

Internship Report On
Developing Communication practices in BRAC IT Services
Limited using ADKAR model to reduce deliverance backlog

By

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22164015

An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Master of Business Administration

BRAC Business School
BRAC University
November, 2024

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Letter of Transmittal

Riyashad Ahmed

Associate Professor, BRAC Business School

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66 Mohakhali, Dhaka-1212

Subject: Request for consent to prepare an internship report on BRAC IT Services Limited.

Dear Sir,

I am writing to you to ask for your permission to prepare my internship report on BRAC IT Services Limited where I am currently working as an Operation Analyst. The report provides an insight of my work experience. My internship report presents the ongoing communication issue in BRAC IT. Based on my academic learning, I have tried to propose a solution to this problem with the guidance of my supervisor. In my report, I have provided a company overview of BRAC IT Services Limited with my own work responsibilities, my findings of the cause and effects and also a proposed solution. For my report, I have taken the ADKAR model of Change for the implementation of the issue.

With further discussion with my supervisor, I have taken permission to conduct my analysis on my own company and he has also agreed to sign a non-disclosure agreement for my internship report. I believe the knowledge gained through the journey of an MBA degree has equipped me

to conduct my own analysis. I have made sure that my professionalism and effort has been reflected in the paper.

I, therefore, hope that you would be kind enough to consider my situation and accept my proposal for the internship report. I am looking forward to your guidance in constructing this internship report as I believe your support will help me to complete my report successfully.

Sincerely,

Faiyaaz Ahmad

22164015

BRAC Business School

BRAC University

Date: 25th November, 2024

TO WHOM IT MAY CONCERN

THIS IS TO CERTIFY THAT, I, [SK Kamrul Islam]. I also state that I am the Project Coordinator of BRAC IT Services Limited, Dhaka.

I HEREBY DECLARE THAT, Mr. Faiyaaz Ahmad s/o [Faruque Ahmed], resident of [House-186, Mirpur DOHS], is the author of the report titled, “Developing Communication practices in BRAC IT Services Limited using ADKAR model to reduce deliverance backlog” which holds vital and confidential information about the AFORESAID INSTITUTION.

I FURTHER DECLARE THAT, I have no objection regarding the fact that Mr. Faiyaaz Ahmad shall/will publish the AFORESAID REPORT, which consists of vital information about the AFORESAID INSTITUTION.

I THUS IMPOSE, No Legal Enforceability upon Mr. Faiyaaz Ahmad upon the publishing of the AFORESAID REPORT.

This certificate is effective immediately.

Acknowledgement

I, Faiyaaz Ahmad, would like to express my sincere gratitude to everyone who contributed to the completion of my internship report. Through your guidance and support it was possible for me to finish my journey.

Firstly, I would like to thank my supervisor Mr. SK Kamrul Islam who has provided me with his years of guidance and encouraged me to grow in my professional career even further. Due to his support throughout the years, I was able to complete my MBA journey majoring in Human Resource Management. His unwavering support has helped me learn more about my role and also how to effectively coordinate my operational tasks among other team members to get the most effective and faster deliverance.

Secondly, I would like to thank my academic supervisor Riyashad Ahmed, Dr. Nazmul Amin Majumder and my co-supervisor Dr. Suman Paul Chowdhury for their guidance during the completion of my internship report. Their valuable feedback has helped me shape my idea into the right method of conducting my report and also choosing my topic.

Last but not the least, I would like to thank all of my faculty members under whom I have completed my MBA degree. Their teachings have always encouraged me to find the better of myself academically and professionally. I believe these guidelines will help me to contribute far better in the industry in the future.

Sincerely,

Faiyaaz Ahmad

Student ID: 22164015

BRAC University

Executive Summary

This internship report reflects my roles and responsibilities at BRAC IT Services Limited in the operations department as well as my analysis on the ongoing communication issue happening in the organization. The report is structured in three chapters.

The first chapter is my journey and responsibilities in BRAC IT Services Limited. Additionally, I explained my own learnings during my tenure in the company. In the second chapter, I described the ongoing issue regarding lack of proper communication in the organization. I also added the barriers and effect of this issue and how much it is impacting our new project developments and day to day operations. Lastly, in the third chapter I have described the necessary actions that can be taken to develop communications skills among the employees using the ADKAR model of change. The report has been written based on qualitative research data taken from the company leaders and cross team employees along with my own personal observations and experiences. The solutions suggested in this report have been noted with due respect to the leaders who has been managing their teams in the company for years.

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List of Acronyms

SOP: Standard Operating Procedure

BRS: Business Specification Requirements.

SRS: Software Specification Requirements.

Introduction

Bangladesh has recently seen a big rise in the development of the Information Technology industry since the last decade. The country has been able to create a skilled workforce for software development and attracting foreign investors and clients. Among the leaders of the tech industry of Bangladesh, BRAC IT Services Limited has been successfully able to create their own footprint. With a workforce of over 400 employees, BRAC IT is still expanding its IT solutions to the various concerns of BRAC and also outside of the organization ecosystem. One major concern almost all IT firms have faced within their organization is the lack of proper communication skills which eventually results in various backlogs. This report discusses how communications skills can be improved through the use of the ADKAR model with the context of BRAC IT Services Limited. The report is segmented into three parts. In the first part, I will discuss my journey with the organization and a brief overview of the company itself. In the second part, I will assess the communication problems that the organization has been facing internally and the leading effects of those problems. Lastly, in the third part, I will provide my analysis regarding how the ADKAR model can be used to develop the communication practices in the organization.

1. Chapter 1

1.1 Journey With BRAC IT Services Limited

My journey with BRAC IT Services Limited started during the brink of COVID-19 outbreak. I was employed as a contractual employee as a Support Engineer for the Support Operations department. I had the opportunity to work for the biggest NGO in the world which has enabled me to learn and grow my understanding of how an organization following an international standard works to develop society and human lives throughout the world. During the first years working in the organization I realized even through a global crisis that has almost halted the whole world from coming out, first line workers like BRAC did not stop their work of helping the society through all the life taking risk. The organization helped me become a part of a greater cause led by great men and women. My work required me to support them so that they can serve that cause without any hassle and with due diligence. BRAC IT has enabled me to gain more knowledge on how a software firm is structured and based on a global standard. It has also helped me to increase my knowledge for communication, project management, analytical skills and helped me to build a mindset of resilience of how to dive deep into a problem and make sure no stones are left unturned. Within the span of 4 years, I was gradually given higher responsibilities like stakeholder management, operations planning, team management and conducting knowledge sessions. The early stage of my career was filled with challenges as our company was fully working from home for more than a year and also on a high state of emergency alert for any system operational response and resolutions. This has given me the opportunity to learn to work under immense pressure and understand wholly the necessity of proper communication and how crucial a role it can play during high priority situations. As a result, this report is based on the effect and necessity of communication skill development.

I had the great pleasure to conduct my MBA studies during my tenure of BRAC IT Services and it is undoubtedly an honor for me to mention that my organization has fully cooperated with me to ensure that I get all the necessary facilities to conduct my work and studies simultaneously.

1.2 Roles and Responsibilities as a Support Engineer

My responsibilities as a Support Engineer requires me to analyze and provide solutions to the technical issues that the users of our software (BRAC staff) face during their operational work consisting of all programmes and departments of BRAC NGO. I work as a contact and coordination point between all relevant product owner, user and internal teams. My job is to make sure any operational issues are investigated thoroughly and find solutions. And to implement those solutions, I will communicate and coordinate with every relevant (external/internal) department to make sure that every problem is solved and delivered in time so that users can conduct their operations smoothly. It is my responsibility to ensure that no issue is left pending at any stage of its resolutions through follow up and follow through. The smoother the collaboration, the faster and better the resolution. To ensure the fulfillment of the client's requirements, I have performed the below mentioned responsibilities:

- **Strategic Communication:**

The major part of my job responsibilities is to maintain clear communication until all the deliverables are completed in time. Client end stakeholders need to be updated regularly on every issue and requests. Operational issues are of different separate types and need to be managed in separate prioritized ways. On a regular basis, they require certain decisions to be made from both the client and vendor end. These discussions and

negotiations are made through my department's involvement. A clear concise understanding and communication as a result becomes imperative in this regard.

- **Investigative Analysis:**

It is mandatory to make sure every issue raised by the user/client end must be addressed and investigated thoroughly. It is my job to make sure all information relevant to the case has been verified and checked through proper evidence before coming into a verdict for the resolution. Any gap in the analysis can result in wasted efforts and wrong decisions that will impact the overall outcome of the case.

- **Maintaining Co-ordination:**

Often collaborating with other internal and external stakeholders is required to resolve any case for analysis and decision making. It is my job to make sure that those processes are maintained and coordinated properly through and through by all the relevant teams involved. That means following up regularly with the relevant teams, facilitating the stakeholders with necessary communication, bringing out the impactful information so that it will help to take the most optimal decision and finally making sure the resolution has been achieved within the proper deadline.

- **Networking**

One of the most important parts of my work was to maintain and build a network with relevant focal points from the client side to increase the effectiveness of our services. Building a good rapport with the client goes a long way for the long term success of the service projects. To build the trust of the client, my team and I make sure they are well aware and satisfied with our services and cooperation. This results in bringing more new

projects to build in the future and also a good reputation of our solutions throughout the industry.

- **Co-supervising a team:**

Due to my 4 years tenure in the organization, currently I am holding a senior position in my department. Due to my experience, I also manage junior team members along with my line manager. I provide guidance and monitoring to the other team members regarding their regular work responsibilities, train the new team members with operational and business knowledge and also conduct strategic planning with my line manager for the team and the department.

My above work responsibilities have given me the opportunity to learn and grow in my professional career. It has enabled me to be more dynamic and take up challenges. Due to working in multiple projects, I had the opportunity to learn thoroughly about finance, supply chain, HRM business of BRAC and its subsidiaries. This helped me to understand and learn how an organization runs their various business functions and how it impacts the overall growth of the entire business. This tenure of 4 years has helped me shape certain skills which has helped me to be a better version of myself. They are listed below:

- I learned how to coordinate multiple stakeholders efficiently.
- I have developed the ability to investigate and detect the root cause of operational problems accurately by using data and other investigative tools.
- I have learned to maintain clear and concise communication through all channels and contact points in a timely and effective manner.
- I have gained the ability to work calmly and strategically under pressure.

- I learned to understand the strategic visions and planning of the organization and the departments and align my work purpose accordingly.
- Lastly, I have learned the importance of proper leadership and gathered the skills to implement those in my own team.

1.4 Company Overview

BRAC IT Services Limited (biTS) is a subsidiary of BRAC, one of the world's largest development organizations. BRAC IT has grown into a leading IT solution and service provider in Bangladesh. BRAC IT provides core services and expertise for custom software development using up to date modern technologies and software methodologies (Scrum/Agile). Current BRAC IT Services has been developing and working on different diverse software builds for BRAC NGO based on different project requirements. The company also develops IT solutions for banking sectors like BRAC Bank PLC and other subsidiaries of BRAC. The company has a diverse workforce consisting of one of the best Software Quality Assurance teams in Bangladesh and highly experienced skillful developer resources. BRAC IT Services are now expanding their vision and solutions to different other sectors outside of BRAC and have a long term vision of making software for the international market based on an international standard.

2. Chapter 2

2.1 Current Scenario of the Organization

Every organization wanting to thrive must have one thing very clear and conscious. That is Communication. Being one of the top IT firms of Bangladesh, BRAC IT Services also faces similar challenges. It is inevitable to face such communication issues when the organization is expanding through different projects gradually. Number of employees is increasing, so is the number of teams and departments. As a result, management also needs to increase their expertise in dealing effectively with this new manpower. Otherwise, it can hamper regular operations a lot. Since I am working in the operations department, me and my team have to encounter the problems on a daily basis and it is part of our job to maintain all sorts of chains to ensure as few delays as possible. The issue has amplified during the time of COVID-19 outbreak back in 2020. Before the lockdown, the company did not have any policy of working from home. As a result, the shift to an unsupervised digital work system has been a very new shock to the employees. Though the management created proper online communication channels like Microsoft Teams, Skype etc to make sure the ease of communication, the employees took longer than anticipated to get used to the new idea. During that period, the company faced absent employees, missed deadlines and delayed response the most. After the lockdown, the issue became more stable as the employees started to get used to it more often.

The communication issue has been addressed by the top management after certain backlashes received from the client end. The management has already taken certain steps to reduce the issue. But the practice itself has not been present quite effectively yet. Still there are multiple issues occurring on a regular basis which can be resolved in a very short period if not for the disruptions in the delegation and communication process. According to my observation, the

company has enough optimum mediums and methods to maintain proper communication throughout the process. In fact, recently BRAC IT Services has applied the Agile methodology in the Standard Operating Procedure to increase the efficiency of the delivery process of any product. The process not only implies the blueprint of the work process but also ensures a clear concise communication to make sure all parties involved during the process can clearly understand the channels of communication and take part in the development. But the problem is still present in the organization. According to my observation, the problem is not the process but the humans for whom it was designed. As per my understanding, the company has started with the “What” not the “Why”. It means that the management was not able to communicate the intent and the long term purpose where everyone’s life will become easier. The purpose was not aligned with the employee’s vision of their professional life and the company they work in. Those who were able to understand the actual intent aligned their work accordingly. But all cogs must run equally if the machine has to work with maximum efficiency. In this paper, I would like to propose a solution to how this purpose and intent can be communicated effectively among the company.

2.2 Barriers of Communications

Before diving into the solutions, I would like to discuss some of the barriers that are responsible for the hamper of effective communication. Every communication process has two levels (Environmental and Personal) of barriers which can end up distorting the message being sent down the chain of command. As a result, the message becomes unclear and is being decoded incorrectly which later leads down to long term consequences.

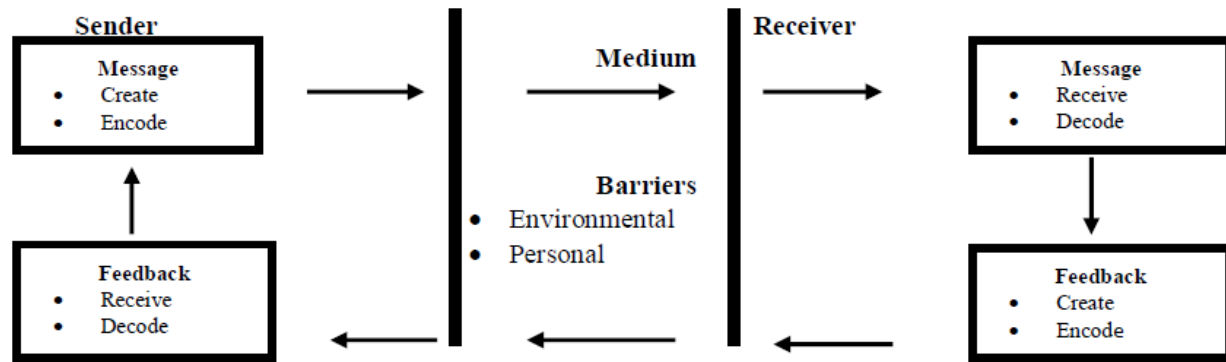


Figure 1: Communication process.

Below I would like to discuss briefly about the barriers that is seen present in BRAC IT Services:

Environmental Barriers:

1. **Lack of Time:** Whenever a pending or non-responsive communication has been reported, the first cause mostly is the lack of time. In most cases, when the team members are bogged down with work load, they prefer to focus on their main work instead of spending more time communicating. As a result, it limits the scope for the parties to effectively decipher the messages provided. Though the company has appointed designated project managers for all their developments but after a certain level it is difficult to monitor the information if the internal team members are not taking ownership of their own communication. Because the PM is not only engaged with managing the team but also responsible for client handling as well.
2. **Bad Corporate Culture:** The biggest barrier to almost any corporate issue derives from an internal culture that is non-efficient, unoptimized and unnecessarily time consuming. This is the most common problem which is seen in almost every local organization. In many cases BRAC IT itself is not different from other companies. It is a very notable matter that core technical people mostly do not prefer to engage their time in maintaining

communications. In an IT firm, this practice can spread throughout the entire organization if not addressed properly. As a result, this ends up hampering the deadline and quality of the product. Also, since there are no strict measures to eliminate these practices, responsible people behind any mishaps do not take the accountability to resolve these matters because they see these delayed or disrupted communication as a normal occurrence.

3. **Managerial Philosophy:** A manager with strong leadership and people management skills always understands the importance of proper communication. With an effective manager, it is easy to control and monitor the flow of information and its clarity and timeliness even though there are non-communicative members present in the team. The manager can effectively remove any blockades that are obstructing the flow of work. Unfortunately, in some cases of BRAC IT, there has been noted a lack of proper managerial presence in different senior leadership positions. Some managers are more focused on deliverables than taking care of their employees, which causes frictions among the team members. Then there are some who are very liberal and protective of their employees' work. As a result, the employees do not show proper ownership for their work as they know they will remain unharmed. This creates barriers during the communication process of the organization.
4. **Power Relationship:** Power distribution in the chain of command plays an important role as either a barrier or a catalyst. When the power and authority is balanced in the organization, the policies are followed properly. But if there is an imbalance, it will cause friction. In BRAC IT Services, there has been noted a power relationship imbalance in certain points. Certain people hold certain levels of influence where they and their team

members enjoy more leniency than others. Which in terms create a situation where these positions/people are not being questioned by other parties or they are too bound to work on their own terms which causes issues during the development and deliverable of the products.

Personal Barriers:

1. **Lack of Empathy:** This barrier varies from person to person. If a sender or a receiver does not have the necessary empathy present in them, then any message can become distorted and hard to encode/decode. Because not everyone is capable of understanding any information of the same caliber. Sometimes it is also seen in the organization where the message has been distorted intentionally to attain some sorts of personal gain.
2. **Do not Question the Elders:** One of the most common practices in our local culture is that the elders are always right and they cannot be questioned out of respect. The practice is later seen to be present in the organization as well where the employees hesitate to question their superiors. This barrier creates a cloud of confusion inside the staff which later leads to discrepancies of understanding of any vital information. As a result, the operation gets disrupted.
3. **Evaluating the Sender/Receiver:** Before passing any information, this practice is seen among the individual. If they deem someone important, then the message is being conveyed with extra attention and more precisely. On the other hand, the opposite is also true. Ultimately, how and what content of the message is being sent down or received solely depends on the judgment of the individual. This barrier can cause serious issues as

it stops the organization from passing on the true purpose of any initiatives for the long run.

2.3 Effects of Communication problems

In BRAC IT Services, certain signs have been noticed when the communication problem has taken its charge in the organization. Some of the major traits are mentioned below:

1. **Lack of Clarity:** The first and the foremost hit comes as the lack of clarity among the project members. When the communication gets disrupted, information gets distorted. Project members do not get properly aligned with the business requirements set by the clients, internal teams are not aligned with each other's work and their deliverables. As a result, many questions arise during the project which are not cleared properly and later hampers the development.
2. **Low Morale and High Disengagement:** When there are communication issues, work gets deliberately delayed and hampered. Also, employees feel excluded if their management does not align them with the actual purpose. As a result, employees feel disengaged and undervalued for their work which in turns creates low morale among them.
3. **Missed Deadlines:** The most common end result of every communication problem turns into missed deadlines. Due to the friction in communication, a lot of time gets wasted just by aligning team members and solving internal disputes. Which later hampers the overall production and operation of the organization.
4. **Issues with Deliverance:** It is a very notable problem in BRAC IT Services that there are almost very low amounts of clean product deliverance. Every new product/version

release comes with multiple faulty issues which can also disrupt the existing running operations as well. At this point, it is even considered as an unwritten law that whenever there is a new release, the system operations will take a hit and it ends up taking more time to resolve those issues. The only reason behind this issue is the lack of communication. Because internal teams are not aligned with what and how the others are doing their job and end up causing discrepancies in the deliverance quality.

3. Chapter 3

3.1 Methodology

For this report, I would like to introduce the ADKAR model of change to implement the standard practices of the communication process of BRAC IT Services Limited. The model will be used as the base on how to locate and implement strategic/ functional changes among the employee management system. For my report, I have used qualitative research data taken based on my own observations and interviews with my peers consisting of different departments and teams who are closely connected with project development and operations and who are also some key stakeholders of the projects. Most of this analysis has been taken based on various cases during the project development and operations of BBL Agent Banking System and BRAC Bangladesh ERP operations. The report proposes the necessary actions to be taken based on the findings of the research and also how the ADKAR model can be utilized to successfully implement the proposed solutions.

3.2 Overview of ADKAR Model

The ADKAR model consists of 5 stages of change management. Awareness, Desire, Knowledge, Ability and Reinforcement. This is a structured approach to guide employees to get acquainted with any development/ change process in the organization. The main idea is to make sure that the workforce are perfectly aligned and understand the need for the development (**L. Olmstead; 2019, November**).

1. **Awareness:** Employees are made aware of the necessity for the development. Senior management will play a crucial role in making sure that everyone is aligned with the step.
2. **Desire:** Stakeholders should be identified and employees should be motivated to why the development is necessary for them individually and also for the company.
3. **Knowledge:** In this stage, the employees will be provided with training and knowledge on how to implement the change.
4. **Ability:** To what extent the acquired knowledge can be utilized in the real-life scenario should be measured in this stage and what necessary capacity does the organization have shall be determined in this stage.
5. **Reinforcement:** After the implementation of the development, at this stage those acquired strengths are ensured to be sustainable and the weak points will be reinforced.

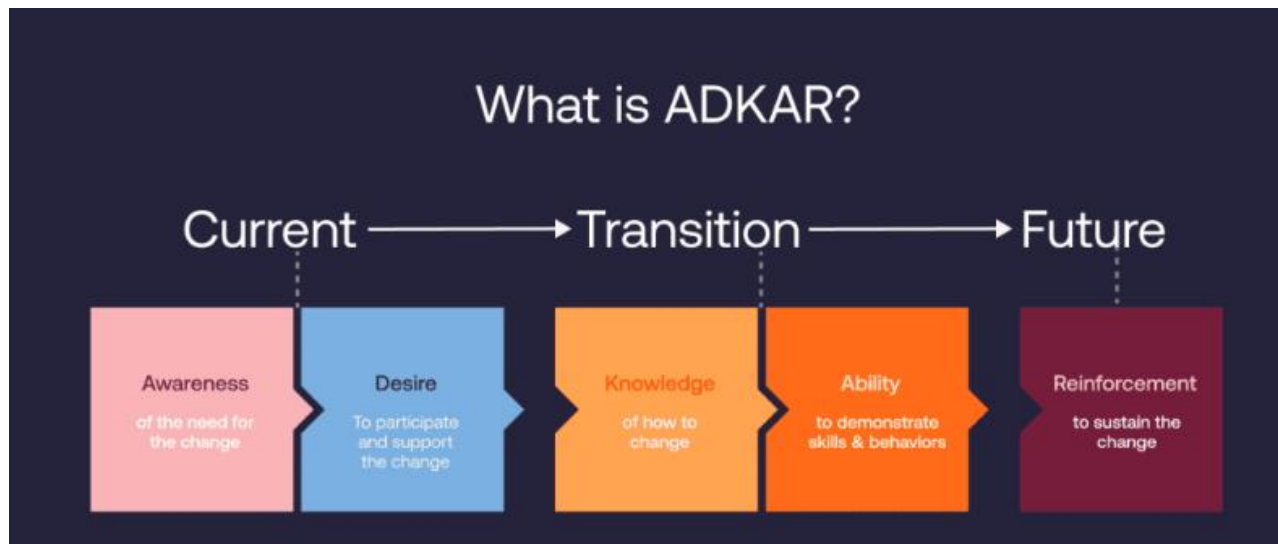


Figure 2: The ADKAR Model

3.3 Findings and Analysis

Based on the above information, it is evident that the company needs some degree of changes among its employees. To tackle the issues of communication, some solutions has been proposed by various department managers who have been working with this company for a significant amount of time. Based on the interviews and discussions, below are the proposed solutions given:

- 1. Encourage to ask questions:** Most of the concerns can be resolved if employees are more motivated to ask questions at the right time. Sometimes the issue lies with the cultural practices of not questioning the superior. Though the management openly shares their advice of always asking questions, the practice is still not present. Leaders should be open to being questioned by their subordinates and not take it personally. All personnel must create a deeper understanding of their work so that they are able to raise meaningful questions regarding their assignments.

2. **Trust but verify:** Before diving into any step, employees must verify their source of information. This practice will enable a clear and concise flow of information among the stakeholders to avoid confusion. This is not necessary for all sorts of information, only for those which hold impact among the operations and development. Although we do not assume that a certain party might intentionally provide wrong information, it is very likely that due to unintentional human error certain misinformation and gaps might occur. This process mainly works like a safety for those impacts.
3. **Proper Documentation practice:** One of the most important roles of preserving proper information is to keep documentation as much as possible. Documentations like SRS, BRS, SOP etc works as a reference for all sorts of planning, development and conflict resolutions. Documentation also includes keeping written communications like email, meeting minutes, memo etc. The existing practice of documentation sometimes does not fulfill the purpose of providing clarifications. It is encouraged that the staff keeps updated and more organized documentation of certain communications to avoid any future mishaps. This practice is only fruitful if it is maintained by each member's respective contributions.
4. **KPI Based approach:** With the help of the HR department, maintaining proper communication can be added as a key performance indicator for the employees. This will motivate the employees to enhance their communication skills. The indications should be based on how effective they are with their communications. In this case, managers will play a key role in evaluating their team performance that can overall provide a development for the organization as whole. Also, this approach will ensure that all staff are properly accountable for their actions and mistakes.

5. **Follow up, follow through:** Only forwarding any message or information is not where the buck stops. If that information is not followed up properly then the instructions or the decisions get pending for an indefinite period. Often certain important details get overlooked if not followed up in time. Following up is not the only step to be taken here, the idea is also to follow through from end to end points so that relevant all parties are aligned together. This helps keep the team updated and also makes sure that the task is on track. In BRAC IT this job is mainly conducted by the project manager but this should not be his alone job.
6. **Centralized communication channels:** Information gets mismanaged when there are multiple channels of communication present. This creates a lot of unnecessary noise that eventually covers away the actual message. Keeping one or two single centralized channels can reduce the noise and also enables the users to easily manage their work. Currently, BRAC IT is using the Atlassian JIRA project management tool to keep track of every task at hand whether it be operational or project based development. Here the employees can post their tasks, change the assignee and workflows, put comments for official communications and also keep track of the time spent behind each task. The challenge is to make sure that the employees are following this communication channel properly or not.

3.4 Implementation of the ADKAR model

Following steps to implement the communication method update has been written based on the discussion with certain stakeholders and team managers. I have discussed with them how they would like to implement the ADKAR model and based on that information below I am sharing the method:

Step 1: Creating Awareness

The first step is to let the employees know about the communication changes. Providing an official notice or a memo is not how awareness is created. The idea is to communicate the change properly. Some of the necessary steps based on the ADKAR model is given below:

- **Identify and remove barriers:** Every new change has to face obstacles at the first level.

The corporate culture of Bangladesh is not so open to changes and usually it takes time for the people to get acquainted with it. In this step, the organization leaders must first identify where the barriers for the change are and the pain points for the stakeholders.

Barriers consist of staff behavioral barriers, Management barriers, Barriers of Governance etc. Once identified, management should work on removing these barriers with a steady approach.

- **Communicate the Benefits often:** The reason and benefits behind the change is what will drive the staff to be aligned with the change. It is very important that every person aligned with the development must participate willingly and with full faith that this will help them do their work better. In order to do so, the employees must be explained about the necessity of this initiative with enough details. This cannot be just a one-time message, through every step of their work they should be communicated the idea with details and intent.

- **Engage key Stakeholders:** To ensure that the awareness has been spread properly among all the teams, it is very important to engage the manager with the change first. Employees will be more interested in applying the new methods if their leaders are also enthused with the idea. This helps to create a reliance among the staff for addressing the idea.

Step 2: Let the Desire grow

To make the change effective, it must be desired by the team. Only being informed does not ensure that the idea is already effective, it must be wanted too.

- **Making it Personal:** When the employees are convinced that the mentioned change will make their life easier, they will be more keen to make the change effective. The appeal must be made in a way where the benefit lies like career growth, learning opportunities, work-life balance, less time wasting in the workplace etc. As a result, the employees will find it intriguing enough for them to join the wagon.
- **Involving Input from the employees:** With this process, there comes an ownership and value of the employees towards the change. This helps them feel more understood and also enables the organization leaders to understand how to effectively communicate the change. Taking feedback also makes the process two way.
- **Risk of losing:** Employees should also be made aware of the consequences if the step is not taken in time. Sometimes a negative aspect can bring out a positive motivation among the people. In this case, the leaders can play an important role.

Step 3: Knowledge to be acquired

The most important step of the ADKAR model is the knowledge acquisition. To ensure the means of improved communication, employees must first be provided with adequate knowledge. That means it's time for the organization to provide necessary training to the staff, leaders and everyone involved. In order to do so, the company will have to create proper training programs. Below steps are recommender based on the ADKAR Model (**S.Haniff; 2023**)

- **Training Strategy based on Identified Barriers:** Previously mentioned in the Awareness step, BRAC IT first needs to find the relevant training program based on the barriers they are facing. Not all barriers are organizationally generalized. Some barriers might depend on the specific department, management level or project members. It is important to be more specific about the needs and wants of the communication training. Based on those needs, BRAC IT management will design the tailored training process for each department. Removing the barrier and implementing necessary training programs should be done simultaneously.
- **Contextual Training program:** Targeted training programs need to be developed so that the employees understand the new process and expected outcomes. BRAC IT previously tried to provide generalized training which was not effective. Because after a certain extent, these programs proved to be irrelevant. In this case, the best approach would be to provide more On-The-Job training with relevant workshops. Every organization has their own methods of communication process which is tailored to suit their way of work. But to make it more effective the fundamentals must be taught first. Without the proper basics, the new model of communication will not sustain in the long run.

- **Proper Documentation and learning formats:** Every new tool and procedure should first be documented step by step and included in the SOP. This ensures that the knowledge necessary is always easily accessible and also archived for any future use. Also, it is a better way to use multiple learning formats like online sessions, video tutorials, in person class and also access to any consultation of the seniors if needed. BRAC IT has recently started multiple technical and non-technical masterclass sessions among the organizations which are free for all. For the development of communication skills, similar methods can be applied too.
- **Trainers Deliverance:** Every training method is only applicable if the trainer knows how to deliver the concept to the audience. One of the most crucial points where BRAC IT still faces issues is with the ability of the trainers to deliver. A skillful and knowledgeable employee is not necessarily a good trainer. For example, BRAC IT has appointed their in-house senior resources to conduct workshops but the problem is that most of them are not efficient in delivering the training or have a proper way of assessing the participants. As a result, some of those workshops end up being unproductive. This is a crucial point if the organization is deciding to provide communication skill developments.

Step 4: Assess the Ability

Once the knowledge has been acquired, it is time for the organization to address and enhance the ability to implement them. Knowledge without practical implementation is only information. But the organization must know how and where to apply them and also must be mindful of to what extent the employees can absorb it. Below are some of the methods that can be used to detect these abilities:

- **Pilot Program:** Organization cannot assume that just after providing a knowledge session, the employees are now fully ready to implement the change with 100% effectiveness. Although, inside the organization there is this corporate bureaucracy of this culture where once the knowledge has been shared, the receiving party becomes liable for any sort of future execution effective immediately. The receiving end does not get the proper time to consume and effectively apply the knowledge. But they are held accountable if any issue occurs. This practice severely harms the employee's motivation to welcome change and update their current way of working. Though the higher management has addressed the issue, the improvement is yet to be visible at the functional level. To make this more effective, BRAC IT can use small pilot programs to assess the training capabilities. In this case, the organization can use any project team to create the pilot program. In one project team there are multiple departments working simultaneously with each other and also with the clients. This can provide a proving ground for everyone to assess their ability of implementation.
- **Mentorship programs:** The ability of the staff can be made more enhanced if they have a mentor to guide them to the right direction. An effective mentor knows how to make the best out of their apprentice and the possible places in real life scenarios where they will fail. Without failure, there will be no concrete development. The mentor should be able to guide the apprentice the proper way. This helps the team to increase their ability to be more effective in communications.

- **Two-way feedback process:** Feedbacks help all the relevant parties to monitor and evaluate their progress. But this process must be a two way communication because the subordinate cannot improve their skills if they do not have the scope to ask questions or clearly express their needs and requirements to make the process smoother. All parties must be open to feedback in a positive manner. Having any negative attitude towards criticism will only make things unnecessarily complex.

Step 5: Reinforcement

By this time, the new change should be on the way to its operation. At this point the most important job is to make sure that this change is sustainable and strongly reinforced for the long term.

- **Monitor and Evaluation:** After the kickoff of the new updated communication process, the change management team must evaluate whether these new changes are being effective as per planned. In this case, the management must determine the evaluation criteria under which the performance can be tracked properly. This will help them to detect any issues and also if any changes need to be made.
- **Need Assessment and Post LIVE support:** With the help of a proper monitoring program, BRAC IT can easily detect any needs of the employees that can make the new change more effective. It is very normal that certain needs may arise after the implementation of the new change which was not previously determined during the initial planning phase. As a result, the management must be ready to provide any requirements that can help the stakeholders during the post-implementation phase.

- **Addressing Relapse:** It is highly likely that some staff may fall back to their old practices after a few days. Here the leaders and the managers must pay very close attention to make sure the old backlogs and miscommunication is not occurring again. In this case, the management must provide additional training or support based on the situation.
- **Introducing Reward System:** Since a new adaptation is likely to be a bit of a hassle to adapt in the beginning for the staff as it will require them to put extra effort on learning something new which can also be time consuming, the organization can introduce a reward system to keep up the motivation and boost morale. Including a KPI based system is one step but if the staff are well recognized and praised for their contributions publicly then it gives them more encouragement. Also, there should be other incentive based reward systems too.

Conclusion

This report provides a brief insight into the issue faced by BRAC IT Services Limited due to the lack of proper communication. Based on the analysis and discussion with the key stakeholders, I have tried to detect the major points of the issue and the effects that follow. The above study is open to further scope of research in order to provide even deeper insight and solution of the communication problem. The presented ADKAR model has been a proven blueprint of applying changes in any organization throughout the world. But the success rate lies on how effectively the strategic management can align the stakeholders and implement the most optimum way for BRAC IT Services Limited.

In conclusion, the ultimate goal for the organization is to increase the efficiency of its business and make sure every deliverable is submitted on time. Additionally, with the help of a proper communication practice, the organization can grow into an international standard solution for IT software.

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