THE BOUNTY EFFECT: WITH SPECIAL REFERENCE TO COVID-19 PANDEMIC IN INDIA

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Abstract

The paper evolves around the collaborative interconnection model. Scope of the paper is analysis of the impact of pandemic Covid-19 on India. The transition of India from command-and-control management system to collaborative management could be seen in the country. Evan Rosen has given us the theory of Bounty Effect in his book on 'The Bounty Effect'. The theory says whenever there are exigent circumstances, the organizations need to shift from command and control to collaborative management. Traditionally organizations believed in command and control system of management in India, but we have seen that in extra ordinary circumstances or whenever there is a sudden change in the status quo, management styles of managers change. This change is not a modification in the traditional style but a complete shift to a new collaborative pattern. The author attempts to analyze the seven steps of this transition from Command-and-Control to Collaborative Management. Evan Rosen lists them in the analysis of collaborative interconnection- These seven steps are: Plan, people, principles, practices, processes, planet and payoff which will be discussed in the context of covid-19 pandemic.

QUESTIONS

The paper attempts to analyze if the current pandemic crisis in the world has affected India? The second question is, "Has the Management system of India shifted from command-and-control to collaborative management?" If yes, then who was the collaborative architect?

COLLABORATION AND COLLABORATIVE MANAGEMENT

According to Luis and Hamideh, "Collaboration is a process in which entities share information, resources, and responsibilities to jointly plan, implement, and evaluate a program of activities to achieve a common goal." It is a process through which a group of entities enhance the capabilities of each other. They also share risks, resources, responsibilities, and rewards jointly. The collaborative participants come together to solve a common problem.

Margerum opines that the style of collaborative management is based on collaboration among a range of individuals and organizations that have a stake, role, or responsibility in management outcomes. However, researchers have found that implementation of this approach has encountered difficulties.
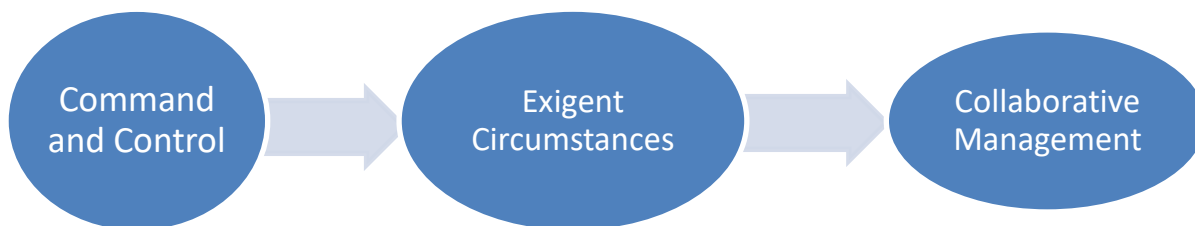
THE BOUNTY EFFECT

In the book 'The Bounty Effect', Evan Rosen has given a story which gives us the ttheoy of Bounty Effect. The story goes as follows:

- The name 'Bounty Effect' has been given after 'His Majesty's Armed Transport Bounty' which started sailing with a goal of transporting bread fruit trees from Tahiti to Jamaica. The Bounty's Captain used the traditional 'Command-and-Control' method.
- On the way, the ship was seized by the sailors and officers of Master's Mate Fletcher. The Captain and his team were put in a small boat with minimal food, water and supplies.
- Before the mutiny, the captain issued orders without explanation and his crew grumbled. On the launch, he explained every decision and welcomed input from others.
- The captain consumed the same ration as his crew and sometimes even less, so that the crew would have a chance to survive even if their captain were to die, the captain shared all information.
- What prompted the captain and his team to transition from command-and-control collaboration? Exigent circumstances.

Hence, we see that any extraordinary circumstances are responsible for this process, this can be a new survival position, a calamity or any other exigent circumstances. The process is as follows:
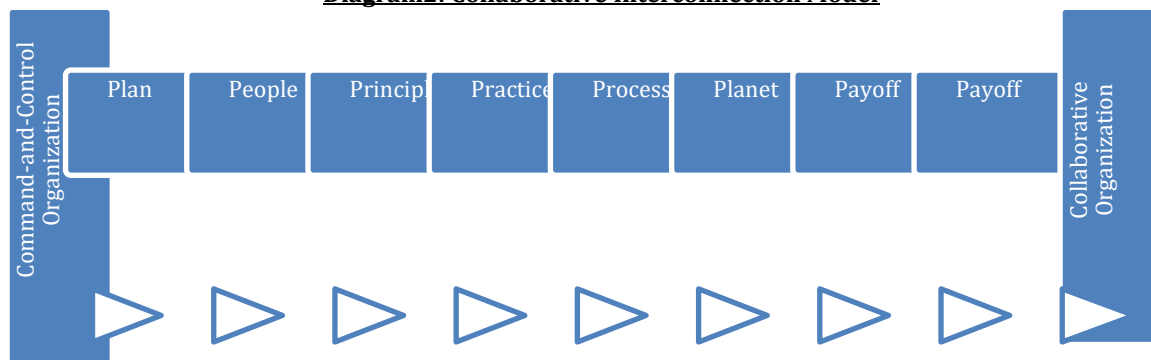
Diagram1: The Bounty Effect

Source: Evan Rosen (2013), 'The Bounty Effect: 7 Steps to the Culture of Collaboration, Red Ape Publishing, San Francisco, page 101.

For smooth journey of this process, Evan Rosen provides us with seven steps to the culture of collaboration: Plan, people, principles, practices, processes, planet and payoff which is shown in the diagram below:

Diagram2: Collaborative Interconnection Model

Source: Evan Rosen (2013), 'The Bounty Effect: 7 Steps to the Culture of Collaboration, Red Ape Publishing, San Francisco, page 101.

These seven steps are discussed below in reference to covid-19 pandemic, as given by Evan Rosen. Evan Rosen's theory is highlighted in bold and the analysis with special reference to Covid-19 is made below:

Before Covid-19 attack, India, being a democratic country, was administered by elected political leaders, but their way of managing the country was 'command and control'. With the threat of loss of life of citizens, the exigent circumstances like lockdown of the country were experienced and we saw a change in the management style by the collaborative architect -The Prime Minister Narendra Modi. To check the statement, we have taken the theoretical framework of the theory of the bounty effect by Evan Rosen and a comparative analysis has been done with the actual situation faced by the country. Evan Rosen'sabove mentioned 7 Ps theory is discussed below in reference to Covid 19 attack in India.

1. **Plan**
- **What prompted the Captain and his team to shift from command and control to collaboration? Exigent circumstances!**
- Similar situation has been observed in the Covid-19 pandemic. Command and control management was working well for India. Elements of this management system could be seen in the previous decisions of the Modi Government. Three moves can be taken as the three milestones of Command and Control management of administration in India- 1. Demonetization, 2. GST and 3. CAA. All of a sudden Corona virus spread in the world threatening the life of the whole population of the world. This scenario changed the circumstances for India also. India being second highly populated country of the world had to control the situation with limited resources. The Prime Minister Narendra Modi addressed the nation before declaring lockdown and curfew for protecting the citizens from the deadly disease. In these speeches, he was not giving commands through proper channel, but was requesting the nation. This change in his tone is perhaps the first hint of collaborative management. He also asked for financial help from the citizens in his bank account PMCares.

2. **People**

Now we need to analyze the second P-people. How is the Modi government dealing with the people of the country?

- **The new expectation is that team members will engage anybody regardless of level, role and region.**

In view of this statement of the Bounty Effect Theory says that all levels will engage themselves in achievement of the goal. This we saw happening in India when everyone from India, regardless of their social level, role, region and religion started participating the war against corona. The result is that today PM Cares fund has more than Rs. 100 crores in it which has not come form the rich population only. Instead, the call was made to middle and lower middle class also to contribute to the fund small amounts from their income/saving and the huge funds could be raised.

- **An all access people policy bridges the disconnect between the legacy command-and-control culture and newer capabilities.**

Direct communication from the Prime Minister Mr. Narendra Modi has bridged the disconnect between previous command giving system and the new direct communication with the Prime Minister. Though 'Mann ki Bat' was also an initiative to bridge the gap, but was not used for the transition from command-and-control to collaborative management. In the last two months, Modi has addressed the nation four times to request them to stay home. He made this request with joined hands.

- **An evolving organization pays everybody to think, therefore every worker is a knowledge worker.**

Each and every citizen of India is playing an active role in the new evolving India. Every one- whether economists, spiritualists, nutritionists, managers, daily wagers, police staff, medical staff everyone is doing his duty and is trying to contribute to the nation in this pandemic attack. Especially MSMEs have been treated as knowledge workers and their views have been invited by the minister.

- **In an evolving organization, everybody collaborates and the distinctions between 'hourly' and 'salaried' or 'blue collar' and 'white collar' become less relevant.**

All the above categories are doing their job irrespective of their level in the hierarchy. A police constable and police inspector both are doing their duty in the field. A doctor, nurse or compounder, they are working together forgetting their hierarchical level in the fight against Corona.

3. **Principles**
- **The challenge for any organization that has experienced the Bounty Effect is to keep formality from creeping back.**

Since India has experienced the bounty effect, hence She is facing the challenge of keeping formality from creeping back. Though formality is not required but the system has to run, so it is a challenge for India to make the citizens follow the formality required to fight with Corona virus.

- **Without trust collaboration fails.**

Since the public trusts the prime minister, hence his speeches are heard and the instructions given by him are being followed by the citizens of the country. His popularity in the country has been pointed out by famous politicians of other countries.

- **Partner relationships rooted in trust build a stronger ecosystem in which people reach across corporate boundaries to collaboratively create far greater value.**

A strong ecosystem is being built when the prime minister has a meeting with all the state chief ministers and asks for their views and suggestions on lockdown. It is only after the meeting that the extension of the lockdown has been announced. In his address to the nation, he says, "it is essential that each and every Indian remains alert and cautious."

- **Shifting from a short term to a longer-term focus reduces fear, builds trust, and encourages the organization to act rather than react.**

The goal for the organization-India is long term now, India has to save the lives of the citizens and at the same time has to save the economy. Now the country is supposed to act in a manner that it reduces fear of future and builds trust in the government. May be now the country has to learn to live with Corona , till the time a preventive vaccine is discovered or invented.

Practices
- **Clinging to command and control culture and resisting organizational evolution involves a far greater risk than taking the collaborative risk necessary to transform the organization.**

At this time, the prime minister Mr. Narendra Modi is not following the culture of command and control in his speeches, instead he is using a pleading tone while addressing the citizens of India . We all know that the country will change after the lockdown opens and measures like 'Lock-in' in stead of 'Lock down' are being taken by the government.New sanitization and social distancing policies have come up in the country.

- **Rather than emphasizing a team member's title, it's more useful and collaborative to emphasize his or her responsibilities.**

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Each and every Indian citizen is trying to work for the country at this point of time as per the responsibility given to him/her rather than worrying about his/her designation. Everyone is showing his/her patriotism by purchasing Indian products rather than a product produced by a foreign company.

- **In an evolving organization, people develop ideas together regardless of level, role or region rather than passing them along for approval.**

In the new evolving India, all stream- economists, doctors, nurses, sociologists, journalists and social workers and politicians are working together to win the war against Covid-19. They are the experts of their own field and are working on their own, when it comes to treat someone online or through messages, when it comes to analyzing the speeches of politicians etc.

- **Collaboration requires structure, yet we must strike a balance in allowing organic adoption of collaboration within that structure.**

Now is the time when the Modi Government needs to strike a balance between the lives of the citizens and its economic survival by opening lockdown and controlling the corona spread at the same time.

4. Processes
- **Become video enabled.**

The country is becoming video enabled at this time. The work from home culture has developed. Online classes, online consultancy by professionals has become major part of the processes in the evolving 'After Corona India'. Education industry is expecting a session of online education next year and many other industries have also started learning location free work cultureby using Zoom and other online meeting apps.

- **The evolving organization empowers front line people to think, exercise judgement, make decisions and collaborate.**

All the state chief ministers are empowered to take decision on their own for the population of their state. For example, Narendra Modi announced a few relaxations in the nationwide lockdown 2.0 but also gave the authority in the hands of state ministries to take decision according to the situation of their area.

- **Measurement mania can turn people against each other and create a culture of fear and internal competition.**

Corona has taken religious color as Hindus are afraid of Muslims now and trust in each other is diminishing. This negative side of the process can also be seen in the evolving India. Such a situation is not good for the country and corrective measures need to be taken, only then a better India can be seen.

- **The most meaningful process change supporting collaborative culture and behavior involves the recognition and reward system.**

The country is yet not able to develop a reward system for its corona warriors, as corona pandemic has become a kind of world war. If this is done all the social workers and medical staff will be motivated in this time of crisis.

- **Recognizing collaborative rather than individual results reinforces the organization's commitment to collaboration over star culture.**

Results of the communities need to be recognized for their good work done to support and feed the daily wagers and tourists who got stuck in their area due to lock down. Such collaborative culture where all the citizens, all the levels are fighting for one goal – to defeat corona.

- **Telepresence creates the greatest value in Global Collaborative Enterprise product and service creation.**

The prime minister is in touch with the leaders of other countries also. He keeps meeting the local state ministers as well as other countries' ministers also to plan the strategies against Covid-19. Vaccines are discussed and the knowledge is shared.

- **Negotiation is 'I win, you lose' or I win bigger than you win'. Collaboration is win/win.**

This statement has been aptly framed by Evan. In negotiation at least one of the two parties lose while in collaboration both the parties are in win-win situation. Though it is too early to say that in Corona war, all the countries will be in a win-win situation.

- **The Bounty Effect blows away the dirt and dust that have accumulated around routines and drives the shift towards adopting collaborative processes.**

This is very rightly said. In India, all the generational political differences have been kept aside (blowing the dirt) and the Central and State governments are working together in these exigent circumstances.

5. Planet
- **It no longer makes sense- and it never made good moral sense- for any organization to remain ignorant about the origin of raw materials in its supply chain.**

Here in the Covid scene, the raw material supply can be assumed to be the origin and spread of the corona virus from Wuhai-China. India is not supposed to stay ignorant of the fact and is supposed to take corrective or reactive measures if required.

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- **An organization evolving along the collaboration spectrum reaches beyond organizational boundaries to address sustainability.**

India also has to evolve as a new economic world leader if she develops the medicine from its already developed pharmacy industry. It will lead to sustainability of the planet, as well as economic sustainability of the country.

- **Sustainability accelerates evolution along the Collaboration Spectrum and creates value.**

As discussed above, accelerated sustainability in the newly evolved India will bring more value to the country.

6. **Payoff**

- **By adopting a collaborative structure, organizations accomplish substantial savings in time and money plus impressive increases in innovation, communication and reputation**.

Somehow this set of exigent circumstances in the lockdown era is the era of innovation in many industries like accounting, education and IT industry, which initially did not prefer the 'work from home' culture, but are now giving the assignments to the staff members at their home. Face to face communication has stopped but online communication has started more.

- **The Bounty Effect ignites collaboration among competitors**.

All the countries of the world are standing together against China, as the doubt that covid-19 is a product of China used by it to rule the world economically. So there is collaboration among all the victim countries against the initiating country China.

- **With a collaborative structure that fits our times, the organization is positioned to survive and thrive.**

India has developed a collaborative structure and is heading towards an India who is learning to stay with Corona and survive.as the Bounty Effect has provided India to reject command-and-control and adopt collaborative structure and culture. We hope the evolved India wins the fight with corona.

As Evan Rosen has written in his book, "For organizations of all kinds, this Bounty Effect compels the adoption of organizational structures that advance collaboration. Command-and-control organizational structures have persisted, because they have taken centuries to build. Demolishing these structures requires designing replacements before the wrecking ball delivers the final blow. The Bounty Effect may involve a disruptive market force, a new competitor, a changing industry, a regional slow down, a natural disaster, or a global downturn. In nautical terms, we're talking about a storm that blows through a business, in sports terms, it's a game changer." He opines that the bounty effect works for all kinds of organizations and this game changer does not only affect the management system but also makes the organization evolve into a new structure of hierarchy and communication which is better designed to face the uncertainties of the world. As we see that Covid-19 pandemic is a period of exigent circumstances and the world is getting ready to face it.

Though there is no need to explain what Covid-19 is in today's scenario as every one is a victim of this invisible virus in one way or the other. But if you read this paper after a few years it will be difficult for the readers to imagine, that there was a time wen the whole world was trapped in their own houses and the economies were taking a long pause that they had never seen. India is fighting with this pandemic for the health of 135 crores Indians. The Prime Minister Narendra Modi has announced lock down for the country which has entered into its 4th phase with a few relaxations.

COLLABORATION ARCHITECT: THE PRIME MINISTER NARENDRA MODI

According to Evan Rosen, the collaboration architect has five main objectives – anticipate, educate, inaugurate, motivate and facilitate. Let us try to understand if Modi as a collaboration architect, is trying to achieve these five objectives or not:

1. **Anticipate:** stands for expecting and preparing to counter resistance from the protectors of the status quo. India has a majority of its population in villages who is unaware of the seriousness of the issue and is not ready to take the corrective measures. Modi stood up and discussed with them how they need to work in the new scenario.
2. **Educate:** learning about collaboration and explaining the benefits to people throughout the organization. Education continues throughout the four stages of collaboration evolution.
   - "Only one mantra can take us through-Hum Swasth to Jag Swasth"
   - He also educates the country men on seven things in his address to the nation – to take special care of the elderly, completely adhere to the 'Lakshman Rekha' of Lockdown and Social Distancing, to regularly consume warm water, 'kadha'. To download the Arogya Setu Mobile App to help prevent the spread of corona infection, to take care of poor families, to be compassionate towards the people who work with you in your business or industry and pay utmost respect to our nation's Corona Warriors
3. **Inaugurate:** He is collaboratively designing the new structure. The technique has also been used by the prime minister. We can find the hints in his speech when he says
   - We will all keep our nation eternal and awakened -with this thought, I conclude.

- "I also request the youth of nation, organizations like NCC, NSS, civil society, as well as other organizations of all types to spread awareness."

4. **Motivate:** He is also getting people excited about collaboration so that they buy into the benefits, engage colleagues and take action.
   - "Our determination and Patience will play a crucial role in containing the impact of this global pandemic."
   - He motivated the country men to take special care of the elderly people and help the poor.
5. **Facilitate:** Guiding rather than dictating-the design of and transition to a collaborative business and workplace. As the prime minister, he has the authority to facilitate the state governments and he is doing it also.

FINDINGS

- The Prime Minister Narendra Modi is the collaboration Architect for the nation in the exigent condition of Covid crisis.
- The country has gone through the Bounty Effect in these extra ordinary circumstances of corona war and lock down.

SUGGESTIONS AND RECOMMENDATIONS

- The decision makers of the country should follow the solutions provided by the author Evan Rosen and face the exigent circumstances.
- Other scholars can also study the theory of the bounty effect and see what else can be done for the country.

CONCLUSION

Though India has entered into the phase of an evolving India and the collaborator architect Narendra Modi has invited the world and the nation to collaborate and fight with the pandemic. But there are cases where collaborative approach is not followed. Especially in situations where controlling is required to secure the health of citizens of the country. We see that the Bounty Effect has given us a new India, but it was not fully collaborative, wherever command and control management was required, he used and stopped people from coming out of their homes unnecessarily.

FURTHER SCOPE

- The ten Cultural Elements of Collaboration – Trust, sharing, goals, innovation, environment, collaborative chaos, constructive confrontation, communication, community and value. These can be further explored to analyze the bounty effect in the corona war.
- Four Stages of Collaboration Evolution – enlightened, engaged, enabled and evolved can be studied more comprehensively by state wise analysis of the Covid war, which could not be done within the scope of this paper.

ACKNOWLEDGMENT

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