

Revitalizing institutions - Hindustan Times

- *PM Kumar*

Institutions are crumbling. Greed is playing havoc and unfortunately, is in vogue... Harshad Mehta and the likes, innumerable scams, ENRON, WorldCom, Anderson, short run impact for financial gain..... The fabric of many corporate and public institutions, in almost every walk of life, is under stress and the smell of decay and toxicity is in the air. For every such case, those in charge have come up with a staccato response – pun

ish those involved, correct the process and tighten the loopholes in law. Digging deeper into the malaise, may throw up social and psychological dimensions that require an approach that is drastically different from the unimaginative and largely ineffective "legal, law and order" tamasha. Perhaps a more developmental and sensitive, albeit, traditional approach is required - an alternative direction which will complement current initiatives designed to stem the rot.

One such thrust is to focus on the revitalization and renewal of institutions, in many walks of life. Institutions are in dire need of repair and renewal. I am of the view that not much has been done to build and renew institutions. I believe there is a huge opportunity for development in this arena- both in corporate and public life.

Let's explore this further. Rather than juggling with several classical definitions of an institution, it may be more useful to understand the social and psychological patterns that weave into the concept of Institutions and focus on:

- The difference between Organizations and Institutions.
- The quality and types of membership that sustain Institutions
- The essential parameters that influence the building and renewal of Institutions

Each of the above aspects needs separate attention and elaboration. In this piece we will look at the first, in the next one we will amplify the issues of 'membership' and in the last article on this subject we will elaborate on the essential variables that determine the vibrancy of Institutions.

Having done that, the implications for CEO's and the HR fraternity hopefully will become clearer

Organizations and Institutions

Organizations, when led with statesmanship and wisdom, mature into Institutions. The maturation process is an evolutionary and organic one, sustaining its relevance over time. An Institution is not only a set of traditions and time honored structures and norms - as is commonly understood. It is more - it is a 'gharana', a state of mind, a sense of belonging and ownership that is fundamentally "alive" in the minds of people. A collective sense of identity (who we are), values (what is important to us), processes (how we do what we do), systems, traditions, structures and emotions (how we feel) form the strong anchors and bonds that bind and hold Institutions together.

But, what characterizes Organizations and how do they differ from Institutions?

Here are some pointers:

Organization	Institution
<i>World View and Outlook</i>	
<ul style="list-style-type: none"> • Defines itself primarily in the language of economics. 	<ul style="list-style-type: none"> • Defines itself as a living entity-- a 'persona' and a community of human beings .The collective identity is palpable.
<ul style="list-style-type: none"> • Primary focus is on strategy, structure, process, roles, tasks, and results. 	<ul style="list-style-type: none"> • Focus on mission, philosophy, aims, meaning, values, culture and belonging
<ul style="list-style-type: none"> • Preoccupation with skills 	<ul style="list-style-type: none"> • Preoccupation with wisdom, vibrancy, active membership and sense of belonging
<ul style="list-style-type: none"> • Concerned with results 	<ul style="list-style-type: none"> • Concerned with "persona' and identity
<ul style="list-style-type: none"> • Predominantly short term in orientation 	<ul style="list-style-type: none"> • Long term in approach and commitment
<ul style="list-style-type: none"> • Expedience and consequences are in focus 	<ul style="list-style-type: none"> • Convictions and values are in focus
<i>Environment Interface</i>	
<ul style="list-style-type: none"> • Engagement with the environment is fragile, reactive and suspicious. 	<ul style="list-style-type: none"> • Are sensitive to their environments, are proactive, relevant and respond in a timely fashion to the conditions around them.
<ul style="list-style-type: none"> • <i>Grab</i> opportunities 	<ul style="list-style-type: none"> • <i>Befriend</i> opportunities
<ul style="list-style-type: none"> • Are quick to adopt fads and fashions. Appear 'modern' to the observer. 	<ul style="list-style-type: none"> • Assimilate sustainable ideas progressively and are particularly conservative in matters of finance. Appear staid.
<ul style="list-style-type: none"> • Many are short lived 	<ul style="list-style-type: none"> • Longevity is sustainable
<i>Leadership</i>	
<ul style="list-style-type: none"> • Leaders have to frequently explain their actions and defend their decisions. Suspicion and doubt about the intention of leaders is prevalent 	<ul style="list-style-type: none"> • Faith in the leadership is strong. The benefit of doubt goes to the leaders

<ul style="list-style-type: none"> • Leaders lead the way 	<ul style="list-style-type: none"> • Members and leaders lead the way
<ul style="list-style-type: none"> • Succession is poor and ad hoc 	<ul style="list-style-type: none"> • The process for succession is robust and emphasizes a combination of continuity and change.
<ul style="list-style-type: none"> • They seek "partnership in clarity". Leaders want to be certain and clear in their communication 	<ul style="list-style-type: none"> • Leaders encourage and seek "partnership in ambiguity". They share their confusions and doubts with other members and invite ownership.
<ul style="list-style-type: none"> • Problems move upward to the leaders 	<ul style="list-style-type: none"> • Proposals move upward to the leaders
Roles	
<ul style="list-style-type: none"> • Individuals 'protect' their role boundaries and functional jurisdiction 	<ul style="list-style-type: none"> • Members sustain each other's roles. Expertise permeates and spreads across roles
<ul style="list-style-type: none"> • Inter-role spaces have no 'owners'. Many issues fall between two stools and the 'boss' orchestrates these through persuasion and arbitration. 	<ul style="list-style-type: none"> • Inter role spaces are attended to. Members volunteer to do what needs to be done in the inter-role spaces and help each other when tasks and roles are hazy.
<ul style="list-style-type: none"> • Protocols are established to manage inter-role engagements 	<ul style="list-style-type: none"> • Sensitivity and awareness of what will make others succeed is often the basis of inter - role transactions. Win - win is important.
Membership	
<ul style="list-style-type: none"> • Members operate largely from an 'economic' and /or a 'professional' contract. Their contributions are contracted for, bilateral by nature or mandated. 'Quid pro quo" is prevalent. 	<ul style="list-style-type: none"> • Members operate from predominantly a 'psychological' contract. Their contributions are mostly voluntary and unilateral by nature.
<ul style="list-style-type: none"> • Members are contractual in their outlook. They take a rigid and unappreciative view of unexpected developments. 	<ul style="list-style-type: none"> • Members are willing to be contextual in their view. They are tolerant of unexpected and idiosyncratic developments.
<ul style="list-style-type: none"> • Members are concerned with individual and sect oral well-being. Their ambitions are self-centered. 	<ul style="list-style-type: none"> • Members are sensitive to the common good. Their ambitions are directed towards the well being and success of the

centered.	institution.
Hierarchy	
<ul style="list-style-type: none"> Hierarchy is in a structured format and reflects position, expert and resource power. Designations and titles reflect seniority. 	<ul style="list-style-type: none"> Hierarchy is a quality of membership and a 'state of mind"- founders, co-founders, institution members, professional and associate members are some forms of belonging.
<ul style="list-style-type: none"> Promotions, these days, are based on merit and performance. 	<ul style="list-style-type: none"> Consistent performance is only the first threshold. Scanning abilities, active institutional membership, ability to influence non-reporting relationships, generation of proposals for change, are all critical qualifiers
<ul style="list-style-type: none"> Single individuals are treated as singular resources and represent a set of demonstrated skills which ensure 'fail safe' results 	<ul style="list-style-type: none"> A single person is viewed as a multiple resource and represents versatile potential. An individual is multi-dimensional.
Autonomy	
<ul style="list-style-type: none"> Self-determination is difficult 	<ul style="list-style-type: none"> Thrives on self-determination. Encourages autonomous action
Induction	
<ul style="list-style-type: none"> Socialization - do's and don'ts - is a predominant way of induction for new entrants 	<ul style="list-style-type: none"> Acculturation - 'our way of life ' - anecdotes, stories, rituals, myths, anxieties and the enthusiasm that surrounds the community, are shared while inducting new entrants
Vibrancy	
<ul style="list-style-type: none"> In the early stages of an organization the Eros (action energy) is strong. As the organization evolves into a more stable state, Ethos (process energy) emerges to complement Eros. 	<ul style="list-style-type: none"> In addition to Eros and Ethos, institutions are characterized by their focus on Mythos (meaning, intent, purpose) and Pathos (pains, struggles, intensities and sensitivities). Mythos and Pathos act as the sources of institutional philosophy and learning respectively.
<ul style="list-style-type: none"> Vibrancy arises from action, success and victory. 	<ul style="list-style-type: none"> Vibrancy arises from action, culture, meaning, purpose and painful learnings.

These differences (more could be added) are on a continuum and no one characteristic taken singly by itself, can define the stage of maturity. Interplay of a majority of the characteristics will determine the transition from organizations to institutions.

Implications for CEO's and HR Heads

What does all this mean for leaders in corporate and non- corporate entities? CEO's need to act from wisdom, a sense of honor and purpose. As mature statesmen they must demonstrate a sustained stake in the survival of the work community. Understanding the needs of their human work community and the energy of the ' collective psyche' --it's potentials and limitations and the nature of subjectivity that governs preferences and prejudices at the work place, will be essential. They must contend with their own leadership styles and the many manifestations of their 'leadership psyche' and have an intuitive grasp of the interaction between the 'collective psyche' and the 'leadership psyche' - particularly the patterns of mutual influence each has on the other. They need to continuously fashion and refashion the 'persona' of their community in synchronization with the environment. Above all, they ought to take accountability for the regeneration and vibrancy of their work community.

Once again, here is an opportunity for HR Heads in each organization, to partner the CEO in this institutional endeavour, position themselves as thought leaders and social scientists, take joint accountability for the well being of the work community - to excite the imagination of CEOs, to mobilize the aspirations of the membership, to tap the soul of the organization, resurrect it, bring it alive and then keep it vibrant.

Reference: This paper draws from the core ideas of the work of late Prof Pulin K Garg and few of his senior associates in the Indian Society for Individual and Social Development. The author has been an integral part of the initial group of senior associates who gave substance to Pulin's work on this subject. Arie de Geus and his book - The Living Company, have also inspired this paper

The revitalization and renewal of Institutions, in every walk of life is a crying need.

" *Corporate governance will now surely be taken more seriously by all concerned, with responsibilities more clearly defined, penalties spelled out, and watchdogs appointed. But these will be plasters on an open sore. They will not cure the disease that lies at the core of the business culture.*" (Charles Handy - HBR - Dec 2002)

In Part I we made a similar point - that a more value based, developmental and sensitive approach is required to stem the rot. An alternative model that embraces a social and psychological view of Institutions is critical.

The lifeline of any Institution and work community, is its membership. Just as Institutions exist in the minds of people, so does membership. Membership is a state of mind - an *active* state of belonging.

The integrity and character of a work community and Institution is clearly dependent on how 'expedient' or 'value based' the members choose to make it. This choice will be influenced by the *nature of membership* - in the texture of the individual *membership contracts*.

Membership Contracts

There are fundamentally, three kinds of membership contracts:

- 1. The economic contract** - The focus here is on money and life style. What will I get paid for delivering on expectations? What more will I get paid for exceeding expectations? How much money will I lose if I fail to deliver? In these times of conspicuous consumption and ego enhancing life styles, money is a strong anchor of membership.
- 2. The professional contract** - The primary concern is about the nature of work. What will my role be? How will this role enhance my resume? What more will I learn in this role? What could I expect to be doing in the future? What skills will be needed? Is the role challenging? Will it provide visibility? Centrality? In building competent and "professional" Institutions, an active professional contract is crucial and fundamental.
- 3. The psychological contract** - The emphasis here is on the implicit psychological expectations. Of being treated with respect; of being heard and valued; of fairness and transparency; of trust. The sense of belonging is rooted in this contract.

Every *citizen of a community* and a member of an Institution will act from all three contracts, to a lesser or higher degree.

Most leaders and senior citizens of work communities and Institutions do explicitly address the economic and professional contracts. They do very little to make the psychological contract explicit and engaging. Many membership contracts languish. It is a pity, but true.

To take this 'soft' and 'fuzzy' area of Institution building further, it will be helpful to view the Institution and its members from a different perspective. An underwater view -- an 'X-Ray', as it were, of the world of Institutional bonds and belonging. What will we see in this x-ray?

We are likely to see five different strains of engagement and commitment. These forms of commitment are brought in by:

1. Founder members
2. Co- Founders
3. Institutional Members
4. Professional Members
5. Associate Members

Founder Members

- These individuals, as the name suggests, are founders of the Institution.
- They are a fact of time and chronology and a state of mind.
- They have dared to rebel or dream and sculpt their dream into a reality.
- They embody the seminal idea, purpose and mission of the Institution.
- Their convictions, charisma and perhaps the strength of their ideas have drawn others to the purpose and some individuals come together to start it all.
- They are able to invite and foster partnerships in a shared destiny.
- They are the proponents of the mission, purpose and meanings (*mythos*), the values and culture (*ethos*) and represent the primal action energy of the community (*Eros*). Very often, they live with the agony, the anxieties and the painful residues (*pathos*) that are an integral part of building an Institution.

- Their psychological contract is overwhelming and their professional contract is overactive. Their economic contract is mellow. The psychological contracts of other members revolve around them.
- Founder members are the gatekeepers between the Institution and the rest of the world.
- They inspire, define and defend.
- Their personal identity often gets fused with the Institutional identity and they have great difficulty in letting go and handing over to successors. They sometimes treat the community as their personal property.
- They encourage and accentuate a sense of contrived 'peerage' in the next generation, often promoting sibling rivalry.
- Successors find it very difficult to take their place and 'fill the idolized gap'.

Co- Founders

- The first few individuals who get drawn to the founder's mission and dream - "Christ and his disciples"
- They share the founder's dream.
- They provide the much needed moral and psychological support and companionship to the founder.
- Initially they may be seen as followers / disciples but very soon they command, within the Institution, a following of their own.
- They are seen as role models and become mentors within the community.
- This multiple sets of followers may fragment the community.
- They act as gatekeepers between the founder and members of the community.
- They amplify, codify and disseminate the fundamental principles, values and purpose of the Institution
- Their personal identity sometimes becomes fused with the founder.
- When the founder does not let go, the co-founders may get disenchanted and their psychological contract may get ruptured.
- As the Institution matures, they may have dreams of their own, experience suffocation and start another Institution, to become founders elsewhere
- Their psychological contract is intense; their professional contract is immaculate; and their economic contract has a strong strain of 'sacrifice'.
- They often become involved in covert power struggles and sibling rivalry. The first strains of 'rebellion' in the community may have a source here.
- They are ideal candidates for starting of new entities and diversifications under the mother umbrella. They may, however, seek a great deal of autonomy while subscribing to the core values of the mother institution.

Institutional Members

- These individuals join in at various points in the building of the Institution - either by invitation or by application.
- They explicitly and implicitly share the purpose and values of the Institution.
- They often represent the values of the Institution to the outer world. They are the 'value-holders'.
- They influence and lobby for important decisions within the community.
- They almost always keep the Institution before themselves. They willingly go through inconvenience and harsh times for the good of the community. They choose to participate in dealing with the bad news.

- They demonstrate competence often in the same area as the core competence of the Institution.
- They transcend role boundaries effortlessly, sustain other people's boundaries, provide integration across constituencies and *influence non-reporting relationships effectively*.
- Their psychological contract is collaborative, anchored and strong; their professional contract is selfless and contextual; their economic contract is frugal and functional.
- These individuals give the benefit of doubt to the leaders of the institution and champion the cause of the community.
- They are often seen as "custodians"
- As the Institution matures, they may compete with the co-founders for centrality and visibility - competing to demonstrate the distinctive quality of their dedication and commitment.
- They sometimes become victims of the power struggle between the co-founders and the founders

Professional Members

- These individuals join the community, post start up and just prior to the growth stage.
- They demonstrate state-of art professional skills.
- They bring values of excellence, a performance culture, relevant systems and a strong work ethic to the community.
- What the community does and how well the community performs, is championed by these competent individuals.
- Their economic and professional contracts are primary. Their psychological contract is weak and often considered unimportant by them.
- They demand clarity of roles, expectations and resources.
- They are autonomous, protect their 'turf' vigorously and promote differentiation. They have difficulty in *influencing non-reporting relationships*.
- Their primary dedication is to their expertise and profession. The values and ethics inherent in their profession take precedence over Institutional concerns.
- The Institution and the work community often becomes an infrastructure for their professional pursuits.
- *Quid Pro Quo* is the salient engagement position.
- Institutional members often see them as transient mercenaries.
- They often find reasons to complain about the current situation and exercise the right of displeasure with self-righteousness.
- They find it difficult to give 'the benefit of doubt' to leadership of the community.

Associate Members

- These individuals have just entered the community and are finding their feet, often as 'probationers'.
- The mission, vision, performance, corporate brand and the economic benefits of associating with the Institution and work community have attracted them.
- They look forward to induction, mentoring and acculturation by the community.
- They are often in 'recipient' positions
- They often put the work community and Institution 'on probation' as they are testing the waters.
- Learning is a major theme in their professional contract, their economic contract is speculative and their psychological contract is of 'goodwill'.

Building Membership

The integrity, vibrancy and effectiveness of a work community and Institution is influenced by:

1. The percentage of members in each commitment level
2. The rate of conversion from one commitment level to the next i.e. Associate to Professional to Institutional to Co-founder to Founder. This essentially requires that psychological contracts are made explicit and fostered.

Of particular significance is how the transition across Institutional and Professional memberships are handled. The nature of commitment levels and professional competencies need to be addressed simultaneously. This matrix may provide a starting point.

		Professional Membership	
		High	Low
Institutional Membership	High	Position Institution Role Mentors	As Leaders Models Retrain Redeploy
	Low	Counsel Mentor for Acculturate Involve Institution Building	Values Exit in

Those who are high on both Institutional and Professional membership are ideal candidates for leadership positions, demonstrating commitment levels akin to the Co- Founder / Founder. They may take up opportunities such as starting a diversification project, running an acquired business or leading an offshore business.

Sometimes Co-Founders and Institutional members lose heart and in their low cycles may regress to a lower order commitment level e.g. a Co- founder may decide to restrict his psychological involvement to that of a professional member, for a period of time.

Mentoring for an increase in the quality of membership is a labour of love and convictions -- traversing the world of commitment- *making*, faith, values, belonging, identity, career anchors and life aspirations.

As pointed out earlier, the integrity of Institutions is almost completely dependent on the integrity demonstrated by its people and the membership and commitment levels.

CEO's, senior leaders of work communities and HR professionals have an opportunity and an accountability to lead the way in the formation of Institutional commitments and in creating an Institutional fervor that respects long term commitment to all stakeholders, clean governance, values and achievement - all in one breath.

They must perhaps deemphasize organization power and structural hierarchies - President, VP, GM and the like - and refocus on mapping their memberships along the lines discussed.

For who knows, many a VP may actually demonstrate professional membership and a lowly assistant may show a high quality of Institutional Membership?

In Part III, we will look at the parameters, besides membership, that influence the building and renewal of Institutions - Institutions that respect the dignity of those who have faith in them.

Reference: (1) Charles Handy and many of his writings starting with Understanding Organizations

(2) The author's experience in Institution Building in various settings.

INSTITUTION BUILDING - A MODEL

In this part, we present a model for Institution Building. This model is rich in theory and application - it lends itself to a detailed treatment of the subject. In this paper, however, I propose to be as crisp as possible, covering only the bare bone fundamentals.

INSTITUTIONAL VIBRANCY

It is important to understand that all institutions are communities - work communities where affiliation also happens or affiliative communities where work also happens. Secondly, what distinguishes a community from a random aggregation of individuals and groups, is

- A shared and common purpose, and
- A sense of vibrancy.

Embedded in all communities is a sense of vitality. A sense of vibrancy, that is indicative of the health of the institution. In times of good health, there is a strong connection amongst members and overwhelming synergy in all that they do. In times of ill health, there is apathy among members and vibrancy is at low ebb.

To intervene and build Institutions, leaders and members need to be in touch with the pulse, rhythm and vibrancy of the community.

ANCHORS THAT INFLUENCE VIBRANCY

There are four anchors that influence vibrancy and institution health.

These are:

1. THE INSTITUTIONAL ANCHOR - This anchor is concerned with the question "*who are we?*" It embodies the aims, mission, philosophy, values, and culture. It is seeded by the founders and seasoned by the history that the institution has lived through. It provides the identity and *the persona* of the institution. The DNA or genetic code is alive here. When this anchor is eroded, vibrancy is dispersed, members feel disconnected and the institution is in the centre of an identity crisis - it lurches and wavers till a renewed meaning and sense of identity is re-established.

2. THE STRUCTURAL ANCHOR - This anchor deals with the theme of "*what we do*". Positioned here are issues of vision, business / work strategy, organization structure, roles, goals, results,

rewards/punishments.

When this anchor is fractured, members feel directionless and no development initiatives occur - most members restrict their contributions to maintaining the status quo. The sense of success and professional confidence is threatened. The economic and social value of the Institution diminishes.

3. THE PROCESS ANCHOR - This anchor addresses the question "*how we do whatever we do*" -- the major focus here is on sustainability, predictability and stability ---processes, quality, ethics, norms and systems. Ways of doing things are constantly improved upon and delivery is made consistent over time - '*quality is character and character is quality*' - tradition is built- the institution's 'signature' is palpable. A dilution of this anchor encourages adhocism and members become more expedient in their approach. The credibility of the Institution is tarnished.

4. THE EMOTIONAL OR SENTIENT ANCHOR - The focus here is on *feelings - community feelings...* and the concern is with "*how we feel*". When members of a community work together, they encounter the vicissitudes of community life and much sensitivity and feelings are generated - both within the community and with the outer world. The psychological health of the community will depend on the way it responds to these feelings. The opportunity to express and share sadness, joy, grief, shame, togetherness, anger, anxiety, helplessness and irreverence is crucial for institutional health and longevity.

Ignoring this anchor can lead to toxicity, low morale, excessive formality, suspicion, self-doubt, disengagement and a fractured sense of belonging.

COHERENT ATTENTION TO ALL ANCHORS

All four anchors exist at the birth and all through the life of a community. Unfortunately, leaders and members of many business organizations take a myopic view of their communities and over engage with the Structural and Process anchors. They provide scant regard and attention to the Institutional and Sentient anchors, attending to them only when the work community is already in trouble.

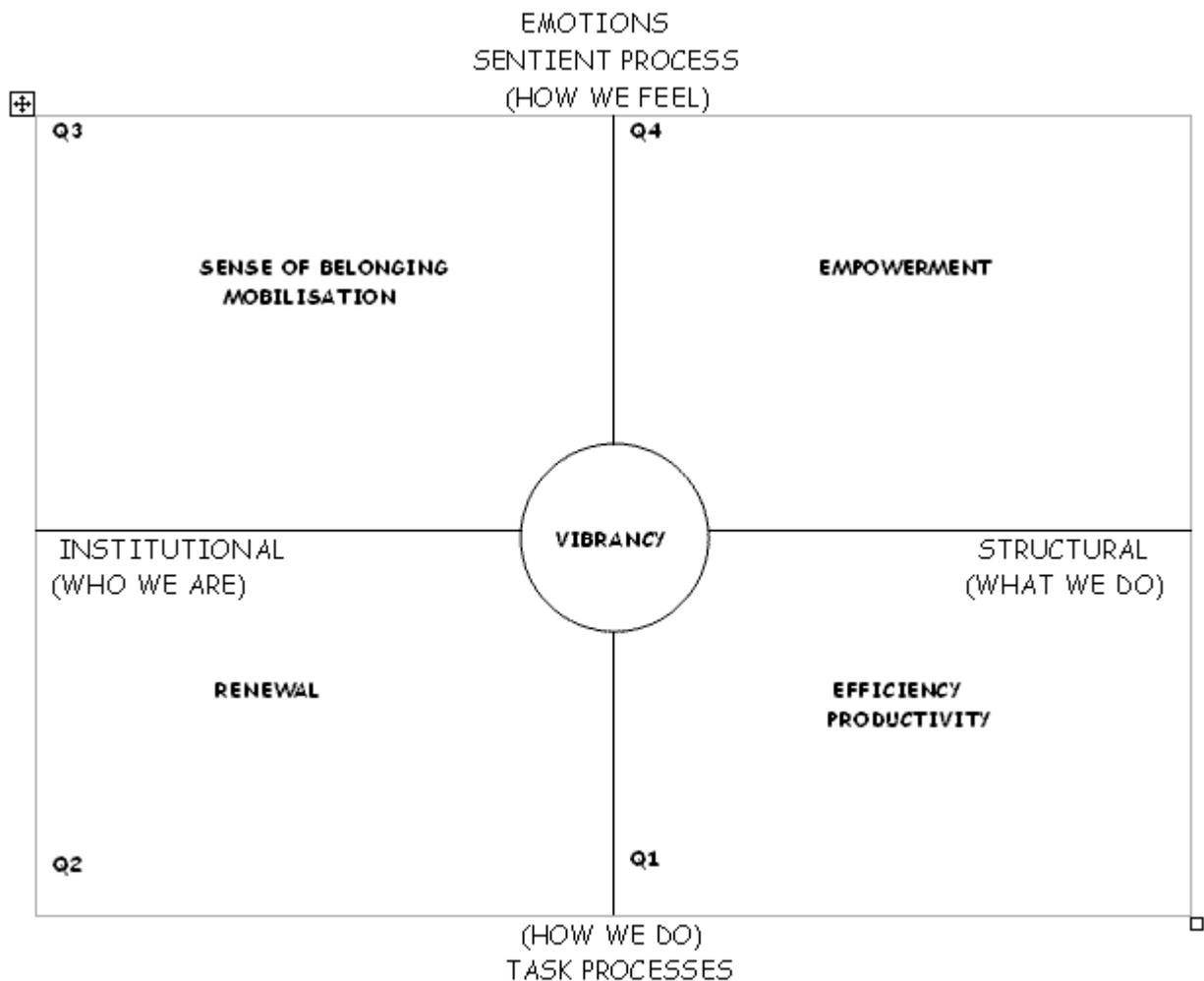
The Institutional and Sentient Anchors are also more 'difficult' to engage with - particularly, for the aggressive, over-analytical, 'macho' managers who are prisoners of objectivity and linear logic. These anchors deal with issues that are less tangible, more subjective and associative - they lend themselves to qualitative thought.

The pressure to honor short term commitments made to investors, who have a short term view, and the incapability of many leaders to manage the tension between the short and long term imperatives, has led to an erosion of the Institutional and Sentient anchors in most organizations.

The vibrancy and the sustainability of communities, is dependant on how healthy each of these anchors are. Senior citizens and leaders can build their communities and transform them into institutions by focusing their attention on managing and developing all these anchors coherently.

ALL ANCHORS AHOY!

The interplay of these anchors with each other provides a model for regenerating vibrancy and transforming communities into institutions.



The four anchors surround the central circle that represents the vibrancy and they matrix to produce four Quadrants. (If we rotate the model three - dimensionally, around its central pivot, we will be able to see the interplay of several other combinations)

- At the centre of this model, is the circle that represents the vibrancy of the Institution.
- The energy in the centre will flow to that quadrant which receives the attention of leadership and the members of the community.
- Each quadrant represents a preoccupation, a mind set and a focal theme.

QUADRANT 01

THE EFFICIENCY AND PRODUCTIVITY THEME

This quadrant encompasses the task, structural and process dimensions. It represents concern for efficiency and productivity. When leaders are focused only on this quadrant, the short term, the tangible and quantitative measures win over other considerations. Work issues predominate

and the community tends to look more like an "*organization*" (see Part I of this serial). Professional membership thrives.

QUADRANT 02

THE RENEWAL AND INSTITUTIONAL THEME

Focus on this quadrant is essential to build a long term perspective. Institution building starts by defining and developing the mission, philosophy, values, culture and identity. The persona of the community is formed here. Institutional renewal begins here. To keep the renewal robust, professional and institutional membership will need simultaneous development.

QUADRANT 03

THE BELONGING AND MOBILISATION THEME

Action in this quadrant will release "the genie from the bottle" and mobilization of the community towards a common cause happens - members rally around core institutional issues. (---e.g. the Indian freedom movement...). A bottom-up ground swell is created - waves of human energy and commitment shape survival, change and transformation. During times of low morale, member attrition, antipathy, apathy and so on, this quadrant will require sustained attention. Repair or development of *psychological contracts* happens here. Rebuilding after downsizing, begins in this quadrant.

Forums and processes for catharsis, rejoicing, grieving, togetherness, absolving shame and equalization when activated, keeps this quadrant alive and energized..

QUADRANT 04

THE EMPOWERMENT THEME

Empowerment is fundamental to Institution Building. Volunteering to take on responsibility and the willingness to delegate responsibility are crucial to the longevity of the Institution and the building of membership. Acculturation, coaching, mentoring and creating successors are fundamental to development of Institutions. Making commitments on behalf of the community, treating the Institution as one's own, without fear and doubt of internal recrimination, is the key to empowerment. Transforming members of the community into ambassadors of the Institution is the crux.

APPLICATION OVERVIEW

All interventions in Institution Building must occur around the themes and issues represented either by the anchors or the quadrants.

To build Institutions, we must work on all the anchors (and quadrants) coherently.

- For example, in a "start up" situation and up to the "consolidation" stage, it is crucial to focus on all the four anchors and simultaneously address the questions - who are we? What do we do? How do we do? And how we feel. In the hustle and bustle of a start up, the founders and the start up teams, however, tend to extend their energy largely to issues in quadrant 1 i.e. business strategy, market development, structure, roles, systems and so on. The intervention must therefore get the team to focus on other quadrants as well.
- When a community over focuses on Efficiency and Productivity, a large portion of its central energy and vibrancy gets pulled into quadrant 1, at the expense of other quadrants and it begins to tilt towards becoming more like an "*organization*" (see Part I)
- When the community focus and attention is largely in quadrant 2, issues of renewal and change are afoot - many fundamental questions of organization identity, purpose, values and process are revisited. At this point, it is also important to attend to issues of

Efficiency and Productivity, Belonging and Empowerment. If this is not done, the community will get too inward in its focus and lose calibration with external realities.

- Sometimes communities pull the energy into quadrant 3 and focus on issues of belonging and mobilization. This often occurs when the community is rallying around growth, extension or survival. Attention to this quadrant also occurs soon after a turnaround or after many voluntary and involuntary separations, rightsizing and so on - a 'healing touch' is often required and those who have survived the holocaust need to be regenerated.
- Communities with a strong genetic code of 'affiliation' and 'human relations' tend to invest a great deal of energy and attention to the two anchors of "*who we are*" and "*how we feel*." The interventions at this stage must reinforce this attention and concurrently activate issues in quadrant 1 - strategy, structure, efficiency -- so that the community does not tilt towards being over affiliative and under achieving.
- Diversification, expansion both globally and locally, calls for '*empowerment*' of a significant magnitude. The community needs strong Institution-cum-Professional members, who feel an internal sense of empowerment and have no hesitation in acting as ambassadors of the Institution in far off geographies, often at the leading edge. They represent the Institution in all its aspects and act independently on its behalf - true plenipotentiaries. At these times, communities need to attend to issues of "*empowerment for growth*" and focus on *how we feel and what we do*. If at this juncture, the interventions do not address the Institutional anchor of '*who we are*' and '*the core values*' that bind the community, it may get fragmented into over-autonomous hegemonies.
- Some communities get bureaucratic and slow. They get outpaced by the market and competition. The pace of external changes outstrips the rate of internal changes. The inward looking centralized and hierarchical community needs to rework its strategy and empower its members to take speedy actions relevant to the emerging external realities. At this stage, the quadrant under pressure is likely to be quadrant 4 and quadrant 1 and both will need concurrent attention- strategy, structure, processes and feelings. In the next phase quadrant 2 will need attention so that identity and values are renewed.
- When Institutional integrity is tampered with, work must start in quadrant 2 - identity, values, process and "*corporate*" equity. Unfortunately, most leaders immediately move to addressing issues in quadrant 1 and change the structure, roles, people and procedures.....

This model is best navigated by wise and competent leaders, with the assistance and advice of experienced *OD Process Consultants*, who work alongside.

We have progressed this topic to a point where most aspects of the model and the subject of Institution Building have been touched upon in some coherence.

And so, as we conclude this piece, we must remind ourselves that Institution Building and Revitalization is possible - not through control, policing, legislation and reaction alone but by systematic and well designed series of long haul interventions that gives credence to the psychological and social dynamics of work communities.

The model was first composed by late Prof Pulin Garg of ISISD and his close and senior associates. He and his associates have dealt with the subject of Institution Building and applied this model in various settings. The author has been part of this process and works with this model in a wide range of Organizations