ISSUES IN INSTITUTION BUILDING
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Abstract

[This article is of a conceptual frame based on the experience and contemplations of the author on the main theme discussed, supplemented by a few references to reputed Indian institutions. There are plenty of institutions - business and non-business, all over the world. Some of these are repute & trusted, long standing & leading-lights and models & majestic. How these are possible for the so few to become so exalted when so many could only just envy? Of course, there is neither magic nor short-cut. Everything results from concerted, planned efforts. So, what are the issues involved in building up an institution of repute? We could only highlight a few, but important issues and these are: Goal setting for planned development, parental nurturing during the infancy for sound footing, manpower grooming for a truly empowered institution, aligning with the society for enduring growth, becoming a learning institution for achieving excellence and environmental adaptation for sustained excellence. Conscious approach to these issues and concerted efforts to fulfill the requisites would go a long way in building an institution which will get institutionalized in due course]

In the world of global competition, institutions to stand tall and stout and not get withered by the forces of time, they have to be thoughtfully conceived, nurtured, groomed and firmly erected on sound footing. The term `institution' in common parlance, refers to a body of persons, incorporated or otherwise. In its rich parlance, we come across references such as 'that is an institution by itself', 'that is an institution with a hoary past and sterling future' and so on, where the term 'institution' refers to a remarkable body of persons, incorporated or otherwise. In the common sense there are many institutions, but in the rich sense there are only few institutions. A superior kind of management is needed to build an institution of repute. It is managing for excellence of an institution or for elevating an ordinary institution to an institution of excellence.

There are few institutions- educational, business and service -, which have become benchmarks and hence leaders in their chosen arena. It is a prestige to work or associate with them. How did they reach this exalted position? Through committed, and dynamic management only. It is that kind of management needed to build up enduring institutions, endearing everyone. Take the case of the multinational companies. They enjoy a great deal of reputation built over a vast period of time by unflinching commitment to their committed lofty goals in the service of consumers, society and every stake-holder. These institutions benchmark for quality, cost, service, environmental concern and other parameters of global business citizen. These are all institutions of excellence in their respective line of business. It is sheer management culture that has made them what they are today. Can we plan for building such kind of institutions? Yes. The paper elucidates the tasks needed.

Issues in Institution Building

Goal setting for planned development, parental nurturing during the infancy for sound footing, manpower grooming for a truly empowered institution, aligning with the society for enduring growth, becoming a learning institution for achieving excellence and environmental adaptation for sustained excellence are the issues involved in institution building. These are dealt below. Figure 1 gives a highlight of these issues.
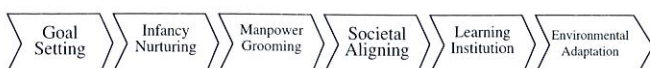

Figure 1 : Issues in Institutional Building

1. Goal Setting for Planned Development

Institution building is a planned, deliberate and conscious endeavor. This, in the first place, involves goal setting. Right goals drive an institution into the growth orbit and wrong ones into penury. Goal refers to the finishing point, which could be shifting with time. What does an institution want to become 10, 20, 30 or 40 years from now? If an answer is found for the question, the goal is set.

Goals are futuristic. Goals have time-perspective. Goals prescribe the end point or the target. Goals are qualitative, as well as quantitative. Goals are pervasive and cover entire institution. Every single responsibility center in an institution must have goals. All these goals must lead to one super-ordinate goal, namely, corporate vision. Goals are mutually collaborative as well as competitive. Trade off among goals is, therefore, needed. There are immediate, short run, medium-term and long-term goals. There are tactical, transactional and strategic goals. There are organizational, divisional and sub-divisional goals. There are survival and growth goals. There are active and reactive goals, aggressive and defensive goals, intermediate and final goals & threshold and superior performance goals.

Relevance of Goals Setting: Goals give direction. Goals motivate. Goals activate. Goals make everyone committed. Goals make everyone cultured. Goals make everyone forward looking. Goals make everyone relevant. Goals stir up everyone's potentials. Goals communicate with the stakeholders on the institution's aims and attributes. Goals shape the institution. An institution's structure, risk-return complexion, activity portfolio, outlook and pace of progress, etc are influenced by its goals and the extent of pursuance of the goals. Goals direct the efforts in a systematic way ensuring optimum utilization of resources available with the institution and make various functions more efficient and effective

Needed a mix of Goals: Institutions need to have a fine mix of goals. Visionary goals pinpoint an institution's reason for existence. One of the IT major's of India with global spread, Infosys Technologies Limited, would state its visionary goal this way: "To be a globally respected corporation that provides best-of-breed business solutions, leveraging technology, delivered by best-in-class people" (www.infosys.com) See, there is a pinpointed vision in front of every stakeholder. That clarity is essential to deliver home the will of the institution wide across. There are long-term goals that translate the institution's vision and mission into actionable goals. Medium term goals translate actionable goals into preferred actions. Short-term goals set tar-

gets for the preferred actions. Strategic goals pinpoint how an institution has to negotiate with its environment, given its strengths and weaknesses and given the latter's opportunities and threats. Strategic goals could relate to R&D, technology, production, marketing, mergers, acquisitions, alliances, divorces, etc. The Chennai, India based TVS group is known for reputation world over. Three of the group concerns got in the recent years, the Deming Prize, a coveted international award for Quality management, instituted by the Union of Japanese Scientists and Engineers, about two decades ago. It is significant to note these are the only non-Japanese Asian companies to get this award ever since the award was instituted. The TVS Motor Company, a Deming Prized company (www.tvsmotor.co.in) , went for joint-venture with Suzuki Motor Corporation of Japan as a strategic move to offer quality bikes. While that was a strategic alliance earlier, TVS bought out Suzuki's stake resulting in a strategic divorce in 2001. Perhaps, this is the only case in India, where a domestic stake-holder had bought a foreign joint venture partner out. That is strategy. ICICI Bank, a new generation banking institution and India's second largest banking group, is also known for its right strategizing initiatives. A reverse merger of its parent institution ICICI (formed in 1955 with World Bank initiative) was a strategic goal to transform the institution into one of a universal banker, a concept not widespread in India until then. It later acquired a successful private banking company with good branch net-work to instantly spread out the width and breadth of the country. Tactical goals are performance optimization goals. Tactical goals fix market share and growth, profit size and return on investment, production level and cost optimization, etc. Transactional goals are goals underlying programmed actions. There are qualitative and quantitative goals as well. Qualitative goals state aspirations and intentions (like vision and mission), while quantitative goals translate these into physical and financial targets (like tactical goals). Hurdle goal is the minimum target for survival while final goal is the maximum potential target under normal circumstances. In these days of globalization there is a special need for transnational goals as well for institutions. True to its vision of a globally respected concern, Infosys Technologies Ltd started in 1981, in the 20 plus years of its glorious spell, has established about 2 dozen overseas offices/centers in all continents, saving Africa and it was the first company from India to get listed into NASDAQ (www.infosys.com). Clear transnational goals drive the company, thus well. ICICI Bank has also a good global spread, especially in the Gulf, Southeast Asia and UK and USA, despite being a new entrant (www.icicibank.com). And it was the first Indian company and first non-Japanese Asian banking or financial institution to get its shares listed in the New York Stock Exchange. That speaks about its transnational goal. An institution needs a web of goals and that one cannot say that one or the other type of goal is not needed.

Goal Setting Process: Goal setting is a highly creative thinking endeavor involving committed people from wide across the institution. Uncanny ability, superior insight and down-to-earth pragmatism are called for setting right goals. Environmental scanning, scenario mapping, introspection, a challenging attitude and a mind set to look beyond the obvious are called for setting right goals. A participative, accommodative and open-minded approach in setting goals yields better result. Every person involved in goal setting should think that the set goal is for him/her to achieve. Goal setting is essentially an institutional planning process which seeks to get the best advantage of the competences the institution has by eliminating wasteful and unproductive activities. A systematic institutional endeavor

involving all the concerned in goal setting leading to establishment of include individual, institution and social development goals, acts as a motivating force to the employees to contribute towards realizing the goals. And this enables optimum utilization of resources and fosters co-operation among the various individuals, groups and departments and in the process remarkable development results. Of course, there must be reasonably efficient administrative machinery implementing the planned tasks.

Goal Formulation Theories: Rationalist goal formulation theory, coalition goal formulation theory, power – politics goal formulation theory, personal oriented good formulation theory, institution oriented goal formulation theory, trickle-up theory of goal formulation, MBO, etc. exist. Rationalist theory assumes that one best goal can be formulated. Coalition goal involves accommodation of conflicting views of partners. Power – politics theory means that goals are set by the most powerful and thrust on the rest. Trickle-up theory involves the subordinates in goal setting. Management by objective (MBO) involves that verifiable and quantitative goals are set jointly by both the superior and subordinate together. MBO makes the goals clear and specific and gives a plan of action to everyone. Each theory of goal setting has relevance in a specific context and that there is no question of going for one or the other forever. Thus situations have a great influence over the goal setting process.

2. Institution Nurturing

Institution nurturing is like growing trees or rearing children. This is not an overnight action nor a quick-fix solution exists, nor can one go at great speed nor can one relax too much. This is a measured, conscious, steady and sure step forward until a critical stage is reached. 1000s of institutions get floated. But only 100s get nurtured well and only 10s stand up for ever. Hence, the significance of nurturing.

Features of Institution Nurturing: Nurturing is upbringing or rearing up. Every institution has to pass through the stage of its infancy when a motherly nurturing is needed. Surely a champion is needed, who needs to be a down-to-earth optimist, an ardent hard worker, an absolutely smart strategist, an abundantly committed soul and what not, to nurture an institution. Trivia abound. Uncertainties blow. Discards develop. Pressures build. Shocks emerge. Blockades creep. But not many shoulders exist. Not much resources either. But, more doubted than trusted. All these teething problems and birth pangs need to be borne silently and sometimes solitarily. A great fund of self confidence is needed indeed. See the stars. Start off your sojourn. Thus started, Mr. Venu Srinivasan, CMD, TVS Motors. He took over the reigns of the company after a disrupting strike. He had to revive, restore, raise and repute the concern. In about a decade's time Dr.Venu (yes, he is Dr. Venu, now as he had been conferred Honorary Causa Doctorate in Science by the University of Warwick, Coventry, UK), had revived, restored, raised and reputed the company to the extent of getting the Deming Prize. That is true nurturing. It has a kick of it, should you stand committed really.

Significance of Nurturing: Characters are built early on. Capabilities emanate from characters. Sound footing, proper characterization and broad-enough abilities help easy take-off of an institution. The gestation period is shortened. Vitalities multiply. Vulnerabilities recede. Steady growth assured. Eventually, the environment becomes friendly and high-growth orbit is within the reach of the institution. Care and perseverance are needed at this stage.

One of India's south based newspaper group, The Hindu, is a hundred twenty six year old institution (www.hinduonline.com), known for its integrity and standards of journalistic pursuits. On the occasion of its post-centenary silver jubilee celebrations, the then Prime Minister of India, His Excellency Shri Atal Bihari Vajpayee observed that The Hindu had been known for its integrity and its "Lakshman Rekha" (or you can take it as the Ram Rekha! – referring to the Chief Editor whose name is Ram as the name of the Epic Ram, brother of the Epic Lakhsman - a reference from the Epic Ramayana of the Land, meaning in that context 'the limits of journalistic freedom and responsibility'). From a small beginning, The Hindu has reached a million net-paid daily-circulation in the second half of 2004 (www.thehindu.com). In deed a great deal of institutional nurturing, this is. And the newspaper group has about a dozen offerings in its product portfolio.

Process of Institution Nurturing: Need ascertainment, assembly of the requisites of nurturing, need fulfillment, problem solving and basics building are the steps in institution nurturing. An institution in its infancy needs more emotional inputs. Of course due dose of consumptive inputs is definitely needed. Yet, a small short fall in this is well made good by emotional inputs. The emotional and consumptive inputs need to be assembled, mixed and administered on a day-to-day basis. Need fulfillment should be taken care of well. Yet, wrong moves, commissions and omissions of environmental factors cause problems and these need to be dealt swiftly and surely. And thus the institutions' fundamentals or building blocks are in order. A well-nurtured institution is a resounding entity by itself. It has a charter, a core team of committed personnel, a fund of ready resources and a niche of its own. It can take on the world as the latter is.

If the formative years are not good, the institution suffers a muted growth or a malignant growth results. A mutely grown institution does not last long, while a malignantly grown institution is done away with or it casts a cancerous growth chocking others in the system. Superior nurturing ensures sustenance and success flows. There is a saying, in the author's mother tongue, Tamil, which emphasizes that 'sinews of growth are revealed at birth itself'.

3. Manpower Grooming

An institution is known by its people and is made or marred by its people. So, manpower grooming is vital for institution building. In joint venture with Suzuki Motor Corporation, Maruti Udyog Limited (MUL) of India, the single largest manufacturer of passenger cars in India, one of the top 5 most respected companies as per a survey by a leading business magazine, Business World, India, has this to say: "Our employees are our greatest strength and asset" (www.marutiudyog.com). Well groomed are the employees of MUL. A client organization of the Infosys Technologies has this to tell about the people of Infosys: "My experience working with Infosys people is that I feel very reliable. I can rely on Infosys people's job done and I think quality is very high and they…. Very much keep the schedule, so I think we can count on the Infosys people's level of quality" (www.infosys.com) This kind of certificate by one's customers is priceless. This is the manifestation of real manpower grooming. Grooming is tending or molding or smartening or preparing the people to assume responsibilities. Manpower grooming means grooming knowledge, skill, attitude, behavior, character, motivation and orientation of people for:

i. People (Knowledge)	= Core Competence
ii. People (Skills)	= Competitive Edge
iii. People (Ideas)	= Innovative Products
iv. People (Abilities)	= Manufacturing Excellence
v. People (Customer interfacing)	= Marketing Masters
vi. People (Unique Expertise)	= Management Techniques
vii. People (Attitude & Behavior)	= Institution Culture and
viii. People (Organic Relationship)	= Institution Building

So, for competitive edge and core competence, for innovative products and effective manufacturing, for customer relationship and unique management techniques and for institution culture and institution building, an institution has to depend on people. One executive (anonymous) put that the three most important resource of an institution are: people, people and people. Hence their grooming is very important.

Aspects of Grooming: Knowledge grooming is the foremost task. Knowledge grooming is creating a thirst for knowledge. Skill grooming is harnessing the practice-side of knowledge. Applied knowledge and application orientation make one aptly skilled. Attitude grooming is grooming the state of mind of the personnel. Right attitude building takes care of most. Attitude determines the altitude one can go up. Behavior grooming is mending the behavioral patterns of people. Behavior is expressed or exhibited attitude. Behavior modification training course is followed in some institutions, especially the multi-cultural ones. Respect for others, inquisitive orientation, objective frame of mind, perseverance amidst all odds and the like are characters needed. The leaders by exhibiting these characters impart the same to the followers. Motivation is the innate drive to perform, excel and conquer. Motivated people contribute immensely. Motivation should actualize one's potentials leading to superior performance conquering new horizons and scaling of new heights. Leaders should set examples. Orientation grooming moulds people's pursuits. Orientation grooming involves creating the mindset for going the extra mile, taking the less traveled route as against the beaten track, striving for the nobler ones rather being obsessed with the mundane and going for the superior performance as against threshold performance level.

Methods of Grooming: Training and development programs, motivation camps, leadership camps, group living and group thinking exercises, etc are certain methods of grooming. Training and development programs expose the people to all the activities of the institution, prevent them from being over-specialized and orient them to learn continuously. Fostering creativity, inculcating the value of harmony and team work, sensitizing people to environment, creating platform for mingling with others and so on also are the focuses of training and development. Motivation camps elevate people's thinking, endeavor them to institutional causes, sensitize them towards others - inside and outside, and finally actualize them to release their potentials fully. Leadership camps harness the leadership skills and styles with people. Everyone is a leader as well as a follower. A good leader listens more and influences more. Institutions should create future leaders and that grooming people's leadership skills is the seed that they sow. Open office culture for easy accessibility of the leaders is followed by successful institutions with tremendous impact on manpower grooming. MUL adopts open culture, besides participative management, team work, kaizen, communication and information sharing (www.marutiudyog.com). Grooming should lead to harmonious living, collective thinking, shared values, concern for others, etc. A well-groomed manpower powers the institution to grow swiftly, to take on competition ably, to excel others in every faculty and to stand out as a functioning monument for times to come. This is

institution building. This is institution development. This is institution management.

4. Alliance-with-Society

Any institution to thrive, grow and last longer should actively, appropriately and adequately align with the society. Any institution should think itself as a part of the society surrounding it. It must conduct its affairs in a responsible way. Good bonding must be created with the society. Society here means many groups, internal and external, to the institution. Employees, suppliers, customers, creditors, owners, trade associations, local community, local, State and Federal Governments, Foreign Government, parent and subsidiary institutions, special interest groups (like environment protection activists, child labor exploitation preventive bodies, etc.), employee unions, institutes of higher learning, cultural groups, etc. are the constituents with which the institution must build good relations. Without expecting pecuniary return aligning with society is the hallmark of excelling institutions. Infosys Technologies like a few others align with the society as responsible corporate citizen. Its philanthropic arm, Infosys Foundation (www.infosys.com), since inception in 1996, has been carrying out many social uplift services, especially in the rural pockets of India. Equipping rural Government schools with good libraries (about 5500 so far), establishing Rural Science Centers, reconstructing buildings schools in rural India and supporting rural arts and culture that are almost dying for want of patronage are certain coveted rural uplift services of Infosys. Tata Motors of India, one of the leading long-time business houses of India, has plans to offer modular plants, original parts and training to willing educated entrepreneurs, especially the rural and semi-urban, to manufacture its dream just Rs.100,000 costing car, (but not its name or warranty), in order to stimulate the entrepreneurial talents of the youth. That is a great idea.

In the world of borderless and boundary-free relations, alliances with the stakeholder groups are looked upon as a survival and growth strategy with immense synergistic benefits. With globalization, there is extended competition for inputs, technology, markets, etc. Earlier, competition confined to products only. Now heated competition prevails in the factor market and that strategic alliances with suppliers of inputs are entered into. As to technology partnership, even small players vie with each other to align with world known technological giants. Alliance is a type of 'friendship treaty', to put it diplomatically. Calling it a 'marriage of convenience' is crude. It is more like a 'friendship treaty' when the front's synergism is enhanced without causing injury to others. The essence of alliance is synergy. Synergy is a system concept. Technical, marketing, financial, personnel and competitive synergies flow from strategic alliances. Alliance with the suppliers and the customers give rise to superior supply-chain management with attendant synergy. Today the supply chain management has refined the way business is done by businesses with a total understanding alliance with suppliers and clients. Alliance with local community is a moral responsibility of an institution which gets paid back in the form of active societal backing at times of need and that is the synergy involved. Environment provides opportunities and wields threats. An institution should try to exploit opportunities and overcome threats. Strategic alliance with the environment helps exploiting opportunities and overcoming threats. In the process, institution's strengths are multiplied and weaknesses get reduced. Strategic alliance with the environment by formulating and implementing strategies directed by effecting the alliance, formulation of strategies and implementation of the same thus constitute the core functions of management. Aligning with every stakeholder is important.

5. Learning Institution

This is the world of life long learning. An institution that follows the path of learning, de-learning and relearning, life long, gets institutionalized. It should learn from its own experience and from that of others too, not the less, but more. In the knowledge economy of the present and the ensuing times, the learning institution alone could survive. Its abilities to learn, create, codify and utilize knowledge faster than its rivals and quicker than the environment changes, provide the institution a competitive advantage that is eternally sustainable. Institutions must develop certain core competences in this heady world of dynamic changes. Core competence refers to the individual and collective special skills learnt over time by the people giving the institution a special leverage over others. Institution must constantly augment the abilities of people to produce the results it truly desires, nurture innovative patterns of thinking, set free the collective aspirations, and continually learn how to learn together and unlearn that which is hindering growth. Learning must be a philosophy nurturing creative and innovative patterns of collaborative learning and must develop fresh institutional capabilities all the time. One way of achieving this is setting one's own tougher targets every time, if you happen to enjoy the privilege of being the market leader or bench marking against the leader trying every time to close the gap between the institution and the market leader.

Capabilities required for a Learning Institution: Capabilities of searching and scanning are necessary for exposing the institution to new information created internally or acquired externally. Capabilities of self-reflection and problem-solving are essential to enable the institution to interpret new information and redefine business knowledge. Capabilities to disseminate the new knowledge throughout the institution are necessary so that knowledge becomes widespread common asset. Capabilities to act and experiment are essential to enable the institution to practice the new responses it has learnt. A learning institution can be created by keeping the company in a state of constant change by deliberate planned obsolescence; cultivating diversities in the functioning of the institution by widely sourced manpower rather than closely picked out; creating mechanisms to unlearn old and obsolete knowledge by a deliberate policy of 'de nova deeds' ; building settings where people collectively learn and take decisions by creating knowledge streams to freely flow; and disseminating learning throughout the institution systematically by deliberate delivery channels to everyone. Institution building underscores the need for learning. A learning institution uses knowledge as a competitive advantage to survive and surpass, to set fresh benchmarks in achieving total quality in every sphere, to build evolutionary and enduring bonds with customers and vendors, to cope with the unceasing global changes and to remain energized all the time to take on the future. All successful institutions owe their success to their learning to be successful. Tata Motors of India, the fifth largest commercial vehicle manufacturer in the world, designed 100% indigenous technology based passenger car, branded as 'Indica' (www.tatamotors.com), in 1998, which was considered as a significant milestone in the manufacturing technological advances in India. TVS Motors did the same in the mo-bike segment. These are examples of technological absorptions which make the institutions technology independent, instead of riding on the invention of others. This is the hall mark of really learning institutions.

6. Environmental Adaptation

Last, but not the least, is the constant environmental adaptation by an institution. Environment is any thing external. Major environmental constituents include Economic Environment, Socio-cultural Environment, Technological Environment, Politico-Legal Environment, Manpower Environment, Competitive Environment and Ecological Environment. Environmental factors provide opportunities to draw resources, convert them into products and services, to route these back to environment and to make profit and sustain in the process. Right use of these opportunities spells growth and vitality to the institution. Environment also wields threats of withdrawal of support given to tap resources, threats of sanctions of certain technologies used for conversion, threats of competition in the market place and threats of banning and blacklisting of certain institutions. The environmental factors themselves keep change. So opportunities change; so do the threats also. Here is the need for adaptation on the part of the institution. Institutions that fail to adapt perish.

Economic Environmental Adaptation: The economic environment refers to factors causing and affecting the economic well-being of the people, firms, etc. Gross World Product, Gross National Product, Gross Personal Product, interest rate and finance sources, etc. are important factors. When Gross Product rises, institutions should plan for growth and when it contracts institutions should plan for sustenance. Similarly when interest rate falls and finance availability rises, institution should plan for growth. This is adaptation to economic environment with respect to these factors.

Socio-Cultural Environmental Adaptation: The socio-culture environment refers to peoples - customs, rites, rituals, beliefs, etc. These relate to social institutions such as family, marriage, religion, etc., and cultural aspects such as arts, music, functions, etc. These reflect in what people value much, what they gift, what they pamper, etc. All these have implications for businesses of all sorts.

Technological Environmental Adaptation: Technology is ever changing. The rate of change is swift in certain lines like computer peripherals, software, internet connectivity etc. Even the farm sector in a third world nation is no exception to technological changes; there are sowing machines, tilling machines, harvesting and thrashing machines and so on. Today's institutions must be technology savvy, especially information technology. Technology forecasting is a necessity today to know when a current technology will go fad and when a new one will hit and so on. An on-line learning is needed.

Politico-Legal Environmental Adaptation: Political and legal systems have changed a lot. Legal system is becoming transparent and speedier. Global laws replace nationalistic laws. Institutions must be aware of global laws and politics as much as regional ones. Now with the WTO patent regime fully effective, no institution can impinge product or process patents of others. It must also be noted that a law-abiding institution lasts longer. As to political environment, successful institutions are politics-neutral or make their associations with the politicians transparent.

Manpower-Environment Adaptation: The ivory tower attitude of the top echelons of power has no place in the present context as subordinates have higher knowledge and qualification and superiors must respect this. Further, institutions should not mind high attrition rate, because manpower in the private sector keeps hopping and shopping jobs.

Competitive Environment Adaptation: The market is full of look-alike differentiated products. Competition is immense. You cannot block competition. Instead of worrying competition, harnessing one's skills to make the best of the situation is the only way to survive and grow. In a competitive market, try to become a leader, instead of being led. Right strategizing is needed. Geo-centric, region-centric, poly-centric and ethno-centric strategies are available for an institution with global perspective.

Ecological Environment Adaptation: The ecology of the earth is the most fragile. Institutions by their actions do some damage to the ecological balance. Institutions must adapt to minimize this misdemeanor with the ecology and go for new norms like zero-waste, extended responsibility to recycle, etc. Ecology rebuilding is the need of the hour.

Adaptation to Environment: Environmental scanning is first needed. Environmental impact on the business of the institution is next assessed. Suitable adaptation strategy is devised. That strategy is then implemented. It is not that always institutions have to adapt to environment. Through lobbying, pressure and other means insulation from certain environmental factors may be obtained for a while. But, environment factors are powerful. For a while one can mute them. But, later (don't read this as long run), an institution has to adapt. Through adaptation only institutions become achievers. All those institutions with long, hoary past and notable present have been constantly adapting themselves to environmental changes.

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