



To Lead or Not to Lead

FEATURING

Articles

- To Lead or Not to Lead?
- Effective OD
- Competitive Advantage Through Organisational Culture
- Corporate Governance : Evolving A Minimum Desirable Code
- "The MD who sold his Fiat and went the TQM way"
- Organization Culture

Book Review

- "Decide to Lead-A Journey to Leadership"
- "Hard Facts, Dangerous Half-Truths & Total Nonsense: Profiting from Evidence-Based Management"

General Management Quiz

Management Cartoons

Business Books : Recent Best Sellers

CHIEF PATRON

Harishankar Brahma

Secretary-Power, Government of India

PATRONS

U. C. Misra

Chairman, BBMB

G. B. Pradhan

Chairman, DVC

V. K. Abbey

CMD, NEEPCO

S. K. Garg

CMD, NHPC

R. S. Sharma

CMD, NTPC

Satnam Singh

CMD, PFC

S. K. Chaturvedi

CMD, POWERGRID

P. Uma Shankar

CMD, REC

H. K. Sharma

CMD, SJVN

R. S. T. Sai

CMD, THDC

MEMBERS OF GOVERNING BODY

R. C. Shrivastav

Director-HR, NTPC &

President-Power HR Forum

A. S. Bisht

Director-Personnel, THDC &

Vice President-Power HR Forum

I. P. Barooah

Director-Personnel, NEEPCO &

Vice President-Power HR Forum

R. P. Ojha

Executive Director-HR, POWERGRID &

Honorary Secretary-Power HR Forum

Vinod Behari

Executive Director-HR, REC &

Honorary Treasurer-Power HR Forum

R. S. Katoch

Director-Personnel, SJVN &

Member-Power HR Forum

V. C. Agrawal

Director-HR, NPCIL &

Member-Power HR Forum

Rajeev Sharma

Director (Projects)-PFC &

Member-Power HR Forum

Dayal Mathur

Executive Director-HR, NHPC &

Member-Power HR Forum

Suresh Jain

Chief Engineer-BBMB &

Member-Power HR Forum

Message From the President

The rules of the game of the corporate world have changed completely in the last few months. The recent global economic crisis, the worst since 1929, adversely impacted the organizations across the world. Though the Indian economy has not been affected as badly but the pace of growth certainly slowed down. Indian power sector too has not been affected significantly owing to the huge growth potential in the sector.



The global business environment has been showing signs of improvement in the recent past but the economic uncertainty continues across the world. Organizations are coming up with innovative solutions to emerge from the crisis and succeed in this turbulent business environment. An important factor for organizations to get through such difficult times is the availability of effective leadership in the organization. Organizations across industries need to invest in developing leaders who not only help the organization and people to adapt to changing times but also build organizational capability to succeed in the uncertain business environment in future.

A number of articles have been included in this issue from management practitioners as well as management experts and consultants. I thank and congratulate all the authors for their thought provoking articles on various contemporary issues including leadership, organizational culture, corporate governance etc.

I am sure the readers will find this journal of "Power HR Forum" interesting and useful. I also request all the readers to share their learning and valuable experiences through the forthcoming issues of "Power People" for the benefit of the entire power sector.

A handwritten signature in black ink, appearing to read 'R. C. Shrivastav', written in a cursive style.

(R. C. Shrivastav)
Director (HR), NTPC &
President-Power HR Forum

From the Managing Editor

EDITORIAL BOARD

S. K. Chaturvedi

CMD-POWERGRID &
Patron, Power HR Forum

G. K. Agarwal

Professor (Strategic Management),
MDI, Gurgaon

Dr. C. S. Venkataratnam

Director - International Management
Institute, New Delhi

Dr. Seema Sanghi

Former Director - Fore School of
Management, New Delhi

MANAGING EDITOR

R. P. Ojha

Executive Director-HR, POWERGRID &
Honorary Secretary-Power HR Forum

ASSOCIATE EDITORS

P. Bhattacharjee

NEEPCO

Ashok Swarup

NTPC

Kalpna Kaul

PFC

Rakesh Pathak

NHPC

S. K. Sharma

THDC

DESK EDITORS

DMR Panda

NTPC

H. P. Pal

POWERGRID

Konark Srivastava

NHPC

Published by-

Power HR Forum

at: Power Management Institute, NTPC

5-14, Sector-16A, Noida - 201301

Tel : 0120-2515208

Fax : 0120-2515210

www.powerhrforum.org

No part of this journal may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without the prior written permission of the publisher.

No responsibility is accepted for the accuracy of information contained in the text, illustrations or advertisements. The opinions expressed in the articles are not necessarily those of the Editor or the Publisher.

World is full of happenings. Success depends on how you use your personal imagination to construct patterns from emerging disparate trends to single out and validate right action.

One of the biggest learning from ongoing recession is that portability and scalability makes organization all weather proof. Scalability in business is an architecture that can handle 10,000 orders per week as easily it can handle 10 orders per week. Thus in the context of an individual one should have a well rehearsed blueprint to scale between worst nightmare and long cherished dream. Second learning is that survival is guaranteed for whom change is a reflex action and does not wait till forced by a meltdown. Truly, change favors the prepared mind; are you ready?

In recent years the power of culture and corporate governance has become a decisive factor behind sustainability. On x-ray in the reasons for the fall of General Motors, it is revealed that resisting a culture of non-confrontation with harsh realities was the biggest cause of its tumble. The rise of Infosys and fall of Satyam teaches that in the 21st century every moral imperative is also a strategic imperative.

One of the major learning from current Indian parliament election is that people accept a leader who is fighting for something rather than the one who is fighting against something. Being seen in a more positive light may help you enlist, engage and retain more support for your cause. Also considering the role of youth from campaign to final tally, it is evident from this election that where there is no dearth of matching experience, it is only energy that acts as a winning differentiator not to talk the talk, but walk the talk.

Another learning from recent business best seller comes from the title "The 4-hours work week" which focuses many tested techniques for doing more with less. Especially the chapter titled "The Low Information Diet - Cultivating Selective Ignorance" really is an eye opener in modern management to be used both as a leading individual competency and also as a competitive organizational character in this age of high information overload resulting in indecisive and de-focused action short-circuits.

The aim of "Power People" is to share such transformable learning. To this end, I am extremely obliged to the wonderful contribution of all writers of this issue and request to all learned consultants, academicians and practicing managers to use this wonderful media to reach out their learning to millions in this sector which will truly lend a hand in writing many success stories in the annals of a nation.

(R. P. Ojha)

Executive Director (HR), POWERGRID &
Managing Editor – Power People

Featuring.....

1 To Lead or Not to Lead?

by Sangeeth Varghese, Founder LeadCap and Author of the Book "Decide to Lead"

3 Effective OD

by Sanjiv Narang, Director - Innovation Systems Consulting, Gurgaon

6 Competitive Advantage Through Organisational Culture

by Tapomoy Deb, Dy. General Manager, Spentex Industries Ltd., New Delhi

9 Corporate Governance : Evolving A Minimum Desirable Code

by A. K. Sachdeva, Former Executive Director (R&D), NHPC

15 "The MD who sold his Fiat and went the TQM way"

by Manoj Dubey, Sr. Manager, Corporate Business Excellence Group, NTPC, Corporate Centre

21 Organization Culture

by Ashok Swarup, Deputy General Manager-HRD, NTPC, Corporate Centre

25 "Decide to Lead-A Journey to Leadership"

Reviewed by Siddharth Sundaram, Director, AC Nielsen

27 "Hard Facts, Dangerous Half-Truths & Total Nonsense: Profiting from Evidence-Based Management

Reviewed by H. P. Pal, Manager-HR, POWERGRID and coordinator Power HR Forum

30 GENERAL MANAGEMENT QUIZ : By National Quiz Master-Bijay Bhujabal, Professor-ICFAI Business School, Dehradun

31 MANAGEMENT CARTOONS : By Parimal Joshi

32 BUSINESS BOOKS : Recent Best Sellers

By H. P. Pal, Manager-HR, POWERGRID and coordinator Power HR Forum

To Lead or Not to Lead?

Sangeeth Varghese

In my first organization, they referred to the top-level executives as management, while in my second organization the top level was referred to as leadership and the mid level as management. Thoroughly confused, I asked my boss if there was a difference between managers and leaders. His reply was swift: 'Yes there is', which led me to the second question: that being difference what is that? This time his answer was vague and incoherent. All I could gather was that leadership is about bigger decisions, while management is about smaller decisions, leadership is long term, while management is day to day. Is that all? Is it that simple? Or are they two different terms used to refer to basically the same thing? I have spent many years pondering over the difference.

Management Is A Career, Leadership Is A Calling: According to Leslie Kossoff, a leading organizational thinker, leaders have clearly defined convictions of their own and more importantly, the courage to see their convictions being turned into reality. In the case of managers, the courage is about somebody else's convictions, which include the convictions of bosses, leaders or board of directors, helping to convert these into organizational realities through clearly defined systems and processes. Management is all about believing in somebody else, while leadership is about believing in yourself. Leadership is about assimilating, learning and understanding your role as guide and steward based on your own most deeply cherished truths.

Marvin Bower had a stable career after graduating from the Harvard Business School when he felt the call to take the leap of faith. He accepted the leadership mantle by responding to his conviction and setting up McKinsey and Company. He strived to establish management consultancy as an expert practice, till then unheard of and thought of as an unviable proposition. For Marvin, the growth of his client's business was his business and was above all personal interests. Once he stood up boldly in a client meeting pointing out that the biggest risk they faced was the narrow-minded opinions of their president. He ended up losing the client, but not his convictions, guiding him to build McKinsey into one of the most revered management consultancies.

You Manage Things, While You Lead People: Jim Clemmer writes that one key distinction between management and leadership is that we manage things and lead people. Things include physical assets, processes, and systems while people include employees, teammates or followers. When dealing with things, we talk about a way of doing. In the people realm, we're talking about a way of being. While management focuses on work and efficiency, leadership focuses on people and their growth.

When Steve Ballmer, the current CEO of Microsoft, met Bill Gates for their first business meeting, he was looking forward to a bright career after his stint at P&G and education at Harvard and Stanford. A start-up, in the till then still nowhere computer field, was the last thing in his mind. Bill Gates looked into Steve's eyes and declared that together they can chase a dream of putting a computer on every desk. The dream sounded impossible, but the ring of confidence in Bill's voice enamored Steve. He was certain that he would never gain such satisfaction other than in the leadership of Bill Gates and so gave up everything to be an accountant in an unknown garage company.

Management Is About Arms And Hands, Leadership Is About Heads And Hearts: Warren Bennis says that most companies are over managed and under led which is not a good sign since leaders are much more successful than managers in harnessing people power. While leadership captures the constituents' heads and hearts, appealing to their conscience, management buys their arms and hands, through hierarchies. Management gets people to do what needs to be done. Leadership gets people to want to do what needs to be done. Managers get things done through control, by lighting a fire under people; leaders get things done through commitment, by stoking a fire within people.

When the Reliance Industries' Patalganga refinery was completely submerged in the flash floods of 1989, the managers of Du Pont declared that it was virtually impossible to get the project back on track in less than four months. But Dhirubhai Ambani knew something more, something his managers did not know that nothing was impossible if his employees put their hearts and minds to it. And as the foreign consultants looked on, every single employee worked round the clock, sweeping the floors,

Sangeeth Varghese is a leadership expert and the founder of LeadCap (www.leadcap.org). He is the author of the book 'Decide to Lead: 8 decisions that can make you a leader'. He can be contacted at sangeethv@leadcap.org

dismantling the machines and cleaning them, restoring the refinery back to shape in less than three weeks.

Management Is About The Present; Leadership Is About The Future: According to John Kotter, the fundamental purpose of management is to keep the current system functioning, while that of leadership is to produce useful change. Management tries to deal with complexities that arise in the current system while leadership tries to cope with change. Zaleznik sees managers as fairly passive work-centered operators intent on keeping the present show on the road, whereas leaders are seen as people-centric, proactive, intuitive and attracted to situations of high risk where the rewards for success are enormous.

When Varghese Kurien embraced upon chasing his passion, Indian milk was branded as more contaminated than the sewage water in the Western world and the individual milk producers subsisted in the throes of poverty.

But the shadow of the present did not hold back his leadership spirits from seeing the future and establishing the Gujarat Cooperative Milk Marketing Federation, a model currently replicated all over, making India the largest milk producer in the world.

High-technology conglomerate United Technologies has written: "People don't want to be managed. They want to be led. Whoever heard of a 'world manager?' A 'World Leader,' yes. We know of Educational Leaders, Political Leaders, Religious Leaders, Scout Leaders, Community Leaders, Labor Leaders and Business Leaders.

"They lead. They don't manage. The leader's carrot always wins over the manager's stick. Just ask your horse. You can lead a horse to water, but you can't manage him to drink. If you want to manage somebody, manage yourself. Do that well and you'll be ready to stop managing, and start leading."

Deep and Penetrating Insights from Marshal Goldsmith

The one-of-a-kind legendary Coach and Thought Leader in Leadership and Executive Development

- It is an interesting equation: Less me. More them. Equals success.
- There is a difference between being an achiever and a leader. Successful people become great leaders when they learn to shift the focus from themselves to others.
- Higher up you go in the organization, the more you need to make other people winners and not make it about winning yourself.
- Half of the leaders I have met do not need to learn what to do. They need to learn what to stop..... we get credit for doing something good. We rarely get credit for ceasing to do something bad. Yet they are flip sides of the same coin. Avoiding mistakes is one of those unseen, unheralded achievements that are not allowed to take up our time and thought..... many times avoiding a bad deal can affect the bottom line more significantly than scoring a big scale.
- There is a difference between success that happens because of our behavior and the success that come in spite of our behavior. Almost everyone I meet is successful because of doing a lot of things right, and almost everyone I meet is successful in spite of some behaviors that defies common sense. One of my greatest challenges is helping leaders see the difference, see that they are confusing "because of" and "in spite of" behaviors and avoid this superstition trap.

Effective OD

Sanjiv Narang

Over a period of time, organizations have developed a dedicated mind set for training. This is good from a training point of view and it is also resulting in substantial efforts to improve the quality of training, but mindless application of training systems for the purpose of organization development has become an ineffective exercise. In the process, a lot of over inspired training managers do more damage than good.

Let me cite the case of a training manager in a MNC who wanted to conduct a Large Scale Interactive Process in the organization. Before I examine its inadequacies in application, let me explain the basic concepts of Large Scale Interactive Process in order to have a proper appreciation of this case.

Large Scale Interactive Process (LSIP)

The LSIP is an OD intervention which involves a large cross-section of organizational personnel.

Purpose:

Its purpose is to involve the organizational personnel to surface organizational adequacies/inadequacies and to formulate an action plan for resolving the inadequacies in order of priority.

Process:

1. Clustering of participants in cross-functional and cross-hierarchical groups.
2. Surfacing of organizational (in) adequacies through the deployment of a group process namely: Glads, Mads and Sads.
3. Discussion of Glads.
4. Prioritization of Mads and Sads.
5. Action plan for resolving Mads/Sads.

The LSIP has to be deployed carefully. The role of the leading team in the process of prioritization and resolution of issues has to be clarified and agreed upon before the deployment.

The MNC training manager deployed the LSIP without adequately briefing the leading team. The result was disastrous. The ticklish issues which were identified by the organizational personnel were brushed aside without any discussion. One of the issues identified was that of top management leadership. In front of the entire group, one team leader asked, “Who has pointed out this inadequacy?” There was complete silence in the room. One of the strengths of the LSIP is the surfacing of data anonymously. In case the leaders try to find the originator of an inadequacy, the entire purpose of the exercise gets defeated.

Protecting the identity of the data provider is the sine-qua-non of the LSIP. When this phenomenon was happening, the training manager watched helplessly from the sideline. In case, such vitiation of the Large Scale Interactive Process is allowed to happen, the participants are bound to lose faith in its efficacy, which results in skepticism and fear of participation in such OD interventions in future.

The inadequacy did not end here. No meaningful action points were formulated on the basis of inadequacies. In case a few points related to enhancing internal communication, responsibility was fixed. However, this was quickly forgotten after the end of the session. After a few months, the memory of the action plan faded away. What a mockery of the LSIP?

So nothing significant was achieved and a lot of faith and trust was lost. This is a typical case which indicates as to how a LSIP should not be conducted. In case it is done in such an ill prepared way, it does more damage than good. What a waste of time and resources?

OD interventions are potent systems for improving organizational effectiveness. In order to deploy them effectively, the spirit of the intervention and its soul needs to be well understood by the intervention agent. In case learning is superficial, the outcome becomes a mess. One of the by-products of this outcome is a disbelief in OD interventions.

The finance head of another MNC was worried about the lack of team spirit in his team. So he decided to conduct a team building intervention. This intervention was designed as an OD intervention so that the real issues could be surfaced and resolved. So the intervention was divided into two parts. One part dealt with developing competencies on

team building and the other part dealt with surfacing and resolution of issues in order to enhance teamwork and team effectiveness. In order to evolve a shared understanding of team building competencies, all finance team members were the part of the intervention. The team building competencies explored and assimilated were emotional intelligence, communication and conflict resolution. Subsequently, the LSIP was deployed. Team adequacies and inadequacies surfaced through the deployment of a group process. The top four inadequacies were taken up for resolution. Responsibility was fixed for execution of the formulated action plan. The team reaped the benefits of this deployment of the LSIP in terms of enhanced efficacy, reduced stress and conflict at work.

The only faltering point of this team was in terms of regular reviews of execution plan. Till the time the reviews happened, execution went along fine. When reviews stopped, the execution stopped.

This indicates how the LSIP can be effectively deployed at a functional team level.

This intervention was a fusion of a workshop and an OD intervention. This is increasingly becoming a potent intervention in organizational programs for improvement.

Another largely neglected but potent OD intervention is 'Appreciative Inquiry'.

It is surprising that very few organizations have recognized the potential of this intervention.

In an organization, appreciative inquiry breeds a culture of positive outlook and an inside-out approach to excellence. Over a period of time, most organizations have developed an outside-in approach to leading change. What does this mean?

Say an organization wants to become world class. So, the dominant approach is to find out the benchmark organizations in this line of business.

Learning from these benchmarks, these organizations tend to incorporate their strategy, structure and systems into their own organizations. This is the dominant style of functioning. What are the limitations of this approach?

Limitation 1: This approach takes long time. Approval of the benchmarked organization is required. The organization may not be interested in sharing knowledge and information. Data has to be collected. It has to be analyzed and synthesized.

Limitation 2: Few people have a buy-in regarding the plan of action that ensues on the basis of such an outside-in approach. Knowledge is restricted to a few people.

Limitation 3: Implementers would have a tendency to

resist change, because the action plan may not be in alignment to their unique context and organizational problems.

Limitation 4: Organizational personnel would have a tendency to feel demoralized because of the perceived assumption of the organization that what others are doing is the best and is worth emulating.

It becomes extremely difficult to cascade the proposed change strategy and structure in the organization.

Appreciative inquiry in contrast is an inside-out approach to leading change. It focuses on strengths rather than weaknesses and the process of leveraging these strengths for achievement. It in-fact is a whole new approach to the way we look at ourselves and we evolve our vision.

Before going into the details of its utility and effective application, let us develop a shared perspective of its objectives and process.

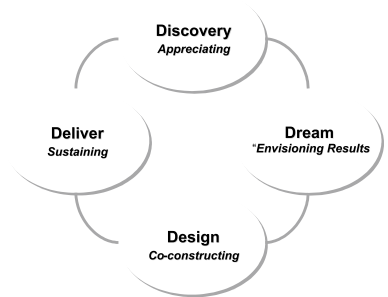
Appreciative inquiry is an OD intervention focused on enabling an organization to develop its own vision on the basis of its strengths and driving it on the road to its vision. The methodology of appreciative inquiry is unique in the sense that it triggers the identification of strengths on the basis of organizational high point stories. Since there are no psycho-metric or socio-metric tests, the questions of validity and reliability do not arise.

The Appreciative inquiry process has 4 stages:

Stage 1: Discovery:

This is the stage when the organization identifies its positive core on the basis of organizational high point stories.

High point stories are narrated and analyzed in order to identify the positive core of the organization.



The positive core consists of competencies, processes, social-psychology, technology and strategy.

Stage 2: Dream

After identifying the positive core, the organizational personnel are asked to dream up the vision of the

organization on the basis of the positive core. This ensures that the vision of the organization has strong roots in its positive core.

This ensures that the vision is realistic and the organization has the capability to achieve it. The power of this approach is that it reduces the confusion surrounding vision. There are so many opportunities that it is easy for an organization or an individual to lose its way among them and become confused resulting in not getting anywhere.

Stages 3 & 4: Design and delivery

This stage involves the formulation of strategy, structure and competencies in order to convert the positive core into the preferred future as enshrined in the organizational vision.

Approaching the vision and strategy from this angle tends to make it realistic and practical. The organizational vision formulated on the basis of the organizational positive core has the maximum probability of becoming reality.

Now let us examine the varied applications of the appreciative inquiry process in the organizational context.

Case 1: Customized Leadership competency model

Napier's was putting up a dam in an area infested with socio-economic-political unrest. Thus, the organizational leaders functioning at the dam site had to face huge hurdles in maintaining project schedule and also taking the organizational personnel along.

The organization wanted to evolve a customized leadership competency model. Appreciative inquiry was the ideal OD tool for this purpose. Key organizational leaders were asked to propound leadership high point stories. These were collated and analyzed to formulate the leadership competency model.

Such an approach yielded two benefits. One was the customized leadership competency model. Second was the consolidation and dissemination of positives due to the propagation of leadership high point stories in the organizational culture.

Case 2: Leader on the decline

The Finance director of a MNC financial co. realized that one of his key managers was on a career nosedive. He was not able to manage his subordinates; was suspicious of them; was continuously questioning their motives and was losing his temper publicly. The result was that slowly the manager's responsibilities were being reduced. In spite of being the senior most, he had the lowest area of responsibility.

The finance director asked the concerned manager to go

through leadership coaching. The coach put him through appreciative inquiry. On the basis of his high point stories in school, college and professional life, the coach helped him identify his positive core. This served as the anchor for his identifying his personal vision in organizational life. Using the vision as a guiding beacon, an action plan was formulated in terms of initiatives for expanding visibility and performance.

The result of this appreciative inquiry process was a u-turn in the career prospects of the manager. The team's perception of him as a problem person declined. Their perception of him as a caring and yet performing leader increased. Hence, new projects began to find their way to him. His number of subordinates increased accordingly.

Thus, appreciative inquiry helped him regain his former position in his team and restored his career in the organization.

Case 3: Jamsoft

Jamsoft wanted to involve its leaders in the evolution of a vision for the organization. So it decided to deploy appreciative inquiry. The discovery phase of appreciative inquiry was an eye opener to a lot of leaders present in the session. The high point stories narrated led to a positive climate for change and a confident organizational atmosphere.

Subsequently, when the leaders formulated a vision on the basis of the positive core, new energy was visible in the organization and there was a palpable expectation that the organization is on the move.

Thus, appreciative inquiry is a powerful OD intervention for creating a positive dialogue in the organization resulting in a culture of achievement, confidence and movement towards a desirable vision.

In the above cases, we have examined the application of appreciative inquiry to the critical success factors for an organization as well as to a professional. These highlight the range of applications of this OD intervention.

In this article, two OD interventions have been highlighted namely LSIP and appreciative inquiry. Both are powerful and potent. Both are underutilized by organizations. The beauty of OD is in its capacity to make a long lasting positive impact on organizational effectiveness. It is sad to see that such powerful tools have not appeared in the perceptive horizon of most organizations.

Competitive Advantage Through Organisational Culture

Tapomoy Deb

In the early 1980s, competitive strategy was seen as a zero sum game. Michael E. Porter caused a gradual shift in emphasis from value appropriation to value creation. With globalisation, the nature and extent of competition has been changing very fast in an information-based, knowledge-driven and knowledge-intensive economy. The pace with which change is taking place is not only pervasive but also very fast thereby redefining the basis of competitiveness where speed, flexibility and self-renewal rule the roost. Where competitive advantage was once dependent on economies of scale and large scale sales promotion are now no more as effective as it used to be a few years ago.

With paradigm shift of competitive edge from physical and financial resources to human resources, management of people have assumed paramount importance. It is now increasingly realized that introducing newer strategies in order to stay competitive in global business scenario is not enough as it has to be seamlessly integrated with human resource policies and practices so that organizational objectives and mission can be attained successfully. Introducing newer strategies involves continuous learning and adaptations on the part of the organisations which in turn requires creating, sharing and leveraging knowledge for the benefit of the organization and its customers. Knowledge can be viewed as information in action. Knowledge creation, sharing and leveraging requires organisations to be in learning mode wherein human resources are active agent, carrier and constituent of knowledge paving the way for exploration and subsequent exploitation of new opportunities before competitors can identify them. Knowledge has today assumed the status of a principal economic resource providing newer insights amidst intense competition, changing customer tastes and rapid technological change and accordingly organisations, needs to learn faster than competitors. Knowledge is embedded in the organisational architecture and culture is a critical component of the architecture. This is because of social exchange process. The willingness of people to share knowledge is influenced by organizational culture. This implies that effective learning and resultant achievement of organisational success is positively associated with

organisational culture. In researching his book, Good to Great, Jim Collins confirmed time and again that culture is the most critical component of an organisation's transition from good to great. That is why organisational culture has taken the top position in the agenda of organisational priorities by the CEOs.

With the emergence of more demanding, information-empowered customers and increased availability of competitive options to customers, organisations must be perceived to be superior to their competitors by at least some of the customers. Carpenter & Sanders (2007) defines competitive advantage as 'a firm's ability to create value in a way that its rivals cannot'. With global business being increasingly characterised by efficiency, innovation and cost, organisations have to transform themselves from product provider to customer value provider in order to attain and/or sustain competitive advantage. Therefore, competitive advantage requires organisations to create customer value with the active support of their human resources. Competitive advantage is sustainable as long as competitors are not able to duplicate the organisation's value-creating strategy by acquiring new resources and capabilities. In other words, competitive advantage can be sustained only when an organisation's value-creating strategy is supported by inimitable and non-substitutable resource and capability. The only inimitable resource and capability that can accrue to an organisation is human resources. Market knowledge, technology, intellectual property management may be readily replicated by competitors and therefore are less dependable source of competitive advantage in the long run. People are influenced by organisational culture thereby shaping people through behaviour and actions. However, mere possession of or control over inimitable and non-substitutable resource and capability does not by itself make an organisation gain or sustain competitive advantage unless it is able to exploit it appropriately. This implies that organisational culture assumes centrestage in the process of attainment and sustainability of competitive advantage. Therefore, the influence of culture on the willingness of people to collaborate in harmony to accomplish organisational objectives and mission will become

Tapomoy Deb is working as Deputy General Manager (HR) in Spentex Industries Ltd., New Delhi
He can be contacted at tdeb1969@rediffmail.com

increasingly important.

Organisational culture is the first mechanism to achieve managerial effectiveness and control. Edgar Schin defines organizational culture as “a pattern of shared basic assumptions that the group has learnt as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to these problems.” Defining culture is difficult as it defies all definitions given that it is an abstract concept. Irrespective of definition, organisational culture has the following attributes:

- It is a shared phenomenon as it emanates from learning exchange and group experience;
- Its foundation can be attributed to the persons who created the group or unit;
- It has two levels-visible and invisible. The visible level is exemplified in written and spoken language, symbols, mannerisms, dressings, customs, mores, folklores, etc. whereas values, ethics and basic assumptions constitute the invisible level;
- It can be learned and acquired; and
- It changes gradually.

Richard Panico (2004) lists the following characteristics of a strong culture:

- Values are clearly communicated, defined, understood and practiced;
- Organisational vision is clear and extends beyond profitability;
- Strategic priorities are unambiguous and few;
- Organisational performance and progress is regularly measured and communicated (positive or negative);
- Individual responsibility and accountability are accepted and expected;
- Standards of performance are absolute;
- Contributors (collective and individual) are rewarded;
- People development is a priority;

- Trust reigns supreme; and
- Future is as important as the present.

Organisations have social, political, economic and technological dimensions. Organisational culture uniquely varies from organisation to organisation within the same geographical region. It reflects the shared thinking, belief, value system, behavioural norms and organisational assumptions and therefore there is no unity across the organisations which make every organisation uniquely placed to leverage its advantages for enhancing competitiveness. Since organisations are open organic systems therefore they influence their environment and get influenced by it. Consequently, its organisational culture is impacted by the geographic region, competitors and products and services an organisation provides. This is because organisations exist to serve the society and customers of the organisation are an integral part of the society. With changing patterns of societal needs, aspirations and socio-economic level of development, the expectations of customers changes, placing new demands on the organisation.

Organizational culture helps people to integrate with their organizations which fosters a team-based approach in meeting external environment and stakeholders expectations, particularly customers, both internal and external. On the external front, organizational culture impacts its branding. For example, organizations which are highly quality conscious as a brand, emphasize quality as a way of day-to-day working. Accordingly, such organizations place high importance on employee empowerment and team work. Such organizations have HR processes aligned to recognize and reward team efforts in a transparent, interactive and less controllable manner. Where, culture is the epicenter of internal and external behavior of an organization with its customers, it becomes the prime responsibility of top leadership to create and maintain equity and harmony within the organization by strengthening appropriate values and HR processes.

Within the organisation, people are the link between the organisation and its environment as far as customers are concentrated. As people are influenced by organisational culture, therefore their interactions with customers bear that influence. Moreover, people have their own assumptions given the process of socialisation which also impacts their interactions and the branding process of the organisation. As culture is based on values it derives also from personalities of the employees and the management. Norms are closely associated with values; they are the unwritten rules that allow members to know what is expected of them in different situations. This does not amount to the

submission that the interaction of people cannot be changed by the organisations. Organisations use reinforcement behaviours through various HR mechanisms such as training, feedback, counselling, performance appraisals, compensation, career management, succession planning, employer branding, etc. to shape behaviour and actions of human resources in the desired direction. This helps to foster innovation and risk taking capabilities of people as well as normalise continuous learning and change.

Organisations might have strong culture as well as weak culture. A strong culture is marked with clear employee behaviour and action, values are strong, communication is open and interactive, commitment, empowerment and trust is high. As Henry Ford aptly stated, 'you cannot build a reputation on what you are going to do'. Trust facilitates nurturing of relationship amongst managers and employees which contributes to a cohesive work environment which enables human resources to work more productively and reduces turnover. The situation is just the reverse in weak culture where informal culture compensates. The cultural network, which is basically the informal socialisation process and heroes or role models are closely linked. It is an informal medium of communication within organisations that take pride in a glorious past. Strong cultures have powerful impact on people in the organisation. As a consequence, everyone moves in the same direction as a coherent team and goal attainment becomes a much easier endeavour. It also evokes strong motivation in human resources given the high team spirit which makes people work harder than they would otherwise do which results in increased organisational performance and success. However, such strong culture must support knowledge

creation and sharing and must be responsive to environmental needs and changes otherwise organisational failure could result from cultural arrogance. In other words, a strong yet adaptive culture can only support desired organisational outcome.

Therefore, a strong adaptive organisational culture is necessary to enhance organisational competence and performance in the long run. This means that variations in culture will result in variations in organisational performance. Organisational culture is unique and almost impossible to imitate. Thus, organisational culture can be a source of distinctive competitive advantage. Successful cultures contribute to a sustainable competitive advantage of their many interlocking elements such as history and inner structures. History provides a basis of gaining knowledge and thereby prevents repetition of making the same mistake or failure. It also helps in evolving best practices in the light of prior experience.

Organisational culture results in consensus and consistency. Values, norms and attitudes of human resources are consistent and in congruence with organisational practices which foster a shared sense of loyalty and commitment. Integration of people and processes with culture assuming centre stage is a consequence of such a scenario. Therefore, organisational culture plays a vital role in enhancing organisational performance through human resources.

Building, linking and bonding culture is the essence of a sustainable competitive advantage where HR professionals play a pivotal role in designing, developing and delivering competitive priority of organizations.

Deep and Penetrating Insights from Marshal Goldsmith

The one-of-a-kind legendary Coach and Thought Leader in Leadership and Executive Development

- The higher up you go, the more your suggestions become orders.
- Imagine you are the CEO. I come to you with an idea that you think is very good. Rather than just pat me on the back and say "Great idea" your inclination is to say (because you have to add value), "Good idea, but it would be better if you tried it this way". The problem is, you may have improved the content of my idea by 5 percent, but you have reduced the commitment to executing it by 50 percent, because you have taken my ownership of the idea.
- The higher you go, the more your "issues" are behavioral. The interpersonal behavior is the difference-maker between being great and near-great, between getting the gold and settling for bronze.....In fact even when all other things are not equal, your people skills often make the difference in how high you go.
- Love is often an appropriate emotion. Anger is not appropriate. But even saying " I love you" can be inappropriate if we employ it too often or at awkward moments. And conversely, anger can be useful tool if we parse it out in small doses at opportune moments.

Corporate Governance : Evolving A Minimum Desirable Code

A.K. Sachdeva

Introduction

Corporate governance is about commitment to values and ethical business conduct. It is about how an organization is managed. This includes its corporate and other structures, its culture, policies and the manner in which it deals with various stakeholders. Accordingly, timely and accurate disclosure of information regarding the financial situation, performance, ownership and governance of the company is an important part of corporate governance. This improves public understanding of the organization and is able to attract investors, and enhance the trust and confidence of the stakeholders.

Business has changed as never before. Technology and globalization have changed the way we work. The greatest change, however, is in public expectation of the business. The obsession with bottom line profit shareholder value looks tired and no longer provides the stimuli for leadership, motivation, innovation or brand equity. Stakeholders are questioning the very purpose of the corporation.

The concept of corporate governance came up after a series of financial crises/scandals took place during the last two decades around the world from developed economies to developing economies such as collapse of BCCI, collapse of Robert Maxwell's empire, various high level scandals in Russia, and more recently, Asian financial crises, the collapse of energy giant Enron (the largest bankruptcy and one of the most shocking failures in US corporate history), etc.

Ever since the concept of corporate entity was recognized, corporate governance has been in existence in various manifestations. Efforts to articulate standards for corporate governance took root in countries like the US and the UK. As a fall-out of 1997 economic and financial crisis, Asian countries too became keenly interested in the issue of corporate governance. The OECD countries took early initiatives to address governance issues. Despite various attempts to define corporate governance and its elements, and suggesting a model of good corporate governance, no universally accepted model of good corporate governance exists.

Initiatives taken by the government of India in 1991, aimed at economic liberalization and globalization of the domestic economy led India to initiate reform process suitable to the developments taking place the world over. On account of the interest generated by Cadbury Committee Report, the confederation of Indian Industries, the Association Chambers of Commerce and Industry and the Securities and Exchange Board of India constituted committees to recommend initiatives in corporate governance. Earlier concept of corporate governance was limited to functioning of Board of Directors. In current scenario the concept of corporate governance has widened significantly. Recommendations of the Kumar Mangalam Birla Committee constituted by SEBI led to addition of initial drafting of clause 49 in the listing agreement. The committee constituted by Department of Company Affairs, GoI, headed by Shri Naresh Chandra in 2002 examined various contentious corporate governance issues which have become mandatory. The N. R. Narayana Murthy Committee set up by SEBI enabled the final amendments to Clause 49 which was effective from Jan 1, 2006.

Standards of corporate governance have changed vastly due to the migration of public value brought about by globalization and connectivity. Shareholder value is no longer a dominant business driver. As stated by Sir Adrian Cadbury that the concept Corporate Governance has broadened from being solely concerned with raising board effectiveness to its acceptance as a key factor for economic and social development.

General Prevalent Definitions

Corporate governance has succeeded in attracting a good deal of public interest because of its apparent importance for the economic health of corporations and society in general. However, the concept of corporate governance is poorly defined because it potentially covers a large number of distinct economic phenomena. As a result, different people have come up with different definitions that basically reflect their special interest in the field. It is hard to see that this 'disorder' will be any different in the future, so the best way to define the concept is perhaps to list a few of the different definitions rather than just mentioning one definition. Some of the definitions are:

A.K. Sachdeva is the former Executive Director of NHPC Limited

- “Corporate governance is the system by which companies are directed and controlled” Cadbury Report (UK), 1992.
- “Corporate governance involves a set of relationships between a company's management, its board, its shareholders and other stake holders and also the structure through which objectives of the company are set, and the means of attaining those objectives and monitoring performance are determined.” Preamble to the OECD Principles of Corporate Governance, 2004.
- “Corporate governance is about promoting corporate fairness, transparency and accountability.” J. Wolfensohn, President of the World Bank, as quoted by an article in Financial Times, June 21, 1999.
- “...fundamental objective of corporate governance is the enhancement of the long-term shareholder value while at the same time protecting the interest of other shareholders.” SEBI (Kumar Mangalam Birla) Report on Corporate Governance, January, 2000
- “Corporate change can not be achieved simply through edicts. It has to come from within. The key is proper training of the board. The problem is the prevailing belief that once directors join the boardroom they no longer need training.” Dr. Madhav Mehra, President of World Council for Corporate Governance in his address at 7th International Conference on Corporate Governance, 11-12, May 2006.

From the point of view expressed in the above definitions/statements and various other definitions spelt out by various eminent national and international personalities, corporate governance tends to focus on a simple model as under:

- Shareholders elect directors who represent them;
- Directors vote on key matters and adopt the majority decision;
- Decisions are made in a transparent manner so that shareholders and others can hold them accountable;
- The company adopts accounting standards to generate the information necessary for directors, investors and other stakeholders to make decisions; and
- The company's policies and practices adhere to applicable national, state and local laws.

The following are a few core issues to be addressed through corporate governance:

- Transparency or full disclosure of financial and key performance information;

- Conflict of interests involving board of directors and managers;
- Property rights; and
- Contract enforcement.

Each of the above issues poses grave challenges for both the functioning of a market economy and a democratic society. Solving corporate governance problems such as those listed above involves going beyond a narrow view of how owners and managers of capital interrelate.

The key point in this definition is that the public and private sectors have to work together to develop a set of rules that are binding on all and which establish the ways in which companies have to govern themselves.

Minimal Desirable Code for Corporate Governance

Due to public concerns regarding protection of investor interest, especially the small investor, the promotion of transparency within business and industry, the need to move towards international standards in terms of disclosure of information by the corporate sector and through all of this, to develop a high level of public confidence in business, industry and society, it is essential to develop and promote a minimal desirable code for corporate governance to be adopted and followed by companies and corporate entities.

Once a draft minimal desirable code for corporate governance has been framed this needs to be thoroughly and publicly debated through workshops and seminars and suggestions through this exercises reviewed and adopted by the appropriate taskforce to finalize the same.

The minimal desirable code for Corporate Governance seeks to serve the following purposes:

- To articulate the high standards of honesty, integrity, ethical and law-abiding behavior expected of directors and senior management members;
- To encourage the observance of those standards to protect and promote the interests of shareholders and other stakeholder (including investors, employees, customers, suppliers and creditors);
- To guide directors and senior management members as to the practices thought necessary to maintain confidence in the Company's integrity; and
- To set out the responsibility and accountability of directors and senior executives to report and investigate any reported violations of this code or unethical or unlawful behavior.

The minimal desirable code should cover the following aspects as given under.

Board of Directors

The board should have a core group of excellent, professionally acclaimed directors who should have independent views and dual role of appreciating the issues put forward by the management and of honestly discharging their fiduciary responsibilities towards the company's shareholders as well as creditors. The board should meet at a regular interval as per defined frequency and requirement of the company business and should have agenda items circulated to all, preferably at least two weeks prior to the Board meeting. The Executive Directors are appointed by shareholders for a minimum period of five years at a time who are eligible for reappointment upon completion of their term.

The listed companies should set up audit, nomination and remuneration compensation committees. The Board should assist these director's committees who examine and come out with their in-depth recommendations for the considerations of the board in their respective roles and responsibilities. The brief review of role and responsibility of these three committees are given as under.

Audit Committee

Audit Committee should consist of at least three members - all drawn preferably from among the company's non-executive directors. They should have adequate knowledge of finance, accounts and basic element of company law. To make this committee effective, their terms and reference need to be normally well defined and all the members of this committee must be willing to spend more time on the companies work vis-à-vis other non-executives directors. This committee should assist the Board of Directors in fulfilling its functions relating to corporate accounting, reporting practices, financial and accounting control, financial statements and proposals of a company, public issue of any security and thus provide effective supervision of financial reporting process. The audit committee should periodically interact with statutory auditors and internal auditors to ascertain the quality and veracity of the companies accounts as well as capability of auditors. To enable this committee to discharge the fiduciary responsibilities with due diligence, the management must ensure that the members of the committee have full access on all financial data of the company, its subsidiaries and assist companies in calculating data on contingent law debt register, correct liability and loans and investments. The audit committee shall ensure long-term goodwill through such transparency.

Nomination Committee

The nomination committee constantly works with the Board to evolve succession plan for Chairman, CO, CEO &

CFO as well as develop plans for interim succession for any of them. A key success factor is the quality of leadership of an enterprise. A nomination committee with a written mandate and terms of reference consistent with good practice may assist the board in the selection of directors and a Chief Executive Officer (CEO) of the highest caliber. Comprising mainly of independent directors, the committee should have a written definition of independence, inclusive of both subjective and objective criteria.

Compensation/ Remuneration Committee

A compensation committee should be set up for assisting the board in framing the compensation policy for directors and senior management, commensurate with performance measured against comparable industry benchmarks and key performance indicators such as economic value added.

The compensation committee determines and recommends to the Board the compensation payable to the directors. All Board level compensation is approved by share holders and separately disclosed in the company's financial statements. Regarding remuneration of Executive Directors, compensation of a fixed component and performance, the compensation committee makes appraisal of performance of Executive Directors based on detailed performance related metrics. The annual compensation of the Executive Directors is approved by compensation committee within the parameters set by share holders. Its broad framework shall be as under:

- The board should set up a remuneration committee to determine on their behalf and on behalf of the shareholders with agreed terms of reference, the employee's policy on specific remuneration packages for Executive Directors including pension rights and compensation payment;
- To avoid conflict of interest, the remuneration committee, which would determine the remuneration packages of the Executive Directors, should comprise of at least three directors, all of whom should be non-executive directors, the chairman of the committee being an independent director;
- All the member of the remuneration committee should be present in the meeting; and
- The Chairman of the remuneration committee should be present at the AGM to answer the shareholder queries. However, it would be up to the Chairman to decide who should answer the queries.

Disclosures by Board of Directors

Due to globalization and with the growth of financial press and equity researchers the companies accounting standard

as well as disclosures are required to be very transparent, authentic and creditable. The working group on Companies Act has recommended many financial as well as non-financial disclosures which should be complied with.

The Director's remuneration and compensation in a tabular format should form part of the Director's Report. Financial statement should disclose cost incurred in using services of group resources. Listed companies must provide certain company information on its decision and business segments in the Director's Report which should include share of total turnover, review of operations during the year, market conditions and future prospects. A separate statement covering use of funds raised through any public issue, debentures and other securities should be included.

Independent Directors

According to clause 49 of the listing agreement with Indian Stock Exchange, an Independent Director means a person other than an officer or employee of the company or its subsidiary or any other individual having the material pecuniary relationship or transaction with the company. The Board is responsible for selection of the independent directors. The Board delegates the screening and selection process for recommending it for selecting the new director to the nomination committee. The Board constantly evaluates the contribution of all the Board's members and a recommendation of the share holders, re-appoints them periodically as per statute. The current law mandates retirement of 1/3rd of all Board members by rotation every year and qualifies the retiring members for re-appointment. Non-Executive Directors do not have a specified term but have to retire by rotation as per law. Nomination Committee of the Board recommends such appointments and re-appointments. However, the membership term is limited by retiring age of the members.

The Board should have at least 30-50% independent Non-Executive Directors and by concept of limitations, they should not be holding Non-Executive Directorship in a plethora of companies. No single person should hold directorship in more than the defined numbers in the Companies' Act. The Non-Executive Directors should play a material role in corporate decision making and maximizing long term shareholder value. They should be active participants in the Board and not passive advisors. The company in a bid to secure better effort from non-Executive Directors should pay commission over and above a sitting fee for the use of their professional inputs and should also consider offering stock options relating rewards to performance. During the process of re-appointing the members on the Board, the Company should also furnish their attendance record and as a general practice should not re-appoint those who have not even attended half the meetings. The independent director should be provided

quality and timely information on the matters under consideration of the Board by the management. Such key information must become a part of the agenda papers and such key information should generally include: Annual Plans and Budgets, Capital Budgets, Manpower and Overhead Budget, Internal Audit Reports, Quarterly Results, Show Cause Notice, if any, factual or serious accidents, if any, default in payment of interest or non-payment of principal, default in nature corporate deposits possible or direct liability claim of substantial nature, details of joint venture or collaboration agreement, substantial transactions, recruitment remuneration of senior officers, etc.

The compensation payable to independent directors is limited to a fixed amount per year as determined and approved by the Board, the sum of which is within the limit of 0.5% of the net profit of the year to calculate as per the provision of the Companies Act, 1956. The performance of the independent director is reviewed by full Board on annual basis.

Lead Independent Director

The lead independent director represents and acts as a spokesperson for independent directors as a group and is responsible to preside over all executive sessions of the Board's independent directors and work closely with Chairman and CEO to finalise information flow, meeting agenda, meeting schedule and to liaison between Chairman, CEO and Independent Directors of the Board. He shall also along with Chairman take a lead role in the Board's performance evaluation process.

Shareholders Rights and Their Responsibilities

The corporate governance should ensure equitable treatment to all shareholders including minority, majority and foreign shareholders and should have effective redressal mechanism towards any violation of their rights. All shareholders of similar class should be treated equally. Interest of minority shareholders from abusive action by controlling shareholders should be protected.

Creditors Rights

The creditor's right should be ensured and pre-noted claim on the income of the company irrespective of the state of affairs of the company. Companies defaulting on the fixed deposits should not be permitted to accept further deposits and make inter-corporate loan or investments till the default is made good. They should also not declare the dividend until the default is made good.

Protection of minority shareholders

The powers given to the Company Law Tribunal are perhaps more effective remedies than the power of winding

up which is vested in the Courts, though one may wonder whether these powers are too sweeping. However, their scope is limited to very extreme cases of mis-governance where it is just and equitable to wind up a company.

Role and Responsibilities of Institutional Investors Specially towards Minority Shareholders

The pursuit of good corporate governance in investee enterprises is a risk management tool. Institutional investors, general partners, and fund managers have a fiduciary duty to actively monitor and vote on issues vital to the success of enterprises in which they invest as guardians of the savings of big/small investors entrusted to them. Enterprises will find it helpful to communicate with them, deliver in a timely manner true and fair disclosure reports, and remove impediments from voting by all shareholders by taking advantage of modern communications and follow a one-vote for one-share policy. The fair treatment of minority shareholders must be ensured and large institutional investors should lead the pursuit of shareholder rights.

Future Scenario and Conclusions

Strong and effective corporate governance is critical for promoting growth, improving access to low-cost capital, ensuring appropriate risk management, and increasing overall productivity, and competitiveness of the economy besides being increasingly concerned with the aspect of sustainable development and societal upliftment.

The corporate world will have to adopt strategic drivers of growth and leverage opportunities in emerging global economy that best match the proven internal capabilities. The transition from competing in a relatively protected environment to winning in an intensely competitive and rapidly globalizing market will require the strength and synergy of human resource transformation, innovations, and amalgamations of vision, value and vitality and creation of unique business model that synergizes long-term share-value enhancement with fulfillment of higher societal & environmental purposes recognized globally during that time.

The potential of an enterprise for wealth creation is set apart by the distinctive amalgam action of its vision, value and vitality. The effectiveness of interplay between these complementary elements determines the extent to which latent potential is realized. The enlargement of enterprise potential therefore requires vision, value and vitality to be continuously recharged through practices and insight. It is the role of leadership to constantly monitor and regularly nurture a unique combination of the 3Vs towards ensuring that the enterprise sustains superior wealth generating capacity in an environment of escalating competitive

pressures, and enhancing its capabilities to responsiveness and adaptability to change.

Training aspect is not only considered essential for the management cadre but also it is of utmost importance for the board of directors. The technology, values, economics, thoughts and dimensions of sustainable development, environmental and social priorities are all likely to change with time. It is; therefore, essential to remain updated in all such futuristic thoughts and knowledge areas. One of the best means of achieving this is through regular training tools to be extended for all the board members in addition to those organized generally for the management cadre.

Research and Development is basically focused on increase in stock of knowledge in known and unknown areas. This leads to enhancement of knowledge of people, culture and society and can be utilized for improvements in all walks of life and to devise new applications and ultimately to sustainable development. R&D, therefore, is essential for long-term gain through new process, product, system and services with sustainable improvements. The R&D in the area of operation is equally important for corporate world to work on future planning, process and development of new strategies to be adapted by the company. Thus organizing training programmes for the Board of Directors and encouragement and promotion of R&D activities of the company by the Board of Directors keeps the company ahead of others through innovations, updated new thinking and dimensions, so that they can plan their priorities, financial growth with new and upcoming opportunities/ areas/ field of technologies.

Being abreast with the latest scenario on upcoming thoughts, dimensions of sustainable development, environmental and social issues, besides up-gradation and adoption of process/product/technologies, decision making regarding obsolescence and diversifications becomes handy and thus with appropriate utilization of tools of R&D & training, the company gains the potential of training into a pioneering organization, which is generally ahead of others in innovations and always takes the lead of being a premier organization in a particular area.

Ethics of corporate governance clubbed with corporate social responsibility will enable corporate houses to firm up their vision which can be driven through the corporate culture for implementation. Such an abiding commitment to society provides moral strength and infuses energy across the enterprise thereby elevating collective corporate efforts towards that mission through human resource transformation, multi skilling, strengthening of competitive capabilities, deepening consumer insight, breakthrough innovations in product, process and technology, creation of ability to rapidly absorb knowledge and harness technology; widening bandwidth of distributed leadership,

encouraging pro-activity and adaptive-ness to change, and leading innovations in all areas of its corporate objectives.

References

1. Dissertation Project titled "Corporate Governance: A Perspective", A.K. Sachdeva, submitted to World Council of Corporate Governance, U.K.
2. Concept Paper on Companies Bill 2004 (Ministry of Company Affairs, Govt. of India)
3. Naresh Chandra Committee Report on Corporate Audit and Governance, 2002
4. Narayana Murthy Committee Report: Report of the SEBI Committee on Corporate Governance, 2003
5. Concept Paper on Companies Bill 2004 (CII's Views)
6. OECD Principals of Corporate Governance, 2004
7. ASX Corporate Governance Council Report, 2003
8. Higgs Report: Review of the Role and Effectiveness of Non-Executive Directors, 2003
9. The Combined Code on Corporate Governance issues by Hamble Committee, 2003
10. Sarbanes Oxley Act, 2002
11. King Committee on Corporate Governance, 2002
12. Blue Ribbon Committee Report, 1999
13. Cadbury Report: The Financial Aspects of Corporate Governance, 1992
14. Literature available on website of National Foundation of Corporate Governance in India
15. Certified Course for Director, organized by Institution of Directors, New Delhi, held during 07.06.2006 to 11.06.2006 at Palampur, HP

Deep and Penetrating Insights from Marshal Goldsmith

The one-of-a-kind legendary Coach and Thought Leader in Leadership and Executive Development

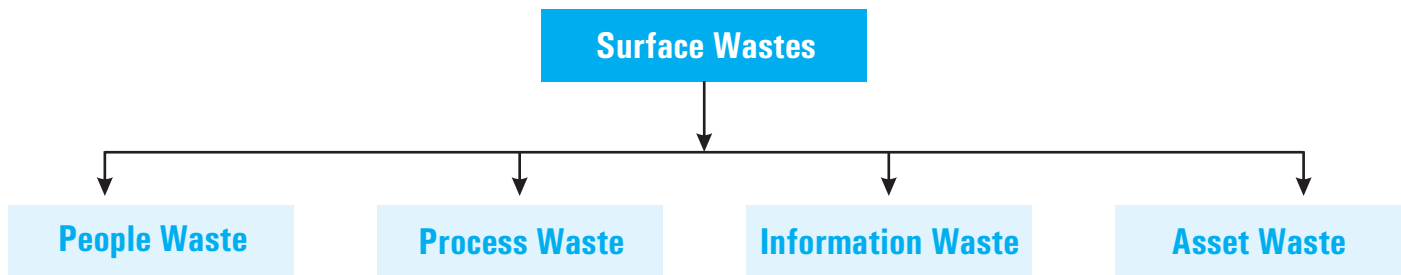
- People tend to overestimate their strengths; they also tend to overrate their weaknesses. They think they are really bad at something at which they are only mediocre or slightly poor an "F" when they are really a "C" minus. In other words they see cancer where professional would see only a muscle pull.
- If you study successful people, you will discover that their stories are not so much about overcoming enormous obstacles and handicaps but rather about avoiding high risk, low reward situations and doing everything in their power to increase the odds in their favor.
- Change is not a one-way street. It involves two parties: the person who is changing and the people who notice it.
- The more you subsume your desire to shine, the more you will shine in other person's eyes.
- It is extremely difficult for successful people to listen to other people tell them something that they already know without communicating somehow that (a) we already knew it and (b) we know a better way.
- Telling your brain and your mouth not to do something is no different than telling them to do it. If you can master it you can listen effectively.
- If you can see your world in a new way, perhaps you can see yourself anew as well.
- If I think you an arrogant jerk, everything you do will be filtered through that perception. If you do something wonderful and saintly, I will regard it as an exception to the rule; you are still an arrogant jerk.

“The MD who sold his Fiat and went the TQM way”

Manoj Dubey

No incentive for guessing that title is inspired by Robin Sharma's book. MD is not any Director, monk or CEO but an abbreviation of my name. Last year I sold my Fiat car to purchase a new car and joined corporate TQM department. These two transformation were nonetheless comparable with the Ferrari of that Monk. In India, for almost a decade, many Quality initiatives are in vogue. As a matter of fact, all of them are directed towards core department, i.e. production/operations. It is logical also because these departments have well defined performance indicators and usually give high ticket (million dollars) saving potential. However these are hard savings and equal attention is required for soft savings where Human Resource is primarily responsible for waste. These are normally predominate service and support functions. Whenever we try to improve core area of

production/operations, a natural comment comes from executives of these area that why only this section when a lot of improvement is required in other sections (they point out too many meetings, lengthy review, shuttling of files, long lead time and multiple monitoring etc. as obvious resource idlers). Last year during my quality management training at Japan I saw a video presentation on surface wastages and they are quite relevant here. Mr. Robin Sharma in his book stressed Quality of Life based on age-old Himalayan saints' philosophy. The surface waste are also tackled by 150-year old concept of IE saints Taylor & Gilberth but their philosophy is laden with new buzz words of TQM. Against each type of waste I have tried to give examples and solutions based on case studies of various Indian organizations, especially PSUs.



PEOPLE WASTE

There are five people waste that occurs because organizations fail to harness the potential that resides in all work groups.

I. Goal Alignment Waste : Goal alignment waste is the energy expended by people working at cross purposes and the effort required to correct the problem and to produce a satisfactory outcome.

Example

An edict issued to reduce travel expense because sales have dropped off.

Effect

Travel Department implemented a policy that requires all personnel to use tickets issued by them and at lower fares or train travel. This forced people to take extra flight legs,

leave home early, get home later, have fewer working days in a week, more hotel expenses and so on. The company also lost some highly affected sales personnel due to resignation following this hassles.

TQM / Six Sigma Solution

A similar company on the other hand, tied up corporate ticketing with a leading airline. As per agreement, all tickets will be booked under economy class. However at the end of the year 40% of turnover shall be returned back to the company by the airliner. The FF mileage shall be ploughed back to the organization instead of individual. Further credit arrangement was tied up with world renowned credit card group. The effective cost was near train AC 1st Class Fare.

II. Assignment Waste : The effort used to complete an unnecessary or inappropriate task is assignment waste.

Example :

Multiple MIS, and report preparation based on anticipation (in case asked for it in review meeting), presentation by subordinates on topics liked by higher management. Giving expediting responsibility to many departments, which usually result in monitoring by many and execution by few kind of situation. Routing of papers to hierarchy without much value addition. Assigning a job to senior people / managers / engineers which otherwise can be done by outsourced typist /steno. This type of waste is prominent in organizations where role and responsibility matrix is not well laid. Opening of new departments without in-depth analyzed vision/mission. Lack of clear/stringent deliverables.

TQM Solution

Benchmarking of manpower with the best in the industry. Implementation of systems like ERP, Balanced Score Card, e-procurement, e-governance, role and responsibility and communication matrix with clear objective and target for each department. job description, job analysis and job specification are well designed.

III. Waiting Waste: Waiting waste describes the resources lost as people wait for information, a meeting, a signature, a return phone call, a copier or computer that is broken, poor intranet/internet connectivity and so on. People cannot add value to the product or services while they are waiting.

Result / Effect

This is one of the normal "accepted" wastes. If high level management is annoyed by such instances, some improvement for short term for that particular aspect will be evident.

TQM Solution

A green belt project for identification and solution of such wastages. As a first step a lot of feedback/perception is collected to identify waste. Video conferencing for multi-location organization has proved a good time and money saver. Use of e-mail instead of frequent phone calls.

IV. Motion Waste : All movement that does not add value, such as walking and reaching is moving waste.

Example

Multi-location offices within a city, inter-linked departments located without strategy within same building, movement for photocopier, fax, personal entitlement, issue resolution with HR/F&A, establishment department, meetings by different tiers (corporate/regional headquarters) wherein executives from many locations come before meeting and go after meeting.

TQM Solution

Time and motion study, spaghetti diagram, loading diagram, layout plan, many other methods are available in industrial engineering to minimize such waste.

V. Processing Waste : Any non-optimally performed work is processing waste. Employees are engrossed with the status-quo at work but there is a better way to do the job.

Example

Revision and retype of letter, IOM, notepaper, proposal, reports, proposals being closed at higher level, cancellation of meetings, conferences, events.

Result

Such wastes are usually taken as accepted wastes. In a typical office, if there are no major mistakes then it is a good way to appear busy.

TQM Solution

Finding and establishing best procedures, standardization of all documents, common look and feel type of document across the organization. Templates for most of the routine proposals, corporate identity manual, visual instruction, on line query address system, platform to share best practices, case studies (archives) across the organization.

PROCESS WASTE

There are 12 process wastes. These wastes arise during the operation of business processes as a result of process design and execution shortfalls.

I. Control Waste: Control waste is energy used for supervision or monitoring that does not produce sustainable, long term improvements in overall performance. A large part of traditional supervision and management interaction with employees is control waste.

Example

Reporting structure in a department where same level person reports to a level person based on seniority. A manager in charge of purchase section walks the floor through their department several times a day to see who is doing what. Frequent review meetings and multi level of monitoring. As traditional feature appointing some person as head of group which, in turn, distributes jobs to all reporting to him and his individual value addition is not critically analyzed.

TQM Solution

Identification of key processes and performance indicators. Putting KPA system in place with stretched targets. Weekly/monthly performance review in e-formats based on KPI. Productivity analysis of department and employees.

Trending of KPI and productivity. In case of gaps, Quality Improvement Project or Six Sigma Green Belt project can be undertaken.

II. Variability Waste: Resources expended to compensate for and or correct outcomes that deviate from expected or typical outcome create variability waste.

Example :

An organization claims that payment will be released to vendor/agency within three weeks from submission of clear invoice. When the cheque does not arise in three weeks, the agency makes phone call/personal enquiry to accounts and other related departments. All executives of these departments have to initiate additional searches, phone calls, file tracking, etc. to find the status and the bottleneck. This also leads to poor customer-oriented approach.

TQM Solution :

All key processes are to be tracked with performances indicators. Customer feedback and satisfaction survey, internal customer surveys, etc. should be conducted to find out which processes are causing customer dissatisfactions. Six Sigma is a powerful tool to control process variability.

III. Tempering Waste : The effort used to arbitrarily change a process without understanding all of the consequences and the effort required to compensate for or correct the unexpected consequences of the arbitrary change are tempering waste.

Example

A senior level manager upset by the overspending of budget, issues a procedure that required his review and approval off of each administrative expense though as per delegation of power, it was to be sanctioned at a much lower level. This has resulted in time delay and internal/external customer dissatisfaction on routine jobs.

TQM Approach

Strict control on configuration change management, evolving feedback mechanism on arbitrary decisions on company-wide basis. Analysis of expenditures under A, B, C category. Visual display of expenditure under Category 'A'. Monthly review of expenditure under category 'A' & 'B'. Gap Analysis and accordingly Performance Improvement Projects.

IV. Strategic Waste: Strategic waste is value lost as a result of employing a process that satisfies short term goals and/or internal customer needs but does not provide value to customers and shareholders.

Example

An organization decided to implement software related to

HR Management, it went for an off-the- shelf package and also put various requirements for customization. But due to short time frame somehow software was put in place but its uses are limited to attendance system.

TQM Solution

Before implementing any strategic change of such a nature, the entire value chain to be impacted by change (say software) should be studied. Stakeholder analysis for each group should be carried out. This study shall clearly put forward practical requirements to be catered so that all aspects can be addressed upfront. Shared vision and goal alignment.

V. Reliability Waste: Reliability waste is effort required for correction of predictable process outcomes due to initially unknown causes.

Example

This waste occurs when complete information and knowledge about system, procedure, circulars, delegation of power, interpretation of rules/regulation, etc. are limited to one or two key persons in the department. No paper/proposal are deemed to be complete unless seen or consulted by these key persons. That particular department faces a lot of difficulties when these persons are not available.

TQM Solution

Making of standard work processes that are graphically displayed. A cross function training matrix for employees. Job rotation of employees, transfer after certain intervals to other locations in conjunction with career planning. Competency mapping for jobs.

VI. Non Standardization Waste: Energy wasted because a job isn't done the best way by all those who do it.

Example

Difference in performance level of executives within the same department. In a typical approach, performers are promoted. As a result, a major chunk of people get further de-motivated.

TQM Approach

Incentivisation of output, defining standard output units, employee counselling, training, follow of best practices, department interaction meeting, career path planning.

VII. Sub-optimization Waste: Processes competing with one another causes sub-optimization waste. In the best case, the only waste is the duplicated work. In the worst case, competing processes counter each other and degrade the final outcome.

Example :

An organization with multi locations, decided to reduce administrative cost, number of supplier and uniformity of cost for certain purchase items (like fuel, bulk chemicals). It was decided that these items shall be purchased centrally. Purchase order was placed from central office with instruction to supply different locations. However, lack of coordination between local purchases department, central purchase department and supplier made central and local office at loggerheads.

TQM Solution

Formation of cross-function teams to look at the aspect of minimizing cost. Empowerment to locations is the best solution with guidelines on optimum cost. Japanese concept of managing by principles.

VIII. Scheduling Waste : Waste of resources by compensating for poorly scheduled activities are schedule waste.

Example :

An organization had a long list of personal entitlement items to its employees which are distributed at fixed intervals of time. However, often the cycle of purchasing and distributing these items coincided with critical item procurement list. This led to peak work load at times and the department used to have extra manpower strength and cushion. This also led to high inventories.

TQM Solution

Project management oriented approach for critical packages. Outsourcing of procurement of non-care items. Lump sum package to employees instead of distributing entitlement items. ERP implementation with objective of minimum lead time and inventory.

IX. Work Around Waste: Work around waste occurs when resources are used to create and maintain informal processes that replace official processes or conflict with other processes.

Example

Making own format/spreadsheet and later converting data from it into standard format of organization. Shifting job responsibilities from one department to another, contrary to organizational guidelines. Create own review system and forums thereby generating additional meetings. Changing specifications of standardized items and so on. Such deviation initially contribute to waste but later give room for massive crackdown of audit authorities which leads to more stringent control thereby delays (control waste).

TQM Solution

Standardization is done on the basis of user-friendly approach and it is revisited after certain frequency so that recent development can be incorporated. Change management is done in a scientific manner.

X. Uneven Flow Waste: Resources invested in material or information that piles up between work stations creates uneven flow of waste.

Example:

1. The HR department of an organization is hiring new batch of engineers and interviews are arranged after a written test. Since candidates are being inducted for specific technical functions, the people in interview boards were from those specific functions. However, their availability was not checked in advance before commencing interview. This resulted in chaotic interview interrupted by phone calls.

2. The corporate office of an organization asks for routine reports to be submitted on weekly/monthly basis. These reports are regularly submitted from a different locations. However, whenever a review takes place at the apex level, all locations are once again asked to give updated information without looking at the report already submitted.

TQM Solution

Such wastes are difficult to be deducted at first place since they are usually formed at the corporate/apex level offices. However this can be tackled when we systematize working and are sensitive to feedbacks. External assessment based on certain models like EFQM also helps to identify such gaps. External consultant for productivity improvement also helps in this.

XI. Checking Waste: Effort used for inspection (and rework) is checking waste.

Example

Double or triple proof reading by people in hierarchy, correction of transcription again and again, before approval movement to many department and persons.

TQM Solution

Empowerment of employees, circulation of standard transcript for many proposals, developing formats for most of the approvals based on screening of last three year's records. Electronically clearing of data, digital signature, time analysis of file movements, etc.

XII. Error Waste: Error waste refers to resources required to duplicate work that is rendered useless by an error.

Example :

We know thousand of such example.

TQM Solution :

Analysis of such rework and imparting training to persons.

INFORMATION WASTE

Information waste is a sub-set of process waste but one so important that it must be set out on its own. It is the loss of value caused by less than optimum information. It is of five types:-

I. Translation Waste : Translation waste is effort required to change data, formats, and reports between process steps or owners. This waste can be extreme in multi-layer and multi-location organizations, consuming the time of management, analyst and administrative personnel.

Example

One example could be translation in technical terms, such as the well known instance of translation waste involved in the Mars Polar Lender Fiasco. A missed translation of English to metric units destroyed a \$170 million US Spacecraft.

The other example is reproducing information specific to head of that group. Usually each group head likes information to be presented as per his taste. Hence a handful of employees of the department are deputed to this translation only. A note by superior "Please go through and explain", "Please discuss", "Please put up your comments" come under this category.

TQM Solution :

The only solution to translation waste is strong leadership that focuses on the result and real data rather than flush. A habit of data-based decision making helps to eliminate such loss.

II. Missing Information Waste: Missing information waste refers to resources required to repair the consequences for the absence of key information.

Example

There are many cases in which decisions are taken without taking cognizance of full data. This is especially in case of budgeting and planning.

TQM Solution

'In God we trust, rest all have to come with data.'

III. Hands-off Waste : Hands-off waste is the effort required to transfer information (or material) within an organization's departments and groups that are not fully integrated into the process chain being used.

Example

1. In a multi-tier organization for certain approval proposals, which are to be approved at apex tier (say corporate level) needs to be routed through middle tier (say regional level). This movement is without consideration of expertise/value addition.

2. Many reports/information/proposals are either routed through or marked for information to various departments as per SDL established long ago without updating.

TQM Solution

Business Process re-engineering, value chain analysis, and communication matrix are some of the methods used to take care of this type of waste.

IV. Irrelevancy Waste : Effort employed to deal with unnecessary information or the effort required to fix the problem that it causes is irrelevancy waste.

Example

An organization instituted a continuous improvement system. In a well-intentioned effort to motivate managers to support continuous improvement activities, a process improvement weekly report is required from each section head. It required data as number of teams working on the problems, number of suggestions submitted, acted upon and resulting rupees saved.

In a desperate effort to achieve great looking numbers (since it was linked to MOU) managers pushed for any suggestions, valid or not and shown team formation to address every conceivable issue. Financial benefits were shamelessly inflated and the entire effort suffers from 'sham'. Even previously done improvement or routine jobs were booked under this head.

TQM Approach

Gap analysis of performance w.r.t. ideal, policies, specifications, standards, past situation, benchmarking, other places, inconvenience to next process is done and accordingly quality improvement projects are drafted. Those significantly hit business objectives are only taken up for improvement.

V. Inaccuracy Waste : Inaccuracy waste is effort required to create incorrect information and deal with the consequences of it.

Example

1. Wrong telephone numbers, e-mails, printed on new diary, creates lot of criss-cross trouble and time wastage.

2. Many data, especially of non-critical nature, which are part of MOU and review forum are fudged to show that targets are met. These inaccuracies are built up over a

period of time.

TQM Solution

1. Cases of inaccuracy in the last 3-5 years are analyzed and appropriate tool is selected.
2. Targets are made realistic. Rituals, flavour of the month/year, multiple initiatives without proper strategy are to be avoided. Only those initiatives which have got linkage to business objectives are implemented with proper change management philosophy.

ASSET WASTE

Asset waste is created by the less than optimal utilization of material and property. When a building, office space, parts, products and service, materials are not used in the most efficient manner to add value, then asset waste occurs. There are four types of asset wastes :

I. Inventory Waste : All process resources that are applied to a service before they are required, all raw materials that are not being used and all material that is ready to be shipped but is being held are inventory waste.

Example

Piling of stationary items, variety of stationary items, personal entitlement items, office furniture, office space (without proper policy to allocate, i.e. floor area/employee), old and obsolete item stocking, typographic error on stationary items and later condemning it.

TQM Solution :

Muda reduction group formation. Review of items, floor area required and redefining standards based on Lean principles, Just-in-Time concept.

II. Work in Process Waste : Resources expended in mid-process that cannot yet be used by downstream process steps are work in process wastes.

Example :

TA claim, medical claim, all other claim processing time, requirement to attach various documents, signature of persons in hierarchy, waiting for clarification, delay in decisions, shuttling of files, and absence of persons without alternate arrangement.

TQM Solution :

Benchmarking, tracking of data for various processes, business process re-engineering, ERP.

III. Fixed Asset Waste : Resources tied up in equipment and buildings that are not maximally used are called fixed asset wastes.

Examples

1. Operating facility at lower utility factors.
2. Acquiring land much more than requirement.
3. No attempt to determine if existing space could be better utilized before more space is added.
4. Locating offices at places which have very high real estate values.
5. Multi-tier organization structure.

TQM Solution

Taking trends of asset utilization ratio and other associated financial ratio. Comparison of fixed cost with opportunity cost. Five 'S' concept and modular offices. Replacement of bulky equipment with sleek (with minimum cost implication) like replacing computers with laptop. Posting of manpower strictly as per module and office space. Review of role of various tiers in organization structure. Swapping asset between department by breaking shackles of possessiveness. Creating common facilities.

IV. Moving Things Waste: All transport of materials and information, except that used to deliver product & services directly to customer is waste.

Example :

An organization initially started its small corporate centre with few buildings in the city. Over the years to accommodate growth, departments and sections grew in sizes. Many new departments were added and region-level tier also grew in size. This caused many offices/buildings to spread over a wide area. As a consequence travel, transit back and forth to go to meetings, obtain signature, meet with senior officials, documents expediting increased many folds.

TQM Solution :

Complete restructuring with 15 years future horizon in mind. Creation of co-located offices, group conference facility, empowerment of local units.

The different wastages outlined above often overlap. Nevertheless, they need to be tackled with appropriate ways which could be organization specific. But the mantra is commitment from HODs for setting the journey on the right track. Senior officials have to display role model approach and there should not be a difference between preaching and practice.

Organization Culture

Ashok Swarup

Definition

Most organizations have a structure (division of work into units and established linkages among units) and systems (specific ways of managing major functions such as finance, production, personnel and the relationship with the external environment). Most also have norms (accepted patterns of behavior), values and traditions. These elements together constitute organizational culture.

The main actors in the organization are its top leaders. They and the other employees have their own individual needs in addition to the needs of the organization. All of these organizational components structure, systems, culture, leader behavior and psychological needs of employees interact with one another and create an organizational climate.

Dimensions of Organizational Climate

Various authors have given different dimensions of organizational climate. However, the following 12 processes or dimensions are generally accepted -

(I) Orientation: The dominant orientation of an organization is a main concern of its members. If the dominant orientation is to adhere to established rules, the climate is characterized by control; if the orientation is to excel, the climate is characterized by achievement.

(ii) Interpersonal relationships: These are reflected in the way in which informal groups are formed. If groups are formed for protecting their own interests, cliques may develop. If people tend to develop informal relationships, a climate of dependency may result.

(iii) Supervision: If managers help subordinates to develop skills and chances of advancement, a climate characterized by extension motive will result. If managers are concerned with maintaining good relationships with subordinates, a climate characterized by affiliation may result.

(iv) Problem management: Problems can be seen as challenges or irritants. They can be solved by the manager or jointly by the manager and subordinate, or they can be referred to a higher level.

(v) Management of mistakes: Manager's attitudes towards subordinate's mistakes develops the organizational orientation, which is generally one of annoyance or tolerance.

(vi) Conflict management: Conflicts can be seen as embarrassing annoyances to be covered up or as problems to be solved. The process of dealing with conflicts significantly affects climate.

(vii) Communication: The flow of communication is important, i.e. its direction (top-down, bottom-up or horizontal), its dispersment (selectively or to everyone), its mode (formal or informal) and its type (instruction or feedback).

(viii) Decision making: An organization's approach to decision making can be focused on maintaining good relations or on achieving results. The issue of who makes the decisions is important people high in the hierarchy, experts or those involved in the matters about which decisions are made.

(ix) Trust: The degree of trust or its absence among various members and groups affects climate.

(x) Management of rewards: Rewards reinforces specific behaviors thereby arousing and sustaining specific motives. Consequently, what is rewarded in an organization influences the motivational climate.

(xi) Risk taken: How people respond to risks and whose help is sought in situations involving risks are important.

(xii) Innovation and change: Who initiates change, how change and innovation are perceived, and how change is implemented, are all very critical.

The way in which these twelve dimensions of climate operate in an organization indicates the underlying motive of top management and the principal motive that is likely to be generated and sustained within the organization's population.

Influence of Climate in an organization

Climate has an enormous influence on organizational effectiveness, role efficacy and role stress. An achievement

climate contributes to effectiveness, satisfaction and a sense of internality. A climate characterized by extension contributes to organizational commitment. A climate characterized by expert influence contributes to organizational attachment. All these climates foster low levels of role stress. A control climate lowers role efficacy, job satisfaction, commitment, attachment, total effectiveness and fosters high levels of role stress. An affiliation climate tends to lower both satisfaction and effectiveness and contributes to role erosion and feelings of personal inadequacy.

The above motives have been generally classified as under:

Motive	Type of organization
Achievement	Industrial and business houses
Expert influence	University departments and scientific organizations
Control	Bureaucracies such as Govt. Departments
Dependency	Traditional or autocratic organizations
Extension	Community service organizations
Affiliation	Clubs

A combination of an organization's dominant motive and its second dominant motive results in a basic characterization of that organization's climate. A combination of the above six motives can result in 30 organizational profiles.

(xiii) NTPC experience

To understand the climate/culture, a study was carried out by Power Management Institute. They used various instruments administered through questionnaires, interviews and the IIM Ahmedabad report. The motives/ orientation studied were the same as mentioned above. The study indicated that dependency, control and affiliation were the dominant motives in NTPC.

Thus the organizational climate of NTPC can be interpreted through a combination of these three motives as under:-

a) Control Dependency: A bureaucracy and rigid hierarchy dominate the organization. Because actions are generally referred to levels above for approval, decisions are usually delayed. It is more important to follow rules and regulations than to achieve results. The senior employees protect their subordinates who do not make any procedural mistakes.

b) Dependency Control: The organization has clear-cut channels of communication and is controlled by few people who ultimately make all the decisions.

c) Control Affiliation : The organization is hierarchical but places more emphasis on good relations among employees than on results. Informal groups based on relationships are seen as important.

d) Affiliation Control : Although the organization is concerned with maintaining good relations among members, its form is bureaucratic.

e) Dependency Affiliation : The top management controls the organization and employs their own 'in group' members, who are extremely loyal to these managers.

f) Affiliation Dependency : The organization values the maintenance of friendly relations among members and one or two people make most of the decisions. Employees are rewarded on the basis of their closeness to top persons.

Another survey done by PMI in July 89 on organizational culture and values in NTPC also reached similar conclusions as the above study. This survey focused on four sets of value orientations which influence organizational activity, viz:

(i) Power orientation: Defined as strong centralized power, demanding conforming behavior of subordinates.

(ii) Role orientation: Power which is legitimized by role (still with few people), strong emphasis on hierarchy and status. With this orientation predictability and stability are respected more than competence.

(iii) Task orientation: Authority which is legitimized on the basis of knowledge and competence. This orientation emphasized the achievement of super-ordinate goals.

(iv) People orientation: Decision based on concerns for individual needs and goals. Development of people is a valued goal in this orientation.

The study indicates that although the desire of the employee in the company is to have a high degree of task orientation and people orientation, the existing culture, however, shows that these are very low and the most dominant dimensions are power orientation and role orientation.

The same study also looked into the HRD climate. The average score of HRD climate in Indian organizations has been pegged at 54% by Dr. T V Rao, which indicates 'considerable scope for improvement'. The acceptable level of HRD climate is a score of 60%. The HRD climate survey of NTPC indicated a score of 53.7% which is just

touching Dr. Rao's average. The dimensions which were rated low were:

- (i) Investment of time and resources for development of people by superiors (44%);
- (ii) Consultation with subordinate when important decision about them are taken (44%);
- (iii) Openness - Only 41% felt they can be free and frank with most people;
- (iv) Conflict management - 43% felt that the differences are recognized but remain unresolved ; and
- (v) Help provided to people for acquiring competence in doing the job (48%).

The following dimensions were given high score:

- Superiors friendly and easy to approach (96.5%);
- Most people are helpful and cooperate (60%);
- Superiors take care to listen (59%); and
- Freedom to express problems with superiors (56%)

The findings of the studies showed that though on the surface, relationship between people were “friendly and cooperative”, concern for the development of people did not meet the employee's expectations. It has also been found that involvement of subordinates in decisions concerning them and their influence in decision making is generally low. The most frequently scored item against this dimension was “Superiors generally dominate discussions” or “Subordinates fearful to express their view”. It is also indicated that while differences and conflicts are present, these are seldom expressed and therefore, not resolved or worked through. Both these aspects would adversely affect a climate of openness and trust which is one of the pre-requisites for human resources development and team work.

The above studies helped in understanding the context of the organization in the eighties and the beginning of the nineties. Based on introspection, a future strategy was devised to address the issues of organizational climate. Thus the decade of the nineties saw various HRD interventions being introduced to effectively change the climate of the company. Some of the interventions worth mentioning are attitudinal training programmes for mindset change, building openness and transparency through communication matrix, mentoring, re-launch of Quality Circles, development centers, new policies like job rotation, transfer, computer loan etc , as well as review of

existing policies. Two major initiatives launched during this period were framing of the vision and values of the organization and e-enablement of HR systems through Peoplesoft.

To assess the impact of the initiatives, a comprehensive climate study was conducted in the year 2001 through Sri Ram Center for HR & IR. This study called 'Bodh' studied the organizational climate on 22 dimensions clubbed into 6 major components, viz. perception towards work/organization, corporate policy, employee salary and benefits/facilities, development of employees, managerial practices and industrial relations. A total of 47% of the employees across the organization participated by filling the questionnaire (10,026 responses).

The findings in dimensions like lateral trust (66%), commitment (70.7%), job satisfaction (67%), job content (60%), interpersonal relations (62.3%), etc. were high, thereby implying that the employees of the organization were much more satisfied on these dimensions than they were in the early nineties. Areas of concern had moved towards career advancement (48%), communication (55%), performance appraisal (45%) and rewards (53%). The movement of the organizational climate towards task orientation and people orientation was evident from the earlier power and role orientation. The overall satisfaction score of Bodh 2001 derived as a percentage was at 61% which shows considerable movement from the earlier measured score of 53%.

The Bodh survey was again carried out in 2004 to assess the climate after the action plans of Bodh-I had been implemented. During these three years, a number of new activities were taken up including revamping performance appraisal system, introduction of non-monetary rewards and recognition schemes, implementation of the HR balanced scorecard, strengthening of the communication system, etc. The Bodh-II survey covered responses from 65% employees (14594).

The overall satisfaction scores in the organizational climate as assessed in Bodh-II have considerably increased indicating that the employees are more satisfied in comparison to 2001. Dimensions like job satisfaction (72%), commitment (76.3%), job content (66.3%), lateral trust (65.3%) and interpersonal relations (68.3%) have continued to be high. The scores on dimensions like career advancement (54%), performance appraisal (65.3%), communication (62%), etc. have also shown that the satisfaction levels are increasing. The overall satisfaction score of Bodh-II derived as a percentage was 64.68%. This score crosses the threshold level of 60% set out by Dr. T.V. Rao.

The major issues of concern which emerged from Bodh II were again career advancement and performance appraisal. Apart from these two work-life balance and subordinate development were also rated low. A detailed action plan to address these issues was made and is being implemented. Based on this feedback a new career development system has been made which is to be rolled out. Issues in the new performance management system were deliberated and the policy was revised to take care of the concerns of the employees. Similarly, guidelines on work life balance and subordinate development were made and circulated for implementation. The results of these actions will be

reflected in the Bodh-III survey which will be conducted in 2008-09.

The changes brought about in the climate of the organization in the last 10 years has been done in a systematic and planned manner with a very well thought out strategy. This strategy has been implemented with vigor and with the contribution of all the employees of the organization. Today one can confidently say that NTPC as an organization is moving from power and role orientation towards task and people orientation. The climate of the organization is moving towards achievement with affiliation still being strong.

Deep and Penetrating Insights from Marshal Goldsmith

The one-of-a-kind legendary Coach and Thought Leader in Leadership and Executive Development

- Passing the buck is the dark flip side of claiming credit that others deserve. Instead of depriving others of their rightful glory for a success we wrongfully saddle them with the shame of our failure.
- Gratitude is not a limited resource, nor is it costly. It is abundant as air. We breath it in but forget to exhale.
- Anger has its value as a management tool, I guess. It wakes up sleepy employees. It raises everyone's metabolism. It delivers the clear message that you give a damn- which employees need to hear on occasion. But at what price. But the worst thing about anger is how it stifles our ability to change. Once you get a reputation for emotional volatility, you are branded for life.
- Apologizing is one of the most powerful and resonant gestures in the human arsenal- almost as powerful as declaration of love. It is “I love you” flipped on its head. If love means “I care about you and I am happy about it”, then an apology means “I hurt you and I am sorry about it.” Either way, it is seductive and irresistible; it irrevocably changes the relationship between two people. It compels them to move forward into something new and, perhaps, wonderful together.
- Without apology there is no recognition that mistakes have been made, there is no announcement to the world of the intention to change, and most important, there is no emotional contract between you and the people you care about. Saying you are sorry to someone writes that contract in a blood.

Book Review

“Decide to Lead” – A journey to leadership

With Leadership is not mystical or mysterious. It has nothing to do with having charisma or other exotic personality traits. It is not the province of a chosen few. Consider a simple military analogy: a peacetime army can usually survive with good administration and management up and down the hierarchy, coupled with good leadership concentrated at the very top. A wartime army, however, needs competent leadership at all levels. So, how do we generate more leaders? Here it goes:

Decide to Lead: 8 decisions that can make you a leader, authored by leadership expert and the founder of LeadCap (www.leadcap.org) Sangeeth Varghese, an alumnus of LSE, takes the readers through a leadership journey using 4 steps and 8 decisions. The journey starts with 'Take the Lead' by "answering the defining moment". Every step and decision in this book is demonstrated with a fable and short biography of great leaders. The take out from the fable and real life experience are intertwined with utmost care. That makes the book an irresistible read. The author touched upon an incident from the Mahatma's life to explain the defining moment. Mahatma Gandhi was neither born in a family of leaders nor was exemplary in his education. In his own words, he categorized himself as a mediocre student. The job in South Africa was a real blessing and that experience brought total transformation in his

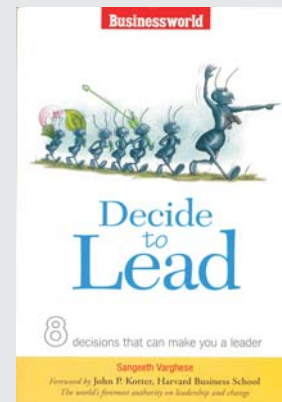
life. The moment came when he was reading the collection of essays by John Ruskin of 'Unto This Last' fame. What followed is history.

All are not born leaders. The leaders can be made by effective mentoring and it requires nothing but practice. As the author says, fundamentally leadership is like swimming; what is required is practice.

The second decision that can make you a leader is 'Buy Low to Sell High'. To explain this decision, the author has adapted a folk tale from Uganda and touched upon the experience of the world's largest retailer Sam Walton. A good leader thinks like a good investor. He sees things before others do. He buys low and sells high. He undertakes the act of converting something less worthy in the present to something precious in the future. Thus, a leader's vision is basically a decision to buy low and sell high.

The other decisions are: Embrace High Risks to Reap Higher Benefits, Focus Sharper to Impact Greater, Sell Well to Do Well, High Expectations to Gain High Performance, Grow to Survive and Run to Win to Deliver Results. Each of these decisions are very well demonstrated by adapting a German fable, an episode from our own Mahabharata (Arjun's focus on the eye of the bird), a Chinese tale, Bernard Shaw's popular play 'The Pygmalion', a story from the legendary Arabian Nights and an Israeli story respectively. Each of these fables are complemented with

Reviewed By
Siddharth Sundaram



Authored By Sangeeth Varghese,
founder of LeadCap,
Published by Business World
2008, Rs 399/-

Siddharth Sundaram is working as a Director in AC Nielsen

incidents happened from the lives of great leaders and inventors like Giuseppe Garibaldi, Henry Ford, Emmeline Pankhurst, John F. Kennedy, Thomas Alva Edison and Vince Lombardi.

At the end of each decision, the author has interpreted the quotable quotes of renowned personalities in his own style. For instance, "Great visions have always encountered violent opposition from mediocre minds," said Einstein. The author's take on this is: "Be prepared for opposition."

These steps/quotes enable the readers to continue their journey to leadership.

The interesting aspect of this book is the simple, easy-to-understand linkage of three components, viz content of the fable, the experience of great leaders and the theoretical aspect of leadership. As the renowned leadership guru, John P. Kotter, says in his foreword "Don't just read this book. Do something". Thus, let us do something and turn India into a nation of leaders.

Deep and Penetrating Insights from Marshal Goldsmith

The one-of-a-kind legendary Coach and Thought Leader in Leadership and Executive Development

- There is a fine line between being competitive and over competitive, between winning when it counts and when no one is counting and successful people cross that line with alarming frequency.
- If the need to win is the dominant gene in our success DNA, the overwhelming reason for which we are successful then winning too much is a perverse genetic mutation that can limit our success.
- If you put all your cards in someone else's hands that person will treat you better than if you kept the cards to yourself.
- Successful people never drink from a glass that is half empty.
- The only interpersonal skill that stands out from the rest is to make the other person feel singularly special.
- Sometimes the desire for the perfect can drive away the better. The perfect benchmark human being like the perfect benchmark organization does not exist. if there were a list of 39 successful attributes for the model executive, I would never argue that you have to be the perfect expression of all 39 of them. All you need are a few of them. No matter how many of the 39 attributes you do not embody, the real question is, how bad is the problem? If it bad enough that merits fixing? If not, do not worry about it. You are doing fine. Benchmarking is great because it reaches us to aim high. But when we apply it to ourselves, we often overreach.
- The ability to make a person feel that, when you are with that person, he she is the most important (and the only) person in the room is the skill that separates the great from near great..... Clinton has this skill in spades. Whether you are meeting him for the first time in a receiving line, or dealing with him one-on-one in a private session, Clinton made it a point of knowing something positive about you and, without making a big show of it, saying something to let you know he knew it. In effect he was bragging about you to you.

.....Ninety percent of this skill is listening, of course. I have developed a simple exercise.....I ask my clients to close their eyes and count slowly to fifty with one simple goal. They can't let another thought intrude into their mind. They must concentrate on maintaining the count.....Incredibly more than half of my clients can't do it. This may sound like a concentration test, but it is really listening exercise. After all if you can't listen to yourself (someone you presumably like and respect) as you count to fifty, how will you ever be able to listen to another person.

Book Review

“Hard Facts, Dangerous Half-Truths & Total Nonsense: Profiting from Evidence-Based Management”

Reviewed By
H. P. Pal

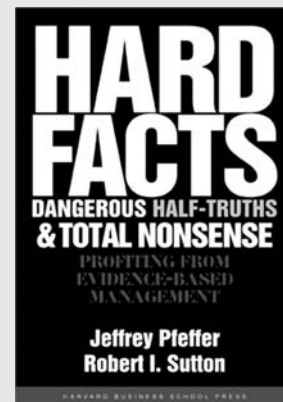
Full of eye-openers on each and every page, “No Brag, Just Facts” is the essence of this book. The book is replete with powerful facts and significant quotes from management gurus, top CEOs, big consultants on how to use wisdom as the ability to act with knowledge while doubting what you know and how to substitute half truths of conventional wisdom with evidence-based management. In the course of the discussion, the authors have challenged a large number of half-truths in the following disciplines.

1. Is work fundamentally different from the rest of the life, and should it be so?
2. Do the best organizations have the best people?
3. Do financial incentives drive company performance?
4. Is strategy destiny?
5. Should one change or die?
6. Are great leaders in control of their companies?

With incisive questions that open minds, the authors have set an example that show the power of language packed in just a few lines that can repair deep seated mental models. For instance, to substantiate the fact that bad systems do far more damage than bad people they say “A

bad system can make a genius look like an idiot”..... “Toyota is the only major automobile company where a change in CEO had no effect on performance. The system is so robust that changing CEOs at Toyota is a lot like changing light bulbs; there is little noticeable effect between the new one and the old one.” I think this is sufficient to change a mental model which is far more obsessive with the search for a corporate savior- that lone, brilliant individual who can by force of will and breadth of intellect solve all organizational problems.

The authors quote Dun and Bradstreet who have reported that only a third of retail and service business live longer than five years. They also cite reference to Henry Mintzberg's recent book - Managers not MBAs which argues that MBA education has the effect of producing managers who are less rather than more effective than those who have never been to business school. A good answer today might be a bad one tomorrow. All these suggest that those people can't succeed in business who Instead of learning how to think, how to ask questions (after all a question well asked is a question half answered) and how to find a pattern in working with evidence and data, get enamored by academicians and consultants glorifying the same old grand idea and pretending it to be brand new. Best academicians do not lecture students on what they should



Coauthored By Jeffrey Pfeffer
& Robert I. Sutton
Published by Harvard Business
School Press, 2006, Rs 1185/-

H.P. Pal is working as Manager-HR in POWERGRID, Corporate Centre. He is also one of the coordinators in Power HR Forum Secretariate. He can be contacted at hppal@hotmail.com.

know, but ask questions that guide students to learn on their own.

The authors say that people copy the most visible, obvious and frequently least important practices. We have been benchmarking the wrong things. True benchmarking means that instead of copying what others do, we ought to copy how they think.

For the readers delight, let me share with you some of the powerful views of the authors and some powerful quotes that the authors have cited from some of the top ranked CEOs, consultants and management gurus worldwide on some key disciplines that most of us hold dangerous half truths.

On Old Ideas

The only way to avoid learning flawed lessons is to devote more attention to studying established companies that fail and why they fail, not just those that succeed. “Look for failures embedded in success stories and success embedded in failure stories.” This could mean, for example, that we should look back at what Enron and Worldcom did right rather than what they did wrong.

On Explicit Strategy

A 1998 benchmarking study showed that the average company invested more than 25,000 maydays per billion dollars of revenue in the planning and performance management process. Unfortunately too many leaders fall prey to the consulting industry that exaggerates the magical powers of strategic analysis and to a business press enamored of the grand idea that will cure all their problems once and for all. The result is that too many companies overemphasize strategy, which detracts time, resource and focus from the less glamorous and gritty details of implementation and undermines adaptation to shifting conditions.

The authors give a quote of a former CEO of Southwest Airlines who says “we do not do strategic planning. It is a waste of time. You can spend three months coming up with something and then you have to get buy-in from the other leadership. By the time you sell it to the Board, things could have changed. Then you need to un-sell it to everyone before you can react. We do not do navel gazing. You miss opportunities while you are off thinking.”

Truly, strategy reduces peripheral vision and flexibility in adapting to uncertain and changing environments. Henry Mintzberg forcefully articulates that “explicit strategies are blinders designed to focus direction and block out peripheral vision. And that “setting oneself in a

predetermined course in unknown waters is the perfect way to sail straight into an iceberg.”

On Leadership

The authors give reference to a study by Rakesh Khurana and Nitin Nohria about CEO departures at Fortune 200 companies between 1980 and 1996. They found that if the CEO was retiring voluntarily, then bringing in an outsider was linked to a fall in performance over the next three years. But when the old CEO was fired, bringing an outsider was linked to performance increase.

The authors state that perhaps the best way to view leadership is through the task of constructing organizational systems, teams and cultures - as establishing the conditions and preconditions for others to succeed. The first step effective leaders need to take is not ask “What can I do”; rather they should ask “Am I needed at all? Will my actions, even my presence, do more harm than good? The best leaders know when and how to get out of the way and let others make contributions. After all a plant is a seed in the ground, you do not dig it up every week to see how it is doing.

Leaders breed a curiosity of having both the humility to be students and the confidence to be teachers and the best leaders know how to alternate between these roles.

On Rewards

A 2004 survey conducted by Hewitt on 350 companies showed that 83% of the organizations believe that their pay-performance programs are only somewhat successful or not successful at accomplishing their goals. Hence the authors question why organizations should pay the price of damaged social relations, people suffering through arguments about relative merit for insignificant financial benefits and managers devoting so many hours ranking and rating their people.

A report of Watson Wyatt noted “merit budgets are so constrained that they do not sufficiently reward exceptional performance or differentiate top employees from others. There is also a mixed evidence that people want to be differentiated. Hence despite what so many compensation consultants and HR executives advise, most people prefer to avoid these nasty side effects and given a choice, choose to work for more equal rewards.

People come for money but they do not work simply for money. As David Russo, formerly Head of HR in SAS Institute once said that “a raise is only a raise for 30 days; thereafter it is somebody's salary”.

The authors give a reference to George Zimmer who demonstrated a remarkable insight into the psychology of incentives and how they could be both too big and too small. He asserted that the award is just the right amount, because it engendered some excitement but was not so big that it distorted behavior or became the focus of attention. Once people are beyond the point where they need every cent to buy basic necessities, small difference in pay can still have huge effects on motivation, attitude toward the company and its management and turnover.

Incentives motivate sometimes the wrong behavior. The problem is that most organizations have more complex, multidimensional objectives and optimizing on just one thing creates other difficulties. You need to think hard about what will happen if people take the financial incentives seriously and really do seek to maximize their performance only along those dimensions that you reward.

On Change

The authors refer to a study of 947 acquisitions between 1970 and 1989 which shows that bigger firms that buy smaller firms (with stock) suffer substantially (25%) inferior returns over a five-year period compared with otherwise similar firms that do not attempt to grow through acquisitions.

A survey of 232 IT Executives by consulting firms Robbins Gioia found that 51% viewed ERP implementation as unsuccessful. Another such survey indicated that enterprise

software projects took about twice as long and cost about twice as much as originally planned and over 30% were canceled before implementation.

In most of the cases it has been seen that we are glossed with a change effort more for how it looks than how it does, because the CEO saw working with a famous consulting firm as a path to personal prestige and power.

Senior leaders who push for fewer changes and push for them harder are more likely to find success than leaders who introduce so many changes that people become confused about which matter most and which matter least to the company and how to spread their time and money among the initiatives.

In change, an enlightened trial-and-error outperforms the planning of flawless intellects. Any change poses lower risk if that is a reversible experiment with an option to discontinue/undo on time before an escalated commitment is built around it.

It is difficult to project the entire treasure brought out by the authors in this book. Issac Newton is often credited with saying that "If I have seen farther, it is by standing on the shoulder of giants. A dwarf standing on the shoulder of the giant can see farther than the giant himself." Truly, this is a must-read book which will help you see farther and clearer no matter whether you are a dwarf or a giant.

Deep and Penetrating Insights from Marshal Goldsmith

The one-of-a-kind legendary Coach and Thought Leader in Leadership and Executive Development

- Successful people have an unflappable optimism. They not only believe they can manufacture success, they believe it is practically their due.
- The best ideas are like great wines. They improve with age. But they can also go through a dumb period when they need time to settle and sink in.
- A person who thinks he can do no wrong usually can't admit that he is wrong.
- It is hard to criticize people for wanting to do things 100 percent right (especially when you consider the sloppy alternative). But taken too far, it can be a blatant cause of failure.
- In information compulsion, people have an overwhelming need to tell you something you do not know, even when it is not in their best interest. We all have an overwhelming need to display and share what we know. And we do it excessively.

General Management Quiz

National Quiz Master
Bijay Bhujabal

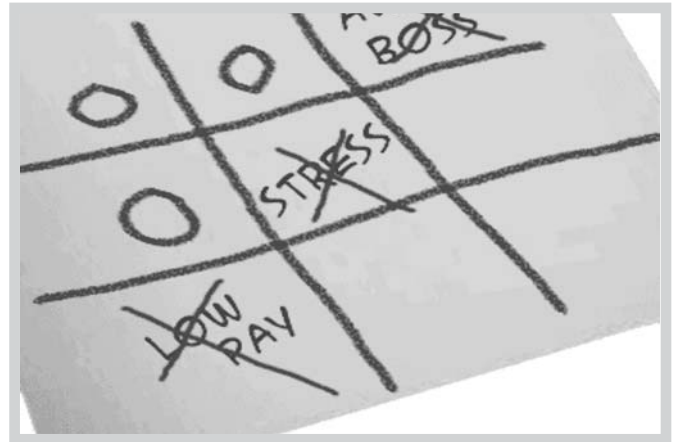
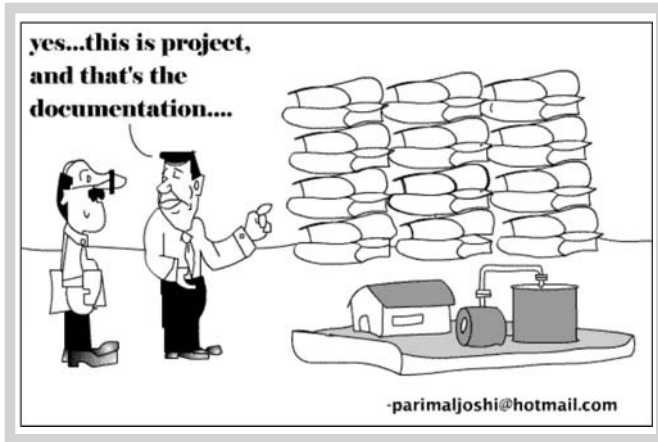
1. If a member of your staff is “moonlighting” what s/he is actually doing?
2. The law “work expands to fill the time available for its completion” seems to be a common experience. What is this law popularly known as?
3. In personnel manager's jargon, what does COLA stand for?
4. White-collar workers are office employees, blue-collar workers are factory workers. But who are “steel-collar” workers?
5. What is wildcat strike?
6. Who is the "Devil's Advocate" in an organization?
7. “Stick to the knitting” is a phrase that follows from which management concept?
8. Which corporate leader said that his company has to be No. 1 or 2 in whatever business it does, or to get out of the business altogether?
9. To avoid insider dealing or conflict of interest, organizations sometimes raise imaginary barriers between their departments. What is the CEO's jargon for these barriers?
10. “A small percentage of a total is responsible for a large proportion of value of resources.” What is this principle/law called?
11. In 1972, some American workers of General Motors, the biggest automobile company in the world, went on strike but not over wages, bonus, promotion or working conditions. What was their demand which was very unusual then?
12. What term was coined by Gifford Pinchot to describe an employee in a typical hierarchical and structured organization who exhibits entrepreneurial behaviour contributing to business success and innovation?
13. What does the acronym EEO stand for in personnel management jargon?
14. Which kind of employee is called an automaton?
15. When a manager believes that his/her employees are not capable, then they will eventually live up or down to the manager's expectations. What term describes this phenomenon?
16. What term is defined as specific efforts to recruit, hire, and promote disadvantaged groups in order to eliminate the present effects of past discrimination?
17. Reported first in 1969, 'death due to overwork' took epidemic proportions in Japan in the later part of 1980s. What do Japanese call this occupational hazard?
18. What is a Mexican raise?
19. Workers at Hindustan Lever's Sewri plant once struck work and were locked out. To defy management, they went on to launch their own brand of detergent. What did they call it?
20. In India's private sector, the Tatas are considered one of the best employers. Paradoxically, one of the group companies has the dubious distinction of having the country's first recorded labour dispute. Name the company.

For answers please visit www.powerhrforum.org

Bijay Bhujabal is a National Quiz Master and is working as Faculty in ICFAI Business School, Dehradun. He has also authored several popular books on quiz. He can be contacted at bizbert_b@yahoo.co.in

Management Cartoons

By Parimal Joshi



RECENT BEST BUSINESS BOOKS

[A compilation by H.P. Pal, Coordinator, Power HR Forum]

Sl	Title	Author(s)	Cover Page	Publisher	Price in Rs.
1	Strengths Based Leadership	Tom Rath, Barry Conchie		Gallup Press	650/-
2	The 4-Hour Workweek	Timothy Ferriss		Crown Business	968/-
3	The Breakthrough Company	Keith R. McFarland		Crown Business	1243/-
4	Differentiated Workforce: Transforming Talent into Strategic Impact	Brian Becker, Mark Huselid, Dick Beatty		Harvard Business Press	1788/-
5	HR Transformation: Building Human Resources From the Outside In	Dave Ulrich, Wayne Brockbank, Jon Younger, and Mark Nyman		Harvard Business Press	1407/-
6	HR Competencies: Mastery at the Intersection of People and Business	Dave Ulrich, Wayne Brockbank, Dani Johnson, and Kurt Sandholtz		Society For Human Resource Management	1619/-
7	Investing in People: Financial Impact of Human Resource Initiatives	Wayne F. Cascio and John W. Boudreau		FT Press	1784/-
8	101 Tough Conversations to Have with Employees	Paul Falcone		AMACOM	1006/-
9	Simply Effective: How to Cut Through Complexity in your Organization and Get Things Done	Ron Ashkenas		Harvard Business Press	1313/-

SI	Title	Author(s)	Cover Page	Publisher	Price in Rs.
10	Go Put Your Strengths to Work	Marcus Buckingham		Simon & Schuster	733/-
11	Mavericks at Work	William C Taylor & Polly LaBarre		Harper Collins	395/-
12	Theory U: Leading from the Future as It Emerges	C Otto Scharmer		Berrett-Koehler Publishers	1922/-
13	Your Next Move: The Leader's Guide to Successfully Navigating Major Career Transitions	Michael Watkins		Harvard Business Press	1407/-
14	Emotionomics: Leveraging Emotions for Business Success	Dan Hill		Kogan Page	1850/-
15	Immunity to Change: How to Overcome It and Unlock the Potential in Yourself and Your Organization	Robert Kegan and Lisa Laskow Lahey		Harvard Business Press	1596/-
16	Winning Habits: 4 Secrets That Will Change the Rest of Your Life	Dick Lyles		Prentice Hall	1123/-
17	Succession: Are You Ready?	Marshall Goldsmith		Harvard Business Press	919/-
18	Leadership Brand: Developing Customer-Focused Leaders to Drive Performance and Build Lasting Value	Dave Ulrich, Norm Smallwood		Harvard Business School Press	1437/-



Organization Member

BBMB
DVC
NEEPCO
NHPC
NTPC
PFC
POWERGRID
REC
SJVN
THDC

Associate Member

NPCIL
PTCUL

Chief Patron

Secretary - Power, Govt

Patrons

CEOs - Member
Organisations

Members

Heads of HR-
Member Organisations

Website

www.powerhrforum.org

Vision

Serving Indian Power Sector
Through Excellence in HR