

# INTERCHANGE: INTERCULTURAL CHANGE MANAGEMENT SAMPLE TOOLS

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## Department Panchayat

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Tool Description

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# Department Panchayat Tool Description

## AREAS OF APPLICATION

Learning organisation, continuous improvement, innovation and idea management

## OBJECTIVES

Participation, empowerment, ownership, utilisation of implicit knowledge

## ORGANISATIONAL LEVELS

Department

## STAKEHOLDERS

All members of the organisational areas affected

## WORKSHEETS

1. Suggestion Sheet
2. Revision Sheet

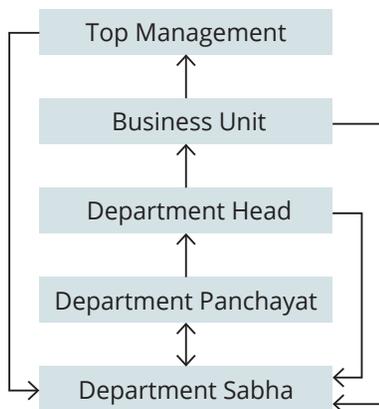
## SUMMARY

The approach aims to jointly overcome challenges by providing employee suggestions for improvement and discussing them. A binding decision on whether to approve or disapprove is then made by the Department Panchayat (Council). Subsequently, the decision is either authorised, returned for revision or rejected by a superior. In this way, the supervisor retains control and the employees are assured of his or her support. The backing of superiors and colleagues leads to a self-confident and self-contained way of working. The most important effect is that the implicit knowledge of the employees is accessible to the company through the process. Continuous improvement and innovation become institutionalised and the desired effects (empowerment, ownership) are achieved. An additional positive effect is that solutions are developed within the affected organisational unit and only need to be passed on to higher organisational levels for approval/disapproval or revision. As a concluding consequence, there is less upward delegation. This increases agility and makes the organisation more adaptable.

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## STRUCTURE



## DESCRIPTION

At the Department Sabha level, all employees of a department come together. Three or five Panchs (representatives) are elected by the staff in a secret poll. The number of Panchs depends on the size of the organisational unit. Their tenure of office is one year. Re-election is possible. The Department Sabha meets at regular intervals (e.g. once every 4 weeks) or as required. In the process, one or more colleagues can describe challenges and suggest solutions. The proposed solutions are being discussed together in the group so that other employees can also contribute their ideas and views. The resources required (e.g. money, man-hours etc.) must also be defined. Decisions regarding the solution to a challenge are then made by the Panchs in a separate meeting. If there is no unanimous decision, a vote takes place. Here a simple majority is sufficient. The Panchs can accept or reject a proposal. The decision is binding for everyone. The decision is communicated via the suggestion sheet to the superior level, e.g. the head of department, and should be approved there. The suggestion sheet provides the communication between the levels and the documentation of the submitted proposals.

The superior has veto rights. If a project is approved, the person or persons who submitted the proposal are responsible for its implementation. The implementation is checked by the Panchs. At the same time, the Panchs are available as advisors in the event of any difficulties during the implementation.

If a project is rejected by the superior, the explanations must be provided via the revision sheet. The superior can either return the project for revision to the Department Sabha or reject it altogether. If the proposal is disapproved a second time, the decision is final. If no decision can be made by the head of department, the next higher level is to be called upon. Here, the available work sheets are also employed for communication and documentation.

# 1. Suggestion Sheet

Please fill out the following form (hard or soft copy) and forward it to your Department Panchayat.

Date: \_\_\_\_\_ Area(s) touched: \_\_\_\_\_

Place: \_\_\_\_\_ Objective: \_\_\_\_\_

Challenge No.: \_\_\_\_\_ Benefit: \_\_\_\_\_

## CHALLENGE

Description: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Solution proposal: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## REQUIRED RESOURCES

Costs: \_\_\_\_\_

Timeframe for implementation: \_\_\_\_\_

Man-hours: \_\_\_\_\_

Involved employees (*name, position*): \_\_\_\_\_

\_\_\_\_\_

Third parties: \_\_\_\_\_

\_\_\_\_\_

## COMMENTS OF SUPERIOR

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## APPROVED BY DEPARTMENT PANCHAYAT

Yes:  No:

## APPROVED BY SUPERIOR

Yes:  No:



# Corporate Satyagraha Tool Description

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tool description  
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## AREAS OF APPLICATION

Value development, basic attitude in everyday interaction, negotiations and workshops, conflict resolution

## OBJECTIVES

Positive transformation of everyday interaction within the organisation, fostering of an agile mindset

## ORGANISATIONAL LEVELS

All levels

## STAKEHOLDERS

All members of the organisation

## SUMMARY

As a basis for a successful implementation of tools such as the Department Panchayat, certain basic principles of interpersonal interaction and corresponding values should be observed. For this, Corporate Satyagraha should be used. The term Satyagraha consists of the words Satya (truth/love) and Agraha (power). Satyagraha therefore means the power that arises from truth, love and non-violence. The approach has been tested in numerous political movements and is currently also becoming increasingly interesting for private companies. This applies above all to the areas of corporate governance, but will also support the development of an organisational culture based on values. In addition, Satyagraha contains most of the principles of conflict resolution theory and corresponds with many of its current approaches.

## WORKSHEETS

1. Corporate Satyagraha Pledge (example)
2. Basic Interaction Rules

## BASIC PRINCIPLES

### 1. Truth

In an organisational context, Truth means transparency, reflection and integrity. This results in a solution-oriented and open-ended approach. Those who have committed themselves to the basic assumptions of Corporate Satyagraha should also be open to being persuaded by the negotiating partner when he or she has the better arguments. Agility is crucial!

### 2. Ahimsa (non-violence)

In the corporate context, Ahimsa means unconditional compliance and fairness towards employees, suppliers and customers, but also sustainability and corporate social responsibility. Ahimsa cannot be achieved suddenly, but is a state of mind that the organisation and its members aspire to. Ahimsa and Truth are two sides of the same coin and are therefore inseparable.

### 3. Tapasya (devotion, dedication)

Tapasya in the business world describes the search for the meaning of an organisation. In other words, what does the organisation want to achieve in addition to generating profits? What additional value does it provide for employees and society as a whole? What higher goal does the organisation strive for?

## METHODS

The used methods build on each other. This means that if a technique does not lead to the goal, the following method is used. The techniques correspond with the basic principles:

### 1. Convincing through truth and reason

Transparency, the communication of one's own motives, objectives and intentions as well as self-reflection and integrity combined with compelling, rational arguments can convince the opposing party. In negotiations and decision-making processes, the focus must always be on problem solving. The final solution may look different than planned in advance.

### 2. Constructive suggestions

The basic principle of Ahimsa or non-violence requires that only constructive dialogue takes place. The counter party must not be injured with actions or words. It is not permissible to exploit a moment of weakness in order to inflict damage on the other party. The aim is to bring about a positive transformation together.

### 3. Active search for collaboration possibilities

Within the framework of Tapasya, it is a matter of integrating others into one's own project through collaboration. If necessary, concessions have to be made and one's own ideas modified. It is important that the core elements of the objective are not changed or watered down!

# 1. Corporate Satyagraha Pledge (example)

As an employee of the company "name of the company" I hereby commit myself to the basic principles of Corporate Satyagraha: Truth, Ahimsa and Tapasya.

I pledge to follow the principles and to have all my actions which I perform on behalf of "name of company" or in connection with the company be guided by the above principles.

In addition, I promise to heed and apply the methods of Corporate Satyagraha in dealing with my colleagues and clients.

Name: _____	Signature Director Human Resources: _____
Signature: _____	_____
Place, Date: _____	Seal of company: _____

## 2. Basic Interaction Rules

### **THIS IS HOW I COMMENT**

- > Create a protected environment (e.g. in a closed room, four-eye conversation)
- > First make positive comments, then make suggestions for improvements
- > Be open and honest
- > Describe concrete examples
- > No interpretations
- > Do not condemn your interlocutor or third parties
- > Ask yourself what you have contributed to the situation and what you can do to improve it
- > Not only describe the problem, but also outline possible solutions
- > Clearly formulate your wishes and ideas
- > Make comments in a timely manner
- > Ask whether everything was understood and whether the form (language, tone of voice, etc.) was appropriate

### **THIS IS HOW I ACCEPT COMMENTS**

- > Ask a colleague or supervisor if necessary
- > Be receptive to comments, i.e. take the comments seriously
- > Just listen
- > Let other people finish
- > Ask in case of ambiguities
- > Pay special attention to particularly emphasised aspects
- > Explain your point of view in a calm and respectful manner
- > Make yourself solution suggestions
- > Be grateful for comments

**We are looking forward  
to answering your questions!**



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