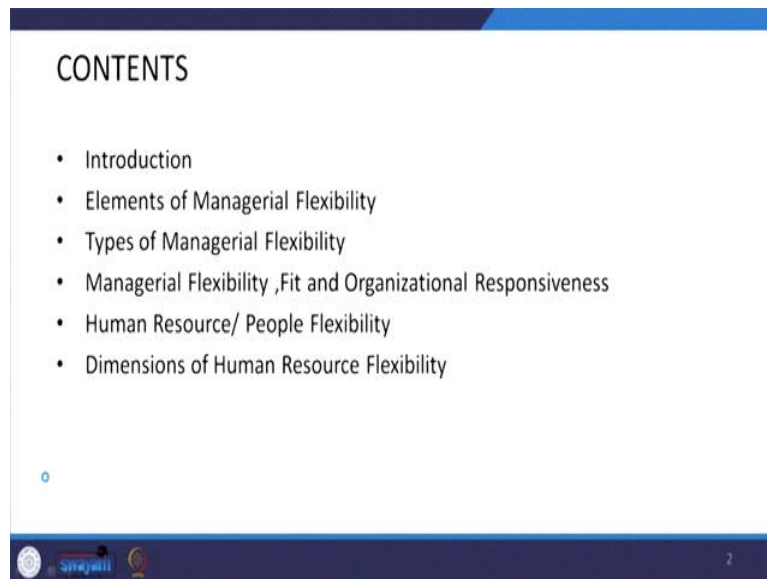


Managerial Skills for Interpersonal Dynamics
Professor. Santosh Rangnekar
Department of Management Studies
Indian Institute of Technology Roorkee
Lecture no. 49
Managerial Flexibility

In this session today we will talk about the managerial flexibility. In fact, in the last sessions we have seen that is the if you want to maintain the interpersonal relationship then in interpersonal relationship, it becomes very, very important that is you understand others first and get understood by yourself also. So, for this purpose, it becomes very-very important, many times the personality, the ego clashes, the conflict management and that all, all these interventions for managing the interpersonal relationship now that requires a flexibility.

That is why this particular session has been kept for the managing the flexibility. And in this flexibility, we are talking about the first the introduction and then the elements of the managerial flexibility what are the different elements are there of the managerial flexibility.

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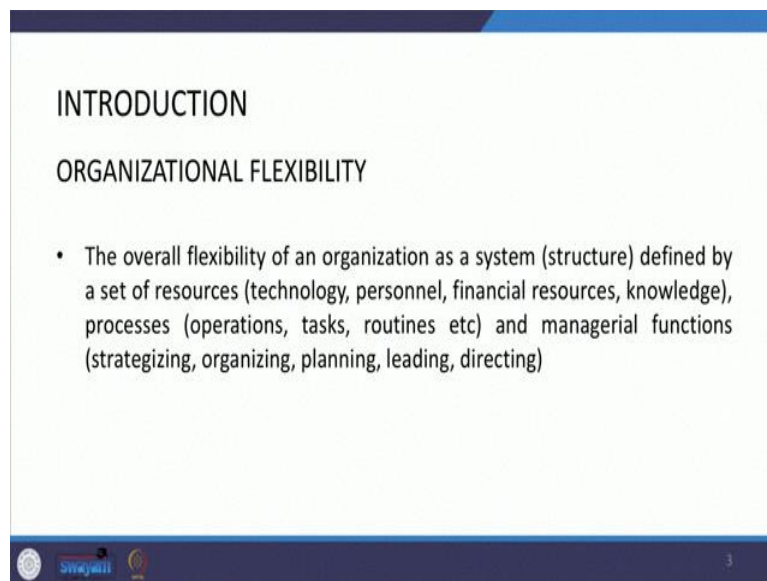


CONTENTS

- Introduction
- Elements of Managerial Flexibility
- Types of Managerial Flexibility
- Managerial Flexibility ,Fit and Organizational Responsiveness
- Human Resource/ People Flexibility
- Dimensions of Human Resource Flexibility

Then managerial flexibility, freight and organisational responsiveness. Therefore, how we can be the fit with and we can be responsive to the organisation. Then the human resource and the people flexibility, what is the HR flexibility and people flexibility. And finally, the dimensions of the human resource flexibility that we will be discussing.

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INTRODUCTION

ORGANIZATIONAL FLEXIBILITY

- The overall flexibility of an organization as a system (structure) defined by a set of resources (technology, personnel, financial resources, knowledge), processes (operations, tasks, routines etc) and managerial functions (strategizing, organizing, planning, leading, directing)

First, we will start with the organisational flexibility that is what we understand by the organisational flexibility. The overall flexibility of an organisation as a system that is required, defined by a set of resources that is a technology, personal, financial resources and knowledge of the employees. Because whenever we talk about the knowledge of the employees, then definitely in that case we talk about the human capital.

The level of the human capital, that will decide the level of the resources, whenever we talk about that is the higher order of thinking that I have discussed with the design thinking also and then we will having that particular level of knowledge and if we are having the highest level of the thinking that is a high level of knowledge is there and that will decide the overall the system of an organisation. Then processes in the organisations, how are the processes are there?

For example, nowadays in addition to the operations, task and routines, we are working on that, that is the how this technology is helping in the processes. Like you see, when you want to maintain a comfort zone for your employees, then definitely in that case, your processes nowadays is required to be the tech savvy and tech supported and processes are there. Then definitely in that case, your organisation will be having the more conducive environment and the in the short period of time that people will be able to get their personal and professional work

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The slide features a blue header and footer. The main content area is white with the following text:

INTRODUCTION

ORGANIZATIONAL FLEXIBILITY

- The overall flexibility of an organization as a system (structure) defined by a set of resources (technology, personnel, financial resources, knowledge), processes (operations, tasks, routines etc) and managerial functions (strategizing, organizing, planning, leading, directing)

Handwritten in black ink on the right side of the slide is a diagram. It consists of a central circle labeled 'Goals'. Three arrows point towards this circle from the right side, labeled 'Environment', 'Dynamics', and 'Alternative'. A fourth arrow points away from the circle towards the left, labeled 'Alternative'.

At the bottom left of the slide, there are logos for 'Swayam' and 'UPE'. At the bottom right, the number '3' is visible.

And many other functions for example, the planning, organising staffing leading directing and controlling is there. So, whenever we are talking about the flexibility in the planning, as we know that is a planning process. In the planning process itself, we are talking about, we talk about what is the how these the, you decide our goals. Goals are becoming very-very important and when we decide about the goals, then these goals are to be the realistic and achievable.

But these goals are to be achieved in the given environment. Now and this environment is dynamic, these particular factor which decide your achievement of the goal, and this particular factor is the, is the very much dynamic. So, as a result of which it becomes sustaining, to becomes a sustainable it one has to be highly flexible. Because as soon as the environment change your goals may be shifted either little bit here and there or the overall goal also may be change.

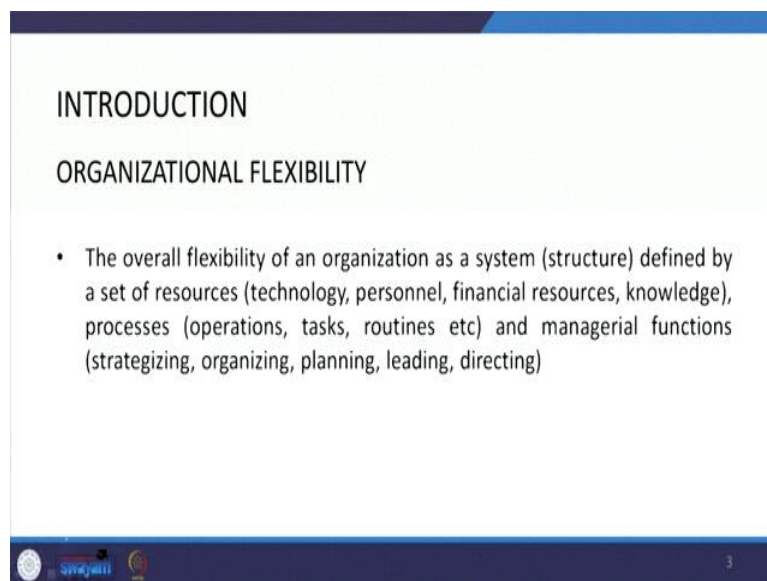
Therefore, it becomes very important in managerial functions, the flexibility that is the our planning. The planning is required to be change. Now, but as soon as your goals are the planning of the organisation change, it is affecting the number of employees, the overall employees. Now, if the employees those who are not very flexible and they are rigid, then they will not be able to continue with this particular change of goals, shifting goals.

So, in any organisation whenever we talk about the managerial functions. In managerial functions the first and foremost is the flexibility in planning in deciding the goals and change

of the goals and not only these, whenever we are talking about these achievement of goals through the different the alternatives. Then the, these goals can be you can achieve by the different ways.

Maybe this side, maybe that side, sometimes you decide whether time management, sometimes you decide by the people management and therefore, these alternatives are there and to achieve these alternatives, it becomes very-very important that is the how you manager that is having that system in which this step of the changes can be incorporated.

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Second is the organising. In the organising it becomes very-very important that is the how we are going for the particular process and that process of that is the organising and in the organising it becomes this span of management, span of control. When we are giving the different roles and responsibilities to the people and as I mentioned that is as per the need business environmental based these roles and responsibility maybe changing, exchanging.

And if it is exchanging from one role to another role, then definitely the organisation system will be affected. Because you are changing the people and at that time also the organisation because it is the need and we are making the changes on the need based. And therefore, these type of the organising environmental factors that is required to be the change and in that case we will find that is organising is to be done.

Similarly, when we are talking about the leading managerial functions. So leading managerial functions that talk about it is the how situational you, you are making the changes and

flexible is there. So, like in Fiedler's model, it is based on the add situations and it is based on the relationship, the task and positions. And when we are talking about this task, position and the relationship of the superior subordinate, it will keep on changing.

Sometimes task is high, sometimes it is no position is strong, sometimes it is weak relationship is good, sometimes it is poor and therefore, the leader, leader has to adopt the flexibility of the changing of his leadership style. If he is able to change his leadership style, then he will be having the better tune up.

Another model which talks about the Hersey and Blanchard in the superior subordinate relationship that is the how you can change your leadership style with the maturity of the people. Sometimes you are getting the unable and unwilling, then definitely the telling style will prevail. Sometimes you are getting the unable, but they are willing then differently your support is required, it is a selling style will work.


Toughest type is the people are able and unwilling and then you have to change your leadership style. So, then it will not be the telling, it will not be the selling, but it will be the participating. The participating style of the leadership and whenever we are adopting the participating style of leadership, then the able and unwilling will be converted into the able and willing. And finally, that is the able and willing style of these subordinates and then in that case the leader has to require the delegating style of leadership.

So, whenever we are talking about this type of the leadership styles and change of leadership, leadership. Then it becomes very, very important that is the how you are able to change your leadership style, you are flexible enough and do develop a proper relationship between the superior and subordinate is there and therefore, the leading style is there. So, this leading and directing styles, the strategies that will depend upon the maturity level of the subordinates of the superior.

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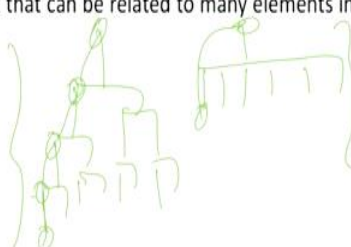
MANAGERIAL FLEXIBILITY

- Managerial Flexibility has been defined as an entity's ability to change its policies, practices or procedures quickly and easily to adapt to the diverse and changing demands of the environment.
- Managerial Flexibility is a concept that can be related to many elements in an organization
 - Operations
 - Marketing
 - Human Resources
 - Structure
 - Strategy



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And when we talk about the managerial flexibility. The managerial flexibility has been defined as an entities ability to change its policies, practices or procedures quickly and easily to adapt to the diverse and changing demands of the environment. So, as per the as I mentioned, the change of the demands of the environment will be there manager has to be flexible, that can be related to many elements in the organisation.

Especially for the supply chain management or the gains supply chain management or the operations management is there. Or when we are talking about the digital marketing nowadays, then definitely in that case also measure flexibilities require. HR flexibility I will

be discussing in the detail because it is indirectly related with our and skills of interpersonal dynamics.

And organisational structures and strategies are there. So, whenever we are talking about the structural changes, so instructional changes not only the organisation structure is there, but the team changes is there, team formation team formulation that becomes also important. As we know that whenever any team is formed, then there are other different stages in the team

That is forming, storming, norming, performing and a journey. Now, ever whenever we are talking about the forming, storming, norming performing and adjourning. Then definitely in that case, the time if there is no flexibility then this storming period that we reach to the maximum. To avoid this maximum of this storming period. So, we have to form these norms as soon as possible.

Because as soon as you create the norms that you will be performing. So, it becomes very-very important that whenever we are talking about the team formation. In the team formation it becomes important that is there is the performing will start with the norming of the spread, the as soon as you are creating the norms. To create these norms, that there is a lot of understanding is required.

In the team dimensions, it becomes very-very important whenever you are creating a suppose a project is there and you are working in that particular project, the project structure will change, the leader will change, as soon as the leader will change the dynamics, group dynamics will change and if this group dynamics that by the group dynamic structure will require to be controlled and that controlled by the managerial flexibility that will be only possible.

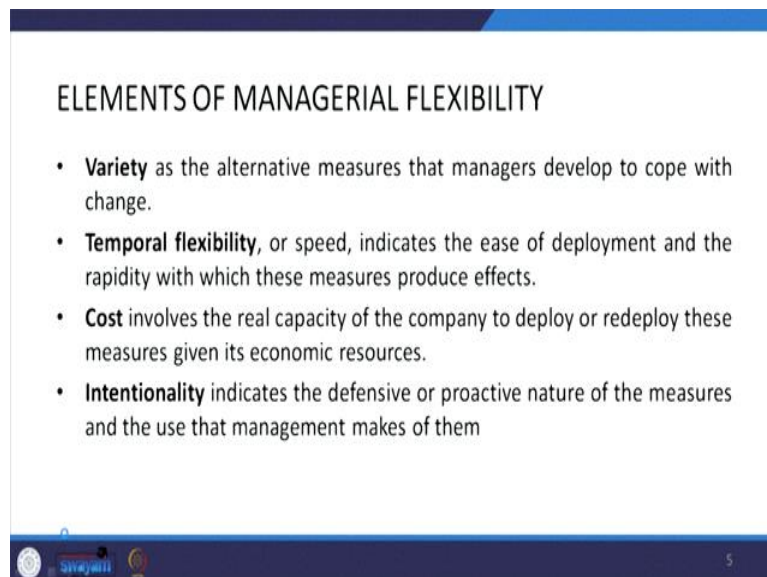
So, therefore, in that case it becomes very-very important that whenever we are talking about these type of these changes, then in that case it becomes necessary that is the what structure we are creating. Earlier we were talking about the tall structure and therefore, if these are, these are the number of the employees in an organisation then the levels were much more. But now, we are talking about the flat structure.

And here the number of employees are same, but they are given the one level and as a result of which the in spite of the tall structure the flat organisation structure is working. Why? Because now these particular bureaucratic system, superior subordinate reporting, like this person has to report to this person, this person has to report this and this and this. So, there is

a so long channel is there. Now, this person has to report to this person only. And therefore, as a result of which you will find that is that there is not a much reporting system and there is not much level and no I am not much reporting system.

So, the relationship that will be more clear and transparent, if you want to create a more clear and transparent relationship, then definitely your structure formation that should be according to the need of the organisation and this is the manager flexibility. The strategy is the another factor element where the manager flexibility is required, because in the dynamic environment as we are seen in the changing, changing demands of the environment, it becomes very-very important that is you are able to keep making the changes into the your working style and the strategies of the organisation.

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So, what is required to manage the flexibility? In elements of the manager flexibility required variety, variety as the alternative measures that managers develop the cope with the change, that is the whatever change is there he is able to cope up. And for this purpose he is emotional, emotional stability is becoming the another important factor. If he is emotional stable, then definitely the alternative measures which are available to him then he will be able, able to adopt.

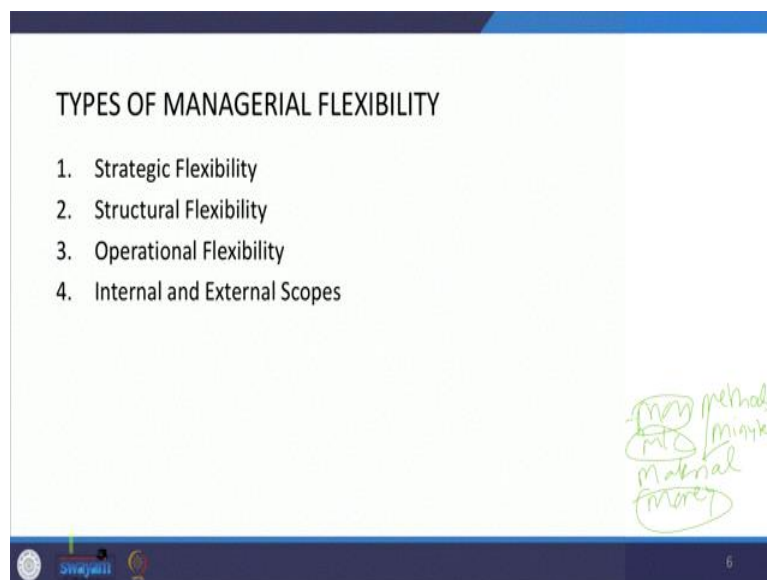
The temporal flexibility or the speed, indicates the ease of deployment and the rapidity with which these measures production effects and here it becomes very, very important that is the whatever the ease of deployment is there we are functioning, functioning in becoming very smooth and that there is a rapidity with these measures.

And if there are the measures, different measures are there then they will be differently the rapidity. The cost involves the real capacity of the company to deploy or redeploy these measures given its economic resources and there whatever the cost was involved, then the real capacity of the company is to the deploy or redeploy and therefore, these measures can give the economic resources are there.

Intentionality indicates that defensive or the proactive nature of the measures and the use that management makes of them and therefore, it becomes very, very important that is whatever the intentionality is there, whether the in response, in response to the environment, the person is becoming the defensive or the person the manager is becoming defensive or he is becoming the proactive.

Naturally when you know that what are the challenges are going to be happen, to occur and then looking to the change in the environment and you become the proactive, you change, you change your systems, you change your structure, you change your strategy. Then definitely in that case, if is the proactive nature of the measures is there. Then the management makes the use of them.

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So, the manager flexibility, it goes with the strategic flexibility, structural flexibility, operational flexibility, internal and external scopes are there. So, strategy flexibility, strategy flexibility can be related to the any aspect whether it is a long term strategy or it is a short term strategies is there. Strategy is to be intro or is to be the extro and therefore, in that case

in all this step of this strategic process, it becomes very-very important. That is the how you are creating that strategic flexibility?

Structural flexible I have already discussing that part that is the, you can go for tall and short structure and change the roles and responsibilities in your structures is there. Operational flexibility is that is the how you are making the, your production processes or supply chain management processes? And therefore, you can control your cost also because the cost is involved and therefore, you can control your costs.

Nowadays, the operation flexibility has become very popular in the cost control. Then internal and external scopes are there and therefore, in that case it becomes very, very important that is the how your internal sources and external sources that is keep on changing? Because whenever we are talking about the manpower or machine or material, money, method and minutes.

So, therefore, with these internal sources there is your man and machinery and then your financial conditions it is there but when you are talking about the dependency, dependency on these methods and the material and the time. Therefore, the external stakeholder's role that is becoming very-very important.


For example, the material the supplier's role, the supplier's role that is the external source scope is there and then how they are, how they are taking the time, minutes for that particular, particular process? And similarly, then the methods also, methods are depending on the environment. Today you are adapting the one method, but with the change of time you have to adopt the another matter and when you adopt the another method. Then definitely that external scopes that is going to be the increase.


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TYPES OF MANAGERIAL FLEXIBILITY

STRATEGIC FLEXIBILITY - The ability to adapt to environmental changes .

- To cope with turbulent and hyper-competitive environments.
- Capacity that enables Mutation
- The potential of a company to transform itself.
- Generate Response Flexibility
- Engendering Organizational Adaptation, Learning, Renewal and Enhanced Longevity.

Only Liberty & Growth




So, in detail now, we will talk about the ability to adapt to environmental changes that is, that is, that is a fundamental flexibility concept is there and when turbulent and hyper, hyper competitive environment are there. Nowadays, you are talking about the different nature of industries and then we are talking about the economic conditions of these industries. And therefore in that case, if this is a turbulent time the cope, we have to cope up with the highly competitive environments. Then definitely there will be lot of strategic flexibility is required

Capacity that enables a mutation, if you want to make that particular bigger scope then definitely you are required to have that particular capacity. The potential of a company to transform the itself and therefore in that case it will become a very high potential of a company that is the how you can transform. Like we will take the very popular example of the G and therefore, the G the by the Jack Welch we be find that is how they are the transform has been taken place.

Similarly, many times when we talk about these Steel Authority of India Limited SAIL, then the case study also talks about that is how the company has been transformed? Many times you will find that is the MSMEs, they are required frequently to transform themselves and then they transform because unless and until they, if they go by the transactions, by the time they will meet the change, the environment again keep on changing.

Then there will be no use of change. So, you are required to change with the time, change and flexible at the time when there is the immediate need and then you have to change your strategies and when you change your strategies, then definitely you will be able to meet the competitive environment.

Generate the response flexibility and therefore, in that case you can generate that particular response flexibility in the case of the manager, in the case of the effective manager flexibility. Engendering organisational adaptation, the very-very common example is of the technology. That is the how the organisations they keep on these adaptation of that particular organisation.

Then the learning, learning of the organisations that is the how fast? Now here we are to understand the difference between the organisational learning and learning organisation. So, when an employee joins and that time when we talk about the employees that is the, how he is learning the organisation, if he is learning the organisation.

Then in that case he is that is understanding the culture of the organisation, the system of the organisation, the process of the organisation and therefore, he is learning that particular organisation is there. And when we are talking about the learning organisation, it means the whole organisation that is going to be the under by this particular process that is the process. The process by which the organisation is learning.

So, these learning organisation that becomes very-very important whenever we are talking about the changes and flexibility. If we are having that particular changes and flexibility then definitely we will be able to come with this particular organisational learning and processes. In this case of the organisation learning and the processes, one the flexibility comes, for example, the automation.

So, therefore, then we are talking about the automation is there then it will be making the organisation a learning organisation and therefore organisation has to understand what changes are required in their manufacturing process, in their production process. And if there is a manufacturing and production processes there then definitely in that case it will become important that is the how organisations they are learning.

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STRUCTURAL FLEXIBILITY

- Structural flexibility refers to flexible structure which is less formalized and more decentralized.
- Includes both managerial as well as Human resources management practices.
- Labor flexible practices and effect on performance.
- e.g. the system of authority, job design, training, work teams, participation, personnel selection and the compensation system.

Now in the case of these process of learning, then we talk about the structural flexibility. In the structural flexibility refers to the flexible structure which is less formalised and the more decentralised is there. If we are talking about that is the how should we in organisation? When we are talking about the LEs? LEs will be required the more and more decentralised because if they are not decentralised, then in that case it will become a very, very important aspect that is the how they are able to work in this particular changing environment.

And therefore, that is the more decentralisation is there right. So, that will be the as I mentioned from the tall structure to the flat structure, then they will require to develop a particular change in the organisation structure, if they include the both managerial as well as the human resource management practices. Like when we are talking about the managerial practices, which are the managerial practises. Managerial practices are those practices which are having that particular planning, organising, directing, leading, controlling, coordinating and strategical changes.

But whenever we are talking about the human resource management, then in human resource management we talk about the structural changes into the organisation structures, when we are talking about the changes into the recruitment system, we are talking about the changes in their training and development system. And then in that case, we will talk about that is the Human Resource Management changes are there.

When we are talking about the labour flexible practices and effect on performance. Naturally, whenever there is the relationship, there is high relationship. Because where we talk about the

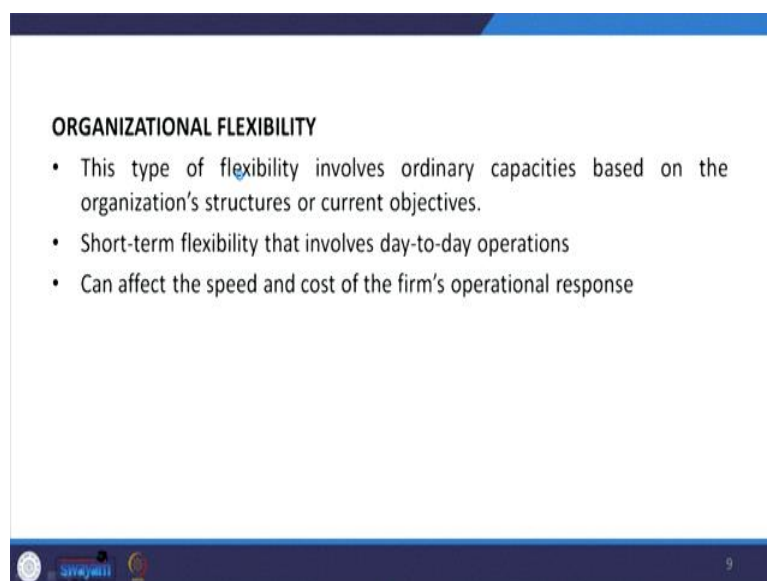
modes model, the modes model they talk about there is a productivity. I have discussed in the previous session also, there is a productivity, flexibility and adaptability.

So, therefore, when we are talking about the interpersonal dynamics, then interpersonal dynamics manager is required to have a structural flexibility, because then labour flexible practices that will create the good industrial relations and human resource relations. If we want to develop a positive relationship between employee and employee, employee and employer and employer and employer and we want to have a less industrial disputes, then in that case that labour flexible practices that are required to be very much common in the organisation.

As we know, that is the social phenomena is changing into the different organisations, as we know that is the geographical, the demographical variables for especially the age, gender and economic status. They are keep on changing and therefore they have to effect on the performance and when we talk about this particular type of the performances, if I turn the performances definitely we will talk about that is the we have to be the structural flexibility.

The system of authority, the job design, the training system as I mentioned, work teams, participation, personnel selection, recruitment and selection and even the compensation system. For example, nowadays we talked much about the fixed pay and the variable pay, when we talk about the fixed and variable pay. So, definitely it is an example of the compensation system.

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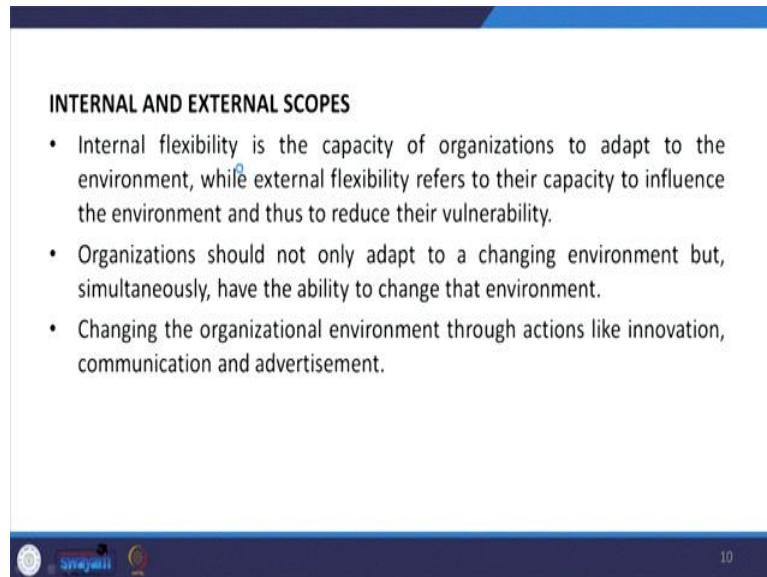
ORGANIZATIONAL FLEXIBILITY

- This type of flexibility involves ordinary capacities based on the organization's structures or current objectives.
- Short-term flexibility that involves day-to-day operations
- Can affect the speed and cost of the firm's operational response

The slide is a presentation slide with a white background and a blue header and footer. The title 'ORGANIZATIONAL FLEXIBILITY' is in bold black text. Below the title are three bullet points. The footer contains a small logo on the left and the number '9' on the right.

So, organisational flexibility, it involves ordinary capacities based on the organisation structures or the current objectives, short term flexibility that involves day to day operations and can affect the speed and cost of the firms operations and responses there. This is all about organisational responsibility.

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INTERNAL AND EXTERNAL SCOPES

- Internal flexibility is the capacity of organizations to adapt to the environment, while external flexibility refers to their capacity to influence the environment and thus to reduce their vulnerability.
- Organizations should not only adapt to a changing environment but, simultaneously, have the ability to change that environment.
- Changing the organizational environment through actions like innovation, communication and advertisement.

10

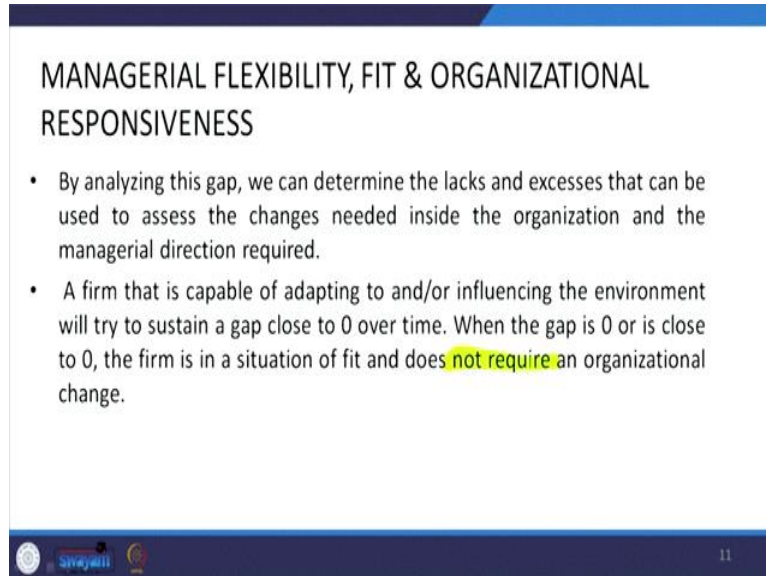
In internal flexibility is a capacity of organisations to adopt to the environment, while the external flexibility refers to the capacity to influence the environment and thus to reduce their vulnerability. Always you should not only adapt to a changing environment, but simultaneously have the ability to change that environment and that is a leadership. So, when we talk about the leadership in development that is the we are affecting the business environment. How we can affect a business environment?

By our innovations and creativity. When our organisation is having the number of good IPS, intellectual properties, number of the good practices of the creativity and innovations, our employees are more and more innovative, then definitely in that case, the total scenario of that particular nature of organisation will affect to the overall industry. And as soon as you affect the overall industry, then they will be the external factors that will be getting effected.

Changing the environment through actions like the innovations, communication and advertisement. So when you communicate outside about your organisation, and talks about that is how your innovations lead you to reduce the cost. When we are talking about the robotics, when we are talking about the artificial intelligence, when we are talking about decision science. Then definitely that will affect the overall scenario of not only that

organisation, but the industry. And this is possible only with the help of whatever the Human Resources you are having in your organisations.

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MANAGERIAL FLEXIBILITY, FIT & ORGANIZATIONAL RESPONSIVENESS

- By analyzing this gap, we can determine the lacks and excesses that can be used to assess the changes needed inside the organization and the managerial direction required.
- A firm that is capable of adapting to and/or influencing the environment will try to sustain a gap close to 0 over time. When the gap is 0 or is close to 0, the firm is in a situation of fit and does **not require** an organizational change.

11

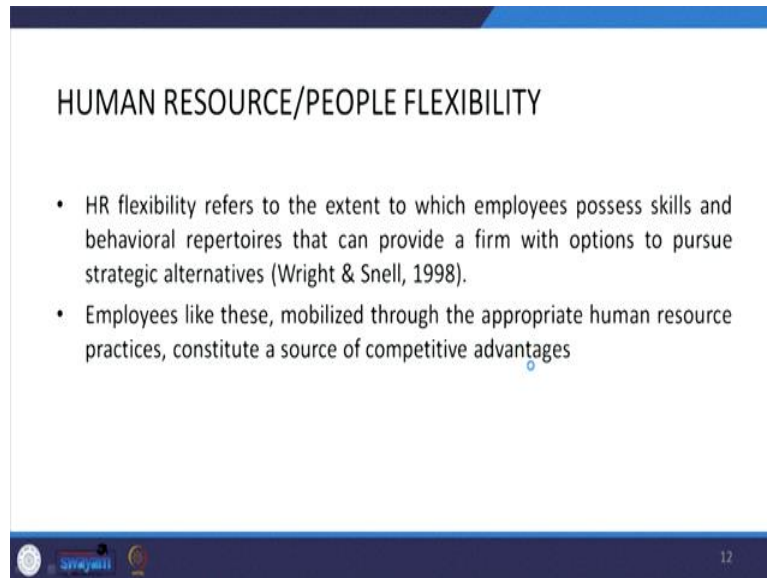
When we talk about the manager flexibility, fit and organisational responsiveness, by analysing this gap, we can determine the lacks and accesses that can be used to assess the changes needed inside the organisation and the managerial direction required. So therefore, whom exists changes, it is the managers of exchanges. The leaders inside the organisation they make changes and when they make the changes in the system, they make the changes in the system to be more effective, more productive and when managers are more adaptive themselves.

So, these type of leaders, they will create more flexible organisations. If you want to change your organisation, if you want to create the competitiveness in the organisation, you want to make the challenges of competition and then in that case, it becomes very, very important that there is a managerial direction is required. A firm that is capable of adapting to and or influencing the environment will try to sustain a gap close to 0 overtime and when the gap is 0 or is close to 0. The firm is in the situation of fit and does not require an organisational change.

Therefore organisation is so proactive and organisation is so responsive, that is that there will be not required, there will be not require any organisational change and therefore, in that case it becomes very-very important that is organisation fit and organisational responsiveness that has become the popular. Now, very important point in the flexibility is required that is if you

want to keep a good environment, work condition environment relationship amongst employees, then you are required the human resource and people flexibility.

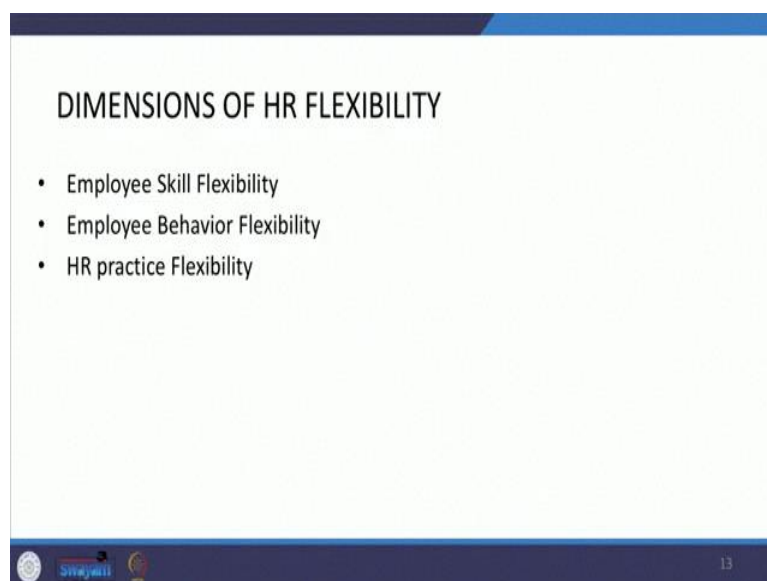
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HUMAN RESOURCE/PEOPLE FLEXIBILITY

- HR flexibility refers to the extent to which employees possess skills and behavioral repertoires that can provide a firm with options to pursue strategic alternatives (Wright & Snell, 1998).
- Employees like these, mobilized through the appropriate human resource practices, constitute a source of competitive advantages

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DIMENSIONS OF HR FLEXIBILITY

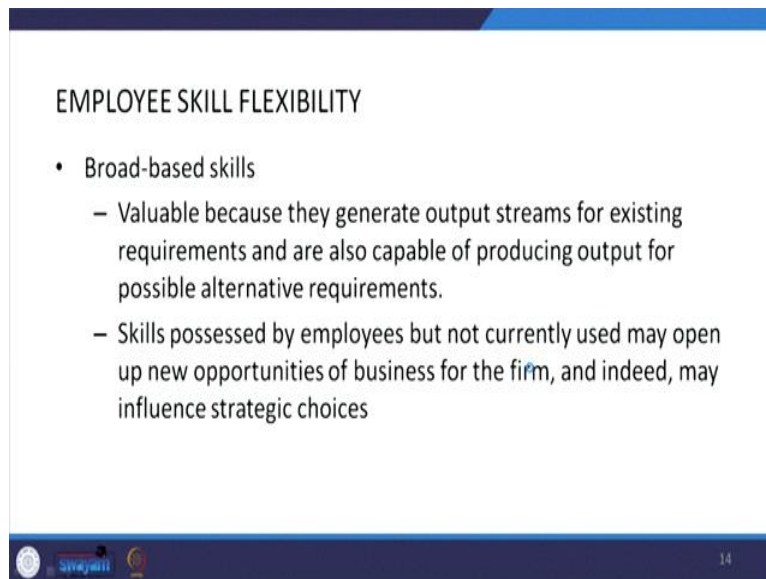
- Employee Skill Flexibility
- Employee Behavior Flexibility
- HR practice Flexibility

13

HR flexibility reference to the extent to which employees possess skills and behavioural reporters that can provide a firm with the options to pursue strategic alternatives. So, dear friends that is the how the HR flexibility that is becoming the employees possesses the skills and behavioural reporters. And this is possible only when a firm with the options to pursue the strategic alternatives are there. And when you add up the strategic alternatives, and then in that case you will have the HR flexibility and the reporters.

Employees like these mobilise through the appropriate human resource practices, whenever there is an appropriate human resource practices, then definitely in that organisation, you will find the people are more competent to you, because they are flexible. Constitute a source of competitive advantage and therefore, is a result of which you are able to develop that competitive advantage. So, basically in human resource flexibility, there is an employee skill flexibility, employee behaviour flexibility and HR practices flexibility is there.

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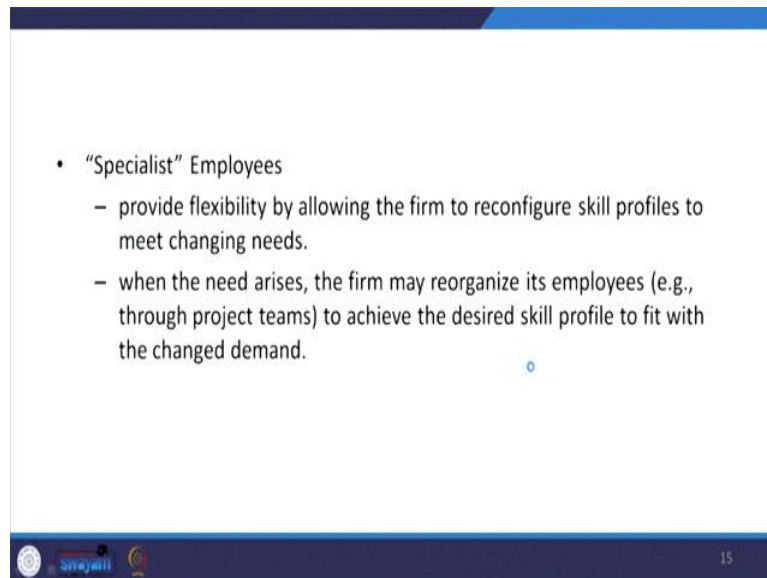
The slide is titled "EMPLOYEE SKILL FLEXIBILITY" and contains the following content:

- Broad-based skills
 - Valuable because they generate output streams for existing requirements and are also capable of producing output for possible alternative requirements.
 - Skills possessed by employees but not currently used may open up new opportunities of business for the firm, and indeed, may influence strategic choices

At the bottom of the slide, there are logos for "Swayam" and "SWAYAM" on the left, and the number "14" on the right.

Employee skill flexibility, valuable because they generate the output streams. Like for the existing requirements and they are also capable of producing output for the possible alternative requirements. So, therefore, as soon as there is a new tech skill is required, or tech savvy employees are required they are able to change flexible. Skills possessed by the employers but not currently used may open up new opportunities of business for the firm, and indeed, may influence strategic choices. And therefore, as I mentioned earlier, that there is a strategic flexibility also. That strategic flexibility we can use into the employee scale flexibility.

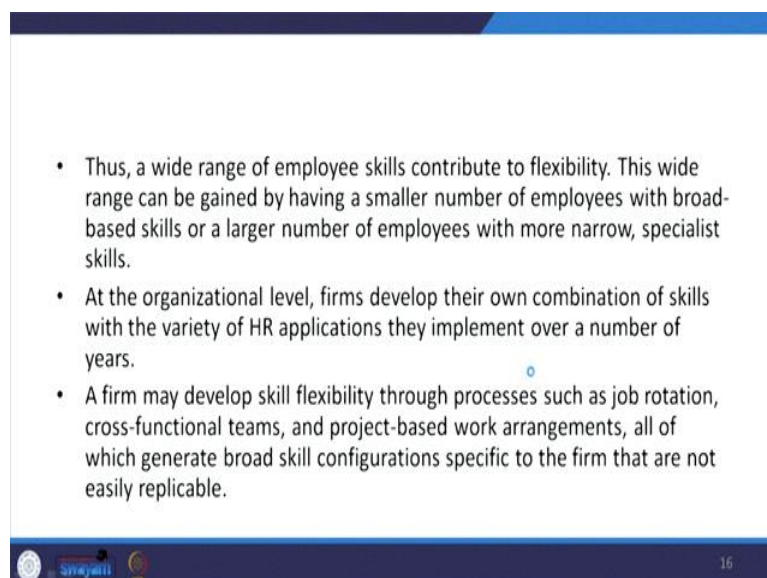
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 Slide 15 features a blue header and footer. The main content area is white with a blue border. It contains a bulleted list about specialist employees. The footer includes a logo on the left and the number '15' on the right.

- “Specialist” Employees
 - provide flexibility by allowing the firm to reconfigure skill profiles to meet changing needs.
 - when the need arises, the firm may reorganize its employees (e.g., through project teams) to achieve the desired skill profile to fit with the changed demand.

There will be a certain employees those will the specialist employees, this employees provide the flexibility by allowing the firm to reconfigure skill profiles to meet the changing needs. So, whatever the changing needs are there they will require to adopt. When the need arises, the firm may reorganise its employees example is through project teams and to achieve the desired skill profile to fit with the change demand and therefore in the organisation, especially in the leading organisations you will find there are these specialists and champions are working. And these people they are they get fit, they get fit into the desired skill profile.

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 Slide 16 features a blue header and footer. The main content area is white with a blue border. It contains three bullet points discussing employee skills and flexibility. The footer includes a logo on the left and the number '16' on the right.

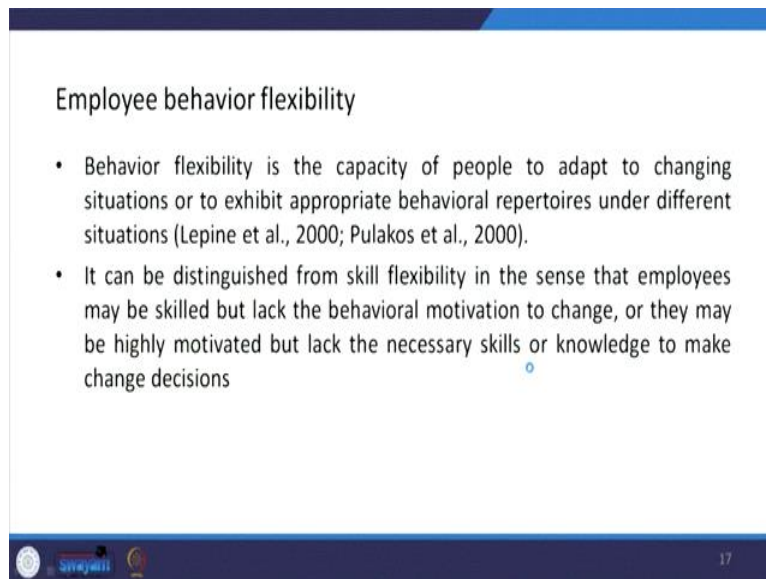
- Thus, a wide range of employee skills contribute to flexibility. This wide range can be gained by having a smaller number of employees with broad-based skills or a larger number of employees with more narrow, specialist skills.
- At the organizational level, firms develop their own combination of skills with the variety of HR applications they implement over a number of years.
- A firm may develop skill flexibility through processes such as job rotation, cross-functional teams, and project-based work arrangements, all of which generate broad skill configurations specific to the firm that are not easily replicable.

Thus a wide range of employee skill contributes to flexibility, and this wide range can begin by having a smaller number of employees with broadway skills or a large number of employees with more narrow and specialist skills. It depends on the needs of the organisation.

At the organisational level firms develop their own combination of skills with the variety of HR applications and they implement over a number of years and therefore there is a bouquet, bouquet of the different skills and need of the employees and therefore those employers with the different skills they are able to match the goal.

A firm may develop the skill flexibility through the processes such as job rotation, then how to develop this flexibility, job rotation, cross functional teams and project based work arrangements, all of which generate the broad skill configuration specific to the form that are not easily replicable.

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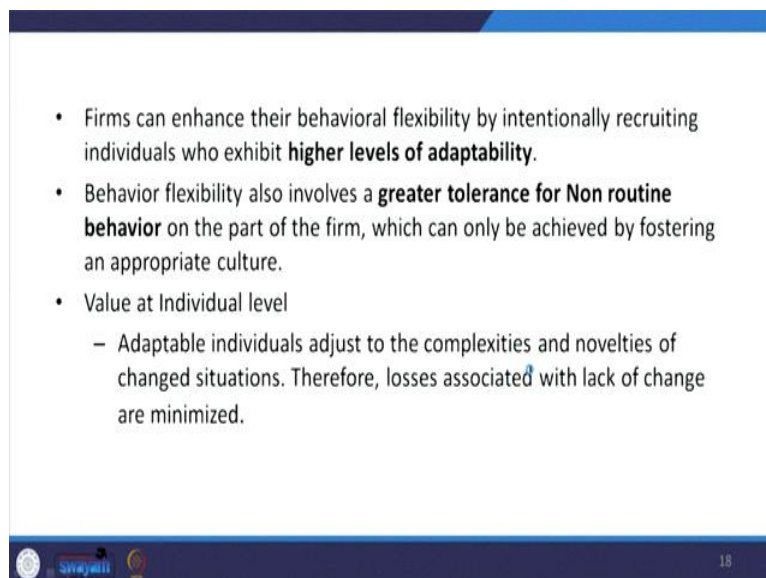
Employee behavior flexibility

- Behavior flexibility is the capacity of people to adapt to changing situations or to exhibit appropriate behavioral repertoires under different situations (Lepine et al., 2000; Pulakos et al., 2000).
- It can be distinguished from skill flexibility in the sense that employees may be skilled but lack the behavioral motivation to change, or they may be highly motivated but lack the necessary skills or knowledge to make change decisions

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Employee behaviour flexibilities is the capacity of people to adapt to changing situations or to exhibit appropriate behaviour reporters under the different situations. It can be distinguished from the skill flexibility in the sense that they employees maybe skill, but like the behavioural motivation to change or they may be highly motivated, but like the necessary skills or knowledge to make the change decisions.

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- Firms can enhance their behavioral flexibility by intentionally recruiting individuals who exhibit **higher levels of adaptability**.
- Behavior flexibility also involves a **greater tolerance for Non routine behavior** on the part of the firm, which can only be achieved by fostering an appropriate culture.
- Value at Individual level
 - Adaptable individuals adjust to the complexities and novelties of changed situations. Therefore, losses associated with lack of change are minimized.

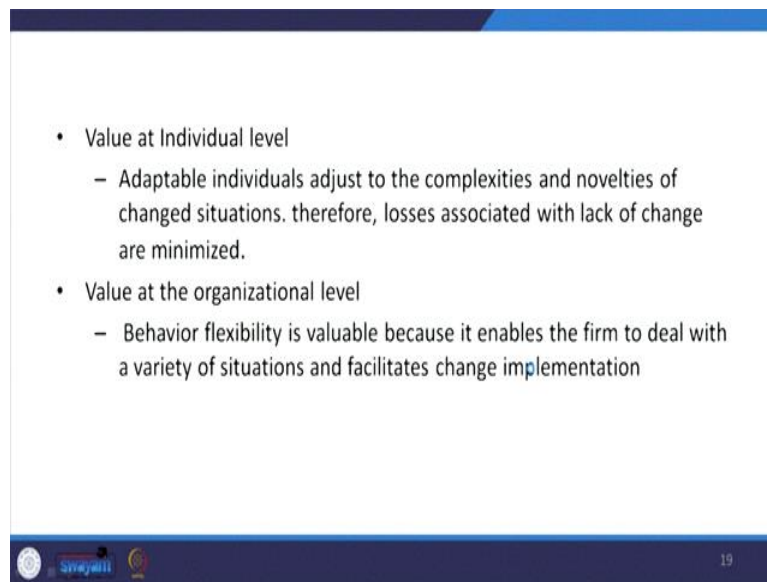
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Firms can enhance their behaviour facility by intentionally recruiting individuals who exhibit a higher level of adaptability and naturally the high level of adaptability is important.

Behaviour flexibility also involves a greater tolerance, a tolerance level of the organisation for non-routine behaviour. Because, as soon as the environment is becoming dynamic, your technology is changing, your processes are changing, your strategies are changing.

Then therefore, the people should have the high level of tolerance to adaptability, which can only be achieved by fostering an appropriate culture and when you develop that culture to adapt a change, then definitely they will not be disturbed. Values at the individual level, adaptable individual adjust to the complexities and novelties of the chain situations and therefore, losses associated with the lack of change are the minimised is there.

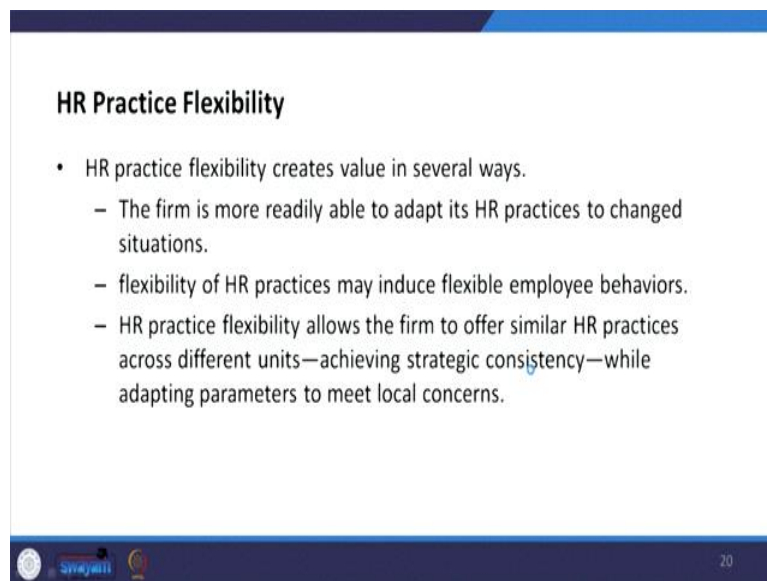
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- Value at Individual level
 - Adaptable individuals adjust to the complexities and novelties of changed situations. therefore, losses associated with lack of change are minimized.
- Value at the organizational level
 - Behavior flexibility is valuable because it enables the firm to deal with a variety of situations and facilitates change implementation

At values at the individual level is required that is the adaptable individuals adjust to the complexities and novelties and the value at the organisational level behaviour flexibility is valuable because it enables the firm to deal with a variety of situations and facilities is there.

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HR Practice Flexibility

- HR practice flexibility creates value in several ways.
 - The firm is more readily able to adapt its HR practices to changed situations.
 - flexibility of HR practices may induce flexible employee behaviors.
 - HR practice flexibility allows the firm to offer similar HR practices across different units—achieving strategic consistency—while adapting parameters to meet local concerns.

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Finally, I will talk about the HR practices flexibility. HR practices flexibility creates value in several ways. The firm is more readily able to adopt these HR practices to change situations. Flexibility of HR practices may induce flexible employee behaviours, HR practice flexibility allows the firm to offer similar HR practices across different units, achieving the strategic consistency while adopting parameters to meet the local concerns.

And therefore, in that case, this type of the flexibility whenever there is existing among the organisation, then definitely people will be ready to the change people will be, organisation will be ready to create and to meet competitiveness and develop and culture which will be having the more relationship because there with the change there is no stress organisations and the team which is created and the people in that particular project in that team, they will have the good interpersonal relationship because they have adopted a culture of flexibility. So, this is all about the managerial flexibility. Thank you.