Research Paper

Applications of 7s Framework in Effective Leadership- A Case Study of Jk Tyres

Dr. H. Rajeshwari[1]

ABSTRACT
The Model of Mckinsey 7S framework was developed in 1970s by Tom Peters and Robert watermen. This model identifies seven different internal elements of an organization which are crucial for success of an Organization. JK Tyres one of the leading manufacturing company in Mysore gave a training on this model to the people working in the managerial cadre. This study has aimed at analyzing how this model is contributed to effective leadership in the organization.
KEY WORDS: 7S Framework, effective leadership, system, Strategy, Shared Goals

I. INTRODUCTION

Much of the work in today's organizations is completed through Leadership so that Leadership and leadership are placed at the top of the list of desirable skills for graduates. Consequently, many higher education institutions have set up project activities as a major pedagogical tool for training students into those skills and behaviors.

The advantage of Leadership is significant productivity growth in the spheres that require creative solving of different tasks, a high degree of adaptability and operational management. The success of any organization or institution requires the positive force of Leadership because it helps the employees to empower and develop themselves and their potentials, as well as learning the proper strategies to achieve the required tasks efficiently. Also, the positive interaction and collaboration among employees allow them to have a better understanding of the significance of Leadership in building up the human civilization and helping the human beings to achieve the common goals and purposes that they all need. Most of the successful companies do not hire an individual who cannot work on teams to solve conflicts and achieve various tasks, and that proves the importance of Leadership as an essential skill in the work environment.

.Hence organizations should enhance the concept of Leadership among its employees to increase the level of productivity and creativity in order to earn competitive advantages and enhance each employee's performance. Additionally, the core value of Leadership is the reduction of workload which helps the employees to perform better without any kind of work pressure because the tasks were distributed equally among all the members of that team. Some of the organizations in today's industries are not developing due to inadequate Leadership among the employees which certainly affects the performance of that organization and its employees in the long run. Huge amount of resources is also wasted because of Leadership inadequacies which directly threatens the organization's development.

II. INTRODUCTION TO MCKINSEY'S FRAMEWORK

"McKinsey 7s model is a tool that analyzes firm's organizational design by looking at 7 key internal elements: strategy, structure, systems, shared values, style, staff and skills, in order to identify if they are effectively aligned and allow organization to achieve its objectives."

Understanding the tool

McKinsey 7s model was developed in 1980s by McKinsey consultants Tom Peters, Robert Waterman and Julien Philips with a help from Richard Pascale and Anthony G. Athos. Since the introduction, the model

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[1] Dr. H. Rajeshwari, Chairperson, Department of Management, KSOU, Mysore

has been widely used by academics and practitioners and remains one of the most popular strategic planning tools. It sought to present an emphasis on human resources (Soft S), rather than the traditional mass production tangibles of capital, infrastructure and equipment, as a key to higher organizational performance. The goal of the model was to show how 7 elements of the company: Structure, Strategy, Skills, Staff, Style, Systems, and Shared values, can be aligned together to achieve effectiveness in a company. The key point of the model is that all the seven areas are interconnected and a change in one area requires change in the rest of a firm for it to function effectively.

III.   THE SEVEN ELEMENTS

The McKinsey 7-S model can be applied to elements of a team or a project as well. The alignment issues apply, regardless of how you decide to define the scope of the areas you study.

The McKinsey 7S model involves seven Interdependent factors which are categorized as either "hard" or "soft" elements:

- Strategy
- Structure
- Systems
- Super-Ordinate Goals
- Skills
- Style
- Staff

IV.   REVIEW OF LITERATURE

1.   Argote (2011) in a study established that conclusions can be related to one another in compound and contradictory ways .The study also concluded that effectiveness of Leadership at one level of analysis is most likely to interfere with effectiveness of Leadership at another level of the organization..

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

3.   Gaertner (2000: 487) : Argues that "more flexible and participatory management styles can strongly and positively enhance organisational commitment".

4.   Howell &Avolio, 2001 : Opine that leaders who enhance followers" confidence and skills to devise innovative responses, to be creative, and to take risks, can also facilitate the changeover processes in organizations.

5.   Katzenbach and Smith, 1993, p.91; Working group is a group for which there is no significant incremental performance need or opportunity that would require it to become a leadership.

6.   Katzenbach and Smith (1993), individuality is important in working groups. Individual roles, tasks, and responsibilities are important purposes of group workers. They notice that working groups give importance to individual outcomes and results.

7.   Katzenbach and Smith (1993) prepared a framework that is called "leadership performance curve". This curve has five key points; each shows the effectiveness of working group, pseudo-leadership, potential leadership, real leadership, and high-performing leadership.

OBJECTIVES OF THE STUDY

1.   To find out awareness about Mckinsy 7S Framework among Leaders in JK Tyres
2.   To identify the relationships between each component of 7S framework and effective leadership in JK Tyres
3.   To find out the significance of each component in building effective relationship in JK Tyres

RESEARCH METHODOLOGY

The researcher has collected both primary and secondary data, The primary data is collected by distributing a questionnaire prepared based on the pilot study. The questionnaire were distributed to different level of Managers working n JK tyres Mysore. 50 respondents working at different level of management were selected. Chi square test and correlation test were employed to validate the findings

HYPOTHESES

The researcher wants to testify the following hypotheses
1.   Managers are aware and accepted Mckinsy 7S Framework
2.   7S framework components are strongly related to effective leadership
3.   There is no difference in the relationship between each component and leadership effectiveness

TESTING OF HYPOTHESIS
1.   Testing of Hypothesis -1 : Managers are aware and accepted Mckinsy 7S Framework

Table 1 Respondents Job Profile

Sl No	Criteria	Frequency	Percentage
1	Supervisor or Junior Level	10	20%
2	Asst. Managers or Middle Level	15	30%
3	Managers or Senior Level	25	50%

Table 2 Awareness and acceptance towards Mckinsey's 7s frame work.

Sl No	Criteria	Frequency	Percentage
1	Strongly Agree	23	46%
2	Agree	27	54%
3	Neutral	0	-
4	Disagree	0	-
5	Strongly Disagree	0	-

Table 3 Cross Table showing awareness and Acceptance among different level of Managers

Sl No	Criteria	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Supervisor or Junior Level	3	7	0	0	0	10
2	Asst. Managers or Middle Level	5	10	0	0	0	15
3	Managers or Senior Level	15	10	0	0	0	25
	Total	23	27	0	0	0	50

The above table shows that all the managers at different levels are aware and accepted 7S Framework. A training was given in the company about 7S framework and managers and supervisors were asked to adopt it. The hypothesis is proved.

Testing of Hypothesis -2 7S framework components are strongly related to effective leadership

Table 4: Application of MCkinsy 7S Framework components in effective Management

Sl No	Component	Component	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	A	Strategically plan and present programs	38	12	0	0	0
2	**B**	team is well organized	20	27	3	0	0
3	C	Tasks are systematically done	18	26	6	0	0
4	**D**	Have awareness about subordinate's feelings and behaviors	17	22	9	2	0
5	**D**	Shared Goals	33	17	0	0	0
6	E	Good Communications skills	19	31	0	0	0
7	E	Good Interpersonal Skills	27	23	0	0	0
8	F	Well trained Staff	17	25	6	2	0
8	G	Flexible Style of Leadership	23	8	15	2	1
		Effective Leadership					
1		solve problems practically and realistically together	30	18	2	0	0
2		Analyse Goals together	32	18	0	0	0
3		Good Discipline and order	23	18	8	1	0
4		Motivated subordinates	32	18	0	0	0
5		Final authority and responsibility with leader	42	8	0	0	0
6		Involvement of all in major decisions	20	27	3	0	0
7		Asking suggestions for improvement	15	30	5	0	0

Table 5: Relationship between McKinsey 7S Frame work and Effective Leadership.

Respondents were asked to indicate the extent to which they agreed or disagreed with the various statements (including those which are not shown here)relating to motivational factors undertaken by the judiciary on a five-point Likert scale (1=Strongly Disagree [SD], 2=Disagree [D], 3=Neutral [N], 4=Agree [A], 5=Strongly Agree [SA]). The results were as presented in below table.

Variables	A Strategy	B Structure	C System	D Shared Goals	E Skill	F Style	G Staff	Effective Leadership (EL)
Strongly Agree	68	20	18	182	46	17	40	117
Agree	30	27	26	149	54	25	31	72
Neutral	2	3	6	17	0	6	15	10
Disagree	0	0	0	2	0	2	1	1
Strongly Disagree	0	0	0	0	0	0	0	0

Correlation between each variable and Effective Leadership is calculated using Karl Pearson Correlation coefficient method.

Correlation Data

r_{AEL}	r_{BEL}	r_{CEL}	r_{DEL}	r_{EEL}	r_{FEL}	r_{GEL}
0.986140022	0.87452159	0.840309565	0.9845548	0.913615668	0.9585527	0.958553

From the above table correlation statistical measure that expresses the relationship between each value on Mckinsey's 7S & effective leadership. Hence the second Hypothesis is proved.

Testing of Hypothesis 3: There is no difference in the relationship between each component and leadership effectiveness

Table 6

r value	Observed Value (O)	Expected Value (E)	O-E	$(O-E)^2$	$(O-E)^2/E$
r_{AEL}	0.986140022	1	0.01386	0.000192	0.000192
r_{BEL}	0.87452159	1	0.125478	0.015745	0.015745
r_{CEL}	0.840309565	1	0.15969	0.025501	0.025501
r_{DEL}	0.9845548	1	0.015445	0.000239	0.000239
r_{EEL}	0.913615668	1	0.086384	0.007462	0.007462
r_{FEL}	0.9585527	1	0.041447	0.001718	0.001718
r_{GEL}	0.958553	1	0.041447	0.001718	0.001718
Total				0.052575	

Here Degree of Freedom of 7-1 = 6. From the Chi Square Table for 99% confidence level , critical value is 16.812 whereas the expected value is 0.052575. Since the expected value is less than critical value, The third hypnosis is accepted.

V. FINDINGS

The relationship between 7S framework and effective leadership correlates strongly. Correlation coefficient between Strategy, Shared Goals & Leadership which is 0.986140022 & 0.9845548 respectively which in turn means that Organization's Strategy & Shared Goals are intensely operational and inspires effective leadership, the other values of 7S frame work that is Skill & Staff stands next to promote the leadership (0.913615668 & 0.9585527 respectively).

The Structure & System to have placed at last as they have less contribution comparatively to other values and Organization has to enhance its Structure & System.

With respect to correlation analysis findings, leadership roles and 7S valuables are significantly correlated with Leadership. This findings support that there exists a relationship between 7S values & leadership roles, In other words, leader's role is impacted by 7S values of Mckinsey and it cannot be overlooked.

VI. SUGGESTIONS
 The Following Suggestions are based on the discussions with the Leaders.
- For newly joined employees orientation programs should be conducted.
- Whenever new openings are there, internal employees should be considered first for the promotions.
- Inspirational and motivational training programmes should be there for the employees.
- Employees who are working for a considerable period of time and the senior employees should be given more importance and should be involved in the decision–making process. Their wisdom and experience can be beneficial to the organisation.
- It is suggestive that the leaders or managers under whose leadership the zenith textile are working should be more Autocratic in nature while dealing with the employees.
- It is even more suggestive that the leaders or managers should be more democratic in their leadership styles.
- Systems has to be improved as per the findings.

VII. CONCLUSION

Forecast thinking, effective communication and rewarding performance are distinctive characteristics of nonprofessionals whereas building consensus and effective delegation are the characteristics of professionals. This leads us to think leadership roles are under the influence of Organizational conditions i.e. Strategy, Structure, System, Shared Goals, Skills, Style & Staff which in turn are Mission, Vision, Values, Ethics, Reporting relationships, Planning control System, Employees & their capabilities, Management practice, Working conditions, the perception of members and the characteristics of tasks.

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