



|| Vidya Sanskar ||

Taking First Year's Success to Next Level

From Individual Heroics Towards a Mature Organization

Date: 23rd December 2006

To Ponder: Why **i** is **green** in title above?

One Question

Mr Nalin S Kohli, Are you serious about a successful year for your school?

How about a growing institution delivering continuous success, year after year...
and year after year?

What will we discuss today?

Best Work Methods (how) & Policies (decision making) +
IT Automation and Integration of KPAs +
Goal Oriented and Value Based Work Culture +
Capability Maturity + Knowledge Bank

All this to SUPPORT a culture that reinforces consistently what we want to do (Vidya Sanskar's Mission) and how we do it.

Which will put Vidya Sanskar into an Auto-Pilot Mode...

Overview

- **Organization's growth and maturity**
- **Real World Case: Balance btw Mission & Success**
- **Priorities for Next Year**
 - **Work Culture + Core Values + Brand Building**
 - **Goal Orientation of Human Resources**
- **Vision for next 3 years**
 - **Guiding Documents and Systemization**
 - **Knowledge bank and interschool information flow**
- **Methods – Democratized, Pyramid and Leaders**
- **Discussion**

Point 1

- Understanding where are we and where do we want to go....

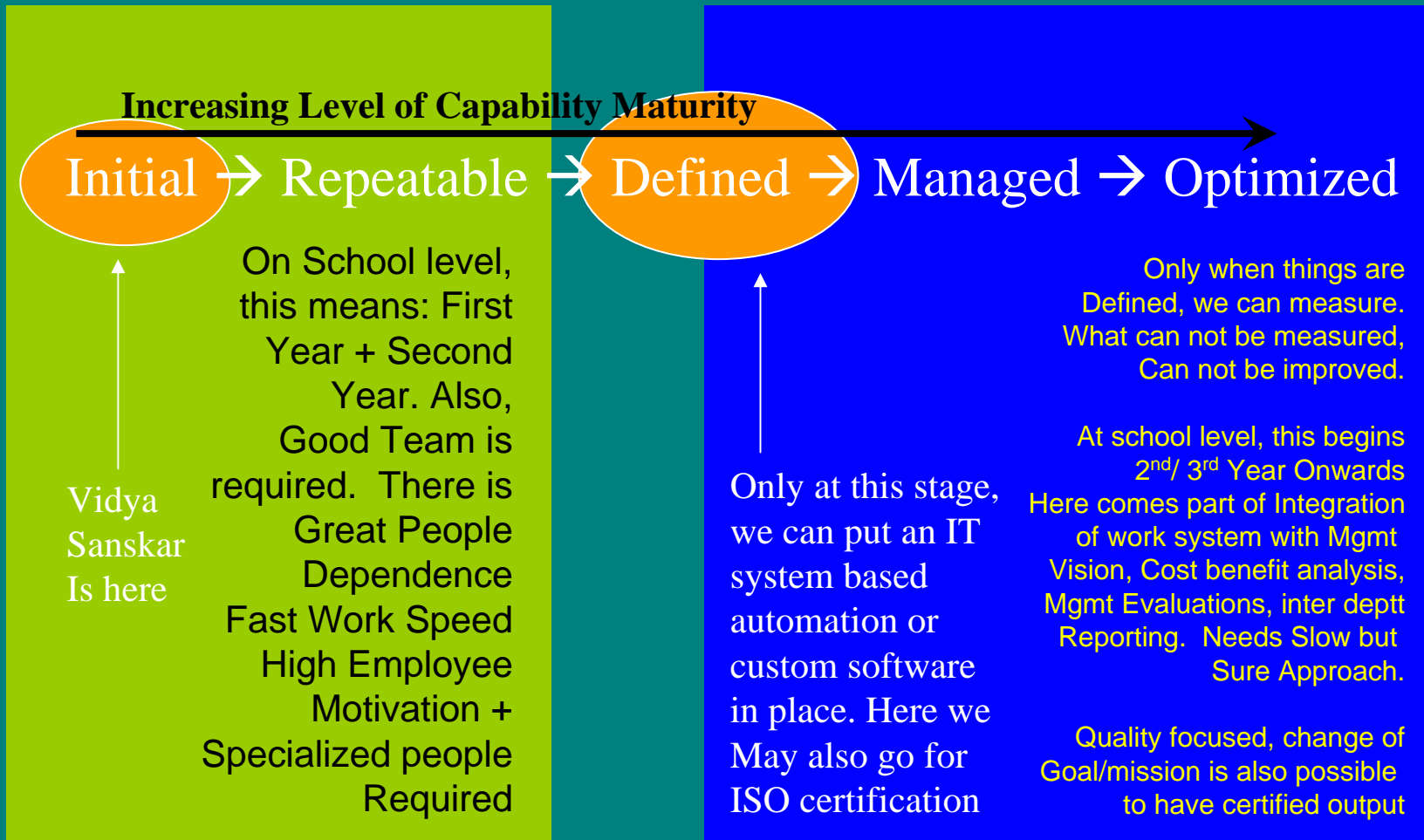
These are early days of Vidya Sanskar. Do something, even if it is wrong. Get things moving and some positives will always outcome in result. Success breeds success. The more we do things, it gets progressively easier to do it better.

CMM of an Organization, Work System



- **Initial Level:** No formalization of processes, if any are ad hoc. Success is dependent upon Individual Heroics and good fortune. But when heroes leaves, history of success leaves with them
- **Repeatable:** Some formulation of work methods but no control and systematization within the organization
- **Defined:** Where basic monitoring and control activities are in place. Work system is well defined and it is possible to test each process
- **Managed:** Formalized work processing. Methods to collect and analyze quality matrices for each process are in place
- **Optimized:** Continuous quality improvement growth

Growth and Evolution of Work Methodologies



For First three years it is important to have highly skilled people who can make a solid blue print and documentation for future work

Alternatively, at defined stage we can also introduce a pre-defined unified software and customize our work system accordingly

We have understood that...

- We are familiar with various organizational and work system growth stages
- In Early Years, school needs to recruit great employees to have solid blue-prints
- As an institution our collective first priority is to reach defined stage within next 2-3 years.
- Integrated IT Systems can be effectively be employed only after defined stage.
- We need to do as many things as possible and expedite the work speed

Now we may talk about

- Conflict that often comes while making choices between Managing School, Building a Successful School and most importantly --- working towards school mission and objective

Real World Case:

Mission Vs School Success

- VS mission or objective is nurturing global leaders
- Don't you think it would be escapism/cheating to change it to "harnessing potential ..." ?
- There is no product or service in Education. Primarily to enable learners of the world with a particular objective. Ted Levitt said, the very reason for existence for institutions like school is to enable ordinary children do extra ordinary things

Few Questions for NSK

- Do you think leaders are made and not born? Give reasons
- Did you took this mission because there is a market for this? Or is it just a marketing ploy? How determined is school to invest time and money for this objective? Is this a hollow roar?
- What are the essential things to make global leaders? How many of these are we doing? what is the plan to achieve this mission?

Real World Case:

Mission Vs School Success

- Should we play safe for 3-4 years; let school stand on its pillars? Or forget this objective and as other school let teacher and staff do their job sufficiently?; Is VS only a hostel for children for whom money making parents do not have time?
- Why should we not make it like other international schools? They do not have any higher purpose or mission? no commitment, or orientation towards a goal. Everyone stays out of trouble; School will not be forceful, easy-going, work culture and become narrow world view school full of wanna be American students?

Vidya Sanskar: Student + Teachers

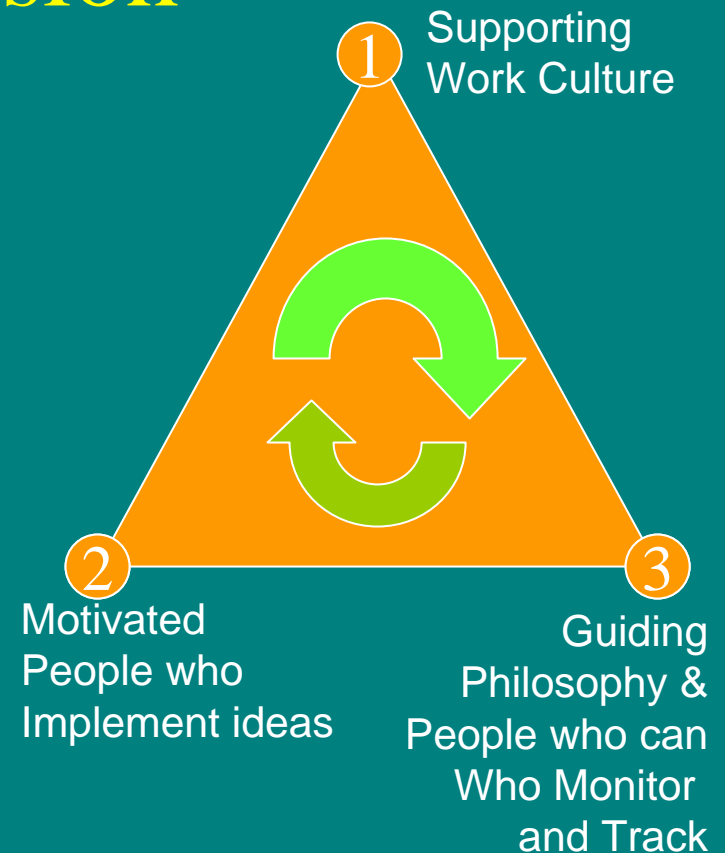
- Hodding Carter said, “There are only two lasting bequests we can hope to give our children. One of these is roots, the other, wings.” Vidya + Sanskar will give them roots and International curriculum and learning experience (exposure to multi-cultural environment, international travels, tours, teachers and books) will give them wings to fly.
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- What is the Significance of Mission Statement? Importance of shared vision? Mission represents what school currently does, while a vision identifies where a school wishes to be in the future
 - **IMPORTANT:** Most people who gravitate towards the teaching professions already have an intrinsic need to help others and pass along what they have learned to others. The people of education sector want to work for the greater good. Mission statement brings them together for an agreed higher objective and they collectively derive vision and method to reach there. This is also driving force for growth of school

From 2007 onwards...

- Direction in which we should proceed...

Winning Formula to accomplish VS mission

- What we lack?
An organization wide discipline plan for measuring work system
- Balance of three entities,
force and groups of varied types of people



Objective is to change how work is done

- With increasing size and complexity, lack of an integrated system and processes, many decisions, people and initiatives will become liability than assets.
- Transition of work style complex but necessary
- Move away from Individual centric working
- System focused efforts Vs Individual initiatives
- ISO Certification for school is recommended
- We need an integrated system.

What are these three forces?

- **Force 1: Stabilizing pillars** - Elderly and Experience people. They do not over-react, when things go wrong. They measure, evaluate and improve work systems and organizations
- **Force 2: Work Culture** based on values and principle that breeds success and growth.
- **Force 3: Motivated People or Leaders** based democratized working

Force 1: Strength Pillars

- **Install Pillars around which things be built.**
Experienced Elderly from Academics or Ex-Military recommended. They can contribute in Organizational Behavior
- Ex-Military. Why? High level of motivation, disciplined and trained for mission orientation
- We need people with International Experience and Not just Exposure or visitor experience
- For good team, we need people with Complementing Skills, especially from varied culture and background.

Work Culture + Internal Branding

- Value Based, mission committed working
- New Forces, additional responsibilities:
Identify Motivators, Work Culture facilitators, Conflict Resolvers, Motivated workers, workaholics, categorize people for school success, for mission and for efficiency.
- Orienting people towards school mission

Orienting people towards School Mission

- To ensure that there are no personal objectives, sub-agenda or their strategic good or just ease their functional area or department
- Bring everyone on same page. To make sure that school goal is clear to everyone and that we are willing to understand and work towards strategic requirements.
- Engaging is dialogue and brainstorming on new ideas, problem solving and implications of planned initiatives

Vision for Next 3 years

- What do we need to reach there...

Transition into Next Level

- What are the Key requirements?
 - Guiding Documents for how to do things
 - Knowledge Bank of what to do, where and why
 - Foolproof Information Flow
 - Systemization for restricted & authorization and controlled behavior in general

Methods to reach

- Different approaches to reach, the next level and how IT could be the change facilitator

Implementation Approach

- Pyramid way – Hierarchical flow of information. Knowledge and reports filter down after approval from the higher level (Traditional way)
- Leadership and not manager-ship based – This is responsibility and role oriented, where each leader will define how things will behave for his role. (Easy Growth but Difficult Integration)
- Democratic – Open work system, everyone in can see what anyone is doing (highly effective and growth oriented but monitoring and control is challenging)

Discussion

- Now, I'm open for your questions...