inappropriateness of planning, inadequacy of resources, poor or lack of communication, insufficiency of customer focus, and finally, lack of monitoring of change and its measuring systems.

Implementation of change programs in organisations and their impact directly depends upon ability of its managers to adopt and adapt the principles of change programs. A well designed, wisely adapted and well planned change program helps managers in achieving the expected or desired results. Change leaders can develop effective change strategies for enhancing the chances of achieving desired outcomes by identification of factors which contribute to success or failure of change

13. A discussion on Agile in banking: Beyond buzzwords, Mckinsey & Company, August 27, 2019 Our Insights, Digital and Analytics

<https://www.mckinsey.com/industries/financial-services/our-insights/banking-matters/a-discussion-on-agile-in-banking-beyond-buzzwords>

Banks need to become less bound by processes and policies, less bureaucratic. They should be fun places to work where talented people are empowered. Where they can grow professionally, and are coached for better performance. These are hallmarks of an

agile organization. An agile organization is composed of a large number of high-performing, small teams, each with a clear mission that they can deliver end to end. It's about shifting to a culture where everyone is welcome to give their opinions and their ideas and can come to the table and solve problems together. There is no one-size-fits-all answer. The organizations should avoid any formulaic implementations of agile, or "copying and pasting" generic frameworks. A true agile approach requires thinking through the underlying core beliefs and objectives in your organization and designing something that makes sense in that context. One does not do agile, but becomes agile, you are agile. So in a bank, one would think about the branches, people in operations, support functions, HR—the whole organization. Agile really adds value when you actually do something that is new, where you need to bring value fast to get customer feedback or ensure your solutions are working appropriately. Agile fundamentally changes how a company is managed. Instead of managing it by inputs, agile company manages by outputs. A lot of the focus needs to be on the people, on the culture, and on all the processes that one needs to redesign and reinvent, as an organization. It emphasizes the shift in the role of managers. Agile organizations are steered on the WHAT and less on the HOW. The teams are multi-disciplinary, less hierarchical and product owners and tribe leads need to be much more entrepreneurs, they are fully accountable to steer teams on HOW they want to achieve the results while the WHAT is defined in collaboration with the top.

3.3.3 Research Papers:

1. Marcel H.A. Jeucken Rabobank, Netherlands, The Changing Environment of Banks, 1999, Jan Jaap Bouma Erasmus University, Netherlands, GMI Theme Issue, Sustainable Banking, The Greening of Finance

This paper focuses on growing significance and requirement of sustainable banking. This paper examines the improvement of environmental challenge in banks, their environmental impact, their position in the economic system and the riding forces for extra proactive insurance policies towards sustainable development. A typology is introduced categorising 4 ranges of attitudes towards environmental problems: defensive, preventative, offensive and sustainable banking. Due to their middleman position in the economy, banks focus sustainable development. Their intermediary

function is quantitative and qualitative. Due to their environment friendly credit score approval systems, banks are properly geared up to weigh dangers of these risks. Through such differentiation, banks can foster sustainability. Banks can additionally advance greater sustainable products, such as environmental social governance based projects funding. In addition, there is wonderful scope for banks to enhance-improve their inner environmental ambience. The paper illustrates that governmental coverage is a necessary aspect in designing the context that shapes some, however now not all, of the moves taken by using the banking sector. It asks for a fit between the environmental convergences with banking in the case. Finally, the paper concludes that banks have a function toward sustainability.

Observations: This paper focuses on the requirement of easy and environmentally appropriate finance by way of banks. In India, ESG file has been organized by means of a working crew of IBA for voluntary adoption through the banks. Two, it is quintessential for banks to alternate to contain ESG coverage in its governance, products, human beings and approaches for social and environmental wellness of the society.

These factors would be beneficial to comprise in the pointers for future instructions of alternate for sustainability and global compliance standards.

2. HBRs 10 Must Reads, Collection of papers about Change Management, 2011, HBR Publications, Gopsons' Papers

It contains 10 papers on organisational change management which including Leading Change by John Kotter (eight steps for transforming your organisation); Change Through Persuasion by David Garvin & Michael Roberto (prepare organisations cultural soil for turnaround plan, convince employees survive possible only through radical change, plan purpose and expected impact, execute, manage employees emotions acknowledging their pain, keep focussed, hard work, results and reinforcing desired behaviours, changing to avoid sliding back); Interviews- Samuel J Palmisano by Paul Hemp and Thomas Stewart focussing on Leading Changes when Business is Good, (building workforces of untiring change-agents-by replacing commands & controls with value anchored managing, replacing fears and failures, energise through hopes and aspirations, inspiring); Radical Changes by the Quitter Ways by Debra

Myerson (resentment against or inside manager for pressing too hard in challenging prevailing wisdom and provoking cultural transformation by flexible methods of tempered radicals using contrasts of flexible means for firm commitment, rapid change with patience, work alone but unite others, not press agendas but start conversions, instead of warring with strong opponents, create strong friendships for evolving continuous changes); Tipping Point Leadership- W.Chan & Renee.Mauborgne (overcome struggle for change avoiding complacency with status quo'ist attitude, lack of sources, staff nervousness, strength of opposing forces for change with vested-interest, right focussing, , mobilising instrumental actors and side-lining negative people); A survival Guide for Leaders by Ronald A Heiftz and Mary Linsky (dark side of leadership confronts during steering change and personal attacks to derail are made when giving up of habits and beliefs is attempted, managing hostile environment in the organisation, anchoring and cooking the conflict); The Real Reason People won't change by Robert Kegan and Lisa Laskow Lahey (removing deeper fear psychic in employees for creating committed and talented staff and getting them focused); Cracking the Code of Change by Micheal Beer and Nitin Nohira (balancing theories E & O, change for shareholder returns against changes for developing of corporate culture, capacity building for trusting teams by communication for increasing not only profitability or productive sustainability useful for competitive advantages); Why Change Programs Do Not Produce Change by Michael Beer Russel A Eisenstat and Bert Spector; The Hard Side of Change Management by Harold L Sirkin, Perry Keenan and Alan Jackson (have discussed their research making use of DICE framework consisting of Duration, Integrity, Commitment, and Efforts).

Observations: This book summarises the best of the change management approaches and models which have been theorised by experts and used internationally in various companies to varying extent. They cover almost all angles of change and resistance and are provide inputs for not framing the survey questionnaire but also in building a framework for change management in the banks, aimed by the researcher. All the learnings are very important for the research to understand process and implications of change and how to avoid mistakes and achieve continuous change.

3. Dr Asha Bhandarkar, Dr Pritam Singh, Managing Change Through Leadership, Dilemmas of Change and Transformation, 2013, New Delhi

Research paper is having 4 parts. The issues and challenges and dilemma faced in managing businesses forms the first section. Second section covers desired organisational procedures to balance and meaningfully manage the conflicting triggers and pulls rising from the changing business environments. Next section studies methods of organising policies, emotions, engagement with organisations, and cultural responses which fourth section projects the type of leader's character and qualities for building an organisation which has the capacity to overcome pressures of churning business environments.

Observation: This wonderful account and narration typical of Pritam Singh would always be an important constituent and input for leadership coaching and making suggestions for the researcher.

4. Kaur Rimpi, Managing transformations using IT system in Indian banking and prospects, 2010, School of Management Studies, Punjabi University, Patiala, <http://hdl.handle.net/10603/2310>

Across the border cashflows and entry of new type of banking products and investments had deep influence on domestic banking sector, on their products mix to match and adjusting their operations for competing in globalised environment. The IT Act, 2000 of India has significance for the payment systems of Indian banking. IT has revolutionised not only mind-sets but also business processes, capital structure and human resource development.

Authors have examined key factor of Information Technology in enhancing banking performance. It brings out that the PvtBS have leveraged IT wooing away PSBs customers which has improved their revenue, customer base and business mix due rigidities of PSBs and ease of business empowered by IT in PVBs. It has widened efficiency gaps. Study concludes that internet banking services customers much efficiently and reduces costing of funds and expenses. Such banks impart customer and employee satisfaction converting into encouraging future. Mobile phone banking or internet banking contribute to efficiency, cost saving and revenue earning with larger volumes.

The research outcomes are useful for banks especially not wholly digitised or IT banks for transformation of many of their services and delivery channels for customers. The study concludes that IT is the key to futuristic banking scenarios, can leapfrog Indian banking into net based banking quicker than many developed countries if the Indian banks grab the opportunity by both hands.

Observation: The study brings out the benefits of adopting banking technology on performance, strengthening the model of effective change management proposed by the researcher in the introductory chapter.

5. Dinesh Kumar, Evaluating Impact of Measures of Human Resource Management for Strategic Change Management and Perking up Customer Satisfaction-Case Study of Bank of Baroda, 2015, Faculty of Management Studies, Shiksha Anusandhan University, Shodhganga@Infibnet.

Analysis of the primary data reveals that despite improvement in overall HR culture, 'trust and trustworthiness' and 'authenticity' factors, which are complementary, have not improved.

Organisation is a subset or groping of members of population working in team and 'trust and authenticity' works as adhesive materials which continue to bind the people in the team. Trust mainly goes down when people standing at the bottom feels people specially sitting in the top, don't do what they promise or say. This gap in deeds and action may be real or imaginary. The top leadership of the Bank must analyse in detail the reasons for it and take steps accordingly to improve the trust and authenticity level. HRD climate can be improved by elimination of favouritism, strengthening of system and procedure, conduct training, elimination of communication gap while taking HRD measures. Since, this is not the end of the journey, the journey has just begun, and the Bank needs to continue to bring new changes while keeping in mind the market requirement. Based upon the research as well as input received through open ended questions responded by respondents, from the HRD angle, the following steps may be taken to further strengthen its base:

i) Celebration of programmes like HRD awareness week to create awareness of HRD activities

- ii) Develop a system of HRD audit of Zones and Regions to assess actual implementation
- iii) Training & development activities:
- iv) Develop a time bound structured grievance settlement machinery for unresolved issues
- v) Managing changes by changing the image of the company, by direct and indirect methods by dissemination information of changes, change in structure, or process by continuing to look and re-look and re-align the organisations cultural with the work procedures giving power to customer facing executives. For changing the employees with appropriate skillsets, recruitment with suitable work profile qualifications would be required. The job role and skill set and postings to suit right job to right person at right place. Providing proper infrastructural support to line functionaries in implementation of change process.
- vi) Develop a strong HRD climate to develop culture. By defining the objectives and preparing long and short term policies conveying company targets, values and culture to internal and external banking customers through senior and higher managements. This would help in adapting and inculcating right values and converting them into action, would act as a model specially to improve the trust and authenticity values, creating HRD culture by using HRD tools by the line managers who come in contact with employees.
- vii) Improvement in trust and authenticity the bank should bring more transparency in transfer and promotion exercises as transfer and promotion, which have been the most controversial phenomena and cause of dis-satisfaction among all level of employees in banking industry develop leadership competency through assessment centre technique.
- viii) Encouraging employees especially sitting on top and middle management levels to take care of their PQ (physical quotient) and make a balance between professional and personal life.
- ix) HRD climate is a measure of perception. Therefore, it is necessary on the part of the management to take visible actions so that people feel that they are valued, and some remarkable change has taken place in their life and work environment.

Observation The case study has been useful in building the changer management profile of Bank of Baroda, which one of the select bank chosen for study by the researcher.

6. Prof. Dr S.A. Munshi, An Analytical Study-Change Management & Organisational Development in Banking Sector, 2014, Indian Journal of Research Volume 3, Issue 3, March ISSN - 2250-199174. (N R Vekhar Institute of Business Management Studies, Junagadh,)

The research paper is based on research in managing change and organisation developing on a case study of banking sector. The particular bank had merged two of its separate business's units into one, studying transformations in this the services unit which was taken up as a research problem. The methodology was qualitative survey. This change process involved in alignment of two formally independent business entities into one unified business unit was evaluated this recent research study of 2013, forming as the basis for this paper. The authors have studied transformation in service centre of a bank through qualitative research after it emerged as merged entity from two of its business units in one, tracking the change process on parameters like planning and implementing change resulting in organisational development. The recommendation is highlighted strategic importance of changing, from envisioning change to transformational leadership, communicating and as to what are the takeaways for each of the stakeholders. From the study of real life case, it has realised four aspects of for defining change management which include i) the task of managing change ii) as an area of professional practice iii) as creating body of knowledge iv) as a control mechanism for controlling disruptions.

Observation: This is an important contribution and keen study useful for the research project in building up the basic concept and meaning of change management. It helps to understand how changes in the organisation are enforced by internal and external triggers resulting in fresh business approaches of customer satisfaction giving rise to new products or services.

7. Anyieni A Gwaka Deputy Director, Rose Mayianda, K A Damaris, Ondari C Gidion , Dept. Of Business Admin, School of Business, Kenyatta University, Nakuru Campus, Kenya, Organisational Change-A Critical Review of the Literature, 2016, International Journal of Professional Management Volume 11, Issue 2, ISSN 20422341, www.ipmajournal.com.

The study takes survey review of the literary on change management. It defines the concept as the process of continuous reviewing of organisational direction, its structural issues, and its capabilities to serve constantly changing need and requirement of customers (both internal and external-by Moran & Brightman 2000). They quote Kanter (1992) who has contended that we all are living in a changing and churning world and changes make impact on lives of people and the and the organisations as a whole. And it is this contextual frame that they have to view and observe into the future to discover new benefits and advantages. The new technology, new products, new competitors, new regulations, and new people with new values and experience is the order of the day of a modern organisation. But it is found that the theories and approaches to change management are often conflicting and lack in empirical evidence-proofing. They are based on un-challenged notions and assumptions about the nature of modern organisational change management. This paper surveys few important theoretical models and approaches to organisational change management which can be useful for building a fresh new framework for managing change.

It offers a critical review of literature resources on organisational-change which it finds to vast and often at conflict, and it is not always that it is backed by evidence which is empirical in nature. But is brings out a coherent view from such study that change is not made of a uniform, singleton, continuously connected processes. But it is generally found broken down into a number of separate steps. Though leaders and managers of change do the planning with care for the impending changes, it needs to be reminded that the workers or staff may experience that they are working in constantly changing shifting environments. It reminds that simultaneously other changes may be also occurring, and one must understand the risk that a specific lot or set of changes may be overtaken by the culmination of other combined changes which might be also taking place. It concludes that change-initiatives have to be taken by each organization for sustaining and competing in changing-fluid environments for which they need to in flexi-mode in all angles. People and firms, organisations have to be committal to change processes and positively taking ladder-steps for reaching ever-new peaks, sustainable and profitable future.

Observation: This is an important contribution and keen study useful for the research project in building up the basic concept and meaning of change management which is

that organisational change is forced by both internal and external drivers to produce new products, services or business approaches to meet and satisfy the needs of customers.

8. Ishani Chakraborty, 2010, Inducing Organisational Change in State Bank of India (SBI) Case study, Amity Research Centers, Bangalore, 2010, Ref No 410-032-1.

The case study examines organisational change management of State Bank of India in mid-2007, when SBI launched "Parivartan" (meaning change and transformation), a mass internal communication programme, to change its employees' approach towards organisational duties, particularly customer service. The programme was the brainchild of Om Prakash Bhatt, the Chairman of SBI at that period, to check the falling market share of the largest Indian bank. One of the main reasons behind SBI's decreasing market share was stiff competition from the foreign and private sector banks that provided better customer service. In addition to this, SBI was way behind in technological aspects compared to those banks. The focus on providing better customer service through Parivartan and upgrading its technological aspects, did pay off to increase SBI's market share within a year. The success of Parivartan led the top management to launch one more such programme named "New Parivartan" in 2009. Parivartan was considered a successful organisational change management programme. It also proved the fact that an organisation needs to adapt to the changing environment for sustainable growth.

Observation: The case study has been used by the researcher for building SBI's change management profile.

9. Comparative Study of Punjab National Bank and HDFC Bank, 2018, IAJBM-International Academic Journal of Management of Business Vol. 5, No. 1, pp. 26-47, ISSN 2454-2768).

This is a research paper on the comparison of performance of PNB and HDFC bank, traces the reasons behind the differences, which are connected to various change management projects.

Observation: The study brings out the differences between an agile digitised technology prone customer centric private bank and a rather slow responding and lethargic public sector bank who depends on legacy than aggressive customer acquisition.

10. Blickle, G. (2003). Convergence of agents' and targets' reports on intraorganizational influence attempts. *European Journal of Psychological*, 19, 40-53. Bickler asserts that as suggested by Drucker (1999), organizations are now evolving toward structures in which rank means responsibility but not authority, and where the supervisor's job is not to command, but to persuade. Hence, in order to be effective, it is critical for managers to influence their subordinates, peers, and superiors to assist and support their proposals, plans, and to motivate them to carry out with their decisions.

11. May-Chiun Lo, T. Ramayah, Ernest Cyril de Run, and Voon Mung Ling, New Leadership", Leader-Member Exchange and Commitment to Change: The Case of Higher Education in Malaysia, 2009, World Academy of Science, Engineering and Technology 53

This study empirically examines transformational and transactional leadership styles in lecturer's commitment to change Malaysian education system. The challenge of bringing new better workers and meeting their expectations is examined. Impact of leadership style on lecturer's performance. It hypothesis is that leadership styles of supervisors was anchored in 4 types of commitment to change of the subordinates, based on social exchange theory of how power is gained and lost in the process of influence between the agent and the target.

Transactional and transformational were conceptualized as 4- and 3- dimensional constructs, respectively. The findings suggest that several dimensions of leadership styles have direct impact on organisational commitment to change.

12. Omar Rabeea Mahdi a, Erzan Shafizan Bin Gulam Mohd b , Mahmoud Khalid Almsafir c, Graduate Business School, College of Graduate Studies, Tenaga Nasional University (UNITEN), Jalan Ikram-Uniten, 43000 Kajang, Selangor, Malaysia, Empirical Study on the Impact of Leadership Behavior On Organizational Commitment in Plantation Companies in Malaysia , 2014, *Procedia - Social and Behavioral Sciences* 109 (2014) 1076 – 1087 1877-0428 , Elsevier Ltd.,

This research was carried out with the intention of examining the impact employees' perceptions of their immediate supervisors' supportive and directive leadership behaviour and different types of organizational commitment in plantation companies in Malaysia. It used survey questionnaire for primary data of 300 supervisors and employees' sample of plantations in Malaysia using non random sampling technique.

The statistic results found that there is significant strong relationship between the leadership behaviour and the organizational commitment. More importantly, there are significant impacts of the leadership behaviour on organizational commitment. In addition, supportive and directive leadership behaviours do play important roles in determining the levels of employee's commitment. Leaders should consider in matching both leadership behaviours based on the situation of their subordinate. Thus, the paper contributes to the existing pool of knowledge on the empirical impact of leadership behaviours on organizational commitment. Different aspects of these variables were tested, so as to provide a wider and more comprehensive understanding of the factors that affect organizations and employees in plantation company's societies in Malaysia.

13. Dr Mohd Taqi, Maj. S.M. Mustafa, Department of Commerce, Aligarh Muslim University, Financial Analysis of Public and Private Sector Banks of India: A Comparative Study of Punjab National Bank and HDFC Bank, International Academic Journal of Business Management Vol. 5, No. 1, 2018, pp. 26-47. ISSN 2454-2768

Banking sector occupies an important role in the economic development of a nation. It is one of the fastest growing sectors in India as it is featured by a large network of bank branches, serving many kinds of financial services to its customer. Bank plays an important role to mobilize savings of general public, remittance of money and other general banking services. The performance of a bank may be evaluated for several reasons depending upon various objectives. Profit is the main motive for the continued existence of every commercial organization and profitability depicts the relationship between the absolute amounts of profit with various other factors. As compared to other business concerns, banks in general have to pay much more attention for balancing profitability and liquidity.

Liquidity is required to meet the prompt demands of customers whereas profitability is required to meet the expenses of banks. Hence, the present research is an effort to measure and compare the financial performance of Punjab National Bank and HDFC Bank as both the banks are big giants in public and private sector respectively. The study focused on the growth and performance analysis of both the banks for a period of ten years, i.e. from 2006-07 to 2015-16. Quantitative analysis has been undertaken by looking at various financial ratios like management efficiency, liquidity and profitability which are the reliable indicators of a bank performance. It is found that PNB is more financially sound than HDFC Bank but in context of deposits and expenditure HDFC bank has better managing efficiency than PNB

14. Savita Yadav , Dr.Vinita Agarwal, Amity University Jaipur, Rajasthan), Benefits and Barriers of Learning Organization and its five Discipline, 2016, IOSR Journal of Business and Management (IOSR-JBM) e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 18, Issue 12. Ver. I, PP 18-24 www.iosrjournals.org

When an organisation or group of people is working together collectively to enhance their capacities to create, they result outcomes they care, it is called as a learning organisation. The organisational learning also involves individual learning. Those who shift from traditional organisational thinking to Learning organisation, tend to develop abilities to think creatively and critically. This concept of Learning Organisation was first developed by senior lecturer of leadership and sustainability at MIT Sloan School of Management by Dr Peter M Senge in 1990.

He was the founding chairman of the Society of Organizational Learning. His book The Fifth Discipline discussed learning organizations. According to Dr Senge, a learning organization is an organization that encourages and facilitates learning in order to continually transform itself to survive and excel in a rapidly changing business environment. The highly complex, interrelated, and integrated global economy of the 21st century presents new challenges to managers and employees attempting to effectively compete in such a dynamic business environment.

Learning organisation principles would help managers and employees to meet their challenges as they would have the necessary tools to provide creative vision, learning and working together effectively and adapt to change better. The core principles for building learning organisation developed by Peter Senge are personal mastery, mental

models, team learning, shared vision and systems thinking. Paper is organised on these lines.

Objective of the study about the five discipline of a learning organization and includes study of the main challenges faces by learning organization, describe the concept of learning organization and study how discipline work in learning organization.

Paper interestingly concludes that bureaucratic organisations cannot be transformed by learning initiatives alone but they do make change less threatening or acceptable to participants. Moreover the learning is not connected to organisational change and transformation. Part of the issue, it suggests, to do with the concept of the learning organization itself. They think training should remain linked to connecting employees with everyday issues and business results. Concept of time is important as far time spent on daily issues. A strategy has to be built where the organisation should determine what its problems are before entering into transformation efforts.

3.2.4 Book Reviews: Reference books

1. John Kotter, Leading Change, Harvard Business Review Press Boston, 2012, ISBN 978 1 4221 8643 5

Regarded as the massive of cutting-edge alternate administration wondering and exercise experimented and skilled through enforcing exchange in more than a few multinational and institutions, combining the contemporary wondering into a doable mannequin delimiting it's persevering with nature, discusses alternate issues and its solutions in his book. He explains why companies fail in transformation and what drives profitable exchange in businesses discussing his eight stage procedure of organising feel of urgency, growing guiding coalition, creating imaginative and prescient and strategy, speaking the exchange vision, empowering personnel from vast based totally action, consolidating good points and producing greater alternate via anchoring new processes in the culture. He similarly discusses the establishments of the future with management and lifelong learning.

Observations: He is the strongest change management guide and philosopher currently and his model has also been adopted in MIT Sloan model of leading organisations and

change for their change simulations. This book and its 8 principles model along with MIT Sloan 4 participles model of change management would prove immensely useful for the researcher for incorporating in the broad framework of change management aimed in the research objectives by the researcher.

2. Robert A Paton, James McCalman, Change Management -A guide to effective implementation, 2008, Sage Publications India Ltd, New Delhi

This book gives gist of some of the international studies by researchers which throw light on important aspects of conducting change management in organisations.

Top down communication and participation of middle management: To carry out better change management in Australia, Ryan et al (2008) found that top down change strategy with downward communication and participation along with commitment from middle level management is necessary for success and needs to get embedded.

Customer oriented model for organisational change: Chen et al (2006) proposed a customer oriented model for organisational change in public sector in Taiwan. The model had three phases including evaluation, revaluation and action, which facilitated the change process.

Transformation of attitudes and approaches at HSBC Argentina: Pollitt (2010) narrated the transformation of attitudes and approaches of 6000 employees of HSBC Argentina where the focus was laid on identifying areas where HSBC needed to continue to develop and capture leadership actions. HSBC Argentina engaged the entire organisation in altering its culture through the application of thousands of detailed actions, instead of focusing on theories, models and labels.

Change management at Ford: Wetlaufer's (1999) interview with Jacques Nasseer, CEO of Ford Motor Company: Ford Motor Companies' change program was based on teaching achieved through a multifaceted initiative like small group discussions of strategy and competition, stints of community service and a 360 degree feedback as inferred from, Michigan, USA. All the employees received e mails about describing new approaches to business. Applebaum and Batt (1994) described other American companies like General Electric, Apple, IBM, McDonald's and Walmart as icons of

business change management. Many Japanese firms are considered as best managed powered Toyota inspired lean manufacturing principles.

Managing change in administrative culture of Governments: Huerta (2008) studied the concept of receptivity to explain the practice of managing change in six OECD countries (Finland, France, Italy, Portugal, Spain, and Switzerland) who adopted major reform initiatives including change in administrative culture, modernising management of public services to meet society's increasing expectations with limited financial resources and political pressure.

In mid-1990's Royal Dutch Shell, Europe, was receiving low returns and the organisation conducted wide reorganisation which resulted in return to growth to almost 15 per cent in 2001 (Bozon& Child, 2003).

Observation: the book is one of the best compilations and even goes to the extent of proposing a course of action and right choosing strategies. It's an important handbook for change management practitioners.

3. Peter Senge, The Fifth Discipline: The Art & Practice of The Learning Organization Paperback – Deckle Edge, 2006; Doubleday, ISBN-10: 9780385517256 ISBN-13: 978-0385517256 ASIN: 0385517254

It is a Field book for strategists with tools for building learning organisations. Learning literally means to study to accumulate knowledge. Learning in organizations means continuous testing of experiences, and transformation of those experience into knowledge that is relevant to the core purpose, making it accessible. It is important to have willingness to challenge its sacred cows in the organisations during crisis or even in good times. Organisations need to have designed structures to test negative information or feedback and should not shoot it down. Knowledge gives capacity for effective action for adding value by using the data. To know whether an organization is learning institution, it is important to find out i. which policies, events, or aspects of behaviour in the competitor organization help it thrive and succeed. ii. how are people behaving inside the competitor organization and how are they interacting with the outside world iii. what are the differences between such ideal competitor organization and one's own organization.

These answers enable to develop parameters for designing a learning organization. Developing an ideal vision of a competitor learning organization helps in visualising or developing a picture of the obstacles and barriers to learning in their current reality.

The author lays down principles and actions for creating a leaning organisation. These are system thinking, personal mastery, mental models, shared vision and team learning. These ideas can provide a platform for analysing and converting banks into learning organisations.

Peter Senge explains these five characteristics exhibited by a learning organization as under;

Systems thinking. Learning organizations have the information systems to measure the performance of the organization as a whole and its components. O’Keeffe believes that such characteristic is gradually acquired rather than developed simultaneously.

Personal mastery. Commitment by an individual in the organisation to the process of learning is known as personal mastery. A learning organization is the sum of individual learning, with mechanisms for transferring individual learning to organizational learning.

Mental models. The set and fixed assumptions held by individuals and organizations are called mental models and to become a learning organization, these models must be challenged. Organizations tend to have ‘memories’ which preserve certain typical behaviours, norms and values but for creating a learning environment it is important to replace confrontational attitudes with an open culture that promotes inquiry and trust. For such open culture, unwanted values need to be discarded in a process generally called as unlearning.

Shared vision-Shared vision is required for motivating the staff to learn and creating a common identity that provides focus and energy for learning. Successful visions build on the individual visions of the employees at all levels of the organization, instead of the traditional structures where the companies’ vision is generally imposed from the top. Therefore, learning organizations automatically tend to have flatter and decentralized organizational structures.

Team learning-The accumulation of individual learning constitutes Team learning and the benefit of team or shared learning grows knowledge and expertise in staff leading to quicker problem solving capacity of the organization. Learning organizations need to have structures that facilitate team learning. Hierarchical boundary crossing, open communication, individuals engaging in dialogue and discussion, shared meaning and shared understanding are features of a learning organisation. They need knowledge management structures, allowing creation, acquisition, dissemination, and implementation of this knowledge in the organization.

Observations: The concept of learning organisation encourages organizations to shift to a more interconnected way of thinking. Like communities' employees can feel a commitment to and work harder for it. A learning organization is the term given to a company that facilitates the learning of its members and thereby continuously transforms itself. They develop due to pressures facing modern organizations and enables them to remain competitive in the business environment.

These concepts are extremely relevant and useful for building the framework of change management for banks aimed by the researcher. These five parameters are found to be universal and can also be adopted by the banks. The survey study included specific question regarding need of becoming a learning organisation for building capacity for continuous change as core function.

4. Tamal Bandopadhyay, Bank for the Buck-The New Bank Movement & The untold story of The Making of India's Most Valued Bank, 2003, Jaico Publications Mumbai, ISBN 978 818495 396.

Tamal Bandyopadhyay's describes the story of HDFC Bank's evolution, from incorporation to 2012, through various changes. The book traces formation, staffing, extraordinary services and role of its Chief Executive officer based on inputs from hundreds of interviews with bankers, central banker's, policy makers, customers and investors in India and abroad. Journey of HDFC Bank from birth to growth in the backdrop of new bank movement started in 1994 when RBI opened the sector for private banks to introduce competition for forcing efficiency and productivity in banks includes various change management initiatives. It retells the story of modern India through the banking business. The first 4 chapters are about making of the bank from

conceptualisation to team building. Next 4 chapters discusses the business philosophy of the bank and how it is different from others. In chapter 6, which the heart of the book, talks about the business philosophy, product innovation, cost of funds, risk management and so on, which makes the bank distinct. Chapter 9 and 10 are about the story of its mergers and the last chapter discusses why the bank is successful with key lessons like freedom for professional managers, non-interferences by the Board and passion for success than ownership.

Observations: It's not only a story of entrepreneurship butt testimony to what new India can do with professional excellence passion merged with high corporate governance converting ordinary things, ordinary ways to extraordinary level, with great execution, redefining the distinction between real and perceived risks, which has made HDFC bank different from others. The study is important for the researcher for building banks profile of change management, as its one of the backs selected for the study, and also for drawing lessons for a common model of change management for banks.

5. Tamal Bandopadhyay, HDFC Bank 2.0-From Dawn to Digital, 2019, Jaicobooks, ISBN: 978-93-88423-35-9.

The author clinically chronicles the special trip of the transformation of HDFC Bank masking trends until 2019, specifically the digital journey. Highlighting the bank's special features, it additionally criticises the unforgivable errors carried out by means of the financial institution at some stage in this journey. From a nimble start-up in 1995 to India's most treasured banking brand, it has made enormous strides into the world of digital banking below the management of Mr Aditya Puri, Chairman & Managing Director, HDFC Bank who has grown to be the face of a world type financial institution in India. Author narrates this special story of the transformation of India's most valued lender from a lifestyles cycle financial institution to a life-style bank, with a trust that digitalisation and disruption are intertwined. Whenever there's change, humans tend to panic however if treated correctly, it can open up new beginnings and HDFC Bank noticed this transformation beforehand of others. During his Silicon Valley time out in 2014, Mr Aditya Puri noticed how the fintech companies, the new youngsters on the tech block, had been venturing into fund transfers, cell banking and buying who may want to construct merchandise that may want to provide instantaneous mortgage with slick person interface on their phones. Home grown fintech improvements like the

United Payments Interface (UPI) have been additionally set to seriously change the way we Indians bank. He conceals beforehand of instances as to why can't and don't we disrupt ourselves rather of ready to be disrupted by using fintech corporations and supply a mortgage in 10 seconds or invent something to switch cash in simply a click. HDFC Bank aspired to end up an economic market however it wishes to be India's Alibaba or Netflix when it comes to banking. To begin with, the bank first tied up with Chillr, an app which sends cash over the cell phone the use of a UPI technological know-how and BharatQR code-based repayments provider named PayZapp is additionally famous in many stores. The financial institution has additionally used AI for many functions like its chatbots and social media interactions. Indigenously developed IRA robots have been deployed at a number of branches to clear up client queries. While adopting this technological shift, there had been instances when the bank failed on the consumer the front like bank's app crash in November 2018 grew to become a warm subject matter in the media and the financial institution used to be subjected to country wide outrage and ridicule.

Though Indian banking enterprise is no longer in the red of fitness now however that's in most cases the story of the government-owned banks. The non-public zone banks, without a few extraordinary banks which are no longer the exceptional examples of company governance, over the final three decades, the enterprise has witnessed exceptional increase with consumerism. The privatisation push in 1991 used to be a defining second for the economic region in India and what we have executed nowadays would now not have been viable barring India's personal area banks like HDFC Bank which is a infant of monetary liberalisation. In the 1990's, speak me about banks as dinosaurs, Bill Gates of Microsoft had famously prophesied that we want banking, however we don't want banks anymore. But banks like HDFC financial institution have proven that, three a long time later, banks are nonetheless applicable and will proceed to do so if they are inclined to reinvent themselves to be in sync with the altering milieu the place it operates, by way of embracing digitalisation. One of the key motives why Indian banks have been mostly unaffected in the course of the Global Financial Crisis of 2009 used to be the truth that they had been genuinely and absolutely related with their roots. During that period, Aditya Puri had guided HDFC Bank to add branches and ATM community in tier three cities and rural areas and the growth pressure created the credit score card, auto and domestic loan boom. The creator describes how a

financial institution is achieving out to character for a loan, and now not the other way around, developing a new experience of have confidence in the aspirational category of India. Freedom for professional managers to take decisions, non-interferences in day to day work and decision making by the Board, adoption of latest banking technology passion for success instead of ownership by the management stand out as characteristics, in contrast to the public sector banks, which enabled bank to be one of the largest banks in short time.

The story of the bank tracks development of HDFC Bank through various stages with changes for matching with aspirations of customers. It's not only a story of entrepreneurship but testimony to what new India can do with professional excellence and passion merged with high corporate governance in converting ordinary things, ordinary ways to extraordinary level, with great execution, redefining the distinction between real and perceived risks, making HDFC bank different from others.

Observations: The most important change this private banks brought in its approach was that it banks reached out to customers and not the other way around, which is a transformation of approach, as public sector banks are used to customers walking in and not the other way around. The advantage with HDFC banks was that it did not have past legacy of problems of unskilled staff and technology. It leveraged on latest management trained recruits and experience of the leader of international banks working and available technology.

The book and its deep analysis are important for the researcher as it explains the difference between the approaches of a modern private bank as compared to a public sector banks towards customers, creating a new niche for retail products and create space for itself in corporate financing through efficient and faster processes and services. This is hallmark of a learning organisation and great change leadership. But the story of change of HDFC does not provide a common model to emulate for other banks as it is very specific and cannot be emulated in public sector banks fully. The freedom of management and building knowledgeable Board to guide is not available to public sector and cooperative banks. The bank seems to be too dependent on strong leader for change leadership for too long which seems to be a grey area from the point of creating succession plan.

Tough useful lessons can be learnt, the study of bank's rise does not give a readymade template for other banks to follow suit, which is one of the purposes of the present research.

6. Tamal Bandopadhyay, Bandhan Bank, The Making of a Bank, 2016, Penguin Random House India, ISBN 9788184004984

Author chronicles the journey of how Chandra Shekhar Ghosh built a microfinance institution from a scratch with his small team and has now changed banking scenario with a new type of bank with an unusual business mix and model. Bandhan MFI, created by a son of a candy vendor, with a mere Rs 2 lakh lifetime savings, received banking licence on 17 June 2015 from Reserve Bank of India, over some of the country's big industrial houses, compensating earlier frustrations, It started with 67 lakh very tiny borrowers. It's the story of making of a Bank and also of Mr Ghosh's critical struggle from poverty with outstanding ambitious plans to make it big despite tough life and competition, antagonistic moneylenders, financial difficulties and lack of resources in poverty. Nobody else could ever imagine the difficulties of and weak psyche of the poor small borrowers like him and the magic of working and bringing light to the lives of weaker section enterprises with profits. Undoubtedly a biggest rags to riches entrepreneurial stories of our times where a microfinance institution working with a mission for the upliftment of the poor giving small loans and scaling up with low cost doorstep distribution model covering the unbanked into its fold as its unique service proposition. The bank has earned high net interest earning by selling priority sector loan portfolio, leveraging and on innovatively converting its constraints of small ticket loans to its advantage. It is a universal bank since 2015 with almost 87% lending in its legacy small ticket microfinance area which it has reduced to 58% by acquisition of Gruh Finance. It needs to go in for higher ticket lending to gainfully invest deposits base of Rs 34,600 from zero as an MFI. Bank has increased its market share aggressively by change strategies, which is noteworthy.

Observations: Bank has replaced borrowings by deposits and has started diversifying its loan portfolio. Bandhan bank's meteoric rise is a story of finding business at the base of the pyramid, banking with the poor, integrating the doorstep delivery structure into its fold which is a structural and functional innovation leading to change in business

model of a bank. The way bank has dared to challenge established business model of banks based on corporate and retail by successfully banking with poor with small loans by using the low cost doorstep delivery model, is case study for all banks. Future belongs to those who move away from the pack and capitalise on opportunities. Otherwise priority sector loans are found unsustainable by other banks. This example is very important for the researcher in recommending questioning existing business models as part of innovation.

7. Ritika Gauba, Evolution & Transformation & The Road Ahead of Indian Banking Industry, July 212, International Pacific Business Review, Issue I Volume 5.

Author suggests that the Indian banking has modified itself from to a liberalized, modernized and technological entities. White elephant of India. Banking is backbone of economy device and key indicator of development of the country. Annual growth of banking is at 23% contributing nearly 6 percentage of GDP with nearly 7.4 million people. It has outperformed most banking indices in the world with returns to shareholders at 36.76%. The Indian banks braved the subprime crises that rocked the global financial system. There are many challenges which Indian banking system like that of financial inclusion, deregulation of savings, deposits, advances with implementation of Basel III. Seeing the environment of banks, one can say that they may face many stumbling blocks in the 'Road Ahead'. It has used such blocks earlier as steppingstone to change and success and 'Transformed' itself (for the better) and 'Evolved' as a winner.

Observation: The author throws light on regulator driven changes in banking industry and the successful transition. This supplements the effective change management model being proposed by the researcher where legal bodies is an important variable driver.

8. Dr Pritam Singh Asha Bhandarkar, Darkness to Light, The Leadership Odyssey, 2016, Sage Publications, Snigdha Rai Books, HB, Delhi, ISBN 978 93 515 007.

The book focuses on change leadership and management case studies based on interviews with public and private sector business leaders provides insights into virtuous and toxic and leadership. It traverses conscious path adopted from toxic to virtuous leadership, providing inputs for evolving model of change management and

including change leadership for banking organisations. It also discusses why change management has failed in instances of due to toxic leadership of positional leaders contrasting against inspired and networked leadership leveraging on virtuosity. The book presents interactions with senior business leaders and case lets which throw light on holistic role of leaders. The toxic role of leaders are highlighted and proposes transition path for toxic leaders to convert into noble leaders with lessons from real life cases. All the modern institutions suffer from toxic leaders and need noble leaders.

9. Dr Pritam Singh Asha Bhandarkar, In Search of Change Maestros, 2011, Sage Response India Sage Publications, ISBNV 978 81 321 0586 2 HB.

Authors bring out the story of building of ICICI Bank Pvt Ltd in their research based book on Indian corporates in a chapter titled 'The Future Within The Present' (pages 197-247) which includes a brief profile sketch of the banks change leader K V Kamath, CEO, who led the bank since its formation in 1995 to 2014, leading to transformation of banks architecture and culture landscape. Authors have unfolded ten emergent patterns or themes conceived from their interviews with M V Kamath and others, which include continued growth velocity, reinventing the financial sector landscape, entrepreneurial ownership, thinking big, execution centric, seamless organisation, empowerment with accountability, techno centric work culture, contribution centric meritocracy, shaping talent building leaders. Authors have covered operations of ICICI Bank from commercial, financial, insurance and technology point of view and conclude that it is all about change leadership in ICICI bank with a talent ecosystem, which achieved the important distinct landmarks or milestones ranging from speed and agility as main leavers to plethora of change initiatives. Some of the change initiatives included like reverse merger with promoter group ICICI in 2002 to designing products and creating markets by stoking customer aspirations, ATM on wheels, mobile banking, 8 to 8 banking, floating rates for loans, free for life credit cards, home aggregation shop, technology bank, multichannel multiproduct strategy, phone banking, internet banking, differentiated employee-vendor performance to offer value to customers, international banking business as key focus with many delivery modes for rural customers. Bank also focussed on sustainable growth in India combining social human development goals with economic prosperity with ICICI foundation for inclusive growth with insurance and venture funds. Credible consistent Financial Performance. Financial of ICICI Bank

for last many years has been path breaking and its revenues growth has been very high with recorded rates of 245 % in some areas.

K V Kamath has been the visionary thought leader and change maestro being on the boards of corporates and academia, chairing World Economic Forum at Davos and currently forming and heading the Bricks Bank or Development Bank as it is rechristened now.

For scoping ICICI organisational culture a questionnaire with 33 items has been sampled on top 71 ICICI bank officials. The responses have showed that ICICI work culture is viewed by respondents in a similar way whether they are executive directors, senior general managers, general managers, or senior managers. Performance orientation (excellence, performance based promotion, continuous improvement, contribution centric meritocracy), receptivity and openness to new ideas, global perspectives, outward looking, speedy responses to challenges, absorption of ideas both from within and outside, entrepreneurial empowerment and delegation, support for risk taking, value based governance and openness and transparency, building people capability nurturing talent teamwork and role clarity are other characteristics found from the survey in ICICI culture by the authors.

Most highly visible items found in the culture of the bank were responsiveness to customers, participative trust, people orientation, communication and information flow-top down, culture of celebration of achievement and success, speed of response to internal demands, communication and information flow within department. Tolerance to differences, cross functional collaboration, centralised and marketing process, flow across departments across, communication bottoms up were also evident.

K V Kamath's twenty characteristics were conferred by the authors include futuristic global orientation, visionary ambitious plan, global mind-set, strategic thinking, and business strategist. He was focussed on result, pursued excellence, recognised and rewarded. He had entrepreneurial orientation, speed in making critical decisions, openness to new ideas and innovative and creative mind set, humility and sensitivity which were unique characters of this leader which must be part of any leadership.

Observation: Authors have concluded that it is the change leadership in ICICI bank along with a talent ecosystem, which enabled achievements of all the milestones, and speed and agility were the elements of the change initiatives. Unique dynamic culture enabled competing with the largest PSBs and making an international mark in banking

business excellence. These outcomes of survey study are important for the researcher because it reiterates change management culture required for a modern bank to make it different and successful. These characteristics can be included in the suggestions by researcher.

10. Anil Khandelwal, former CEO, Dare to Lead- Bank of Baroda's (BOB's) Transformation and the Role of Intangibles, 2011, Sage Publications, Sage Response New Delhi 2011 ISBN 978 81 321 0628 9 HB.

Anil Khandelwal, former CEO, Bank of Baroda describes changes brought about by him in BOB and his team. It's a story of transformation of a large dispersed PSB on parameters like vision, execution, customer centricity, people engagement, leadership challenges, to change the status quo and mobilise organisation. It caught attention of Harvard Business Review. PSBs were nationalised in 1969 by Government of India to take banking services to the unbanked areas of the country and aggressively pursue social banking. His contention is that as the PSBs are under vigilance machinery like CVC and CBI, making management wary of taking business decisions, resulting in loss of business and growth opportunities with non-performance on business parameters, which unfortunately does not attract any punitive or penal consequences, resulting in average performance. Market dynamics and competition are common to both PSBs and PvtBS, but PSBs are at a disadvantage because of different organisational structure, infrastructure and compensation. Slow and insensitivity to customers, rule ridden, lacking innovation, low efficiency ratio, lack of aggressive methods of customer retention, lack of management succession plans ensuring continuity and progress of the organisation, were known to be the characteristics of PSBs though they have high credibility due to Govt backing. But of late this is changing because of dynamic leaders and Govt approach.

Established in 1908 with paid up capital of Rs.10 lakh, BOB started as a small town bank, by 1947, it grew to be included in prestigious list of Fortune Five, spread all over India, when it was nationalised in 1969. It was lending to trade commerce and industry but post nationalisation it focussed also on social and rural banking pioneering ideas. Achieving number one rank in business among nationalised banks, which successfully managed challenges of mass, social, rural, entrepreneurial banking after nationalisation, venturing into international banking, opening branches in Kenya, Uganda, London in

1957 and grew in 1970s with expansion, making it bank with largest number of foreign branches after SBI. All through 100 years since inception it has been profitable, and many leaders brought their distinctive style and ethics which got enmeshed in the psyche of the bank. Many employees, through their conduct and integrity, business prudence, customer service, strengthened the fabric of the bank. In spite of good performance BOB was facing internal challenges, as spirit of experiment with changes lost ground to comfort zone of accommodative status quo paternalistic culture, bringing unintended consequences, which were counterproductive during the massive changes in the environment banks were operating. Anil Khandelwal crafted his ideas about what needs to be done to prepare the bank for greater achievements, laying foundations of an organisation destined to rise. Subsequently Shri Mallya and Shri Ravi Venkatesan have shaped up this bank into a dynamic bank which is now focused on marketing with technology adoption and specialist lateral recruitment and good governance practices. The Leadership code of change agent and leader Anil Khandelwal are interesting. He advises to be one's natural self and not to be a packaged product. Two Cs of leadership are credibility and courage. Three Ds of leadership behaviour are decisiveness, determination and discipline. Respect wisdom which is there in the field staff and reach out, listen, communicate, identify the great among the good, focus on processes impacting customers and employees. Customers are the competitive advantage. Managing intangible human capital, brand, marketing and leadership will automatically be followed by tangible benefits. Creating a healthy organisation and delivering financial performance are two different things. Soft side strategy initiatives are the foundations stone of hard side strategy success. Engage people with goals and priorities of the organisation is the key issue in driving business outcomes. Tough love combining tough on performance and compassion for people is important. Leadership is the fine art of execution and vision sets the direction for successful transformation conveying what future will look like with attainable goals. Executing requires restlessness of setting priorities deadlines urgency pulling people out of comfort zone ensuring performance accountability and delegation judiciously. Adversities should be tackled head on. Reflection is the key to effective leadership. Leadership is lifetime of learning and change agency. Learning is an attitude prolonging lifetime appreciating well read, gaining knowledge and acknowledging ignorance.

Observation: The former MD has given a personal account and it's an individual approach and most of the learnings are preachy type, not much to take away from researcher's interest. Though he contributed to the performance enhancement of the bank, there is no fixed path defined. Its diffused learning.

11. Rajesh Chakrabarti, State bank of India (SBI)-Driving Change in a State Owned Giant-The Grit, Guts and Gumption, Penguin Books, 2010 ISBN 978

It narrates how SBI transformed itself during 2006-13 and onwards under the leadership of former CMD Shri O.P. Bhat, touching all the parts of the organisation and its products. The author has mapped the changes transformations into distinct but not so watertight compartments like building the future, structural and style change, innovative experimentation, new thrust areas, process change, technology change and people initiatives. The story is about careful and scheduled recovery of the bank from a laid-back serving under danger from private companies to a customer based competitive organisation that has performed better than competitor even though numerous factors of a public sector bank, thereby reshaping the perspective and profitability by the leader. The bank management focussed on changing the attitudes of employees towards employer SBI and its customers through transformational changes covering technologies, processes and its business mix three years from 2006 onwards. The change enabled SBI not only to defend itself but compete the younger rivals with grit. Being a largest public sector bank, it is very important study by researcher as it is one of the banks selected for change management study and offers lessons for common model for change managements of banks.

Observation: The loss of market shares due to competition from new banks led to introspection s and transformation of its approach towards customer centricity and improving governance, processes, technology and behaviour of employees. This case study is on transformation is ample proof of use of change management tools and techniques in Indian public sector banks since 2006. It is observed that it's a completely leader based effort, which is the limitation for continuity.

12. Devadatta Patnaik, A very Indian approach to management Business Sutra, 2013, New Delhi, Aleph Book Company ISBN 978 81 92328 07 2.

The author focusses on drawing a contrast between features of modern management rooted in western beliefs obsessed with accomplishing rigid objectives and increasing stakeholder value as against Indian business beliefs, now apparent only in mythology, which is based on subjectivity and diversity. Accordingly, wealth need not be chased on war room (ranabhoomi) of regulators, corporates investor's, employee's, employer's, vendor's and competitors but needs to be attracted on a plateau or common ground (rangbhoomi) where all these players are happy.

This has been the ideal and practice throughout the long socio economic and political history of India as change management philosophy.

Observation: It is not the wealth creation but happiness and satisfaction creation for all stakeholders as the basic tenet of management and change based on Hindu value system. It will be very important input for the research on change management in today's competitive cutthroat circumstances to evolve a model rooted in our own Indian cultures which is easy to imbibe and may lead to a whole new way of management technique which is sustainable.

3.3 Details of field visit if any:- State Bank of India Regional Manager, Sikkim, Shri Aftab Malik and General Manager SBI, Shri Naresh Yadav, Kolkata to collect information about consolidation of SBI with its sister concerns. Meetings with executives of various banks.

3.4 Research Gap and Conclusions: Literature survey on change management practices in banks has helped in crystallising the research gap. Identification of this gap has justified the selection of the research topic and given right directions for enquiry and research.

a. Limited research material: The literature evidence of use of change management in Indian banks is scanty and very limited resources are available. The present research hopes to create such comprehensive material useful for further use and fill up the gap.

b. Conflicting theories and interpretations: Theories and approaches to change management are often conflicting and it is important to understand them as a first step towards constructing a new framework for managing change. The change management

cases studies, theories and models reveal differing views with some experts saying that change management concerns only people side behavioural change which can automatically lead to change in processes and products and the other view that change management is a wider concept of controlling disruptive effects of change and smoothening the process. Another view is that change management covers people processes and products to be used for performance enhancement. Researcher plans synthesis and remove this diversity propose a broad comprehensive definition as well as framework of change management for banks. Whether its concerned with people's resistance management, or its structures, processes and people, controlling the change implementation, or its much wider in scope to include structures, processes, people and customers. Whether its leader managed, or policy directed.

There needs to be clarity on variables or triggers for effective change management, integrated models to be used and the results to be expected.

c. Leader driven or top down approach: All the change management efforts and approaches used in the banks generally are found to be leader driven. Change management is intermittent and abandoned or taken up on perceptions of leaders. This dominance of hierarchical leaders of change in conceiving, planning and even abandoning change management programs, their thinking in adopting models or approaches of change is noticed through study of select banks change profiles. This approach leads have often led to lack of continuity of change programs with changing leaders. Researcher plans to propose for imbining change management as a core capacity in the bank with a dedicated workforce attending to it.

d. Chang management is not a recognised vertical with accountability, continuity and coordination: As change management is not a recognised vertical or function in the banks, it is mostly as and when required approach, to be executed by a section or a division or technology department. Moreover, there is no accountability for their success or failure or cost effectiveness. It is also seen that generally there are many change programs going on in a bank with overlapping scope. The thought that change management is necessary to keep the organisation competitive and constantly look for opportunities to leverage is not ingrained in core capacity of employees or management.

All the efforts by the bank reflect that change management is not handled in a holistic and agile way with definite time spans.

e. Diversity of models available but not customised for banks: As there are various models of change (separately discussed in a Annexure, there is confusion in the minds of change agent or change manager which one to adopt, and it is seen that often multiple models are used for multiple functions depending upon knowledge about it or on consultants suggestions. There is no clarity on which should be the right approach. Researcher's objective is to propose a broad framework for banks where many models can be combined depending on the purpose and triggers.

f. Use of digital tools for quick life cycle of converting customer need into business proposition: Use of digital tools for quick life cycle of converting customer need into business proposition seems to be lacking. The digital studies bring out the aspect that change management can no more be a long-drawn process but must use digital tools and techniques to quickly make the changes and implement it.

Summary of Research Gap

- The literature review and finding the research gap has justified selection of the research topic and the objectives proposed.
- Limited research material. Research hopes to contribute.
- Focus on people (behavioural) or technology approaches. Belief that behavioural change which can automatically lead to change in processes, products and control disruptive effects.
- Researcher plans synthesis and propose a framework of for banks
- Dominance of Leader driven or top down approach, lack of continuity and alignment with corporate goals.
- Researcher plans to propose imbibing change management as a core capacity in the bank with a dedicated workforce attending to it
- CM is not a recognised vertical in most banks lacking accountability, continuity and coordination. As and when approach.
- CM is not valued as core capacity of employees or management Lack of holistic and agile approach

- Multiple ongoing projects use multiple models, customised model for banks not available
- Researcher's objective is to propose a broad framework for banks where many models can be combined depending on the purpose and triggers.
- Digitisation: Necessity of use of digital tools for quickly converting life cycle needs of customer into business proposition. CM can no more be a long-drawn process.

Thus, the literature review and finding the research gap has justified selection of the research topic and the objectives proposed in the introductory chapter I. Data Analysis is presented at Chapter IV.

	Chapter IV	
	Data Analysis	
4.1	Introduction	
4.2	Analysis of the Main Survey -Frequency Distribution	
4.3	Objective and Hypothesis-Relationship	
4.4	A Fulfilment of Objectives and Relationship with Hypothesis B Detailed Analysis for Fulfilment of Objectives	
4.5	Hypothesis Testing and summary observations	
4.6	Findings on the basis of Main Questionnaire Analysis	
4.7	Conclusions-on the basis of Hypothesis testing	

4.1 Introduction: Present study of Effective Change Management (CM) and its impact on performance in Select banks in Maharashtra has been conducted in the banking officials who are working across the country in either branches, controlling offices or Head offices of select banks in Maharashtra. Select banks in Maharashtra means whose Head offices are located in Maharashtra or nearby. For this study descriptive research methodology has been applied. Primary data has been collected through a detailed questionnaire which is used as a tool for collection of relevant data regarding various aspects related to effective change management in banks. The questionnaire has been distributed to around 200 respondents of which 153 professional have responded. The survey questionnaire was distributed through survey monkey tool online and the data collected is coded in excel which has been processed through survey monkey tool and Statistical Package for Social Sciences (SPSS). Analysed data has been presented in a tabular form as percentage, average, mean, mode and standard deviation etc. Analytical techniques have been used to know the relationship between different variables.

4.2 Analysis of the Main Survey: Frequency Distribution: With the help of inputs from the Guide, after piloting the sample questionnaire, the questionnaire's scope, ease of accessing and filling up was enhanced. Thirty six (36) questions covering various

perspectives of change are grouped in categories though each question has its own importance. Some of the related questions can be grouped but otherwise each question has focussed on different perspective. Question wise analysis of responses is presented hereunder.

CM As Solution for Banks Various Problems:

Q1- Change Management is solution for improving performance: Would change management be the appropriate remedy or tool or solution for enhancing performance or dynamically readjusting or withstanding in increasingly uncertain or volatile scenarios for banks?

The frequency distribution of respondents according to responses to Q1 along with its bar graph is as given below.

Change Management is solution for improving performance	Frequency	%
Strongly disagree	2	1.3
Disagree	2	1.3
Disagree to some extent	0	0.0
Neither agree nor disagree	2	1.3
Agree to some extent	23	15.0
Agree	56	36.6
Strongly agree	66	43.1
N.A.	2	1.3
Total	153	100.0

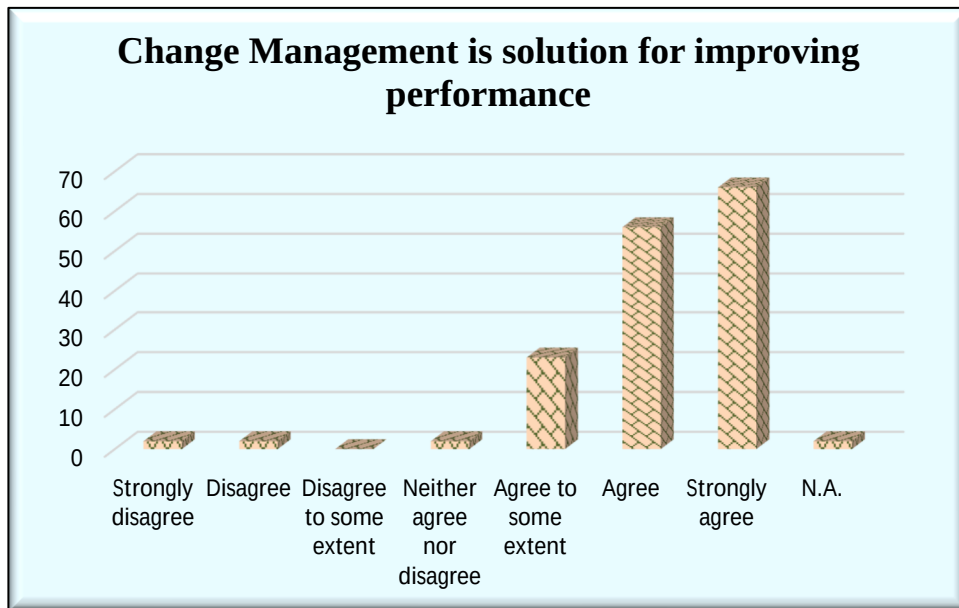


Figure 4.1

Interpretation: The banker's responses help to justify selection of the research topic. An overwhelming majority of 95% respondents agreed to CM's potential for improving performance of the bank. Effectiveness of CM is measurable by its contribution of increasing the performance. In fact, the basic premise of researcher is establishing a link between CM and performance enhancement by primary data.

Open ended feedback by two participants opines that CM is necessary along with level playing field to all banks for better performance but CM alone may or may not bring improved performance. Because parameters for improved performance relate to how effectively performance is managed on other than CM parameters. An example is given that there may not be a change management issues and yet performance may not be good or efficiently done on other parameters like managing of HR effectively or operational issues of policy rules regulations which are not managed properly or adequately. A respondent has expressed that managing change is generally practiced in all the main focus areas of banking, but there are other important issues than just change, which also bother the banks. Change may be just one of the important things to focus on and not the only issue.

Sources of resistance to change management:

Question 2: Hurdles for Change Management: In your experience, do change management efforts at banks are generally resisted? Choose option from the list;

The frequency distribution of respondents according to responses to Q2 along with it's bar graph is as given below.

Hurdles for Change Management	Frequency	%
Strongly disagree	2	1.3
Disagree	2	1.3
Disagree to some extent	0	0.0
Neither agree nor disagree	4	2.6
Agree to some extent	25	16.3
Agree	70	45.8
Strongly agree	49	32.0
N.A.	1	0.7
Total	153	100.0

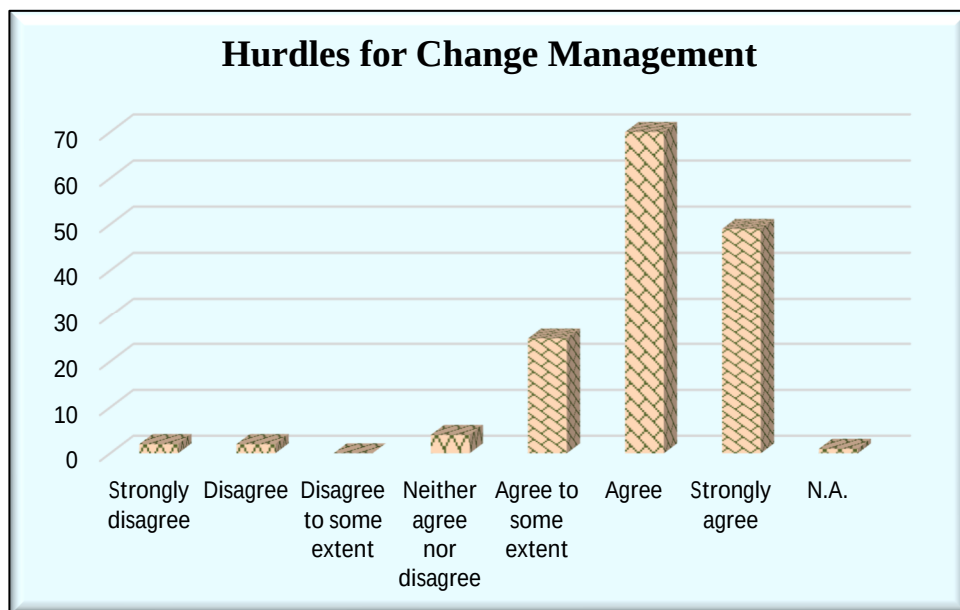


Figure 4.2

Majority, i.e. 78.81% agreed while 1.32 % disagreed and 2.65% are in neither agree nor agree zone. 15.89% are agreeing to some extent but not sure. If one discounts the element of ambivalence and disagreement, 79% feel that CM faces resistance in banks. It reflects on the state of organisational behaviour, both of management and employees. There is no buy in or there is no CM, one of the two would be possible scenarios. It

establishes CM has yet to be established as an inevitable choice and process in Indian banks.

Open ended opinion by a respondent is that the CM is a basic organizational trait. In an organization where it is not central to its ethos and culture, it will be resisted and face hurdles, more so, because of the structural and functional diversity of Indian banking industry.

Sources of resistance for change management

Question 3: Nature of Hurdles for Change Management: According to you, what is the nature of the hurdles faced in achieving success in change management for banks? Choose any number of options from the list and rank them;

The frequency distribution of respondents according to responses to Q3 along with it's bar graph is as given below.

Nature of Hurdles for Change Management	Strongly disagree	Disagree	Disagree to some extent	Neither agree nor disagree	Agree to some extent	Agree	Strongly agree	N.A.	Total
Internal Environment - Staff	1	4	0	4	21	86	32	5	153
%	0.7	2.6	0.0	2.6	13.7	56.2	20.9	3.3	100.0
Internal Environment - Management	3	3	0	1	14	60	65	7	153
%	2.0	2.0	0.0	0.7	9.2	39.2	42.5	4.6	100.0
Internal Environment - Board	6	8	0	4	14	65	45	11	153
%	3.9	5.2	0.0	2.6	9.2	42.5	29.4	7.2	100.0
External Environment	3	13	0	11	47	42	26	11	153
%	2.0	8.5	0.0	7.2	30.7	27.5	17.0	7.2	100.0
Customers	50	42	0	9	5	28	10	9	153
%	32.7	27.5	0.0	5.9	3.3	18.3	6.5	5.9	100.0
Regulator	53	38	0	3	3	37	7	12	153
%	34.6	24.8	0.0	2.0	2.0	24.2	4.6	7.8	100.0
Government	52	42	0	2	5	25	16	11	153
%	34.0	27.5	0.0	1.3	3.3	16.3	10.5	7.2	100.0
Older staff	0	4	0	1	9	61	70	8	153
%	0.0	2.6	0.0	0.7	5.9	39.9	45.8	5.2	100.0
Younger staff	4	28	0	24	35	39	12	11	153
%	2.6	18.3	0.0	15.7	22.9	25.5	7.8	7.2	100.0

All	7	45	0	15	26	37	5	18	153
%	4.6	29.4	0.0	9.8	17.0	24.2	3.3	11.8	100.0

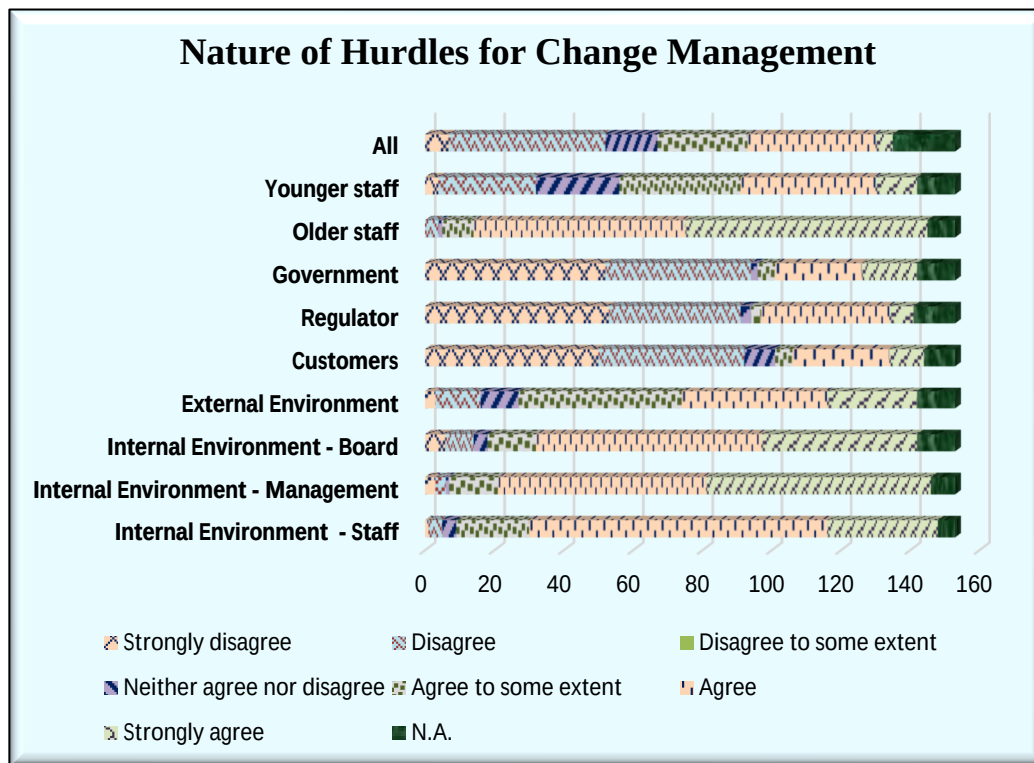


Figure 4.3

Interpretation: To further explore specific source of hurdles for CM, the question gives options of Internal Environment (Staff, Management, Board, older staff, younger staff), External Environment (Customers, Regulator, Government). The answers would help in building strategy of CM in Indian banks. For prioritising and thinking about suitable solutions for each class. Deliberately, choice was given to select more than one options so that relative weightage and ranking will help the mind of respondents.

It is observed that customers and regulatory as well as governmental influences are not viewed as impediments. It is possible that these external players themselves have become change agents. Changing customers' expectations and freedom of selecting alternatives would be acting as a strong reason to change. Regulator and Government, as we know in Indian banking scenario, strongly control the banking industry through ownership and regulation and keep on forcing change to suit their perceived goals perhaps overlooking banks goals, with exception of private and foreign banks with

changing regimes. This is possible because almost 70% of banking market share is of Public Sector banks owned by statute by Government. So, it is more a case of directed change. Unfortunately, it may not be the natural selection and may lead to low performance and extinction. The period of high lending from 2010 to 2013 which has led to overleveraging resulting in the NPA and recapitalisation crisis is just one example. While a change management practice like stressing retail loans as the direction of growth by HDFC banks is a natural response resulting into high profitability and performance as well as growth of business.

From the internal environment, if the strongly agree opinion is taken into consideration first, it is the management (45%) and Board (32%) which are responsible than the staff (21%). But if the agree and strongly agree options are combined the situation would be change and it is the Management (81%), Staff (81%) and Board (77%) which would be considered as hurdles in decreasing proportion. To further analyse the resistance from staff, it is the older staff (91%) than the younger staff (35%) which are considered more vulnerable.

Other external sources from which resistance or hurdles originate, if the existing set up is changed by the banks, it is the government (29%) and regulator (28%) who offer more resistance than the customer (23%). This analysis of possible sources of resistance will help in structuring the buy in policies of the bank thinking of CM.

Open ended opinion of the respondent is significant. One of the respondents has expressed that more than any of these, in today's agile environment there is a need to make changes quickly to suit customer needs. This brings about challenges wherein the change management cycle may not be completely followed, and this is where the challenge comes in. This point by the respondent is valuable for taking as part of the suggestions and recommendations.

Another open ended respondent has expressed that any change is always difficult, which is the primary reason for resistance. However, in the changing regulatory environment of BFSI (banking finance Service Industry), the tone needs to be set from the highest hierarchical order. Failure to quickly adapt to change would risk survival due to changing regulatory guidelines, and changing customers' needs and preferences. All the above factors directly or indirectly contribute or impede the process. Yet another

open ended respondent has opined that CM depends on in what kind of area it is being brought in, depending upon that the response may be varied in different types of organization varying due to various above parameters. These opinions would be incorporated in findings.

Q 4 Main hindrance for Change Management: Please indicate what according to you what are the internal hurdles to successful change within a banking organisation? Please choose any number of factors please rank them

The frequency distribution of respondents according to responses to Q4 along with it's bar graph is as given below.

Main hindrance for Change Management	Strongly disagree	Disagree	Disagree to some extent	Neither agree nor disagree	Agree to some extent	Agree	Strongly agree	N.A.	Total
Unwilling Management	4	4	0	3	15	85	35	7	153
%	2.6	2.6	0.0	2.0	9.8	55.6	22.9	4.6	100.0
Unwilling Board	4	9	0	2	5	60	63	10	153
%	2.6	5.9	0.0	1.3	3.3	39.2	41.2	6.5	100.0
Unwilling HR Environment	2	4	0	1	12	74	54	6	153
%	1.3	2.6	0.0	0.7	7.8	48.4	35.3	3.9	100.0
Unwilling Unions	4	7	0	2	41	64	29	6	153
%	2.6	4.6	0.0	1.3	26.8	41.8	19.0	3.9	100.0
Status Quo Culture	0	10	0	29	63	30	11	10	153
%	0.0	6.5	0.0	19.0	41.2	19.6	7.2	6.5	100.0
Customers	39	59	0	7	15	15	5	13	153
%	25.5	38.6	0.0	4.6	9.8	9.8	3.3	8.5	100.0

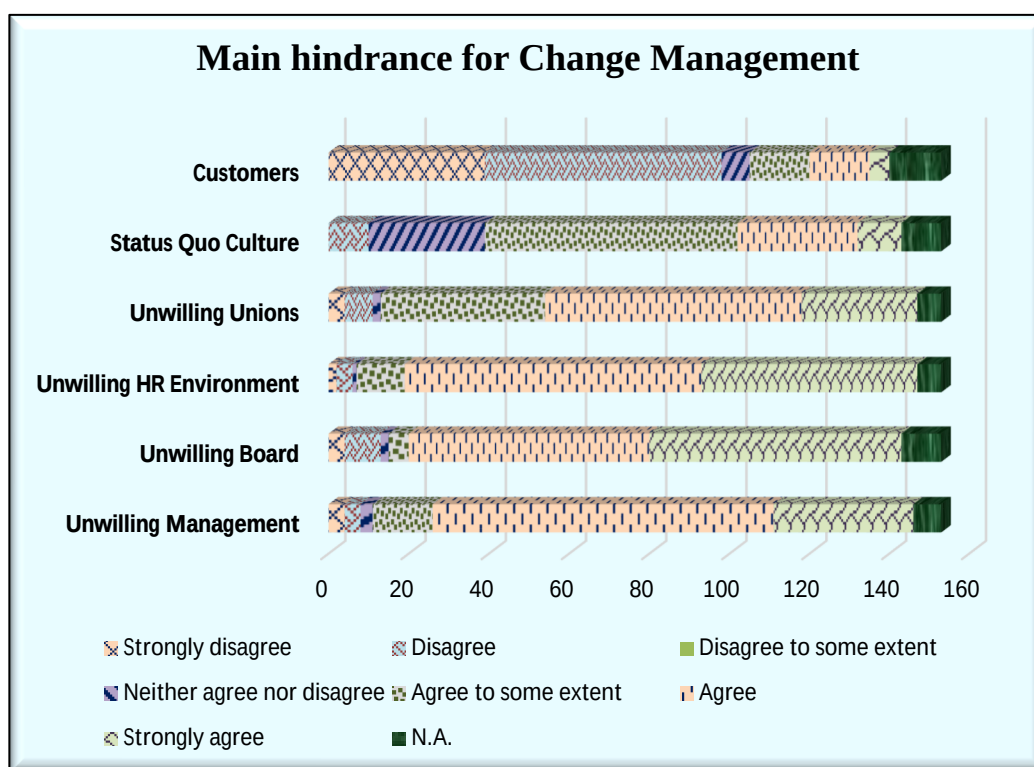


Figure 4.4

Interpretation: This question explores the details of internal reasons of resistance or hurdles. Analysing resistance from different perspectives by giving different combination of options will help further refining the policies of CM. Culture of each organisation or bank is totally different in terms of regional majority, caste, class, educational background, gender and organisational culture and the CM initiatives for similar outcomes would differ. Therefore, for starting any CM program, detailed analysis of all possible sources of hurdles is necessary, the more time is spent on it, the better would be planning. The options given to respondents were either Unwilling Management, Unwilling Board, Unwilling HR Environment, Unwilling Unions, Customers or Status Quo Culture. The responses for customers again tell a different story. Customers are in fact sources or -indirect supporters of CM, if they are geared to improve banks. Almost 63% disagree that customers are hurdles.

Unwilling/toxic Human Resource environment (87%), Un-willing Boards (86%), Unwilling Management (82%) and Un-willing Unions (64%) are the main impediments in banking sector in India, as per respondents' reactions. So, buy in policies for these must be of prime importance. But it also shows that there is no ownership for CM in banking, though there are exceptions. Therefore, banks are slow to respond increasing demand for change, especially for the financially excluded in urban and rural sector still

continuing for too long with the same type technology, procedures and products of cooperative and public sector banks.

Customers are in fact sources or indirect supporters of CM, if they are geared to improve banks. Almost 63% disagree that customers are hurdles.

In the open ended opinion, a respondent has quoted his CM experience in various private sector banks, has opined that the challenge is more around how to make the change management process more robust in the agile environment. As long as customers are not directly adversely affected by the change, they won't have any objection. Responses to change management may vary depending upon the niche area in which it is being brought. The opinion can be part of the findings.

CM for competitiveness

Question 5: Change Management & Competitiveness: According to your opinion, for banks, is there a direct correlation in being cutting edge or competitive and change management?

The frequency distribution of respondents according to responses to Q5 along with its bar graph is as given below.

Change Management & Competitiveness	Frequency	%
Strongly disagree	1	0.7
Disagree	0	0.0
Disagree to some extent	0	0.0
Neither agree nor disagree	1	0.7
Agree to some extent	20	13.1
Agree	86	56.2
Strongly agree	35	22.9
N.A.	10	6.5
Total	153	100.0



Figure 4.5

Interpretation: This is an experiential observation by the respondent exploring connection between banks undergoing CM being more competitive and cutting edge in terms of customer appeal, and business growth etc. The responses would explore and help to establish a positive link between being cutting edge and CM.

While 25 % strongly agree, 60% agree (rather weak response). But together its 85% who agreed to the relationship between CM and being competitive/cutting edge. 7% strongly disagree. And 14% agree to some extent. That means there is another stream of experience which does not see CM contributing to competitiveness, there must be other factors. So, CM may not be the only thing. But majority does see the connect.

Architecture of Change Management:

Question 6 Architecture of Change Management: What should be the main focus of change management for a banking organisation? Please choose any number of options from the list and rank

The frequency distribution of respondents according to responses to Q6 along with it's bar graph is as given below.

Architecture of Change Management	Strongly disagree	Disagree	Disagree to some extent	Neither agree nor disagree	Agree to some extent	Agree	Strongly agree	N.A.	Total
Products	0	1	0	4	12	97	29	10	153
%	0.0	0.7	0.0	2.6	7.8	63.4	19.0	6.5	100.0

Processes	1	0	0	1	8	99	35	9	153
%	0.7	0.0	0.0	0.7	5.2	64.7	22.9	5.9	100.0
People	0	1	0	2	6	43	92	9	153
%	0.0	0.7	0.0	1.3	3.9	28.1	60.1	5.9	100.0
Systems	0	1	0	1	10	99	33	9	153
%	0.0	0.7	0.0	0.7	6.5	64.7	21.6	5.9	100.0
Organization structure	0	1	0	2	20	59	60	11	153
%	0.0	0.7	0.0	1.3	13.1	38.6	39.2	7.2	100.0
Job roles	0	2	0	1	29	66	42	13	153
%	0.0	1.3	0.0	0.7	19.0	43.1	27.5	8.5	100.0
Leader's Vision	0	1	0	2	37	62	40	11	153
%	0.0	0.7	0.0	1.3	24.2	40.5	26.1	7.2	100.0
Strategy (to become distinct)	0	1	0	1	13	71	56	11	153
%	0.0	0.7	0.0	0.7	8.5	46.4	36.6	7.2	100.0
Customer complaints	1	3	0	5	11	47	72	14	153
%	0.7	2.0	0.0	3.3	7.2	30.7	47.1	9.2	100.0
Customer service	0	2	0	4	10	47	78	12	153
%	0.0	1.3	0.0	2.6	6.5	30.7	51.0	7.8	100.0
Management	0	1	0	1	8	83	49	11	153
%	0.0	0.7	0.0	0.7	5.2	54.2	32.0	7.2	100.0
Board	1	3	0	3	7	80	45	14	153
%	0.7	2.0	0.0	2.0	4.6	52.3	29.4	9.2	100.0

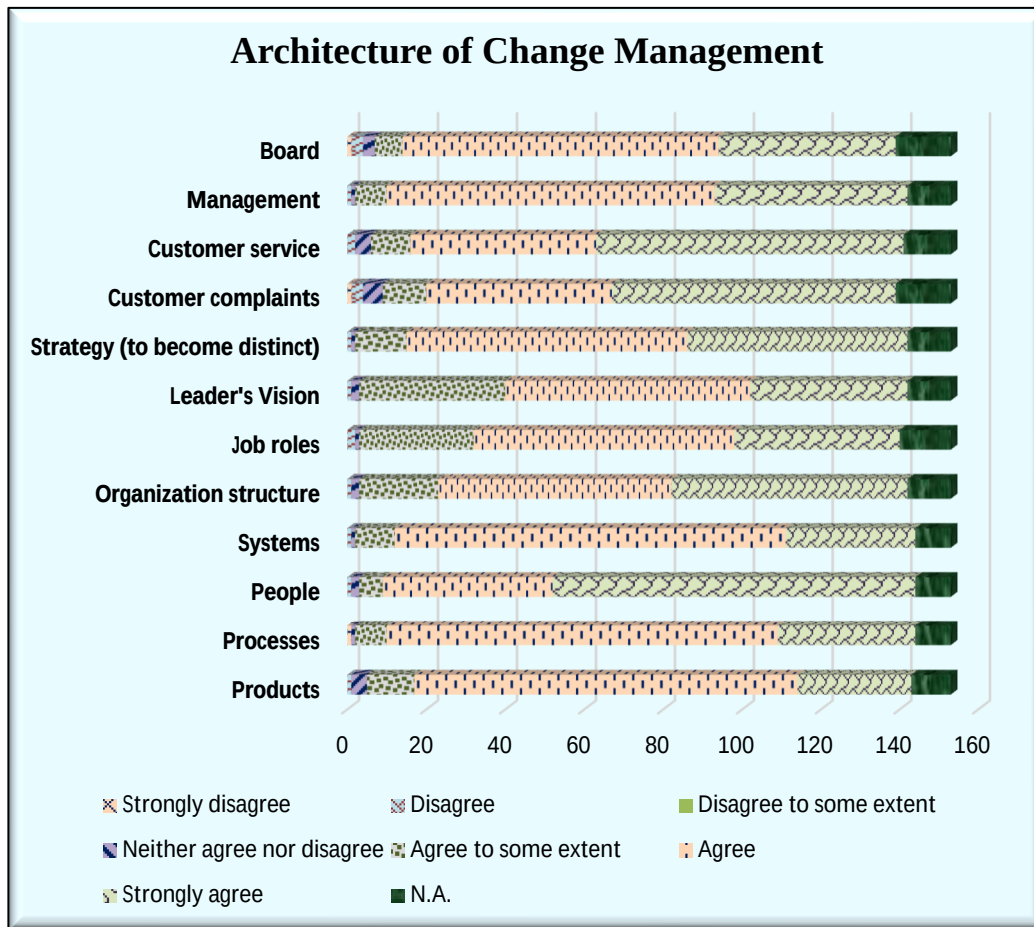


Figure 4.6

Interpretation: The collective opinion would give practical aspects of banking which need focus of CM from amongst Products, Processes, People, Systems, Organization structure, Job roles, Leader's. The collective opinion would give practical aspects of banking which need focus of CM from amongst Products, Processes, People, Systems, Organization structure, Job roles, Leader's Vision Strategy (to become distinct), Customer complaints, Customer service, Management or Board.

The findings are most interesting in the sense of scope of CM and its relevance in various options given which cover entire functioning and management of banks. The standard deviation score ranged from 0.60 to 1.01 for the options. Systems and Managements were closest while customer complaints and Board were farthest. It is the systems, products, processes, people (HR) and management which have to be the primary focus (all in the range of 0.60 to 0.71) of banks. Vision of leader, structure of organisational, job roles assigned, and customer service would follow next in that order.

Based on multiple options provided to choose more than one option, to reflect relative responses and fully capture respondent's true opinion, rather than just yes or no, the readings give insights for architecture for CM in banks. They slightly vary from standard deviations where negative opinions are discounted in weighted average calculations.

People (95), Processes (94), Systems (93), Strategy (90) and Board (90) receive highest choices.

Next lot is of Products (88), Customer service (88), Management (88), Customer complaints (86) and Organisational structure (85). Job roles (80) and Leaders vision (72) received lowest choices.

The readings can be interpreted in various ways. But one of the critical findings is that leaders' vision alone become the focus of architecture of CM, as has been so far (as can be seen from the bank's change profiles in Annexure). Secondly, focus has to be internal rather than external, after studying the external ecosystem. The core of CM's focus would be HR environment followed by change in processes, systems, strategies and the functioning of the Boards, according to the respondents.

As per the open ended opinion, managing change involves responding to changes in all the work areas of the organizations. Only then banks would be able to meet the requirements emanating from changing internal and external environment.

Functionalities to be addressed for change management:

Question 7: Functionalities to be addressed for change management: According to you, which are the functionalities that should be addressed by change management in banks?

The frequency distribution of respondents according to responses to Q7 along with its bar graph is as given below.

Functionalities to be addressed for change management	Strongly disagree	Disagree	Disagree to some extent	Neither agree nor disagree	Agree to some extent	Agree	Strongly agree	N.A.	Total
Administration	2	2	0	3	11	93	28	14	153
%	1.3	1.3	0.0	2.0	7.2	60.8	18.3	9.2	100.0
HR Environment	0	2	0	1	6	45	89	10	153
%	0.0	1.3	0.0	0.7	3.9	29.4	58.2	6.5	100.0
Assets –Loans & Advances	0	2	0	8	81	28	19	15	153

%	0.0	1.3	0.0	5.2	52.9	18.3	12.4	9.8	100.0
Liabilities side	1	3	0	7	83	29	17	13	153
%	0.7	2.0	0.0	4.6	54.2	19.0	11.1	8.5	100.0
Customer service - ease of use	0	2	0	3	12	65	59	12	153
%	0.0	1.3	0.0	2.0	7.8	42.5	38.6	7.8	100.0
Customer service - front desk in branch	0	1	0	1	6	77	57	11	153
%	0.0	0.7	0.0	0.7	3.9	50.3	37.3	7.2	100.0
Customer service - Time taken for responding to Customer Applications	1	0	0	5	10	52	73	12	153
%	0.7	0.0	0.0	3.3	6.5	34.0	47.7	7.8	100.0
Customer service - Time taken for responding to Customer Complaints	2	0	0	5	6	63	65	12	153
%	1.3	0.0	0.0	3.3	3.9	41.2	42.5	7.8	100.0
Customer service - KYC Procedures	1	1	0	2	11	70	57	11	153
%	0.7	0.7	0.0	1.3	7.2	45.8	37.3	7.2	100.0
Customer service - Management team behavior	0	1	0	2	4	73	61	12	153
%	0.0	0.7	0.0	1.3	2.6	47.7	39.9	7.8	100.0
Customer service - Board Members behavior	1	2	0	5	4	58	69	14	153
%	0.7	1.3	0.0	3.3	2.6	37.9	45.1	9.2	100.0
Customer service - Staff behavior	1	1	0	1	5	78	56	11	153
%	0.7	0.7	0.0	0.7	3.3	51.0	36.6	7.2	100.0

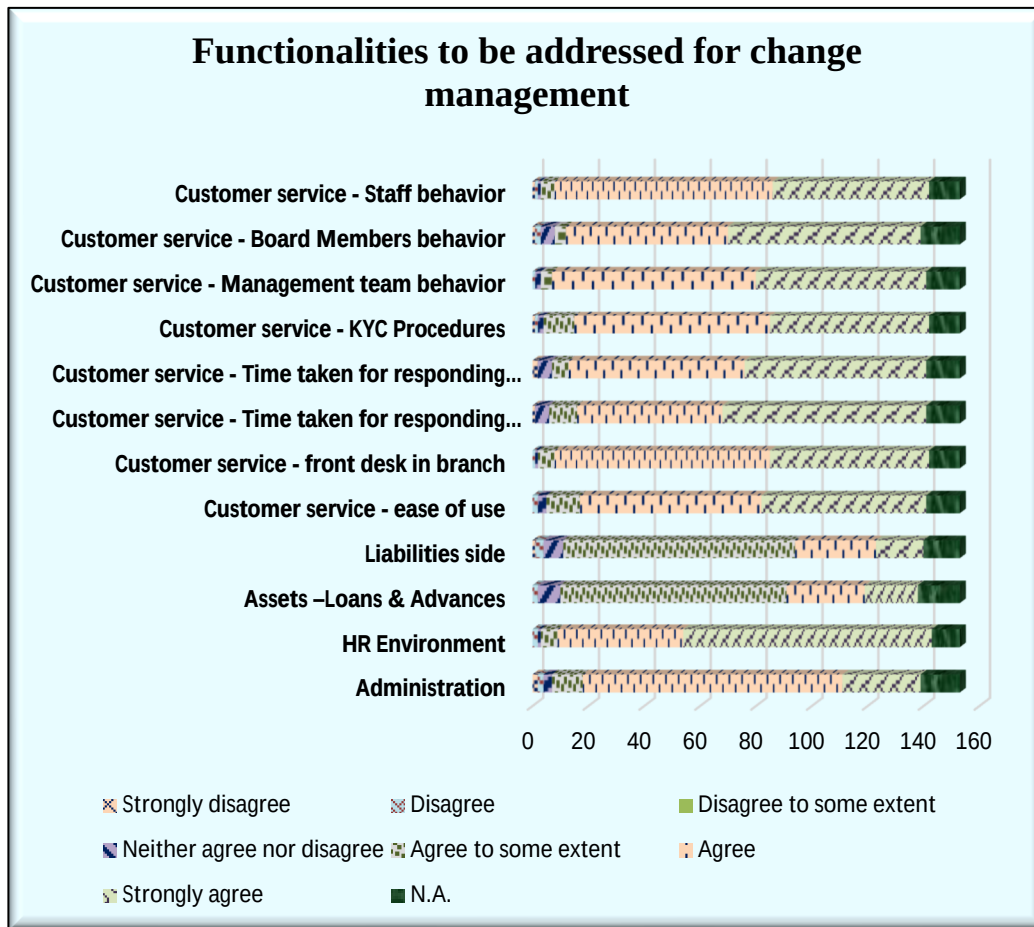


Figure 4.7

Interpretation: The question explores aspects of functions CM should be address. Options are Administration,

HR Environment, Assets (Loans & Advances), Liabilities, Customer service (ease of use), Customer service (front desk in branch), Customer service (time taken for responding to customer applications), Customer service (time taken for responding to customer complaints), Customer service (KYC procedures), Customer service (Management team behaviour), Customer service (Board Members behaviour) and Customer service (Staff behaviour).

Closest to mean in standard deviation is Customer service (front desk in branch 0.70), Customer service (Management team behaviour 0.72). Next lot consists of Customer service (Staff behaviour 0.82), HR Environment (0.81), Assets (Loans & Advances 0.87) and Customer service (ease of use 0.88). Customer service (Board Members behaviour to internal customer 0.98), time taken for responding to customer complaints (0.96), activities on the liabilities side (0.94) and time taken for responding to customer

applications (0.89) are farthest from standard deviation. This analysis gives what needs to be attended on priority basis for improving functionalities by CM.

HR environment (95%), Customer services aspects (Front desk @95%, Management behaviour @95%, Staff behaviour @94%, and Attending customer complaints @ 91%) top the list. Administration @82%, Customer service aspects (customer applications @86%, KYC @89%) get second choice while attending to Assets (34%) and Liabilities (34%) are least of attention or priority.

This question is important for structuring customer service related CM priorities. It also establishes importance of focusing on banks internal customers (viz. employees) as also behaviour of the Management and Board as part of CM initiatives for functional improvements.

Open ended opinion of the participant: Change Managements entails that any changes that are worth to be followed are there in all the nuances of the organizations as detailed above. Therefore each fabric of the organization should be responsive to the changing environments to deliver results to all stake holders.

Change Management Effect on Market Share

Question 8: Change Management Effect on Market Share: According to you, can change management initiatives in a bank help in growth of its market share (in other words, can change Management help in better perception amongst the customers and stake holders by making effect on market share with the competitors)? Please chose your options;

The frequency distribution of respondents according to responses to Q8 along with it's bar graph is as given below.

Change Management Effect on Market Share	Frequency	%
Strongly disagree	0	0.0
Disagree	0	0.0
Disagree to some extent	0	0.0
Neither agree nor disagree	3	2.0
Agree to some extent	18	11.8
Agree	98	64.1
Strongly agree	33	21.6
N.A.	1	0.7
Total	153	100.0

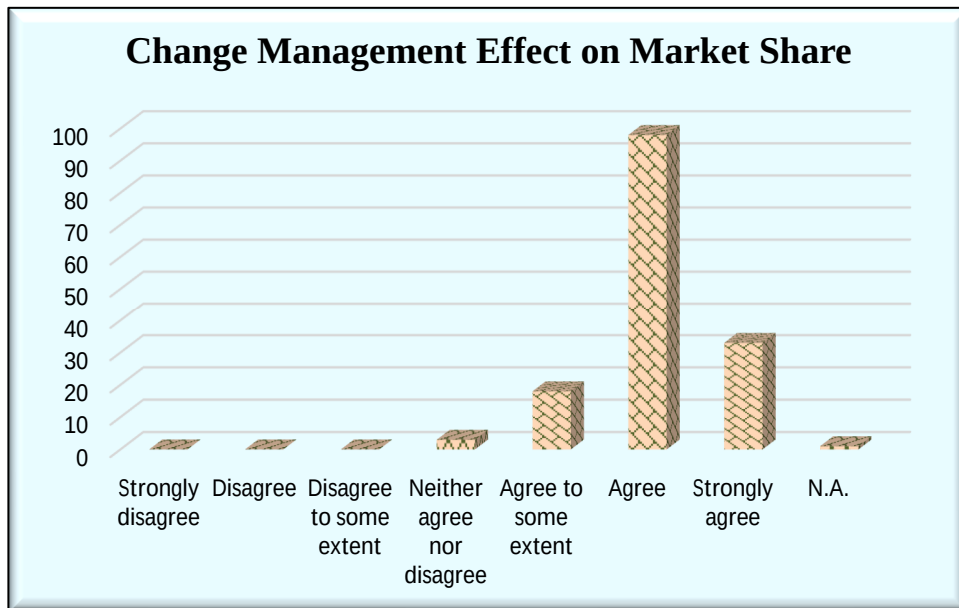


Figure 4.8

Interpretation: The overwhelming positive response reflects a changed consciousness about importance of keeping marketshare growing or at least not slipping. And also the importance of building a progressive adapting evolving bank in the minds of customers to increase attractiveness of the banks. And CM is the key for this continuing concern. About 64% agreed and 21% strongly agreed. Which means an overwhelming 85% respondents believe that CM can create better perception about the bank amongst stakeholders resulting in growth banks market share. Some (12%) are ambivalent, agreeing only to some extent.

Open ended opinion: Change management does have effect on market share if issues other than change management are also taken care of.

Change Management & Market valuation:

Question 9: Change Management & Market valuation: According to you, can market share of a bank be affected and added to by ability for change management by a bank? Please your option from the list

The frequency distribution of respondents according to responses to Q9 along with it's bar graph is as given below.

Change Management & Market valuation	Frequency	%
Strongly disagree	2	1.3

Disagree	1	0.7
Disagree to some extent	0	0.0
Neither agree nor disagree	2	1.3
Agree to some extent	16	10.5
Agree	77	50.3
Strongly agree	54	35.3
N.A.	1	0.7
Total	153	100.0

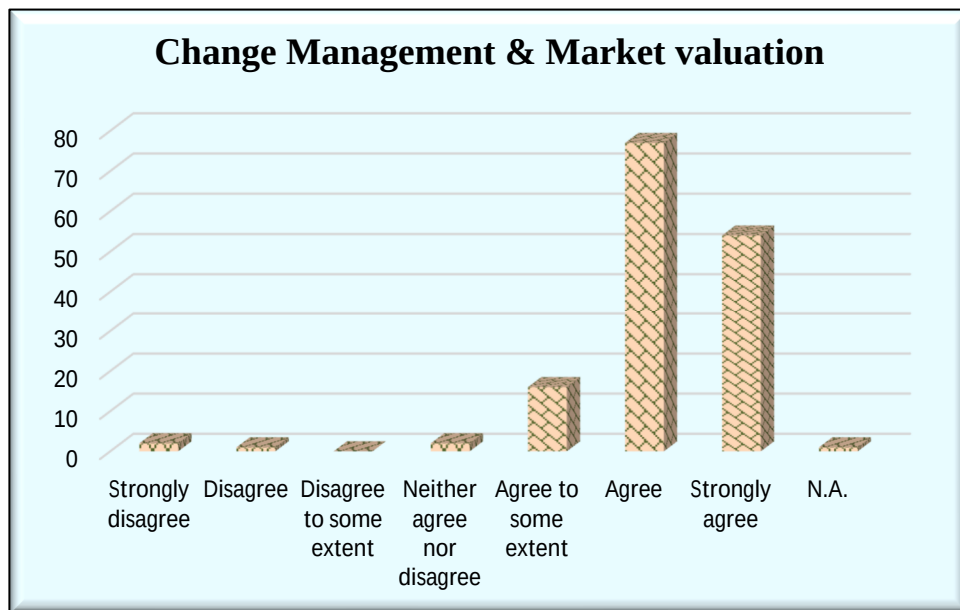


Figure 4.9

Interpretation: This is another market related question whether CM leads or contributes to affecting market valuation. It matters for any growing and thriving organisation and so for the bank. Because shareholders are true stakeholders the bank cannot let down by its performance issues. Overwhelming 96% relate CM to keeping and adding to market valuation.

Competition from Pvt Banks, Fin-tech, Payment Banks & Small banks:

Question 10: Competition from Pvt Banks, Fin-tech, Payment Banks & Small banks: Do PSBs & Cooperative banks face competition from Private sector banks (PvtBs), Foreign banks (FS) and the new entities like payment & small banks? Fin-techs?

The frequency distribution of respondents according to responses to Q10 along with it's bar graph is as given below.

Competition from Pvt Banks, Fin-	Strongly disagree	Disagree	Disagree to some extent	Neither agree	Agree to	Agree	Strongly agree	N.A.	Total
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tech, Payment Banks & Small banks				nor disagree	some extent				
Private Banks	1	2	0	4	9	59	70	8	153
%	0.7	1.3	0.0	2.6	5.9	38.6	45.8	5.2	100.0
Foreign Banks	35	45	0	7	9	27	18	12	153
%	22.9	29.4	0.0	4.6	5.9	17.6	11.8	7.8	100.0
Payment Banks	41	40	0	9	22	21	8	12	153
%	26.8	26.1	0.0	5.9	14.4	13.7	5.2	7.8	100.0
Small Banks	2	5	0	9	26	85	16	10	153
%	1.3	3.3	0.0	5.9	17.0	55.6	10.5	6.5	100.0
Fintech	2	2	0	2	8	79	49	11	153
%	1.3	1.3	0.0	1.3	5.2	51.6	32.0	7.2	100.0

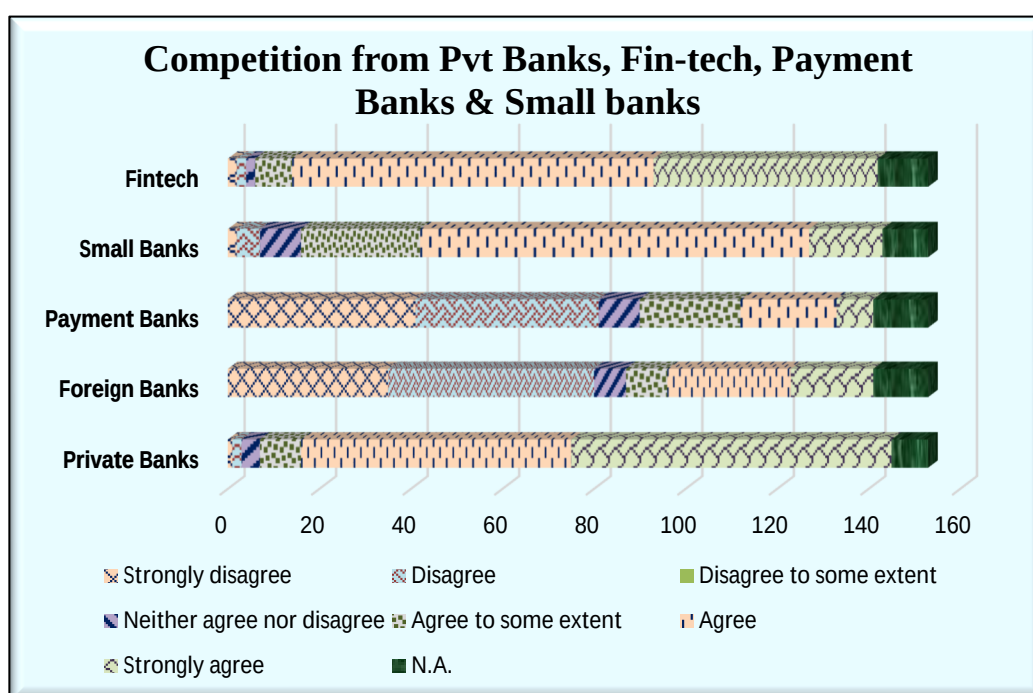


Figure 4.10

Interpretation: Quite surprisingly, the threat from Fintech (90%), Small Finance banks (71%) is perceived to be quite high and Payments banks (32%) is relatively very low. Probably, the full potential of Payment Banks like paytm and airtel as also wallets like amazon, google pay is yet to unfurl for competing with commercial banks. Response of foreign and private sector banks to these is very active and have partnered with most PSBs.

Majority of the respondents have agreed for the competition from Private Banks (87%) but have disagreed that foreign banks are any competition (32%) perhaps because of their limited reach and inability to expand with BC network as they mostly fulfil their priority sector targets by contributing to RIDF.

The most important observation is the Fintechs holding largest challenge to banks (90%) and with the RBI guidelines for regulatory sandboxes the development is going to take off.

Another possibility is that the PSBs and Coops are not geared up to increase their market share in a banking market which has grown with Financial Inclusion and Mudra initiatives. The size of the cake has increased so if there are more shareholders, it really doesn't matter! But the latent fear is that they may eat into PSBs and Coop banks share due to their leaner and efficient structure. In fact, many of the SFBs are keeping their MFI structures alive to work with the Small Finance Bank arm. Most of PvtBs and FS have partnered with Fintechs and PS like India Post Payments Bank (IPPB) which is now SFB.

Open ended opinion: With the advent of small finance and payment banks, having an unique selling proposition and extraordinarily good customer service are the need of the hour. Bank a/c number portability would be used adversely all customers against banks.

PSB by their very nature of public ownership and bureaucratic environment resulting in inelasticity of change, face competition from SFBs and PBS more than each other.

Competition from new entities to commercial banks:

Question 11: Competition from new entities to commercial banks: According to you will the banks face stiff competition from the new banking business model like NBFCs, Payment Banks, Small Banks and Fin-tech Companies? Please choose options and rank

The frequency distribution of respondents according to responses to Q11 along with it's bar graph is as given below.

Competition from new entities to commercial banks	Strongly disagree	Disagree	Disagree to some extent	Neither agree nor disagree	Agree to some extent	Agree	Strongly agree	N.A.	Total
Payment Banks	62	24	0	5	0	41	9	12	153
%	40.5	15.7	0.0	3.3	0.0	26.8	5.9	7.8	100.0

Small Banks	4	9	0	10	0	106	13	11	153
%	2.6	5.9	0.0	6.5	0.0	69.3	8.5	7.2	100.0
Fintech Companies	4	5	0	2	0	71	60	11	153
%	2.6	3.3	0.0	1.3	0.0	46.4	39.2	7.2	100.0
NBFCs	2	6	0	6	0	65	62	12	153
%	1.3	3.9	0.0	3.9	0.0	42.5	40.5	7.8	100.0
Wallets	3	11	0	9	0	84	34	12	153
%	2.0	7.2	0.0	5.9	0.0	54.9	22.2	7.8	100.0

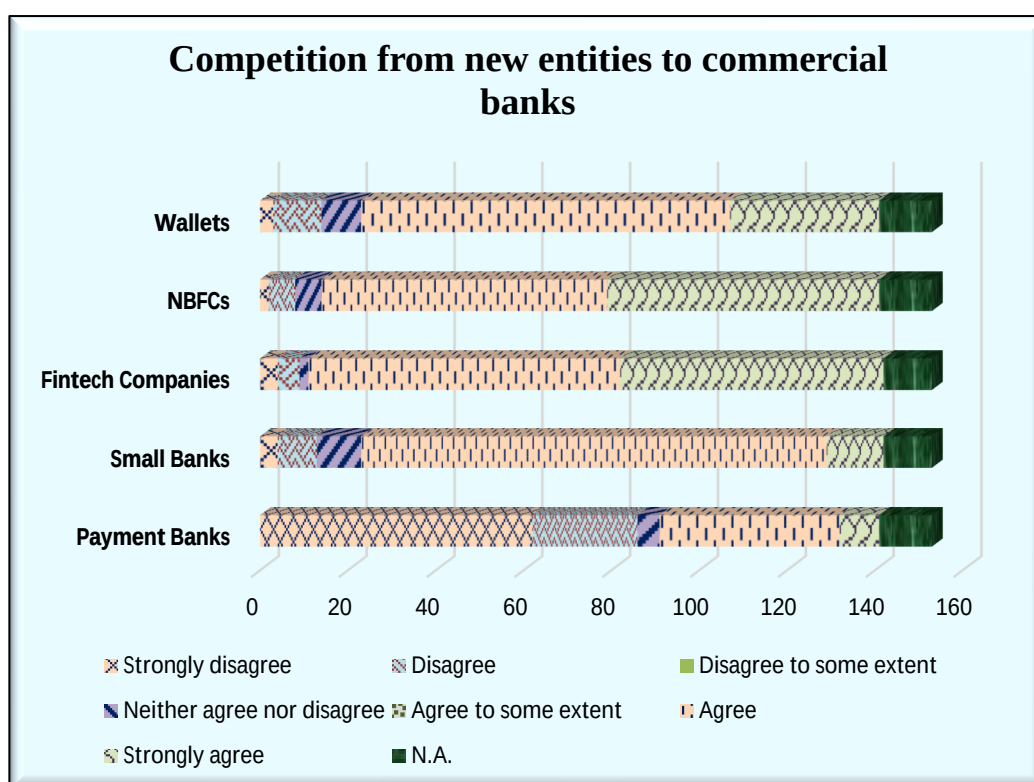


Figure 4.11

Interpretation: This question focusses on competition for commercial banks from new structures. Wallets and NBFC are added. And the competition is viewed in terms of entire banking industry against new players like SFBs, NBFCs, Wallets, Fintechs and PBs.

High competitors would be the Fintechs (92%), NBFCs (90%), SFBs (84%) and Wallets (84%) and low competitors would be payments banks (27%) because of its disadvantage of not allowing lending products. This feedback is very important because it gives the direction future CM initiatives to survive and retain market share in the competition which is building up. Solutions for banks to counter the impending

competition could be changing by either adopting latest banking technology, developing appropriate skills to face fintechs or partner with them. It is a CM challenge for banks.

HR or Technology-for Change Management:

Question 12. Which should be the priority of change management-which is more vital for change management in banks? HR or Technology? Please choose from the options and rank

HR or Technology, which should be the priority of Change Management

The frequency distribution of respondents according to responses to Q12 along with it's bar graph is as given below.

HR or Technology , which should be the priority of Change Management	Strongly disagree	Disagree	Disagree to some extent	Neither agree nor disagree	Agree to some extent	Agree	Strongly agree	N.A.	Total
Human Factor	1	0	0	2	11	82	39	18	153
%	0.7	0.0	0.0	1.3	7.2	53.6	25.5	11.8	100.0
Technology	0	1	0	0	7	69	57	19	153
%	0.0	0.7	0.0	0.0	4.6	45.1	37.3	12.4	100.0
Both	0	1	0	0	12	75	56	9	153
%	0.0	0.7	0.0	0.0	7.8	49.0	36.6	5.9	100.0
More HR than Technology	2	4	0	0	10	77	41	19	153
%	1.3	2.6	0.0	0.0	6.5	50.3	26.8	12.4	100.0
More of technology than HR	3	4	0	1	14	55	56	20	153
%	2.0	2.6	0.0	0.7	9.2	35.9	36.6	13.1	100.0

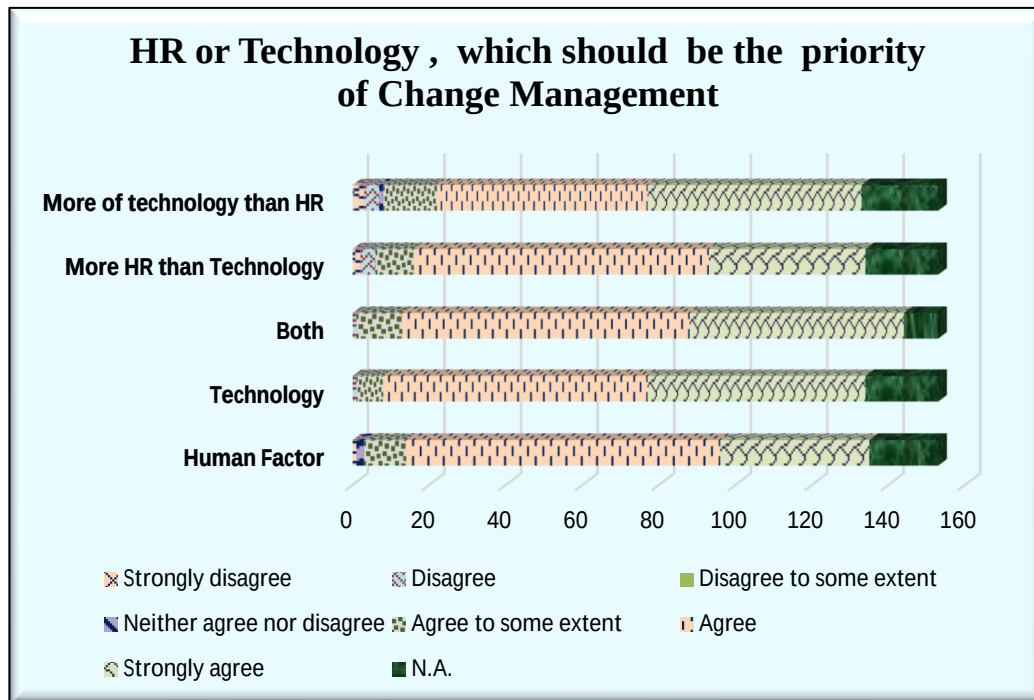


Figure 4.12

Interpretation: This question after responding to source of maximum competition (i.e. fintechs) is for exploring respondents mind as behavioural science does not expect very logical behaviour or answers. So, this question wants to find out what really matters for CM in such an ecosystem which can help building up a model for continuing change in banks. The participants of the survey are on a curve from

This question after responding to source of maximum competition (i.e. fintechs) is for exploring respondents mind as behavioural science does not expect very logical behaviour or answers.

So, this question wants to find out what really matters for CM in such an ecosystem which can help building up a model for continuing change in banks.

The options given include Human Factor, Technology factor, both (human & technology factor), More HR than Technology and More of technology than HR. In Indian circumstances of what is changing around banks and what needs to change discussed in Chapter 1, this feedback gives a decision of what the top priority and policy orientation is going to be.

In terms of standard deviations, it is the technology (0.69) and both HR factor and technology (0.71) which are closer to the centre followed by Human factor (0.77), more HR than technology (1.09) and more technology than HR factor (1.24). Thus, it is

banking technology as well as HR factor at slightly lower choice which matter. And it is HR factor more than technology which is important reading for CM initiatives. But most importantly, banking technology (artificial engineering, machine learning, big data analytics, robotics, cybersecurity and digitisation of processes) which has become equally important direction and need of change.

In terms of responses percentage, Technology (98%) gets highest choices followed by both technology and HR (91%), HR (90%), more HR than Technology (88%) and more technology than HR (81%).

HR and smarter banking technology are two aspects which create a conflict of opinion and it's a challenge to find out which takes the precedence for CM initiatives. So, the conclusion of the survey is that it is both technology and HR with and slightly higher preference or nuance on technology. And the technology will define the employee composition and HR strategy. So, the respondents are clear in their minds how technology is going to take lead in CM.

Open ended opinion: How banking products are dispensed due to technology is changing faster than ever before though HR also needs to change to absorb more change in technology.

Quantifying Cost Benefit of Change Management:

Question 13: Quantifying Cost Benefit of Change Management: In your opinion, is quantifying cost benefit analysis possible for change management efforts at banks? Choose from the options

The frequency distribution of respondents according to responses to Q13 along with it's bar graph is as given below.

Quantifying Cost Benefit of Change Management	Frequency	%
Strongly disagree	1	0.7
Disagree	9	5.9
Disagree to some extent	0	0.0
Neither agree nor disagree	0	0.0
Agree to some extent	24	15.7
Agree	80	52.3
Strongly agree	38	24.8
N.A.	1	0.7
Total	153	100.0

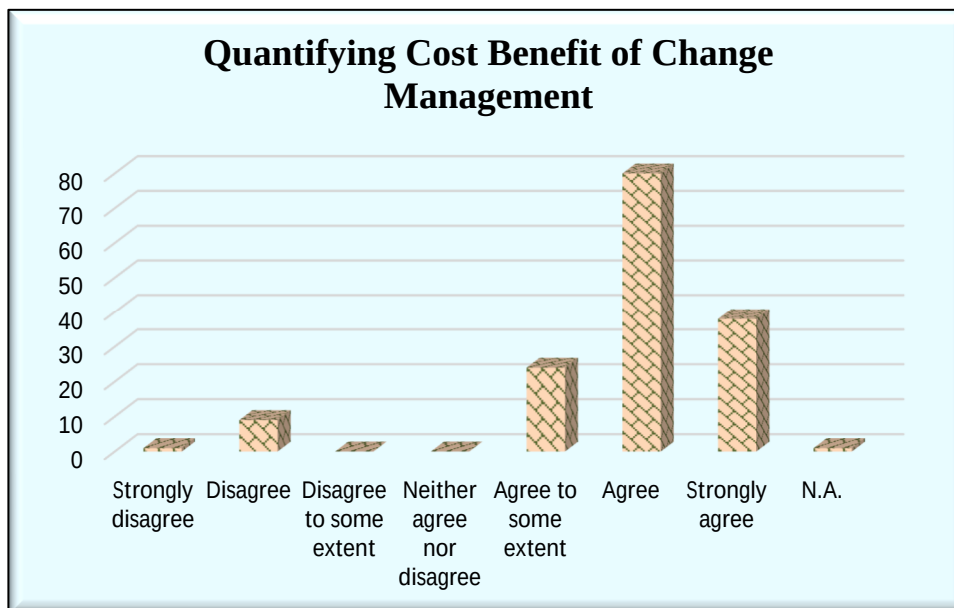


Figure 4.13

Interpretation: While 53% agree and 25% strongly agree but 15% are not sure and 7% disagree. Cost benefit analysis of change management would expect equivalent proportionate enhancement in growth or profit or performance which is comparable to the expenditure incurred. It is a new idea which is generally not talked about in textbooks because many of the perceived benefits of CM may be intangible or may unfold in future. Survival in competitive VUCA (vulnerable, uncertain, changing, ambiguous) world can never be evaluated as gain, its mostly intangible with ifs and buts. Though difficult, majority feels it's possible to quantify cost and benefit of CM. This post facto analysis would be necessary.

Open ended opinion: For any business decision cost benefit analysis would be performed. In case of change management the benefit could be financial benefit or to enhance customer convenience/ simplification of process.

A respondent has specifically opined that cost benefit analysis of change management may be explained only to some extent. Beyond a point the cost may be defrayed over a longer period of time. It may not be possible to assess perfectly.

Should CM be based on Cost Benefit Analysis:

Question 14: Should CM be based on Cost Benefit Analysis: In your opinion, should the choice of change management be based on cost benefit analysis? Please choose from the options

The frequency distribution of respondents according to responses to Q14 along with it's bar graph is as given below.

Should CM be based on Cost Benefit Analysis	Frequency	%
Strongly disagree	2	1.3
Disagree	15	9.8
Disagree to some extent	0	0.0
Neither agree nor disagree	5	3.3
Agree to some extent	31	20.3
Agree	62	40.5
Strongly agree	36	23.5
N.A.	2	1.3
Total	153	100.0

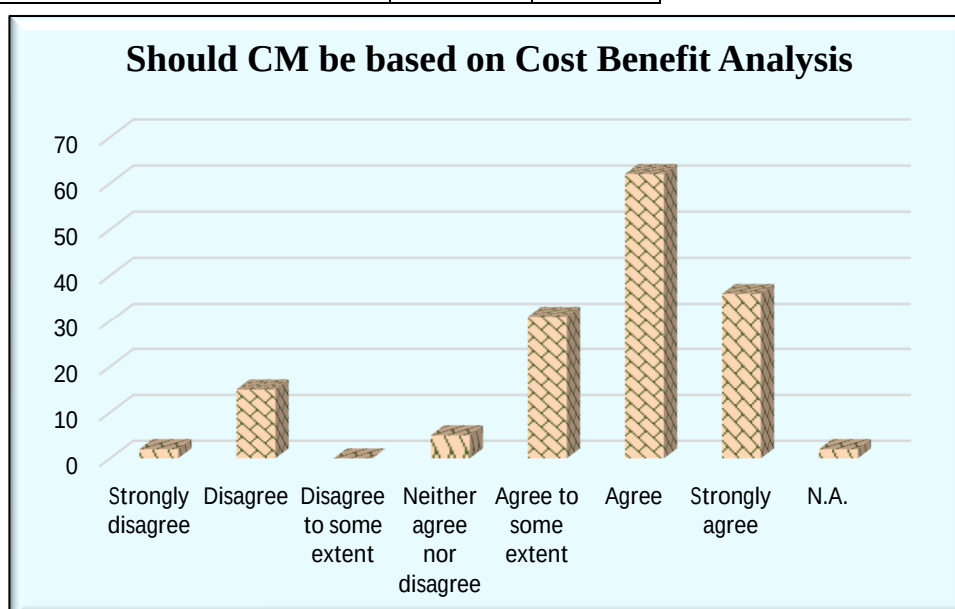


Figure 4.14

Interpretation: Before starting a CM program, this question tries to find out whether it's possible to plan on the basis investment into it and tangible outcomes of it. This is generally not found in literature as there are cases of either success or failure with failures overcrowding success.

14% feel it's not possible. 20% say partly possible, they are not very sure. So the negative opinion is around 34%. Those who strongly agree are 24% and those just agree are 41 percent. An "agree" does not have conviction of a "strongly agree". Therefore, there seems to be some apprehension amongst the respondents about efficacy of gauging cost benefit analysis as the basis of starting a CM program.

Open ended opinion of a few respondents is that, in the short run, cost benefit analysis may not be effective. But in the long run, cost benefit analysis may be a relevant and effective tool to start CM programs.

Effectiveness of Change Management:

Question 15: Effectiveness of Change Management: In your opinion, can impact on performance of the bank be a possible measure effectiveness of change management programs?

The frequency distribution of respondents according to responses to Q15 along with it's bar graph is as given below.

Effectiveness of Change Management	Frequency	%
Strongly disagree	0	0.0
Disagree	3	2.0
Disagree to some extent	0	0.0
Neither agree nor disagree	2	1.3
Agree to some extent	12	7.8
Agree	72	47.1
Strongly agree	63	41.2
N.A.	1	0.7
Total	153	100.0

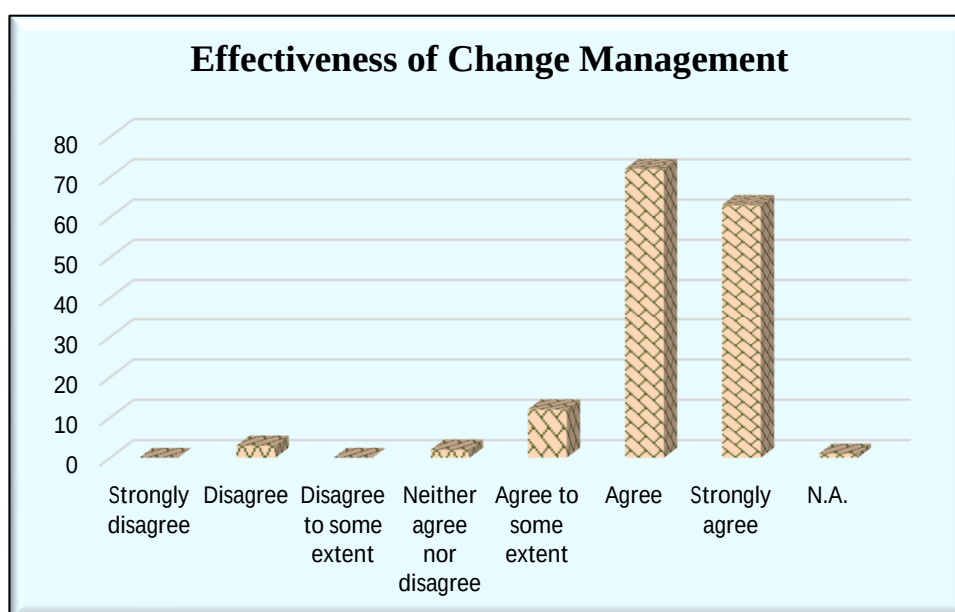


Figure 4.15

Interpretation: So the question naturally descends on relationship of performance and effective CM. Respondents overwhelming opined that effectiveness of change

programs in banks can be measured by positive impact on its performance. While 41% strongly agree, 48% agree and 7% partly agree. Therefore, CM has to have impact on performance. So naturally next question would be what would be the parameters of judging the success of CM programs.

Open ended opinion recorded by a respondent says that the number of benefits achieved due to change management can always be quantified.

Parameters for success/failure of Change Management

Question 16: What are the parameters of success or failure of change management? Please choose any number of options from the list given below and rank them

The frequency distribution of respondents according to responses to Q16 along with it's bar graph is as given below.

Parameters for success/failure of Change Management	Strongly disagree	Disagree	Disagree to some extent	Neither agree nor disagree	Agree to some extent	Agree	Strongly agree	N.A.	Total
Profitability of business	1	1	0	1	11	79	54	6	153
%	0.7	0.7	0.0	0.7	7.2	51.6	35.3	3.9	100.0
Growth of business	0	2	0	0	6	74	64	7	153
%	0.0	1.3	0.0	0.0	3.9	48.4	41.8	4.6	100.0
Culture Change (attitudes & behavior)	1	0	0	2	4	94	47	5	153
%	0.7	0.0	0.0	1.3	2.6	61.4	30.7	3.3	100.0
Human Resource Development (HR) environment	1	0	0	1	10	74	57	10	153
%	0.7	0.0	0.0	0.7	6.5	48.4	37.3	6.5	100.0
Customer satisfaction: response time & KYC procedures	0	2	0	2	11	64	69	5	153
%	0.0	1.3	0.0	1.3	7.2	41.8	45.1	3.3	100.0
Banking Technology	0	1	0	0	8	72	63	9	153
%	0.0	0.7	0.0	0.0	5.2	47.1	41.2	5.9	100.0
Customer segmentation with relevant	1	1	0	5	14	59	60	13	153

products & services									
%	0.7	0.7	0.0	3.3	9.2	38.6	39.2	8.5	100.0
Risk Management Culture All	2	12	0	10	36	63	28	2	153
%	1.3	7.8	0.0	6.5	23.5	41.2	18.3	1.3	100.0
Management team behavior	0	2	0	1	19	81	38	12	153
%	0.0	1.3	0.0	0.7	12.4	52.9	24.8	7.8	100.0
Board Members behavior	1	2	0	3	8	86	39	14	153
%	0.7	1.3	0.0	2.0	5.2	56.2	25.5	9.2	100.0
Staff behavior	1	1	0	1	5	74	59	12	153
%	0.7	0.7	0.0	0.7	3.3	48.4	38.6	7.8	100.0

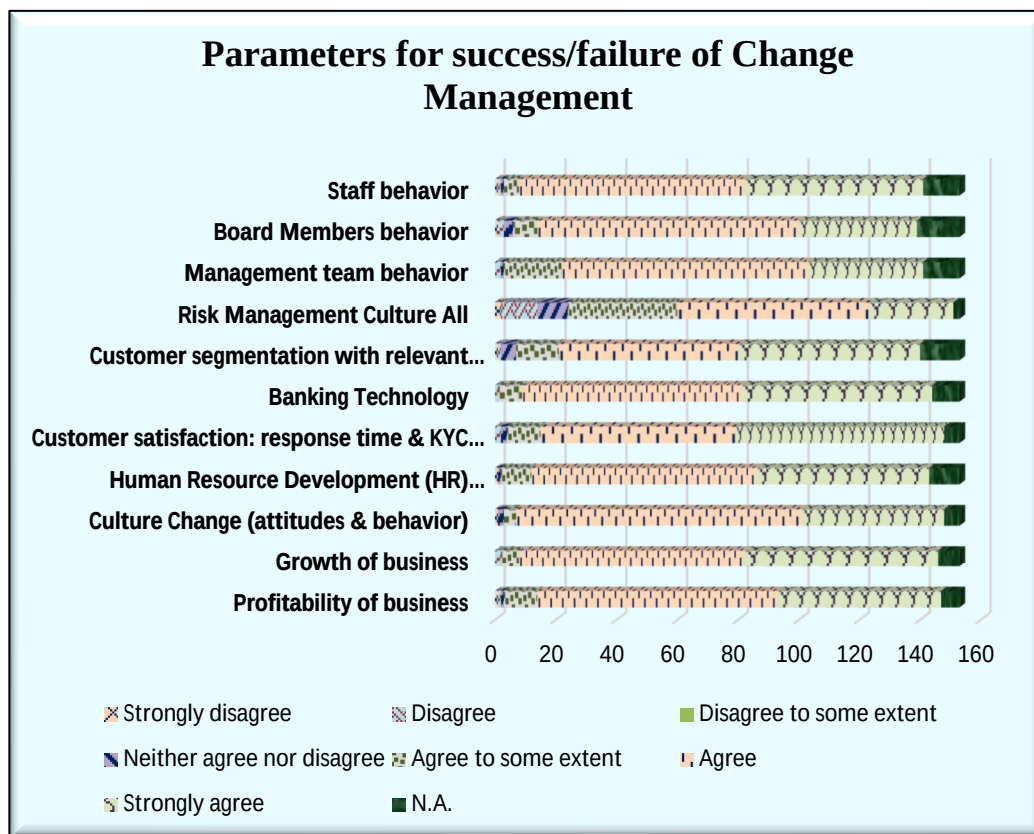


Figure 4.16

Interpretation: It's a multiple option question with freedom to choose more than one options to get deeper into the respondent's mind.

Respondents prefer culture change in attitudes & behaviour (95%), profitability of business (90%), business growth (94%), improving Human Resource Development environment (91%), satisfactory response time & KYC procedures (90%), using latest

banking technology (94%), behaviour of staff (94%), behaviour of Board members (90), customer segmentation by relevant products & services (85%), behaviour of management team (85%) and culture of risk management (60%).

Open ended opinion says that efficiency, products and services as per customer segmentation, customer satisfaction and reduction in complaints in some way lesser or greater way do affect whatever is the effort of change management.

Mapping Change Management Progress

Question 17: In your opinion, on which parameters can banks evaluate success or failure of their change management projects? What are your preferences, from the options?

Mapping Change Management Progress

The frequency distribution of respondents according to responses to Q17 along with it's bar graph is as given below.

Mapping Change Management Progress	Strongly disagree	Disagree	Disagree to some extent	Neither agree nor disagree	Agree to some extent	Agree	Strongly agree	N.A.	Total
Profitability of Business	1	0	0	0	58	33	47	14	153
%	0.7	0.0	0.0	0.0	37.9	21.6	30.7	9.2	100.0
Efficiency of Business	0	1	0	0	67	28	47	10	153
%	0.0	0.7	0.0	0.0	43.8	18.3	30.7	6.5	100.0
Improved Processes	1	1	0	0	63	36	41	11	153
%	0.7	0.7	0.0	0.0	41.2	23.5	26.8	7.2	100.0
Growth of Business	1	0	0	0	59	42	37	14	153
%	0.7	0.0	0.0	0.0	38.6	27.5	24.2	9.2	100.0
Competitiveness	0	1	0	1	72	31	35	13	153
%	0.0	0.7	0.0	0.7	47.1	20.3	22.9	8.5	100.0
Accessibility or Financial Inclusion	0	9	0	19	29	66	16	14	153
%	0.0	5.9	0.0	12.4	19.0	43.1	10.5	9.2	100.0
Customer Satisfaction	1	2	0	8	68	17	48	9	153
%	0.7	1.3	0.0	5.2	44.4	11.1	31.4	5.9	100.0
Change in Business Module	1	2	0	1	80	19	35	15	153
%	0.7	1.3	0.0	0.7	52.3	12.4	22.9	9.8	100.0

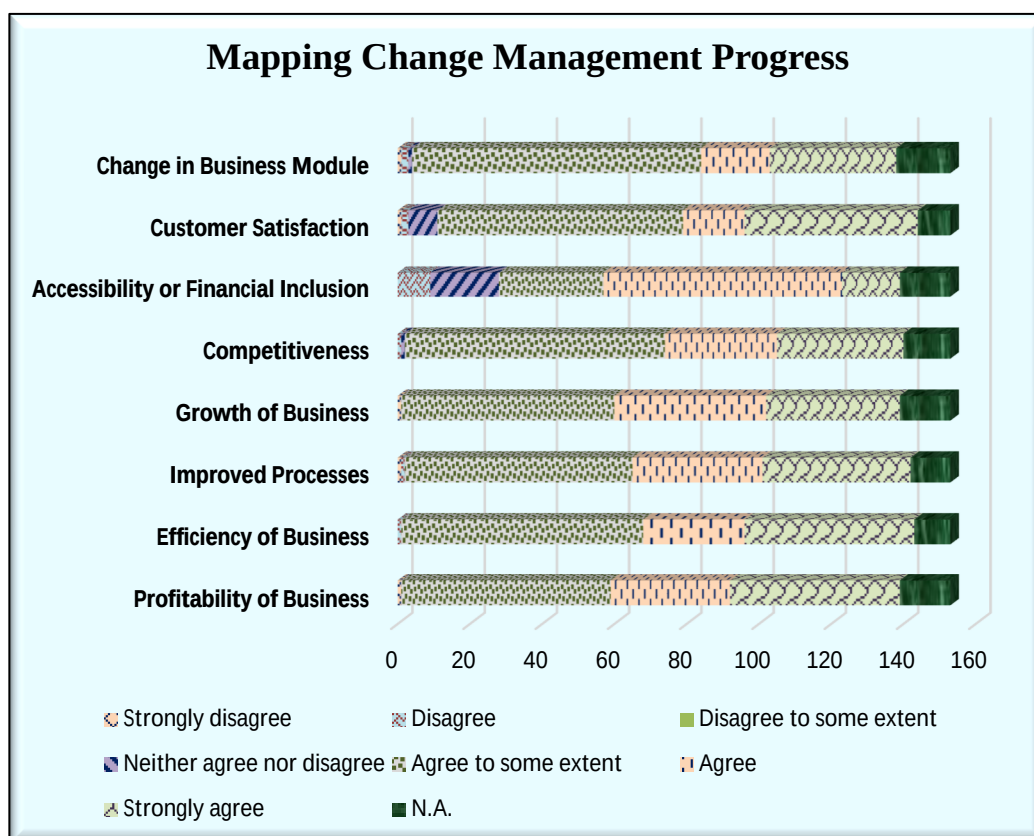


Figure 4.17

Interpretation: The respondents had been chosen preferences in the following order: Changes in Business Modules or procedures (83%), Customers Satisfaction (80%), Efficiency of Business (79%), Competitiveness (76%), Profitability of Business (75%), Growth of Business (69%), Improved Processes (63%) and accessibility or Financial Inclusion (32%).

Surprisingly, banker respondents don't think that failure or success of financial inclusion. All other parameters are more or less agreed by the respondents. So these can be the focus points of CM exercises in banks, broadly.

The standard deviations wise preferences of parameters for evaluation of success of change projects include Efficiency of Business (0.79), Competitiveness (0.78), Growth of Business (0.87), Improved Processes (0.89), Customer Satisfaction (0.99), Change in Business Module (0.88) and Accessibility or Financial Inclusion (1.08).

Efficiency, improving processes, being competitive are the preferred parameters followed by business growth, changing business modules, customer satisfaction.

Open ended opinion: Yes, period wise depiction of success / failure can be drawn.

Environment in the bank-is it unpredictable or turbulent:

Question 18: On a scale of 1 to 10, how would you describe the environment pertaining to change management in banks?

Scale: 1— Stable and predictable; 10 — Turbulent, unpredictable, constantly changing

Environment in the bank-predictable or turbulent

The frequency distribution of respondents according to responses to Q18 along with it's bar graph is as given below.

Environment in the bank- predictable or turbulent	Frequency	%
Scale 1	5	3.3
Scale 2	6	3.9
Scale 3	3	2.0
Scale 4	3	2.0
Scale 5	4	2.6
Scale 6	9	5.9
Scale 7	35	22.9
Scale 8	65	42.5
Scale 9	20	13.1
Scale 10	2	1.3
N.A.	1	0.7
Total	153	100.0

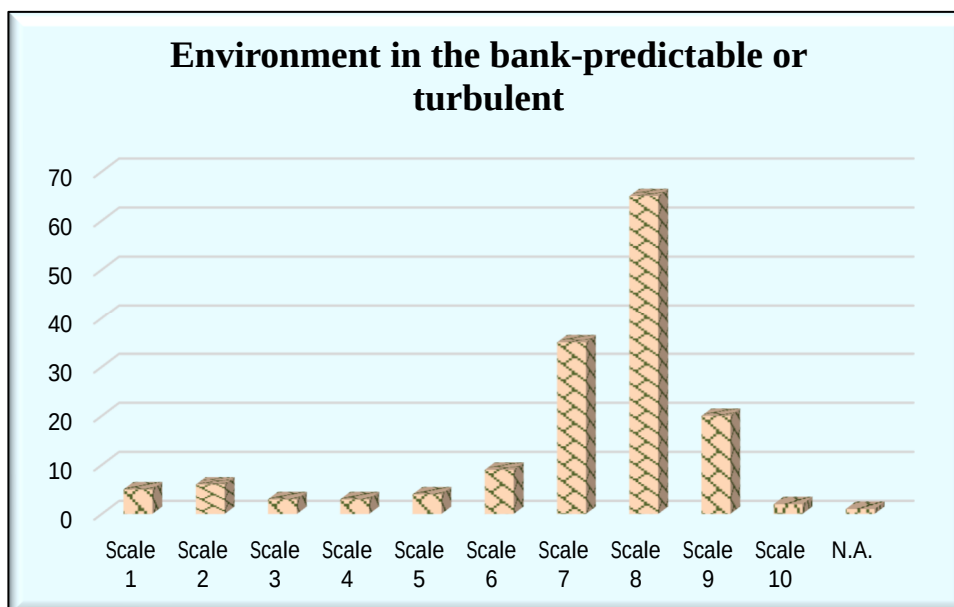


Figure 4.18

Interpretation: On a scale of 1 representing stable and predictable environment to 10 representing turbulent, unpredictable, constantly changing environment in the banks, the maximum choices are for 7 (23%), 8 (43%). For scale 9 (13%) and 10 (only 2%), respondents' choices are limited. For scales below 5, 19% choices are there. Such widely divergent choices by respondents indicate that the situations or status in diverse banking structures are not uniform. Each type of banks (PSB, PvtSB, Coop, PBs, SFBs, St Coops, DCCBs etc.) being on a different stage of instability and change pressures. The broad and overall interpretation would be that the banks cannot afford to be status quo'ist anymore and number 8 is the true opinion, unpredictability and turbulence is high.

Environment in the bank - favourable or hostile to growth & development:

Question 19: Environment in the bank - favourable or hostile to growth & development: On a scale of 1 to 10, how would you describe the environment in banks?

The frequency distribution of respondents according to responses to Q19 along with it's bar graph is as given below.

Environment in the bank - favourable or hostile to growth & development	Frequency	%
Scale 1	4	2.6
Scale 2	7	4.6

Scale 3	11	7.2
Scale 4	1	0.7
Scale 5	4	2.6
Scale 6	11	7.2
Scale 7	43	28.1
Scale 8	54	35.3
Scale 9	17	11.1
Scale 10	1	0.7
N.A.	0	0.0
Total	153	100.0

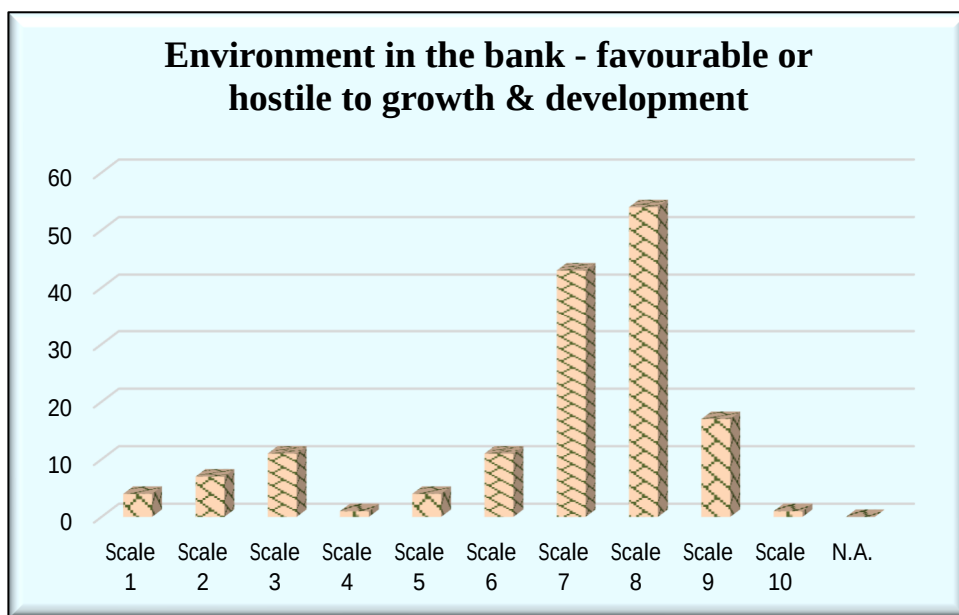


Figure 4.19

Interpretation: On a scale of 1-10, with extremes where 1 is “favourable to growth & development” and 10 is “Difficult, hostile, full of obstacles for growth and development”, the majority choice lies between 6 (28%), 7 (28%), 8 (36%), 9 (11%) and 10 (11%). Obviously, the situation is too ripe for some action in banks, biased towards “difficult, hostile, full of obstacles, for growth and development” environment. That means its not only the competitors, but overall situation around banking industry is churning in which many possibilities are latent. The margins a reducing, financial markets are global and dynamic, susceptible to unconnected events since the financial crisis of 2008-9.

Environment in the bank-competitive or docile:

Question 20: Environment in the bank-competitive or docile: On a scale of 1 to 7, how would you describe the level of competitive environment in which the bank is working in recent times?

The frequency distribution of respondents according to responses to Q20 along with it's bar graph is as given below.

Environment in the bank-competitive or docile	Frequency	%
Scale 1	0	0.0
Scale 2	1	0.7
Scale 3	4	2.6
Scale 4	14	9.2
Scale 5	58	37.9
Scale 6	58	37.9
Scale 7	15	9.8
N.A.	3	2.0
Total	153	100.0

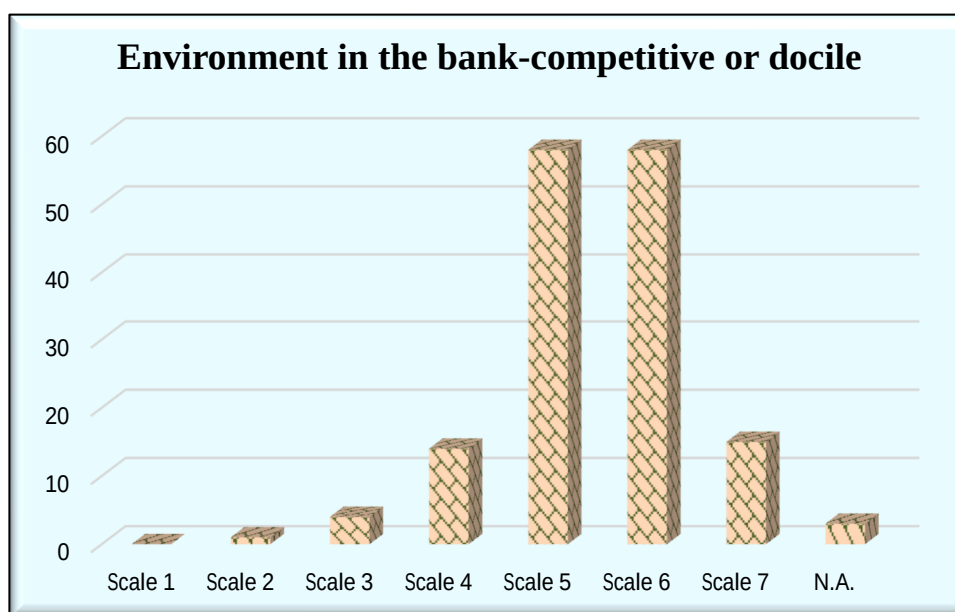


Figure 4.20

Interpretation: This question explores how banks are responding internally to increasing competitive pressures. Whether the banks are docile or active and working for facing

competition. Whether the environment of in the banks is of low competition or high competition and whether they have the monopolistic market as it used to be few years back before rise of various competing forces. The extremes of 7-point scale was Low competition with few banks holding monopolist business control at 1 to High competition with numerous players at 7.

The choice of respondents holds interesting possibilities. 40% chose scale 5 and another 40% chose scale 6. As the scale moves away from 1 to 7, the competitive environment increases and competing forces (players) go on increasing. Obviously, almost 80% respondents think that there are multiple competitors for banking business and the days of monopoly of few banks are over. About 10% respondents chose extreme of 7. This indicates respondents perceive that it is a completely changed scenario now for banks and if the banks do not make efforts to overcome the competition by strategies for change, new players would soon wipe out inefficient structures.

Open ended opinion was that the small finance bank and payment banks (SFB & PBs) have increased the competition even more.

Reasons for prompting change:

Question 21: What prompts the leaders in the bank to think about the need for change? Choose the options

Reasons prompting change

The frequency distribution of respondents according to responses to Q21 along with it's bar graph is as given below.

Reasons prompting change	Strongly disagree	Disagree	Disagree to some extent	Neither agree nor disagree	Agree to some extent	Agree	Strongly agree	N.A.	Total
Change in leadership	2	6	0	4	14	85	29	13	153
%	1.3	3.9	0.0	2.6	9.2	55.6	19.0	8.5	100.0
Introduction of new technology	0	1	0	1	13	50	76	12	153
%	0.0	0.7	0.0	0.7	8.5	32.7	49.7	7.8	100.0
Competitive pressure	1	1	0	2	8	99	39	3	153
%	0.7	0.7	0.0	1.3	5.2	64.7	25.5	2.0	100.0
Entry into new markets	2	1	0	3	18	76	40	13	153
%	1.3	0.7	0.0	2.0	11.8	49.7	26.1	8.5	100.0

Change in top management	1	2	0	3	16	72	48	11	153
%	0.7	1.3	0.0	2.0	10.5	47.1	31.4	7.2	100.0
Low performance of the bank	0	1	0	2	25	70	45	10	153
%	0.0	0.7	0.0	1.3	16.3	45.8	29.4	6.5	100.0
Change in the Board	1	2	0	4	12	70	46	18	153
%	0.7	1.3	0.0	2.6	7.8	45.8	30.1	11.8	100.0
Change in Boards approach	0	2	0	4	7	73	50	17	153
%	0.0	1.3	0.0	2.6	4.6	47.7	32.7	11.1	100.0
Customer complaints	1	3	0	4	13	54	65	13	153
%	0.7	2.0	0.0	2.6	8.5	35.3	42.5	8.5	100.0
Customer satisfaction	1	2	0	5	13	48	69	15	153
%	0.7	1.3	0.0	3.3	8.5	31.4	45.1	9.8	100.0
Change in Strategy (to become distinct brand)	0	1	0	1	8	83	49	11	153
%	0.0	0.7	0.0	0.7	5.2	54.2	32.0	7.2	100.0

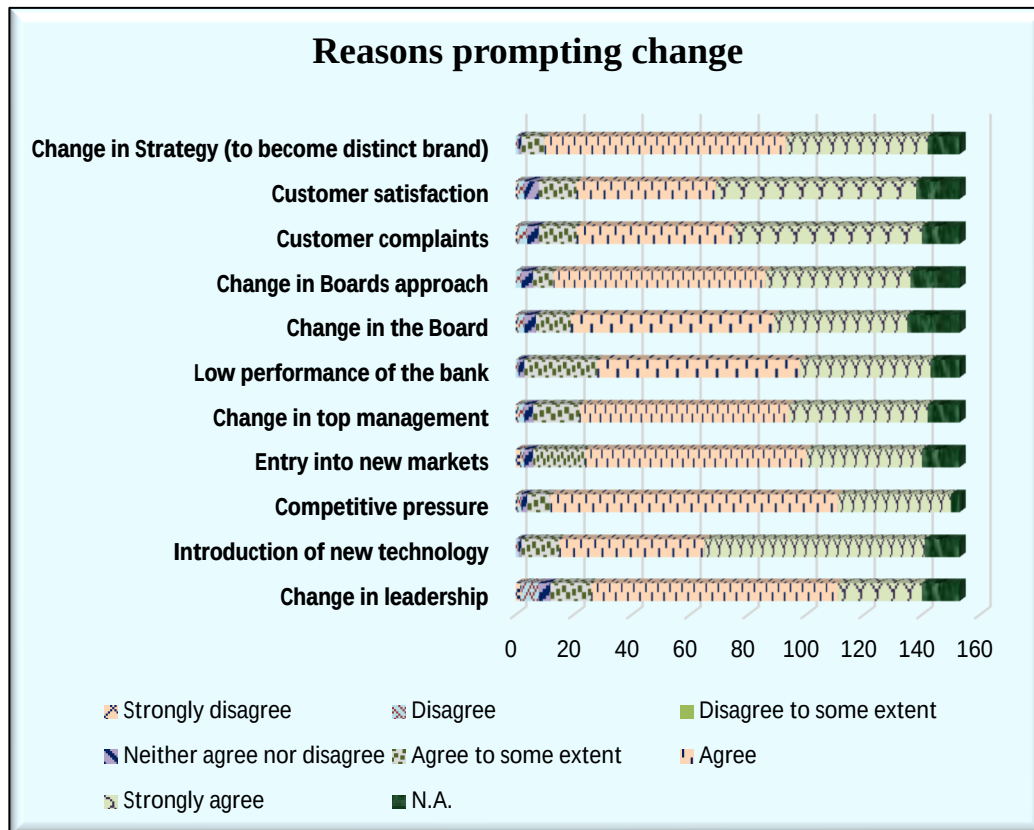


Figure 4.21

Change in leadership (70%), Introduction of new technology (44%), Competitive pressure (72%), Entry into new markets (67%), Change in top management (62%), Low performance of the bank (66%), Change in the Board (61%), Change in Boards approach (59%), Customer complaints (47%), Customer satisfaction (44%), Change in Strategy (to become distinct brand 65%).

The driving forces making leaders think about change are Competitive pressure (72%), Change in leadership (70%), Entry into new markets (67%), Low performance of the bank (66%), Change in Strategy (to become distinct brand 65%), Change in the Board (61%) and Change in Boards approach (59%).

In open ended opinion, five respondents were for change in the market situation while one opinion for all the above parameters are reasons and responsible for bringing in change management.

Factors of change:

Question 22. According to you, generally, which are the factors that are targeted for change in any change management program of any bank? Choose options and

Rank**Factors of change**

The frequency distribution of respondents according to responses to Q22 along with it's bar graph is as given below.

Factors of change	Strongly disagree	Disagree	Disagree to some extent	Neither agree nor disagree	Agree to some extent	Agree	Strongly agree	N.A.	Total
Mission	1	11	0	4	0	75	45	17	153
%	0.7	7.2	0.0	2.6	0.0	49.0	29.4	11.1	100.0
Vision	1	11	0	3	0	73	51	14	153
%	0.7	7.2	0.0	2.0	0.0	47.7	33.3	9.2	100.0
Corporate Ideology	0	1	0	2	0	62	72	16	153
%	0.0	0.7	0.0	1.3	0.0	40.5	47.1	10.5	100.0
Business Strategy (to become distinct brand)	1	1	0	5	0	75	62	9	153
%	0.7	0.7	0.0	3.3	0.0	49.0	40.5	5.9	100.0
Organisational structure	1	1	0	6	0	77	55	13	153
%	0.7	0.7	0.0	3.9	0.0	50.3	35.9	8.5	100.0
Distribution of power influence	2	4	0	19	0	70	42	16	153
%	1.3	2.6	0.0	12.4	0.0	45.8	27.5	10.5	100.0
Corporate culture, key values	0	2	0	10	0	87	45	9	153
%	0.0	1.3	0.0	6.5	0.0	56.9	29.4	5.9	100.0
Management System as a whole	0	3	0	9	0	86	40	15	153
%	0.0	2.0	0.0	5.9	0.0	56.2	26.1	9.8	100.0
Key people in the organization	2	0	0	9	0	63	64	15	153
%	1.3	0.0	0.0	5.9	0.0	41.2	41.8	9.8	100.0
Quality of Staff	0	2	0	7	0	76	50	18	153
%	0.0	1.3	0.0	4.6	0.0	49.7	32.7	11.8	100.0
Rules and Procedures of everyday work	1	10	0	32	0	62	33	15	153
%	0.7	6.5	0.0	20.9	0.0	40.5	21.6	9.8	100.0
Functional Systems & Processes	3	7	0	25	0	78	27	13	153
%	2.0	4.6	0.0	16.3	0.0	51.0	17.6	8.5	100.0

Regulator Driven	4	4	0	14	0	79	37	15	153
%	2.6	2.6	0.0	9.2	0.0	51.6	24.2	9.8	100.0

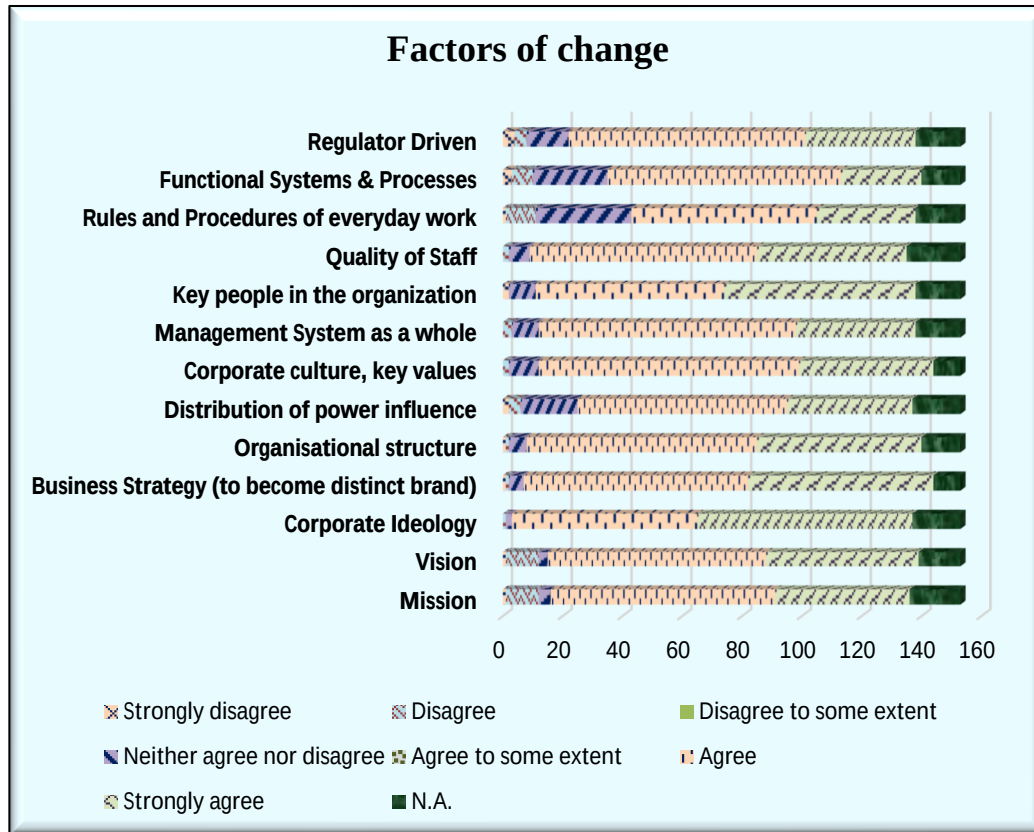


Figure 4.22

Interpretation: Business Strategy (to become distinct brand 94%), Organisational structure (88%), Distribution of power influence (80%), Corporate culture-key values (91%), Management System as a whole (91%), Key people in the organization (92%), Quality of Staff (94%), Rules and Procedures of everyday work (69%), Functional Systems & Processes (74%), and Regulator Driven (84%). The primary factors targeted for CM in their banks by the respondents are Business Strategy to become distinct brand (94%), Quality of Staff (94%), key values of corporate culture (91%) and Management System as a whole (91%). Factors like changes in organisational structure (88%) and regulator driven changes (84%) also figure high on their priority list.

Based on standard deviation, corporate culture, key values (0.69), Management System as a whole (0.70), Corporate Ideology (0.76), Quality of Staff (0.77) seem to be the

strongly targeted factors for change. Rules and Procedures of everyday work (1.11), and Vision (1.15) and Mission (1.16) are distant goals and do not really matter or are not focused for change.

Open ended opinion was in more in favour of Production technology employed compared to for all parameters which could affect change management decisions.

Leader of Change Management:

Question 23: In your opinion, who is the leader of change or change agent in banks in any given change situation?

Leader of Change Management

The frequency distribution of respondents according to responses to Q23 along with it's bar graph is as given below.

Leader of Change Management	Strongly disagree	Disagree	Disagree to some extent	Neither agree nor disagree	Agree to some extent	Agree	Strongly agree	N. A.	Total
Board	1	2	0	0	16	65	58	11	153
%	0.7	1.3	0.0	0.0	10.5	42.5	37.9	7.2	100.0
CMD/CEO/Chairman/MD	0	2	0	1	12	92	37	9	153
%	0.0	1.3	0.0	0.7	7.8	60.1	24.2	5.9	100.0
Top-management team (EDs+CGMs)	1	1	0	4	34	84	24	5	153
%	0.7	0.7	0.0	2.6	22.2	54.9	15.7	3.3	100.0
Middle managers (GMs+DGMs+AGMs)	1	1	0	2	57	58	20	14	153
%	0.7	0.7	0.0	1.3	37.3	37.9	13.1	9.2	100.0
Other employees	1	10	0	13	50	42	21	16	153
%	0.7	6.5	0.0	8.5	32.7	27.5	13.7	10.5	100.0
Consultants	8	85	0	16	7	15	7	15	153
%	5.2	55.6	0.0	10.5	4.6	9.8	4.6	9.8	100.0

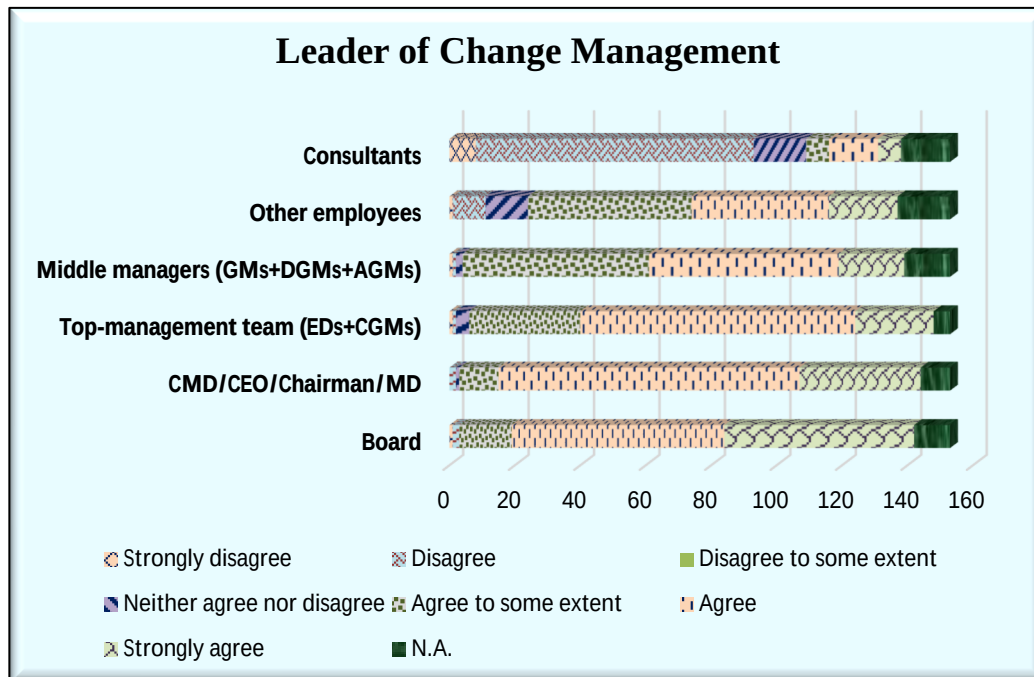


Figure 4.23

Interpretation: Respondents have preferred the Board (87%), CMD/CEO/Chairman/MD (79%), Top-management team (EDs+CGMs 72%), Middle managers (GMs+DGMs+AGMs 56%), other employees (46%) and Consultants (16%) as change agents in that order. Contrary to the general expectation and impression, employees (respondents) do not consider consultants as leaders of change. It's the Board and top management who are considered as leaders. Participation of Middle management and other employees as leaders more from implementation angel.

From standard deviation score for leaders of change for include CMD-CEO or Chairman-MD at 0.76, Top-Management team of the bank officials of EDs and CGMs at 0.87 and Middle order Management Team of GMs, DGMs and AGMs at 0.89 show their relative importance, lower the score, closer the association.

The responses have thrown important clues for leading change in banking organisations. It seems that the hierarchical leadership is still the dominant force of change. Therefore there is not much scope for employee voice or suggestions. In such situations, it is difficult to be a learning organisation for any bank. One can infer that one of the focus areas for any CM may be changing the pattern by avoiding relying only on hierarchical leadership and scout and encourage distributed leadership by those employees who have the hold and knowledge to get the things done, which is real source of power from which an organisation can benefit immensely. It can make banks into able learning entities.

Open ended opinion: Change has to be driven by leaders across levels. However, the biggest mistake that banks do is to outsource the change effort to the consultants. External consultants can only be catalysts. They cannot make change happen without support from top management.

Experiencing Negative outcomes of change management:

Question 24: Negative factors of change management: Did you experience or hear about any negative impacts or outcomes of change management during implementation in your bank or other banks?

The frequency distribution of respondents according to responses to Q24 along with it's bar graph is as given below.

Negative factors of change management	Strongly disagree	Disagree	Disagree to some extent	Neither agree nor disagree	Agree to some extent	Agree	Strongly agree	N.A.	Total
Decrease in work motivation	35	82	0	4	5	10	3	14	153
%	22.9	53.6	0.0	2.6	3.3	6.5	2.0	9.2	100.0
Increased level of stress among employees	21	82	0	6	14	17	6	7	153
%	13.7	53.6	0.0	3.9	9.2	11.1	3.9	4.6	100.0
Increased level of conflicts in the bank	16	86	0	15	10	12	9	5	153
%	10.5	56.2	0.0	9.8	6.5	7.8	5.9	3.3	100.0
Decrease in productivity	26	89	0	9	7	5	3	14	153
%	17.0	58.2	0.0	5.9	4.6	3.3	2.0	9.2	100.0
Increase in absenteeism	21	91	0	7	10	5	2	17	153
%	13.7	59.5	0.0	4.6	6.5	3.3	1.3	11.1	100.0
Decrease in profits, sales volume, etc.	43	69	0	15	4	3	4	15	153
%	28.1	45.1	0.0	9.8	2.6	2.0	2.6	9.8	100.0

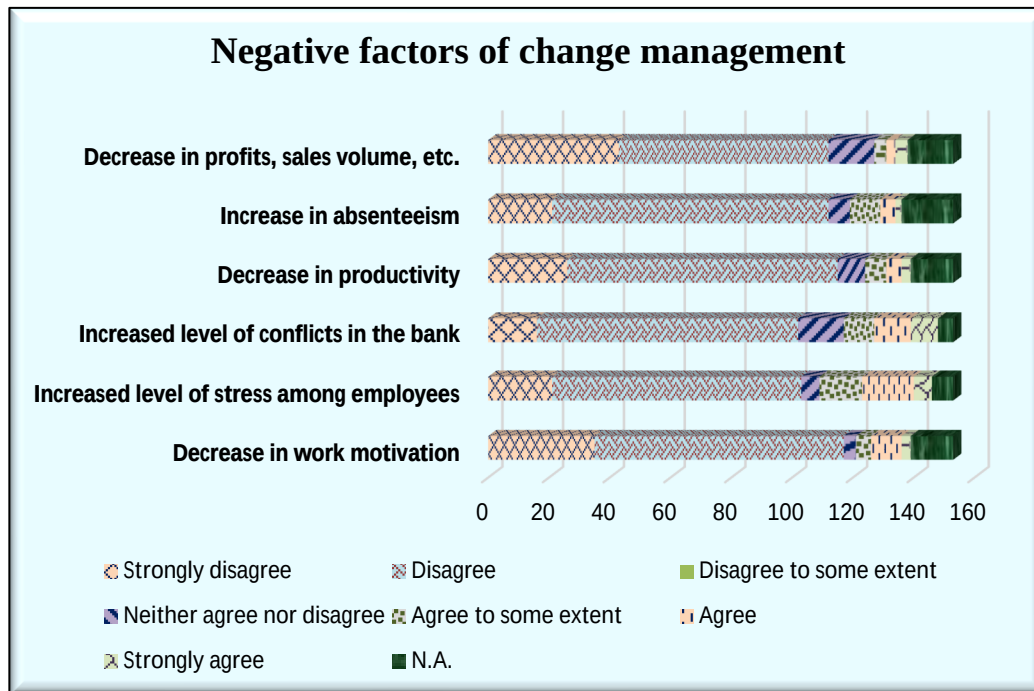


Figure 24

Interpretation: Change management can have both negative and positive outcomes on business or employees. A good understanding of possible negative impacts can help in adopting strategies for restricting the damage or avoiding it. The respondent's preferences were as under;

Change management can lead negative outcomes like Decrease in productivity (94%), Decrease in work motivation (84%), Increase in absenteeism (82%), Decrease in profits, sales volume, etc. (81%). Increased level of stress among employees (72%) and increased level of conflicts in the bank (70%).

One can conclude that, if the change management is not handled as a specialised art and science in banking business, these are the above stated negative impacts can be very pronounced in that order and be damaging. Increased level of conflicts and increased level of stress amongst staff are can affect the morale and in turn impact tendency for absenting and profitability.

From standard deviation, decrease in productivity (1.36), increase in absenteeism (1.37) and decrease in profits, sales volume, etc. (1.45) are opined as more probable negative effects.

Therefore, the policies of CM have to focus on these aspects to protect the employee interests.

Reasons for negative factors or outcomes of change management:

Q 25. Reasons for negative factors of change management: According to you, what were/are the reasons that cause any negative factors or outcomes during implementation of change management programs in the banks?

The frequency distribution of respondents according to responses to Q25 along with it's bar graph is as given below.

Reasons for negative factors of change management	Strongly disagree	Disagree	Disagree to some extent	Neither agree nor disagree	Agree to some extent	Agree	Strongly agree	N.A.	Total
Leader dependant	2	9	0	5	19	79	27	12	153
%	1.3	5.9	0.0	3.3	12.4	51.6	17.6	7.8	100.0
No ownership by staff	0	8	0	4	15	67	47	12	153
%	0.0	5.2	0.0	2.6	9.8	43.8	30.7	7.8	100.0
Planning without convincing and preparing people for change	0	3	0	5	16	71	46	12	153
%	0.0	2.0	0.0	3.3	10.5	46.4	30.1	7.8	100.0
Too many leaders	2	4	0	3	15	65	47	17	153
%	1.3	2.6	0.0	2.0	9.8	42.5	30.7	11.1	100.0
Lack of clarity of goals	2	2	0	2	9	82	45	11	153
%	1.3	1.3	0.0	1.3	5.9	53.6	29.4	7.2	100.0
Lack of realistic timelines	2	3	0	2	11	77	45	13	153
%	1.3	2.0	0.0	1.3	7.2	50.3	29.4	8.5	100.0
Disjointed effort	0	5	0	4	65	44	22	13	153
%	0.0	3.3	0.0	2.6	42.5	28.8	14.4	8.5	100.0
No clear vision document	2	4	0	3	23	71	34	16	153
%	1.3	2.6	0.0	2.0	15.0	46.4	22.2	10.5	100.0
No awareness of change around the bank	1	6	0	1	12	84	32	17	153
%	0.7	3.9	0.0	0.7	7.8	54.9	20.9	11.1	100.0
Bankers lack accountability	1	9	0	4	10	43	69	17	153
%	0.7	5.9	0.0	2.6	6.5	28.1	45.1	11.1	100.0
Change in top team	1	6	0	7	7	81	32	19	153

%	0.7	3.9	0.0	4.6	4.6	52.9	20.9	12.4	100.0
Ignorant Board	2	6	0	5	7	67	49	17	153
%	1.3	3.9	0.0	3.3	4.6	43.8	32.0	11.1	100.0
Part time Board Members	2	6	0	5	11	52	59	18	153
%	1.3	3.9	0.0	3.3	7.2	34.0	38.6	11.8	100.0
Lack of communication with MD by staff	1	4	0	3	6	70	55	14	153
%	0.7	2.6	0.0	2.0	3.9	45.8	35.9	9.2	100.0
Apathy to customer service	2	7	0	5	8	52	63	16	153
%	1.3	4.6	0.0	3.3	5.2	34.0	41.2	10.5	100.0
Self-centred psychology of staff	1	5	0	3	14	74	39	17	153
%	0.7	3.3	0.0	2.0	9.2	48.4	25.5	11.1	100.0
Lack of support to staff from top management	1	4	0	1	9	73	47	18	153
%	0.7	2.6	0.0	0.7	5.9	47.7	30.7	11.8	100.0
Shoddy job by consultants	2	9	0	7	45	45	29	16	153
%	1.3	5.9	0.0	4.6	29.4	29.4	19.0	10.5	100.0

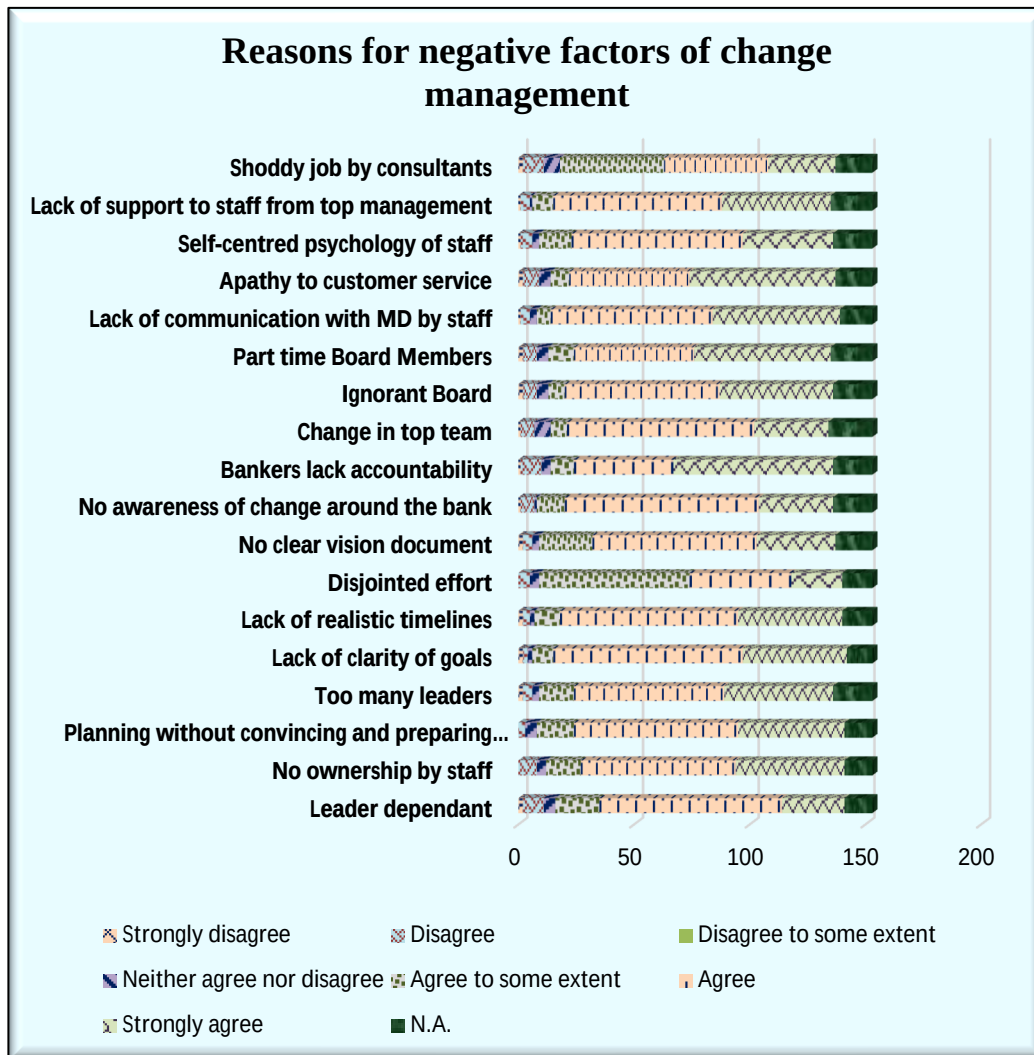


Figure 4.25

Interpretation: Respondents' responses regarding possible factors contributing to negative impact or elements from CM programs in order of preference include Lack of communication with MD by staff (90%), Lack of clarity of goals of CM (89%), Lack of support to staff from top management during CM (89%), Part time Board Members (88%), Lack of realistic timelines of CM (88%), Lack awareness creation of change around the bank (86%), Ignorant Board (85%), Apathy to customer service during CM (84%), Change in the top team during the process of CM (84%), Self-centred psychology of staff not participating wholeheartedly in CM (84%), Planning without convincing and preparing people for change (83%), Bankers lack accountability (83%), Too many leaders (83%), No ownership by staff (82%), No clear vision document (76%), Leader dependant (75%), Shoddy job by consultants (54%) and Disjointed effort (47%).

To avoid negative impacts of in implementing CM programs, the major factors chosen by respondents would have to be supervised. In different types of banks, the factors and their order of preference or suitability would differ depending on the structure. But most probable possibilities are revealed by choices of respondents.

On standard deviation score, respondents have chosen Planning without convincing and preparing people for change (0.97), No clear vision document (1.01), No awareness of change around the bank (1.02), Lack of support to staff from top management (1.02), Self-centred psychology of staff (1.05), Lack of communication with MD by staff (1.05) in that order, which affect negatively during CM programs.

Open ended opinions by few respondents has highlighted fear of change or unwillingness of employees for acceptance of the change down the line as main factor due to lack of knowledge, fear of being exposed in new environment for resistance to change mainly from older employees. This is because most of the times, changes are pushed through without adequate preparation.

Effecting a smooth and friction free change management:

Question 26: Effecting a smooth and friction free change management: What are the factors which can enable smooth and less frictional implementation of change management and help in avoiding negative consequences to banks?

The frequency distribution of respondents according to responses to Q26 along with it's bar graph is as given below.

Effecting a smooth and friction free change management	Strongly disagree	Disagree	Disagree to some extent	Neither agree nor disagree	Agree to some extent	Agree	Strongly agree	N.A.	Total
Create a sense of urgency	8	3	0	3	11	71	45	12	153
%	5.2	2.0	0.0	2.0	7.2	46.4	29.4	7.8	100.0
Recruit or groom powerful change leaders	0	2	0	2	10	75	52	12	153
%	0.0	1.3	0.0	1.3	6.5	49.0	34.0	7.8	100.0
Build a vision	0	2	0	1	12	85	45	8	153
%	0.0	1.3	0.0	0.7	7.8	55.6	29.4	5.2	100.0
Effectively communicate	1	0	0	2	6	73	62	9	153
%	0.7	0.0	0.0	1.3	3.9	47.7	40.5	5.9	100.0

Focus on the people impacted by the change	1	0	0	1	17	71	52	11	153
%	0.7	0.0	0.0	0.7	11.1	46.4	34.0	7.2	100.0
Focus on processes of organizational operation	0	1	0	3	7	79	50	13	153
%	0.0	0.7	0.0	2.0	4.6	51.6	32.7	8.5	100.0
Focus on systems of organizational operation	0	2	0	3	7	81	44	16	153
%	0.0	1.3	0.0	2.0	4.6	52.9	28.8	10.5	100.0
Focus on structure of organizational operation	1	1	0	3	10	78	42	18	153
%	0.7	0.7	0.0	2.0	6.5	51.0	27.5	11.8	100.0
Focus on job roles of organizational operation	0	3	0	2	6	81	45	16	153
%	0.0	2.0	0.0	1.3	3.9	52.9	29.4	10.5	100.0

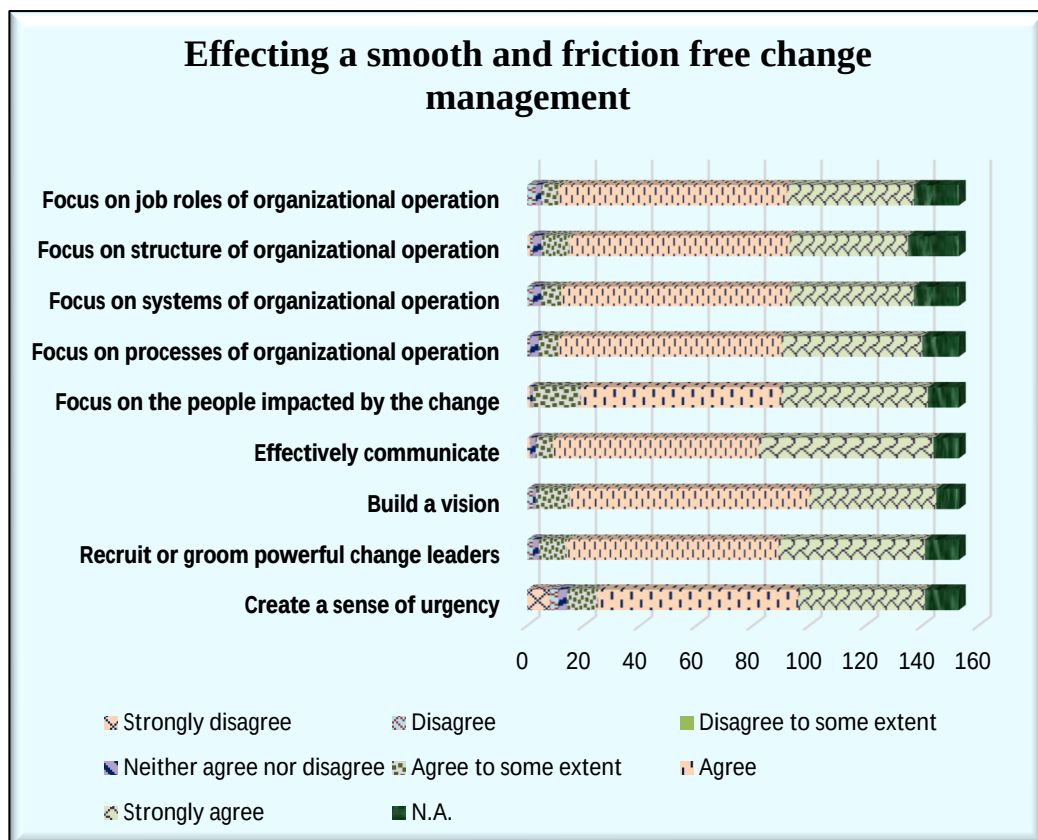


Figure 4.26

Interpretation: From standard deviation point score of view, from amongst given choices, following options are chosen for enabling elements for smooth and frictionless implementation of CM programs which include Effectively communicate about change within and without the organisation (0.77), Focus on processes of organizational operation (0.75), Build a vision (0.78), Focus on systems of organizational operation (0.78) in preferred in that order.

From percentage of votes analysis of responses, the closest options which can help in smooth frictionless implementation of CM programs are Effectively communicate CM strategy (93%), Focus on job roles for organizational operation during CM (92%), Recruiting or grooming powerful change leaders (91%), Focus on systems of organizational operation (91%), Focus on processes of organizational operation (90%), Building a new vision (89%), Focus on the people impacted by the change (86%), Focus on structure of the organisation (83%) and Creating a sense of urgency (82%), in that order.

Open ended opinions by some respondents include Create a sense of urgency, recruit or groom powerful change leaders, build a vision, effectively communicate, focus on the people impacted by the change, focus on processes of organizational operation, focus on systems of organizational operation, focus on structure of organizational operation, focus on job roles of organizational operation.

Results of change management

Question 27: Results of change management: On a percentage scale, how would you evaluate the results of organizational change implemented in your bank (set in motion by a change leader)?

Please choose on a scale of 0 to 100; 0%—goals are not achieved at all; 100%—goals are fully achieved

The frequency distribution of respondents according to responses to Q27 along with it's bar graph is as given below.

Results of change management	Frequency	%
10%	2	1.3
20%	2	1.3
40%	1	0.7
50%	3	2.0

60%	24	15.7
70%	74	48.4
80%	41	26.8
95%	2	1.3
N.A.	4	2.6
Total	153	100.0

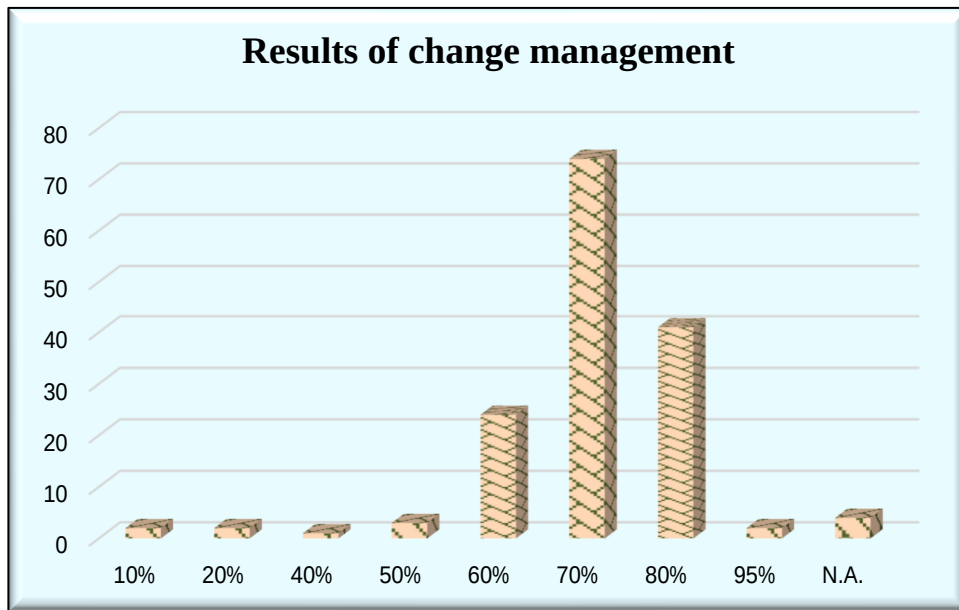


Figure 4.27

Interpretation: On a scale of 10% to 100%, the extremes represent “goals are not achieved at all” at 0% and “goals are fully achieved” at 100%. Majority were at 70% mark on the scale with 16.33% (24) respondents, at 80% mark on the scale with 48.98% (72) respondents, at 90% mark on the scale with 27.89% (41) respondents. Which can be interpreted as had high rate of success of CM programs in banks. Almost 137 out of 150 respondents within the range of 7-% to 90%.

These findings have important positive implications on urgency and need taking up CM programs in Indian banks. It means that there is hardly any reason to be sceptical or doubtful regarding taking up big CM programs in banks. Managements and employees of banks are both working in tandem to make CM projects successful. It is a sign that banks are increasingly taking up CM programs as discussed further in Annexures. All the respondents had first-hand experience to reflect on the question.

Specific Strategies for Change Management:

Question 28: Specific Approaches for Change Management: What are the probable strategies (solutions) which can be followed to bring efficiency in implementation of change management to enhance performance of a bank? Which options are closer to banks functions?

The frequency distribution of respondents according to responses to Q28 along with it's bar graph is as given below.

Specific Approaches for Change Management	Strongly disagree	Disagree	Disagree to some extent	Neither agree nor disagree	Agree to some extent	Agree	Strongly agree	N.A.	Total
Kotters Eight Steps to Change model	2	3	0	3	19	98	12	16	153
%	1.3	2.0	0.0	2.0	12.4	64.1	7.8	10.5	100.0
Kurt Lewin's Freeze Unfreeze model	0	0	0	0	0	0	0	153	153
%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0
Bridge's transition model	1	3	0	12	38	70	9	20	153
%	0.7	2.0	0.0	7.8	24.8	45.8	5.9	13.1	100.0
Roger's Technology Adoption Curve modelmodel	0	4	0	12	60	39	18	20	153
%	0.0	2.6	0.0	7.8	39.2	25.5	11.8	13.1	100.0
Kubler Ross 5 Stage Model-The Change curve	0	3	0	9	40	72	11	18	153
%	0.0	2.0	0.0	5.9	26.1	47.1	7.2	11.8	100.0
Prosci's Adkar Model	0	3	0	9	30	75	18	18	153
%	0.0	2.0	0.0	5.9	19.6	49.0	11.8	11.8	100.0
The McKinsey 7 S model	1	7	0	5	30	62	31	17	153
%	0.7	4.6	0.0	3.3	19.6	40.5	20.3	11.1	100.0
Accenture Way of Change Management – Myths & Reality	1	6	0	6	34	69	17	20	153
%	0.7	3.9	0.0	3.9	22.2	45.1	11.1	13.1	100.0
DICE Model	0	0	0	0	0	0	0	153	153
%	0.0	0.0	0.0	0.0	0.0	0.0	0.0	100.0	100.0

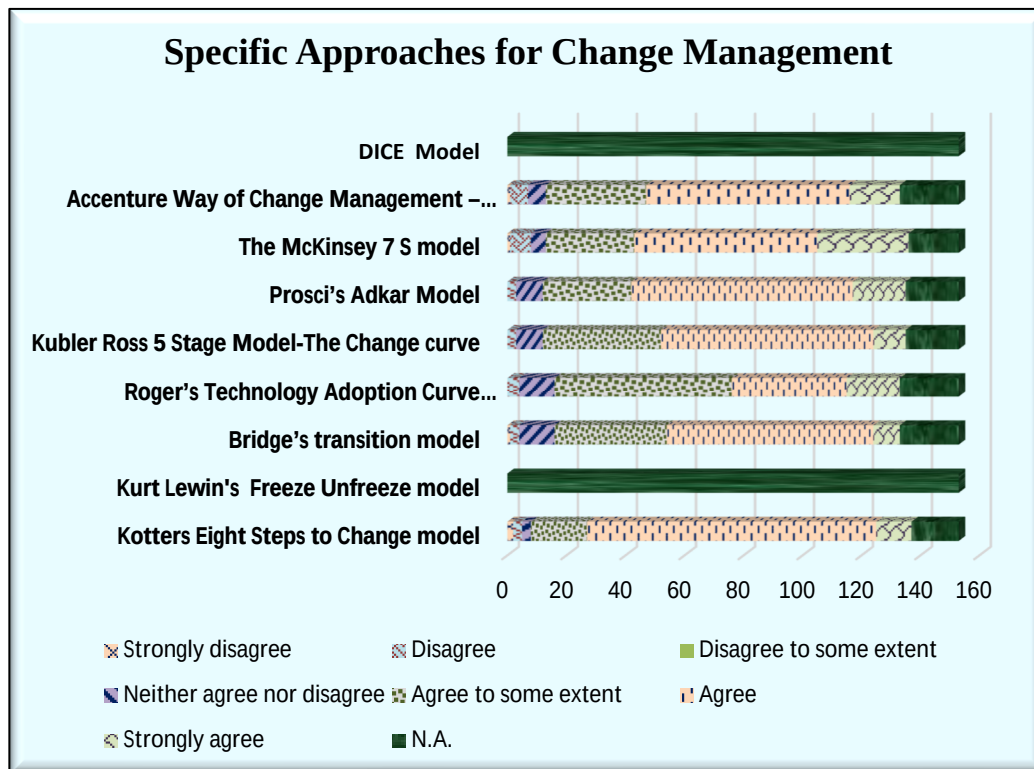


Figure 4.28

Interpretation: Respondents had to choose any number of options from the given list given and rank them (in the introductory mail sent to the respondents, brief on the seven popular Models of Change Management was given as backgrounder). On multiple options choice, Mckinsey 7S Model was preferred by majority, next were Kotters Eight Steps to Change (86%), Roger's Technology Adoption Curve (85%) and Kubler Ross 5 Stage Model-The Change curve (83%). These 4 models were top choices suitable for banks.

The next best preferred models were Bridge's transition model (82%) and Prosci's Adkar Model focussed on people. But a lower group preference may not necessarily be a critical comment about the merit of the models. Unsuitability to a banks particular environment can be a reason of choice. As it has been seen from the studies shown at

Annexures, banks prefer different models for different change projects, depending upon the functional specialisation.

Implementing Learning Organisation Principle (Based on Peter Senge Learning organization concept):

Question 29: Implementing Learning Organisation Principle: Should banks try to be learning organisations for enabling capacity for continuous transformation?

The frequency distribution of respondents according to responses to Q29 along with it's bar graph is as given below.

Implementing Learning Organisation Principle	Frequency	%
Strongly disagree	0	0.0
Disagree	1	0.7
Disagree to some extent	0	0.0
Neither agree nor disagree	2	1.3
Agree to some extent	9	5.9
Agree	88	57.5
Strongly agree	45	29.4
N.A.	8	5.2
Total	153	100.0

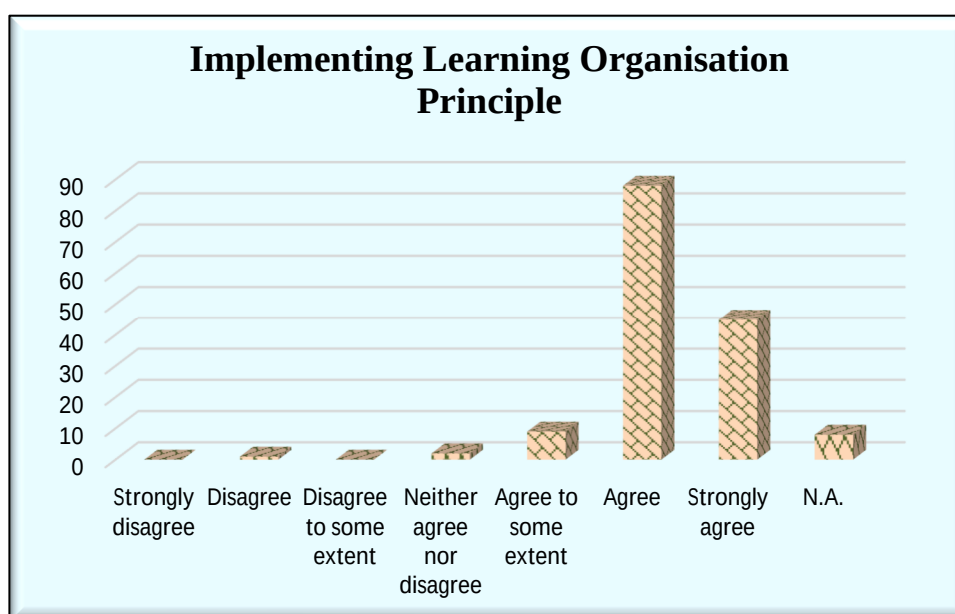


Figure 4.29

Interpretation: A learning organization facilitates learning by its members of internal and external environment of the organisation and acquire ability for continuously transforms itself. It enables shifting to a more interconnected way of thinking for the banks, to be more competitive and more efficient.

Majority of respondents overwhelmingly agreed for making bank a learning organisation according to Peter Senge model as 29% strongly agreed, 58% agreed, and 6% agreed partly. That's a total of 93% on positive side.

Thus, the result can be interpreted as unequivocal choice for building capacity in banks for becoming continuously changing organisations, based on Peter Senge's basic five disciplines. These five elements of his model include building shared vision (with flat and decentralized organizational structures and motivating common identity), system thinking (for the functioning and performing of the bank as a whole unit), mental models (challenging assumptions and prejudices in individuals by training), team learning (by accumulation of individual learnings) and personal mastery (ensuring commitment to the process of learning by each one in the team or organisation). An organisation manages its development and success by such process.

Characteristics of learning organisations (Peter Senge model):

Question 30: Characteristics of learning organisations: Which ingredients of a learning organisation are more applicable to banks? Respondents had to choose any number of options from the list given to rank them.

The frequency distribution of respondents according to responses to Q30 along with it's bar graph is as given below.

Characteristics of learning organisations	Strongly disagree	Disagree	Disagree to some extent	Neither agree nor disagree	Agree to some extent	Agree	Strongly agree	N.A.	Total
Systems thinking (performance of the organization as a whole)	2	3	0	3	18	92	26	9	153
%	1.3	2.0	0.0	2.0	11.8	60.1	17.0	5.9	100.0
Personal Mastery (Commitment to the process of learning)	1	3	0	1	17	89	30	12	153
%	0.7	2.0	0.0	0.7	11.1	58.2	19.6	7.8	100.0
Mental Models (assumptions)	0	6	0	8	32	45	50	12	153

prejudices - to be challenged)									
%	0.0	3.9	0.0	5.2	20.9	29.4	32.7	7.8	100.0
Shared Vision (Flat, Decentralized Organizational Structures, Motivating common identity)	0	4	0	0	6	85	47	11	153
%	0.0	2.6	0.0	0.0	3.9	55.6	30.7	7.2	100.0
Team learning (accumulation of individual learning)	2	1	0	1	3	78	56	12	153
%	1.3	0.7	0.0	0.7	2.0	51.0	36.6	7.8	100.0

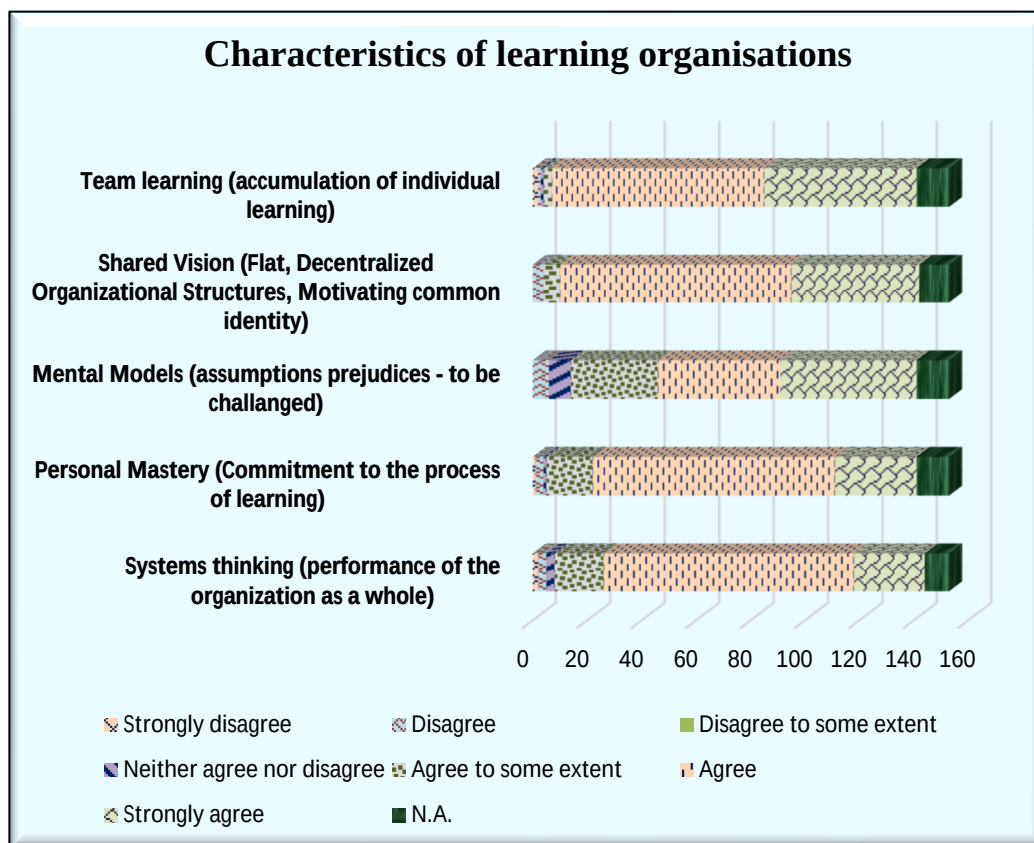


Figure 4.30

Interpretation: Multiple choices were given for holistic and deeper understanding of the respondent's mind. The respondents ranked the five principles of Senge's model according to their applicability and order of their preferences suitable to banks.

Team learning by accumulation of individual learning (95%), Shared Vision by creating flat, decentralized organizational structures and motivating common identity (93%), Systems thinking by working for performance of the organization as a whole (82%),

Personal Mastery by commitment to the process of learning by all employees (75%) and managing Mental Models by challenging assumptions and prejudices (67%) were preferred in such order indicated by the percentages.

All the five principles are part and parcel of converting an organisation into learning organisation which is geared towards becoming capable of continuous change. It is significant to note that the bankers have shown support for implementation of learning organisation model, which expresses the latent need felt by them in their respective banks. Although the environment around and inside each bank is different, it has not become a differentiator.

On standard deviation score, the order of preference of these 5 principles is as under; Shared Vision (0.83), Personal Mastery (0.87), Team learning (0.91), Systems thinking (1.01) and Mental Models (1.15). This can help in setting priorities in policies.

Debunking (rejecting) popular 12 myths of organizational change management.

Question 31: Debunking (rejecting) popular 12 myths of organizational change management. Accenture is a consulting firm is engaged in Change Management work across the globe, working for variety of entities including banks and has rich repertoire of knowledge. They tested some popular notions or myths about organizational change management. The feedback has resulted in debunking (rejecting) twelve (12) such most popular myths on which opinion of respondents was sought. The respondents had to choose their options (Agree or Disagree) for each such myth, which are deeply entrenched in the minds of people in this field.

It would be important to obtain feedback of the respondents of the current survey for structuring appropriate CM strategy and policy. Graphical representation as under.

The frequency distribution of respondents according to responses to Q31 along with it's bar graph is as given below.

Some popular myths of organizational change management	Strongly disagree	Disagree	Disagree to some extent	Neither agree nor disagree	Agree to some extent	Agree	Strongly agree	N.A.	Total
Myth1: Change is a straightforward process that moves from A to B to C from the beginning of an initiative to its end Debunking Myth: Change is a non-linear process with no beginning and no end	1	2	0	2	14	99	24	11	153
%	0.7	1.3	0.0	1.3	9.2	64.7	15.7	7.2	100.0

Myth 2: Too much change, too fast, is destructive Debunking Myth: Change does not cause organizational dysfunction, it merely exposes it	2	5	0	0	7	66	62	11	153
%	1.3	3.3	0.0	0.0	4.6	43.1	40.5	7.2	100.0
Myth 3: Change causes organizations to go off track. Debunking Myth : Change may help to bring organisation back on track	1	4	0	1	8	66	62	11	153
%	0.7	2.6	0.0	0.7	5.2	43.1	40.5	7.2	100.0
Myth 4: Change solutions can be boiled down to a handful of simple rules Debunking Myth : Successful change requires a complex, coordinated strategy of actions sustained across time	0	2	0	4	8	86	42	11	153
%	0.0	1.3	0.0	2.6	5.2	56.2	27.5	7.2	100.0
Myth 5: Change is driven from the top down and is resisted by middle management Debunking Myth: Change leadership radiates out from the center, starting with leaders and teams who want to change and eventually reaching every corner of the organisation	1	5	0	1	12	66	57	11	153
%	0.7	3.3	0.0	0.7	7.8	43.1	37.3	7.2	100.0
Myth 6: Business performance will dip during the early stages of change Debunking Myth : Business performance generally increases throughout a change program	2	6	0	4	15	76	39	11	153
%	1.3	3.9	0.0	2.6	9.8	49.7	25.5	7.2	100.0
Myth 7: People must suffer through the ‘valley of despair’ as a normal part of change Debunking Myth: People do not have to experience negative feelings as part of the change process	1	7	0	4	10	69	51	11	153
%	0.7	4.6	0.0	2.6	6.5	45.1	33.3	7.2	100.0
Myth 8: People need to understand changes before committing to them Debunking Myth : While this progression is true for the lowest-performing groups, it is reversed for high performers	4	7	0	7	13	62	48	12	153
%	2.6	4.6	0.0	4.6	8.5	40.5	31.4	7.8	100.0

Myth 9:All change can be managed effectively by applying universal best practices:Debunking Myth:One-size-fits-all approach to change will generally fail:Organizations often manage change by focusing on few factors that have produced results in past	2	5	0	3	12	69	51	11	153
%	1.3	3.3	0.0	2.0	7.8	45.1	33.3	7.2	100.0
Myth 10: Organizations achieve the best results by focusing on communication, training, team leadership & accountability Debunking Myth: Other factors which are hidden & difficult to define have a greater initiative	0	12	0	2	5	59	61	14	153
%	0.0	7.8	0.0	1.3	3.3	38.6	39.9	9.2	100.0
Myth 11:Charismatic & empathetic leaders build trust through quality of their One 2 One relationships Debunking Myth: One 2 One trusted relationships are necessary but not sufficient, a system of trust is needed at multiple levels of leadership	1	5	0	0	1	72	62	12	153
%	0.7	3.3	0.0	0.0	0.7	47.1	40.5	7.8	100.0
Myth 12: Focusing on emotions does not lead to business outcomes. Ignore them and get on with the tasks at handDebunking Myth : Both positive and negative emotions have a huge impact on the benefits	1	5	0	1	1	53	80	12	153
%	0.7	3.3	0.0	0.7	0.7	34.6	52.3	7.8	100.0

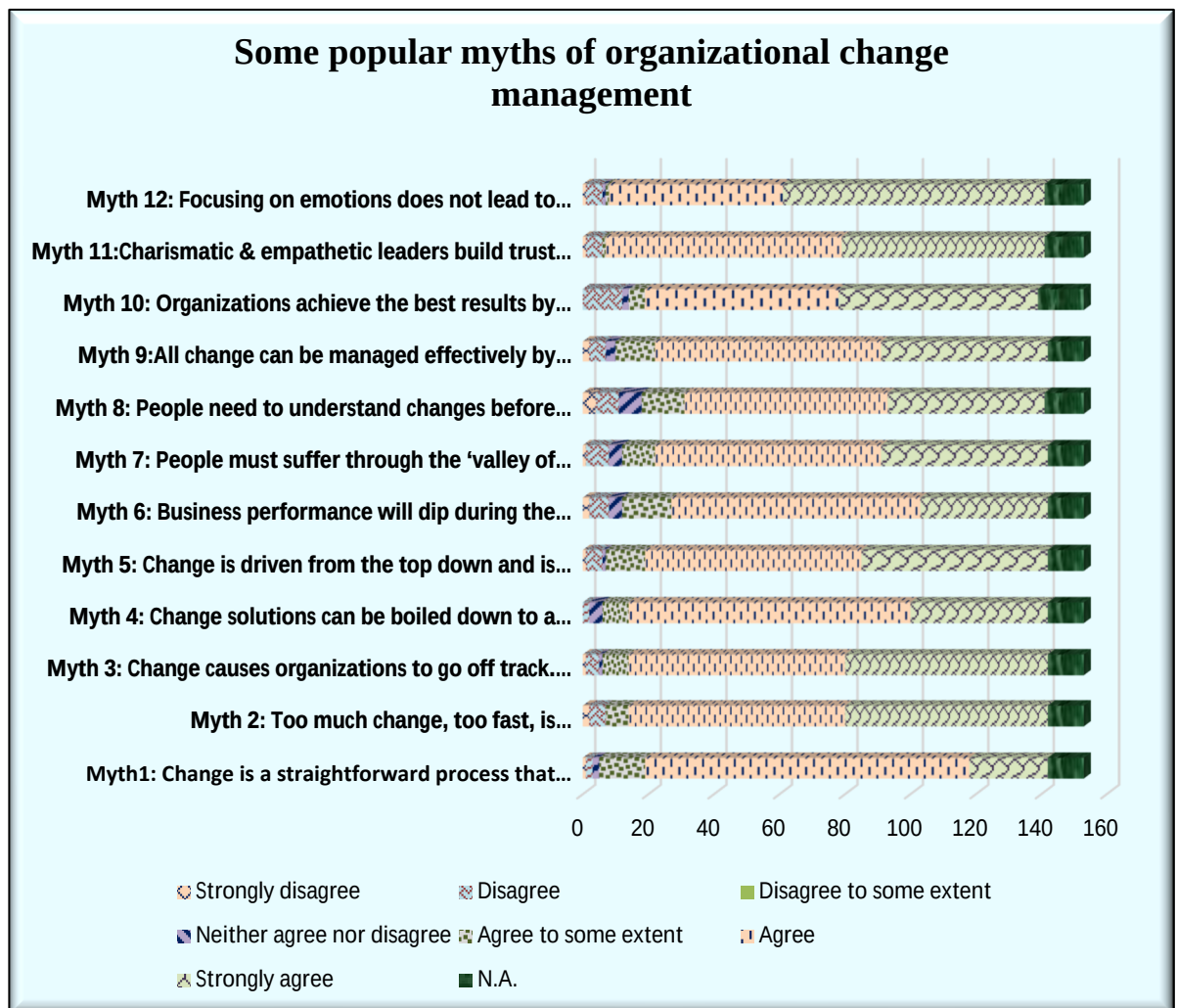


Figure 4.31

Interpretation: The implications of respondent's choices are very interesting. Myth 12, Myth 11 got maximum choice, after Myth 2, 3 & 4 followed by Myth 6, 8 & 10. Therefore, while planning and implementing or reacting to results or outcomes of CM programs, these lessons must be at the back of the mind.

On standard deviation count, Myth 4(0.74), Myth 1 (0.86), Myth 12 (1.06), Myth 11 (1.07), Myth 2 (1.12), Myth 9 (1.14), Myth 6 (1.15), Myth 7(1.19) were near choices of respondents.

Conclusion: From the responses it is possible to arrive at some cardinal principles of change, by respondents' reactions to debunking established myths of change management, out of their own experience. They have found that change is nonlinear process and every change has a beginning and a closure. Disruptions are not caused by change but merely unveiled or exposed by it. Business performance generally enhances during the change programs. Organisational change process is like a centre of the

organisation from where change leadership pans out and fills every part of the organisation. Generally, change process does not create negative experience or feelings. To ensure smooth change, and get their commitment, high performers need to understand changes though not lowest-performing groups. One-size-fits-all approach to change generally fails. Organizations often tend to focus on only those few factors that have always produced results in the past. This may not be correct.

According to Accenture experts on change management, organizations can achieve the best results by focusing on communication, training, team leadership and accountability. But there are other factors which are hidden and difficult which also influence. Although charismatic and empathetic leaders build trust and quality by their fine one to one relationship. Though such relationships are necessary, but not sufficient for effective change. A system of trust is needed at multiple levels of the leadership. Both positive and negative emotions impact benefits of change management.

Q 32 List of Respondents -As at Annexure IX

Parameters of success or failure of change management program

Q 33 Programs implemented by banks: Parameters of success or failure of change management program: According to you, how to assess and rate the success or failure of Change Management

Interpretation: Out of many parameters possible, KPI based timeline adherence, profitability and external consultant's opinion about success or failure are chosen and respondent's reactions are sought. Option of 'not possible to measure success quantitatively' is also available.

	Lowest%		Low%		Medium%		High%		Highest%		Total	Weighted Average
KPI based timeline adherence	0.00	0	0.00	0	0.00	35	0.00	0	100.00	0	35	10
Profitability	0.00	0	0.00	0	0.00	0	0.00	55	100.00	55	55	80
Not possible to rate success or failure	0.00	0	100.00	13	0.00	0	0.00	0	0.00	0	13	10
Consultants' assessment	0.00	0	0.00	0	0.00	40	100.00	2	0.00	0	40	50
										Answered		
										Skipped		
										8		

Figure 4.33

Q 34 Measures for overcoming resistance: According to you, how to overcome factors of resistance for change? Is it possible to use preventive and curative activities given below for overcoming resistance? please choose and rank

To overcome resistance, Education and communication of employees, Building support and commitment in employees by change agents and Participation of employees by building expertise were highly preferred choices by respondents. Changing employee's perception of an outcome of change as negative was a next choice. Coercion-direct threat or force on resistance as last resort or Manipulation and cooperation for buying leaders of resistance by key role in change decision were least preferred options. It is interesting to know that bankers do not like coercion or manipulation. Employees do not like to be taken for granted or forced to surrender without being convince

	Lowest %	Low %			Medium %	High %	Highest %		Weighted Average
Education and communication of employees	0	0			0	0.00	10.00		50
Participation of employees by building expertise	0	0			0	10.00	0.00		40
Building support and commitment in employees by change agents	0	0%			0	50.00	50.00		45
Changing employee's perception of an outcome of change as negative	0	0.			50.	0.00	50.00		40
Manipulation and cooperation- buying leaders of resistance by key role in change decision	0	10.00			0	0.00	0.00		20
Selecting people who accept change who can cope better with organisational change	0	0			0	10.00	0.00		40
Coercion-direct threat or force on resistance as last resort	10.00	0			0	0.00	0.00		10
Other (please specify)									
Answered									151

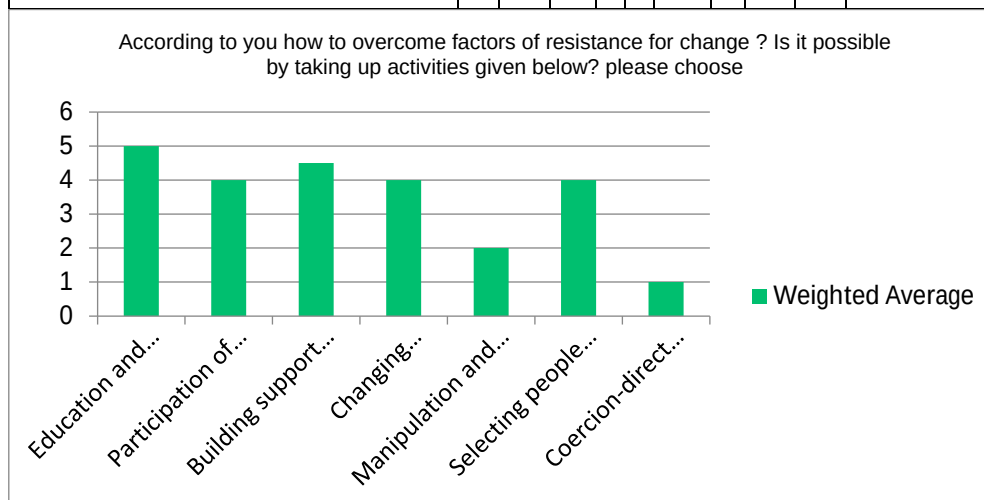


Figure 4.34

Q 35 According to you, is change management effective only when it is successful?

While 50% think it's very important to be successful another 50% think it's moderately expected, though not the only criterion. A simple and direct question about relationship of a change management program and success may look simplistic but its critical factor, as seen from the responses. This is because all the impacts cannot realise in short term. The long term and intangible benefits of remaining competitive through CM have to be factored in.

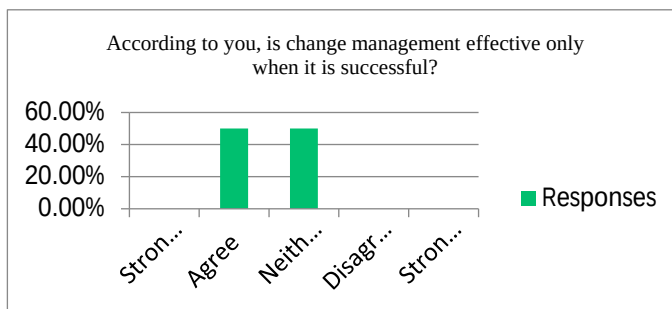
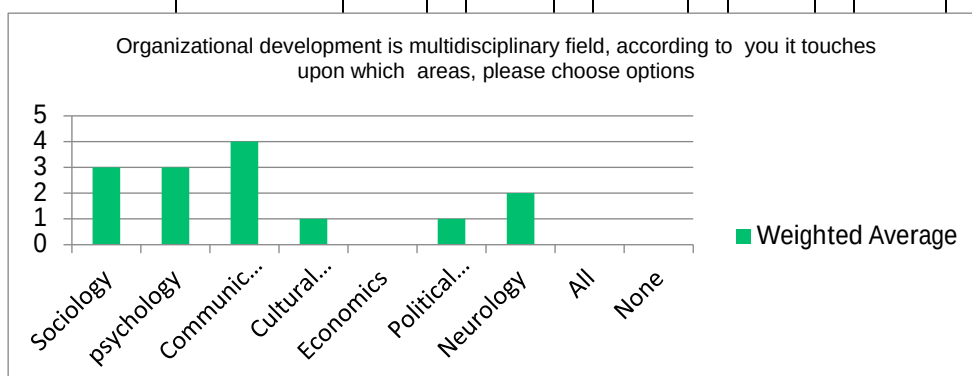


Figure 4.35

Multidisciplinary approach to organizational development

Q 36 Organizational development is multidisciplinary field, according to you, which are the other fields it touches upon? Choose options

	Lower%		Low%		Medium%		High%		Highest%		Total	Weighted Average
Sociology	0.00	0	0.00	0	00.00%	0	0.00	0	30.00	0	30	30
psychology	0.00	0	0.00	0	00.00%	0	0.00	0	30.00	0	30	30
Communication	0.00	0	0.00	0	0.00%	0	00.00	0	40.00	0	40	40
Cultural anthropology	100	1	0.00	0	0.00%	0	0.00	0	10.00	0	10	10
Economics	0.00	0	0.00	0	0.00%	0	0.00	0	10.00	0	10	10
Political science	00.0	0	0.00	0	0.00%	0	0.00	0	0.00	0	00	00
Neurology	0.00	0	100.00	1	0.00%	0	0.00	0	20.00	0	20	20
All	0.00%	0	0.00	0	0.00%	0	0.00	0	10.00	0	10	10
None	0.00	0	0.00	0	0.00%	0	0.00	0	0.00	0	0	0
											Ans	140
											Skd	12



4.3 Framing Specific Objective and Hypothesis and Connecting: The specific

Objectives and hypothesis have been framed as under;

Objectives are as under;

Objective I: To study change management practices in select banks and how they made impact on performance (achieved by Change Profiles of banks, Interviews and Findings)

Objective II: To study Concept, reasons (drivers) and factors (HR or Technology) prompting change. To study functionalities and architecture of change management.

Objective III: To study Main hindrance and Nature of Hurdles for Change Management. To study Effecting a smooth and friction free change management.

Objective VI: To study Parameters for success/failure and mapping of progress of Change Management. To study Negative factors and Reasons for negative factors of change management

Objective V: To suggest a suitable working model to establish cause and effect relationship between change management and effective performance in banks

Hypothesis are as under;

Hypothesis 1: Change management makes difference to growth and profitability.

Hypothesis 2: Effective change management is a strategic tool to build competitive advantage based on changing needs of customers.

Hypothesis 3: Results of change management differs according to environment in the bank.

Hypothesis 4: There is significant dependency between reasons prompting change & Factors of change.

4.4 A Fulfilment of Objective and Relationship with the Hypothesis

Objective I: To study change management practices in select banks and how they made impact on performance

This objective is achieved and fulfilled by analysing the responses to the Question No. 28 on Specific Approaches for Change Management and learnings from Research Gap, Change management profiles of select banks and interviews with change leaders at banks.

Objective II: To study Concept, reasons (drivers) and factors (HR or Technology) prompting change. To study functionalities and architecture of change management.

This objective is achieved and fulfilled by analysing the responses of the to the Question No. 3: To study Architecture of Change Management Question No. 4: To study Functionalities to be addressed for change management Question No. 5: To study HR or Technology, the priority of Change Question No.8: To study Reasons prompting change Question No. 9: To study Factors of change and Question No. 14: To study Specific Approaches for Change Management.

For both the Objective I & II, the Related Hypothesis are Hypothesis 1 and Hypothesis 2 which are as under;

Hypothesis 1: Change management makes difference to growth and profitability

Hypothesis 2: Effective change management is a strategic tool to build competitive advantage based on changing needs of customers

Objective III: To study Main hindrance and Nature of Hurdles for Change Management. To study Effecting a smooth and friction free change management

This objective is achieved and fulfilled by analysing the responses to the Question No. 1: To study Nature of Hurdles for Change Management Question No. 2: To study Main hindrance for Change Management and Question No. 13: To study effecting a smooth and friction free change management.

Related Hypothesis for Objective III is Hypothesis 3 which is as under;

Hypothesis 3: Results of change management differs according to the environment in the bank.

Objective VI: To study Parameters for success/failure and mapping of progress of Change Management. To study Negative factors and Reasons for negative factors of change management

This objective is achieved and fulfilled by analysing the responses to the Question No. 6: To study Parameters for success/failure of Change Management Question No. 7: To study Mapping Change Management Progress 11: To study Negative factors of change

management And Question No. 12: To study Reasons for negative factors of change management.

Related Hypothesis for Objective VI is Hypothesis 4 which is as under;

Hypothesis 4: There is significant dependency between reasons prompting change & Factors of change.

Objective V: To suggest a suitable working model to establish cause and effect relationship between change management and effective performance in banks

This objective is achieved and fulfilled by analysing the responses to the Question No. 16: To study Characteristics of learning organisations.

On the basis of learnings from pilot survey, interviews, change profiles of select banks and testing and acceptance the Hypothesis, a comprehensive neutral unbiased model which incorporates the principles of continuous change incorporating drivers, change models, validating and feedback loop and management approvals is proposed for consideration and customisation under recommendations and suggestions.

4.4 B Detailed Analysis for Fulfilment of Objectives:

Objective I: To study change management practices in select banks and how they made impact on performance.

This objective is achieved by analysing the responses of the following question.

Q28: Specific Approaches for Change Management

The parameters under study are as given below.

To order the dominance of parameters Kruskal Wallis test is used. The results are as follows.

Ranks			
Parameters		N	Mean Rank
Specific Approaches for Change Management	Kotters Eight Steps to Change model	137	527.03
	Kurt Lewin's Freeze Unfreeze model	N. A.	
	Bridge's transition model	133	435.05

	Roger's Technology Adoption Curve model	133	394.64
	Kubler Ross 5 Stage Model-The Change curve	135	452.15
	Prosci's Adkar Model	135	494.99
	The McKinsey 7 S model	136	518.85
	Accenture Way of Change Management – Myths & Reality	133	475.00
	DICE Model	N. A.	
	Total	942	

Test Statistics ^{a,b}	
	Specific Approaches for Change Management
Chi-Square	29.125
df	6
P value	.000
a. Kruskal Wallis Test	
b. Grouping Variable: Parameters	

Since P value is less than 0.05, level of significance; there is significant difference between these parameters.

Mean Rank Plot:

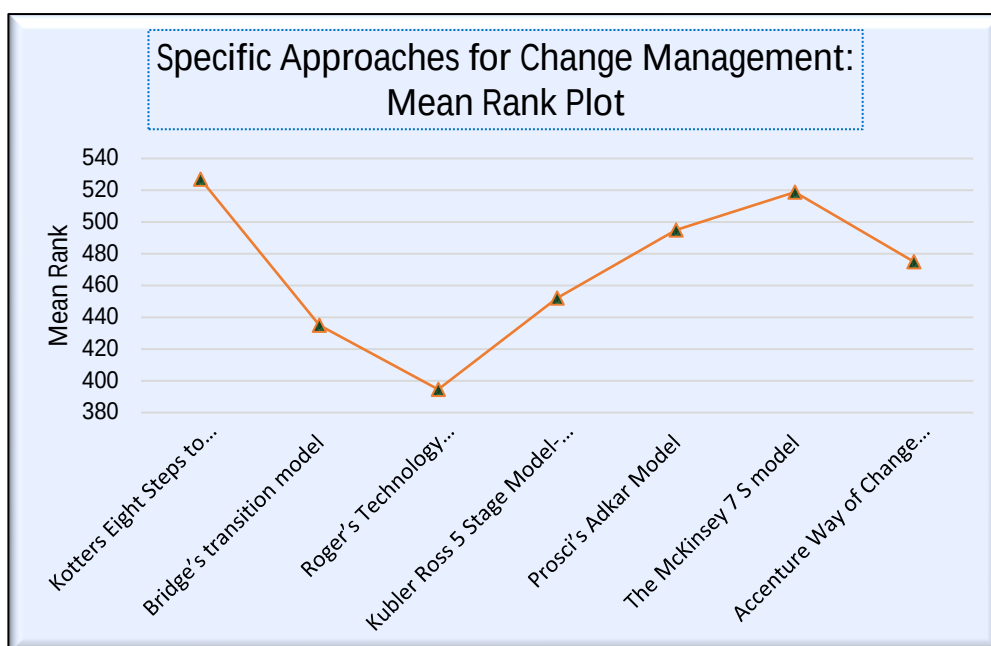


Figure 4.37

Summary:

The most dominant Specific Approaches for Change Management is Kotters Eight Steps to Change model; then The McKinsey 7 S model; then Prosci's Adkar Model; then Accenture Way of Change Management – Myths & Reality; then Kubler Ross 5 Stage Model-The Change curve; then Bridge's transition model; then Roger's Technology Adoption Curve model.

There are no responses for options Kurt Lewin's Freeze Unfreeze model & DICE Model.

Objective II: To study Concept, reasons (drivers) and factors (HR or Technology) prompting change. To study functionalities and architecture of change management.

This objective is achieved by analysing the responses of the following questions.

Q6: Architecture of Change Management

Q7: Functionalities to be addressed for change management

Q12: HR or Technology, the priority of Change Management

Q21: Reasons prompting change

Q22: Factors of change

Q23: Leader of Change Management

Q6: Architecture of Change Management

The parameters under study are as given below.

To order the dominance of parameters Kruskal Wallis test is used. The results are as follows.

Ranks			
Parameters		N	Mean Rank
Architecture of Change Management	Products	143	730.99
	Processes	144	788.19
	People	144	1084.84
	Systems	144	770.85
	Organization structure	142	873.35
	Job roles	140	748.14

Leader's Vision	142	707.54
Strategy (to become distinct)	142	881.99
Customer complaints	139	948.56
Customer service	141	992.84
Management	142	863.44
Board	139	827.96
Total	1702	

Test Statistics ^{a,b}	
	Architecture of Change Management
Chi-Square	102.189
df	11
P value	.000
a. Kruskal Wallis Test	
b. Grouping Variable: Parameters	

Since P value is less than 0.05, level of significance; there is significant difference between these parameters.

Mean Rank Plot:

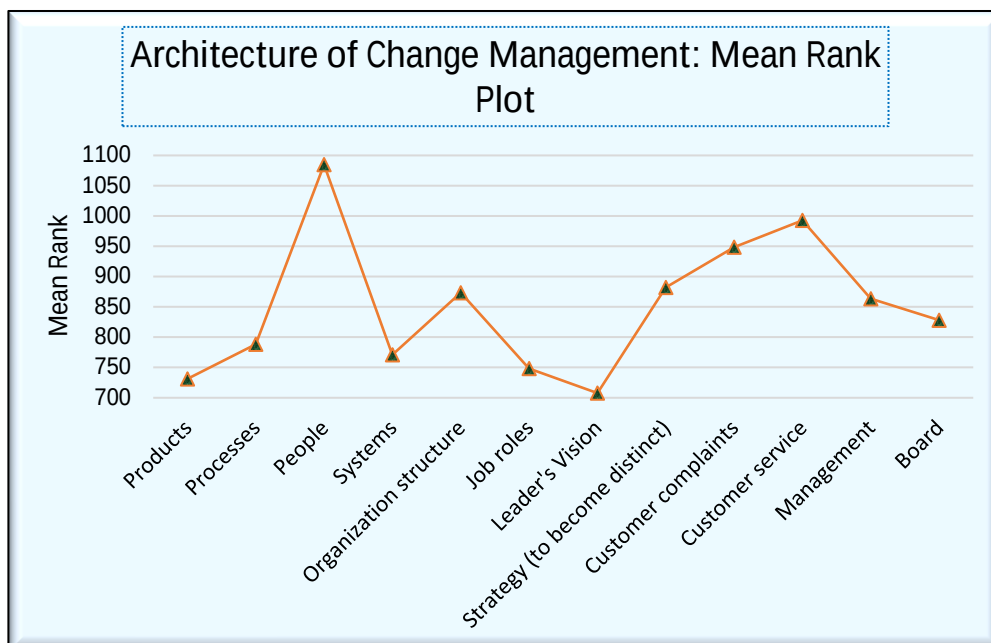


Figure 4.38

Summary:

The most dominant Architecture of Change Management is People; then Customer service; then Customer complaints; then Strategy (to become distinct); then Organization structure; then Management; then Board; then Processes; then Systems; then Job roles; then Products; then Leader's Vision.

Q7: Functionalities to be addressed for change management

The parameters under study are as given below.

To order the dominance of parameters Kruskal Wallis test is used. The results are as follows.

Ranks			
Parameters		N	Mean Rank
Functionalities to be addressed for change management	Administration	139	742.14
	HR Environment	143	1069.85
	Assets –Loans & Advances	138	438.60
	Liabilities side	140	420.18
	Customer service - ease of use	141	899.03
	Customer service - front desk in branch	142	921.65
	Customer service - Time taken for responding to Customer Applications	141	970.15
	Customer service - Time taken for responding to Customer Complaints	141	939.99
	Customer service - KYC Procedures	142	895.45
	Customer service - Management team behavior	141	945.44
	Customer service - Board Members behavior	139	966.04
	Customer service - Staff behavior	142	915.49
	Total	1689	

Test Statistics^{a,b}	
	Functionalities to be addressed for change management

Chi-Square	323.038
df	11
P value	.000
a. Kruskal Wallis Test	
b. Grouping Variable: Parameters	

Since P value is less than 0.05, level of significance; there is significant difference between these parameters.

Mean Rank Plot:

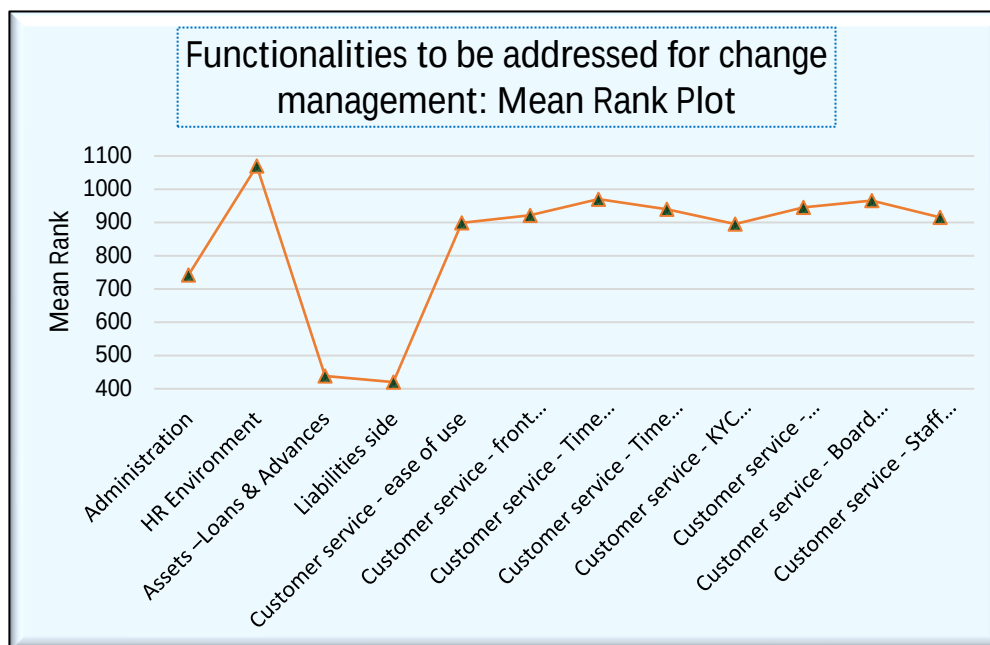


Figure 4.39

Summary:

The most dominant Functionalities to be addressed for change management is HR Environment; then Customer service - Time taken for responding to Customer Applications; then Customer service - Board Members behavior; then Customer service - Management team behavior; then Customer service - Time taken for responding to Customer Complaints; then Customer service - front desk in branch; then Customer service - Staff behavior; then Customer service - ease of use; then Customer service - KYC Procedures; then Administration; then Assets –Loans & Advances; then Liabilities side.

Q12: HR or Technology, the priority of Change Management

The parameters under study are as given below.

To order the dominance of parameters Kruskal Wallis test is used. The results are as follows.

Ranks			
Parameters		N	Mean Rank
HR or Technology, the priority of Change Management	Human Factor	135	318.07
	Technology	134	369.04
	Both	144	351.69
	More HR than Technology	134	319.08
	More of technology than HR	133	343.98
	Total	680	

Test Statistics^{a,b}	
	HR or Technology, the priority of Change Management
Chi-Square	8.316
df	4
P value	.081
a. Kruskal Wallis Test	
b. Grouping Variable: Parameters	

Figure 4.40

Since P value is greater than 0.05, level of significance; there is no significant difference between these parameters.

Q21: Reasons prompting change

The parameters under study are as given below.

To order the dominance of parameters Kruskal Wallis test is used. The results are as follows.

Ranks			
Parameters		N	Mean Rank
Reasons prompting change	Change in leadership	140	644.29
	Introduction of new technology	141	910.78
	Competitive pressure	150	735.23
	Entry into new markets	140	708.23
	Change in top management	142	751.00

	Low performance of the bank	143	718.87
	Change in the Board	135	758.49
	Change in Boards approach	136	798.41
	Customer complaints	140	836.08
	Customer satisfaction	138	859.04
	Change in Strategy (to become distinct brand)	142	797.90
	Total	1547	

Test Statistics ^{a,b}	
	Reasons prompting change
Chi-Square	49.022
df	10
P value	.000
a. Kruskal Wallis Test	
b. Grouping Variable: Parameters	

Since P value is less than 0.05, level of significance; there is significant difference between these parameters.

Mean Rank Plot:

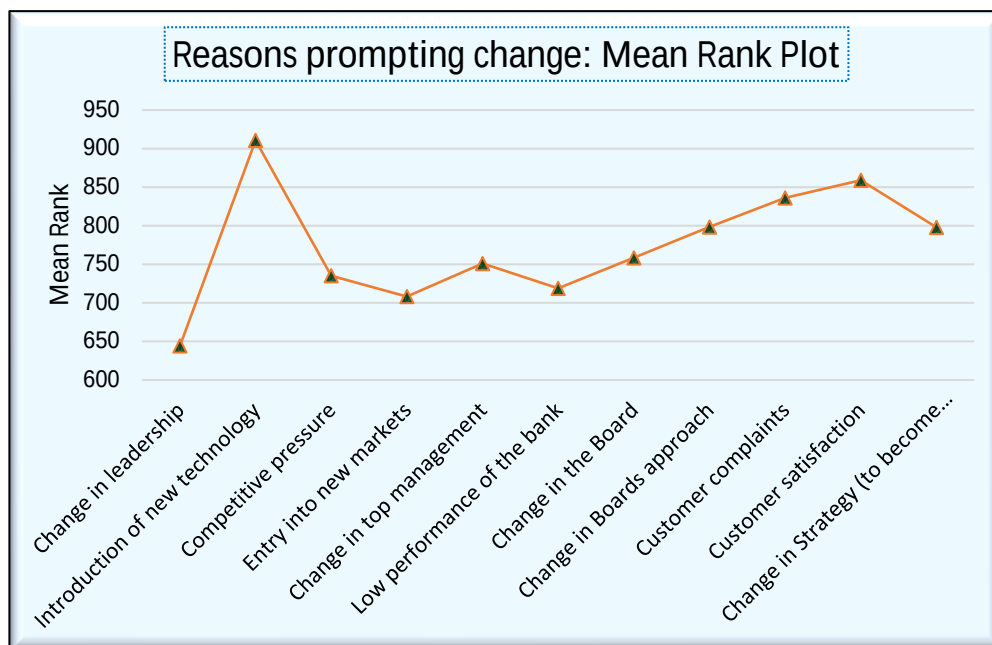


Figure 4.41

Summary:

The most dominant Reasons prompting change is Introduction of new technology; then Customer satisfaction; then Customer complaints; then Change in Boards approach;

then Change in Strategy (to become distinct brand); then Change in the Board; then Change in top management; then Competitive pressure; then Low performance of the bank; then Entry into new markets; then Change in leadership.

Q22: Factors of change

The parameters under study are as given below.

To order the dominance of parameters Kruskal Wallis test is used. The results are as follows.

Ranks			
Parameters		N	Mean Rank
Factors of change	Mission	136	888.03
	Vision	139	922.19
	Corporate Ideology	137	1103.89
	Business Strategy (to become distinct brand)	144	1012.84
	Organisational structure	140	978.18
	Distribution of power influence	137	837.06
	Corporate culture, key values	144	900.24
	Management System as a whole	138	879.49
	Key people in the organization	138	1021.62
	Quality of Staff	135	955.27
	Rules and Procedures of everyday work	138	708.69
	Functional Systems & Processes	140	706.44
	Regulator Driven	138	817.38
	Total	1804	

Test Statistics ^{a,b}	
	Factors of change
Chi-Square	104.015
df	12
P value	.000
a. Kruskal Wallis Test	
b. Grouping Variable: Parameters	

Since P value is less than 0.05, level of significance; there is significant difference between these parameters.

Mean Rank Plot:

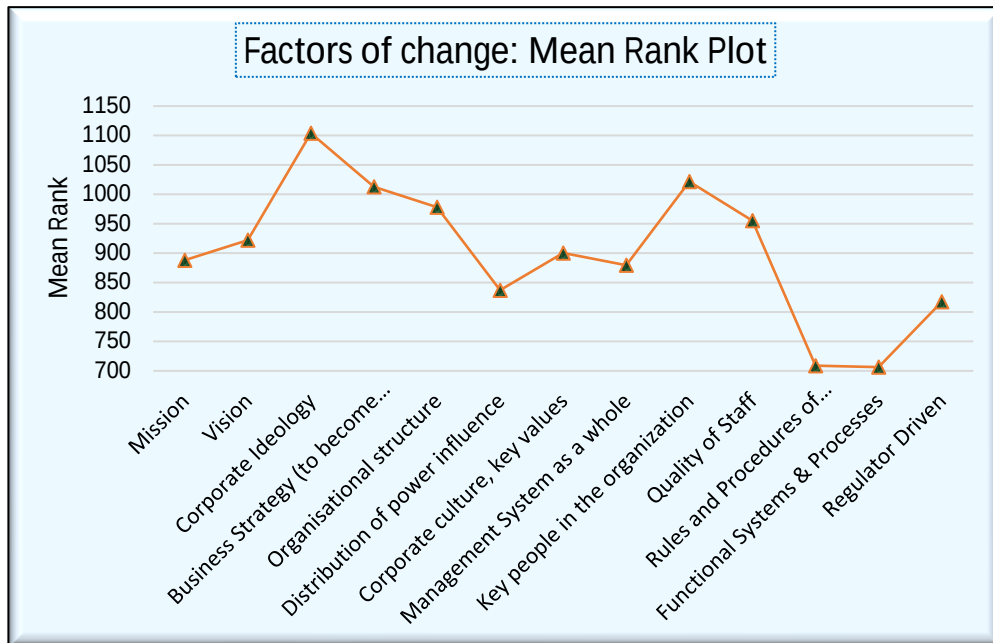


Figure 4.42

Summary:

The most dominant Factors of change is Corporate Ideology; then Key people in the organization; then Business Strategy (to become distinct brand); then Organisational structure; then Quality of Staff; then Vision; then Corporate culture, key values; then Mission; then Management System as a whole; then Distribution of power influence; then Regulator Driven; then Rules and Procedures of everyday work; then Functional Systems & Processes.

Q23: Leader of Change Management

The parameters under study are as given below. To order the dominance of parameters Kruskal Wallis test is used. The results are as follows.

Ranks			
Parameters		N	Mean Rank
Leader of Change Management	Board	142	570.63
	CMD/CEO/Chairman/MD	144	539.82
	Top-management team (EDs+CGMs)	148	468.41
	Middle managers (GMs+DGMs+AGMs)	139	419.95
	Other employees	137	375.42
	Consultants	138	160.01
	Total	848	
Test Statistics ^{a,b}			
		Leader of Change Management	
Chi-Square		279.485	
df		5	
P value		.000	
a. Kruskal Wallis Test			
b. Grouping Variable: Parameters			

Since P value is less than 0.05, level of significance; there is significant difference between these parameters.

Mean Rank Plot:

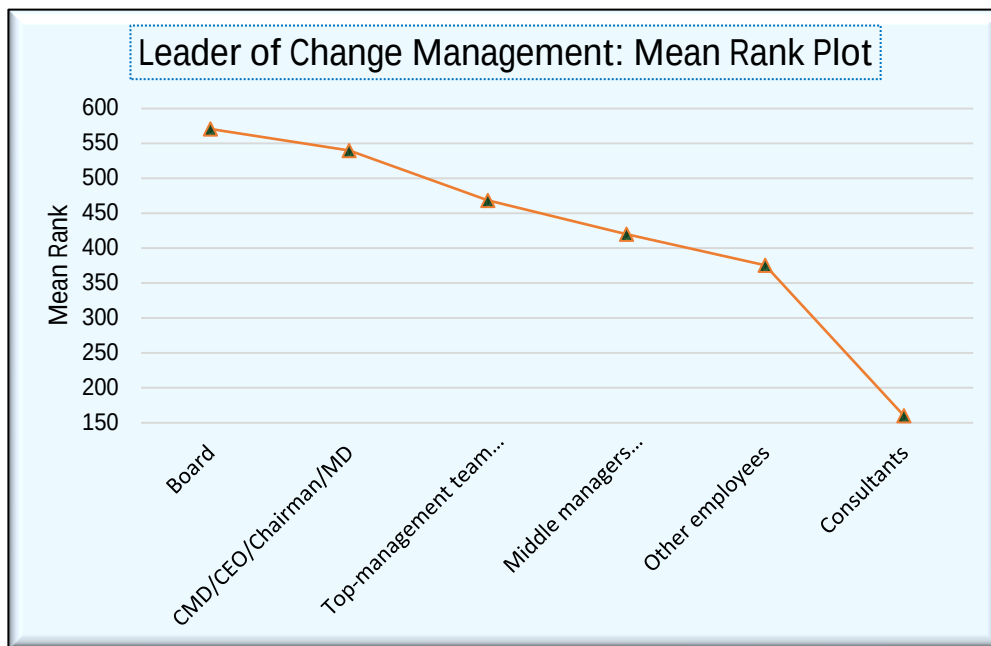


Figure 4.44

Summary:

The most dominant Leader of Change Management is Board; then CMD/CEO/Chairman/MD; then Top-management team (EDs+CGMs); then Middle managers (GMs+DGMs+AGMs); then Other employees; then Consultants.

Objective III: To study Main hindrance and Nature of Hurdles for Change Management. To study Effecting a smooth and friction free change management.

This objective is achieved by analysing the responses of the following questions.

Q3: Nature of Hurdles for Change Management

Q4: Main hindrance for Change Management

Q26: Effecting a smooth and friction free change management

Q3: Nature of Hurdles for Change Management

The parameters under study are as given below.

Internal Environment - Staff
Internal Environment - Management
Internal Environment - Board
External Environment
Customers
Regulator
Government

Older staff
Younger staff
All

To order the dominance of these parameters Kruskal Wallis test is used. The results are as follows.

Ranks			
Parameters		N	Mean Rank
Nature of Hurdles for Change Management	Internal Environment - Staff	148	901.59
	Internal Environment - Management	146	1006.64
	Internal Environment - Board	142	907.49
	External Environment	142	752.80
	Customers	144	428.25
	Regulator	141	434.12
	Government	142	448.92
	Older staff	145	1044.55
	Younger staff	142	631.27
	All	135	555.46
Total		1427	

Test Statistics^{a,b}	
	Nature of Hurdles for Change Management
Chi-Square	474.732
df	9
P value	.000
a. Kruskal Wallis Test	
b. Grouping Variable: Parameters	

Since P value is less than 0.05, level of significance; there is significant difference between these parameters.

Mean Rank Plot:

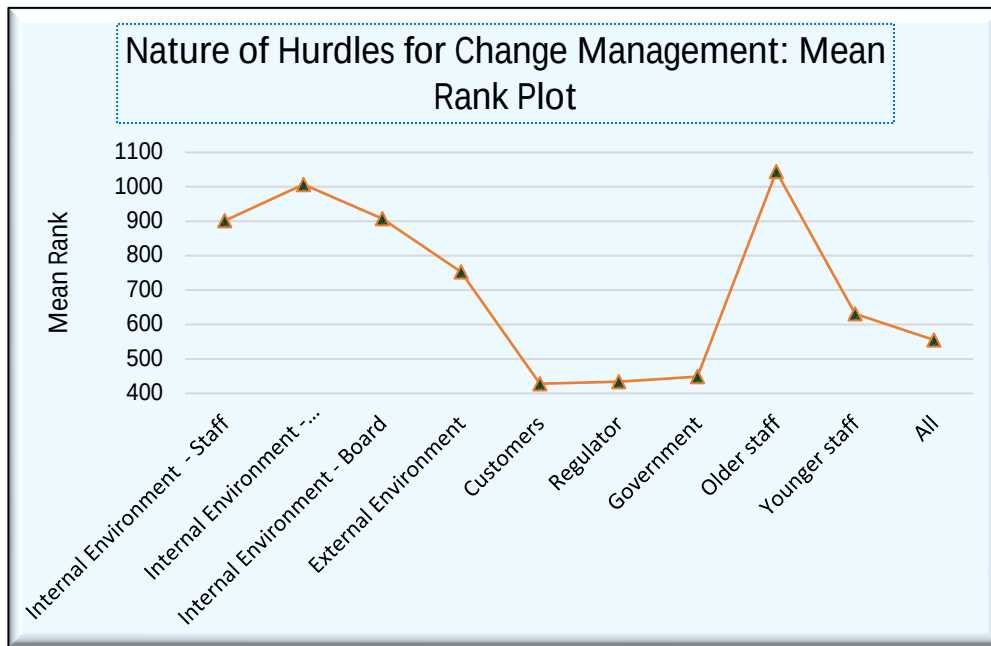


Figure 4.45

Summary:

The most dominant nature of hurdle for change management is Older staff; then Internal Environment – Management; then Internal Environment – Board; then Internal Environment - Staff; then External Environment; then Younger staff; then All; then Government; then Regulator; then Customers.

Q4: Main hindrance for Change Management

The parameters under study are as given below.

Unwilling Management
Unwilling Board
Unwilling HR Environment
Unwilling Unions
Status Quo Culture
Customers

To order the dominance of parameters Kruskal Wallis test is used. The results are as follows.

Ranks			
Parameters		N	Mean Rank
	Unwilling Management	146	512.68

Main hindrance for Change Management	Unwilling Board	143	569.15
	Unwilling HR Environment	147	562.54
	Unwilling Unions	147	453.57
	Status Quo Culture	143	323.48
	Customers	140	168.18
	Total	866	

Test Statistics ^{a,b}	
	Main hindrance for Change Management
Chi-Square	304.136
Df	5
P value	.000
a. Kruskal Wallis Test	
b. Grouping Variable: Parameters	

Since P value is less than 0.05, level of significance; there is significant difference between these parameters.

Mean Rank Plot:

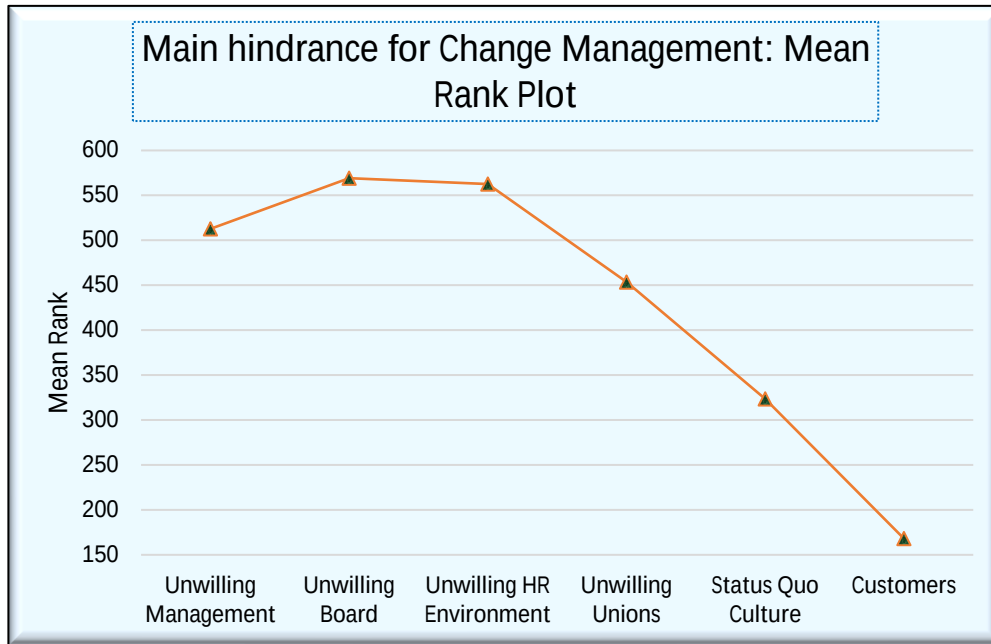


Figure 4.46

Summary: The most dominant nature of hindrance for change management is Unwilling Board; then Unwilling HR Environment; then Unwilling Management; then Unwilling Unions; then Status Quo Culture; then Customers.

Q26: Effecting a smooth and friction free change management

The parameters under study are as given below.

To order the dominance of parameters Kruskal Wallis test is used. The results are as follows.

Ranks			
Parameters		N	Mean Rank
Effecting a smooth and friction free change management	Create a sense of urgency	141	582.53
	Recruit or groom powerful change leaders	141	646.59
	Build a vision	145	612.32
	Effectively communicate	144	696.30
	Focus on the people impacted by the change	142	632.45
	Focus on processes of organizational operation	140	648.19
	Focus on systems of organizational operation	137	623.78
	Focus on structure of organizational operation	135	608.79
	Focus on job roles of organizational operation	137	630.63

	Total	1262	
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Test Statistics ^{a,b}	
	Effecting a smooth and friction free change management
Chi-Square	10.887
df	8
P value	.208
a. Kruskal Wallis Test	
b. Grouping Variable: Parameters	

Figure 4.47

Since P value is greater than 0.05, level of significance; there is no significant difference between these parameters.

Objective VI: To study Parameters for success/failure and mapping of progress of Change Management. To study Negative factors and Reasons for negative factors of change management.

This objective is achieved by analysing the responses of the following questions.

Q16: Parameters for success/failure of Change Management

Q17: Mapping Change Management Progress

Q24: Negative factors of change management

Q25: Reasons for negative factors of change management

Q16: Parameters for success/failure of Change Management

The parameters under study are as given below.

To order the dominance of parameters Kruskal Wallis test is used. The results are as follows.

Ranks			
Parameters		N	Mean Rank
Parameters for success/failure of Change Management	Profitability of business	147	809.88
	Growth of business	146	879.40
	Culture Change (attitudes & behavior)	148	798.09
	Human Resource Development (HR) environment	143	837.79

	Customer satisfaction: response time & KYC procedures	148	875.67
	Banking Technology	144	875.84
	Customer segmentation with relevant products & services	140	824.25
	Risk Management Culture All	151	525.89
	Management team behavior	141	712.58
	Board Members behavior	139	744.62
	Staff behavior	141	863.83
	Total	1588	

Test Statistics^{a,b}	
	Parameters for success/failure of Change Management
Chi-Square	95.132
df	10
P value	.000
a. Kruskal Wallis Test	
b. Grouping Variable: Parameters	

Since P value is less than 0.05, level of significance; there is significant difference between these parameters.

Mean Rank Plot:

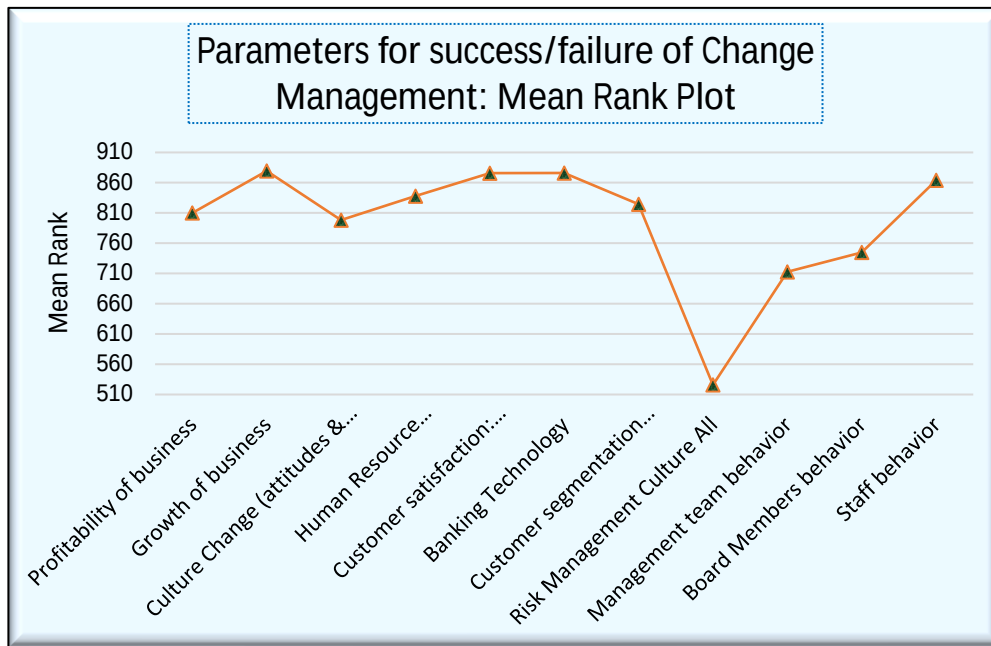


Figure 4.48

Summary:

The most dominant Parameters for success/failure of Change Management is Growth of business; then Banking Technology; then Customer satisfaction: response time & KYC procedures; then Staff behavior; then Human Resource Development (HR) environment; then Customer segmentation with relevant products & services; then Profitability of business; then Culture Change (attitudes & behavior); then Board Members behavior; then Management team behavior; then Risk Management Culture All.

Q17: Mapping Change Management Progress

The parameters under study are as given below.

To order the dominance of parameters Kruskal Wallis test is used. The results are as follows.

Ranks			
Parameters		N	Mean Rank
Mapping Change Management Progress	Profitability of Business	139	615.10
	Efficiency of Business	143	592.89
	Improved Processes	142	586.08
	Growth of Business	139	591.55
	Competitiveness	140	547.87
	Accessibility or Financial Inclusion	139	503.96
	Customer Satisfaction	144	547.57

	Change in Business Module	138	513.88
	Total	1124	

Test Statistics ^{a,b}	
	Mapping Change Management Progress
Chi-Square	17.017
df	7
P value	.017
a. Kruskal Wallis Test	
b. Grouping Variable: Parameters	

Since P value is less than 0.05, level of significance; there is significant difference between these parameters.

Mean Rank Plot:

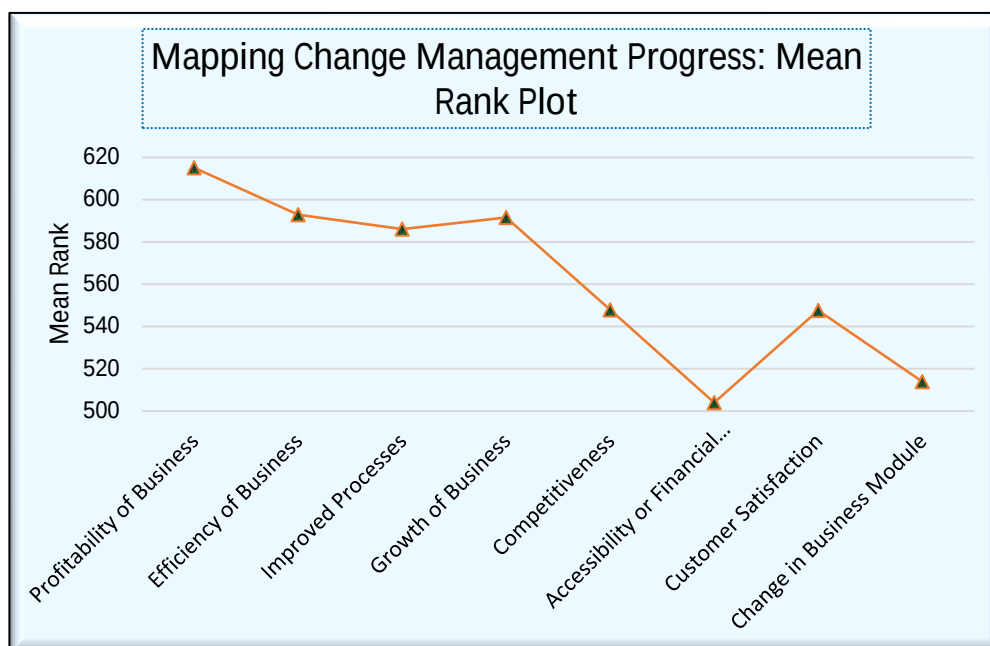


Figure 4.49

Summary:

The most dominant Mapping Change Management Progress is Profitability of Business; then Efficiency of Business; then Growth of Business; then Improved Processes; then Competitiveness; then Customer Satisfaction; then Change in Business Module; then Accessibility or Financial Inclusion.

Q24: Negative factors of change management

The parameters under study are as given below.

To order the dominance of parameters Kruskal Wallis test is used. The results are as follows.

Ranks			
Parameters		N	Mean Rank
Negative factors of change management	Decrease in work motivation	139	385.19
	Increased level of stress among employees	146	469.28
	Increased level of conflicts in the bank	148	483.26
	Decrease in productivity	139	407.60
	Increase in absenteeism	136	419.77
	Decrease in profits, sales volume, etc.	138	369.26
	Total	846	
Test Statistics ^{a,b}			
	Negative factors of change management		
Chi-Square	31.528		
df	5		
P value	.000		
a. Kruskal Wallis Test			
b. Grouping Variable: Parameters			

Since P value is less than 0.05, level of significance; there is significant difference between these parameters.

Mean Rank Plot:

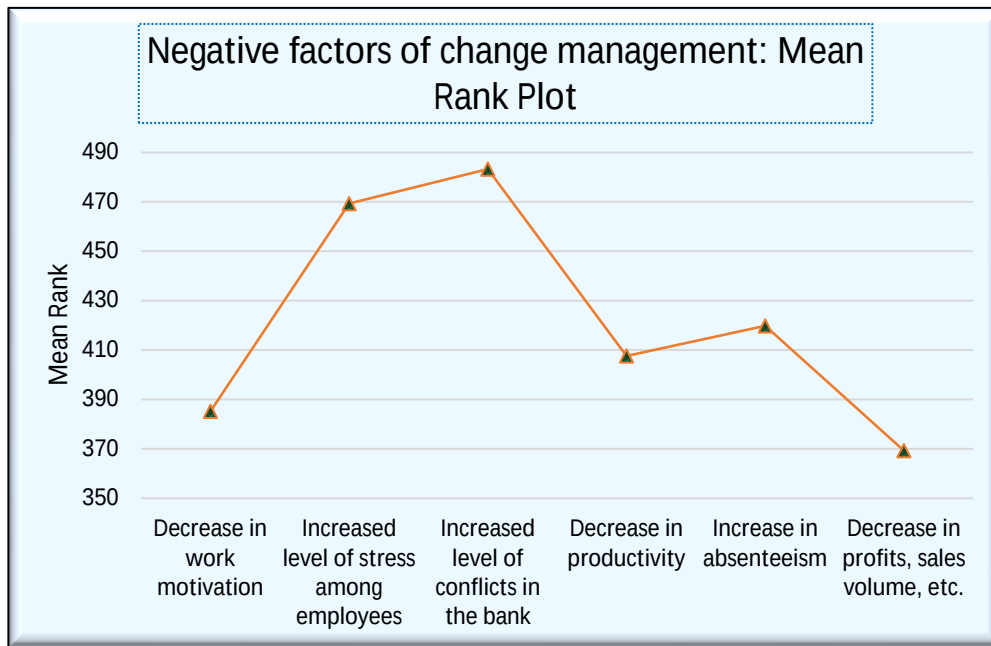


Figure 4.50

Summary:

The most dominant Negative factors of change management is Increased level of conflicts in the bank; then Increased level of stress among employees; then Increase in absenteeism; then Decrease in productivity; then Decrease in work motivation; then Decrease in profits, sales volume, etc..

Q25: Reasons for negative factors of change management

The parameters under study are as given below.

To order the dominance of parameters Kruskal Wallis test is used. The results are as follows.

Ranks			
Parameters		N	Mean Rank
Reasons for negative factors of	Leader dependant	141	1069.39
	No ownership by staff	141	1260.56
	Planning without convincing and preparing people for change	141	1277.73

change management	Too many leaders	136	1287.64
	Lack of clarity of goals	142	1318.10
	Lack of realistic timelines	140	1303.31
	Disjointed effort	140	838.78
	No clear vision document	137	1148.33
	No awareness of change around the bank	136	1201.47
	Bankers lack accountability	136	1439.26
	Change in top team	134	1189.18
	Ignorant Board	136	1317.58
	Part time Board Members	135	1370.51
	Lack of communication with MD by staff	139	1396.87
	Apathy to customer service	137	1404.41
	Self-centred psychology of staff	136	1235.26
	Lack of support to staff from top management	135	1344.25
	Shoddy job by consultants	137	927.26
	Total	2479	

Test Statistics ^{a,b}	
	Reasons for negative factors of change management
Chi-Square	139.148
df	17
P value	.000
a. Kruskal Wallis Test	
b. Grouping Variable: Parameters	

Since P value is less than 0.05, level of significance; there is significant difference between these parameters.

Mean Rank Plot:

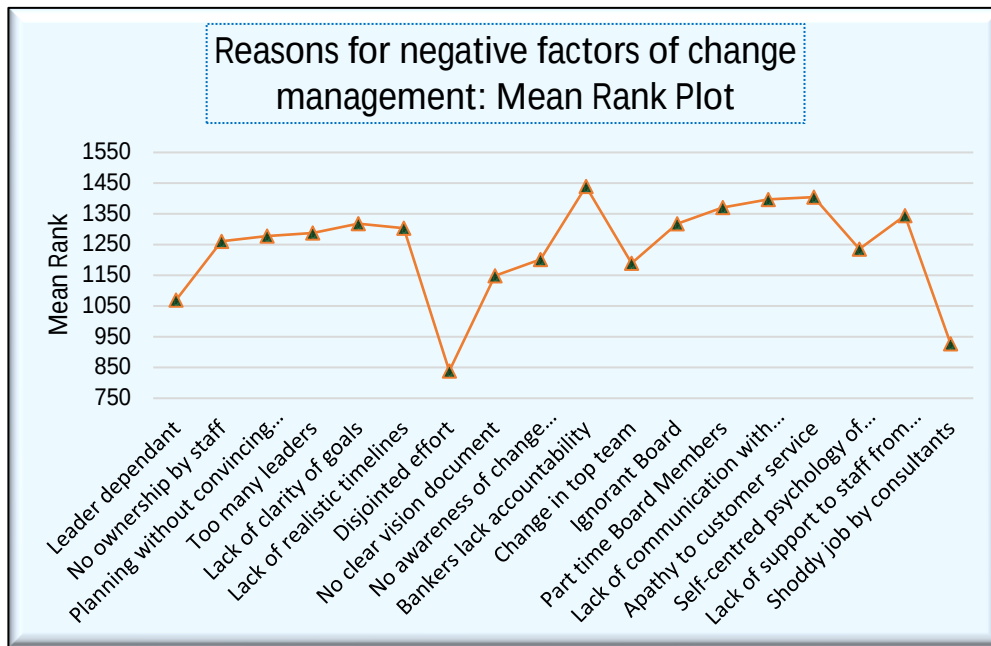


Figure 4.51

Summary:

The most dominant Reasons for negative factors of change management is Bankers lack accountability; then Apathy to customer service; then Lack of communication with MD by staff; then Part time Board Members; then Lack of support to staff from top management; then Lack of clarity of goals; then Ignorant Board; then Lack of realistic timelines; then Too many leaders; then Planning without convincing and preparing people for change; then No ownership by staff; then Self-centred psychology of staff; then No awareness of change around the bank; then Change in top team; then No clear vision document; then Leader dependent; then Shoddy job by consultants; then Disjointed effort.

Objective V: To suggest a suitable working model to establish cause and effect relationship between change management and effective performance in banks.

This objective is achieved by analysing the responses of the following question.

Q30: Characteristics of learning organisations

The parameters under study are as given below.

To order the dominance of parameters Kruskal Wallis test is used. The results are as follows.

Ranks			
Parameters		N	Mean Rank
Characteristics of learning organisations	Systems thinking (performance of the organization as a whole)	144	314.86
	Personal Mastery (Commitment to the process of learning)	141	331.26
	Mental Models (assumptions prejudices - to be challenged)	141	331.12
	Shared Vision (Flat, Decentralized Organizational Structures, Motivating common identity)	142	386.92
	Team learning (accumulation of individual learning)	141	411.47
	Total	709	

Test Statistics ^{a,b}	
	Characteristics of learning organisations
Chi-Square	29.096
df	4
P value	.000
a. Kruskal Wallis Test	
b. Grouping Variable: Parameters	

Since P value is less than 0.05, level of significance; there is significant difference between these parameters.

Mean Rank Plot:

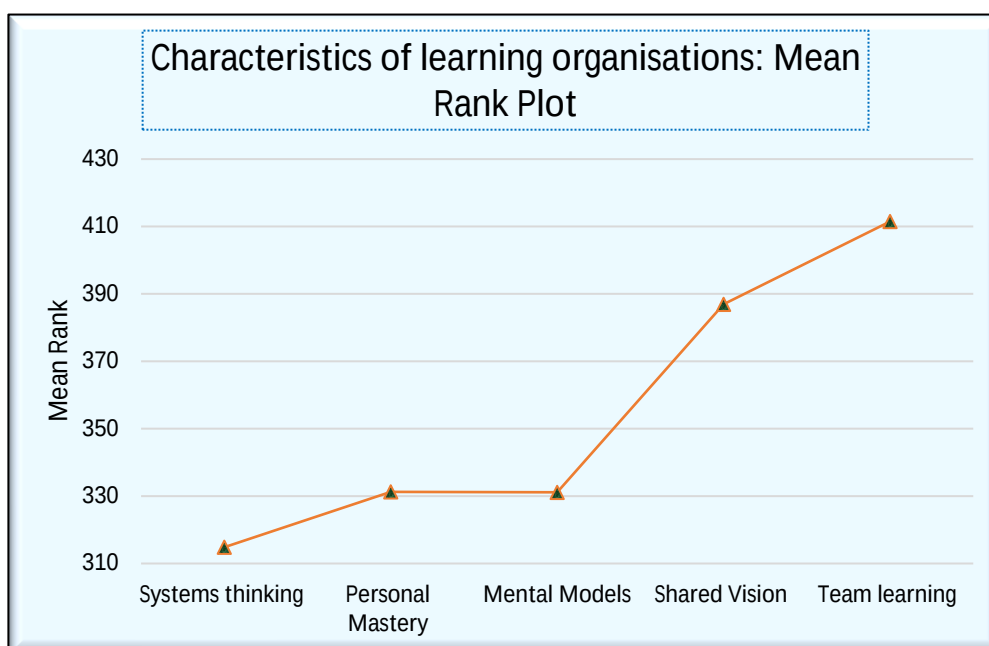


Figure 4.52

Summary:

The most dominant Characteristics of learning organisations is Team learning (accumulation of individual learning); then Shared Vision (Flat, Decentralized Organizational Structures, Motivating common identity); then Personal Mastery (Commitment to the process of learning); then Mental Models (assumptions prejudices - to be challenged); then Systems thinking (performance of the organization as a whole).

4.5 Hypothesis Testing and conclusions

Hypothesis1: Change management makes difference to growth and profitability.

To test the hypotheses,

The null hypothesis, H_0 : There is no significant agreement to the Change management making the difference to growth and profitability.

Vs.

The alternative hypothesis, H_a : There is significant agreement to the Change management making the difference to growth and profitability.

The test used is z test for proportion.

Test statistics:

$$Z = \frac{\hat{p} - p_0}{\sqrt{\frac{p_0(1-p_0)}{n}}}$$

Where $\hat{p}$ = sample proportion, p_0 = hypothetical value decided by researcher (here it is 50% that is 0.50), n = sample size = 153

Calculation Table:

Questions	Frequency (Agree to some extent + Agree + Strongly Agree)	Proportion	Z Statistics	P value	Significance
Q8. Change Management Effect on Market Share: According to you, can change management initiatives in a bank help in growth of its market share (in other words, can change	149	0.97	11.72	0.0000	Significant

Management help in better perception amongst the customers and stake holders by making effect on market share with the competitors)?					
Q9. Change Management & Market valuation: According to you, can change management add to market valuation of a bank?	147	0.96	11.40	0.0000	Significant
Q16. Parameters for success/failure of Change Management: According to you, what are the parameters of success or failure of change management?					
a. Profitability of business	144	0.94	10.91	0.0000	Significant
b. Growth of business	144	0.94	10.91	0.0000	Significant

Figure 4.53

Since all p values are smaller than 0.05, the level of significance; the null hypothesis is rejected for all the parameters listed above.

Conclusion: There is significant agreement to the Change management making the difference to growth and profitability.

Hence ‘Change management makes difference to growth and profitability.’ is accepted.

Hence Hypothesis1 is accepted.

Hypothesis2: Effective change management is a strategic tool to build competitive advantage based on changing needs of customers.

To test the hypotheses,

The null hypothesis, H_0 : There is no significant agreement to the effective change management as a strategic tool to build competitive advantage based on changing needs of customers.

Vs.

The alternative hypothesis, H_a : There is significant agreement to the effective change management as a strategic tool to build competitive advantage based on changing needs of customers.

The test used is z test for proportion.

Test statistics:

$$Z = \frac{\hat{p} - p_0}{\sqrt{\frac{p_0(1-p_0)}{n}}}$$

Where $\hat{p}$ = sample proportion, p_0 = hypothetical value decided by researcher (here it is 50% that is 0.50), n = sample size = 153

Calculation Table:

Questions	Frequency (Agree to some extent + Agree + Strongly Agree)	Proportion	Z Statistics	P value	Significance
Q5. Change Management & Competitiveness: According to you, is there a correlation between change management and being cutting edge or competitive for a banking organisation?	141	0.92	10.43	0.0000	Significant
Q10. Competition from Pvt Banks, Fin-tech, Payment Banks & Small banks: According to you, do the PSBs & Coop banks face competition from Private sector banks, foreign banks and the new entities like payment & small banks? Fin-techs?					
a. Private Banks	138	0.90	9.94	0.0000	Significant
b. Foreign Banks	54	0.35	-3.64	0.9999	Not Significant
c. Payment Banks	51	0.33	-4.12	1.0000	Not Significant
d. Small Banks	127	0.83	8.17	0.0000	Significant
e. Fintech	136	0.89	9.62	0.0000	Significant

Q11. Competition from new entities to commercial banks: According to you will the banks face stiff competition from the new banking business model like NBFCs, Payment Banks, Small Banks and Fin-tech Companies?					
a. Payment Banks	55	0.36	-3.48	0.9997	Not Significant
b. Small Banks	129	0.84	8.49	0.0000	Significant
c. Fintech Companies	133	0.87	9.14	0.0000	Significant
d. NBFCs	133	0.87	9.14	0.0000	Significant
e. Wallets	127	0.83	8.17	0.0000	Significant
Q15. Effectiveness of Change Management: According to you, is it possible to measure effectiveness of change managements from its impact on performance?	147	0.96	11.40	0.0000	Significant
Q16. Parameters for success/failure of Change Management: According to you, what are the parameters of success or failure of change management?					
a. Profitability of business	144	0.94	10.91	0.0000	Significant
b. Growth of business	144	0.94	10.91	0.0000	Significant
c. Culture Change (attitudes & behavior)	145	0.95	11.08	0.0000	Significant
d. Human Resource Development (HR) environment	141	0.92	10.43	0.0000	Significant
e. Customer satisfaction: response time & KYC procedures	144	0.94	10.91	0.0000	Significant

f. Banking Technology	143	0.93	10.75	0.0000	Significant
g. Customer segmentation with relevant products & services	133	0.87	9.14	0.0000	Significant
h. Risk Management Culture All	127	0.83	8.17	0.0000	Significant
i. Management team behavior	138	0.90	9.94	0.0000	Significant
j. Board Members behavior	133	0.87	9.14	0.0000	Significant
k. Staff behavior	138	0.90	9.94	0.0000	Significant

Figure 4.54

Since all p values are smaller than 0.05, the level of significance 20 parameters out of 23 parameters; the null hypothesis is rejected for all the 20 parameters listed above.

Conclusion:

Due to majority (20 out of 23) there is significant agreement to the effective change management as a strategic tool to build competitive advantage based on changing needs of customers.

Hence 'Effective change management is a strategic tool to build competitive advantage based on changing needs of customers.' is accepted.

Hence Hypothesis2 is accepted.

Hypothesis3: Results of change management differs according to environment in the bank.

To test the hypotheses,

The null hypothesis, H0: Results of change management does not differ significantly according to environment in the bank.

Vs.

The alternative hypothesis, Ha: Results of change management differs significantly according to environment in the bank.

The test used is one way ANOVA.

Part A]

The responses of Q27: Results of change management: On a percentage scale, how would you evaluate the results of implemented organizational change in your bank (set in motion by a change leader)? Please choose on a scale of 0 to 100 (On a percentage scale from 0 to 100%) 0%—goals are not achieved at all to 100%—goals are fully achieved are assessed against Q18: Environment in the bank-predictable or turbulent: On a scale of 1 to 10, how would you describe the environment in banks? Scale: 1 — Turbulent, unpredictable, constantly changing to 10 — Stable and predictable.

Calculation Tables:

Descriptives				
Results of change management				
Environment in the bank-predictable or turbulent	N	Mean	Std. Deviation	Std. Error
Scale 1	4	70.00	8.16	4.08
Scale 2	5	50.00	36.74	16.43
Scale 3	3	76.67	5.77	3.33
Scale 4	3	53.33	28.87	16.67
Scale 5	4	55.00	26.46	13.23
Scale 6	8	60.12	25.32	8.95
Scale 7	35	70.29	6.64	1.12
Scale 8	63	70.48	6.33	0.80
Scale 9	20	67.55	19.53	4.37
Scale 10	3	73.33	11.55	6.67
Total	148	68.19	14.23	1.17

ANOVA					
Results of change management					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	4332.891	9	481.432	2.614	.008
Within Groups	25417.254	138	184.183		
Total	29750.145	147			

Since p value < 0.05, the level of significance; there is strong evidence to reject the null hypothesis.

Conclusion: Results of change management differs significantly according to environment in the bank.

The Means Plot:

The means plot showing means of all scales of Environment in the bank - predictable or turbulent is as given below.

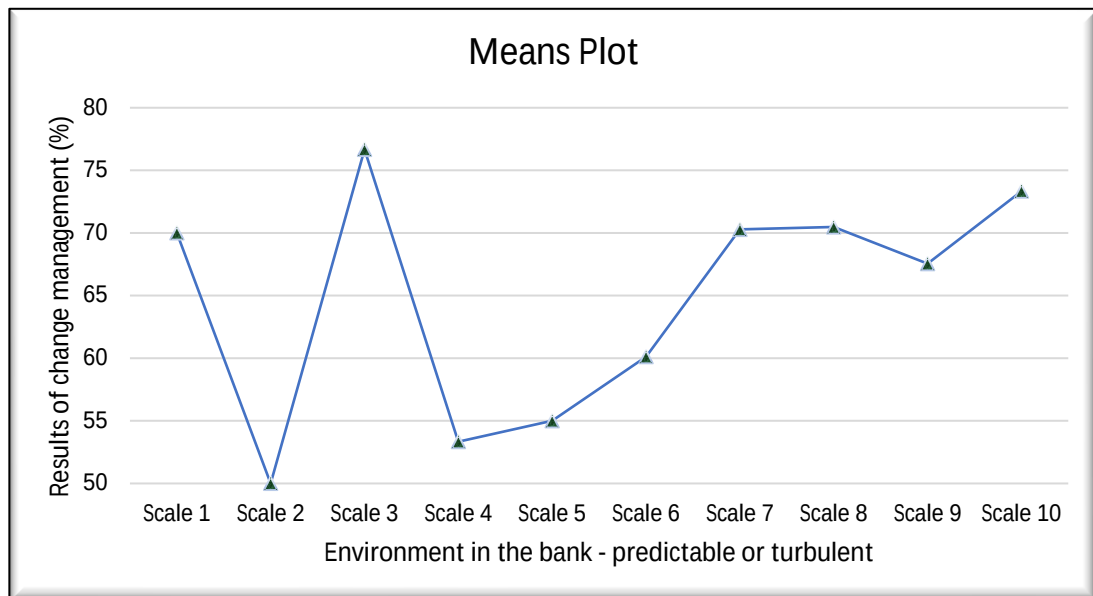


Figure 4.55

Summary:

Results of change management differs significantly according to environment in the bank. The pattern is irregular upto scale 3 & for other scales the pattern is for larger scale the results are higher that is the result is growing with the scale.

Part B]

The responses of Q27: Results of change management: On a percentage scale, how would you evaluate the results of implemented organizational change in your bank (set in motion by a change leader)? Please choose on a scale of 0 to 100 (On a percentage scale from 0 to 100%) 0%—goals are not achieved at all to 100%—goals are fully achieved are assessed against Q19: Environment in the bank - favourable or hostile to growth & development: On a scale of 1 to 10, how would you describe the environment in banks? Scale: 1 — Difficult, hostile, full of obstacles for growth and development to 10 — Favourable to growth and development

Calculation Tables:

Descriptives
Results of change management

Environment in the bank - favourable or hostile to growth & development	N	Mean	Std. Deviation	Std. Error
Scale 1	4	75.00	5.77	2.89
Scale 2	6	78.33	4.08	1.67
Scale 3	11	57.27	23.28	7.02
Scale 4	1	20.00		
Scale 5	4	70.00	8.16	4.08
Scale 6	10	62.10	22.22	7.03
Scale 7	42	69.31	13.02	2.01
Scale 8	54	68.70	11.17	1.52
Scale 9	16	70.63	7.72	1.93
Scale 10	1	80.00		
Total	149	68.13	14.19	1.16

ANOVA					
Results of change management					
	Sum of Squares	df	Mean Square	F	P value
Between Groups	5121.401	9	569.045	3.203	.001
Within Groups	24695.346	139	177.664		
Total	29816.747	148			

Since $p \text{ value} < 0.05$, the level of significance; there is strong evidence to reject the null hypothesis.

Conclusion: Results of change management differs significantly according to environment in the bank.

The Means Plot:

The means plot showing means of all scales of Environment in the bank - favourable or hostile to growth & development is as given below.

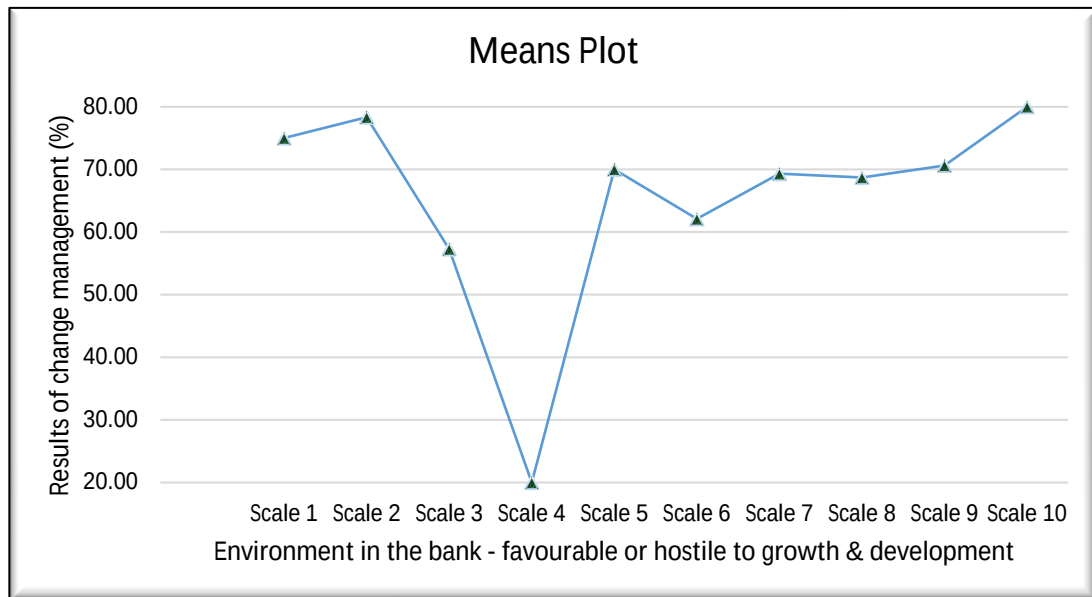


Figure 4.56

Summary: Results of change management differs significantly according to environment in the bank. It is significantly lower for scale 4 & for other scale the pattern is for larger scale the results are higher that is the result is growing with the scale.

Part C]

The responses of Q27: Results of change management: On a percentage scale, how would you evaluate the results of implemented organizational change in your bank (set in motion by a change leader)? Please choose on a scale of 0 to 100 (On a percentage scale from 0 to 100%) 0%—goals are not achieved at all to 100%—goals are fully achieved are assessed against Q20: Environment in the bank - competitive or docile: On a scale of 1 to 7, how would you describe the environment in banks? Scale: 1 — Low competition, few banks monopolist major business to 7 — High competition, numerous competitors

Calculation Tables:

Descriptives				
Results of change management				
Environment in the bank-competitive or docile	N	Mean	Std. Deviation	Std. Error
Scale 2	1	10.00		
Scale 3	4	72.50	5.00	2.50
Scale 4	14	62.14	8.93	2.39
Scale 5	58	68.64	13.22	1.74
Scale 6	56	72.32	6.32	0.84
Scale 7	13	57.00	28.53	7.91
Total	146	68.10	14.29	1.18

ANOVA					
Results of change management					
	Sum of Squares	df	Mean Square	F	P value
Between Groups	6567.388	5	1313.478	7.982	.000
Within Groups	23038.694	140	164.562		
Total	29606.082	145			

Since $p \text{ value} < 0.05$, the level of significance; there is strong evidence to reject the null hypothesis.

Conclusion:

Results of change management differs significantly according to environment in the bank.

The Means Plot:

The means plot showing means of all scales of Environment in the bank - competitive or docile is as given below.

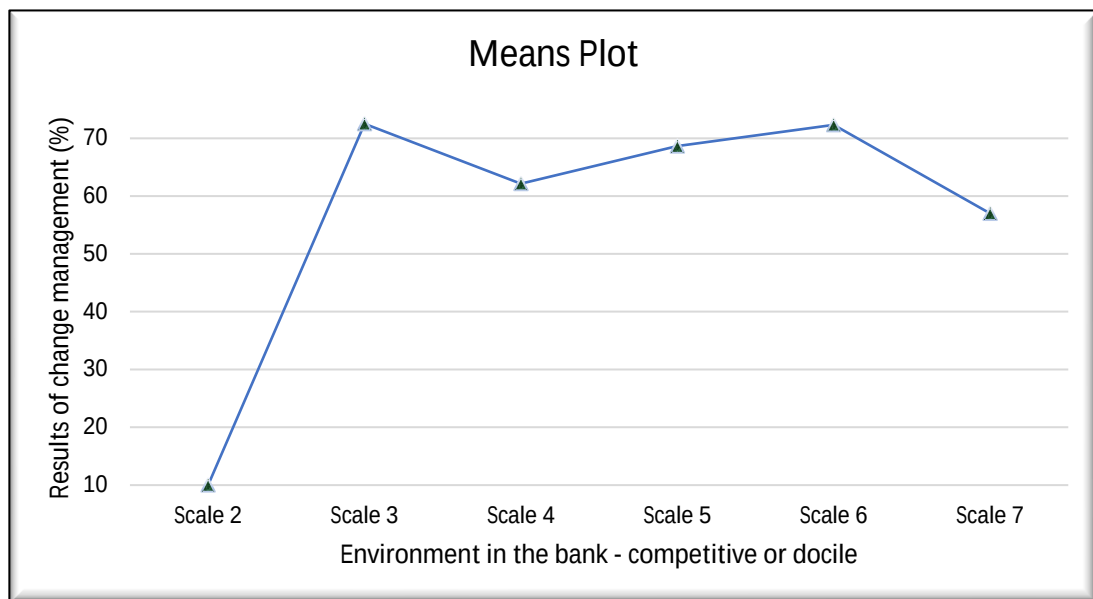


Figure 4.57

Summary:

Results of change management differs significantly according to environment in the bank. The pattern is for larger scale the results are higher that is the result is growing with the scale.

Summary for all parts A, B & C:

All parts A, B & C conclude that results of change management differs significantly according to environment in the bank.

Hence 'Results of change management differs significantly according to environment in the bank' is accepted.

Hence Hypothesis3 is accepted.

Hypothesis 4: There is significant dependency between reasons prompting change & Factors of change.

To test the hypotheses,

The null hypothesis, H_0 : There is no significant correlation between reasons prompting change & Factors of change.

Vs.

The alternative hypothesis, H_a : There is significant correlation between reasons prompting change & Factors of change.

The correlation between reasons prompting change & Factors of change is assessed by Spearman, correlation coefficient & it's significance is tested by t test for significance of correlation.

The nonparametric correlation coefficient, Spearman's correlation coefficient that is rank correlation coefficient is used since the responses are in ordinal scale.

Coding: FC - Factors of change & RC - Reasons prompting change			
FC1	Mission	RC1	Change in leadership
FC2	Vision	RC2	Introduction of new technology
FC3	Corporate Ideology	RC3	Competitive pressure
FC4	Business Strategy (to become distinct brand)	RC4	Entry into new markets
FC5	Organisational structure	RC5	Change in top management
FC6	Distribution of power influence	RC6	Low performance of the bank
FC7	Corporate culture, key values	RC7	Change in the Board
FC8	Management System as a whole	RC8	Change in Boards approach
FC9	Key people in the organization	RC9	Customer complaints
FC10	Quality of Staff	RC10	Customer satisfaction
FC11	Rules and Procedures of everyday work	RC11	Change in Strategy (to become distinct brand)
FC12	Functional Systems & Processes		
FC13	Regulator Driven		

Calculation Table:

Factors of change → Reasons prompting change ↓		FC1	FC2	FC3	FC4	FC5	FC6	FC7	FC8	FC9	FC10	FC11	FC12	FC13	Number of significant Correlations
RC1	Correlation Coefficient	.429**	.294**	.062	.165	.096	.346**	.032	.160	.129	.142	.085	.164	.052	3
	P value (2- tailed)	.000	.000	.477	.054	.265	.000	.710	.064	.134	.101	.324	.057	.542	
	N	134	138	135	137	136	135	138	135	136	134	135	136	138	
RC2	Correlation Coefficient	-.108	-.046	.328**	.241**	.151	.065	.080	.206*	.170*	.253**	.190*	.099	.019	6
	P value (2- tailed)	.215	.597	.000	.004	.078	.451	.352	.017	.049	.003	.027	.245	.829	
	N	134	137	134	139	137	136	138	135	135	135	136	139	138	
RC3	Correlation Coefficient	-.002	.017	.112	.219**	.026	.190*	.195*	.291**	-.089	-.004	.322**	.188*	.093	6
	P value (2- tailed)	.979	.839	.194	.009	.757	.027	.020	.001	.300	.965	.000	.027	.278	
	N	136	139	137	143	139	136	142	137	136	135	138	139	138	
RC4	Correlation Coefficient	.053	.080	.118	.214*	.152	.099	.112	.255**	.016	.085	.244**	.207*	.069	4
	P value (2- tailed)	.545	.350	.173	.012	.077	.253	.193	.003	.849	.325	.004	.015	.422	
	N	134	137	134	138	136	136	137	135	135	135	136	137	137	
RC5	Correlation Coefficient	.151	.216*	.183*	.266**	.085	.219*	.123	.201*	.076	.270**	.278**	.218*	.070	8
	P value (2- tailed)	.080	.010	.033	.002	.323	.010	.148	.019	.377	.001	.001	.010	.414	
	N	136	140	137	140	138	137	139	137	137	136	136	138	138	

RC6	Correlation Coefficient	.136	.126	.074	.154	.081	.178*	.026	.108	-.042	.071	.240**	.231**	.056	3
	P value (2-tailed)	.114	.141	.396	.071	.346	.039	.757	.209	.631	.417	.005	.006	.518	
	N	137	137	135	138	138	136	140	137	136	134	137	138	137	
RC7	Correlation Coefficient	.086	.081	.163	.089	.117	.122	.091	.037	.207*	.036	-.084	.090	.036	1
	P value (2-tailed)	.323	.350	.061	.308	.179	.160	.295	.670	.016	.679	.335	.304	.680	
	N	134	134	133	134	134	135	134	134	135	133	134	134	135	
RC8	Correlation Coefficient	.056	.147	.136	.056	.117	.063	.080	.158	.064	-.066	.000	.051	.056	0
	P value (2-tailed)	.519	.089	.119	.515	.178	.465	.357	.067	.464	.447	.998	.556	.516	
	N	134	135	133	135	134	135	135	135	135	133	135	135	136	
RC9	Correlation Coefficient	.092	.213*	.117	.085	-.038	.323**	.045	.161	.017	.203*	.264**	.232**	.133	5
	P value (2-tailed)	.289	.013	.179	.317	.658	.000	.602	.061	.845	.018	.002	.007	.119	
	N	135	137	134	139	136	136	137	136	136	135	136	136	138	
RC10	Correlation Coefficient	.158	.182*	.143	.186*	-.044	.332**	.129	.198*	-.010	.217*	.341**	.285**	.131	7
	P value (2-tailed)	.066	.033	.101	.030	.613	.000	.132	.021	.910	.012	.000	.001	.127	
	N	135	136	133	137	135	135	137	136	136	134	135	135	137	
RC11	Correlation Coefficient	-.051	-.034	.088	.049	.112	.116	.037	.027	.080	.075	.226**	.186*	.025	2
	P value (2-tailed)	.552	.693	.310	.568	.190	.176	.663	.757	.352	.388	.008	.028	.767	
	N	136	139	136	139	138	137	140	136	137	136	137	139	139	

Figure 4.58

Conclusions:

Every reason prompting change is associated with at least one factor of change except Change in Boards approach & every factor of change is associated with at least one reason prompting change except Organisational structure & Regulator Driven.

The pairs with significant correlations are

(Change in leadership & Mission); (Change in leadership & Vision); (Change in leadership & Distribution of power influence)

&

(Introduction of new technology & Corporate Ideology); (Introduction of new technology & Business Strategy (to become distinct brand)); (Introduction of new technology & Management System as a whole); (Introduction of new technology & Key people in the organization); (Introduction of new technology & Quality of Staff); (Introduction of new technology & Rules and Procedures of everyday work)

&

(Competitive pressure & Business Strategy (to become distinct brand)); (Competitive pressure & Distribution of power influence); (Competitive pressure & Corporate

culture, key values); (Competitive pressure & Management System as a whole); (Competitive pressure & Rules and Procedures of everyday work); (Competitive pressure & Functional Systems & Processes)

&

(Entry into new markets & Business Strategy (to become distinct brand)); (Entry into new markets & Management System as a whole); (Entry into new markets & Rules and Procedures of everyday work); (Entry into new markets & Functional Systems & Processes)

&

(Change in top management & Vision); (Change in top management & Corporate Ideology); (Change in top management & Business Strategy (to become distinct brand)); (Change in top management & Distribution of power influence); (Change in top management & Management System as a whole); (Change in top management & Quality of Staff); (Change in top management & Rules and Procedures of everyday work); (Change in top management & Functional Systems & Processes)

&

(Low performance of the bank & Distribution of power influence); (Low performance of the bank & Rules and Procedures of everyday work); (Low performance of the bank & Functional Systems & Processes)

&

(Change in the Board & Key people in the organization)

&

(Customer complaints & Vision); (Customer complaints & Distribution of power influence); (Customer complaints & Quality of Staff); (Customer complaints & Rules and Procedures of everyday work); (Customer complaints & Functional Systems & Processes)

&

(Customer satisfaction & Vision); (Customer satisfaction & Business Strategy (to become distinct brand)); (Customer satisfaction & Distribution of power influence); (Customer satisfaction & Management System as a whole); (Customer satisfaction & Quality of Staff); (Customer satisfaction & Rules and Procedures of everyday work); (Customer satisfaction & Functional Systems & Processes)

&

(Change in Strategy (to become distinct brand) & Rules and Procedures of everyday work); (Change in Strategy (to become distinct brand) & Functional Systems & Processes)

Hence 'There is significant dependency between reasons prompting change & Factors of change' is accepted.

Hence Hypothesis4 is accepted.

Thus it is found that the Data Analysis is appropriately supporting the Title of the research.

	Chapter V	
	Findings Conclusions and Recommendations	

5.1 Findings and observations:

Findings: On the basis of Main Questionnaire Analysis

1. Confirmation of regular use or practices of change management in banks, leader's dominant role and customer focus.
2. Consensus on extent to which triggers for change, sponsors of change, resisters of change, agents of change and handling of change management which play a role in effectiveness of change management in banks.
3. Effectiveness of change management in turn manifests in satisfaction of customers, survival and growth of the banks in the country.
4. The study also confirms close association between effectiveness of change management and major variables like changing needs of customers, changing technology, changes in legal bodies and change in strategies of banks.
6. Link between CM and performance enhancement is firmly endorsed.
7. If CM is not a basic organizational trait of a bank core to its profile it will lose
8. Change management cycle needs to be quicker
9. Impact of change management on banks market share.
10. Direct connect between change management ability of banks and their competitiveness and being cutting edge.
11. CM focus needs to be internal rather than external-HR environment
12. CM can create better perception in stakeholders resulting in growth of market share.
13. Improving behaviour of Management and Board towards internal customers (employees) comes out as the top priority of CM.
14. Threat to PSBs from private banks, Fintechs, NBFCs and Small Finance banks is perceived to be higher in that order.
15. CM's effectiveness can be measured by enhancement or impact on performance.
16. Solutions for competition include adopting technology and making changes in HR skills.
17. Parameters for success/failure of CM-profitability, culture change (attitudes & behaviour) and customer satisfaction (response time)

18. Banks monopoly is over because of competition,
19. Reasons prompting CM in banks-competitive pressure, change in leadership, entry into new markets, low performance, changes in strategy to be distinct brand.
20. Strategy for distinct brand focus-quality of staff, corporate culture and Management
21. Leader of change or change agent in banks are Board, CMD and management team
22. Hierarchical leaders are still dominant leaving not much scope for employee feedback
23. Difficult for banks to become learning organisations due lack of distributed leadership with those holding knowledge and power to get the things done to benefit.
24. Handling change causes conflicts and stress amongst staff impacting profitability.
25. Negative elements for CM are lack of communication of top management with staff, clarity of goals, support to staff, part time Board, realistic timelines, awareness of change, ignorant Board, apathy to customer service and change in top team
26. Factors for frictionless implementation of Change programs are communicating change, defining job roles, recruiting or grooming powerful change leaders, systems processes structure of organizational operation, vision, focusing people impacted and creating a sense of urgency
27. High (70%) success rate of banks change projects
28. Majority preferred models Mckinsey 7S, Kotter's Eight Steps, Prosci's Adkar Model
29. Five principles of learning organisations ranked as Team learning, Shared Vision, Systems thinking, Personal Mastery and Mental Models
30. One-size-fits-all strategy will usually fail
31. Change management focus has to be on communication, training, and accountability

Conclusions: The conclusions arrived on the basis of statistically analysing responses to the questions for achieving the objectives and data analysis for hypotheses acceptance are as under;

1. The most dominant nature of hurdle for change management is Older staff; then Internal Environment–Management; then Internal Environment – Board; then Internal Environment-Staff; then External Environment; then Younger staff; then All; then Government; then Regulator; then Customers.

2. The most dominant nature of hindrance for change management is Unwilling Board; then Unwilling HR Environment; then Unwilling Management; then Unwilling Unions; then Status Quo Culture; then Customers.

3. The most dominant Architects of Change Management is People; then Customer service; then Customer complaints; then Strategy (to become distinct); then Organization structure; then Management; then Board; then Processes; then Systems; then Job roles; then Products; then Leader's Vision.

4. The most dominant Functionalities to be addressed for change management is HR Environment; then Customer service - Time taken for responding to Customer Applications; then Customer service - Board Members behaviour; then Customer service - Management team behaviour; then Customer service - Time taken for responding to Customer Complaints; then Customer service - front desk in branch; then Customer service - Staff behaviour; then Customer service - ease of use; then Customer service - KYC Procedures; then Administration; then Assets –Loans & Advances; then Liabilities side.

5. The respondents have given equal importance to banking technology and HR development for change management.

6. The most dominant Parameters for success/failure of Change Management is Growth of business; then Banking Technology; then Customer satisfaction: response time & KYC procedures; then Staff behaviour; then Human Resource Development (HR) environment; then Customer segmentation with relevant products & services; then Profitability of business; then Culture Change (attitudes & behaviour); then Board Members behaviour; then Management team behaviour; then Risk Management Culture All.

7. The most dominant Mapping Change Management Progress is Profitability of Business; then Efficiency of Business; then Growth of Business; then Improved Processes; then Competitiveness; then Customer Satisfaction; then Change in Business Module; then Accessibility or Financial Inclusion.

8. The most dominant Reasons prompting change is Introduction of new technology; then Customer satisfaction; then Customer complaints; then Change in Boards approach; then Change in Strategy (to become distinct brand); then Change in the Board; then Change in top management; then Competitive pressure; then Low performance of the bank; then Entry into new markets; then Change in leadership.

9. The most dominant Factors of change is Corporate Ideology; then Key people in the organization; then Business Strategy (to become distinct brand); then Organisational structure; then Quality of Staff; then Vision; then Corporate culture, key values; then

Mission; then Management System as a whole; then Distribution of power influence; then Regulator Driven; then Rules and Procedures of everyday work; then Functional Systems & Processes.

10. The most dominant Leader of Change Management is Board; then CMD/CEO/Chairman/MD; then Top-management team (EDs+CGMs); then Middle managers (GMs+DGMs+AGMs); then other employees; then Consultants.

11. The most dominant Negative factors of change management is Increased level of conflicts in the bank; then Increased level of stress among employees; then Increase in absenteeism; then Decrease in productivity; then Decrease in work motivation; then Decrease in profits, sales volume, etc..

12. The most dominant Reasons for negative factors of change management is Bankers lack accountability; then Apathy to customer service; then Lack of communication with MD by staff; then Part time Board Members; then Lack of support to staff from top management; then Lack of clarity of goals; then Ignorant Board; then Lack of realistic timelines; then Too many leaders; then Planning without convincing and preparing people for change; then No ownership by staff; then Self-centred psychology of staff; then No awareness of change around the bank; then Change in top team; then No clear vision document; then Leader dependant; then Shoddy job by consultants; then Disjointed effort.

13. Respondents have given equal almost weightage to various parameters of effecting a smooth and friction free change management which include creating a sense of urgency, recruiting or grooming powerful change leaders, building a vision, effective communication, focussing on people, processes, systems, structures, job roles impacted by change.

14. The most dominant Specific Approaches for Change Management is Kotters Eight Steps to Change model; then The McKinsey 7 S model; then Prosci's Adkar Model; then Accenture Way of Change Management – Myths & Reality; then Kubler Ross 5 Stage Model-The Change curve; then Bridge's transition model; then Roger's Technology Adoption Curve model.

There are no responses for options Kurt Lewin's Freeze Unfreeze model & DICE Model.

5.2 Recommendations: The researcher, after discussions with the Guide and interactions with senior bank officials for bouncing ideas, has come up with undernoted recommendations, which can enable bringing paradigm shift in banks working by

adopting an effective change management framework with a broad model recommended for consideration and use by banks.

Recommendation I: Advantages, functionalities and architecture of Change Management in banks: Effective Change management makes positive difference to growth and profitability in banks serving as a strategic tool helping in building competitive advantage based on changing needs of customers.

Reasons prompting change, dominant Factors of change, dominant architects of change management and dominant functionalities to be addressed by change management are enlisted in order of preference below. It can help in designing change management goals and expecting outcomes.

The most dominant Reasons prompting change in descending order include;

- i. Introduction of new technology
- ii. Customer satisfaction
- iii. Customer complaints
- iv. Change in Boards approach
- v. Change in Strategy (to become distinct brand)
- vi. Change in top management
- vii. Competitive pressure
- viii. Low performance of the bank
- ix. Entry into new markets
- x. Change in leadership.

The most dominant Factors of change in descending order include;

- i. Corporate Ideology
- ii. Key people in the organization
- iii. Business Strategy (to become distinct brand)
- iv. Organisational structure
- v. Quality of Staff
- vi. Vision
- vii. Corporate culture (key values)
- viii. Mission
- ix. Management System as a whole
- x. Distribution of power influence
- xi. Regulator Driven
- xii. Rules and Procedures of everyday work
- xiii. Functional Systems & Processes.

The most dominant Architects of change management in descending order includes;

- i. People-Staff
- ii. Customer service
- iii. Customer complaints
- iv. Strategy (to become distinct)
- v. Organization structure
- vi. Management
- vii. Board
- viii. Processes
- ix. Systems
- x. Job roles
- xi. Products
- xii. Leader's Vision.

The most dominant Functionalities to be addressed for change management in descending order include;

- i. HR Environment
- ii. Customer service-Time taken for responding to Customer Applications
- iii. Customer service-Board Members behaviour
- iv. Customer service-Management team behaviour
- v. Customer service-Time taken for responding to Customer Complaints
- vi. Customer service-front desk in branch
- vii. Customer service-Staff behaviour
- viii. Customer service-ease of use
- ix. Customer service-KYC Procedures
- x. Administration
- xi. Assets–Loans & Advances
- xii. Liabilities side.

The most dominant Specific Approaches for Change Management in descending order include;

- i. Kotters Eight Steps to Change model
- ii. The McKinsey 7 S model
- iii. Prosci's Adkar Model
- iv. Accenture Way of Change Management–Myths & Reality
- v. Kubler Ross 5 Stage Model-The Change curve
- vi. Bridge's transition model
- vii. Roger's Technology Adoption Curve model

Kurt Lewin's Freeze Unfreeze model and DICE Model may also be examined.

Recommendation II: Managing hurdles and negative factors for change: As results of change management differ according to environment in the banks, it is essential to

study nature of main hurdles and manage negative factors for effecting a smooth and friction free change management.

The most dominant nature of hurdle for change management in descending order include;

- i. Older staff
- ii. Unwilling HR Environment
- iii. Internal Environment– Unwilling Board
- iv. Internal Environment–Management
- v. Internal Environment- Unwilling Unions
- vi. Internal Environment-Status Quo Culture in staff
- vii. External Environment
- viii. Government
- ix. Regulator
- x. Customers.

The most dominant Negative factors of change management in descending order include;

- i. Increased level of conflicts in the bank
- ii. Increased level of stress among employees
- iii. Increase in absenteeism
- iv. Decrease in productivity
- v. Decrease in work motivation
- vi. Decrease in profits, sales volume, etc.

The most dominant Reasons for negative factors of change management in descending order include;

- i. Lack accountability
- ii. Apathy to customer service
- iii. Lack of communication with MD by staff
- iv. Part time Board Members
- v. Lack of support to staff from top management
- vi. Lack of clarity of goals
- vii. Ignorant Board
- viii. Lack of realistic timelines
- ix. Too many leaders
- x. Planning without convincing and preparing people for change
- xi. No ownership by staff
- xii. Self-centred psychology of staff
- xiii. No awareness of change around the bank
- xiv. Change in top team
- xv. No clear vision document
- xvi. Leader dependant change
- xvii. Shoddy job by consultants

xviii. Disjointed effort.

Recommendation III: Parameters for mapping and assessing progress and success/failure of change management: There is significant dependency between reasons prompting change and factors of change. For assessing extent of success or failure and mapping the progress of change management certain parameters could be of use.

The most dominant parameters for assessing success/failure of change management in descending order include;

- i. Growth of business
- ii. Banking Technology
- iii. Customer satisfaction
- iv. Response time and KYC procedures
- v. Staff behaviour
- vi. Human Resource Development (HR) environment
- vii. Customer segmentation with relevant products & services
- viii. Profitability of business
- ix. Culture Change (attitudes & behaviour)
- x. Board Members behaviour
- xi. Management team behaviour
- xii. Risk Management Culture

The most dominant parameters for mapping progress of change management in descending order include;

- i. Profitability of Business
- ii. Efficiency of Business
- iii. Growth of Business
- iv. Improved Processes
- v. Competitiveness
- vi. Customer Satisfaction
- vii. Change in Business Module
- viii. Accessibility or Financial Inclusion.

Recommendation VI: Change Management Framework Model: A working model is suggested by the researcher with an objective of to suggest a suitable working model for banks to incorporate various independent variable (drivers) into the dependent variable of change management, define the role of a separate vertical to manage and function wise customise selected models of change, run the approval loops of

management and customers and finally incorporate feedback by continuing the process of change. The survey study and feedback of bankers helped in concretising the relationship of triggers of change and process of change management in banks (diagram).

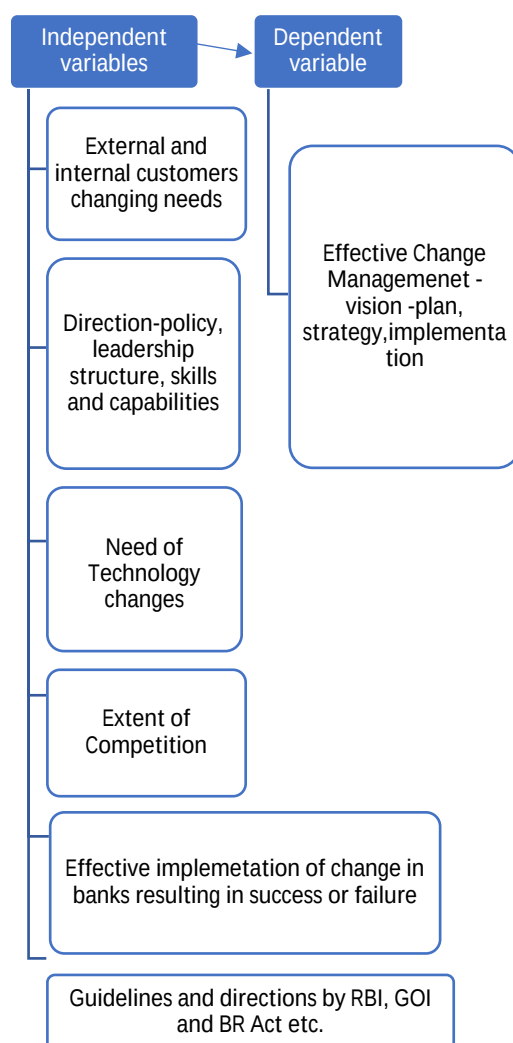


Diagram 5.1 Change Drivers: Representing relationship between independent and dependent variables of change

Such flexible change management framework model for effective change management is suggested based on the various inputs of the responses of bankers (discussions, interviews and change profiles). It leaves scope for customisation based of banks own structural and functional issues and concerns. It would help in developing internal capability for being a learning organisation with sense of ownership for continuous

change. It would help the bank to be attractive for both customers and recruits and be seen as adopting changes in external environment to be a profit earner responding to externalities.

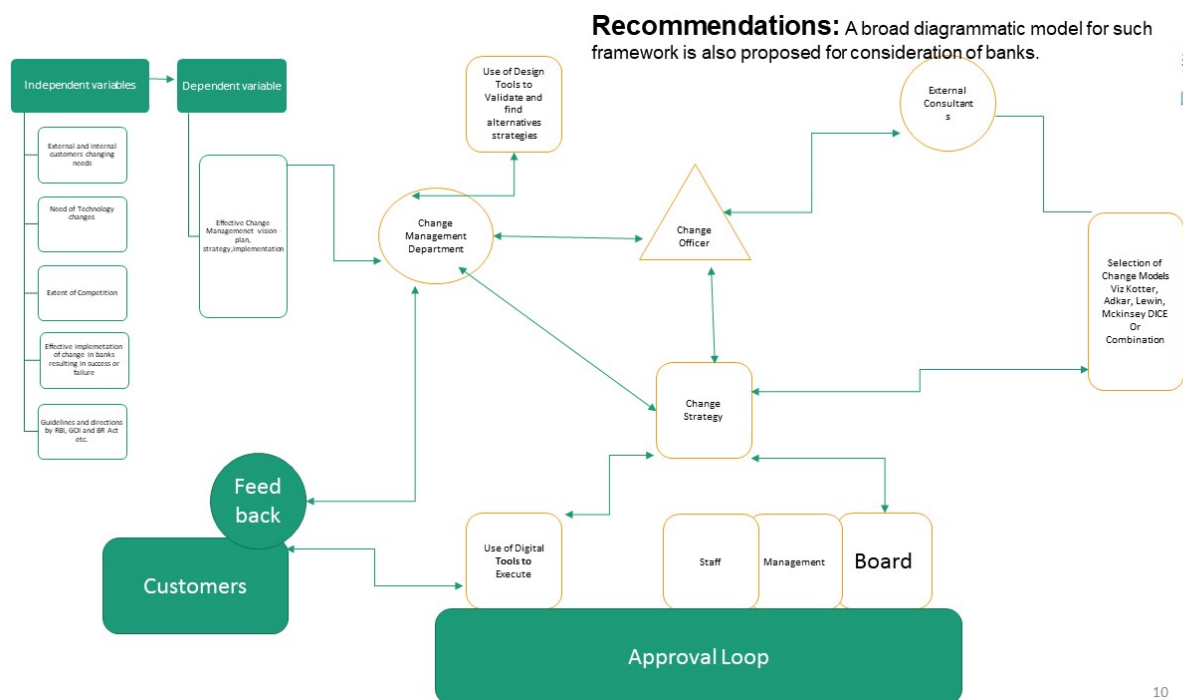


Diagram 5.2: Proposed Change Model: Diagrammatic Model showing for Change Management Framework: defining the role of a separate vertical to manage change and customise existing models and incorporate feedback by run approval and feedback loops

5.3 Suggestions:

1) Institutionalising CM as a core functionality; ensuring continuity and consistency of CM policies and actions in banks; introducing a dedicated vertical or department for handling change management; appointing Chief Change Management Officer to report to the Board

Details: In view of the complexity of the issues involved and the importance of change for growth and profitability of the bank, banks need to

- a) Institutionalising CM as a core functionality: make change management a core capacity by institutionalising it as an important permanent functionality and develop specialisation for continuous change
 - b) Ensure continuity and consistency of CM policies and actions in banks
 - c) Dedicated vertical or department for handling change management is suggested- Such dedicated vertical would help in reporting by senior officials for Board monitoring, building specialisation, documentation and function wise customising various models. It would also help in maintaining continuity during change of leadership and personnel
 - d) Appointing Chief Change Management Officer is suggested: A broad model suggested by the researcher may be of some use-Every bank is required to appoint Chief Risk Officer and Chief Learning Officer. On similar lines, it would be worthwhile to examine institutionalising the post of Chief Change Management Officer heading independent department or functional vertical. He could in turn use agile management principles for change collaborations within the banks.
- 2) Training, Education and Communication and change of HR policy to smoothen resistance and tackle reasons for negative factors like lack accountability, apathy to customer service, lack of communication with MD by staff, introduce full time professional Board Members and encourage support to staff from top management
- 3) A bank could define its own parameters of success or failure other than growth of business, technology, customer satisfaction, like staff behaviour performance efficiency, market perception of the brand, market valuation, growth in market share etc. for mapping progress on factors like profitability, efficiency, growth, improved processes and competitiveness.
- 4) Use the working models proposed by the researcher for
- i) structured relationship between independent variables of change acting as triggers resulting into dependent variable of effective change management- which will help it to become a learning organisation

- ii) defining the role of a separate vertical to manage change and customise existing models and incorporate feedback by run approval and feedback loops

Summing Up: The thesis has explored the strong linkages between the banking and change management. It has tried to understand the forces and triggers in the surrounding environment including economy, technology, humanities and the changing customer segmentation which make change imperative in banking industry.

The researcher has deliberated on the meaning of effective change management and made an effort to evolve a relationship between various independent variables from the surrounding environment and the dependent variable of change management. The researcher has made an effort to arrive at concrete objectives, define the scope and derive the hypothesis and finally has established them with recommendations for banks.

Literature review has helped researcher in further identifying the research gap. The available literature on change management projects of banks surveyed by the researcher provides significant proof of use of the concept in banks. Few well known changes management models commonly referred in the process of change management are also discussed in the thesis.

Additional useful information is presented in the form supplementary Annexures. Principles of Sound Management of Operational Risk (PSMOR) imperatives for introducing change management capabilities in banks as part of operational risk management by Bank for International Settlement (BIS), has been brought out by the researcher.

Principles of learning organisation which can be adopted by banks, imperatives of change, perspectives on change by design and use of digital tools for quick cycle of change has also been presented in the Annexure, as corroborating dimensions of change.

The primary data has been collected and analysed using statistical tools for arriving at findings, conclusions, recommendations and accordingly few useful suggestions have been made for the use of banks to better manage their continuous change management.

A comprehensive models has been arrived at by using learnings from pilot survey and the main survey. This model can be used for customisation by the banks to make their change process to incorporate a system of understanding the triggers and executing holistic continuous change running it through approval and feedback loops. It can enable banks to monitor and measure success or failure of change and quicken the process of implementation.

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Annexure I
Change Management Profile of select banks & List Research Papers Published
Learnings
Broad Observations from Change Management Profiles of Select banks Change profiles of select banks built using open source material and discussions with bankers has led to following conclusions CM projects are always top down and leader driven Every new CEO/MD starts a abandons earlier approaches and starts new projects as per his vision-Board Role CM Cells or groups focused mostly on technology projects or HR efforts-Consultants Views-There is not much efforts for organic or inside out approach Very few CM efforts are Governance and process related-Hierarchical Systems Persist Lack of holistic approach of taking enterprise wide implications into consideration before taking up CM PSBs are inflexible about teams and staff-not much choice. Can't hire and fire as per requirement-Consultants Cost benefit analysis about CM projects is not attempted or at least such records are never discussed All CM projects contribute to bank's growth and success but difficult to pinpoint their contribution to success NPAs, Capitalisation, Frauds etc. issues are exogenous and dependent on regulatory regime and Balance sheet management (Now System Identification of NPAs Circular is important) Most CM efforts in banks is due to regulatory guideline changes and in compliance mode, lacks enthusiasm of self-change Root cause analysis of complaints has brought focus on violation of regulatory guidelines as the prime cause. Banks have started using it for correcting compliance. It requires change management of products and customer services Competition is severe but opportunities are also increasing, those banks which are not proactive to change will lose out in competition To overcome the difficulty rigidity due compartmentalization into watertight silos of departmental functioning, there is a need for project wise teams functioning across departments in 'agile' manner Digital transformation including data analytics, machine learning, and robotics and cyber security is the prime focus of all CM efforts currently. But customer service remains a desired objective Private Banks much ahead in CM efforts though PSBs are catching up but face difficulties of Board level support and staff level resistance The researcher has published following research papers on Change Management profiles of select banks is prestigious publications including UGC approved
Research Papers: Research papers published by the researcher on the basis of study of change profiles of select banks

Axis Bank-Change Management Approaches

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Abstract

Axis Bank is the third largest private sector bank in India and has undergone change management under successive change leaders in the form of its Chief Executive Officers. Their different approaches have brought the bank to the forefront of Indian banking. The bank is a leader in technology adoption and has been successful against other large private sector banks. Therefore, study of its change management profile and changing approaches based on published literature becomes imperative for a researcher and student of change management in banking. As they say in an amusing way, almost everything appears to be changing at Axis, except for the food menu. Different CEOs have contributed substantially for growth of the bank with their unique combination of change management initiatives. Comparison of styles of change leaders throws light on the consistency of change efforts and survival instinct of the bank and all the three leaders faced their challenges through external and internal change agents and involved communication as the main strategy. When a large bank transforms itself while staying within the constraints of being a public sector bank vis a vis a private sector bank in India, the story of such change management is indeed unique. It challenges conventional wisdom in many ways countering stereotypes of leadership, motivation, and change management. The transformation exercise attempted consciously to reinvent itself by Axis Bank under the successive leadership is unique and was key to change. These transformational initiatives have helped the bank cement its leading position and hence proves the research hypothesis deductively. It is a people story, achieved through well planned communication strategy, breaking hierarchies and reviving sense of team play and employee participation. The bank succeeded in its efforts to improve performance and became customer oriented. The bank has adopted digitisation of services in a big way and succeeded in digitising customer journeys. Therefore, change management is an enabler for greater performance and survival of the bank and hence proves the research hypothesis deductively. The bank has established change management as its core capability through the efforts of the three successive change leaders in the form of its Chairmen and managing Directors under changing economic scenarios.

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ICICI Bank- Responding to Changing Requirements of Human Resources Climate, Digitisation and Technology Transfer

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ABSTRACT

With the objective of understanding how ICICI Bank Ltd is responding to the wave of changes in technology, competitive digital environment HR climate and customer behaviours as well as Governance issues arising after regulatory strictures for end of the tenure of its long standing CEO & MD, the author has examined various actions taken by bank's change leaders for managing the change. The author has concluded that there are many successful change management initiatives regarding digitisation and technology transfer as well as use of artificial intelligence, big data and cyber security etc, done by the bank. These can be considered as learning experiences for other banks and have been quite as can be seen from the financial parameters and KPIs which have been consistently and substantially increasing as compared to many other banks.

There is feeling of positivity, or even change, echoes across the organisation. There were some concerns that although policies have changed, but processes on the ground that impact staff were lagging, and whether team members would differentiate, justly and adequately, between performers and non-performers. Earlier, several employees worked beyond the brief, and put in a lot of hard work to meet deadlines and drive sales and the high incentive led system motivated many, but it was also characteristics of ICICI staff to grow that way. There were signs that the bank pulled off the balancing act, without impacting aggression and ability to be agile in the marketplace. After years of aggressively chasing new customers, asking their managers to focus on retaining them (as opposed to finding new ones) was not easy. ICICI had to do a lot of handholding to accomplish the change.

ICICI is trying to temper the old philosophy of using money to make people perform better. It is, instead, pulling new levers to improve productivity like better planning, efficient processes and more mentoring. It was made clear that at least on 80% of the days, an employee cannot stay beyond stipulated hours, otherwise must explain. The message of customer acquisition and retention has been driven well. S bank's growth is consistently high. As per HR department head Ramkumar the bank has accomplished only 40% of what we have set out to by 2013. Changes are engineered by an HR council that meets at least once a month and whose members are business/functional heads from nine divisions involving retail banking corporate banking, treasury, operations, risk management, compliance, finance, customer service and human resources. ICICI Bank Ltd. has set itself on the path to integrate values that conflict with its past and coming years would determine how it fares.

The study explores and establishes how the bank has responded to the changes in the last few years, through several strategic changes initiated in the bank having significant impacts on the performance of the bank and creating convenience and efficiency of customer journeys. The case provides interesting insights into the various forces that trigger changes in an organization, resistance to these changes and interventions adopted to manage the change illustrating either effective or ineffective handling of an administrative or business situations.

The study has amply established that pursuing and monitoring change management is an enabler for survival and retention of marketshare as well as growth of marketshare for the bank in competitive environment. The study has helped in depicting the impact of change triggers and how the bank has been responding by appropriate action has by the change leaders. The change management strategies regarding technology transformation and developing leadership talent pool have made great difference in banks performance proving the hypothesis that it is the implementation of robust change management strategies which helps banks to survive through troubled financial position and corrective growth path.

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	Annexure II	
	List of Common Change Management Models	
1	John Kotter's 8-Step Process for Leading Change Management Model	
2	Kubler Ross Five Stage Model-The Change Curve	
3	Kurt Lewin's Unfreeze-Change-Refreeze Model of Change Management- Lewin's Force Field Analysis-three step model (1940s)	
4	Bridge's transition model	
5	Roger's Technology Adoption Curve	
6	The ADKAR Model of Change Management (Founder-Jeff Hiatt)	
7	Kim Scott's GSD Model of Change Management	
8	Bechard's Change Plan	
9	Thurleys Model of Change	
10	The continuous change process model	
11	Action Research	
12	Schein's steps to change	
13	McKinsey 7S Change Model	
14	DICE (Duration, Integrity, Commitment and Efforts) model of change	
15	KPMG-Change Management	
16	Daryl Conner (1990s)	
17	Linda Ackerman & Dean Anderson (2000)	
18	Christina Dean (2010s)	
19	Change Management Foundation and Model	
20	Deming Cycle of Plan-Do-Check-Act	
21	Susan M. Heathfield Model	

The complexity and unpredictability of human behaviour would ensure that the field of change management would continuously produce more and more frameworks to study and more models to adopt. Few well known changes management models commonly referred in the process of change management are listed below. The detailed discussion is available on the internet.

	Annexure III	
	Change Management -Use of external consultants and cost benefit analysis	

Since the reforms that swept India's financial sector, public sector banks (PSBs) were given greater autonomy in matters relating to business strategy and internal restructuring. This created scope for engaging global consultants ranging from prominent individuals to global multinational companies who would advise the banks on strategies and organisational transformation.

Considerable amount of public money has been, and is being, spent on hiring such consultants. And yet, there is very little study on the end results in terms of whether such consultancies helped the banks and brought tangible returns. Were there any instances where it didn't work out, did the bank and the majority stakeholder, the government, carry out a cost-benefit analysis prior to engaging the consultant. Generally, the banks are not transparent in sharing information on the practice of hiring external consultants and the study must be undertaken by collecting information through either personal connections with the consultants or under the provisions of Right to Information Act, 2005 (RTI) to shed some light on this matter.

In 2004, Corporation Bank had hired Boston Consulting Group to advise it on business process re-engineering (BPR), to improve customer convenience and to speed up decision-making within the bank; the terms of reference were released to the press by the CEO of the Bank.

The PSBs, which were too keen to share information with the media, were, however, unwilling to share it when called for under the RTI Act, as evidenced from their responses.

In 2009, BoB had engaged McKinsey & Company for BPR. In 2013 Syndicate Bank had appointed Ernst and Young for restructuring its core banking operations. In the same year, Dena Bank had floated tenders for appointing consultants to advise the Bank on sale of its stressed assets.

In 2014, several newspapers had reported that banks were hiring consultants to do corporate investigations of non-performing loans. These are only samples about the publicity the PSBs would give about their decisions to hire consultants.

One may also recall that in the first decade of this century, the PSBs had a fancy for hiring consultants to change their logos. Canara Bank, UBI and BoB are three instances. They had gone to the press to announce the names of consultants engaged for this work.

The PSBs, which were too keen to share the information with the media, were, however, unwilling to share it when called for under the RTI Act, as evidenced from their responses.

While banks as autonomous corporations are at liberty to evolve their own strategy for business development, as public institutions they cannot shy away from giving information on matters of public importance. It becomes all the more important when we observe that despite hiring external consultants to advise the banks on business strategies and organisational transformation, it is the PSBs that in recent years have been under considerable stress.

The role of external consultants

A scrutiny of the information provided by the PSBs and the earlier press reports about the assignments given by a few banks is instructive. There are several issues that

could be relevant in a larger context. For the purpose of this study I will limit my comments on the tasks given to the consultants and examine if the effort has helped the banks.

The tasks assigned to the consultants: PNB hired the services of Boston Consulting Group (BCG) in early 2012. BCG was asked to “undertake Organisation Transformation Exercise in the Bank.” It took about two-and-a-half years to complete the work and cost the bank about Rs 27 crore as professional fees. (On a side note, none of this prevented the Nirav Modi scam, which by then had been in the works for a year or so).

BoI appointed Ernst & Young Pvt Ltd in 2013 and KPMG in 2015. CBI hired Deloitte Haskins & Sells in 2010.

OBC had appointed KPMG in 2014/2016 to study risk processes and systems and implement Risk Management Solutions etc for a consultancy fee of about Rs.2.87 crores.

BoB had hired many agencies like McKinsey & Co. (2009 and 2016), Ernst & Young (2009, 2014, 2015), Deloitte Touche Tohmatsu India Pvt Ltd (2011 and 2015), BCG (2011), KPMG (2014) and BCG (in 2019-20). IOB had engaged the services of, among others, KPMG (2010 and 2013), Gartner Ireland Ltd (2013) and Ernst & Young (2013). The total fees paid for these three agencies was Rs 3.40 crore.

Corporation Bank had appointed, in 2012, McKinsey & Company for a fee of Rs 15.3 crore.

IOB tasked KPMG to “make a detailed study of the bank vis-a-vis the peers and formulate workable strategies to position the bank as a leader in the parameters selected for comparison.” Corporation Bank and BoB had engaged McKinsey & Company for BPR and organisational transformation. Corporation Bank had earlier hired BCG for BPR in 2004.

The most common tasks assigned to the consultancy firms were, thus, related to BPR, strategies for business improvement and organisational transformation.

It may not be out of place to mention that most consultancy firms are based abroad, begging a question as to how close they are to the ground realities of Indian banking systems and clientele base.

Performance of PSBs thereafter

Whatever may the purpose of engaging external consultants be, subsequent to their reports, the banks should show consistently better performance over a period. It is in public domain now that the banking industry was hit by a crisis over the last three years. The clearest manifestations are bloating stressed assets, poor credit off-take, sluggish deposit growth, tumbling performance parameters and huge losses. The industry is yet to truly recover. Would it be too much to ask if those PSBs which engaged consultants performed better?

The results of a three year period ended March 2017 speak volumes. The two tables below provide some data about the performance of five of these banks.

Bank	Deposits (Rs crores)			Advances (Rs crores)			Per employee business (Rs lakhs)		
	2015	2016	2017	2015	2016	2017	2015	2016	2017

BoB	617560	574038	601675	428065	383770	383259	1889	1680	1749
Corporation Bank	199346	205171	220560	145066	140322	140357	1914	1879	1958
PNB	501379	553051	621704	380534	412326	419493	1319	1359	1417
IOB	246049	224514	211343	171756	160861	140459	1324	1241	1228
Syndicate Bank	255388	261735	260561	202720	201368	199669	1539	1461	1351

Table 8.2: Deposits, Advances and Productivity Source: Performance Highlights of Public Sector Banks for relevant years published by Indian Banks Association, Mumbai

Among the lot, PNB recorded a sustained growth both in deposits and advances during the period. At the other end of the spectrum, IOB saw a continuous decline in its business. Corporation Bank recorded an increase in deposits but its advances suffered a setback. The loan portfolios of Syndicate Bank and BoB shrunk considerably.

Bank	NPAs			Operating Profits			Net Profits		
	2015	2016	2017	2015	2016	2017	2015	2016	2017
BoB	16261	40521	42719	9915	8816	10975	3398	-5396	1383
Corporation Bank	7107	14544	17045	3027	3095	4440	584	-506	561
PNB	25695	55818	55370	11955	12216	14565	3062	-3974	1325
IOB	14922	30049	35,098	3322	2885	3650	-454	-2897	-3417
Syndicate Bank	6442	13832	17609	4007	3327	4233	1523	-1643	359

Table 8.3: NPAs and Profits (Rs crore) Source: Performance Highlights of Public Sector Banks for relevant years published by Indian Banks Association, Mumbai

The decline in business, the business per employee, operating profits and net profits and the continuous rise in NPAs are indication that all is not well with the banks

The operating profits, no doubt, showed increase during all the three years; but in 2016, the net profits turned negative. While this phenomenon could be attributed to the higher provisioning for NPAs and the increase in NPAs to revised asset classification, one should remember that these results are reflections on the overall performance efficiency of the banks.

The decline in business, the business per employee, operating profits and net profits and the continuous rise in NPAs are indication that all is not well with the banks.

Similar is the fate of the other banks that hired consultants. The logical question that comes up is: What did these banks gain from the advice given by the global or domestic consultants engaged over a period?

Need for accountability and transparency

The study brings into sharp focus three issues. First, as public institutions answerable to the society, the PSBs need to be transparent regarding their business strategy. This becomes all the more important when the hiring of consultants involves substantial cost in terms of money and man hours deployed by the PSBs to liaise with the consultants, discuss issues with them and study and implement their recommendations.

Second, as the cost involved is substantial, there is a need for a cost-benefit analysis. While directly linking business to the advice given by the consultants is difficult, an audit of the bank's performance after the hiring of external consultants is needed urgently. Otherwise, PSBs will continue to hire consultants professing their intention to bring transformation and concrete results. Had these claims been achieved, the PSBs which engaged the consultants during the last decade or so should have shown better results.

Takeaways from the study: There is considerable amount of opaqueness surrounding the appointments. Secondly, it cannot be conclusively proved that such appointments have helped the banks in the long run but can be surmised by overall development of the bank on various key performance indicators as a contributing factor. But there can be important lessons to be learnt from the whole process, if the banks make it a practice to assess effectiveness of use of consultants. It is found that many a times the efforts of the consultants can not be segregated from involvement of the bank officials who implement the changes. The consultants bring the world view and latest technology ingredients and help in overcoming internal resistance to the management.

	Annexure IV	
	Measuring efficacy of Change Management strategies	

Those organisations which adopt change management strategies are likely to achieve or fail in delivering expected results or benefits. It will be necessary to measure the efficacy of change management on certain metrics to ascertain success. A measurement strategy needs to be built into any standard change management framework. As per Prosci, the measurement can be in three categories namely organizational performance, individual performance, and change management performance.

The project sponsor, project team and change management team could together decide which measurements are most meaningful for the project and adapt the change management approach to ensure expected project results are achieved. The actual measure would be project dependent.

Measuring organizational performance is associated with the project achieving the desired outcomes for the organization and asks questions like whether the initiative deliver what was expected and the performance metrics to judge can include performance improvements, adherence to project plan, business and change readiness, project Key Performance Indicators (KPI) measurements, benefit realization and Return on Investments (ROI), adherence to timeline and speed of execution.

Measuring individual performance can measures whether the individuals impacted by the change are progressing through their change journeys, which can be a leading indicator of overall project success, being the unit metrics.

Individual employee metrics commonly used by change management practitioners to demonstrate change management effectiveness include surveys, tests, assessments, observation, and performance evaluations. Individual performance metrics can include adoption metrics, utilization reports, compliance and adherence reports, proficiency measures, employee engagement, buy-in and participation measures, employee feedback, compliance and error logs, help desk calls and requests for support, awareness and understanding of the change, observations of behavioural changes, employee readiness assessment results, employee satisfaction survey results etc.

Measuring change management performance metrics are connected to the actual activities carried out by the change management team and common change management performance measures include tracking change management activities conducted according to plan, training tests and effectiveness measures, training participation and attendance numbers, communication deliveries, communication effectiveness, performance improvements, progress and adherence to plan, business and change readiness, project KPI measurements, benefit realization and ROI, adherence to timeline and speed of execution.

Gauging performance of all structured change management initiatives for any type of change, involve a metrics involving tracking of change management activities conducted according to plan, training tests and effectiveness measures, training

participation and attendance numbers, communication deliveries and communication effectiveness.

For any project, measuring project performance, individual performance and change management performance is necessary to gauge effectiveness of change management activities. A change scorecard combining activity and outcome measures in a framework can be prepared on the lines of Prosci Change Scorecard.

Collin Andrews, Management Consultant, Spinnaker International Measuring the Success of Change Management, September 4, 2016, <https://www.linkedin.com/pulse/measuring-success-change-management-collin-andrews-mba>.

Change initiatives are undertaken for very specific reasons and goals whose success can be measured either qualitatively or quantitatively. Qualitative measurement is a judgment, a subjective viewpoint based on specific criteria. Organisations are made up of people working together and their interactions and behaviors are part of the culture and changing these behaviors is the job of the change manager and change agents. How to measure change in attitude, morale, and engagement measured qualitatively. Building consistent judgment criteria or metrics and training the adjudicators can address quantitatively measurement of key performance indicators of both operational performance and the change management process which can help in predictability of the change management process. Understanding the current state can help plan and prepare for future.

Quantitative measurements are measurement towards reaching a goal by making sure that the number or calculation is done consistently, and the data is correct and can be traced back.

For a continuous improvement program, when an action is taken, measurements are required to measure the success of the action by understanding the data which is an indication of something greater and the root cause of the poor metric is what needs to be fixed. Trending data is an important tool, especially when tracking progress of the change process. Audit scores, engagement scores, and operational performance metrics can all be trended in time to the progress of the change process and should approach the goal as time goes on. If there is no movement in the trends, it is an indication ineffective change. If the trends are going further from the goal, like a steady decline in performance, as even the best plans for change with the best of intentions can go awry, it can be seen through high audit and engagement scores but declining operational performance. At such crucial times, the change management team, when the tactical maneuvers and the strategy are not meshing, like successful change showing declining performance to organizational, the resources can be redirected as early as possible and avoid an expensive and demoralizing steps. Various types of qualitative and quantitative measurements can be made at various stages (pre and post as well as during) the change implementation and understand the relationship between leading and lagging indicators.

As most organizations today are in a constant state of flux responding to fast-moving external business environment, local and global economies, and technological advancement, workplace processes, systems, and strategies must continuously change and evolve for an organization to remain competitive. Change affects most important asset which is the employees, the people.

Clearly defining the change and align it to business goals, what and why it needs to change, determining who and what will be impacted the most, developing a communication strategy with feedback, providing effective training for specific behaviours and skills, deciding where and what type of support should be given, and measuring change process against business goals and what needs to be done differently. A change report card of quantitative and qualitative measures for a change for presenting progress made to boost engagement levels during the change methodology stages.

Change Management Methodology	Stage / phase
AIM (Accelerated Implementation Methodology)	Develop Reinforcement Strategy
Kurt Lewin's Three Stage Change Model	Refreeze: Celebrate success!
Prosci Enterprise Change Management Model	Vision: Assess current state
Bridges Leading Transition Model for Change	The Neutral Zone: Celebrate small wins New Beginnings: Celebrate successes
Beckhard and Harris Change Management Process	Noticing improvements and energizing
<u>John Kotter Eight Step Model for Change</u>	Generating Short-term Wins
ADKAR Model for Change Management	Reinforcement
The Change Leader's Roadmap model	Phase VIII – Celebrate and Integrate the New State
LaMarsh Change Management Model	Sustain the Change
People Centered Implementation (PCI) Model	Sustained Personal Performance
Viral Change Roadmap Model	Sustain
General Electric Change Acceleration Process (CAP)	Monitoring progress

Table 9.1: Change Management Methodology

	Annexure V	
	Managing Change by Design-A New Perspective for Change Management at banks	

In the VUCA world (vulnerable, uncertain, changing, and ambiguous) of increasing unpredictability of the future, there is paucity of techniques, tools and methods for effectively and proactively managing change. The traditional tools of business planning are satisfied with incremental change with maintaining the current state as the best strategy and practice. But it is a moot question if banks are required to handle situations where they can no longer base their future business and Change Management plans on what has happened in their past, which is a probability of new unpredictable VUCA world where business models fail and get replaced at by new entrants on the edge leveraging new technologies an possibilities they create to question set notions. To find a solution to this problem of change management which banks may face, the researcher suggests using design process expertise along with domain experts in banking would lead to envision and realize futures that are both desirable for stakeholders and viable for organizations capacity enhancements. Therefore, organizations might look to design filed tools to help business managers to understand and meet unarticulated needs and desires of customers and other stakeholders. This will enable to intentionally imagining and creating futures based on human behaviour, which remains relatively stable, even in these times of rapid changes. The design tools can enable an organization to embrace change as a normal part of managing its business and could be made a part of an organization's work processes and competencies. The suggested design tools for managing change using design thinking are as under;

i) Contextual observation: Effective design (whether incremental or radical) begins with a clarity of understanding of the problem to be resolved. To help formulate problem statements, designers look to people's behaviour for the data they require and need. To be specific, designers use observational research methodologies to reveal latent needs that can form the basis of change initiatives. They do this by going out and observing or looking at people engaged in everyday activity. Designers observe, take pictures, ask questions about the here and now, the present situation. They try to discover what people specifically like and dislike about their work or play, what are the pictures they have in their heads about how a process works, how have they have invented ways to work around a particular and specific problem, and what are the ritualistic behaviour they engage in during a given activity. In short, designers look at what is commonplace and familiar, and reveal the ways in which it is unique, which allows them to break through existing assumptions and acceptance of things as "the way it's always been done," so that new opportunities for change can be explored and created. Some of the common methods which are used by designers to help clients 'see the familiar in unfamiliar ways' include:

- a) mock journeys, in which we simulate the experience of a customer, or someone else for whom we are designing
- b) shadowing those involved in a process to note their everyday behaviours, use of tools, communication patterns, and so forth
- c) expert walk-throughs to quickly and fully understand complex processes
- d) spatial observations, to absorb the atmosphere of a location, observe behavioural patterns, and look for evidence of 'everyday workarounds' or innovations that may indicate unmet needs being fulfilled
- e) day-in-the-life surveys, to get stakeholders (bankers, customers, management, staff, board members) to take note of their own surroundings and behaviour

It is always very surprising how difficult it is for managers, who typically have extensive quantitative and qualitative data at their disposal, to be able to ‘see’ their reality. This is because the data has been stripped of the emotional content that forms the basis for the most compelling change initiatives. Design thinking gives a different way of seeing that reality and helps managers to articulate their unmet needs or desires. For the health care client example, getting them to shadow a day-in-the-life of a doctor, or to walk in the gown of a patient, gave them a much clearer sense of what was and wasn’t working in the system. Seeing data captured from everyday reality (as opposed to data captured from a satisfaction survey) helps to understand the vast number of opportunities available to create new services or to improve existing ones, and to retain customers and doctors alike.

ii) Human-Centred Frameworks: Frameworks reintroduce a holistic viewpoint to an organization and allow it to refocus on its reason for being in existence, viz., to provide value to customers, employees, and other stakeholders.

System-level problems are hard to solve. In organizations of any size, people often complain that the organization has “a life of its own,” or that “change is impossible”, even though people can usually identify what is not working. The reason for this is supposedly simple, although most systems have evolved over time from something small and simple to something larger and more complex, their growth has not typically been managed in a holistic way. The design of the system is no longer contained in the head of a single individual or group, but it is emergent or exists across multiple individuals or groups. In such situations, incompatibilities or even conflicts are no one person’s or department’s responsibility. Because different parts of the same system have been optimized for their own local goals, resulting in silos that are hard or impossible to stitch or bind together seamlessly. Designers create frameworks so that they can simplify and unify design opportunities in order to conceive about possible futures and make sure that all the parts and pieces that compose these futures are coordinated with one another. Frameworks are very powerful because they can be used to generate a coordinated set of ideas or opportunities, and later, to evaluate the degree to which a current set of offerings satisfies user needs and reflects an organization’s objectives and intentional view of the future. Frameworks reintroduce a holistic viewpoint to an organization and allow it to refocus on its reason for being in existence, viz., to provide value to customers, employees, and other stakeholders.

iii) Rapid Prototyping: Rapid prototyping helps people to experience a possible future in tangible ways which includes rough physical prototypes of products or environments, or enactments of processes and service experiences, as well as the internal infrastructure and business plans that will be required to deliver them. It allows a very low-risk way of quickly exploring multiple directions before committing resources to the best one option. Prototyping is commonly used in design development to explore details of how a product, service, or experience will be manifested. It externalizes the project team’s thinking, enabling and allowing for quicker convergence and more useful feedback from stakeholders. This feedback is based in the reality of an experience, rather than just in an interpretation of a description of that same experience.

When organizations go about developing their strategies, they typically define both the problem statement and a proposed solution at the same time, for getting approval and resources to quickly move forward. But rapid prototyping gives an organization license to explore hunches or directions that may in turn give more clarity to the problem statement. It also enables them to continue to be mindful of the possibilities of creating systemic solutions.

Annexure VI

Interviews: The author also conducted the semi-structured interviews of twenty five senior bank officials of different public and private banks along with some consultants, regulators and the research Guide before finalizing the questionnaires.

The interviewees were top-managers and management consultants who had been involved in the development and the implementation of large change projects. Qualitative opinions and views were researched using interviews and discussions with select bank leaders to understand various attributes and dimensions of change management of banks and its impact on business performance.

Some interviews were conducted using telephonic interview, using structured questionnaire finalized in discussion with the Guide. The respondents were asked to reflect on concrete situation of organizational change in a banking company they were involved as leader, supervisor or consultant, policy maker or consultant. The summary and conclusions of the of the interviews is given as under;

Summary of More Interview Findings

1. What is CM:

CM is an approach to transitioning individuals, teams, and organizations to a desired future state. In a project management context, change management may refer to a project management process wherein changes to the scope of a project are formally introduced.

There were various opinions which can be summarised as under;

CM is people side behavioural management.

CM is controlling disruptive effects of change

CM is resistance management

CM is broader concept scoping structures, processes and people for performance enhancement.

CM is a set of processes, tools and mechanisms that are designed to ensure smooth success with controlled disruption and resistance, making a big change and keeping them under control

CM is an approach to transitioning individuals, teams, and organizations to a desired future state. In a project management context, change management may refer to a project management process wherein changes to the scope of a project are formally introduced and approved.

Thus a broad comprehensive definition proposed is as under;

Changing processes, products, services, management styles, restructuring, rebranding, compliances to legal bodies, human behaviours, attitudes, working conditions, market expectations and needs of reskilling all are encompassed under broad umbrella of change management.

Such all-inclusive definition creates scope for developing right framework of change management for banks.

2. Why is CM required, is it core to the functions of bank?

Churning socio economic fabric of the country is continuously creating demands on banking for capital and services with faster sharing of banking technology, global

competition, financial inclusion of unbanked, younger customers changing at higher frequency.

Banks have to increase their effectiveness adopting change strategies for survival, success and growth. Effective change management would be useful to handle the challenges faced by banks in continuously changing environment.

Handling change management in a holistic way across the functional verticals as a permanent and specialised function agnostic to managements or change managers is necessary.

3. What is the core problem of banks?

The core problem of banks is of creating strategy framework for successful change management with internal and external aggressive demands which make banks to be committed to change management strategies.

4. How can banks adopt CM orientation? How to succeed in CM? What can be the strategy?

a. Change management in banks get initiated under two broad themes- Change in the organizational level and Change in the customer journeys level.

b. Change leaders would be those who have the power to make changes whatever level they work, not mere Hierarchical leaders. Those who have the ability to do so, at whatever lever they work. Their role needs to be recognised.

c. PSBs need to do away with top down approach to change management initiative which often leads to their failure. The Board needs to be conscious and sensitive about it.

d. Hiring of consultant should be after market survey and the payment can be linked to the desired performance and outcome of the change management

e. The change initiative must have two sides, Soft side (attitudinal development, clear and soft communication) and the Hard side (Additional workload may be entrusted with utmost care so that the load becomes sustainable to the assignee officer/ Team. Rationalisation of the workload need to be worked out carefully to ensure that the officer/ team are not overloaded which may impact the desired quality outcome)

f. Proper Manpower planning is of utmost importance for effective change management

g. Consultant need to be engaged in designing the RFP as well h. While hiring consultant there should be two aspects – Process Consultant and the Strategy Consultant

5. If CM fails what path should be taken? How to recover and restart? How can banks internalize it? CM ownership -who should be doing it?

a. Planning, communication: Processes of change are challenging for any bank, but careful planning, modern tools, and frequent, thoughtful communication will help reverse the odds in concerned banks favour. Organizational change happens every day as a matter of normal course but instituting and managing manufactured change in a deliberate and focused direction, and within a specified timeframe is challenging. Without the necessary effort, consideration, and tools in place, results will be unpredictable at best, and harmful at worst, but it is the common barriers which need to be addressed by tested strategies for overcoming them , so that the teams have the best chance of succeeding in the change management process.

b. Strategic Shortcomings and solutions: Failing to plan is planning to fail- to know why, what outcomes, and whom it will impact, and how one plans to get there. Overlooking logistical or tactical details leads to failure of change management process. (SWOT) analysis can leverage those in change management plan.

c. Underestimating Scale and scope: Estimating the scale, small change or organization wide shift and track and manage those requirements.

d. Neglecting Stakeholders: Those who will be impacted by the changes working to implement have an equally substantial stake in the outcome. It boils down to developing an empathetic CM process and establish a plan for change all can get behind.

e. Lack of Vision: g. Active Resistance: Active resistance because of missing key elements including deeper cultural issue. A three-step formula to address: i-discuss one's process, change solution with an open mind ii-Identify why team members are resisting and address it -Mistrust by consistent, fair, transparent, and protective approach; Pessimism handled by transforming explanatory style from permanent to temporary, from pervasive to specific, and from personal to external; Comfort by setting realistic expectations, not based on current success, allowing room to fail.

f. Lack of Tooling: applying new digital tools can make change more meaningful and durable.

g. Inertia: The longer a process has been in place, the more people invested in it, and the more comfortable they are with it, the more inertia you'll need to overcome to institute change. It's common for people to become comfortable doing things a certain way because "that's the way we've always done it." The more momentum is built behind the change, the more unstoppable a force it will become, and the easier it will be to sail through obstacles. Easier when an enthusiastic change coalition help guide and share vision for the future.

h. Lack of Endurance: Understanding timeline. Transparency is key. Process change is possible by careful planning, modern tools, and frequent, thoughtful communication.

6. Is Change Management a continuous process? Why?

Change management and continuous improvement are interchangeably used. Continuous improvement is an ongoing, long-term approach to improve processes,

products and services. In contrast to change management, continuous improvement occurs gradually and aims to make small incremental changes over time.

They would improve business processes to increase efficiency and reduce costs. As the majority of changes are small, there is often less resistance and take-up is greatly improved. Improving existing business processes, finding and reducing risks, reducing costs, increasing efficiency, improving business performance.

Tools for successful Continuous Improvement: First look at and analyse existing business processes by continuous improvement tools **to** capture and document them. A great way to do this is by process mapping of business processes, start to look at how they can be improved going forward by using Business Process Management system to help them model and simulate changes to existing processes to make sure that the changes will be of benefit to the business and will achieve the desired objectives.

The real success of an improvement initiative comes when continuous improvement becomes business as usual. As this is an ongoing and constantly evolving process, it is important to keep re-visiting the changes made to see if they can be improved further or if there are any factors that might have an impact on the changes you have made in the long-term.

Gaining an overview of all business processes is important in reducing costs and increasing efficiency and also improving quality, increasing productivity, reducing risks and increasing profitability.

7. Is it necessary to be adopt principles of learning organization to be a CM oriented bank?

It is not possible to transform a bureaucratic organization by learning initiatives alone.

The notion of the learning organization can make change less threatening and more acceptable to participants. But individual and collective learning, is not always connected to organizational change and transformation. A strategy must be built to combat this challenge.

The organization should determine what its problems are before entering into the transformation. Training should remain linked to business results so that it is easier for employees to connect the training with everyday issues.

8. Will agile banking resolve Change Management challenges?

Agile” de-risks the digital angle of your strategy. An agile approach allows banks to solve pain points in the client journey in a micro fashion, and to build on these changes incrementally.

Agile allows to engrain a new culture in organization, to rewire DNA, to be nimble and customer centric. Banks need to become less hidebound by processes and policies, less bureaucratic. They should be fun places to work where talented people are empowered, can grow professionally, and are coached for better performance—these are hallmarks of an agile organization.

An agile organization is composed of a large number of high-performing, small teams, each with a clear mission that they can deliver end to end. It's about shifting to a culture where everyone is welcome to give their opinions and their ideas and can come to the table and solve problems together.

There is no one-size-fits-all answer. Organizations should avoid any formulaic implementations of agile, or “copying and pasting” generic frameworks. A true agile approach requires thinking through the underlying core beliefs and objectives in organization and designing something that makes sense in that context. One doesn't do agile, one becomes agile, and one is agile.

So in a bank, one would think about the branches, people in operations, support functions, HR—the whole organization. Agile really adds value when one actually does something that is new, where one needs to bring value fast to get customer feedback or ensure one's solutions are working appropriately.

Executives, going agile require a fundamental change in how they manage a company—from managing by input to managing by output. A lot of the focus needs to be on the people, on the culture, and on all the processes that one needs to redesign and reinvent, as an organization.

Emphasize the necessary shift in the role of managers. Traditional organizations are steered top-down both on the WHAT and on the HOW. They are top-down, hierarchical, and there is limited collaboration between siloed teams. In this paradigm, middle managers are waiting for instructions from the top and feel they did a great job when they implemented what they were asked to do.

On the other hand, agile organizations are steered on the WHAT and less on the HOW: teams are multi-disciplinary, less hierarchical and product owners and tribe leads need to be much more entrepreneurs, they are fully accountable to steer teams on HOW they want to achieve the results while the WHAT is defined in collaboration with the top. This is a fundamental shift for many managers, and they need to re-invent how they behave. This requires a lot of attention in the transformation, change management, recruiting, incentive systems, performance management etc.

9. Should change management skills be a part of the repertoire of leadership?

Change management and leadership development programs have a woeful record at most organizations. In large part that's because they come up against a common challenge—deviating from a dominant culture (the true test of leadership) is very difficult. Tasking managers with driving bottom-up cultural change will provide leadership training in itself. They will require top-down support to succeed.

Leadership development and change management tend to be top priorities for many organizations. In spite of this, a majority of organizations tend to fall far short of their goals for both. One major reason organizations struggle is because they treat both leadership development and change management as separate rather than interrelated

challenges. Cultural changes cannot happen without leadership, and efforts to change culture are the crucible in which leadership is developed.

True leadership involves deviating from cultural expectations in ways that inspire others to choose to follow. What's more, leadership is not the sole responsibility of the C-suite. Managers at all levels of an organization must overcome resistance if genuine cultural change is to occur. Thus, change initiatives—which require a deviation from a dominant set of norms and behaviours—are the best learning environments for star managers to develop leadership skills, as well as a necessary component of a successful culture-change initiative.

How then, should organizations go about integrating their change management and leadership development initiatives? Recommend an approach that is both top-down and bottom-up.

The bottom-up part of the integrated development and change process requires potential leaders throughout the organization to engage in a process of learning how to enact a desired change in an organization's culture in the everyday experiences of organizational life. Ideas and actions of motivated employees and uniquely suited to the local challenges are the change agent and their planning, acting, reflecting—and planning again—can demonstrate true leadership.

But a bottom-up process is unlikely to work unless it is also embedded in a top-down learning process. A top-down process creates structure and motivation for employees to maintain engagement in the change/leadership development process. If done well, it also provides emotional and social support potential leaders, because deviating from cultural expectations can be a lonely endeavour.

A successful top-down process begins with executives clarifying desired results for change management/leadership programs.

Once the goal is clear and accepted, executives can identify potential leaders throughout the organization to engage in the leadership development/change management process.

These may be executive team members, people in key positions, people who have shown a passion for this specific change, people who are deemed to be “high potential,” or some combination of these characteristics. Many variables about the type of change program could drive the decision about which potential leaders to include, such as strategic, the number needed for a critical mass, the need to stage the change process, the amount of support that can be provided, geographical dispersion, and the diversity of expertise or demographics involved, and so on.

Selected leaders should be given structure, accountability, support, and motivation as they engage this process—but also the freedom to create their own solutions, as Janet did with the help of the accounting team. The objectives of the change and development effort, the scope of initiative, the time frame, the type of support to be given, and the rewards for success should be made clear when invitations are extended. Classes can offer advice, but the key is to instill a plan-act-reflect cycle—and then support managers as they learn on the go. The attention of senior executives and the needed financial support should be guaranteed; a worse-case scenario is for a fledgling

leader to have the rug pulled out from under them partway through the change and development process.

Once the structure and motivation is secured and outlined, potential leaders can launch their repeated efforts at creating experiences that enact the new objectives using the plan-act-reflect cycle. Ideally, reflections could be shared so that potential leaders learn from each other as well as from their own efforts.

Interviewees - Responses for Interview Questionnaire

Shri Subhash Mundra, former DG (RBI)
 Dr Mallya, former CEO (Bank of Baroda),
 Gopalakrishna, Director, CAFRAL, RBI, Mumbai
 Dr Amartya Lahiri, Director, CAFRAL, RBI, Mumbai
 Dr Prabhala, Director (CAFRAL of RBI), Mumbai
 Dr Janak Raj, Chief Advisor, DEPR, RBI
 Somashekar, GM, Axis Bank
 Shailesh Verma, GM, Axis Bank
 D Sudhakar, GM, Kotak Mahindra Bank
 Sudhakar (D2K), Ravidranath Patil, Partner, Mumbai
 Javindar Brar, Partner (KPMG)
 Nandkumar Sarvade, E&Y and ReBit
 Saurabh Thripathi, Partner, BCG
 Ashley Cherian (Aptiva), Consultant
 Mrs C R Cauvery, Deputy General Manager, Strategic Training Unit, SBI
 Jayant Kakatkar Managing Director, Janata Sahakari Bank Pune
 T Venkaiah General Manager, Andhra Bank, Head Office, Hyderabad
 Pravat Kumar Dash, Sr Vice President, Risk Department, Axis House, , Mumbai
 Manoj Biswal General Manager, HRMD, Bank of Maharashtra, Pune
 U J Lalwani, Chief General Manager, MSME Development, SIDBI, Mumbai
 R B Gupta, General Manager, Central Bank, Mumbai
 D K Jain, General Manager, Punjab National Bank, New Delhi
 Warren Stanley Patric, President & Chief Learning Officer, Human Capital Management, Yes Bank
 T K Shrirang, Senior General Manager, Head-Human Resources, ICICI Bank Mumbai
 K G Bhandari, Executive Vice President & Head Risk Management, Indusind Bank Ltd, Mumbai
 Sajay Mallik, Head-Investor Relations & Strategy, Indusind Bank Ltd, Mumbai
 Paul Abraham Chief Operating Officer, Indusind Bank Ltd, Mumbai
 Josheph Selvraj, Assistant General Manager, Strategic Training Unit, State Bank of India, Mumbai
 Mrs C R Cauvery, Deputy General Manager, Strategic Training Unit, State Bank of India
 Debashish Sarkar, Chief General Manager, Ex- Head-Strategic Training Unit, State Bank of India, Mumbai (consultant)

Annexure VII
How banks can become learning organisations

Meaning, Management, and Measurement of learning organisation: Continuous improvement programs are commonly being practiced in many organisations globally striving to better themselves for gaining competitive edge, but failures outnumber successes as continuous improvement requires commitment to learning¹. In the absence of learning, change remains cosmetic and improvements are either superficial or short lived and simply repetition of old practices. Without learning something new and seeing the world in new light for resolving problems, introducing new products, organisations can not improve. Some examples who recognized the connection between learning and continuous improvement and refocused their companies around can be Analog Devices of Ray Stata, Gordon Forward of Chaparral Steel, Paul Allaire etc.

As per Peter Senge² (The fifth Discipline) learning organizations places where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspiration is set free, and where people are continually learning how to learn together. According to him, there are five basic characterises of a learning organisation;

Characteristics of learning organisations: They are as under;

1. There exists a shared vision that everyone agrees
2. People discard their old ways of thinking and the standard routines they use for solving problems or doing their jobs.
3. Members think of all organisational processes, activities, functions, and interactions with the environment as part of a system of interrelationships.
4. People openly communicate with each other across verticals and horizontal boundaries without fear, criticism or punishment.
5. People sublimate their personal self-interest and fragmented departmental interests to work together to achieve the organisations shared vision.

It is an organisation in which people put aside their old ways of thinking learn to be open with each other, understand how their organisations really work, formulate a plan or envision that everyone agrees on, and then work together to achieve that vision.

Learning organisation is a remedy for their fundamental problems inherent in traditional organisations –fragmentation (based on specialisation creates walls separating different functions into fiefdom), competition undermining collaboration (members of management team compete for who is right and knows more or persuasive instead of sharing knowledge and cooperating) and reactiveness (management misdirected to problem solving running around putting out fires rather than creation by bringing something new into being, by innovation and continuous improvement).

How to make organisation into a continuous learning organisation: Learning organizations are skilled at five main activities; systematic problem solving, experimentation with new approaches, learning from their own experience and past history, learning from the experiences and best practices of others, and transferring

knowledge quickly and efficiently throughout the organization. Each is accompanied by a distinctive mind-set, tool kit, and pattern of behaviour. Many companies practice these activities to some degree. But few are consistently successful because they rely largely on happenstance and isolated examples. By creating systems and processes that support these activities and integrate them into the fabric of daily operations, companies can manage their learning more effectively.

Some building blocks of creating a learning organisation consist of systematic problem solving (by relying on the scientific method, rather than guesswork, for diagnosing problems), experimentation (by demonstration projects share a number of distinctive characteristics), learning from past experience (by review of their successes and failures, assess them systematically, and record the lessons in a form that employees find open and accessible), learning from others (by steal ideas shamelessly (SIS) method or benchmarking in modern terms, not all learning comes from reflection and self-analysis and sometimes most powerful insights come from looking outside one's immediate environment to gain a new perspective, completely different businesses can be fertile sources of ideas and catalysts for creative thinking, getting away from "not invented here" syndrome is necessary), transferring knowledge reports and tours are by far the most popular mediums, actively experiencing rather than descriptions by personnel rotation programs are powerful methods of transferring knowledge).

For making of a continuous learning organisation, a simplified approach could involve -by managing learning, establishing a strategy by management to make explicit commitment to change, innovation, continuous improvement

-redesign the organisation's formal structure (which can be impediment to learning and flattening, eliminating or combining departments), increasing use of cross functional teams, reinforcing interdependence, reducing boundaries between people. Use of agile process (task wise interdisciplinary teams).

-reshaping organisational culture by demonstrating that risk taking and admitting failures are desirable traits. To bring paradoxes, conflicts, dilemmas, out in open so collectively we can be more intelligent than individually, agreement is not so important. One example is M/s Merck (of Richard Clark) where it is accepted that innovation can also come from customers (patients and doctors) and research is encouraged to take risks and not to bother about failures of risky ideas. It has transformed its strategy and structure. Perhaps such culture may not succeed but that's part of risk, stimulating change through creating a learning organisation.

Stages of organizational learning: There are three overlapping stages. The first step is cognitive. Members of the organization are exposed to new ideas, expand their knowledge, and begin to think differently. The second step is behavioural. Employees begin to internalize new insights and alter their behaviour. And the third step is performance improvement, with changes in behaviour leading to measurable improvements in results: superior quality, better delivery, increased market share, or other tangible gains. Because cognitive and behavioural changes typically precede improvements in performance, a complete learning audit must include all three.

Conclusion: Learning organizations are not built overnight. Most successful examples are the products of carefully cultivated attitudes, commitments, and management processes that have accrued slowly and steadily over time. Still, some changes can be

made immediately. Any company that wishes to become a learning organization can begin by taking a few simple steps.

The first step is to foster an environment that is conducive to learning. There must be time for reflection and analysis, to think about strategic plans, dissect customer needs, assess current work systems, and invent new products. Learning is difficult when employees are harried or rushed; it tends to be driven out by the pressures of the moment. Only if top management explicitly frees up employees' time for the purpose does learning occur with any frequency. That time will be doubly productive if employees possess the skills to use it wisely. Training in brainstorming, problem solving, evaluating experiments, and other core learning skills is therefore essential.

Another powerful lever is to open up boundaries and stimulate the exchange of ideas. Boundaries inhibit the flow of information; they keep individuals and groups isolated and reinforce preconceptions. Opening up boundaries, with conferences, meetings, and project teams, which either cross organizational levels or link the company and its customers and suppliers, ensures a fresh flow of ideas and the chance to consider competing perspectives. General Electric CEO Jack Welch considers this to be such a powerful stimulant of change that he has made "boundarylessness" a cornerstone of the company's strategy for the 1990s.

Once managers have established a more supportive, open environment, they can create learning forums. These are programs or events designed with explicit learning goals in mind, and they can take a variety of forms: strategic reviews, which examine the changing competitive environment and the company's product portfolio, technology, and market positioning; systems audits, which review the health of large, cross-functional processes and delivery systems; internal benchmarking reports, which identify and compare best-in-class activities within the organization; study missions, which are dispatched to leading organizations around the world to better understand their performance and distinctive skills; and jamborees or symposiums, which bring together customers, suppliers, outside experts, or internal groups to share ideas and learn from one another. Each of these activities fosters learning by requiring employees to wrestle with new knowledge and consider its implications. Each can also be tailored to business needs. A consumer goods company, for example, might sponsor a study mission to Europe to learn more about distribution methods within the newly unified Common Market, while a high-technology company might launch a systems audit to review its new product development process.

Together these efforts help to eliminate barriers that impede learning and begin to move learning higher on the organizational agenda. They also suggest a subtle shift in focus, away from continuous improvement and toward a commitment to learning. Coupled with a better understanding of the "three Ms," the meaning, management, and measurement of learning, this shift provides a solid foundation for building learning organizations

	Annexure VIII	
	Relevance of Change Management with Principles for the Sound Management of Operational Risk (PSMOR)	

Out of the eleven (11) Principles of Sound Management of Operational Risk (PSMOR) prescribed by Basel Committee on Banking Supervision (BCBS) of Bank of International Settlements (BIS), the seventh principle is of Change Management.

Change Management is Principal 7 of 11 Principle PSMOR of BCBS:

Principle	11 Principle PSMOR of BCBS	
P1	Operational Risk Culture	
P2	Operational Risk Management Framework (ORMF)	
P3	Board of Directors	
P4	Operational Risk Appetite & Tolerance	
P5	Three Lines of Defence & Senior Management	
P6	Risk Identification & Assessment (RCSA)	
P7	Change Management	
P8	Monitoring & Reporting (KRI)	
P9	Control & Mitigation	
P10	Resiliency & Continuity (BCP/BC MS)	
P11	Role of disclosure	

Specific Recommendations of Review of the Principles for the implementation of Sound Management of Operational Risk for change management are as under;

Principle 7: Change management

- (i) ensure that their change management programmes are comprehensive and fully implemented;
- (ii) ensure that the roles and responsibilities for change management processes are fully implemented and aligned with the principle of the three lines of defence; and
- (iii) ensure that post-approval monitoring and post-implementation reviews are fully implemented.
- (iv) reinforce their operational risk management culture through an active communication strategy.

The three lines of defence suggested in BCBS principles of PSMOR are as under;

- refine and enhance the roles and responsibilities with follow-up training
- implement quality assurance programme to ensure independent challenge is applied
- senior management should ensure that there is an approval process that fully assesses operational risk for all new products, activities, processes and systems.

RBI prescribed banks to adopt the three-pillar structure of BCBS consisting of capital adequacy, supervisory review and disclosure (under Basel II & Basel III framework). Guidance Note for implementation of The Standardized Approach (TSA) for

calculation of capital charge for operational risk have been issued under Pillar II of supervisory review in 2011.

BCBS conducted Peer Review of PSMOR published by BCBS on October 16, 2014, to identify and understand the degree to which Banks have implemented PSMOR. Peer review highlighted principles for which, overall, banks had not adequately implemented or addressed the relevant risk management response including change management principles. Bank's need to identify areas where maximum Scope exists for Improvement (SI) besides adopting Emerging and Noteworthy practices (EN) that are being followed by Systemically Important banks (SIBs). Steps need to be initiated to fill the gaps within agreed timeline.

Failure to fully implement appropriate operational risk identification and management practices may result in direct and material financial losses, or reputational and consequential losses, as well as systemic impacts on other banks, customers, counterparties and the financial system. Banks are at varying stages of implementing the Principles.

Therefore, the change management philosophy is fully ingrained in BCBS principles, which enhances its relevance and essential nature. (Source: Review of the Principles for the Sound Management of Operational Risk Bank for International Settlements 2014. All rights reserved. Brief excerpts may be reproduced or translated provided the source is stated. ISBN 92-9131-978-92-9131-554-3 (print) ISBN 92-9197-978-92-9131-556-7 (online)

Annexure IX List of Respondents to Questionnaire		
Name:	Tags	Name of the Bank:
Samir Ratolikar GM		HDFC Bank
Sanjay Chougule GM		ICICI Bank
Dr. R.C.Lodha		Union Bank
Biju S.V.		Union Bank
Dinesh Mistry		Union Bank
Hrishikesh Mishra		Union Bank
Paresh Sukthankar		HDFC Bank
Ashish Parthasarthy		HDFC Bank
R.Gandhi		HDFC Bank
Bharan Guntupalli		HDFC Bank
Prasun Singh		HDFC Bank
Shriram Iyer		HDFC Bank
Rajnish Khare		HDFC Bank
Ambarish Kaushal		HDFC Bank
Rohit Agrawal		RBL Bank
Vinay Tiwari		RBL Bank
Ashutosh Kelkar		RBL Bank
N.C.Gandhre		Bank of India
Gopal		Bank of India
Ravi Gupta		Bank of India
Manoj Jain		Bank of India
Rajiv Saxena		Bank of India
B.V.Upadhye		Bank of India
Vinayak Prabhu		IndusInd Bank
Kinsuk Saha		Axis Bank
Ratan Saha		Bank of Baroda
Ashok Kumar Gupta		Bank of Baroda
Rajendra V. Tanpure		The Thane Janata Sahakari Bank Limited
Sureshrao Korade		Janata UCB Limited
Warren Stanley Patrick		YES Bank Limited
Mayank Mehta		Union Bank
Paresh Mahale		ICICI Bank Limited
T.Keshav Kumar		State Bank of India
Dr. M.G.Vaidyan		State Bank of India
Anil Kumar Gupta		State Bank of India
Ashalatha Govind		State Bank of India
S.Srinivasa Rao		State Bank of India
Nand Kishore		State Bank of India
Dinesh Khara		State Bank of India
Ranjan Kumar Mishra		State Bank Limited

Shubhendu Ghosh		State Bank of India
Naresh Yadav		State Bank of India
P.M.Bhatnagar		State Bank of India
Rajeev Dewal		RBL Bank
Nikhil B.S.Cheema		RBL Bank
Rishi Garg		RBL Bank
Ranjan Basuri		Standard Chartered Bank
Mahavir Dhariwal		Standard Chartered
Ashish Goel		Standard Chartered Bank
Madhura DasGupta Sinha		Standard Chartered
Ravi Duvvuru		Standard Chartered
Richa Tripathi		Standard Chartered
Siddhesh M. Samant		Janakalyan Sahakari Bank Limited
Sanjay J. Shewale		Sanmitra Sahakari Bank Limited
Mangesh Eknath Malpathak		Samarth Sahakari Bank Limited
A.N.Khirwadkar		The Kalyan Janata Sahakari Bank Limited
Neha Haveli		Cosmos Cooperative Bank Limited
Geeta Datar		Cosmos Cooperative Bank Limited
Vasant S. Kulkarni		Janata Sahakari Bank Limited
Ratnakar D. Nadkarni		The Shamrao Vithal Cooperative Bank Limited
Dhananjay Sahasrabudhe		Janata Sahakari Bank Limited
Shashikant Supekar		Indore Paraspar Sahakari Bank Limited
Hukumchand Daga		Abhinandan UCB Limited
Abhay Nadkarni, Project Manager		Saraswat Infotech Limited
Dr. M.H.Shah, Chairman		The Union Cooperative Bank Ltd.
N.C.Gandhare		Bank of India
Mahavir Agrawal		YES Bank Limited
Wangdi Sherpa		YES Bank Limited
Dhruv Chand Lahoty		YES Bank Limited
Ajay Mahajan		IDFC Bank
Suketu Kapadia		IDFC Bank
Mithilesh Singh		IDFC Bank Limited
Hemanshu Mashusudan Kapadia		ICICI Bank Limited
Raghav Singhal		ICICI Bank Limited
Mihir Moody		ICICI Bank Limited
Pinaq Dudhwala		ICICI Bank Limited
Supritha Shetty		ICICI Bank Limited
Anand Shah		ICICI Bank Limited
Javed Sayed		YES Bank Limited
Hemal Kotecha		YES Bank Limited
Anand Ramaswamy		YES Bank Limited
Amit Shah		YES Bank Limited
Rounak Shah		YES Bank Limited
Mrunal Kunkollikar		Saraswat Bank

D.M.Chandgadkar		Saraswat Infotech Limited
Kale Chandrashekhar S.		Wai UCB Limited
Maheshchandra Kavathekar		Vaidyanath UCB Limited
Satish P. Ayalwar		Gadchiroli DCCB Limited
Anindya Ghosh Dastidar		Axis Bank
Sriram Vinjamuri		Axis Bank
V.K.Bajaj		Axis Bank
V Somasekhar		Axis Bank
Prasanta Kumar Das		Axis Bank
S.K.R.C. Prasad		Axis Bank
Rajendra Beniwal		Axis Bank
Anand Viswanathan		Axis Bank
Deepak Sharma		Kotak Mahindra Bank
Himanshu Vasa		Kotak Mahindra Bank
Sanjeeva Murthy B.K.		Kotak Mahindra Bank
Rajiv Abhyankar		Bank of Baroda
Joydeep Dutta Roy		Bank of Baroda
S.Bhashyam		Bank of Baroda
Sarvesh Gupta		Bank of Baroda
Manoranjan Bhuyan		Bank of Baroda
R.L.Guttikar		Bank of Baroda
J K Srivastava		Bank of India
G Dutta		IDBI Bank Limited
Renu Bhalla Seth		IDBI Bank Limited
M B Rajendra Prasad		Andhra Bank
Ashok Kumar Golecha		UCO Bank
Kaustav Kumar Das		UCO Bank
Benjamin Frank		HDFC Bank Limited
Rajeev Kumar Sinha		IDBI Bank Limited
Shashank Dixit		IDBI Bank Limited
Thirunavukkarasu V		Indian Overseas Bank
G V Chandra Bhaskar		IDBI Bank Limited
Rajani Kanta Brahma		IDBI Bank Limited
Rajesh Kumar Bharti		IDBI Bank Limited
L Sriraman		Axis Bank Limited
Vibha Aren		Punjab National Bank
RAJEEV DEWAL		Dewal & Company
Shiva Kumar Tadikonda		DBS Bank
MURALI KUMAR M		KARUR VYSYA BANK
Priti Ranjan Dash		HDFC Bank LTD.
Nikhil Chaudhary		PNB
Kavita Kurup		Axis Bank Ltd
M P Baliga		CAFRAL
Ramesh Krishnamoorthy		DBS Bank Ltd

Shailesh Verma		Axis Bank Ltd
T Radhesyam		Karur Vysya Bank
Vivekananda		Syndicate Bank
S Balachander		Axis Bank
S K Dixit		OBC
Uday L Devi		Bank of Maharashtra
Atul Jain		Andhra Bank
Amit Kumar Sharma		Bank of Maharashtra
Ashwini Kumar Shukla		State Bank of India
D Chand		Punjab National Bank
Pinaki Nath Banerjee		GM, State Bank of India
not mentioned		Not mentioned
Debashis Sarkar		Proliferator Advisory & Consulting (Past Stan Chart and ICICI Bank.
Anantha Padmanabha		KBL
Pralhad Sunkapur		E-SBM
Vivekanand Mathad		State Bank of India
Rajan N S		JSFB
G Venkatesh		Corporation Bank
Girish Nayak		ICICI Lombard
Kapil Mohan Gupta		Hero FinCorp
Rajnish Khare		GM HDFC Bank Ltd
Arun B Balwatkar		Ex-CGM RBI / Ex-GM CAFRAL
T V Sudhakar		GM Kotak Mahindra Bank Ltd.
Rajesh Kumar		CGM SBI
Nilesh		RBL Bank

Annexure X

Digital Tools for change - -A list of change management tools designed to support technological, systemic, or personnel change:

Use of digital tools: Change management tools offer structure for the often chaotic process of change in teams, businesses, and organizations.

Ten Best Change Management Software List

1. The Change Shop
2. Engage Your Team
3. ESM Software
4. The Change Compass
5. Viima
6. Howspace
7. Whatfix
8. WalkMe
9. Giva
10. AppLearn

Explanation: What is The Change Compass?

Decades of McKinsey research shows that the 3 greatest impacts on change outcomes are ability to focus on a prioritised set of change, ownership and commitment to change and sufficient resources and capabilities. Just a few percentage points in improvement can mean millions in benefits across initiatives.

The Change Compass is a digital tool that allows your stakeholders see the change environment to aid ownership. They leverage data to improve implementation sequencing and prioritisation, and visualise employee change capacity and saturation points. Organisations that use The Change Compass have significantly more mature change practices over time.

SBI has used many of digital tools for its change management: Digitisation of internal customer journey has imparted tremendous benefits to the bank. It has empowered employee training and imparting knowledge with e-Learning portal Gyanodya with about 1,000 hours courses launched.

To enhance domain specific knowledge, bank has subscribed to off the shelf e-Learning content in partnership with Harvard University Knowledge sharing and collaboration through a Knowledge Helpline (intranet based) and Intranet Social Platforms called SBI Aspirations. Certification programs on processes like Loan Life Cycle is conducted both through online and offline channels and employees are evaluated based on an in-house developed software. Each employee now has annual target to complete e-learning modules, which are integrated with the Bank's Performance Management System Besides the e-learning modules, information is made available to the employees through the intranet portal State Bank Times, e-Circulars, SMS alerts and digital library Continuous feedback to drive improvement, developmental agenda and feedback tracked via an internal 'learning app'.

Technology Driven Employee Life Cycle Management: (From recruitment to on boarding): Revamped recruitment process and made cutting edge, ensuring SBI is the candidate's preferred choice of employer. SBI has best in class recruitment portal. Digital advertisement targeting select Colleges.

Performance Management System: Performance Management System is more objective, transparent and individualised to bring business focus with objective 'metrics based' performance evaluation; user friendly front-end platform that gives

information (targets, achievement, etc.) and insights to guide forward planning (percentile ranking amongst the peers, worst performance metrics, etc.). It is compatible with all devices –desktop, iPad, mobile. It ensures transparency to controllers with real-time visibility of individual performance to employees to drive business action.

Transfer & Posting: Transfer optimization tool to identify the right person for the right role and uses scientific algorithm that analyses employees past roles, experience, educational background, specialization choice, etc., to identify the ‘perfect next role’

Employee Engagement: For succession planning integration of employee journey data points (postings, specialization exposure and interest, educational qualification, etc.) to plan for employee’s career path and develop them for a succession, rewards and recognition. It ensures driving motivation through instant gratification on exceptional performance, while creating organisational memory through ‘Digital GEMS’.

Grievance Redressal: IT enabled system rolled out for timely resolution of staff grievances. The escalation mechanism is automated such that, if any grievance is not responded within stipulated time, it will be escalated to next higher authority.

Industrial Dispute Management Information System (IDMIS): IT enabled portal to track and monitor HR legal cases of the bank

Impact and Learnings in the Digital Employee Transformation: The largest accomplishment (and also the biggest challenge) was to drive change in a huge bank with about 3 lac employees, in about 24,000 branches spread across length and breadth of the country Substantial impact on employee engagement and satisfaction in the organisation. Fairness and transparency of processes. Greater recognition of talent, regular appreciation, feedback and development program. Greater stability, lesser probability to move them to unrelated roles.

The results can be seen in overall business performance as well. Individualised targets leading to a more focussed approach for employees. Business get insights from performance data which is used to define future strategy for divisions. Stronger ability for people to understand and deliver on Bank’s goals through greater communication, their voice being heard, and their questions being answered regularly.

Use of digital tools for Loan Book: The Bank is also leveraging digital application across domains, especially re-jigging approach to monitoring, resolution and recovery. From a follow-up-based approach, monitoring has shifted to proactive one, which flows through origination, underwriting, documentation, disbursement and servicing during the life cycle of exposure.

New tools like Monitoring Portal, Outbound Call Centre, Recovery App, and OTS Calculator, etc., are enjoined with specialized structures for monitoring and recovery across the organization.

Shift from Corrective Monitoring to Preventive Monitoring: Bank has used predictive model based upon regression analysis using identified Early Stress Signals to forecast Potential Stress Accounts before they turn to SMA-0.

Support to branches and staff to create quality business: The use of tools and technology and certain centralised initiatives, will go a long way to build up a modest credit monitoring ecosystem brick by brick. At the last mile, small actions on the part of branches to connect with such alerted borrower will play a decisive role in the whole game plan.

Bank is planning lot more support to branches in times to come with the intent to safeguard banks as well as staff interests for the purpose is to generate quality credit business. Like in a car, braking systems are made powerful so that the car can run with more speed, similarly, credit monitoring has strengthened the bank so that all get quality time to generate quality business for the bank.

Annexure XI

SWOT Analysis of SBI

Strength Weakness Opportunities and Threat (Swot) Analysis of State Bank of India. For enabling brands to benchmark business and performance to competition in the sector, it's a tested technique. Whereas strengths and weaknesses are factors internal to the bank, opportunities and threats are external environment facing.

State Bank of India

SBI's unique selling proposition USP and competitors as well as market segment breakup and positioning are as under.

Strengths are: 1. SBI remains biggest bank in India 2. Specific SBI Act for State Bank of India adds to its position 3. Biggest branch, BCs and ATM network in the country gives it good reach 4. It is public sector bank which has taken up modern technology like digitisation and changed its processes and has many core banking solutions at work 5. Responsibility of Government banking and large no. of employees 6. SBI offers wide variety of services and products. 7. Huge brand value due to reach, visibility and popular in markets in urban and rural sector as well as thirty five countries externally 8. It is leveraging on change management programs extensively to beat the competition and enhance its performance and quality of lifecycle of employees and customers. 9. SBI is partnering with fintechs with open banking to offer paradigm shift products 10. SBI is using big data analytics, artificial intelligence and robotics for understanding customers and creating business opportunities.	Weaknesses are: 1. Growing competition and large size reduces scope for expanding share in the markets 2. Compared to systemically important global banks, SBI's presence internationally is lower
Opportunities are: 1. Succession planning has been taken care by availability of qualified and capable HR resources for replacing retiring top management 2. The bank is in a better position for using relationship with customers as well as digital technology and online banking facilities using customer service management techniques (C R M.) by leveraging interaction, proper strategies and data analytics. 3. MSME Agri business can be boosted by rural focus 4. With digital mode, SBI can help and rule the market to make it less cash country due to its vast network outlets.	Threats are: 1. Proposed consolidation would shrink business 1. Consolidation among public and private banks can reduce market share for SBI 2. Licenses to Small Finance Banks (SFBs) and Payments Banks (PBs) will create severe competition in future reducing operating 3. Finer and well-tuned offerings by global banks can compete in corporate loans and hedging products like credit default swaps and External Commercial Borrowings. 4. Being governed more by Government affects fast decision making and introduces bureaucratic hiccups as well as 'phone banking' or directed behaviour. 5. SBI staff is still used to walk in customers and not going out for marketing business. 6. Efficient customer service and higher deposit rates offered by SFB (totally riding on modern technology and low burden of employee expenditure) may snatch away customers.
Probable top 6 competitors of SBI: 1. ICICI Bank 2. HDFC 3. Axis Bank 4. BOB 5. PNB 6. India Post Small Finance Bank	
Strength Weakness Opportunities and Threat Analysis of SBI and Axis Bank	
Strengths: 1. Better opinion and image in urban part 2. Has consistently performed well showing growth 3. Large product and services Portfolio 4. Rural presence enhanced business 5. Third largest PVB financing Agriculture, retail and corporate sector	Weaknesses: Weaknesses are; 1. Compared to other competitors, Axis bank has lesser no. of branches 2. Its market share is restricted due to high competition from other Private banks. 3. Supervisory strictures for non-identification of NPAs brought disrepute 4. IT Head had to quit due to accusations of compromise 5. Shikha Sharma was not allowed to continue for 3 rd term by RBI, creating reputational risk
Opportunities: Opportunities are; 1. Rural spread can add to business 2. Increasing foreign presence 3. Promoting online banking can increase business.	Threats: Threats are; 1. If RBI issues new licenses. 2. Larger spread of foreign banks 3. Increasing business of other banks competing with Axis
Competitors of Axis Bank- Below are the top 4 Axis Bank competitors: SBI, PNB, ICICI bank and HDFC bank.	

Table 2.1: Strength Weakness Opportunities and Threat Analysis of SBI and Axis Bank

Annexure XII
Main Questionnaire
CM As Solution for Banks Various Problems:

Question 1: Would change management be the appropriate remedy or tool or solution for enhancing performance or dynamically readjusting or withstanding in increasingly uncertain or volatile scenarios for banks? Sources of resistance to change management:

Question 2: Hurdles for Change Management: In your experience, do change management efforts at banks are generally resisted? Please your option from the list;

Sources of resistance for change management

Question 3: Nature of Hurdles for Change Management: According to you, what is the nature of the hurdles faced in achieving success in change management for banks? Please choose any number of options from the list below and rank them;

Q 4 Main hindrance for Change Management: Please indicate what according to you what are the internal hurdles to successful change within a banking organisation? Please choose any number of factors please rank them

CM for competitiveness

Question 5: According to your opinion, for banks, is there a direct correlation in being cutting edge or competitive and change management?

Architecture of Change Management:

Question 6 What should be the main focus of change management for a banking organisation? Please choose any number of options from the list and rank

Functionalities to be addressed for change management:

Question 7: According to you, which are the functionalities that should be addressed by change management in banks?

Change Management Effect on Market Share

Question 8: Change Management Effect on Market Share: According to you, can change management initiatives in a bank help in growth of its market share (in other words, can change Management help in better perception amongst the customers and stake holders by making effect on market share with the competitors)? Please chose your options;

Change Management & Market valuation:

Question 9: According to you, can market share of a bank be affected and added to by ability for change management by a bank? Please your option from the list

Competition from Pvt Banks, Fin-tech, Payment Banks & Small banks:

Question 10: Do PSBs & Cooperative banks face competition from Private sector banks (PvtBs), Foreign banks (FS) and the new entities like payment & small banks? Fin-techs?

Competition from new entities to commercial banks:

Question 11: According to you will the banks face stiff competition from the new banking business model like NBFCs, Payment Banks, Small Banks and Fin-tech Companies? Please choose options and rank

HR or Technology-for Change Management:

Question 12. Which should be the priority of change management-which is more vital for change management in banks? HR or Technology? Please choose from the options and rank

Quantifying Cost Benefit of Change Management:

Question 13: In your opinion, is quantifying cost benefit analysis possible for change management efforts at banks? Please choose from the options

Should CM be based on Cost Benefit Analysis:

Question 14: In your opinion, should the choice of change management be based on cost benefit analysis? Please choose from the options

Effectiveness of Change Management:

Question 15: In your opinion, can impact on performance of the bank be a be a possible measure effectiveness of change management programs?

Parameters for success/failure of Change Management

Question 16: What are the parameters of success or failure of change management? Please choose any number of options from the list given below and rank them

Mapping Change Management Progress

Question 17: In your opinion, on which parameters can banks evaluate success or failure of their change management projects? What are your preferences, from the options?

Environment in the bank-is it unpredictable or turbulent:

Question 18: On a scale of 1 to 10, how would you describe the environment pertaining to change management in banks?

Scale: 1— Stable and predictable;10 — Turbulent, unpredictable, constantly changing

Environment in the bank - favourable or hostile to growth & development:

Question 19: On a scale of 1 to 10, how would you describe the environment in banks? Environment in the bank-competitive or docile: Question 20: On a scale of 1 to 7, how would you describe the level of competitive environment in which the bank is working in recent times? Reasons for prompting change: Question 21: What prompts the leaders in the bank to think about the need for change? Choose the options Factors of change: Question 22: According to you, generally, which are the factors that are targeted for change in any change management program of any bank? Choose options and rank Leader of Change Management: Question 23: In your opinion, who is the leader of change or change agent in banks in any given change situation? Experiencing Negative outcomes of change management: Question 24: Did you experience or hear about any negative impacts or outcomes of change management during implementation in your bank or other banks? Reasons for negative factors or outcomes of change management: Q 25. According to you, what were/are the reasons that cause any negative factors or outcomes during implementation of change management programs in the banks? Effecting a smooth and friction free change management: Question 26: What are the factors which can enable smooth and less frictional implementation of change management and help in avoiding negative consequences to banks? Question 27: On a percentage scale, how would you evaluate the results of organizational change implemented in your bank (set in motion by a change leader)? Specific Strategies for Change Management: Question 28: What are the probable strategies (solutions) which can be followed to bring efficiency in implementation of change management to enhance performance of a bank? Which options are closer to banks functions? Implementing Learning Organisation Principle (Based on Peter Senge Learning organization concept): Question 29: Should banks try to be learning organisations for enabling capacity for continuous transformation? Characteristics of learning organisations (Peter Senge model): Question 30: Which ingredients of a learning organisation are more applicable to banks? Respondents had to choose any number of options from the list given to rank them. Debunking (rejecting) popular 12 myths of organizational change management. Question 31: Parameters of success or failure of change management program Q 32 List of Respondents -As at Annexure IX Q 33 According to you, how to assess and rate the success or failure of Change Management Programs implemented by banks? Measures for overcoming resistance Q 34 According to you, how to overcome factors of resistance for change? Is it possible to use preventive and curative activities given below for overcoming resistance? Please choose and rank Q 35 According to you, is change management effective only when it is successful? Q 36 Organizational development is multidisciplinary field, according to you, which are the other fields it touches upon? Choose options
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Annexure XIII
Q1 In the present volatile banking scenario, do you think change management is the right solution for better performance of banks Q2 According to you, does change management generally face hurdles in your banks?

Q3 According to you, what are the hurdles faced in change management for achieving success in your banks?

Q4 Please indicate what according to you the main hindrance to successful change management?

Q5 According to you, is there a correlation between change management and being cutting edge or competitive for banking organisations?

Q6 According to you does change management add to the market share of a bank?

Q7 According to you does change management add to the market valuation of a bank?

Q8 Do the cooperative banks and public sector banks face competition from private sector and foreign banks as well as SFBs and PSBs?

Q 9 Is change management essential and apt solution for improving performance of PSBs and Coop banks to face any competition?

Q10 According to you, what is more vital for change management in your banks?

Q11 According to you, is it possible to quantify cost benefit analysis of change management?

Q12 Should change management be based on cost benefit analysis?

Q13 According to you is it possible to measure effectiveness of change management from its impact on performance?

Q14 According to you what should be the parameters of success or failure of change management?

Q16 According to you what are the probable strategies (solutions) which can be followed to bring efficiency in supplementation of management to enhance performance of your or any banks?

Q17 On a scale of 1 to 10, how would you describe the environment in your banks? 1 being favourable to the banks growth and development and 10 being difficult hostile full of obstacles to the banks growth and development

Q18 On a scale of 1 to 7, how do you describe the level of competitive environment in which the bank is working in recent times?

Q19 In your opinion, what prompted the leaders in the bank to think about the need for change?

Q20 According to you the change programs undertaken by your bank is /was meant to change which factors?

Q21 Who, in your opinion was/is the leader of change (change agent) in your bank in any particular situation?

Q22 According to you, which were the negative factors noticed during the period of change?

Q23 According to you what were/are the reasons that caused any negative factors to appear in change management?

Q24 Please indicate what should be done to smoothen any negative consequences of change management?

Q25 On a percentile scale from 0% to 100%, how would you evaluate the results of implemented organisational change in your bank (set by change leader)

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Annexure VII

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