

**A Study to understand the processes of Co-
created Vision and Achievement Orientation
in HPCL.**

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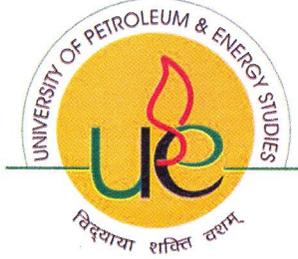
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I hereby declare that this submission is my own work and that to the best of my knowledge and belief, it contains no material previously published or written by another person nor material which has been accepted for the award of any other degree or diploma of the university or other institute of higher learning, except where due acknowledgement has been made in the text.

(Ashis Sen, October 2013)



THESIS COMPLETION CERTIFICATE

This is to certify that the thesis on “**PROCESSES OF CREATING ACHIEVEMENT ORIENTATION THROUGH CO-CREATION OF VISION : A GROUNDED THEORY STUDY AT HINDUSTAN PETROLEUM CORPORATION LIMITED.**” by **Ashis Sen** in Partial completion of the requirements for the award of the Degree of Doctor of Philosophy (Management) is an original work carried out by him under our joint supervision and guidance.

It is certified that the work has not been submitted anywhere else for the award of any other diploma or degree of this or any other University.

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EXECUTIVE SUMMARY

Organizational change by co-created vision does not find empirical evidence in Fortune 500 companies. Hindustan Petroleum Corporation Limited (HPCL), in the year 2003 started the process of organizational transformation with the help of co-created visions, strategy building by cross-functional teams and strategy execution, evaluation and monitoring with the help of the Balanced Scorecard. The researcher was an integral part of these initiatives as an Internal Coach, Head of the Balanced Scorecard team and later as Head of Capability Building. The results were significant and encompassed various issues of business like increased market share, positive customer focus, superior processes as well as improved capability building. The researcher who had worked in these initiatives for the last 10 years felt compelled to explore and understand the process of how co-created visions help people to develop intrinsic motivation and enhance achievement orientation. The research results show a clear connection between co-created vision and collective achievement orientation.

The researcher uses the Grounded Theory method since there was no clear theory available from research literature on how a large organization could create collective achievement orientation in their people. Towards this purpose large number of interviews was taken on a stage-wise basis based on theoretical sampling and constant comparison method. Also company archives and documents were gathered. In line with the Grounded Theory, open coding, selective coding and axial coding were utilized to build the emergent theory.

As the interviews were coded and concepts emerged, researcher derived the important categories- 1) the organizational awakening to the need of change, 2) developing a team of internal coaches, 3) helping people to articulate their personal visions, 4) enabling people to co-create the organizational vision anchored in personal visions, 5) co-creation of strategies by cross-functional teams on identified customer needs, 6) creation of Balanced Scorecard and service level agreements through participated process, 7) strategy based funding and infrastructure building, 8) capability building of business associates, 9) capability building of employees, 10) removal of situational constraints, 11) collective striving for excellence, 12) superior and sustainable results.

Emergent Theory

The core category that emerged was co-created visions and it was established from the interviews and archival materials that co-created visions lead to challenging and difficult goals helped build cognitive clarity on the goals as well as emotionally engaged the people to strive for results which are the constructs of achievement orientation.

Key words : Co-created vision, customer need identification, strategy creation, balanced scorecard, organizational change, organizational transformation, capability building, achievement orientation.

Chapter 1

1. INTRODUCTION

“It is a terrible thing to see and have no vision”

-Hellen Keller

Indian markets were insulated from global competition till the early nineties (Gullapalli, 2009). Often the consumer would have to wait for long periods for even mass consumption goods like wrist watches, cars or two wheelers. Indian Markets were typically sellers markets. This resulted in most of the goods and products being offered and serviced in a way where the consumer had little choice.

Arvind Virmani (2009) talks on India moving from import substituting industrialization to export promotion and thereon to import liberalization in the 1980s. This led to added choices for customer. He further talks on how the effect of government policies led to emergence of competition and how the reforms story relates to the re-establishment of the freedom to compete.(Hashim, Kuman, & Virmani , 2009).

Competition was an emergent factor of several forces like globalization, but primarily from government policies from 1990s onwards.

At that time HPCL about 25% in MS (Petrol) and 23% in HSD (Diesel)of the Indian Retail Market and were the second largest integrated marketing and refining company in India. We were also a Fortune 500 company.

1.1Opening up of the Oil Sector and APM Dismantling

APM or Administered Price Mechanism for the Oil Sector ensured consistent and to an extent assured profits for the oil sector. It was dismantled from 2002 by the Government of India (Vijayraghavan, 2002)

The removal of APM ensured a level playing field for the private sector and ensured that oil companies would earn profits and survive while competing on price, quality and service to the customers with some of the most well-known private and multi-national brands. The Gazette notification quoted above read as under.

The Government of India have now decided to grant authorization to market transportation fuels, namely, MS, HSD and ATF to the new entrants including the private sector, after taking into account the recommendations of the Report “Indian Hydrocarbon Vision – 2025”.

The guidelines for granting of authorization to market transportation fuels are given below:

As per the Resolution of the Government of India dated 21st November, 1997, companies owning and operating refineries with an investment of at least Rs. 2,000 crore or oil exploration and production companies producing at least 3 million tonnes of crude oil annually, are entitled for marketing rights for transportation fuels (ibid).

1.2 Imminent Competition:

The scenario altered in the nineties with the initiation of the liberalization and globalization process. Competition from global brands, Multinationals setting-up shop in India, Private players getting into arenas previously reserved for Government or public sectors brought in competition and compelled existing companies and enterprises to look at prevalent fundamental business assumptions and their functioning styles.

Due to consistent profits over the years both by the upstream and downstream companies the market, the market was attractive and when the government talked of APM dismantling in the 2002 the time was ripe for large scale entry of local Private Players and Multinationals in the exploration, refining and marketing of Petroleum Products.

Some of the important news items are quoted below:

- Shell India has plans to set up around 2000 retail outlets spread across the country and their preferred source of supplies will be domestic refineries. (Shell website - 2004)
- British Petroleum and HPCL in refining and marketing JV in India
BP and Hindustan Petroleum Corporation Limited (HPCL) reported that they have signed a letter of intent to form a 50/50 strategic joint venture covering the refining and marketing sector in India. (Hindu Business Line, 2005)
- There was news that Reliance would set up 5489 Petrol Pumps (Business Standard, 2002)

To an existing downstream company like HPCL entry of Reliance, Essar Group, Shell, BP in the marketing and refining section was impending competition. Their combined financial and operation might, were substantial and significant, and posed threat to the future of government operated oil marketing companies. Added to their financial clout was the private sector's and multinational's focus on customer service which posed immediate threat to market share of government owned oil and gas companies. HPCL had experienced the impact of Shell outlets at Bangalore and the customer pull they seemed to have.

1.2 (a) Fear, Anxiety and Low Motivation:

Move to Privatize HPCL:

There was a move for privatization of HPCL in 2002 and the same had occupied news space repeatedly. Some of the news articles are quoted below:

“The Reliance group's attempt to conduct due diligence at Hindustan Petroleum Corporation's refinery at Mahul near Mumbai was stymied by employees opposing the move.

Reliance executives were not allowed to enter the refinery premises and had to turn back though the HPCL management tried to intervene”Source (wwrediff.com/money, 2003)

Times-Now website reports as under

NEW DELHI: Exploration firm Oil and Natural Gas Corporation (ONGC) on Wednesday said that it was interested in bidding for Bharat Petroleum and Hindustan Petroleum and demanded equal opportunity to participate in disinvestment of the state-run retailing companies.

"We are seriously looking at opportunities (in BPCL and HPCL). We expect the government will provide us equal opportunity as any other oil and gas company in the (disinvestment) process," ONGC Chairman and Managing Director Subir Raha told reporters here(Timesnow, 2002)

Impending Privatization of HPCL also brought in anxiety in the people and they resorted to processes like work-to-rule, strike notices. Motivation levels of the employees were low and they lacked focus on business and organization goals.

There was anxiety in a sizeable section of employees on impending privatization of HPCL. I was deputed at Visakhapatnam to man pipeline dispatch location in view of the strike called by the junior officers. The strike was for all HPCL locations across India against the impending privatisation. HPCL worked as a Government of India Undertaking for about three decades. Maintaining adherence to procedures, conformity to established processes, and continuity to way of doing things were respected traits. Ability to quote manuals and procedures was often a distinguishable attribute of the successful as personally experienced by me. Future did not guarantee the continued success of such competencies. Impending privatization was therefore a compulsion to change.

1.3 Customer Focus a Necessity in the Post Administered Price Mechanism (APM) Scenario:

“With competition having set in, there is a lot of focus on the customer needs. Companies have started offering better forecourt services, non-fuel products at ROs, usage of credit/debit/fleet cards with attractive loyalty programmes to attract and retain customers and volumes. Innovative methods to improve customer relationship are being introduced. With more and more ROs being commissioned and with lowering of per pump throughput, companies may scout for opportunities in non-fuel retailing to enhance dealers and company income levels”.(Planning Commission XI Plan Report, 2006)M/s Shell, the Multinational

Giant, started setting up outlets primarily in the south of India and started cornering very large volumes per outlet. They had permission to open 2000 outlets which could capture very large part of the Retail Business.

- Essar and other companies evinced interest including British Petroleum wanted to open a Joint Venture with HPCL for marketing fuel. HPCL business with large consumers like Railways, State Transport, Mines and Collieries was approached by new entrants.

At HPCL Chairman Shri M B Lal who had earlier been associated with Bharat Petroleum as Director Refineries felt that HPCL employees in light of the increasing competition would need to move to a mind-set of “Customer is the King”. (ibid, 2004-2005).

1.3(a): The Business Problem

With the people of the organization having worked long in the public sector and used to a civil service mind-set the change to customer centricity was a challenge. The business problem we faced was

How will HPCL cope up with private sector competition and change its employees’ attitude from customer apathy to customer centricity?

The Chairman, to solve the business problem, commenced the process of co-creation of vision on the lines of Peter Senge’s concept of the Learning Organization. He created a Team for Organizational Transformation who would help in the above process in 2003.

In the Annual General Body Meeting of HPCL of 2004-05 he stated:

“Last year I began stating that “Customer is the King”. Our thrust has been Empower, Enable and enhance the capabilities of our employees to meet the requirement of changing market dynamics and environments. It is also our endeavor to ensure that all the activities of different functions are aligned with the overall corporate objectives. The ongoing HR initiatives such as “Competency Mapping” to enhance employee capabilities and “Balanced Scorecard” approach to fix performance targets and evaluation are addressing the core of the above requirements. Encompassing all these initiatives, the organization transformation exercise for

achieving continuous excellence is also progressing well and a large segment of employees have already gone through this change management process". (ibid, 2004-2005).

If vision commits oneself to the personal growth, co-created vision commits people individually and collectively to organization growth(Senge, 1990). Visions promote the need to build capability and create achievement orientation. (Snyder & Graves, 1994).

Thus, it appears logical for visions to be self-defined and people to be intrinsically motivated for sustainable results and joyful work. To increase intrinsic motivation and achievement orientation HPCL encouraged people to envision the future they willed to create for themselves and the organization. The elements of shared organizational future germinated from the seeds of personal visions.

1.4 Co-Created Vision and Market Share:

In 2003, a team of internal coaches were entrusted with the task of Organizational Transformation. I was a key member of the team.

In the last ten years coaches helped thousands of employees to articulate personal aspirations. From these personal visions people talked of the organization they wished to work in. The process involved hundreds of workshops where thousands envisioned Hindustan Petroleum Corporation Limited's (HPCL) future. The similarity of the visions for HPCL created by people in hundreds of workshops threw up interesting insights. People when transcend self; think similarly. This simple yet deep organizational intervention created deep engagement in our people as also amid them.

In -HPCL journey of Organizational Transformation - It was realised that Organizational Transformation is people transformation. People transformation means that people think differently, act differently and reinvent themselves continuously. This is also supported by Peter Senge, 1990 –The Fifth Discipline when he says- Organizations do not learn. Individuals learn which results in Organizational learning.

Rarely before, was there any occasion where people could willingly look at such unsure and uncertain circumstances and experience the need to create certainty by articulating their personal and organizational aspiration. People talked about their uncertain future after privatization. They needed to reassure themselves. The crisis of the time accentuated the need for positive personal change and organizational transformation.

The Public Sector companies were losing ground in terms of market share to the private players. But from 2005 the situation started improving on important products which were then the main stay for profits like Petrol, Diesel, Lubricants, Aviation Fuel, Non Domestic LPG. Also important parameters like customer perception on critical parameters improved. The reasons for these changes need to be researched

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1.5 Need for the Study

In this scenario, our top management had a choice. They could either respond to daily crises and put the organization on a continuous alert mode or operate from choice by creating a vision of what they wanted the organization to be.

A conscious decision was then taken that for success to be sustainable we need to work for the future we wished to create rather than work from a reactive orientation of responding to daily challenges posed by competitor moves. The top management thus after detailed deliberations decided to work towards building a shared vision of the organization with employee involvement and participation.

Accordingly in March 2003 the top Management team with the Chairman and Managing Director, all the Functional Directors (including our present Chairman) and all the SBU Heads. In our HP Management Development Institute located at Nigdi near Pune after days of deliberation they created the organizational vision HPCL Vision 2006. The vision is reproduced below:

HPCL VISION 2006

- HPCL delights customers by superior understanding and fulfilling their stated and latent needs with innovative product and services.
- HPCL commands highest reputation and is known for its sensitivity and responsiveness for concerns of its customers and other stakeholders.
- HPCL always acts faster than the competitors in the most cost effective way.
- HPCL is the highest performer in Rate of Growth and Return on Investment.
- HPCL is a Learning and Innovative Organization
- HPCL provides an environment of trust, pride and camaraderie

This vision released huge energy and commitment in the Top team and they repeatedly in the workshop talked about how they felt collectively connected and individually responsible for achieving the vision.

But, this did not guarantee commitment down the line and they realized that the vision to be truly co-created our employees must participate in large numbers. This was a task which was important and critical to the organizational success and therefore needed specific focus by a team created for the purpose.

Therefore, a team of coaches was inducted from various SBUs for implementing the change initiative. The team of coaches after intensive self-reflection articulated their personal visions and values. Thereafter they co-created the organizational vision and their team vision “HP Coaches Vision 2006”.

HP Coaches Vision 2006

- We passionately facilitate the process of transforming HPCL into an innovative and learning organisation.
- We enable employees to continuously acquire new skills and capabilities to excel and achieve outstanding business results.
- We as committed role models, help to create an environment where teams align, co-create and fulfil their vision.

- We are a cohesive and supportive team with mutual trust, honesty and integrity; continuously sharing and learning from each other.
- We are a team actively working in a transparent and ethical environment.

It became evident to us that to achieve our team vision of organizational transformation the primary task at hand would be to co-create the organizational vision involving employees from across the organization.

Thereafter, the organizational vision was co-created at the SBU (Strategic Business Unit), zonal and then to the primary business unit level i.e. at the Regional Office level involving thousands of employees of the organization. At each of the above mentioned units the team members first created their personal visions and thereafter co-created the organizational vision, and finally their team visions.

1.6 Strategizing and Learning Together:

With the co-creation of the vision people wanted to design a strategy that would help them to achieve the vision. Small groups of junior officers from across the organization, in two of our primary SBUs Retail and LPG with cross functional members (operating at the field level) from Finance, Operations, Sales, Human Resources; Engineering designed a strategy for achieving their SBU visions.

I have been involved in facilitating workshops constituting thousands of people on building personal visions, co-creating shared visions, Strategies and translating strategies into executable form by Balanced Scorecards, The researcher has been both an active player and an observer. The organizational Transformation exercise started in 2003-04 and remains in force at HPCL.

Literature review indicates some work has been done on the importance of creating personal and shared visions and its impact on motivation to learn.

Study in this field e that the researched organizations are small and that studies have not been conducted in a large Indian Public Sector business organization. The nature of oil companies are such that in order to turn around and do interventions large investments are required. Such investments would only be fruitful if people are intrinsically motivated to learn.

Public Sector oil companies like HPCL are also socially bound to perform well since a drop in their performance is not only a loss to the government exchequer, the organization itself but also for the society at large.

In view of the large number of people covered at HPCL involving significant investments of time and money it is important that we study the aspects whether building of co created vision leads to learning needs as also to analyze personally meaningful work encourages entrepreneurial development in a Public Sector company. This study is also justified since this could enable us to understand generic structures of success and replicate them in other big Public or Private Sector organizations.

1.7 Research Objective

The study therefore proposes has the following research objective

“What is the process of co-created vision and how and its relationship to achievement orientation?”

Chapter 2

Chapter 2 -- Literature Review

2.1 Organizational Vision articulation/ Co-creation and Emotional Engagement of Employees on Goals of Choice:

Organizational Vision is a mental model of its idealistic future (Nanus, 1990), a specific destination, a picture of its desired future, (Senge P. M., 1990)), what we deeply care for (Senge P. M., 1990), Bandura, 1997 and what leads organizations to superior performance (Collins & Porras, 1996).

Vision is setting Big Hairy Audacious Goals (Porras, J I and Collin, J, 1996), leaders attract people by articulating a compelling vision and not intimidation (Bennis & Nanus, 2003). Leaders create change if they can define a clear vision and show people how to reach it (Denton, 1997), progress is driven by idealism and optimism from an engaging vision (Nanus, 1992). People need to envision the future they desire and visualize the self-promised land in their mind's eye. (Black & Gregersen, 2003).

Vision is an idealized picture of future (Conger & Benjamin, 1999) action plans for the future (Tichy & Devanna, 1986) a charter of change (Kotter, 1982), a roadmap for people to traverse (Barge, 1994), and an image of what we aspire to achieve (Baum et al., 1998). It has goals of the future, long term objectives and is emotionally appealing and rooted in organizational values (Collins, 2006) is the pivot of change (Helm & etal, 2009), predicts organizational outcomes (Baum, Locke, & Kirkpatrick , 1998) and portrays a future that is believable, emotional attractor, inspiring and qualitatively superior to the present status (Bennis & Nanus, 1985; Nanus & Dobbs, 1999).

There are diverse opinions and definitions. The above shows that researchers broadly agree that vision is a picture of the desired future which people are emotionally engaged with and wish to act on.

2.1(a) Leadership and Vision

Leaders inspire people instill sense of pride in a group by articulating a compelling vision (Boyatzis, et al 2008), which helps set a positive tone in the workplace and brings out the best

in people. Emotionally Intelligent leaders look inside to articulate a vision which creates resonance (Goleman, Boyatzis, & McKee, Primal Leadership , 2002), and inspiring action.

Emotionally Intelligent leaders are highly sensitive and connect with the company's ideal vision and explore to ascertain the gap between vision and current reality. Vision helps with clear future goals (Kuhn, 1996). The power of positive thinking has been often researched. It is important that we think and anticipate future positive outcomes. This contributes to our well-being and also keeps people engaged and people show perseverance while striving for the worthy goals, (Schmuck & Sheldon, 2001)(Sheldon, Ryan, Deci & Kasser, 2004). Research on cognitions and emotions empirically suggest the power of positive cognitions to serve a function in the aetiology of hopelessness(O'Connor & Cassidy, 2007) and transformational leaders stimulate employees by inviting to participate in the organizational vision (Bass, 1990). Vision from literature has been known to create hope and spur action. Hope could replace hopelessness and a feeling of helplessness if organizations involve people in collective visioning and support collective action to achieve the vision.

The literature on organizational vision and Emotional Engagement of employees brings out that employees experience engagement to organizational goals emanating from the vision. The methodologies of such vision creation has conflicting paradigms for e.g. the above literature speaks of transformational leaders who articulate compelling visions and who share their visions with employees as also authors like Senge talk of a co-created organizational vision which has participative vision building by every employee and resulting in distributed leadership. In the co-creation process championed by Senge the organizational vision needs to be preceded by a process of personal visions articulated by employees. Thereafter, the organizational vision co-creation by employees leads to anchoring the organizational vision in the personal vision of the people. (Senge,1990)

The literature on co-creation of vision and consequent engagement of people is rather thin and has little empirical evidence. Further, no case of co-creation of vision by thousands of employees in an organization has been mentioned in any research of significance.

2.1(b) Organizational Vision, Performance and Longevity

Organizational Vision leads to organizational success and longevity, vision provides the template of growth. (Porras, J and Collins Jim, 1996,), vision needs to be known to every employee to

ensure organization does not self-destruct (Csikzentmihalyi, 2003). Vision helps the management of attention through a set of intentions of goals or direction and this leads to better performance (Bennis, February 2010). Organizations which enjoy longevity are cohesive and share a common identity. (Geus, Arie D, 1997) . Vision has been defined as the desired identity of an organization. (Balmer & Greyser, Vol 44 , 2002) Geus describes organizations which have registered high longevity as possessing a sense of identity and purpose. Research has established that it is important for human functioning and well-being that goals are set. Research has also established that the belief on the possible achievement of goals is related to self-worth. If people do not believe in the goals that they set and pursue hopelessness sets in. Further research also indicates that if people do not believe in the goals that they pursue they should be encouraged to think of goals in terms of process than in outcome to change the emotional state. (Hadley, 2010).

This is important since there could be non-believers in the vision, and yet the vision led to processes and process outcomes for the people who participated in the vision making for e.g. customer delight in a vision, made people also talk to customer, interact with them, design and implement customer focused initiatives as part of the process and this could have changed their emotional state to happiness and people could have experienced higher self-worth.

2.1(c) Visualization of Goals and Neuroscience

Our minds are powerful instruments and goal setting is programming our minds for focused attention and the process thus sets in a tracking system which enlists the minds natural desire to consciously or unconsciously target and track the goals. Visioning process in HPCL was first people individually writing their personal visions through imagination of their future and then writing it down and sharing it with others. There after they would visualize the future of the organization or their in vivid pictures and then through robust discussions and dialogue articulate the shared vision for the organization and team. Creative visualization is the process where one uses imagination to create an image, an idea of something she or he wishes to manifest. Then we focus on the idea; nurture it with energy till we achieve it by creating positivity, (Gawain, 2002,). Prior research has demonstrated that mental simulation enhances people's ability to visualize outcomes, thus increasing goal pursuit (Pham L. B., Taylor, Rivkin, & Armor, 1998). Pham and Taylor conducted researches in visualization of outcome and process of achieving outcomes. The linkage to visualization and enhanced results from process visualization emerged clearly. Researchers have increasingly established the linkage of thought to action (Pham & Taylor, 1999, Feb).

Several Studies have validated the power of visualization in achieving desired goals. "If you can truly imagine yourself doing something, chances are you can do it," says Dr. Irene Bell, a sports psychologist. Experts claim that our brains are incapable of distinguishing reality and imagination; importantly once we visualize something, we start to believe that it will occur, (Kemp, Feb 2010).Mental simulation provides a window on the future by enabling people to envision possibilities and develop plans for bringing those possibilities about. In moving oneself from a current situation toward an envisioned future, the anticipation and management of emotions and the initiation and maintenance of problem-solving activities are fundamental tasks (Taylor & et al, April,1998).

The ability of human beings to regulate behavior and emotions in the pursuit of goal is a focal point of this research and it would be important to explore if similar phenomena arise consequent to shared vision through group visualization in the group members during the pursuit of the shared vision objectives.

The relations among memory, imagination, and future thinking as seen from literature have been researched during the past several years. The connection between memory of the past and imagining the future has led quite a few researchers to suggest that a key function of memory is to provide a basis for predicting the future via imagined scenarios and that the ability to flexibly recombine elements of past experience into simulations of novel future events is therefore adaptive, (Schacter, Gaesser, & Addis, In Press)

Burt Nanus talks of the unique ability of the human species to create mental images of the future and then turn them into reality through action. Outside forces would enable or hinder the leaders' beliefs and thus reshape the images. The leader's ability to forecast these forces is thus important. The mental images and expectations would direct the leaders to relevant issues and help her to choose the most desirable future. They leader then conveys the envisioned vision to followers. New realities are then created and enacted (Nanus, 1990).

2.1(d) Linkage to Memory and Imagination to Decision Making:

Memory and imagination as decision-making processes have been researched. It has also been established that loss of memory is associated with deficiency in future thinking. Humans engage in 'mental time travel' (MTT), which enables recall of earlier experienced occurrences and

encountered situations. It is also the circuitry which is used to think of the future and which is associated with foresight. There is research evidence that thinking of the future and then planning to achieve it is associated with curbing of natural dispositions towards short-term benefit, opportunistic decision making. (Suddendorf & Corballis, 2007).

The above propositions that visualizing and imagining the future i.e. creating a vision directs future movement, regulates deviant behaviour (which would move us away from vision objectives) as also motivates. The researcher wishes to explore that if this can happen to one, the role collective and personal visioning had with the HPCL executives and teams.

It would be necessary to see if behaviour and decision making is in congruence with the collective desired picture or shared vision and whether there was conscious focus on long term investments rather than working towards opportunistic or short term benefit decision making process.

2.1(e) Vision as a Dynamic Process:

A vision would get examined, revised and updated and helps in building innovative strategies(Nanus, 1996). The gap between the vision and our current reality is the source of creative tension which energizes us to create new realities in the pursuit of the vision. As we progress we revisit the vision and set it higher (Senge, 1990). Vision and Strategy are translated to actionable format with the help of the Balanced Scorecard. The high level and often generic objectives of the vision is translated into initiatives which help us know what to do on a daily basis to achieve the vision objectives. (Norton, Barrows, & Kaplan, Jan-Feb,1998). Once the desired future is achieved or we are close, revisiting of the vision is a natural consequence. An example is Sony.

“In the 1950s, Sony’s goal was to “become the company most known for changing the worldwide poor-quality image of Japanese products.” It made this BHAG vivid by adding, “Fifty years from now, our brand name will be as well-known as any in the world . . . and will signify innovation and quality ‘Made in Japan’ will mean something fine, not something shoddy.”(Porras and Collins, 1996).

Sony went to achieve this much earlier than the fifty years it had planned for and thereafter its vision included values such as being a pioneer and doing the impossible.

This was experienced at HPCL where the revisiting of vision and recreating it depending on the level of achievement SBUs had and also the changing environment and peoples' aspirations. Also visions have a time frame and therefore are by their very nature transient and open to change. Also they reflect the aspiration of the people and since peoples aspiration are dynamic visions could be revisited for changes as often as people wish. Vision if static and fixed would become dogmas. Belief systems are rarely challenged and vision would cease to be a picture of the desired future in case they are neither discussed nor updated and assume the stature of gospel. Dogmas and belief limit thought and action which is the antithesis of the principles of vision.

2.1(f) Vision, Alignment and Change:

Organizational Change helps us adapt to the environment. The business environment is impacted by technology, environmental, economic, social, political and legal changes. (Kaplan & Norton, 2008). For example General Electric wished to be at the top of every business they were in. GE created a vision which was articulated by Jack Welch in line with the above and GE changed (Welch, 2002).

In India during the year 2002, with the dismantling of the Administered Pricing Mechanism (APM) the environmental challenges of increased competition and internal challenges emanating from mindsets bordering on Customer apathy needed to change to Customer Centric. And change through a shared vision was thought of as the right approach by HPCL Management. The results of the vision would thus need to be explored in terms of new shared mental models of the people and the consequences by detailing the truth as they saw in terms of results.

2.1 (g) Employee Commitment and employee results:

There is further research on how employees' commitment to change depends on affective, continuance and normative commitments and they are distinguishable. (Herscovitch, Meyer, Stanley, & Topolnytsky, 2002). Affective commitment denotes an emotional attachment and involvement in the organization. This factor has attracted increasing attention as an important precursor of change linked organizational results. Although a great deal is known about the implications of employee commitment for organizations, not as much of attention has been paid to its ramifications for employees themselves (Meyer & Maltin, 2010) (Herscovitch & Meyer, 2001; Jaros et al, 2010).

Charismatic Leadership articulates a compelling vision which sets high expectations. By creating a vision such leaders provide a platform for people commitment to emerge, a common goal around which they rally. Alignment around the vision emerges. The vision needs to be challenging, people must sense personal meaning, and yet achievable to make it credible in the eyes of the people.(Nadler & Tushman, 1994). Senge brought in a model of organizational change through distributed leadership which emerged from a co-created vision and the vision being the desired change fuelled people to learn for the capabilities they would need for the desired change to happen, (Senge, 1990).

Large group interventions would need the participation of a broad variety of stakeholders to clarify important values, develop new ways of working and to articulate the vision for the company. This would move the group to the future they wish to create. For change, organizations would have to set goals challenging and clear goals which would have to ensure good alignment between personal and organizational initiatives. (Cummings & Worley, 2005)

2.1(h) Kurt Lewin Model of Change:

On the basis of observations, Kurt Lewin proposed a three-step process for successful organizational change: unfreezing, moving, re-freezing (Schein E.H.,1992). But the unfreezing would need to be followed up with intended change. Once the intervention creates the change then the organization refreezes in a more effective state than the beginning.



Figure 1: Kurt Lewin Change Model

Unfreezing commences from the peoples’ comprehension of the organizational vision that motivates them to change. First, there has to be enough material indicating that the existing organizational state is not ideal. Secondly, this data has to be related to the important goal of the organization, thus causing peoples’ anxious feeling. Then, a solution has to be proposed that will reduce the members’ apprehensive feeling and resistance to change (Schein, 1992).

Schein while explaining Kurt Lewin's theory of change talks of how learning commences when we receive or realize disconfirming evidence versus our expectations and hopes. His theory also talks on how this disconfirming evidence needs to be connected to something we care about which is termed as the positive visions in Lewin's theory. Thereafter, we should create an environment of psychological safety so that people can learn and institutionalize the change (Schein E. , 1995).

2.1 (i) Change Theories

One of the major theories of change is propagated by John Kotter. Leaders create a sense of urgency and formulate vision and develop road maps designed to capitalize on the big opportunity (Kotter, 2012), vision releases energy in the organization making it more productive and unleashing passion of the people in the pursuit of vision objectives(Heike & Ghoshal, 2004)(Bruch & Ghoshal, 2003) and leads to employee motivation and improved quality of service to customers(Hays & Hill, 2000). Employees perform a major role in the effective or ineffective organizational change,(Kotter & Schlesinger, 1979). Earlier research confirms the assertion that employees' attitudinal and behavioral reactions to change; play a major role in its success. Another important research finding is that individual employees' change-related attitudes and behaviors are related to post-change organizational performance.(Kim & Mauborgne, 2003; Robertson, Roberts, & Porras, 1993).

All the above theories talk on the change as a consequence of employees acceptance to work for a vision that they deeply care for and in our organization HPCL, we had painstakingly worked towards building co-created visions that employee create, care about and therefore are motivated to work for . Since, these hypothesis that the theories talk about have no empirical evidence in a fortune 500 large Public Sector Company, it is necessary that we research how such a large company can commence and sustain a change journey with a vision that is co-created. This research would enable us to look at the structure of vision as a facilitator of change and how it affects the organization and employees.

2.1(j) Self Determination Theory as Enabler of Change:

Deci and Ryan state that "Self-Determination Theory" (Deci & Ryan, 1985) distinguish between different types of motivation based on the different reasons or goals that give rise to an action. The primary differentiator is intrinsic motivation, which means acting on what is inherently enjoyable, compared to extrinsic motivation, which refers to acting on something

which is an expectation set by others. Over decades of research has shown that the quality of experience and performance can be very different when one is behaving for intrinsic versus extrinsic reasons.

Research in the Cognitive evaluation theory suggest that external factors like schedules, promised benefits, external observations and assessments abate feelings of autonomy and change supposed locus of causality from internal to external and weaken intrinsic motivation (Gagne, Maryle Ne; Deci, Edward L, 2005).

Research on cognitive evaluation theory also indicates that people need to sense feelings of competence and feelings of autonomy for intrinsic motivation. It has also been observed that activities which pose an optimal challenge create high levels of intrinsic motivation (L. Deci, M.ryan, & Geoffreyc. Williams, 1996) (Danner & Lonky, 1981) and feedback which was positive (Deci, 1971) The findings in the researches indicate the requirement of people to feel competent and sense of autonomy for intrinsic motivation and that factors which undermine autonomy and sense of competence decrease intrinsic motivation. Organizations increasingly would need to focus the two factors for intrinsic motivation to occur and help people sense personal success and happiness.

The Researchers propose that affective obligation results from work experiences that create a sense of freedom, which clarifies its strong positive relations with favourable job outcomes, while continuance commitment is associated with external regulation which explains its weak, sometimes even negative, relations with favourable job outcomes. The consequence of commitment to organizational results has been well researched and documented. "Studies demonstrate that commitment has direct implications on individuals and an overall impact on organizations. In particular, the extent of employees' commitment to the organization yields a major consequence on their performance. (Mowday, Steetrs, & Shapiro, 2004), (Meyer & Allen, 1990); (Meyer & Lynne, 2001)

The impact of the motivational properties of tasks on employee attitudes and behaviors has received considerable attention in recent years (Mowday & Steers, 1977). They reviewed several models of job design that forecast that employees on high scope jobs will report higher levels of job fulfillment and exhibit higher job performance and lower levels of

turnover and absenteeism than will comparable employees on low scope jobs. This indicates that autonomy and choice fuels better performance and fulfillment.

While interviewing a few people we found Co-creating a vision and then strategizing on necessary methodologies provide higher fulfillment and job satisfaction. They would also foster emotional engagement to the tasks. Co-creation of vision and building strategies for action by a group does not record much research. Therefore this gap in literature needs to be explored.

Research also brings contrary opinions to this in a (Beer, Eisenstat, & Spector, 1990) study spanning almost four years it was found that companywide change initiatives with the backing of the corporate did not succeed in fostering desired change. Such programs which had top leadership sponsorship were often looked on as unwarranted intrusions at the local level and failed to deliver. It was termed fallacy of programmatic change. In fact, the finding was rather counter intuitive. The change programs which succeeded were ones which began at the periphery of the organization started on a small scale in a few plants away from Headquarters and led by the local general managers. It was attributed the fact that change is about learning and learning is best at the scene of action and competition and best therefore led by local leaders who are in the thick of it.

The findings have interesting connotations. One of the major issues is how to see that the local units are empowered to work from choice and strategies emanate from their thoughts and knowledge and how the top is involved in providing the resources, wisdom and support which only the corporate can provide. These issues in HPCL change initiative had been largely addressed. But the gap in research is clear in terms of studying when change initiative is supported and happens both from the top and also strategy action initiated on a bottom up basis where the strategy was created by the frontline people.

Strebel (1996) states employees and organizations share a relationship which enjoy reciprocal responsibilities. He terms them “personal compacts”. Corporate change initiatives alter the compacts. Unless managers draw up new terms and coax employees to take them, it is impractical for managers to suppose employees fully to buy into changes. As results all too often prove, dissatisfied people will weaken their managers' authority and well-made plans. However, the researcher talks of observed initiatives in which personal compacts were effectively altered to aid key change. He identifies the common dimensions of the compacts as formal, psychological, and social.

The formal dimension of a personal compact is the most familiar aspect of the relationship.

What am I supposed to do for the organization?

What help will I get to do the job?

How and when will my performance be evaluated, and what form will the feedback take?

What will I be paid, and how will pay relate to my performance evaluation?

Employees determine their commitment to the organization along the psychological dimension of their personal compact by asking:

How hard will I really have to work?

What recognition, financial reward, or other personal satisfaction will I get for my efforts?

Are the rewards worth it?

Along the social dimension, an employee tries to answer these specific questions:

Are my values similar to those of others in the organization?

What are the real rules that determine who gets what in this company?

(Strebel, May-June 1996)

It is interesting to look at how the formal, psychological and social dimension played out when people co-created the vision, collectively formulated the strategy and balanced scorecard to implement the strategy in HPCL.

Change Management in a company often mean new strategic goals like in a merger and acquisition case. Employees may also experience increased workloads resulting from the assignment of new work tasks on top of existing ones, or the introduction of new strategic goals (Schweiger & DeNisi, 1991)

While change is a strategic imperative for employers, it also is vital to note that employees determine the ultimate success of such changes. Negative reactions from employees are adverse predictors as they can sternly hinder the realization of the projected profits of change. It therefore is critical for organizations executing change to better appreciate employees' negative reactions to change in order to manage results more successfully. Significant amount of research corroborates to the fact that participation in planned organizational change is a long, emotionally taxing, and draining process for most employees (Fugate, Kinicki, & Prussia, May 2012).

2.1(k) Need and Methodology of Communicating the Vision:

While reviewing seven leadership theories that explore charisma three essential constituents that are common across the theories came to light, a) communicating the vision, b) having a charismatic personality and c) steps initiated to implement the vision (Baum, Locke and Kirkpatrick, 2008). This establishes the importance of communication of vision from the literature review.

The Leader must articulate the vision, given its legitimacy and capsule it in captivating language to ignite the imagination of people. “Effective leadership is about moving organizations from current to future states, creating visions of potential opportunities, instilling within employees commitment to change and shaping new cultures and strategies,” (Bennis & Nanus, leader, 2003).

Communicating the vision is the first step to creating intrinsic motivation (Kaplan & Norton, Alignment, 2006)

Lofty visions do not necessarily translate into effective local actions (Kaplan and Norton, 1996). Kaplan and Norton talk about the need for effective translation of vision into daily actionable initiatives. (Kaplan & Norton, The Balanced Scorecard, 1996). Peter Senge et al, (2007) talk of the even without an exact implementation plan the vision can help people join it and make the vision a reality. Leaders who excel in the process of visioning, have complete integrity between talk and action and work to embody the core values and ideas of the vision (ibid.) The author talks about a different form of vision communication which is participative and also talks about the fact that vision needs to precede strategy, (Ancona, Malone, Orlikowski, & Senge, Feb 2007).

Followers need to see a vision to connect with it, which is why the great communicators harness imagery to amplify the power of their message. Storytelling gets much more mileage than fact-spewing. However, the best representation of a vision occurs when a leader embodies it. People sooner follow what they see than what they hear. When a leader is ablaze with passion, people invariably are attracted to the flame, (Maxwell, 2011).

The literature points to two schools of thought on vision. The first school opines that the primary responsibility of articulating the vision lies with the leader. Bass called such leaders transformational. The other school of thought primarily led by Senge (1990) is the need for co-creation of vision as the epitome of visionary process.

The different stages of an organization in articulating a shared vision are defined by Senge. He recommends us to objectively assess which stage best describes the organization now. Then he advises to develop a plan to move to the next stage using the strategies outlined in the following pages. The five stages are:

Telling: The boss tells the vision and expects the people to follow and execute it.

Selling: The vision of the leader would need organizational buy in and the leader makes effort in that direction

Testing: The "boss" has an idea about what the vision should be, or several ideas, and wants to know the organization's reactions before proceeding;

Consulting: The "boss" is putting together a vision, and wants creative input from the organization before proceeding;

Co-Creating: The "boss" and "members" of the organization, through a collaborative process, build a shared vision together.

(Peter Senge et al, 1994) state that they follow in the intensive three-day Visionary Leadership and Planning programs they designed at Innovation Associates, articulation of personal vision comes first. Second, evolving from personal vision is sense of organizational and shared vision. (Senge, Kleiner, Roberts, Ross, & Smith, 1994).

At HPCL we chose the co-created visioning process as espoused in the Fifth Discipline Field Book and the Innovation Associates. The Fifth Discipline Field book mentions Innovation Associates Process as the one recommended for co-creation. The Process recommends the creation of the personal vision first and then the organizational and thereafter the team vision to ensure connect and alignment between self, organizational and team visions(Senge, Kleiner, Roberts, Ross, & Smith, 1994). We would also explore the process of co-creation, the themes in the vision, its results and how its co-creation was linked to the quality of individual and collective ownership of the vision objectives.

2.1(l) Linkage of Personal Vision to Organizational and Team Vision

Senge talks on how the personal vision is the framework of commitment to organizational vision when the process involves co-creation. If the co-created vision is anchored in the personal visions, the organization becomes the platform for people self-realization. They do not think of themselves as instruments but active participants in creating the organization they aspire for. Instead of compliance and subservience they become co-travellers in achieving the organizational vision. (Senge, 1990)

2.1(m) Personal Vision

Richard Boyatzis has talked of the “Ideal Self” as the personal vision. He talks of as we express our aspirations as who could I be if I were at my personal best and working effectively a meaningful vision emerges. He states meaningful vision of ourselves and our future engages our desire to move toward that future and gives us the courage to try (Annie, Boyatzis, & Johnston, 2008) . The principles of Intentional Change Theory built by Richard Boyatzis have been used in HPCL extensively. Dr Richard Boyatzis who is a legend in the field of competencies, leadership and Emotional Intelligence has influenced leadership development in the last three decades immensely. The researcher met him several times and using his inputs had used the Intentional Change theory for leadership building and also helped several people draw their personal visions or picture of the desired future for themselves.

HPCL had in 2012 and 2013 i.e. in the last two years had commenced on a major leadership initiative called project “Akshaya”. The researcher was leading the initiative from HPCL. Senior-most leadership (but below the board level, few of those who were covered are now on HPCL board) were coached through a process where they articulated their noble purpose and personal visions first and then assessed their real self with the help of a 360 feedback designed by Dr Daniel Goleman and Dr Ricard Boyatzis called the Emotional Social Competence Inventory to assess the gap between ideal self and real self and then were helped through coaching and mentoring to move closer to their ideal self.

It would be not only interesting but also enriching theoretically to explore the impact of the same on HPCL senior leadership consisting of Executive Directors, General Managers and Dy Managers who have undergone the process for two year. It would be interesting to see how the personal vision helped the person to get in touch with his ideal self, look through the Emotional Social Skill Inventory at his real self and how they worked on action plans to reach closer to that ideal self and if the journey was kindled through intrinsic motivation. The number of people who were covered in this major leadership was forty eight senior executives. The Intentional Change Theory is depicted in the diagram below:

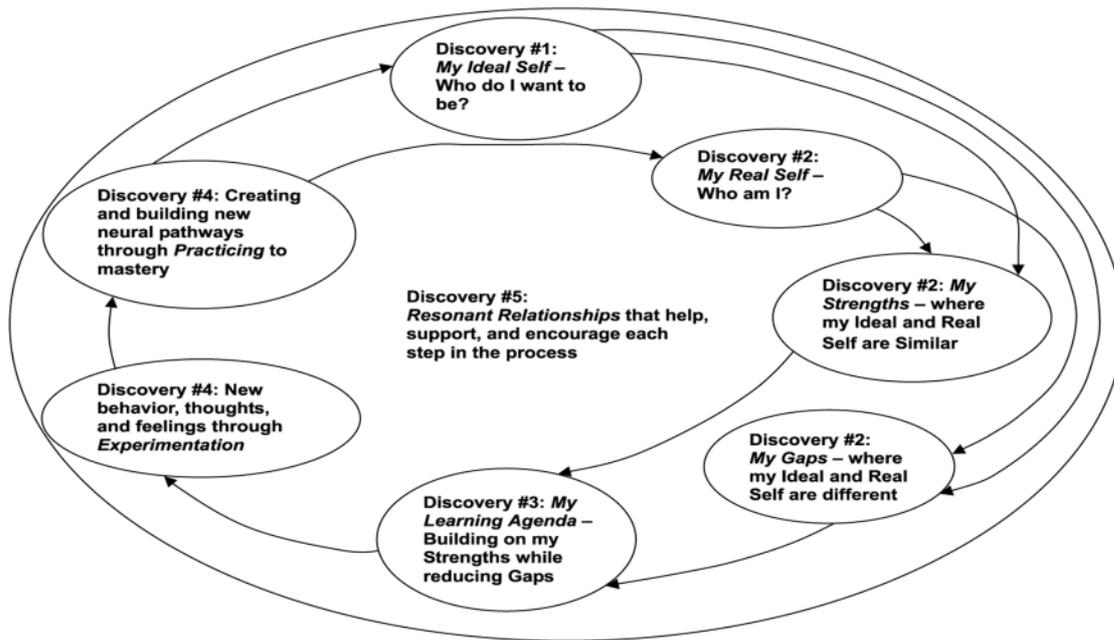
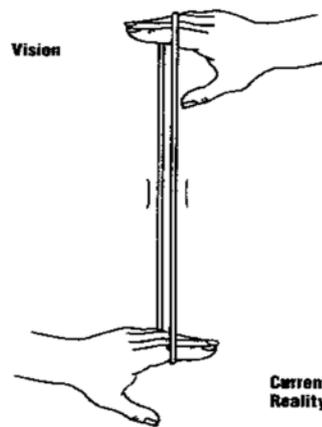


Figure 2.2: Intentional Change Theory

flects our deepest aspirations. He talks that for personal mastery which he defines as continuously enhancing capacity to create the results, for which articulating a personal vision is a must (Senge, 1990).

It is very important that people define the vision with clarity. It is also important that they assess the current reality or current state in relation to the vision objectives. Current Reality is not about knowing the present condition in general but deals with the specific current reality with relation to the vision objectives. The realization that there is a gap between the current reality and the vision objectives produces a structural tension called the creative tension. This creative tension compels us to act to reduce the structural tension which we feel.

Figure 1 The Principle of Creative Tension



Adapted from The Fifth Discipline –The Art and Practice of the Learning Organization- Peter Senge

Figure 2.3: The principle of creative tension

Again, Dr Peter Senge's Principles on the Building of Personal Visions for a true connect to the shared vision was extensively used by HPCL with more than 4000 officers participating in a period of ten years. Dr. Senge accorded special mention to HPCL initiatives on Learning Organization by inviting the researcher to speak to about 400 Indian industry leaders on the implementation of the fifth discipline principles for creating a learning organization in 2007. no other organization in India has put in so much effort and investment in building a co-created vision starting with individual visions and therefore the power of the personal vision would be interesting to explore in its connectivity to ownership to shared vision.

A compelling personal vision is vivid and challenging and stimulates the setting of and commitment to difficult and specific proximal goals. The empirical evidence ascribed to personal higher goals is rather thin (Roberts, Robins, & O'Donnell, 2004), yet many theorists have agreed that higher order goals play a large role in motivation (Bandura, 1997; Locke & Latham, 1990, 2002). Task Objectives and building strategies would be self-energizing if they relate to distal goals derived from personal visions (Masuda, Thomas, & Minor, 2010)

For example, constructing long-term goals has appeared in several literatures including those of social cognitive theory (Bandura), personality theories and social exchange theory (Randall M. L., Cropanzano, Bormann, & Birjulin, 1999) goal theory (Locke & Latham,

1990); and (b) descriptions of companies' organizational vision.(Larwood, Falbe, Kriger, & Miesing, 1995).

The beliefs people hold about their efficacy to exercise control over events that affect their lives, influence their selections of activity, their visions, quantum of effort and determination. The level of efficacy also impacts their resilience, their ability to handle stress, depression and adversity and effects performance (Ballesteros, Nicolás, & Bandura, 2002)

Research on perceived efficacy its role has been commonly directed to the results on individual agency. Social cognitive theory spreads the theory of individual agentic causality to collective agency build through a sense of collective efficacy (Bandura, 1997), by selflessly sharing of knowledge, abilities and resources, and building relationships to work and solving problems together.

Perceived collective efficacy is termed and explained as a group's shared belief in its collective capabilities to shape and implement the actions needed to achieve the desired goals (Bandura, 1997). Unlike individual efficacy, collective efficacy involves interpersonal and social relationship skills. Perceived collective efficacy is thus an emergent construct from the social processes rather than a summation of individual efficacies (Bandura, 2000, 2001).

According to Bandura's social cognitive theory, possible futures and proximal goals that aid in future goal attainments are key elements of human motivation. Peak and distal goals that compose one's personal vision direct, motivate, and sustain self-regulated activity, effort, and planning (Masuda, Kane, Shoptaugh, & Minor, 2010)

2.2 Intrinsic Motivation from Choice Goals (Self Determination Theory) and Achievement Orientation

2.2(a) Distal and Proximal Goals: The Relationship

It is not sufficient to have a vision of the future one cares deeply about (Bandura 1997, Locke and Latham, 1990). Distal goals in the vision would set direction of pursuit. Yet, distant futures would often be thwarted by immediate competing demands and thus be unsuccessful in controlling current behavior. Short term sub-goal focuses efforts on what has to be done in the here and now and therefore turn distal goals into reality. Further, these proximal goals foster

accomplishments which build belief in one's efficacy and beget happiness. These positive experiences create intrinsic interest in the activity (Bandura, 2008).

Albert Bandura (1997) talks of multiple systems of goals which range from proximal to distal goals hierarchically arranged. Proximal goals control immediate motivation and results provide continuing feedback and are connected to personal mastery. In contrast, distal goals define preferred and enduring aspirations that attract individuals toward meaningful destinations.

This treatise is important because in the workshops at HPCL Internal Coaches which included Researcher carried out for more than 5000 people were the distal goals which would attract them to personally meaningful destinations. In fact, at HPCL we created a manual on Personal vision on the lines and the same was appreciated by our then Chairman and Managing Director and Director HR. They also talked on how the personal visioning has helped our employees to become more effective.

2.2(b) Meaningful Goals

Albert Bandura postulates that Positive Psychology is not confined to the mere pursuit of happiness. The striving for satisfaction and well-being must be considered within the broader purposes of life (Bandura, 2008). Further, Bandura has talked of the interconnected elements which lead to self-efficacy. Personal determinants or personal vision can therefore be a powerful catalyst to change.

People sense meaning in their work while pursuing objectives that they find meaningful. Success on such objectives creates sense of personal accomplishment and self-efficacy. They are willing to go the extra mile and negotiate hurdles with sustained effort and energy to attain the future they desire. Bereft of choice on goals, people get bored, apathetic and seek escape from activities. (Bandura,2008)

Mihaly, 1990 says moments that are etched as memorable in our lives are not the passive or relaxing ones but are those where we have worked hard to attain meaningful goals. He has talked about how a challenge which is personally considered worthwhile and which tests our competence and capability can put us in a zone of learning and flow (Mihaly,1990). The researcher has documented numerous experiences to theorize that the term worthwhile is a personal construct of the individual mind, level of acceptable challenge and value of a goal to the individual. The Researcher talks on how happiness does not happen to a person but is created by the person. Happiness results from feeling fully alive by performing to one's potential

(Mihaly, 1990) Also, he talks on the need for clear goals, regular feedback and emotionally engaging goals (Mihaly, 1990).

Research in the last decade has paid cognizance to what motivates an individual; that is their objectives (Deci & Ryan, 2000). The Self Determination Theory has looked extensively at the difference between intrinsic and extrinsic goal contents (Sheldon, Ryan, Deci, & Kasser, 2004), Kasser and Ryan (1996) explained intrinsic goals as personal growth, involvement in community, interpersonal relationships which are emotionally satisfying and therefore inherently rewarding to focus and act on, probably because they directly satiate essential inner needs (Baumeister & Leary, 1995), and positively correlated to competence, and autonomy(Deci & Ryan, 2000).

At HPCL we have been involved in creating the vision process which does take recourse to imagery and the impact of imagery on creating connect with the people would emerge out of the peoples' interviews and should be explored especially since in a co-created vision the images of the future could be shared mental models of the future and its linkage to connecting with the vision is an important construct that should be looked into. Also, each of the team visions which were rooted in the personal visions of the people talked of competence, talked of goals beyond self and organization i.e. community related, articulated goals that related to organizational and people growth amongst others. This are the goals that as per the theory of self-determination intrinsically energizing and would be important to understand their impact in an organization which is a fortune 500 company. It is important to note that review of the literature by Baum, Locke and Kirkpatrick, 2008 found only two cases where charismatic and visionary leaders had impacted business unit performance. Therefore, it is important that the impact of visionary leadership or vision should on business performance be looked into. The areas of business performance which showed improved results were subordinates perception of their managers as higher on intellectual stimulation, charisma, recorded improved commitment to the company by the subordinates and some unit level financial results.(Barling, Weber, & Kelloway, 1996).

At HPCL, pursuit of goals which were derived from co-created vision, resulted in meaningful goals and led to intrinsic motivation.

Outcome expectancy has been explained as an individual's estimate on whether a given behavior would lead to the desired outcomes. Efficacy is categorized as the conviction that

the individual can execute the behavior to get the expected outcomes. Thus outcome and efficacy expectations are different, since people can believe that a process or action can lead to certain outcomes, but need to believe that they can perform such activities in order to have self-efficacy(Bandura, 1977)

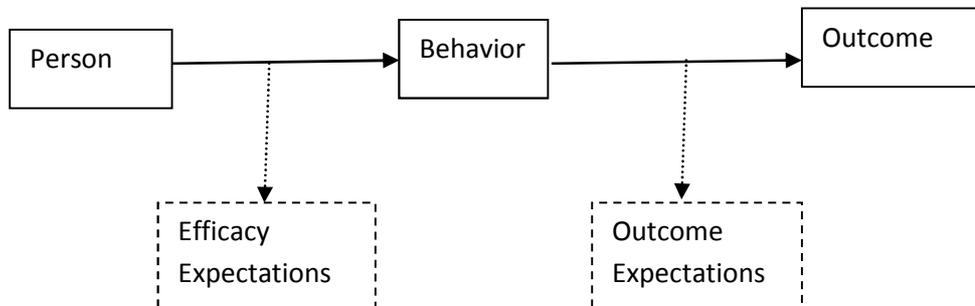


Figure 2. 4: Diagrammatic representation of the difference between efficacy expectations and outcome expectations adapted from Bandura 1977 –Self Efficacy.

The theory is applicable to the work at HPCL. Dr Peter Senge (Senge, 1980) talks of personal mastery as enhancing capacity to create the results we desire. This model is very closely related to the theory where we have to not just believe in the outcomes but also in ourselves in terms of capability to achieve the outcomes. It would be interesting to see how; after vision creation people designed action strategies to achieve capabilities to reach the desired outcomes and if they led to increased individual and collective efficacy.

2.2(c) Visionary and Transformational Leadership: Creation of Meaningful Goals

The central role of leaders is to energize people to accomplish great results. The researchers talk about how leadership is the art of influencing effectively. Influencing should be in the pursuit of organizational goals(Vroom & Jago, 2007). Theories on Transformational and Charismatic Leadership espouse that leaders go about this emphasizing the valence of effort and inviting participation to help create a sense of collective identity, enhance people’s self-worth and self-esteem (Shamir, House, & Arthurt, 1993)

Research explains that when leaders involve visionary behaviors, followers set goals which are intrinsically inspiring and value congruent. The relationship between and job and life satisfaction has been researched. In a study by Bono and Judge it was observed that it was possible to become more satisfied with the job if the goals chosen were right goals. Also, people who had enjoyed high core self-evaluations were prone to choose goals which would make them happy in the job and their lives. Also, choosing self-concordant goals partly explained their dispositions and feelings of achievement and fulfillment(Bono & Judge, 2003).

Research has surprisingly also suggested that transformational leadership is not always related to motivating higher performance among followers. (Grant A. M., 2012)

In HPCL we had through co-creation worked on distributed leadership building and collective efficacy. The above literature helps us to realize the need for going beyond the theory of transformational leadership as a person to one that is a process and where every participant had an opportunity to define the destiny of the organization

2.2(d) Emotional Disengagement

Employee disengagement costs. It cost the US about 350 billion dollars as estimated in 2008 in terms of employee turnover, lost productivity, theft and accidents. In the continually increasing competitive scenario employee engagement is the competitive edge (Allan Schweyer, 2009).

But, employee disengagement does not penalise U.S. A alone. It is true for India and our business organizations as researched by Gallup. Their research in India have recorded significant employee disengagement,(Chaturvedi, 2010).

The connect between clarity of goals and employee engagement is established and the first question related to measurement of employee engagement in the Q12 by Gallup, 1999. The twelve questions that Gallup found connected to creating engagement came from extensive

empirical research that covered over a million employees in the quest to understand what creates an engaging environment.

The Q12 questions

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities to learn and grow?

These twelve questions determines the level of employee engagement. Research also empirically established the connect of employee engagement to Employee Productivity, Profitability, Customer Engagement, Employee turnover or attrition and Safety (Buckingham & Coffman, 1999)

Interestingly in questions in Q12 which talk of clarity on expectations, is also brought out in several other researches like Minaly Csikzentsmihaly, Locke and Latham (Csikzentsmihalyi, 2003), (Locke & Latham, New Directions in Goal-Setting Theory, 2006). Also, several other questions like the materials and tools to do my job right talks about the manager conversing with the employee to find what she needs to do the job right. This is more in line with the autonomy that is needed for self efficacy and in a team for collective efficacy (Ballesteros, Nicolás, & Bandura, 2002). Similarly questions on opportunity to do the best everyday talks of using one's talents regularly which is also close to the theory of autotelic or intrinsically (Csikzentsmihalyi & LeFevre, 1989). Similarly, questions about appreciation, caring received from others increasing belongingness and is related to in theories like Organizational Justice where colleagues are talked about attending carefully to another employees needs (Randall M. L., Cropanzano, Bormann, & Birjulin, 1999). Similarly the best friend at work talks of positive social environment that is critical for superior performance which has been brought out in research (Katzenbach & Smith, 1993) The last two questions related to feedback on progress and an opportunity to learn and grow relate to the the inherent and innate need to grow and evolve as a person (Coffman & Molina, 2002)(Buckingham & Clifton, 2004).

Since Gallup Q12 Intervention had been initiated with a significant no of teams and who had also been involved in the visioning process, It will be explored on what were the emergent factors as they implemented the Gallup Q12 philosophy.

2.2(e) The High Performance Matrix- Performance Management System:

High Performance Cycle begins with setting of challenging and acceptance of goals by organizational members. High challenges lead to a sense of enhanced self- efficacy and high expectancy. Such goals would need commitment of the people without which the high performance cycle would not work. Importantly, research indicates that commitment is not necessarily due to participation in goal-setting process. Goals when assigned by people in positions of authority could lead to high accomplishments (Locke & Latham, 1990).

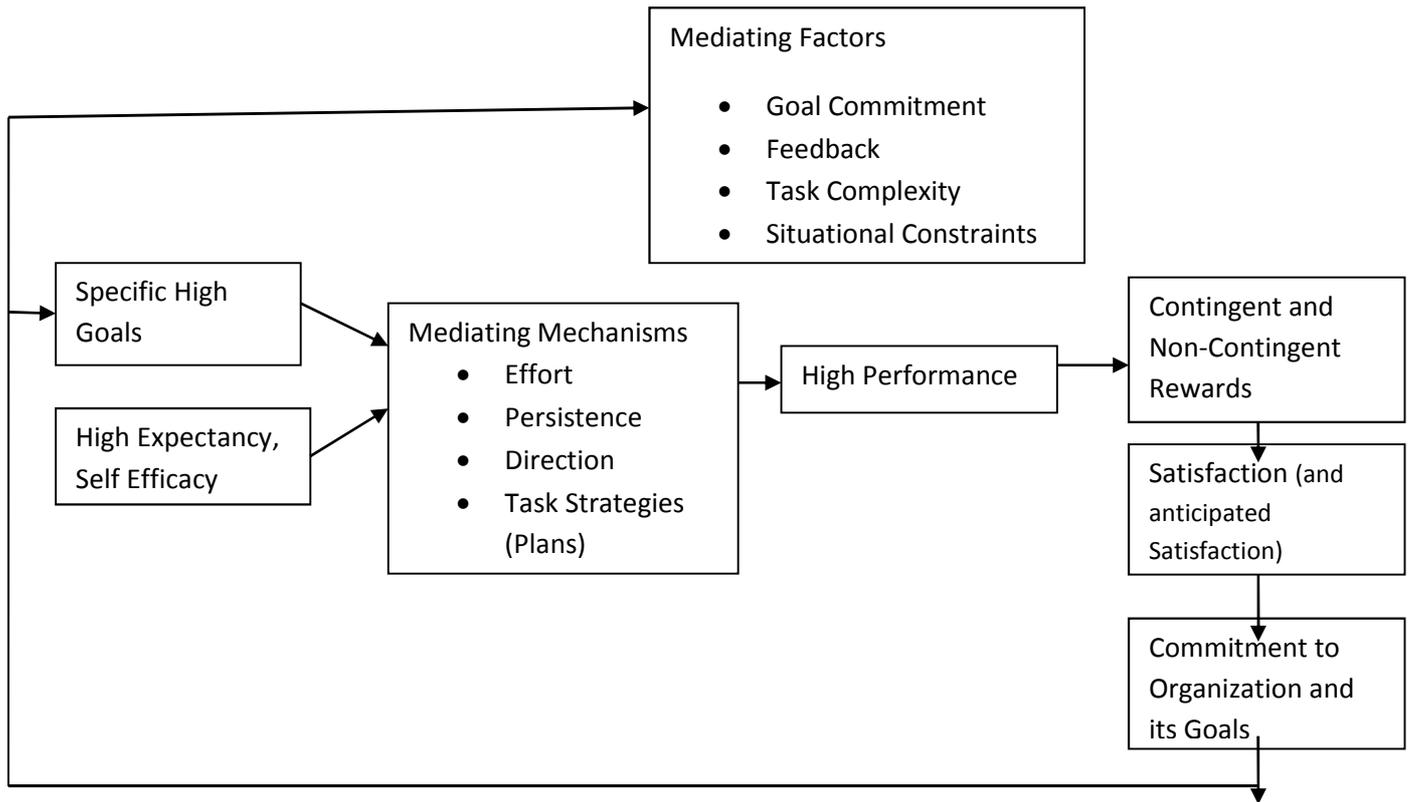
One of the counterintuitive research findings by Locke and Latham over decades has been the surprising fact of participation in decision making not being linked to performance. The researchers have maintained that participation in decision making does not improve performance. The conditions where they advocate employee participation in decision making are where employees have sufficient domain knowledge to make a useful contribution, during the preparation of sub-goals and strategies for attaining larger goals in the vision, mission or strategy to get new sources of expertise on a subject. (Locke, Schweiger, & Latham, 1986).

The researcher view that vision talks of the desired future and since future is amorphous, uncertain, nebulous and vague to claim expertise and knowledge of the future is to claim the status of a Nostradamus. In such times, as creating a vision it is all the more important that the leader and his followers explore and articulate a co-created vision with the participation of every employee.

Research further indicates that level of performance is dependent on the quality of commitment. Commitment is impacted by three determinants a) External factors - authority, peer influence and external rewards, b) Interactive factors viz. participation and competition and c) Internal Factors viz. expectancy and internal awards. Increased levels of goal difficulty, which seem beyond the capability of the people, can erode self-efficacy and commitment (Erez & Zidon, 1984). Task goals serve two functions.

First, task goals stimulate the search for or use of strategies needed to accomplish distal goals (Locke & Latham, 1990). Second, task goals provide a standard for evaluating the effectiveness related to the strategy used or the effort allocated to pursue such goals.

Research talks about for high performance ecosystem where people start with high goals and self-efficacy. This combination results in high performance. People must set challenging goals and must have or develop believe that they have the skill and ability to achieve the challenging goals (Locke and Latham, 1990). A model of high performance as hypothesized in a diagram by Locke and Latham is reproduced below:



Adapted from (Locke and Latham, 1990)

Figure 2. 5: Goals & Self Efficacy

The above model talks that beyond specific goals and self-efficacy, to impact performance goal commitment is necessary. Feedback is critical to good goal monitoring processes. Feedback helps us to understand how we have performed against a standard (Strang, Lawrence and Fowler 1978). Without feedback people do not have a proper appraisal and so do not take action for correction. Situational Constraints must not inhibit goal attainment (Peters & O'Connor, 1980).

The situational constraints were listed by the researchers as inadequate job related information required to complete the work, necessary tools, equipment, materials and supplies, Budgetary commitment, help from others, preparation time for the task, time availability and the work environment. These factors if not addressed would impede performance and results. Situational constraints are aspects of work place which inhibit people from giving full expressions of ones skills and motivation at work (Peters, Chassie, Lindholm, & Kiline, 1982).

The first effort was to understand the constructs of coaching and their relationship to the work that Internal Coaches carried out at HPCL.

2.2(f) Coaching Definitions:

‘International Coaching Federation one of the premier bodies on coaching and arguably the most well-known in the field of coaching defines coaching which is reproduced below:

‘ICF defines coaching as partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential, which is particularly important in today’s uncertain and complex environment. Coaches honour the client as the expert in his or her life and work and believe every client is creative, resourceful and whole.’

‘Coaching is defined as “a short- to medium-term relationship between a manager or senior leader and a consultant (internal or external) with the purpose of improving work performance” (Douglas & McCauley, 1999).’

‘Coaching is unlocking people’s potential to maximize their own performance. Building awareness, responsibility, and self-belief is the goal of a coach. (Whitmore, 2009)’

2.2(g) Coaching and Coaching Process:

It was found in a study involving 300 US companies that one-on-one mentoring, apprenticeships, team coaching, peer coaching, executive coaching, action learning, and structured networks are major coaching initiatives in many organizations.

‘Organizations with initiatives in place tended to employ more individuals and have larger sales volumes than organizations with no programs in place’ (Douglas & McCauley, 1999)

“Coaching helps build leadership pipeline (Boyatzis, Smith, & Blaize, 2006), changes behaviours for enhancing effectiveness and superior results (Atkinson, 2012), development of executives through one to one conversations (Haan, Day, Sills, & Bertie, 2010)

“A coach has several roles to perform. The main objective is to develop the person being coached. This can be achieved through increasing self-confidence, identifying suitable topics for coaching and developing planned tasks as part of job knowledge.

Coaching is not, however, telling someone what to do and how to do it. Occasionally, it involves overseeing what is being done and advising how to do it better” (Fielden, 2005)

“Coaching aims to enhance the performance and learning ability of others. It involves providing feedback, but it also uses other techniques such as motivation, effective questioning and matching your management style to the coachee’s readiness to undertake a particular task. It is based on helping the coachee to help her/himself through dynamic interaction – it does not rely on one way flow of telling and instructing.” (Landsberg, 1996)

The preferred style of executive coaching in person coaching, confidential to enhance leadership attributes to help the key executives to perform consistently at their potential and beyond (Milojkovic, 2001)

Executive coaching is an experiential, individualized, leadership development process that builds a leader’s capability to achieve short and long-term organizational goals. It is conducted through one-on-one interactions, driven by data from multiple perspectives, and based on mutual trust and respect. The organization, an executive, and the executive coach work in partnership to achieve maximum learning and impact (Ennis & Otto, 2003)

2.2(h) Purpose of Coaching

Purposes of coaching is defined in Executive Coaching for Results as under: (Underhill, McAnally, & Koriath, 2007)

- Leadership Development
- Leadership Transition
- High Potential Retention
- Performance Issues
- Career Coaching
- Life Coaching
- Content-Specific Coaching

HPCL had set up a team of internal coaches who were entrusted with carrying out the process of co-created vision building at HPCL for SBUs and teams and also helping them with strategy building and other HR initiatives for creating a customer centric organization.

They had trained initially for months in the HP Management Development Institute and then for years learned as they worked on the organizational transformation initiative. They spent

time together, shared and learned from each other during the period. The researcher in line with grounded theory norms looked for relevant literature on the advantages of internal coaching:

The pros and cons of external versus internal coaches are brought in literature as under:

Table 2.1 – External and internal coaches

External coaches are preferable:	Internal coaches are preferable:
For providing sensitive feedback to senior business leaders. For political reasons, this can be difficult for internal Coach	When knowing the company culture, history and political is critical
For bringing specialized expertise from a wide variety of organizational and industry situations	When easy availability is desired
When an individuals are concerned about ‘conflict of interests’ and whether confidentiality will be observed	For being able to build up a high level of personal trust over a period of time
For providing a wider range of ideas and experience	For not being seen to be ‘selling’ consulting time
For being less likely to judge and being perceived and may be as more objective	For keeping costs under control –less expensive

Source (Jarvis, 2004)(Fielden, 2005)

2.2(i) Definition- Internal Coaching:

Contemporary research has acknowledged the rise of coaching and mentoring as an effective method for supporting work place learning. Internal coaching is a one to one developmental intervention supported by the organization and provided by a colleague of those coached trusted to deliver a programme yielding individual professional growth (Carter, UK)

Several Databases like EBSCO available with HPCL, Google Scholar etc. were used to explore in literature along with books on the subject of coaching. There is no material on how a team of internal coaches entrusted with work related to organizational transformation worked from the organizational and coaches’ vision. Yet there was significant amount of material on executive coaching both by internal and external coaches, development process of coaches and the

available literature is used to bring some of the significant findings on internal coaching. The salient recurrent themes have been brought out in the earlier paragraphs.

The above definitions help us understand that the coach's primary responsibility is improving work performance of an individual. The objective of the coaches at HPCL was to transform HPCL from a bureaucratic set up to being customer centric. To that extent research literature does not bring out cases where a team of coaches were trained to conduct co-created visions, strategies and drive organizational change. Organizational transformation as a task for a group of internal coaches does not find mention in literature. Yet, some of the constructs of coaching could help us to understand the theoretical expectations of work done by coaches and the processes that are effective for coaching. Also it was heartening to note that internal coaching had certain advantages like trust of the employees.

As the case for the internal coaches was creating organizational transformation the positives mentioned in literature for internal coaches were pertinent. It was critical coaches knew the culture of the company, as also they were to be available as required by the company, and needed to be also believed as not selling a concept for consulting gain.

.2.2(j) Achievement Orientation construct

Achievement Orientation as a construct has attracted several researchers (Fineman, 1977). Achievement has been described as focus on accomplishment or task completion. Level of achievement motivation denotes the course of setting goals and targeting to achieve what one sets out to attain. Murray the pioneer on the concept of Achievement Motivation defined it(nAch) as the desire or tendency to do things rapidly, and/or as well as possible something difficult, to overcome obstacles and attain a high standard or excel oneself, or do rival and surpass others. Questionnaire by Mehrabian to measure Achievement orientation were clustered around two themes i) trying to do something well and ii) striving for success (Murray, 1938, Mehrabian 1968 Fineman, 1977)

The Multi Motive Grid introduced to measure the three motives Achievement, Affiliation and Power lists questions for ascertaining nAch which relate to a) Confidence of the person

in ability to do the work (Self-Efficacy as proposed by Bandura) and confidence of success at the job(Sokolowski, Schmalt, Langens, & Puca, 2000).

Pioneering work on achievement orientation was carried out by Dr. David McClelland at Harvard and Boston Universities. What gives his studies an added thread of association is that significant work on achievement orientation and its development was explored and experimented in India. McClelland in the landmark book “Achieving Society 1961” related achievement orientation to entrepreneurial drive and economic growth. Economic growth of an organization especially in the downstream oil sector (marketing and refining) is very much dependent on the government policies and therefore situational constraints apply to making very large profits or profits. However, the characteristics of people with high achievement orientation that he listed by research is interesting. People with high achievement appear to be interested in excellence for its own sake than for rewards of money, prestige or power. He also brought out that people with high achievement orientation would have greater future time perspective.

Another important and significant finding was that the motive of achievement orientation was not rooted in the biology or DNA of the person and therefore not a fixed quantity. Further even adults could learn and develop achievement motive. This was important since psychoanalytic framework propounded by Sigmund Freud and later by others which took the world of psychology by storm, talked about personality characteristics and motives were laid down in early childhood in a lasting form. His experiments in enhancing achievement orientation in India in a place called Kakinada (Andhra Pradesh) helped establish that achievement motive can be learned and developed (McClelland & Winter, 1971)

Achievement orientation denotes the extent to which people long to succeed and excel at challenging tasks, and surpass others on that job (Greenberg & Baron, 2000 as cited by (Lim, Srivastava, & Sng, 2008)). Achievement goal theory is, at present, the predominant approach to the analysis of achievement motivation(Elliot & Harackiewicz, 1996).

Research in recent times has linked achievement motivation to analysis of the individual’s goals which cause competency-relevant activity(Ames, 1992). Research has further established connect

on cognitive, affective, and behavioral outcomes with goals (Ames, 1992; (Elloitt & Dweck, 1988).

An outcome that has significant meaning for organizations and to this research is intrinsic motivation or joy in an activity for its own sake(Cordova & Lepper, 1996)(Deci & Ryan, 1985)Intrinsic motivation has been acknowledged by several researchers as a fundamental aspect of adaptive self-regulation in the achievement domain. It is interesting to note that intrinsic motivation led to setting of more challenging goals which is a specific attribute of achievement orientation, (Iyengar & Lepper, 1999)(Deci & Ryan, 1985).

Autonomy and promoting competence or capability has been established to facilitate an internal locus of control and perceived competence tend to increase intrinsic motivational literature (Deci & Ryan, 1985).

Our Current desires are important for future success. Humans adaptive ability is linked to future thinking and an individual can hold in his mind a goal and strive persistently and tirelessly to accomplish it (Suddendorf & Corballis, 2007).

Organizational commitment Mowday et al. (1982) defined the concept as the strength of an individual's identification with the goals of an organization.. It is about positive involvement, which is integral to developing shared goals and objectives in a particular organization. Steers (1977) viewed organizational commitment as an employee attitude and as a set of behavioral intentions; the willingness to exert considerable effort on behalf of the organization and a strong desire to maintain membership of the organization. Organizational commitment has also been viewed as a dimension of organization effectiveness which contributes to increased effectiveness through work performance and reducing turnover (Scholl 1981,McDermott et al. 1996).Besides being variably defined, organizational commitment has been extensively studied and was found to lead to beneficial organizational outcomes and considered desirable (Reiches 1985). Research has shown that increased commitment improves work performance and reduces absenteeism and turnover (Steers 1977), which are costly to organizations. In Dutcher & Adams' (1994) study of staff perceptions of the work environment, management support was given as a reason for staying at their agencies.

Several researches have discussed the relationship between self-esteem, self-efficacy and performance. In turn, self-esteem affects subsequent goal achievement; high self-esteem increases coping, and low self-esteem leads to avoidance. Based on this concept for achievement orientation to be positive self-esteem and self-efficacy would need to be a part of the construct.

Goals have been divided into two types one is task or performance goals and the other is mastery goals. Mastery goals intrinsically motivate behaviors and are those that are not motivated by rewards or physiological drives and for such goals the reward is the joy derived from associating with the activity that arises out of the mastery goal (Deci & Ryan, 2008).

Spencer et al, talk about setting challenging goals and persistence of efforts as the higher levels of behavior depicted in Achievement Orientation Competence. The challenging goals are deemed to be achievable by the person with a 50-50 chance of accomplishment. Setting less challenging goals which are safe does not motivate the achievement oriented people (Spencer & Spencer, 1993)

Goleman and Richard Boyatzis in the research on Emotional and Social Competency Inventory have defined Achievement Orientation as striving to meet or exceed a standard of excellence. They found that people who demonstrate this competency look for ways to do things better, set challenging goals and strive to achieve them. The Emotional Social Competence Inventory questionnaire for assessment of competencies is based on extensive research. The attributes measured in the 360 degree questionnaire are imitation to improve personal performance, setting challenging goals and striving to achieve them.

In HPCL, the vision seemed to energize the people and we would like to look at how the vision promoted mastery goals and also if the performance goals necessitated or facilitated mastery goals and that would be an important finding and a good reason for organization to facilitate the process of vision co-creation. Visions create challenging goals collectively agreed upon. They are not impossible and yet challenging. The challenge would compel people to look at mastery goals and encourage capability building to achieve the goals.

2.3 Need for Building Customer Focused Strategies

- **Listening to Customers**

“The aim of marketing is to know and understand the customer so well the product or service fits him and sells itself.” — Peter F. Drucker

“There is only one boss. ‘The customer’ and he can fire everybody in the company from the chairman on down, simply by spending his money somewhere else”. --Sam Walton

The above two quotes represent the convergence of thought between a Top Theoretician and an Outstanding Business Professional on the pivotal role of customer need assessment in building organizational strategy.

HPCL is primarily an Oil Marketing Company. In hundreds of visions created at HPCL from the corporate level to the market facing teams at the regional office level the visions articulated had customer focus and customer delight as a core element. It was but natural that customer oriented strategies look to creating value for the customer.

Michael Porter arguably the most important influencer and well known theorist in the field of strategy states that companies to outperform rivals must develop competitive edge it can sustain. He states further that companies must provide higher value to customers or provide equal value at lower cost or both for developing and sustaining the competitive edge. (Porter, 1996)

Slater has theorized that higher value accrues to the firm which that have a customer value based organizational culture complemented by knowing the customer and their needs on a dynamic basis and which is able to deliver value on such ascertained needs. Thus firms working on customer value based theory must have knowledge of customer needs and processes to deliver such needs (Slater, 1997).

Business Enterprises which focus deep into customer needs and wants constantly think of ways of doing activities faster, cheaper and better. In the process such enterprises become indispensable for customers(Vandermerwe, 2004). Kotlertalks of marketing as a continuous effort to finding and stimulating buyers for the business firm’s output. This he felt necessitates in business organizations that are progressive a process of continuous attentions

to the changing needs of the customers and modifying products and services to meet the dynamic customer needs (Kotler & Levy, 1969).

Organizations with increasing customer awareness and the emergence of a large service sector customer awareness is leading to customer oriented strategies.

Companies in times have been forced to introspect and build market strategies with customer needs as the central theme. Customers are rapidly changing preferences and products and services need regular updating and change to appeal to them. An organization which alive to the changing needs of the customer and nimble footed to accommodate the needs in the products and services could hope to garner the loyalty and increasing its share of the customer's wallet. (Yao & Jen, 2012)

Listening into the customers' unmet needs represent a powerful system of analyzing needs to create new business platforms through market strategizing. General Motor spends tens of millions of dollars per year to listen to the customer and to design products that would meet their needs. The profit and increase in revenue collections from creating products and services based on unmet customer needs yield good profits and generate additional revenue. Methods such as customer focus groups, ethnographic methods, clinics amongst other methods are used to understand the customer needs (Urban & Hauser, 2003).

- **Collaborating with Customers**

An important channel of communication to marketing firms is customer visits, which allow face to face conversation. The benefits of customer visit programs in relationship marketing communication were researched by McQuarrie (1991). Research has also validated that customer visits create and cement relationship with the business firm as also supplement the research efforts. Customer visits cement associations and supplement research efforts but the visits cannot be the sole domain of marketing people. It was found that the biggest benefits occurred when cross functional team members visited the customers, and companies like Hewlett Packard have pioneered this concept for market research. The days when only high level executives visit customers and others receive second hand inputs from them on customer needs are over. Similarly marketing executives are not the lone bookkeepers of customer needs and therefore restricting visits to customers by marketing people is not holistic view of solving customer problems. Further only Tier 1 or top customers merit visit is an old paradigm as benefits to collaboration may arise from any customer. Further we

need to coordinate and leverage these visits for improving our customer offerings or solutions. (McQuarrie E. E., 1995)

The above have huge significance because consequent to our visions, hundreds of officers in the Strategic business Units of HPCL visited the customers in cross functional teams and that helped us forge solutions that were customer centric and it would be important for me as the researcher to understand how the dynamics of such interactions led to more customer focused solutions and built also commitment in the employees.

Customer visits as research opportunities:

Customer visits may encompass the goals of problem solving and relationship management. But a very fruitful outcome of customer visits would be research. Manufacturing units can send executives to customer sites resulting in market intelligence, better utilization of complex machinery and troubleshooting of long standing problems. However such agendas are not designed to give good research results. Research should help aim for future action while trouble shooting helps remove present problems. Research should aim at information gathering, discovering customer needs, identifying what new products and services they may need. These processes cannot be outsourced and should be carried out by the company executives in cross functional teams (McQuarrie E. F., 1991).

The above again is important to my research since the Direct Sales SBU which has B to B and B to C Businesses created a team of about 50 officers in cross functional teams from locations and technical personnel who went to customer premises during strategy building from the vision and researched into both existing and futuristic needs.

Business Organizations are today co-opting customers as a way of drawing in their competencies to excel in product and service creation. In the software industry some players have leveraged this extensively. They partner in creating and testing software for true integration with their existing technology platforms and fulfilling their needs in an exacting manner. They often even take help of their customers' ideas to change their product features like Microsoft had 650000 customers test their beta version of Microsoft Windows 2000. This enabled them to take care of the initial glitches and correct bugs. The benefit estimated to Microsoft was in millions of USD (Pralhad & Ramaswamy, 2007).

Customer assistance and collaboration is also noticed with other IT and software firms like Cisco. But IT and Software firms are not alone. Sectors like medicine, automobile, have also been in borrowing customer ideas for improving service and products (Prahalad & Ramaswamy, 2000).

Customer Delight:

Customer delight has been defined as “profoundly positive emotional state generally resulting from having one’s expectations exceeded to a surprising degree” (Oliver, Rust, & Varki, Customer delight: Foundations, findings, and managerial insight , 1997).

Numerous visions in HPCL carried the theme of customer delight. The visions often talked about customer delight through fulfillment of their stated and latent needs. A research into customer delight talks of surprise as a major element. It says that the products and services must have an emotional hook to make the experience memorable. He talks of that emotional hook being created through ‘the unexpected’ or novelty. The unexpected also makes the product or service a distinguisher and a differentiator which could serve to boost the brand, the product or the service. The differentiator which is the causer of the memorable experience would lead to people telling stories about their experience which would serve as word of mouth promotion and also imbibe a sense of pride in the owner of such product of the user of such service (Klein, 2012).

While delighting the customer was found as an imperative in the earlier research mentioned above, counter views have been discussed in literature. In an important research it was discovered that delighting the customers is not as important as satisfying them on the promises made. The research highlights consumer’s impulse to punish bad service more readily than to reward delightful service. The researchers point out that conventional wisdom suggests that customer’s loyalty is often to firm which goes above and beyond the promised level. Yet, their research proves that exceeding expectations during service interaction creates at best increased marginal loyalty. In fact the research also mentions that we need to address the emotional side of customer interactions to enhance loyalty. The researchers have defined customer loyalty as an intention to continue doing business with the company, increase their spending or say good things about it (Dixon, Freeman, & Toman, 2010).

On the other hand (Schneider and Bowen 1999),state that quality to customers in a competitive market is a dynamic variable. We need to continually enhance the customer experience. There is evidentiary justification that mere satisfaction would lead to defection. An example is quoted from Xerox where “totally satisfied” customers expressed their intention to repurchase as six times higher than those who were “merely satisfied”. The researchers suggest that firms must make efforts for 100 percent or total customer satisfaction. They would in fact be better off delighting the customers by going beyond in order to achieve the level of loyalty desired (Schneider & Bawen, 1999).

The literature review on customer delight finds its origins in:-

- a) Affect is a powerful motivator in marketing.
- b) Mere satisfaction was not sufficient to ensure loyalty and other important behavioral outcomes.
- c) Enhanced competition in the business environment.
- d) Increasing significance of customers in a buyers’ market.

It is important that research also explores the employee’s view of the actions and behavior that would result in delightful experience. And important component of any successful interaction with the customer depends on how the frontline employee manages and creates the experience (Barnes, Collier, Ponder, & Williams, 2013).

In view of the above, it became evident to several researchers that firms have to provide elevated quality of service to generate amplified levels of positive emotions to create a feeling beyond customer satisfaction, termed as delight. Employees have a large role in creating the positive affect in the customer through their interactions. Employees may be motivated to service the customer in order to create customer delight to either intrinsic or extrinsic motivation (Deci and Ryan, 1985).

The above is extremely important in view of the fact that large scale action was initiated to manage in HPCL the frontlineemployee’sbehaviors for creating the right kind of experience by the customer. Large scale training, orientation and motivation were induced in the employees for this purpose.

Customer Loyalty and Delight

Oliver’s framework (1997) talks on the connect between cognition-affect-conation. The consumers are expected to become loyal in a cognitive sense first, then in the affective sense,

thereafter in the conative manner and finally in the behavioral manner termed as “action inertia”.

Cognitive loyalty is the first phase wherein the knowledge on the brand attributes available to the customer finds preference in comparison to other alternatives. This phase is termed as “cognitive loyalty” founded on brand reliance. Affective loyalty occurs when a customer develops affinity to a brand on the basis of repeated satisfied usage. It reflects the pleasure dimension and builds commitment on an emotional and experiential basis. The conative loyalty develops by the recurrence of repeated experiences of positive affect for the brand which leads to the commitment to make repurchases. It is close to motivation to the brand out of which the intention to rebuy arises. The final stage is action loyalty where the intention of repurchase is converted into action. This is important because HPCL before embarking on the change management had paid very little attention to building up a brand which would compel loyalty. This research would help me understand the various levels of loyalty that we create in our customers (Oliver, 1999).

2.4 Team and Teamwork

The other theme that is repeatedly articulated in the visions created at HPCL is “team and teamwork.” Since the vision theme was used in both strategy building and strategy implementation, literature connected with the theme assumes high relevance.

Research on the science of building great teams (Pentland, 2012) brings out that it is not the content of the teams’ conversations but the way and methodologies of communication that is important for quality teaming. It appears that three factors – a) Energy – how team members contribute to the common goals, the level of energy they bring, b) Engagement – which stems from the level quality and manner of communication that the team members have and c) Exploration – the level of exploration between different teams that create high performance. The research also highlights traits that successful teams display.

- i. Every team member voice and listen to each other
- ii. Members in their conversation display energy and enthusiasm
- iii. Members relate to each other and not only to the team leader
- iv. Members indulge in conversations not limited to team meetings
- v. Members take breaks and explore outside the team to usher in new information

Two elements which are remarkable in great teams are their methodology of communication and the frequency of face-to-face conversations. Technological Infrastructure like phone or

video conferencing is found to be less effective and the least effective forms are emailing and texting (Pentland, 2012). This is important since at HPCL when the teams were created there was several and regular face to face meetings with members and conversations through dialogue which is the superior mode of conversations and communications took place for years together and even today continues in the form of Business Council Meetings.

A seminal research by Katzenbach et al, 1991, on high performance teams brought out interesting insights. They defined a team as follows – “a team is a small number of people with complementary skills who are committed to common purpose, set up performance goals and approach for which they hold themselves mutually accountable”. They found that the fundamental aspect of a team is its common commitment. Bereft of that they would perform as individual but such commitment would mandate a reason, cause or purpose in which the team members have faith in. It could range from transforming the work processes to creating mutually productive relationships with suppliers and vendors. But the cause must be a cause that moves every person in the team to action. A purpose could be to fulfill a demand or meet an opportunity which could come as a need by the higher management. But the management would need to allow enough flexibility so that the team can set up goals, methodology of approach and time frames in response. The best teams spend large amount of time and energy in forming and creating consensus on the purpose which brings in individual and collective ownership.

This is important since in HPCL cascading the corporate vision upto the team vision achieve exactly this.

Specific team performance goals need to be set up by the team members are a must. Performance goals do lend clarity on the roadmap to action as also facilitates productive conflict and friction in the team for real consensus to emerge. Specific goals channelize focused energy to help update superior results.

A common approach specifies as to how the team could work together to achieve their purpose. (Katzenbach & Smith, 1991), research talks on the need of clear job allocations, task scheduling and of learning strategic skills. As also team operating principles on how to make and modify decisions would have to be in place. The team members would have to

agree on the specifics of the tasks they would handle and how it gels together to amalgamate individual skills for helping the team performance (ibid.)

Research has however also pointed out that teams don't always work (Coutu, 2009). Hackman at Harvard University a well-known authority on the concept of teams, talks of numerous instances where they underperform. The first condition for teams to be successful he says is that they should be bounded. Also, members who are individualistic and prefer to be individual contributors should not be on board. Selecting them or even acquiescing to their requests to join the team could be counterproductive. He also talks how it may help a team to have clear goals to remove the anxiety and stress of performing in ambiguity. The researcher also talks about how familiarity and long standing in the team can improve coordination and better results. Deviants who question the status quo and the assumptions behind the team decisions often help new thinking to arise and get debated on (Coutu, 2009).

Hitchcock (1996) talks of the practical use of visions in teams. His work on the team visions talk about the hurdle that teams face, on how to convert a worthy organizational vision to an agenda for day to day work for a team. The team may be a small unit in the organization and may find little connect between their daily activities and the vision objectives of the organization. There is also lack of ownership of the team members who would be small units in the organization. Team visions created by the team help immensely as the local that is the team members being involved in the team vision creation resonate and relate with it. The vision provides the objectives to work for, the initiatives they would put in to achieve the vision and the capability they need to build to achieve the objectives (Hitchcock, 1996)

Resonant Teams build an asset base and capital of emotional positivity. Leaders, who can do that, are ones, whose people would not desert and also put in their best. People are always feeling something and cannot leave their emotions at home. Research clearly shows that when people are angry, anxious, alienated or depressed their work suffers. Goleman states that a leader could establish norms that the team as a unit has empathy, internally like paying attention to each other, as also externally as to how we relate and how the organization relates to us for enabling the team to manage the relationships with rest of the organization. Also smart teams learn political awareness and are able to influence adequately to get the required resources. Leaders must also learn to create resonance within selves by tuning into their own values, sense making through meaningful goals and lead others authentically, while living

those values as also tuning into other peoples values and aspirations. This creates an environment where others also tune into the leaders values and goals and a climate is created where people create a shared purpose. This releases energy in people and creates resonance (Goleman, 2002).

To build a team of highly effective people we need to look at not only qualifications but ascertain their capability to get along with people. Sometimes it is important to add by subtraction, for eg. if a person is not the best in terms of team work it is better to let her go (Ryan, 2012).

Team work is casually linked to organization performance. Total Quality Management (TQM) and Total Productive Maintenance activities are dependent on the quality of team work. Senge, 1990 talks of team learning and team work as critical to organizations. Francis and Young, 1979, talks of team as “an energetic group of people committed to achieving common objectives, who work well together and enjoy doing so, and who produce high quality results”.

Johnson and Johnson, 1991 state “a team is a set of interpersonal relationships structured to achieve established goals”. Performance has been the hall mark of good teamwork. Stott and Walker, 1995 (Stott & Walker, 1995) have termed three factors as connected to performance – A) Ability, B) Work Environment and C) Motivation. The performance was expressed by:

- $Performance = f(ability \times motivation \times environment)$

A shared vision has been also considered a very important factor for dream teams who have very high levels of performance (Richards & Mogers, 1999). Katzenbach, 1994 talks about the need for teams to have its performance opportunities defined. Teams don't happen if the primary objective is building a team. Clarity and compelling performance objectives, which reflect a collective challenge demands effort and multiple skills, produces the required commitment. This cannot be replaced by a desire for team work, cooperation or togetherness since the primary objective of team is performance. It is also necessary that team members be selected on basis of their skills rather than on merit of their status (Katzenbach & Smith, 1994).

2.5 Building a strategy execution matrix – the Balanced Scorecard (BSC):

Measurement is an essential process of strategy. Without measurement it is not possible to ascertain or progress and remain without feedback. The Balanced Scorecard provides business firms, amongst others, a robust framework to translate the organization's strategic objectives into a meaningful set of performance metrics. The scorecard presents the organization to think of measurement of strategy in a novel way. It links the financial expectations with customer value propositions which then drives the objectives in the processes of the organization and directs strategic capability building. The causal linkages between profits – products – processes – people help understand the strategy in its entirety. Measures and targets thereafter enable the executives to understand what and how strategic capabilities will be built to run the desired processes for achieving the customer value proposition in order to make the desired profits (Kaplan & Norton, 1993).

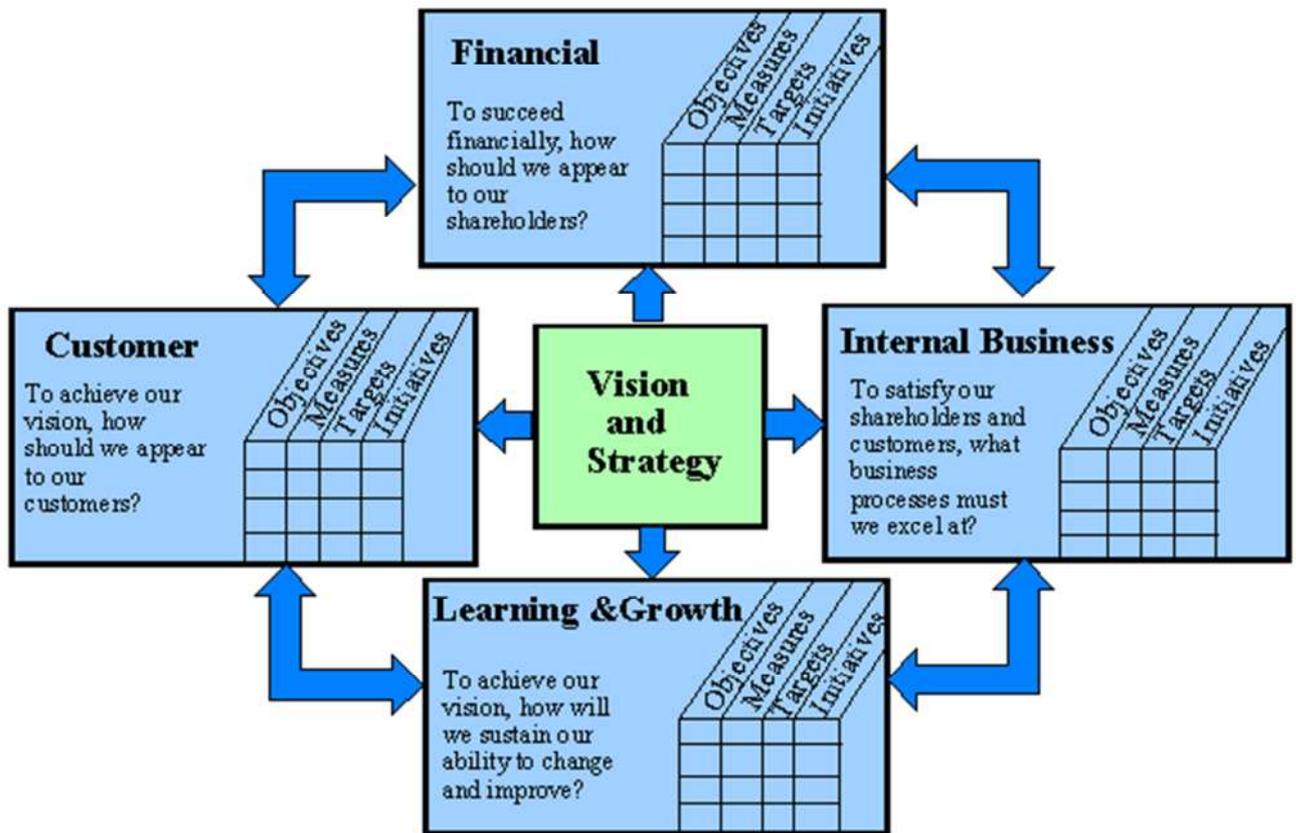
Kaplan and Norton explain the Balanced Scorecard of multiple perspective measurement as important and provide the analogy of a pilot flying a modern jet airplane with multiple instruments rather than a single one. Just like a modern aircraft cannot fly on fuel gauge alone. With increasing complexity in business, strategy and strategy measurement must be holistic. They talk about how companies from the 1850s to about 1975 benefitted primarily from scale and scope. (Kaplan and Norton, 1996)

In the article “The Enduring Logic of Industrial Success”(Chandler, 2001) this philosophy of scale and scope has been critical component of success. The researcher talks of how Standard Trust in 1881, owned by John D Rockefeller could through by dint of scale bring down cost of production. He also mentions other examples with similar results (ibid.). In the information age of today competitive edge comes from mobilizing and leveraging of intangible assets. Linking the intangible asset development i.e. people and the tangible business results is the Balanced Scorecard.

The Balanced Scorecard concept when introduced by the book “The Balanced Scorecard” placed the vision at the center and the strategic objectives were drawn from the vision. Against the strategic objectives we would be putting up measures which would help us know that we were progressing in the direction of objectives. Also the financial strategic objectives would help decide the value proposition objectives in the customer perspective, which would guide us to the processes, (for e.g. if the customer value proposition is speed, then processes

would need to be set up for speed, if the proposition is customer experience then processes to delight the customer would need to be put in place.) After the process objectives, learning and growth along-with IT Infrastructure forms the capability building perspective to build capacity for execution of processes(Kaplan and Norton, 1996).

Balanced Scorecard Framework*



* Adapted from Kaplan & Norton, 1996. *The Balanced Scorecard*. Harvard Business School Press: 9. Original from HBR Jan/Feb 1996, p. 76.

Figure 2.6: Balance Score Card Framework

2.5 Balanced Scorecard and the Four Perspectives

The balanced scorecard looks at the strategy in four perspectives:

2.5 a (i) The Financial Perspective

Kaplan and Norton continue to regard financial data as important measures of success. The financial results tell us the effect of our strategy. The financial

perspective talks of two objectives of increasing revenues and optimizing costs for better profits and consequently superior shareholder value.

2.5 a (ii) The Customer Perspective

A customer value proposition helps us to know how we will increase revenues. The Customer Value Proposition is for the potential customer segments we wish to serve. Based on the customer segment we wish to serve we could create a product leadership, customer relationship or cost leadership model and mark out the strategic objectives accordingly in the customer perspective.

Experience at HPCL denotes that customer value proposition articulated only denotes the strategic or dominant philosophy for e.g. innovation, competing on price or service but does not mean the complete absence of other two.

2.5 a (iii) The Business Process Perspective

This perspective talks of the internal business processes. The processes get identified by the customer value proposition. If we wish to focus on innovation and innovative products and services the internal processes must be geared accordingly and if we wish to deliver at lowest prices the processes must be designed suitably.

2.5 a (iv) The Learning & Growth Perspective and IT Infrastructure:

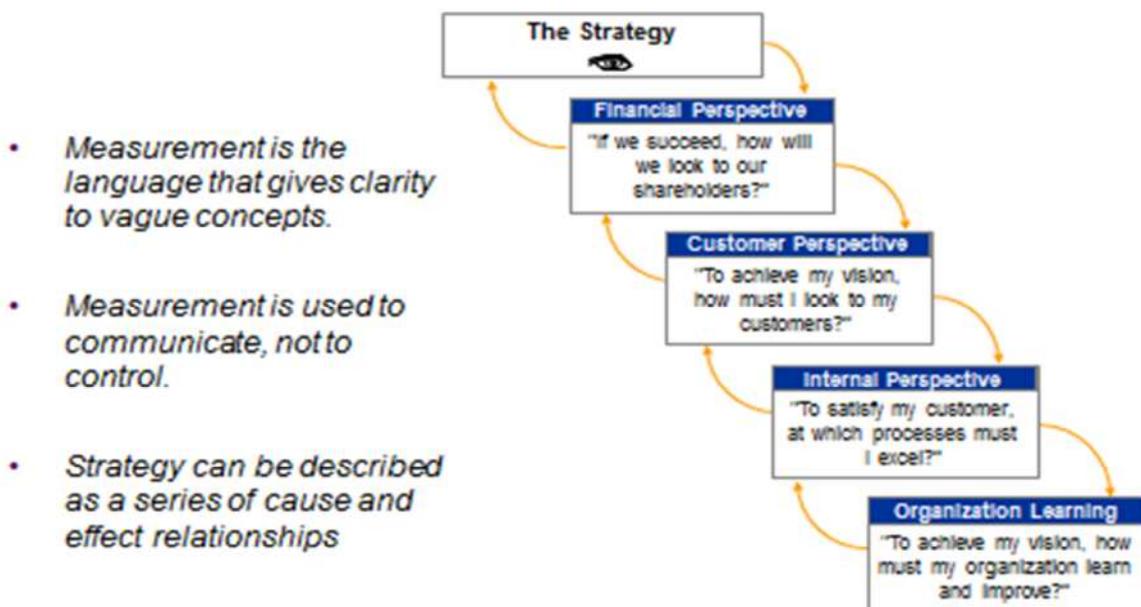
The perspective talks of

- ✓ Human Capital (Skills, Knowledge and Training)
- ✓ Organizational Capital (Culture, Leadership, Alignment and Teamwork)
- ✓ Information Capital (Databases, Networks and Systems)

The strategic readiness of human capability is its ability to shoulder the responsibility to work on the jobs that are strategic to it. For this we need to identify from the internal processes which are the strategic job families- the places where the employees with right skills give

maximum results. Information capital readiness can be checked by matching its capability to manage and drive the strategic internal processes through the software and hardware in the unit. Organizational capital strategic readiness can be measured by the people's internalization of organizational vision, mission and values (Kaplan & Norton, 2004). The diagram on the above is adapted from a presentation by Dr David P Norton in Mumbai to HPCL executives in Nov 2004.

The Balanced Scorecard Provides a Framework to Translate the Vision and Strategy Into Operational Terms



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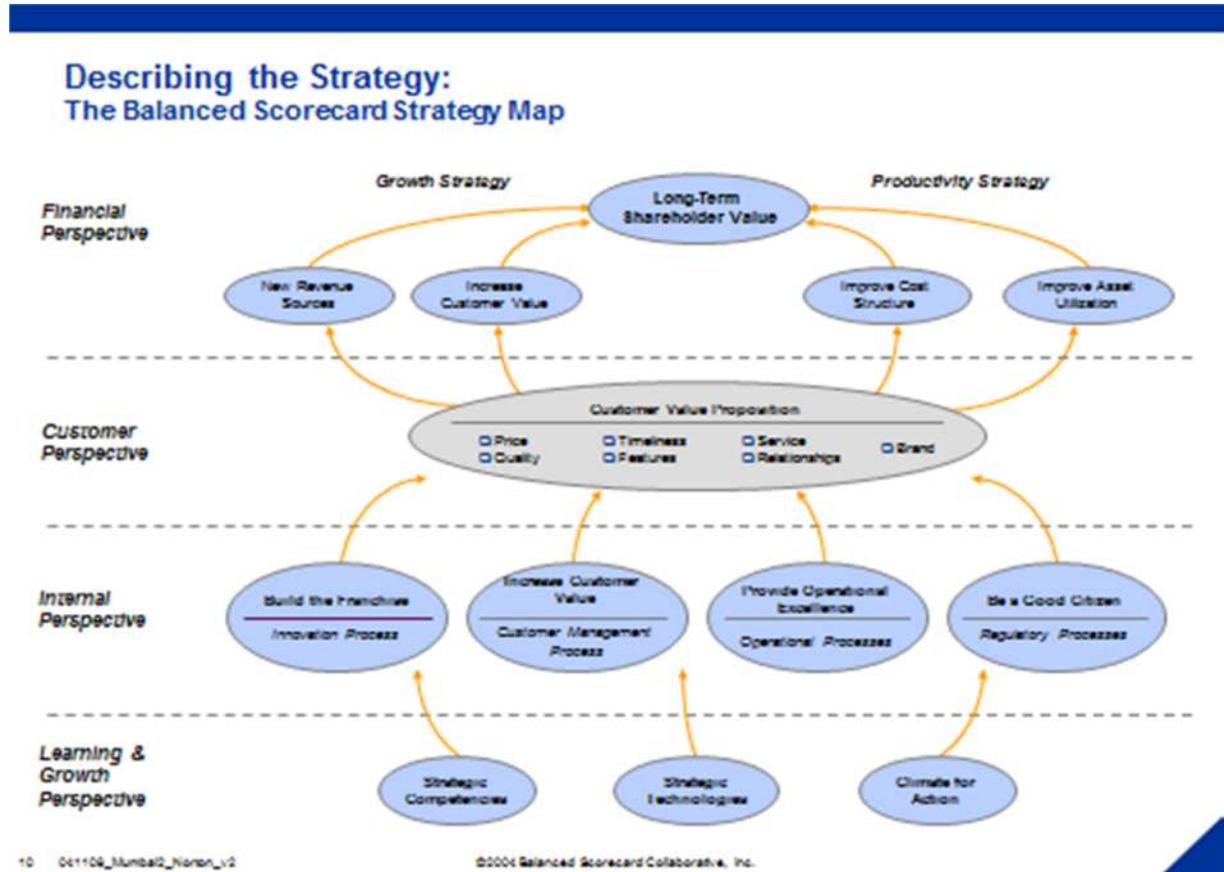
Above Diagram adapted from Talk on Balanced Scorecard to HPCL in Nov 2004

Figure 2.7: Translating Vision and Strategy in to Operational terms

2.5(b) Strategy Map

Strategy maps communicate the strategy in the form of a cause and effect story. They describe the strategy. The strategic objectives (shown in oval shapes) in the perspectives are connected to each other as in a systems diagram in the form of a cause-and-effect chain. Thus improvement in learning and growth should lead to improved results in internal

processes which should improve the deliverables in customer perspective and finally impact the financial parameters in a business organization. A diagram to that effect is depicted below:



The Strategy Map is adapted from Presentation to HPCL by Dr Norton at Mumbai in Nov 2004.

Fig 2.8: Balanced scorecard strategy Map

The Strategic Objectives and the Balanced Scorecard

Once we decide on the strategic objectives on the strategy map we then select the measures(which denote how we will reach the objectives), the targets that we shall attain in the time period decided by us and then the initiatives which would be projects that would bridge the gap between the present and where we wish to reach (targets). The following diagram is the template used:

Strategic Objective	Measure	Target	Initiative	Budget required
(Copied from the Strategy Map above)				

Financial Objectives				
Customer Objective				
Internal Processes objectives				
Learning and Growth				

In a research on the balanced scorecard with an objective to search the relationship between BSC usage and organizational size as well as between organizational performance and the match between BSC usage interesting findings are observed. It was found that larger organizations are more prone to BSC usage. Large organizations find it more important to use BSC which helps in strategic decision making, since the BSC uses broader measures and performance and also adopt a more holistic approach. It is also seen that market position are not associated with BSC usage (Hoque & James, 2000).

Kaplan and Norton, 1992 developed the balanced scorecard to complement traditional financial measures of business unit performance. A survey estimates 60% of Fortune 1000 firms have worked with the BSC (Silk, 1998). Each business unit in the organization creates its own metrics cascaded from the goals and strategies. While some measures may be common across units, others could be completely different. The BSC should incorporate measures for the financial perspective, customer perspective, internal business process perspective, capability building and IT perspective. In the financial perspective the measures could be both for revenue growth as well as on cost effectiveness through superior asset utilization and productivity. Revenue growth could come from innovation as well as higher sales of existing products(Kaplan & Norton, 1996).

Research indicates the interest in the BSC continues to grow. Applying common measure could actually under use the BSC frameworks capability, since the scorecard is a unique opportunity the carry the nuances of the business strategy applicable to the local unit (Lipe & Salterio, 2000)

Kaplan and Norton in the book “Strategy Focused Organization” lays out the principles for aligning and focusing resources on strategy:

Principle 1 (Translate the strategy)

It is important that high level strategies be translated into daily actions. For this we need to draw the strategy maps to communicate the strategy and create the Balanced Scorecards for

first deciding and then working on the relevant initiatives as well as measures and targets to help us realize the operational activities we need to carry out and the targets to know our success and through the measures know if we are moving to the vision objectives.

Principle 2 (Align the Organization to the Strategy)

Organizations need alignment for superior performance. Strategic Business Units of Functions often act as islands and refuse to synergize eroding organizational margins. The Balanced Scorecards and Service Level Agreements ensure alignment. Service Level Agreement are mutually set agreements between SBUs, between functions or a SBU to ensure that the right quality of service is met.

Principle 3 (Make Strategy Everyone's Everyday Job)

A few men at the top cannot execute organizational Strategies. It needs everybody. That means both the strategy and the operational initiatives must be known to all people. Strategy Information for sense-making and the Operational Initiatives for the details of the work the employee would need to do. This necessitates that the strategy map and balanced scorecard are communicated to all the players in the company. Every person is incentivized for performance on the Balanced Scorecard Performance Management System Doing so helps people understand what is expected of them which is the answer to the first item of Q12 (Gallup Employee Engagement Journey) and which is known to improve engagement and commitment (Buckingham & Coffman, 1999).

At HPCL almost all the 5000 officers have direct access to HRD our performance appraisal system and filled the goals and targets and measures that would help achieve personal statistics.

Principle No. 4: Making Strategy a Continual Process

Strategies are hypotheses which get tested both in the firm and in the marketplace. To make strategy a continual process, budgeting must be in line with strategy needs rather than historical, reviews must be regular and changes to strategy made based on what seems to give results and what does not.

Principle No. 5 Mobilize Change through Executive Leadership

Since strategy requires large-scale and widespread change the Balanced Scorecard needs to have the ownership and participation from the top leadership. Without it is very difficult to implement a major initiative like BSC, which would need cross functional coordination and collaboration through service level agreements (SLAs) and also demand huge change effort from all constituents in the organization. The five principles are elicited by Kaplan and Norton as necessary for successful implementation (Kaplan & Norton, 2001).

The Balanced Scorecard is useful because it helps an organization to:

- i. Focus on strategy
- ii. Enhance organizational performance by measuring strategy relevant parameters
- iii. Align organizational strategy with initiatives
- iv. Foster accountability in every person
- v. Work on drivers of future performance
- vi. Create performance driven culture
- vii. Link communication to vision and strategy

Adapted from Balanced Scorecard Institute (balancedscorecardinstitute.org)

A study of Balanced Scorecard in Indian companies reveals that the implementation of the BSC has led to mixed results. It is seen that the BSC adoption is 45.28% in corporate (Anand, Sahay, & Saha, 2005) It is also seen that there is some difficulty in establishing the cause and effect relationship among the various perspectives viz.: Financial, Customer, Processes and Learning & Growth. Most of the companies in India who have adopted the BSC have claimed that it has helped them identify cost reduction opportunities. It is also seen that liberalization and globalization which commenced in 1991 in India brought in forces of competition not witnessed in a long time. These forces came in the shape of advanced technologies, contemporary management practices etc. Performance evaluation became increasingly important. Financial measures, which tell stories of past performance, were no longer sufficient to assist future results. The drivers of future results often were located in process improvements and learning & growth which were not measured in the traditional evaluation process. Also financial metrics as performance measures were not complete and robust for the purposes of strategic decision making due to their inability to create synergy between management decisions of today and strategies of yesterday which led to such financial performance (Anand, Sahay, & Saha, 2005).

Research on performance evaluation and compensation determination through the balanced scorecard shows increasing number of firms replacing the traditional finance based performance evaluation and compensation system with the balanced scorecard concept which they feel accords a platform for translation of the organization vision and strategy for a) better communication of strategic intent and motivating performance (Kaplan and Norton, 1996).

A study of the Balanced Scorecards in the US Retail Banking Operations in a leading international service provider, it was seen that performance was assessed primarily on earnings. With the implementation of the BSC the metrics changed and they were measure on financial and non-financial parameters. It is pertinent to note that a survey by Institute of Management Accounting (IMA), in 1996 that only fifteen percent of the respondent's measurement processes assisted top management business goals well.

Financial measures often encourage short term views and actions and therefore compel executive to move focus away from long term strategic goals. Dissatisfaction in the usage of financial metrics to evaluate business results is not normal. As early as 1951, Ralph Cordiner, CEO of GE put a high level task force to locate critical corporate performance metrics. The task force listed in addition to profitability measures like productivity, employee attitude, public accountability and a balance between short and long term goals (Eccles, 1991). The BSC was a concept whose time had come.

The management accounting system should be a framework for assimilating and communicating data to assist and coordinate collective decisions in line with overall goals of a business entity (Askim, 2004). The BSC through its holistic perspective of the strategy and its metrics covering the four perspectives talked about above helps in doing exactly that.

Kaplan & Norton (1996 b, p.149) defines strategy as a set of hypothesis which is about cause and effect relationship. The BSC is a framework where the cause and effect relationship is depicted between one perspective and the other, for eg. between customer and processes, and between processes and learning & growth. They postulate that the BSC should contain both outcome measures and performance drivers which are linked in a cause and effect relationship (Ibid, p.31).

In an important research on the BSC the performance impact of BSC was looked into. Research material was gathered over a three year period where the questions that were framed were in relation to the performance impact with the BSC. The study did not indicate any significant impact result because of the implementation of the BSC on business objectives. This is a contra finding which is interesting since there are several studies which have recorded definitive positive impact (Neely, 2008).

2.5(c) Capability Building and Strategic Readiness and Balanced Scorecard:

Organizational Capability Building and competitive edge are linked (Winter, 2003), and that, Capabilities help in tiding future challenges. Managers may develop capabilities either by focusing on internal resources and capabilities or by outside in i.e. focusing on the external opportunities to succeed (Schoemaker & Amit, 1997). Strategy formulation has been often with a resource view i.e. the strengths and weaknesses of the firm (Wernerfelt, 1984). Organizations have been focusing on the Strength – Weakness (Internal) or Opportunity – Threat (External) matrix. The framework indicates that organizations would accrue advantage by matching the strengths to opportunities and avoid weaknesses or neutralize threats (Barney, 1991). This has resulted in repeated researches on external conditions like the Porter’s five force model (Porter, 1996) and has lacked focus on the internal resources of the firm that could make a difference (Eisenhardt & Martin, 2000). Resource Based Value of the firm presumes that if a firm has resources that are rare, valuable and inimitable then such resources can be used to build strategies which would lead to sustainable competitive edge and are difficult to replicate (Barney, 1991)

The pivotal need of a business firm’s strategy is to manage a dynamic fit between what the firm can do well and what the business climate demands (Miles, Snow, Meyer, & Jr., 1978). Achieving this fit requires that the firm is able to change its processes. A firm must possess dynamic capabilities for its ability to adapt and survive and also leverage potential for progress (Helfat, et al., 2007). The core of the dynamic-capabilities approach is that competitive accomplishment rises from the uninterrupted growth, alignment and repositioning of firm-specific assets (Augier and Teece 2006). However, dynamic capabilities do not appear out of nowhere; they are typically the outcome of experience and learning within the organizations.

A capability could be dynamic or operational and refers to an entity's ability to perform a particular job or task. Operational capabilities help an organization to earn a living in the present context (Winter 2003). Dynamic capabilities are the abilities to build and reconfigure internal and external competencies and resources to manage and leverage the quickly changing business environment (Eisenhardt & Martin, 2000).

HPCL with the changing business environment after the deregulation of administrative price mechanism in 2002 needed to use dynamic capabilities to reconfigure its internal strengths with existing opportunities in the market and also build operational capabilities and routines which would give a competitive edge. This research should provide me an wonderful opportunity to look at development of new organizational routines which added to our dynamic capabilities.

The BSC is used for measuring intangibles like management performance, quality of strategy, customer satisfaction and employee retention. Information on such soft measures, managers believe can lead to tangible results through effective action. Research reveals that many institutional investors are routing their decisions, at least partially on intangibles or company's non-financial performance metrics. The researchers found that investors' perception of improved results on the non-financial parameters have significant impact on share price. By effectively communicating non-financial metrics to potential and present investors firms can positively impact share price (Light, 1998).

It is interesting to know that one of the largest oil companies Mobil had benefitted most from translating their vision into daily actionable items with the help of the BSC. It compelled them to work in line with the strategy and also to articulate it publicly in an effective manner. Linking the scorecard to compensation helped Mobil in increased awareness on the expectations for driving organizational performance. It also resulted in higher degree of alignment and frequent reviews (McCool, 1996).

In an article "The Human Capital Factor at Hindustan Petroleum" (Koch & Sen, 2009) is quoted as the example where vision was co-created by people and customer delight was articulated. The organization realized that the vision could not be achieved through management edict and started a process of co-creating visions, building customer focused

strategies with people from the front lines in cross functional teams. This was a strong stimuli to research further on this issue(ibid).

At HPCL Teams then created BSCs as per their co-created visions. The major deviations from Kaplan and Norton theory is that the visions were co-created and instead of cascading scorecards from the higher level scorecard, scorecards were built from visions of the team that were in alignment with the organizational vision. The process should be explored both as an addition to the existing BSC practices and for the insights on other outcomes that may have arisen due this process.

Research on the BSC implementation at TESCO throws up important findings. Though counterintuitive they closed the strategy department, because the CEO felt that strategy is everyone's job. They realized the need of distributed leadership as key to strategy implementation and need for managers to take risk. Tesco worked on these cultural elements with BSC as the "Steering Wheel."

Mobil built through the strategy map on the Balanced Scorecard framework built a revenue growth strategy to expand sales into a new area. They would in the gas stations offer convenience stores, ancillary automotive services for e.g. minor repair facilities and automotive products like lubricants etc. Mobil had a full range of products and services and focused on being the lowest price seller catering to all segments of customers. This strategy failed and resulted in adverse financial outcomes. Now Mobil strategized differently based on the strategy map. They planned to sell more premium brands and therefore segmented the customers to be able to focus with products and services on the segments that could afford them. A segment which had little loyalty except price and would switch to the gas station offering lowest price were not factored in for building customer value proposition.

They discovered in the processers that to benefit from this strategy they needed speed of operation as a differentiator at their gasoline stations and build people capability and infrastructure accordingly. To make the processes function smoothly the needed the dealers to cooperate and also in fact assist. They therefore decided to partner the dealers and shared the additional revenue from convenience stores and other services with the dealers. Thus the financials that they wished, demanded focused customer solutions, which impacted their

process strategies and finally their capability building or learning and growth coupled with the right infrastructure (Kaplan & Norton, 2000).

This case study on Balanced Scorecard has specific significance, since it is from oil major like HPCL and was talked about by Dr. David Norton when he came to HPCL, when we kick started the BSC process and many of our initiatives and strategic actions were in line with the best principles of BSC. Also since I headed the Balanced Scorecard Initiative at HPCL for about 2 years during which time we received the Balanced Scorecard Hall of Fame for excellence in execution from Dr. David P Norton at Manila in 2010, the usage of BSC as a vision translation, strategy formulation, communication, execution, monitoring and review mechanism at HPCL for gaining theoretical insights is of personal significance to me.

Where HR has been often referred to as Strategic Partner – the hypothesis needs to be measured. People capability and motivation are key factors for effective strategy execution. Continual development of people with strategic skills should be therefore the most important agenda item for HR. Yet often the agenda items of HR are full of the mundane like increments and appraisal frequency. The Top Non-financial Variables considered by Financial Analysts include Execution of Strategy at no 1 , Ability to attract and retain talented people at no 5 amongst others. (Becker, Huselid, & Ulrich, 2001). The non-financials considered by finance analysts as seen from the above demand strategic readiness of people and opportunities to learn and grow. Capability Building I believe is therefore a business need.

2.6 Conceptual Model from Literature Review for the Research

Conceptual framework or conceptual lens is in simple terms the researcher's current map or territory of the research issues under investigation. As the researcher's knowledge of the terrain advances the map becomes more integrated and differentiated. Initial map could be from the present level of knowledge and available literature (Miles, Huberman, & Saldana, 2014).

Research helps build theory which can be justified by evidence. In doing so, researchers seek conceptual and theoretical understanding (Knobloch, 2003). Scientists are guided by the

principal of posing significant questions that can be investigated, empirically, and link research to relevant theory (NRC, 2002) so that the research gaps can be appropriately addressed. The literature based examination compares and contrasts the outcomes of the research process with a broad range of literature to support or challenge the theory built (ibid).

The amount of conceptual content or structure that could guide initial stages of a research project has been discussed (Eisenhardt, 2000)(Strauss & Corbin, 1990)(Glaser & Strauss, 1967). There are two extreme positions:

1. Pre-conceived notions are to be minimized so that the researcher is maximally sensitive to concepts that arise from data which implies little pre-defined structure. We have used this paradigm but as the grounded theory progressed we looked at the emergent concepts and explored the associated literature.
2. Pre-conceived notions are used to focus the research and maximum benefit gained from scarce research resources which implies a kind of pre-defined conceptual structure (Carroll & Swatman, 2000).

A theoretical framework or a conceptual lens compels us to be selective and to decide what is important and which relationships are likely to be more meaningful. This helps us focus on relevant information at the outset (Miles, Huberman, & Saldana, 2014) and thereafter as the framework becomes more robust the researcher can develop further plans of collection based on the emergent theory.

The literature review in the preceding chapter has been the basis of drawing the initial conceptual lens which would be the guiding factor to understand what the present literature says, how the concepts are inter related and what are the possible gaps that we need to research on to add to the robustness of prevalent theory even though the emergent theory may be substantive. Also in the process defined the major themes relevant to the research as available from the literature review.

As the research progresses and achieves saturation, we would be able to see how the emergent theory adds, alters and negates the initial conceptual lens and its integrated relationships on the major themes. The conceptual lens would also provide as an opportunity to have discussions with experts on what could have been missed from the available literature.

2.6(a) Organizational Vision

Looking at the literature it emerges that the organization vision is the cause of certain phenomena like prediction of organizational outcomes and superior performance. It is associated with being an idealistic future or a mental model of the organization's future. It attracts people and is also associated with big, hairy, audacious goals.

As a concept, therefore, an organizational vision for the purposes of my research is defined as challenging goals related to the idealistic future of the company which attract people and leads to superior performance.

2.6(b) Transformational /Emotionally Intelligent Leadership

Literature review by me associates throws up two paradigms on Transformational or Emotionally Intelligent Leadership:

- a) Transformational leaders articulate a compelling vision which creates resonance and sets a positive tone for the future. They enable people to find meaning in goals that are worthwhile and provide clarity on objectives. They also assess the gap between the current reality and the vision and help create strategies to bridge that.
- b) The other paradigm talks of co-created visions in an organization where the boss and members through a collaborative process create a shared vision. This paradigm espoused by Peter Senge does not find empirical evidence in any leading Fortune 500 organization as far as research is concerned. However, we followed this process at HPCL which makes it all the more relevant for the usage of grounded theory to enable the theory to emerge from the documents and interviews of the people involved in co-creating visions.

We would like to define Transformational Leadership based on the two paradigms as below:-

- I. Transformational Leadership relates to the ability of a leader to articulate a compelling vision which creates resonance and sets a positive orientation about the future. It also compels people to look at the present in order to

ascertain the gap that they need to bridge to reach the vision objectives. It helps people to find meaning in their work as they pursue worthy objectives.

- II. Transformational Leadership relates to the ability of a leader to help his people participate for co-creation of a vision which sets a positive orientation about the future. It also compels people to look at the present in order to ascertain the gap that they need to bridge to reach the vision objectives. It also helps create meaning in people's work in the pursuit of objectives that they have defined as personally meaningful.

2.6(c) Organizational Vision and Longevity

Research, as brought out in the literature review, has established a co-relation between organizational vision and longevity. However, it may be difficult since HPCL is a Govt. of India company and its longevity is not necessarily connected to financial performance. Also, since the process of visioning commenced only about 10 years back on a co-created basis, it would be too early to tell.

2.6(d) The Power of Goal Visualization

Goal Visualization help program our mind for focused attention and curbing deviant behaviour. It also enables us to have self-feedback on our progress. The process of visualization enhances the memory of the goals and we indulge in feed forward system which enables us to take decisions which would be best to achieve the future objectives.

2.6(e) Visions are Dynamic

Visions are dynamic and they get continually revisited as we move closer to the vision objectives. This is so because as we get closer to the vision the vision objectives no longer remain challenging and people enhance the objectives both for mental stimulation as well as to find challenging goals which are meaningful.

2.6(f) Alignment

Organizational visions help people align along a common set of goals and commit them towards achieving the same through collective efforts.

2.6(g) Self-determination theory

The self-determination theory focuses on the need of creating intrinsic motivation to have an internal locus of casualty for meaningful work. The co-created visions at HPCL ensured that. There is little or no empirical evidence or research which has experimented into the self-determination theory postulates in a Fortune 500 company with about 4000 people co-creating visions over a period of 10 years.

2.6(h) Goal Theory

The dominant goal theories do not find the need for co-creation of a vision but talk of clear goals being set by management as sufficient condition for superior performance and goal focus. We at HPCL have not followed this process.

2.7 Linkage of personal vision to organizational vision

The importance of personal vision has been repeatedly researched and has been found to be the key stone for individuals to change. Linking the personal visions to an organizational vision finds little or no research and this research could look at the robustness of this process. Definition of personal vision as per the literature review and for this research is:

- a) A distant and desired future which we deeply care for

2.7(a): Linking day-to-day work with vision objectives

The literature review clearly brings out that while distal goals are energizing and future objectives interesting, we need proximal goals both for feedback as also for deciding on concrete action to achieve results. Proximal goals help us with clear milestones and accomplishments build self-efficacy and beget happiness. They also enhance intrinsic motivation in the activities. The Balanced Scorecard was instrumental in helping us understand how the distal goals could be broken down to proximal goals so that there would be alignment between short term and long term objectives; helped us concretise plans for implementation.

Also holistic approach in the Balanced Scorecard methodology of deriving the internal processes of business from the customer value proposition and thereafter deciding on the strategic competencies which would be necessary for internal processes helps build strategic capability and created strategic readiness.

2.7(b) Achievement Orientation

Achievement orientation from the extensive literature review talks of individuals identification with the organizational goals where positive involvement, their intrinsic motivation and persistent striving for achieving challenging objectives. This is the definition we follow for the research.

2.7(c) Customer focused Strategies

Strategies in a business organization would mean satisfaction of the segment of customers we wish to serve. For the purposes of this research customer focused strategies means creating strategies by identification of customer needs, creating products and services in line with those needs and exceeding commitments to delight them. Customer delight for us would mean a positive emotional experience of the customer availing our products and services.

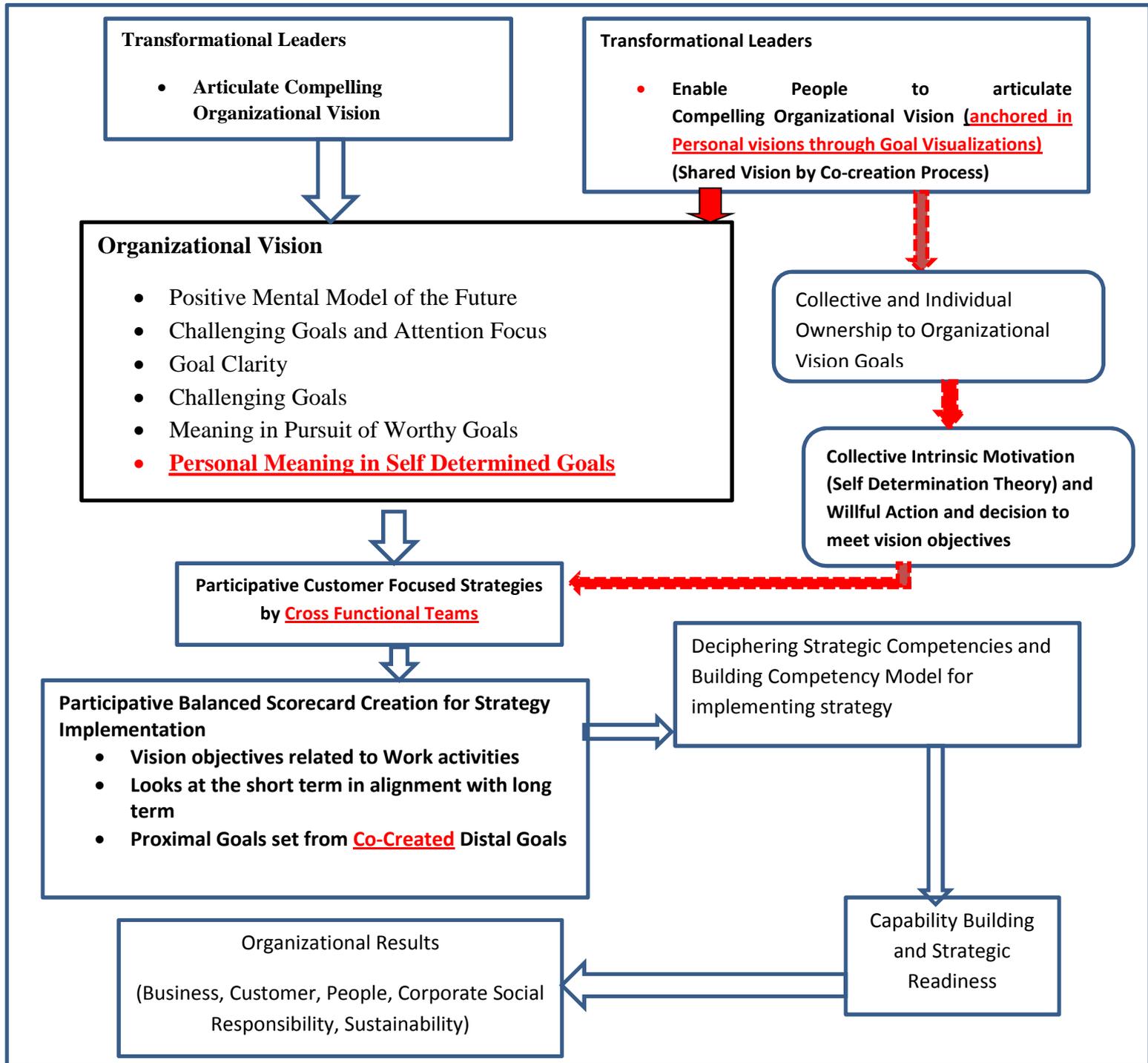
2.7(d) Team and Teamwork

A team for the definition of this research is a group of people with complementary skills committed to a common vision and hold themselves mutually accountable to agreed objectives.

2.8 Conceptual Model

The literature review suggests or validates relationships. The constructs as derived from the management and research literature is weaved into a conceptual model which is shown in the next page

Figure 2.9 Conceptual Lens on Process Diagram of Co-Created Vision and Associated



The solid redlines and the text underlined as can be seen in the above figure is the hypothesis advised and suggested in management literature but do not find research evidence in business organizations of India. Also initiatives like vision, strategies and balanced scorecard running on co-creation basis for a period of ten years is not seen in any organizational research.

HPCL adopted the process of co-creation in the vision, strategies and also the balanced scorecard by the relevant teams and this research helps us to explore and understand the process. The process of co-creation was well known to the researcher as he was involved in many of the change processes at HPCL as an internal coach.

In organizational vision when the personal vision is the anchor; people can relate to the organizational vision as personally meaningful in line with the self-determination theory. This is marked in red. All such Elements which do not show research basis from any Fortune 500 company but is the process followed at HPCL has been marked in red and the un-researched themes in the boxes underlined. The above formed the conceptual lens for continuing the research.

Chapter 3

Chapter 3

Research Methodology

“If the artist does not perfect a new vision in his process of doing, he acts mechanically and repeats some old model fixed like a blueprint in his mind.”

- John Dewey

3.1 Introduction

This chapter on research methodology would detail out:-

- Research questions and research objectives.
- The world views adopted for this research i.e. the epistemological and ontological paradigms.
- The reasons for selection of qualitative inquiry.
- Selection of grounded theory as a qualitative method.

3.1 (a) Research focus

The research is focused to understand and explain the process of co-created vision in Hindustan Petroleum Corporation a fortune 500 company and a Navratna public sector company. It studies how the co-creation of vision relates to achievement motivation on a collective basis. There has been extensive literature treatise on the need for an organizational vision (Nanus, 1990), shared vision (Senge, 1990), and how it leads to superior performance (Collins and Porras, 1997).

Vision is an idealized picture of the future (Conger & Benjamin, 1999), is a mental model of the future (Nanus, 1990), is a shared mental model (Senge, 1990) has been brought out in literature. The above issues have been deliberated in the literature review quite extensively by the researcher.

Similarly achievement orientation has been researched extensively. Achievement orientation has been talked as task focus for accomplishment (Fineman, 1977), it has been related to entrepreneurial drive and economic success (McClelland, 1961), Murray (1938) talked of achievement orientation as setting difficult goals and working rapidly and well towards the objectives, surpass self or others (Greenberg & Baron, 2000). Achievement orientation has

also been talked about as setting challenging and difficult goals and striving towards them (Spencer and Spencer, 1993).

While there is literature which talks of superior performance from vision there is no empirical evidence from a fortune 500 company and the process of co-creating the vision is thus not available.

Further, how vision could relate to achievement orientation is not explicitly brought out in available literature. Especially how collective vision could relate to collective achievement orientation is not available in research literature. Since achievement orientation would lead to setting of challenging goals and efforts to achieve them, it would be worth while to explore co-created vision and collective achievement orientation.

3.1 (b) Research Question and Research Objective

For a meaningful methodology it is important that the research question and research objectives be visited first. Research question here is- “What were the processes that related co-created vision and achievement orientation in HPCL?”

Research objective: - To understand the processes of co-created vision and achievement orientation in HPCL.

The philosophical core of the objective is exploratory, to understand the process of co-created vision at HPCL. The other objectives would be addressed both with an intention of exploration and explanation including relationship of collective self-efficacy and achievement orientation to co-created vision.

Sub objectives:

- To explain the process of involving employees in co-created vision in HPCL
- To understand the development process of engagement through co created vision
- To understand and explain how co-created vision informs strategy building
- To understand and explain how co-creation vision process relate to individual and collective efficacy

3.2 Epistemological and Ontological Beliefs of this Research

Creswell (2009) suggest that individuals preparing a research proposal or plan make explicit the larger philosophical ideas they espouse. This information will help explain why they chose qualitative, quantitative, or mixed methods approaches.

Ontology philosophizes about the nature of reality and epistemology is focused on the philosophy of what we can know (Raadschelders, 2011).The worldviews have been also termed as “a basic set of beliefs that guide research action” (Guba, 1990), paradigms (Lincoln & Guba, 2000; Mertens, 1998), epistemologies and ontologies (Crotty, 1998).

The framework for formulating research design (Creswell, 2009) is outlined as under:

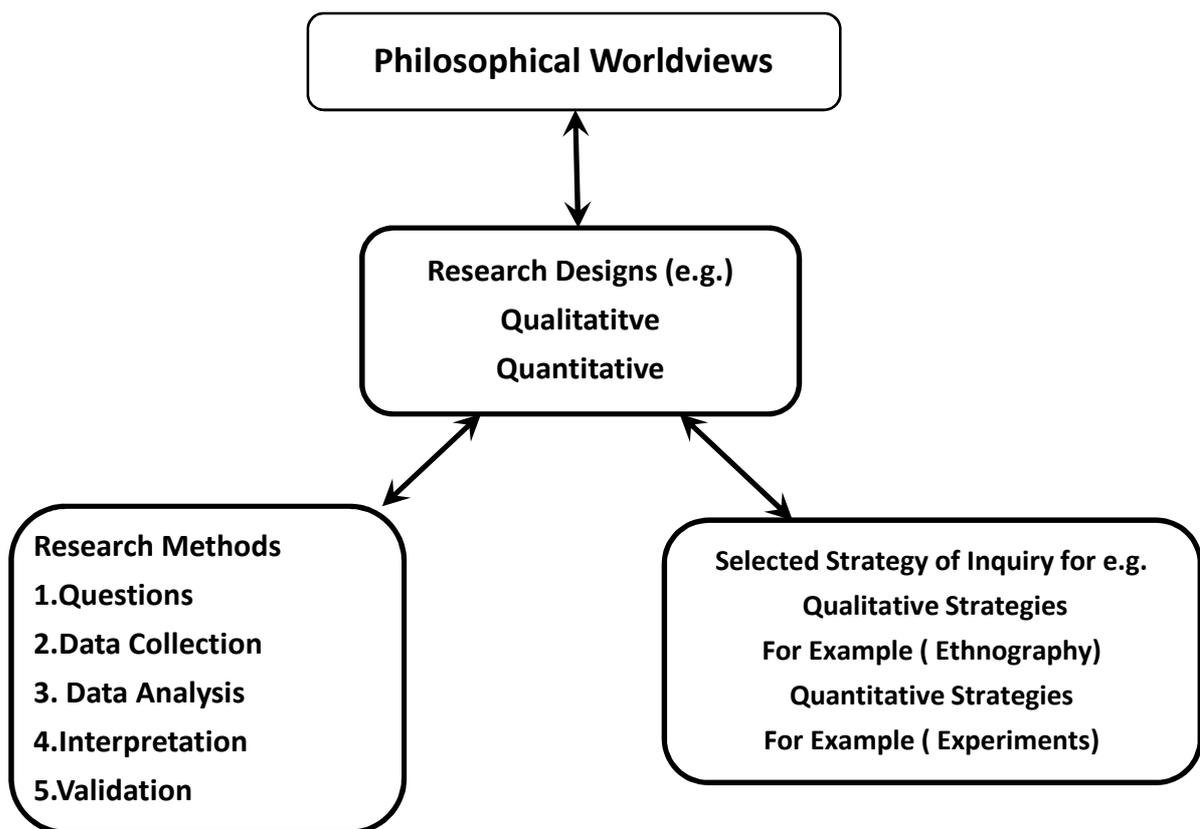


Figure 3.1: Framework for formulating research design

Adopted from (Creswell, 2009) Research Design

Accordingly, the ontological and epistemological beliefs and the choice of arriving at them are discussed as under in Table 3.1

	Post-positivism Realists “hard Science Researchers”	Post-positivism A modified form of positivism	Constructivism	Participatory (+Postmodern) Transformation based on democratic participation between researcher and subject
A: Basic Beliefs of Alternative Inquiry Paradigms				
Ontology: The worldviews & assumptions in which researchers operate in their search for new knowledge (Schwandt, 2007)	Belief in a single identifiable reality. There is a single truth that can be measured and studied. (Guba and Lincoln, 2005)	Recognize that nature can never be fully understood though there is one single reality due to hidden variables (Guba and Lincoln 2005)	Relativism: Assumes that reality as we know it is constructed intersubjectively through the meanings and understandings	Participative Reality: Subjective-Objective reality, co-created by mind and the surrounding cosmos (Guba and Lincoln, 2005)
Epistemology: What is the relationship between the researcher and researched (Creswell, 2007)	Belief in total objectivity. No need to interact with who or what researchers study and only focus on scientific rigor	Assumes we can only approximate nature. Research and statistics produces a way to make decision with incomplete	Subjectivist: Inquirer and inquired into are fused into a single entity. Findings are literally the creation of the process of interaction between the two (Guba, 1990)	Holistic: Replaces traditional relations between “truth” and interpretation in which the idea of truth antedates the idea of “interpretation” (Heshusius, 1994)

		<p>data.</p> <p>Interaction with research subjects to be kept at minimum.</p>		
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Source: of Qualitative Research Page 206-212 (Lincoln, Lynham, & Guba, 2013)

Table 3.1 Ontological and Epistemological beliefs

3.2 (a) Ontological Belief of this research

This research cannot assume one absolute truth that needs to be discovered or that the truth exists irrespective of the participant or player. The process of co-creation of vision can create different truths or different levels of truth with relation to intrinsic motivation or other elements to presume that we would be able to find an absolute truth is naivety and myopic. In fact the diversity of truth could itself be a cause for research. The truth was also created as participants interpreted the value of the visioning processes with self and in discussion with others. Thus the ontological belief of this research is:

“Reality is subjective and multiple as seen and experienced by participants in the study”.

3.2 (b) Epistemological Belief of this research

Epistemological belief answers the question on nature of relationship between the knower or (would-be knower) and what can be known? The answer that would be formulated to this question is informed by the answer already given to the ontological question; the epistemological belief has to be in conjunction to that of the ontological belief. If we assume a "real" reality, then the position of the knower must be one of objective detachment in order to be able to discover the nature of reality and how it works (Guba & Lincoln, 1994). Crotty talks of epistemology as a range. For e.g. there could be objectivist epistemology which

believes meaning and therefore meaningful reality exists apart from the operation of consciousness.

He talks of how a researcher could discover a tree whose existence cannot be ascribed to the discovery. Constructionism epistemology refutes that there is one objective reality waiting to be discovered and that it is created out of the interactions. We cannot have meaning without mind and therefore meaning is constructed through interactions between the researchers' mind and participant data. Such theories are induced from the data (ibid.)

Epistemology would help us explain how we came to know what we know and how we theorize (Crotty, 1998). The Epistemological Belief in this research is:

“Knowledge is primarily created during interaction between researcher and participants and the theory is derived by induction.”

3.3 Research Strategy- Quantitative and Qualitative

A research strategy helps us to plan the roadmap of study. It also demonstrates the capability of the researcher in conducting the study and also brings out the methodology in terms of choice i.e. qualitative or quantitative. It helps us to understand the techniques of sampling and data collection process as well as data management and data analysis strategies. A critical discussion deliberating on the analysis of selecting quantitative or qualitative research is detailed below.

3.3 (a) Quantitative Research Strategy

Quantitative strategies are used to test hypothesis to understand the influence of variables on each other through cause and effect. That would necessitate availability of such variables from earlier researches. Also, it would need the surveys (Babbie, 1990) and experiments to have been carried out on an experimental group and the availability of a control group to substantiate the cause and effect relationship (Johnson, (2008). It has a narrow outlook, needs a large sample for error control and reaches conclusions through statistical analysis (Lichtman, 2006). The research problem would have to be testing of a hypothesis rather than creating of hypotheses. The lens of the research is narrow and does not focus on understanding the related factors on a holistic basis but uses surveys, experiments and associated statistical analysis to prove an available theory and hypothesis (Lichtman, 2006).

Qualitative versus Quantitative Research

Criteria	Qualitative Research	Quantitative Research
Purpose	To understand & interpret social interactions.	To test hypotheses, look at cause & effect, & make predictions.
Group Studied	Smaller & not randomly selected.	Larger & randomly selected.
Variables	Study of the whole, not variables.	Specific variables studied
Type of Data Collected	Words, images, or objects.	Numbers and statistics.
Form of Data Collected	Qualitative data such as open- ended responses, interviews, participant observations, field notes, & reflections.	Quantitative data based on precise measurements using structured & validated data-collection instruments.
Type of Data Analysis	Identify patterns, features, themes.	Identify statistical relationships.
Objectivity and Subjectivity	Subjectivity is expected.	Objectivity is critical.
Role of Researcher	Researcher & their biases may be known to participants in the study, & participant characteristics may be known to the researcher.	Researcher & their biases are not known to participants in the study, & participant characteristics are deliberately hidden from the researcher (double blind studies).
Results	Particular or specialized findings that is less generalizable.	Generalizable findings that can be applied to other populations.
Scientific Method	Exploratory or bottom–up: the researcher generates a new hypothesis and theory from the data collected.	Confirmatory or top-down: the researcher tests the hypothesis and theory with the data.
View of Human Behavior	Dynamic, situational, social, & personal.	Regular & predictable.
Most Common Research Objectives	Explore, discover, & construct.	Describe, explain, & predict.
Focus	Wide-angle lens; examines the breadth & depth of phenomena.	Narrow-angle lens; tests specific hypotheses.
Nature of Observation	Study behavior in a natural environment.	Study behavior under controlled conditions; isolate causal effects.
Nature of Reality	Multiple realities; subjective.	Single reality; objective.
Final Report	Narrative report with contextual description & direct quotations from research participants.	Statistical report with correlations, comparisons of means, & statistical significance of findings.

Table 3.2: Quantitative and Qualitative research Methods (Johnson & Christensen , 2008)

and (Litchman, 2006) from (Xaviers University Library)

3.3 (a) (i) Analyses of quantitative methods for this research

In this study, research questions and objectives are exploratory and demand looking into data to help a theory emerge. Some important issues are as under:

- ❖ Quantitative studies test hypotheses to look in to the cause and effect; however, the research was to understand the process. Researches in co – created vision and subsequent development of achievement orientation, were not available in literature. The research cannot be confirmatory since there is no existing hypothesis in the area of research.
- ❖ Quantitative studies research specific variables. The visioning process led to many activities, it need a holistic understanding rather than compartmentalizing the same, and therefore surveys on a few issues would not be the answer.
- ❖ The research was not predicting but exploring and discovering a process. The data for the research would not be numbers it is primarily to understand the process. Quantitative studies are objective in nature. The research is not objective in nature.
- ❖ Quantitative studies are generalizable. Findings of this research may not generalize since it is carried in a specific organization.
- ❖ There was no experiment group and control groups since the organizational intervention was based on the perception of the management and continuance for a decade largely on the peoples’ perceived results, and therefore perceptions mattered in this research. Behaviour was studied in the natural environment.

In view of above, the research had to discard the research strategy of quantitative theory for my research.

3.3 (b) Qualitative Research Strategy

Qualitative research is best suited for inquiry into lived experiences, society and culture, and communication (Marshall & Rossman, 2011). The argument that would need emphasis is that experiences of the phenomenon under study (ibid).

Qualitative qualitative studies are designed to work when one needs a deeper understanding of the participants' research is to understand and interpret social interactions. The research is to explore and generate hypotheses. The data is collected in the form of words, images and objects. Data is collected through open ended responses and analysed to identify patterns, features and themes.

3.3 (b) (i) Analyses of qualitative research strategies for this research

As the objective illustrates, a flexible methodology was required which enables the researcher to draw on different disciplines like psychology, biology, neurology, management and other relevant disciplines which qualitative methodology could meet.

It is pertinent to quote at this point that qualitative inquiry helps build theory. The research methodology after all; must be in line with the rationale and of the research questions and related epistemological and ontological beliefs. Related documents like literature generated during the exercise in the organization, artifacts and reports would also add to the emerging theory. The aim was not to find absolute facts that would be generalized to but to locate themes which would depict the essence of the involved peoples' choices and its influence on intrinsic commitment and achievement orientation.

If the experiences displayed recurring patterns it could generate substantive theory which could later turn generic through further research. It is significant that The Academy of Management Journal discovered that most of the articles identified as "interesting research" in an Academy Management Journal survey were the results of qualitative methods. Theory Building was found to be more interesting than theory testing (Bartunek, Rynes, & Ireland, 2006). I feel that new lands get sighted only when we explore for new lands in maiden voyages, else we continue to test known waters.

Hence the qualitative research strategy is chosen for this study.

- **3.4 Qualitative Inquiry Methodology framework for the study**

Substantial deliberation and work was carried out to find the most suitable mode of qualitative research to be employed.

The various qualitative methods are:

Main Types of Qualitative Research

<u>Case study</u>	Attempts to shed light on phenomena by studying in-depth a single case example of the phenomena. The case can be an individual person, an event, a group, or an institution.
<u>Grounded theory</u>	Theory is developed inductively from a corpus of data acquired by a participant-observer.
<u>Phenomenology</u>	Describes the structures of experience as they present themselves to consciousness, without recourse to theory, deduction, or assumptions from other disciplines
<u>Ethnography</u>	Focuses on the sociology of meaning through close field observation of sociocultural phenomena. Typically, the ethnographer focuses on a community.
<u>Historical</u>	Systematic collection and objective evaluation of data related to past occurrences in order to test hypotheses concerning causes, effects, or trends of these events that may help to explain present events and anticipate future events. (Gay, 1996)

(Myers, 1997)

Table 3.3: Main types of qualitative research methods adapted from Myers, 1997.

To find the best fit between research objectives, epistemology and ontology researcher looked at literature and the following table answered the question very well.

Question to Act to Discover Preferred Approach	Associated
If I could discover the meaning of one person's lived experience, I would ask the individual about	Biography

	If I could discover the shared lived experiences of one quality or phenomenon in others, I would want to know about .	Phenomenology
	If I could experience a different culture by living/ Observing it, I would choose to experience .	Ethnography
	If I could discover what actually occurred and was experienced in a single lived event, that event would be .	Case Study
	If I could discover a theory for phenomenon of living as shared by others, I would choose to discover the theory of	Grounded Theory

Table 3.4 Preferred Qualitative approach (McCaslin & Scott, 2003)The Five Question Method for Framing A Qualitative Research Study. *The Qualitative Report*

The qualitative inquiries have been briefly described by Creswell, (2009) as follows:

- **Ethnography** is a mode of inquiry where the researcher studies **an intact cultural group** in **a natural setting** over a prolonged period of time by collecting, primarily, observational and interview data (Creswell, 2007b).

Since the team formations were largely dynamic due to transfers and promotions in the organization which are effected every year this was not feasible. Also the research was not merely observation and description but also interpretation of collected data.

- **Case study is** a strategy of inquiry where the researcher explores, describes or explains in depth a program, event, activity, and process, of one or more individuals. Cases are bounded in terms of time-frames and activity, and researchers gather detailed information using a variety of data collection processes over a sustained period of time (Stake, 1995). The nature of the research question in this research is not only “How” and “ Why” but also what in terus of theory building. Therefore case study is not used as method of

- **Phenomenological** research is a strategy of inquiry which expects the researcher to identify the essence of experiences about a phenomenon as described by participants. Comprehending the lived experiences scripts phenomenology as a philosophy and a method, and the procedure comprises of studying a small number of subjects through extensive and prolonged engagement to develop patterns and relationships of meaning (Moustakas, 1994).

The aim of the research was not to understand the lived experiences of participants in total but related to the visioning exercise. Also, the number of participants could not be fixed in advance, since in grounded theory we would need to go on with the research till we achieve theoretical saturation. Due to this constraint phenomenology could not be used.

- **Narrative** research is a strategy of inquiry in which the researcher studies the lives of individuals and asks one or more individuals to provide stories about their lives. This information is then often retold or re-storied by the researcher into a narrative chronology. In the end, the narrative combines views from the participant's life with those of the researcher's life in a collaborative narrative (Clandinin & Connelly, 2000).

The research did not intend to record biographies and show case them as important achievements and therefore did not choose the narrative research strategy.

- **Grounded theory** is a strategy of inquiry in which the researcher derives a general, abstract theory of a process, action, or interaction grounded in the views of participants. This process involves using multiple stages of data collection and the refinement and interrelationship of categories of information (Charmaz, 2006; Strauss and Corbin, 1990, 1998). Two primary characteristics of this design are the constant comparison of data with emerging categories and theoretical sampling of different groups to maximize the similarities and the differences of the similarities and the differences of information.

Researcher had to discover a theory on co-created vision which had been lived and shared by more than 7000 people in HPCL and therefore the answer was definitely grounded theory. However researcher did not stop looking at alternatives and the following pages detail that.

Researcher did not have a ready-made theory. It needed to be discovered. Researcher needed a methodology which could discover theory by interviewing people on the perceptions, visual

and written documents, and then focusing on the common themes that arise out of such interactions through constant comparisons and then recheck with new material to be collected in relation to the discovered common themes.

3.4(a) Grounded Theory-Method of inquiry for Research

Grounded theory is an inductive method of generating theory by simultaneous collection of data and analysis. Constructivist grounded theory which Charmaz (2010) has postulated has the ontological and epistemological beliefs that has been espoused for this research. Reality is constructed by interaction and reality is subjective and multiple are also the underpinnings of grounded theory. The research question and the ontological and epistemological beliefs compel selection of grounded theory for this research.

Also, in grounded theory the questions are under continual review and reformulations which is what experienced during this research. The research problem demanded that to explore the processes and engage in discovery of theory in line with the research topic. This needed the flexible methodology which allowed constant comparison of data for hypotheses or theory to emerge. The grounded theory is the answer to the above. Questions that seek to discover processes are best addressed by grounded theory (Creswell, 2009). Also, Researcher had perused several researchers on quality of nursing, change management, balanced scorecard, adult learning and many where the researcher felt the absence of theoretical base and proceeded to discover same. Grounded theory has thus proved to be very versatile and effective and going by the research needs.

This research would be used to develop theory about the co-creation of vision and the process that creates achievement orientation which could lead to understanding the black box or the process between co-created vision and germination or enhancement of collective achievement orientation. The grounded theory would be appropriate to understand how this happens in a systematic manner. Given the nascent state of the exploration of co-created vision and collective achievement orientation a theoretical understanding of the process needs to be explored. Due to the necessity to build theory an inductive method needs to be utilized. The grounded Theory has certain cannons which are supportive and useful for purpose which are listed below:

i) It stresses the need for the researchers to be occupied in data, and highpoints the need to intentionally guard against imposing a theory from a related substantive area (Glaser & Strauss, 1967). Researcher adhered to cannon and didn't impose a theory but was on the continual lookout as to how the theory emerged from the data.

ii) Qualitative research does not require the researchers to suspend or ignore all pre-existing theoretical knowledge, but instead encourages the improvement of inductively derived theories by drawing upon as necessary broad theoretical approaches that are not in the same substantive area (Glaser B. G., 1978).

It is not possible to suspend all pre-existing theoretical knowledge, since the human mind cannot be forced to work in silos, where one part can be isolated while the other functions. The advantage of theoretical sensitivity are, in fact several. However the researcher didn't guide the interviews or collection of other data in line with an existing theoretical framework but allowed the theory to first emerge and then checked same for validity through constant comparison with new data.

The grounded theory steps followed in this research is represented in the diagram below:

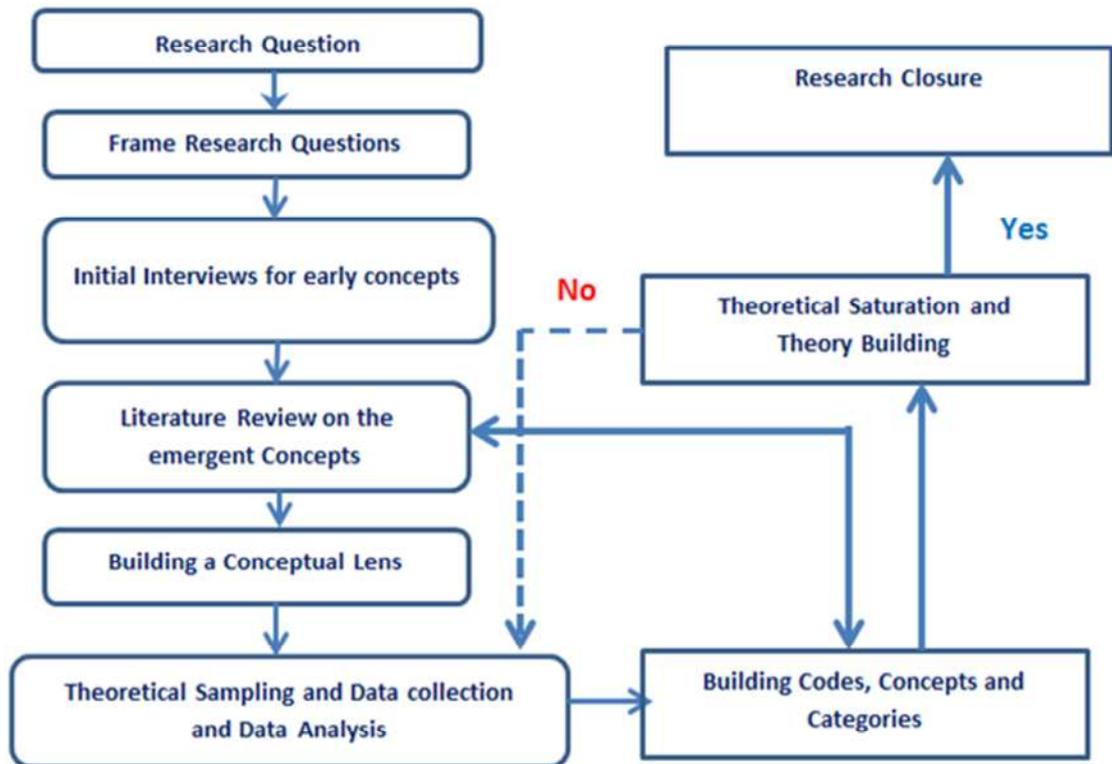


Figure 3.2- Grounded theory process

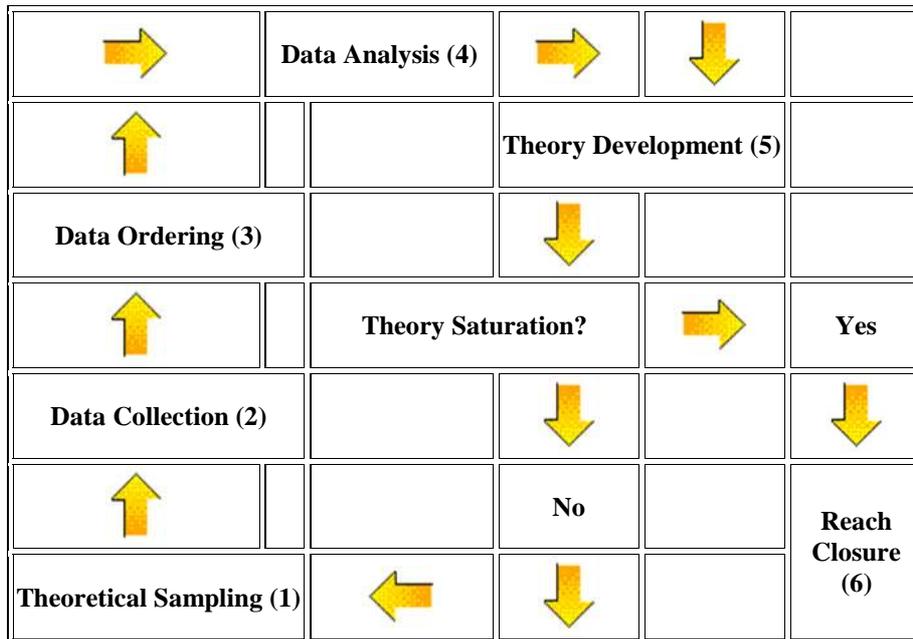
The above diagram constructed by researcher is the gist of the process to be followed in grounded Theory development and has been followed as the process in Grounded theory.

- The above understanding is also reflected in the following process diagram (Pandit, 1996).

It was important to look at the emerging theory and compare with data with other data to arrive at a robust data including consideration of experiences of people which were different and dissimilar. Also, the process has been fortunately spread over a period of year. Thus a constant comparison method would be suitable.

To create theory, interpretation is a must. Grounded Theory realizes that when studying social processes by comparison of data to data, we would see emergence of meaning arising from social interaction between the researchers and researched. The researcher is himself a creator and product of social processes which creates meaning and interprets the meaning.

Figure 3.3: The Interrelated Processes of Data Collection, Data Ordering, and Data Analysis to Build Grounded Theory



Source: <http://www.nova.edu/ssss/QR/QR2-4/pandit.html/pandit.html>

3.5 Data Collection and Sampling:

The role of the researcher is the platform for dialogue on issues involved in collecting data. The data collection steps include setting boundaries for the research, gathering information by unstructured or semi-structured observations and interviews, documents, and visual materials. Identifying the purposeful selected sites, incidents or individuals that would enable the researcher understand the problem and research question (Creswell, 2009).

The data for this study consisted of interview and archival data. Glaser talked of all data being relevant data. (Glaser & Strauss, 1967). Researcher found interviews to be critical for developing the theory but equally important were company records, documents, contemporary articles on the organization and internal communications.

3.5(a) Theoretical Sampling:

Grounded research relies on theoretical sampling (Strauss & Corbin, 1990). This procedure was used by researcher in which sampling was on the basis of concepts that have theoretical relevance to the evolving theory. Those concepts which repeatedly occurred when comparing incident to incident were seemed to have sufficient importance and therefore of proven theoretical relevance. In Grounded theory we sample incidents and not persons (ibid). The Table 3.5 captures the essence of theoretical sampling concepts as propounded by leading Grounded Theory Experts:

Author/s	Concept of Theoretical Sampling
Glaser and Strauss (1967)	Glaser and Strauss (1967) direct that theoretical sampling is the process of data collection for producing theory whereby the analyst together collects, codes, and analyses data and chooses what data to collect next and where to discover them, in order to progress theory as it emerges (Glaser and Strauss 1967).
Kathy Charmaz (1990)	Charmaz (1990) proposes that theoretical sampling is best used when some key concepts have been discovered. Early data collection is commenced with a group of people, who have experienced the phenomenon under study, and start to develop concepts. Theoretical sampling is then used to generate more data to validate and refute original categories.
Goulding,(2004)	In the case of grounded theory, sampling initiates as a “commonsense “process of conversing with informants who are most expected to provide initial information. This data is then examined through the use of open coding techniques, or line-by-line analysis (looking for words and sentences in the text that have meaning),which assist to identify provisional explanatory concepts and direct further “theoretically” identified samples, locations, and forms of data. According to the original rules of grounded theory, the researcher should not leave the field and stop sampling until saturation is reached, or when no additional information field and stop sampling until saturation is reached, or when no additional information is found in the data.
Morse(2000)	By using theoretical sampling and targeting the most knowledgeable participants the quality of the data gathered in each interview can be increased. “There is an inverse relationship between the amount of usable data obtained from each participant and the number of participants” (Morse, 2000, p. 4). In other words, the greater the amount of usable data a researcher is able to gather from a single participant the fewer participants that will be required (Morse, 2000).The literature review demonstrated that saturation normally occurs between 10 and 30interviews. Although saturation might occur after the tenth interview, it is good practice to test the level of saturation by conducting a few

	<p>more interviews. Also these extra interviews act as a form of validation of the patterns, concepts, categories, properties, and dimensions that the researcher has developed from the previous interviews (Corbin & Strauss, 1998). Thus, it would be wise to anticipate 30 interviews in order to facilitate pattern, category, and dimension growth and saturation. It is only through the quality of the data that meaningful and valid results are developed, so it is essential that the researcher ensure that saturation has occurred (Corbin & Strauss, 1998; Glaser & Strauss, 1967)</p>
<p>Martin N Marshall(1996)</p>	<p>The iterative process of qualitative study design means that samples are usually theory driven to a greater or lesser extent. Theoretical sampling necessitates building interpretative theories from the emerging data and selecting a new sample to examine and elaborate on this theory. It is the principal strategy for the grounded the oretical approach but will be used in some form in most qualitative investigations necessitating interpretation (Marshall M. N., 1996)</p>

Table 3.5 Concepts of Theoretical Sampling

The above philosophies were instrumental in deciding the mode of selection of data collection. In this case researcher drew samples of people who had been involved in incidents like visioning workshops, strategy building exercises and balanced scorecard formulation and execution.

Employees selected belonged to different Strategic Business Units or different functions like HR or Finance. The employees have been conversed with from 2003-2013. Many of the initiatives like the Balanced Scorecard, Competency Assessment, commenced after the visioning processes were initiated in the organization. Capability Building with focus on strategic skill building came up at HPCL. Around 40 interviews were recorded in various stages. Researcher found that the initial set of interviews gave the codes and concepts which needed deeper look and thereafter the second stage of interviews helped to refine the codes and concepts and the final stage made the properties more robust and the codes denser.

Researcher has collected the documentation related to the development of the visioning process, the alignment exercise, strategic goals and the strategic initiatives and action plans of many regions, zones as well as the corporate plan, reports, Chairman's message to employees on the blog, webcasts, employee responses and year wise data of commissioned retail outlets and the volume of sales. The researcher had collected documents on the business and the financial models, the project management exercise, customer service commitments, data on response time and on the number of product launches. Other documents which were collected include various reports and journal articles, newspaper clippings. Archival data was collected from 2003 to 2013 even during the period when the thesis was being written to fill any conceptual gaps.

3.5(b) Methods of Data Collection

(i) The Interviews:

Interviews were conducted in multiple stages in this study. In the first stage the interviews were free flowing since one was not aware of the codes and the concepts that would come out of such interviews. Once an outline of the evolving theory emerged, the questions became more focused on the codes, concepts and categories to understand and explain them better. This also helped to look at the properties of the codes and also increase the density of same resulting in higher validity. Constant comparison between the incidents also increased the validity quotient of the research. However, since the entire research is at HPCL the evolving theory would continue to be substantive rather than formal. Interviews were conversational in nature and the researcher used the valuable tool of listening intently with an ear to explore deeper meanings.

The interviews with the top managers were conducted at offices all across India and varied between 45 – 90 minutes. There have been 100s of interviews which helped sprout the initial interest in researching the area and also provided theoretical sensitivity. About 40 interviews have been tape recorded and then typed out which have been utilized. Necessary permissions from the participants and the organization were obtained. Not all the interviews needed to be explored into as theoretical saturation was achieved

(ii) Archival Data:

Archival data was collected to ascertain the corroboration of interview material and these multiple sources formed the evidence for data triangulation. Triangulation is necessary (Denzin 1978) and conjectures on reality should be subjected to possible scrutiny (Guba and Lincoln 1994) while one works with post positivist assumptions.

The vision, strategy and balanced scorecard documents of all the teams were analyzed thoroughly for codes and concepts by constant comparison in terms of the processes of visioning, strategizing, balanced scorecard, capability building and associated elements.

The interviews and interactions between the researched and researcher have been intensive and deep, sometimes more than once. It is noteworthy that some of the interviewee have worked with researcher for almost a decade and facilitated a large number of workshops on co-created visions, balanced scorecard and strategy. The team has facilitated workshops together across the country traveling and staying together. Some of them have been interviewed for the research and their involvement in the major exercise for visioning, and also as their participation in the internal coaches' vision this led to both experiential understanding (what the visioning process does) and insights.

One of the primary sources of data sourced from conversations and interviews of the people who had been involved in the organizational change initiative i.e. the people who had participated in vision co-creation and strategizing including working on implementation of the strategies.

Such people in HPCL cut across functions, age and gender divides as well as level and rank. Also, it was important to bring to focus related documents of vision, strategies, actions and results.

The researcher has also collected vision documents created by employees from company websites and archives as mentioned in the next page.

3.5 (b) (iii) Strategy Document Collected and Analysed

The Strategy Documents collected in the Balanced Scorecard format against the visions of the SBUs and teams related to the following:-

1. Corporate Scorecard
2. Strategic Business Unit (Retail)
3. Corporate Finance
4. Aviation
5. Human Resource
6. I & C
7. Industrial Relations
8. Information Technology

9. IT&S
10. Liquefied petroleum gas
11. Lubes
12. Mumbai Refinery
13. P & P
14. Safety Health and Environment
15. Visakh Refinery

The co-created vision workshops details are listed below:

Table 3.6(a) Co-created Visions Collected and Analysed from Direct-Sales

<u>Name of SBU</u>	<u>Name of ROs/Terminals</u>	<u>No. of participants</u>	<u>No. of Vision</u>
	DS- stands for the SBU –Direct Sales		
DIRECT SALES (DS)	HQO – DS	58	1
	Jaipur DS R.O.	14	1
	Bhubaneswar DS R.O.	15	1
	Bhopal DS R.O.	13	1
	Bangalore DS R.O.	11	1
	Chandigarh DS R.O.	9	1
	Chennai DS R.O.	11	1
	Jamshedpur DS R.O.	14	1
	Kolkata DS R.O.	10	1
	Lucknow DS R.O.	8	1
	Nagpur DS R.O.	8	1
	Pune DS R.O.	12	1
	Secunderabad DS R.O.	12	1
	Visakh DS R.O.	13	1
	Surat DS R.O.	10	1
	Ahmedabad DS R.O.	12	1
	Delhi DS R.O.	12	1
	Mumbai DS R.O.	18	1
	Cochin DS R.O.	7	1
	Silvassa Lube Plant	11	1
	Mazagaon Terminal	24	1
	Aviation SBU	18	1

	Total	320	22
<u>Name of SBU</u>	<u>Name of ROs/Terminals</u>	<u>No. of participants.</u>	<u>No. of Vision</u>
Liquefied Petroleum Gas (LPG)	HQO – LPG	17	1
	North Zone LPG	22	1
	East Zone LPG	19	1
	West Zone LPG	21	1
	South Zone LPG	25	1
	Visakh LPG R.O.	15	1
	Nagpur LPG R.O.	20	1
	Aurangabad LPG R.O.	16	1
	Bhubaneswar LPG R.O.	11	1
	Palghat LPG R.O.	14	1
	Indore LPG R.O.	26	1
	Pune LPG R.O.	22	1
	Hoshiarpur LPG R.O.	16	1
	Ajmer LPG R.O.	18	1
	Cherlapally LPG R.O.	12	1
	Vijayawada LPG R.O.	11	1
	Kolkata LPG R.O.	13	1
	Bangalore LPG R.O.	16	1
	Gandhinagar LPG R.O.	18	1
	Jammu LPG R.O.	10	1
	Goa LPG R.O.	8	1
	Raipur LPG R.O.	10	1
	Lucknow LPG R.O.	13	1
	Mumbai LPG R.O.	23	1
	Delhi LPG R.O.	22	1
	Patna LPG R.O.	13	1
	Chennai LPG R.O.	13	1
	Hubli LPG R.O.	11	1
	Jind LPG R.O.	9	1
	Jabalpur LPG. R.O.	7	1
	Mangalore LPG Import Fac.	28	1
	Total	499	31

Table 3.6(b) Co-Created vision collected and Analysed- (LPG)

Table 3.6(c) Co-Created Visions Collected and Analysed(Retail))

<u>Name of SBU</u>	<u>Name of ROs/Terminals</u>	<u>No. of participants</u>	<u>No. of Vision</u>
	RO- Stands for Regional Office		
RETAIL	HQO – Retail	19	1
	North Zone Retail	21	1
	East Zone Retail	17	1
	West Zone Retail	22	1
	South Zone Retail	18	1
	Panipat Retail R.O.	18	1
	Tatanagar Retail R.O.	15	1
	Bhubaneswar Retail R.O.	21	1
	Visakh Retail R.O.	21	1
	Ahmedabad Retail R.O.	13	1
	Jaipur Retail R.O.	23	1
	Vadodara Retail R.O.	18	1
	Bhopal Retail R.O.	22	1
	Coimbatore Retail R.O.	17	1
	Guwahati Retail R.O.	10	1
	Jodhpur Retail R.O.	20	1
	Aurangabad Retail R.O.	14	1
	Lucknow Retail R.O.	14	1
	Belgaum Retail R.O.	12	1
	Meerut Retail R.O.	19	1
	Raipur Retail R.O.	15	1
	Udaipur Retail R.O.	9	1
	Kolkata Retail R.O.	18	1
	Chennai Retail R.O.	15	1
	Vijayawada Retail R.O.	19	1
	Secunderabad Retail R.O.	19	1
	Rajkot Retail R.O.	10	1
	Patna Retail R.O.	17	1
	Mumbai Retail R.O.	19	1
	Madurai Retail R.O.	16	1
	Jammu Retail R.O.	8	1
	Durgapur Retail R.O.	15	1
	Kochi Retail R.O.	17	1

	Jalandhar Retail R.O.	17	1
	Chandigarh Retail R.O.	16	1
	Pune Retail R.O.	28	1
	Indore Retail R.O.	13	1
	Mangalore Retail R.O.	8	1
	Delhi Retail R.O.	24	1
	Bangalore Retail R.O.	16	1
	Mathura Retail R.O.	18	1
	Kozhikode (Calicut) Retail R.O.	11	1
	Total	702	42

Table 3.6(d) Co-Created Vision Collected and Analysed(Terminals)

<u>Name of SBU</u>	<u>Name of ROs/Terminals</u>	<u>No. of Participants</u>	<u>No. of Vision</u>
Major Supply Locations (TERMINALS)	Kolkata Terminal	23	1
	Loni Terminal	18	1
	Mahul Terminal	17	1
	Vashi Terminal	13	1
	Sewree-Wadala Complex	20	1
	Visakha Terminal	15	1
	Chennai Terminal	21	1
	Total	127	7

Thus the vision documents which were analysed had the involvement of more than 1668 people of the company which was a very robust number. The visions were analysed with a purpose to provide corroborative data for challenging goals that had been said to have been set by the participants.

As can be seen that the no of visions analyzed are 102 and the number of participants were 1648 employees in these workshops. Saturation of codes and concepts from the analysis of visions helped the theory emerge.

3.6 Research Rigor and Validity

Validity and reliability are indispensable doctrines of quantitative or positivist research. These doctrines in qualitative research and especially constructive research (Constructive grounded theory) would mean trustworthiness, credibility, dependability and confirm-ability (Denizen & Lincoln, 2013).

Grounded theory through comparative analysis and different slices of data correct the inaccuracies of data. Integration of a theory enables removal of discrepancies related to hypothetical inferences. These process also generates a substantive or formal theory that is accurate in fit and relevant to the area it rationales to explain (Glaser & Strauss, 1967).

3.7 (a).Credibility

Credibility is compared with internal validity and addresses the issue of 'fit' between respondents views and researchers representation of the views (Schwandt, 2001). Credibility is depicted through the strategies member checks, peer debriefing, prolonged engagement, persistent observation and audit trails (Lincoln, 1995)

Several comparison groups make the credibility of the theory considerably superior(Glaser & Strauss, 1967) and deliberating on the various similarities and differences of the various groups, the researcher produces theory with higher credibility. Researcher has chosen people from all SBUs and functions and also used documents and archival records. Since the theory is grounded in the data collected and constantly compared the credibility of the research is high.

Extended field work over a period of almost 10 years in HPCL is linked to prolonged engagement, persistent observation and the audit trail is established due to interviews of people who are employees of the organization, company records from HPCL websites, and public records of the company. Also, after the theory was getting developed focused questions helped understand the correctness and fit of theory as data was compared to earlier data and concepts. Also Atlas.ti specially developed computer research software helps us in constant comparison with codes, concepts and categories and between them. Also, it ensures that codes and concepts are grounded in data. The emergent theory was checked with the interviewees at times and fellow coaches who validated the causal linkages from their experiences. All these steps helped enhance credibility of this research.

b) Triangulation: Triangulation is a technique that facilitates validation of data through cross verification from two or more sources. Using various modes of data like interviews, company records, articles on the company from multiple sources ensure through corroboration and high dependability. The following steps added to the qualitative research rigor

- Multiple sources of data used ensured *data triangulation like Project ACE website an website created by the coaches for the organization with details of vision, strategies, balanced scorecard website of HPCL, HPCL website, documents from SBUs like Retail, Aviation, Institutional and Government Sales, Refineries, Human Resources, Information Technology, Finance.*
- Usage of several theories in literature for example on vision we had perused dozens of theories, similar for intrinsic motivation, achievement orientation, etc. The literature review dealt on important constructs with multiple theories. This ensured theory triangulation
- More than one researcher collecting analyzing and interpreting data ensures *investigator triangulation. Several of the coaches were asked to interpret the data and we had robust discussions on my interpretation dozens of times in the last five years and the interpretation in my research achieved broad consensus.*

The data is collected over an extended period of time since the process commenced in 2003 and continues till date. This adds to the rigor of the research.

c) Participant Feedback

I during the focused and repeat interviews checked the emergent theory with the participants and they agreed and added to my interpretation. Numerous such meetings have taken place in the last few years of my research.

d) Constant Comparative Method

The constant comparative method of qualitative analysis (Glaser& Strauss, 1967) combines with constant comparison the explicit coding procedure and theory development together. The researcher codes data collected and then collects more data. He compares previous data with new data and also codes with new data and analyses to build theory.

The steps outlined for constant comparative method (Glaser & Strauss, 1967) and followed in the research are detailed below:

- Comparing Incidents applicable to each category: Each incident or interview is coded into as many categories of analysis as possible, as categories emerge or as data emerge from (new incidents) that fit an existing category (ibid).
- Integrating categories and their properties: As the coding continues we come across different properties of the categories. For example co-created vision have properties like participation of people, ownership to vision objectives. As one progress is the properties integrate well and densely with the categories and they emerge by themselves if theoretical sampling is followed. We followed theoretical sampling (ibid).
- Delimiting the theory: Delimiting features of the constant comparative method helps to curb the theory and the categories, since the theory solidifies and major modifications becomes fewer and fewer and analysts compares new incidents of a category to its properties. Atlas.ti has been used extensively (a specific software for enabling grounded theory researches) for creating codes, concepts and categories and their properties and then writing the theory.

e) Theoretical Sensitivity

The sociologist (Glaser & Strauss, 1967), should possess sufficient theoretical sensitivity so that he can conceptualize and formulate a theory as it emerges from the data. Once started, theoretical sensitivity is forever in continual development (ibid).

Theoretical sensitivity denotes to the personal ability of the researcher. The major sources of theoretical sensitivity are professional experience, personal experience and literature literacy (Strauss & Corbin, 1990). The theoretical sensitivity for this research is discussed below:

(i) Professional Experience

Throughout years of practice in a field, one acquires an understanding of how things work in that field, and why and what will happen under certain circumstances. This knowledge even if implicit, is taken into the research situation and helps in understanding events and action seen and heard more quickly Strauss and Corbin (1990). Thus professional experience is connected to theoretical sensitivity.

The professional experience is also backed by Glaser “A researcher’s level of theoretical sensitivity is deeply personal; it reflects their level of insight into both themselves and the area that they are researching” (Glaser, 1967).

The researcher follows methodology of grounded theory, where theoretical sensitivity is key to building good substantive and in certain cases generic theory.

Researcher has been actively involved in the process of co-creating vision at HPCL with large number of teams as well as facilitating numerous strategy workshops. Researcher has professional experience as a facilitator for visioning and strategy building and has been involved in numerous workshops for vision and strategy building at HPCL.

However, the number of workshops facilitated by researcher; form only a fraction of the collated and analyzed documents since the number of coaches involved in the process numbered 14.

Professional experience can enhance Theoretical Sensitivity (Strauss & Corbin, 1990). The authors further state that a “researcher is fortunate to have experience”. Researcher has made conscious efforts to practice objective detachment by collating and analyzing material gathered during interviewing, exploring archival data, and connected documents.

(ii) Personal Experience

The researcher also has been a part of these experiences since he was involved in building his personal vision. He also was a team member and co-created the vision for coaches (Project Organization Transformation in 2003) and Balanced Scorecard Team in 2009.

“Personal Experience represents still another source of theoretical sensitivity. As an example, the experience of having gone through a divorce can make one sensitive to what is it means to experience loss” (Strauss and Corbin, 1990). For the last 2 years, i.e. from 2011 onwards researcher has been head of Capability Building at HPCL. From 2003, till date researcher and a few other coaches have been involved in the re-visiting or re-creation of visions as and when teams or SBUs requested have been also involved in creation of Balanced Scorecards for the visions and planning capacity building interventions.

(iii) Knowledge of related Literature

It includes readings on theory research, and documents, (for example biographies, government publication) of various kinds. Going through publications researcher will have a rich background of information that sensitizes one with what is going on. The research would explore the form and nature of achievement orientation that emanates in people involved in co-creating a vision.

f) Confirm-ability

Confirm-ability (comparable to neutrality or objectivity) is concerned with establishing that data and interpretations of the findings are not figments of the inquirer's imagination, but are clearly derived from the data (Tobin & Begley, 2004)

Researcher has taped the interviews and then transcribed 36 interviews and four were hand written by the interviewees. Data like Organization Vision, SBU Vision, Regional Offices Visions, and similarly strategy maps were collected from company archives or websites and therefore are open to confirmation, which provides an excellent audit trail for confirmation. Atlas.ti as a package helped to continuously work with the data, involve in constant comparison and ensure that the codes, concepts and categories were grounded or derived and abstracted from data.

3.7 Data Analysis

For the purposes of data analysis the major four steps that have been utilized are in line with the theories proposed by (Charmaz, 2006, Strauss and Corbin, 1990, Glaser and Strauss,):-

- a) Open coding
- b) Focused or selective coding
- c) Axial Coding for identifying relationships between Categories, Sub Categories and Codes
- d) Identifying the Core Category and Memo Writing
- e) Theoretical coding

The data analysis is for the purposes of building rather than testing theory (Strauss & Corbin, 1990, Charmaz 2006) as also provides grounding to the codes, concepts and categories for theoretical richness (Strauss & Corbin, 1990).

3.7(a) Data Analysis by CAQDAS – ATLAS.ti

Although software for handling textual data had been available since the mid-1960s, it was not until the early 1980s that qualitative researchers discovered that the computer could assist them in working with their data (Kelle, 1995)

ATLAS.ti is the CAQDAS (computer aided qualitative data analysis software) program used for data analysis by researcher. ATLAS.ti like other software programs does not only analyze data but it is a tool for supporting the process of analyzing data (Friese, 2012).

Software enables organizing large amounts of data for superior and easy analysis. It can modify words, integrate material, search for words based on research criteria and reduce manual monotonous work significantly (ibid).

ATLAS.ti is also known for computer assisted NCT analysis where NCT stands for (Noticing, Collecting and Thinking).

- Noticing:

ATLAS.ti helps us with processes which can mark data look at them through labeling as codes. Codes can be assigned to transcripts, audio and video files, as well as pictures. Codes may be descriptive or conceptual.

- Collecting:

As we work we may find that some of the things are similar to what we have noticed before. They may actually fit under the same code name. Sometimes reframing the code a little can subsume the two codes. This process is necessary step as Strauss and Corbin, 1990 state that “ As the researcher moves along with analysis, each incident in the data is compared with other incidents for similarities and differences and incidents found to be similar are grouped together under a higher level descriptive concept,”(reference missing)

- Thinking:

Thinking is integral to analysis. We need to think while we label data as codes, sub categories or categories. We need to reflect how do the various parts fit together? ATLAS.ti helps in the process for



Figure: 3.4 NCT Model (Adopted from Qualitative data Analysis with Atlas.ti P-101), (Friese, 2012)

3.7(b) Open Coding

Coding is the pivotal link between gathering data and developing an emergent theory. Through coding we define what is happening and begin to create meanings (Charmaz, 2006). Coding is a process of analyzing data and open coding is a process of breaking down, examining, comparing, conceptualizing and categorizing data (Strauss & Corbin, 1990). At first input data was selected and thereafter open coding done to understand the important concepts and distinguish their properties. All is data (Glaser & Strauss, 1967). In view of the same I have used extensive interviews sometimes on repeated basis for theoretical clarification, data from company archives, articles published in leading journals for analysis pertaining to the research question. Parts of texts which are sentences or paragraphs (Strauss & Corbin, 1990) describing (a) co-created vision (b) strategy building (c) balanced scorecard (d) team work (e) capability building (f) achievement orientation, were coded and labels assigned. This helped us easy recovery and categorization to Atlas.ti (Miles & Huberman, 1994). I started with line by line open coding of data and comparing incidence to each other in the data, and asking questions thereafter giving rise to memos which were very helpful relationships between the codes, concepts and categories (Holton Judith A., 2007). Line by line coding helped me to verify the categories as well as saturate them. It also ensured that I did not miss any important category and would establish the relevance of the codes by an emergent fit to the substantive area under study (ibid). This has helped the theory to be more robust, rich, dense and grounded.

The need to push codes from a descriptive to conceptual, higher abstract level is necessary and relevant. Corbin and Strauss (2008) wrote:

“One of the mistakes beginning analysts make is to fail to differentiate between levels of concepts. They don’t start early in the analytic process differentiating lower level explanatory concepts from the larger ideas or higher level concepts that seem to unite them.... If the analyst does not differentiate at this early stage of analysis, he or she is likely to end up with pages and pages of concepts and no idea how they fit together.”

I have from early stages of labeling concepts thus created major code families or the sub-categories or categories to tide over the problems.

Also codes which would be at the concept level were subsumed by more generic codes reducing their numbers to enable create theory.

The codes were selected from parts of the interview and the relationships between the codes have been marked with the help of Atlas.ti. The software facilitates the process of analysis by linking the codes and depicting the relationship.

3.7(c) Focused / Selective Coding

In focused or selective coding similar codes which had common attributes were merged and they formed concepts. The conceptual codes thereafter gave rise to higher abstract form called categories (Strauss & Corbin, 1990).

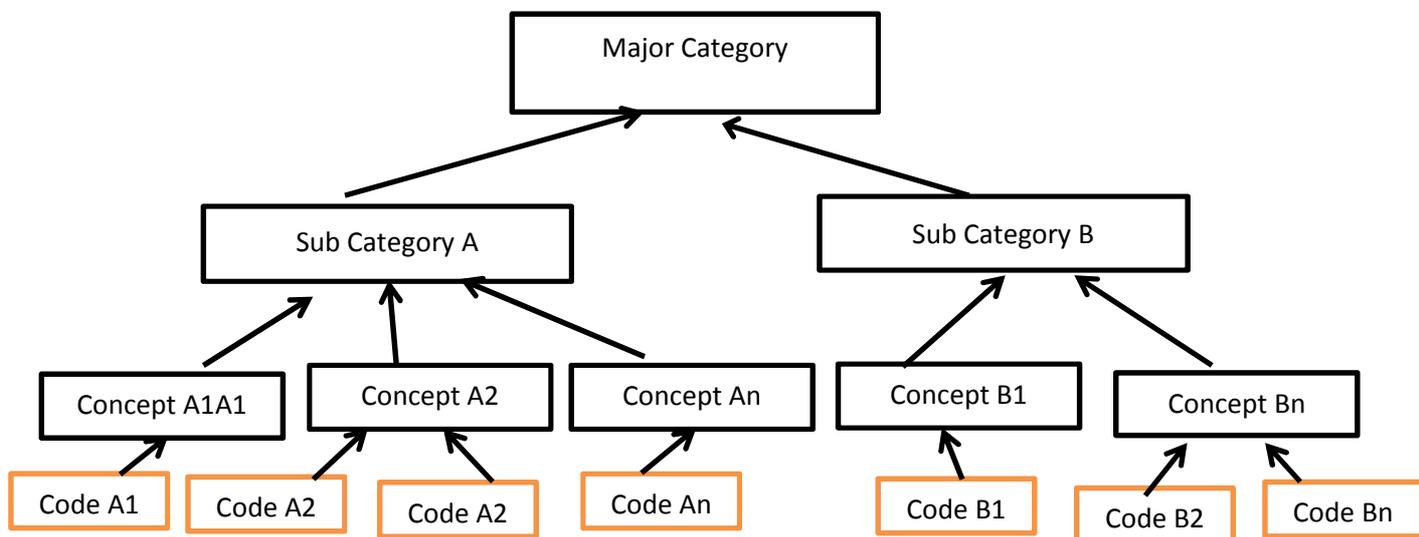


Figure No. 3.5 (The relationship between codes, concepts, sub-categories and categories as derived from Strauss and Corbin, 1990)

3.7(d) Axial Coding:

Strauss and Corbin (1990), speak of axial coding “as a set of procedures whereby data are put back together in new ways after open coding, by making connections. This is done by utilizing a code paradigm involving conditions, context, action/interactions, strategies and consequences.

In axial coding the focus is on specifying a category (phenomenon) in terms of the conditions that give rise to it, the context, its specific set of properties in which it is embedded; the action/interactional strategies by which it is handled, managed and the consequences of these strategies. These specifying features of a category give it precision, thus we refer to them as sub-categories. In essence, they too are categories, but because we relate them to a category in some form of relationship we add the prefix “sub” (ibid).

As we involve in open coding in Atlas.ti the data gets fractured. As we look into the fractured data new insights are available as we put the data back in terms of relationships between the categories and sub-categories, categories and codes, sub-categories and codes, and even codes and codes. The relationship in Atlas.ti is drawn by the researcher and not the analysis tool. In Atlas.ti relationships offered are “is a, is property of, is part of, is cause of, is associated with, etc. helps us to understand the relationships and complete the axial coding critical for building the theory.

Below cited is an example:

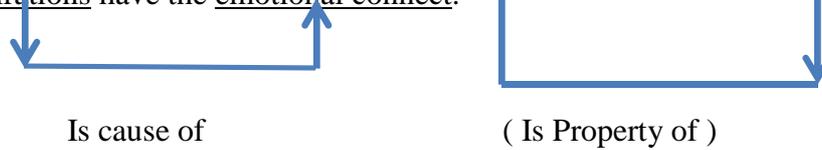
Identifying patterns of relationship amongst codes

As we extract data from the interviews and break them into small pieces, the relationship between the codes became clear. The casual relationships between the codes could be one causing the other or one is associated with the other or one is part of the other etc. The following example would clarify it.

An interview transcript with Mr. V.R. Nair, Head-Administration at HPCL:

‘The necessity of bringing out the personal visions was part of the transformational change initiative that we did. Transformation can only happen by understanding the employees by understanding every employee’s aspirations and needs and goes by engaging them in a

pursuit for an inspiring vision. The Personal vision is built out of their dreams and unexpressed needs. Moreover visions are a field that brings energy into form and hence it is important that the aspirations have the emotional connect.’



In axial coding attention is on specifying a category (phenomenon) in terms of (Strauss & Corbin, Basics of Qualitative Research : Grounded Theory Procedures and Techniques, 1990):

1. The conditions that give rise to it,
2. The context i.e. its specific properties in which it is embedded
3. The action/interaction strategies by which it is handled, managed, carried out
4. And the consequences

It is interesting to note that actual conceptual labels placed on categories do not necessarily point to whether a category denotes a condition, strategy or consequence.(ibid).

An example is ‘When a business organization faces competitive challenge (**condition**) it desires to change (**phenomenon**) by co-created vision (**strategy**) and achieves increased sales (**consequence**).

The themes, codes, concepts and categories were inductively generated in line with the grounded theory methodology. The idea was to generate themes and concepts which build into a theory rather than verifying existing hypothesis. As the interviews progressed, it became increasingly clear that executives would talk of co-created visions and its relationship to issues that related to daily work. Also, several officers talked about both of an intrinsic need and extrinsic compulsion to envision the future. They knew that the future would be different only when deeply held assumptions about how we do business was reflected on and changed. It also became apparent that the vision objectives had created an internal structure in the people and its external structure in the organization which piloted them to achieve these objectives. In the interviews it was clear that people talked of need to achieve goals which were different and challenging. Thus, the initial aim of looking at the process of co-creation vision had to be relooked into. This resulted in the formulation of the research

objectives of understanding the co-created visioning process and exploring its relationship on achievement orientation.

3.7(e) Memos

Punch (1998, 206-208) explains that memos assist the researcher to think, to make decisions or to interpret while analyzing the data. Throughout the process of data analysis it is a good idea to engage in memoing, i.e. recording reflective notes about what one is learning from the data. Code memos, theoretical memos and operational memos can be distinguished. Code memos relate to open coding, whereas theoretical memos relate to axial and selective coding.

Operational memos contain directions relating to the evolving research design. One of the helpful objects in Atlas.ti is called memos. Visualization in Atlas.ti refers to the direct supportive role of the way humans think or plan.

Complex properties and relations between objects are visual and keep the researcher focused on the data. Although the researcher works with the detail, the integrated whole of the project is always within direct reach, in the "Hermeneutic Unit". Serendipity stands for an intuitive approach to the data, browsing through the data as the researcher makes relevant discoveries, but without a forceful search. The process of getting acquainted with the data uses an exploratory, discovery-oriented approach.

Transcribed texts are opened in a "hermeneutic unit" where all the data, codes, memos and diagrams that belong to the analysis are stored. An analysis commences on the "textual-level", which implies that the researcher works mainly with the texts or documents. In open coding text segments are marked, codes are assigned and memos written. Explanatory commentaries may also be written. Lists of codes and memos may be sorted in a variety of ways. One way to sort codes or memos may be according to grounded-ness, which means according to the series of text passages assigned to a code or memo. Another way to sort codes may be according to the conceptual density, which relates to the number of other codes connected with or linked to a particular code. e researcher who works mainly on the conceptual level – that means mainly with concepts –uses axial and selective coding. In Atlas.ti, this indicates that codes and memos are joined to families. For theory building the researcher defines concepts consisting of codes of higher order – cf. Atlas.ti "super codes" – which are not connected to particular text passages, but to codes. Relations between codes may be represented graphically and can be defined or redefined according to standard logic relations (cf. Muhr, 1997a).

ATLAS/ti and NUD·IST are head-to-head competing products. Because they offer essentially the same functionality, the decision of which to purchase becomes one of deciding, first, do you

have to have a Macintosh program? If so, then you should buy NUD·IST. There is not now, nor do I expect to see, a Mac version of ATLAS/ti, especially given Apple's dwindling market share. Second, which interface do you prefer and which bells and whistles are important to you? I like the intuitive feel and closeness to the text that ATLAS/ti gives me and I don't like NUD·IST's obsession with nodes and Lisp syntax. But what works for me may not suit your needs, so download the demo versions of both of them from their respective web pages (see Appendix for the addresses) and try them both before committing your hard-earned research dollars to one or the other.

Both products are marketed in the United States by the same company, Scolari, a division of Sage Publications. Scolari is also marketing several other programs for text analysis. They are sure to wind up with a top-notch product regardless of which one emerges as the winner in the marketplace. My money is on ATLAS/ti. (Lewis, 1998)

3.7(f) Theoretical Coding

Theoretical coding is a sophisticated level of coding which follows codes selected during focused coding (Charmaz, 2005). Glaser (1978:72) introduced theoretical codes as conceptualizing “How the substantive codes may be related to each other as hypothesis to be integrated into a theory”.

Theoretical codes, therefore, specify possible relationships between categories that have been developed during focused coding. In a way Glaser (1992) argues that these codes preclude a need for actual coding because they “weave the fractured story back together”. It can be seen from the above that the theoretical coding is similar to axial coding suggested by Strauss and Corbin, 1990.

Each of the categories that emerged grounded in the data have been explained separately and the thought processes that originated from the reflection and questioning have been frequently added as the corresponding memos which are integral to the process of building Grounded Theory. Different people perceive truth differently. Yet, the diversity of opinion adds richness in terms of dimensions and properties of the categories.

Collecting data would be followed by analyze data to formulate categories and integrate them to form theory. Selective coding is the process of selecting the core category, systematically

relating it to other categories, and filling in categories that need further refinement and development (Strauss & Corbin, 1990).

Core category: The Central Phenomenon around which all the other categories are related (ibid).

Making it all come together is a notable challenge. When we do axial we prepare the ground for selective coding. We now have categories worked out in terms of their salient properties, dimensions, and associated paradigmatic relationships, bestowing the categories with density and richness. We should begin looking at possible relationships between the categories (ibid).

The details of the interviews recorded for the research are as under (Table 3.7):

Serial No	Atlas Ti Primary	Designation in HPCL	No of Interviews
1	P 90	Arun Balakrishnan C&MD HPCL	1
	P 136	ArunGarg Chief Manager Delhi	1
	P 135	Surya Rao Dy. General Manager CSR and Ex Coach	1
	P 137	M S YadavDy General Manager W-Zone	1
	P 139 and P 134	V G Ramaswami Sr. Manager RTI and Ex-Coach	2
	P 133	Regional Manager	1
	P 132	Secunderabad Regional Manager Retail	1
	P 131	Jammu Regional Manager Direct Sales	1
	P 130	Guwahati Retail Regional Manager	1
	P 129	Regional Manager	1
	P 128	Regional Manager	1
	P 127	Finance Officer	1
	P 126	Regional Manager	1
	P 125	Regional Manager Bhopal	1
	P 124	Zonal General Manager	1
	P 123	Terminal Manager	1

P 122	Sales Officer	1
P 121	Depot Manager	1
P 120	GM Retail HQO	1
P 119	Terminal Manager	1
P 118	Regional Manager Guwahati 2 nd Interview	1
P 117	Patna Regional Manager	1
P 116	Executive Director Finance and now Director Finance of HPCL	1
P 115	Dy. Gen Manager Retail Up-gradation	1
P 114	General Manager South Zone	1
P 113	ED HR and now Director HR of HPCL	1
P 112	Pranay Kumar Patna Regional Office 2 nd Interview	1
P 111	Director HR 2 nd Interview	1
P 110	Dy General Manager South Zone O&D	1
P 109	Senior Manager RTI and Ex -Coach	1
P 108	Senior Regional Manager Raipur and Ch Manager Balanced Scorecard	1
P 107	Arun Balakrishnan Ex C&MD second Interview	1
P 106	Anil Pande GM WZ and now ED Pipelines and Projects	1
P 105	Dr. D K Saxena Chief Regional Manager	1
P 104	M S Damle Executive Director Retail	1
P 103	Chandigarh Regional Manager	1
P 102	Regional Manager North East	1
P 101	Dy General Manager Administration and Ex Coach	1
P 97	Chief Manager Recruitment	1
P 97	Senior Manager CLO Mumbai	1

	P 97	SubbaRao Dy. General Manager Performance Management	1
	P 97	Senior Manager Organizational Development Initiatives	1
	P 96	V R Saxena Chief Manager LPG	1
	P 147	Mr. Surya Rao – Interview No. 2	1
	P 145	Dy. General Manager-Admn. – V.R. Nair – 2 nd Interview	1
	P 143	Mr. Rajnish Mehta, GM-WZ	1
	P 141	Mr. Jayant Gupta, DGM-IS	1
	P 140	Heena Shah, Dy. Manager-BSC	1

Table 3.7 Interview record for research

Each of the Categories have been developed in line with the Research Methodology and Data Analysis talked above and thereafter the categories related to the core category related to Co-

Creating a Vision which emerged as the pivot for change, emotional engagement of people and action. The categories due have been individually devoted a chapter each and then integrated. This analysis helps us to understand the process associated with the co-creation of vision at HPCL.

In conclusion this chapter has helped provide a detailed account on how grounded theory was selected over other qualitative methods and on the level of my theoretical sensitivity. Not only, did we talk of the lack of theoretical density on the research topic but also the need to draw from different disciplines viz. biology, organizational behavior, organizational development, neuroscience amongst many others, and this is well suited for grounded theory research. The Chapter has also deliberated on the research problem and the ontological and epistemological underpinnings, the methodology of this study and the harmony between them. The next chapter “Methods” would provide a detailed description of the methods for this research.

Chapter 4

Chapter 4

4.1 Realizing the Need to Change:

Category1: Awakening to the need for Metamorphosis: Energize People to Change

During conversation and interview in the organization a clear pattern emerged. People across levels talked how in 2002-03 there was a perceived need to change. Right from the Chairman to Executives at different levels of management talked on the need for change in view of the fact of the sure and steady withdrawal of entry barriers, arrival of multinational and Indian private firms in oil sector.

As we coded the interviews it was realized that there was the need for change. The phenomena were due to the causal conditions mentioned above. The realization that the need for change was the phenomena arose while coding the interviews with ATLAS.ti. Coding incident to incident, certain common factors emerged. After a period the interviews yielded no new codes denoting saturation. This category realization for the need of change is thus named as: **Awakening to the need for Metamorphosis: Energize People to change**

It is the process of metamorphosis which transforms one for better. HPCL as the visioning workshops went repeatedly talked of a better and brighter future with themes like delighting the customer, great place to work, innovation, improved market share dominating the aspirations of over 7000 people. People in the interviews also talked of the dominant need for positive change in HPCL.

Mr. Arun Balakrishnan, Director HR in 2003 and C&MD of HPCL and, in his interview dated Nov. 05, 2010 said:

“The Petroleum sector basically was actually controlled by the Government. All aspects of the trade were controlled. In the mid-1990s the industry started opening up, the government started opening up the industry in India. For the first time we were about to get some private players into the bargain. So the company realized that we ought to change, and ought to change drastically so that we are able to compete with the private sector.

In early 2000 we were surprised to note that we really did not know who the customer was. When I became Director of HR in around 2003 we started the process of bringing transformation in the organization and we went about the process in which almost every employee was involved in finalizing or arriving at what was the vision for the company”.

Here the C&MD voices the need for change to remain competitive in the altered environment where private sector participation had become a reality. With the government opening up the industry, business as usual was no more possible. It is interesting to note that the need for change was articulated at the top level. The diagram of the concepts in relation to the category Awakening to the need for Metamorphosis: Energize people to change is mapped and networked as per the relationships that emerge from the above interview and is diagrammed in the next page.

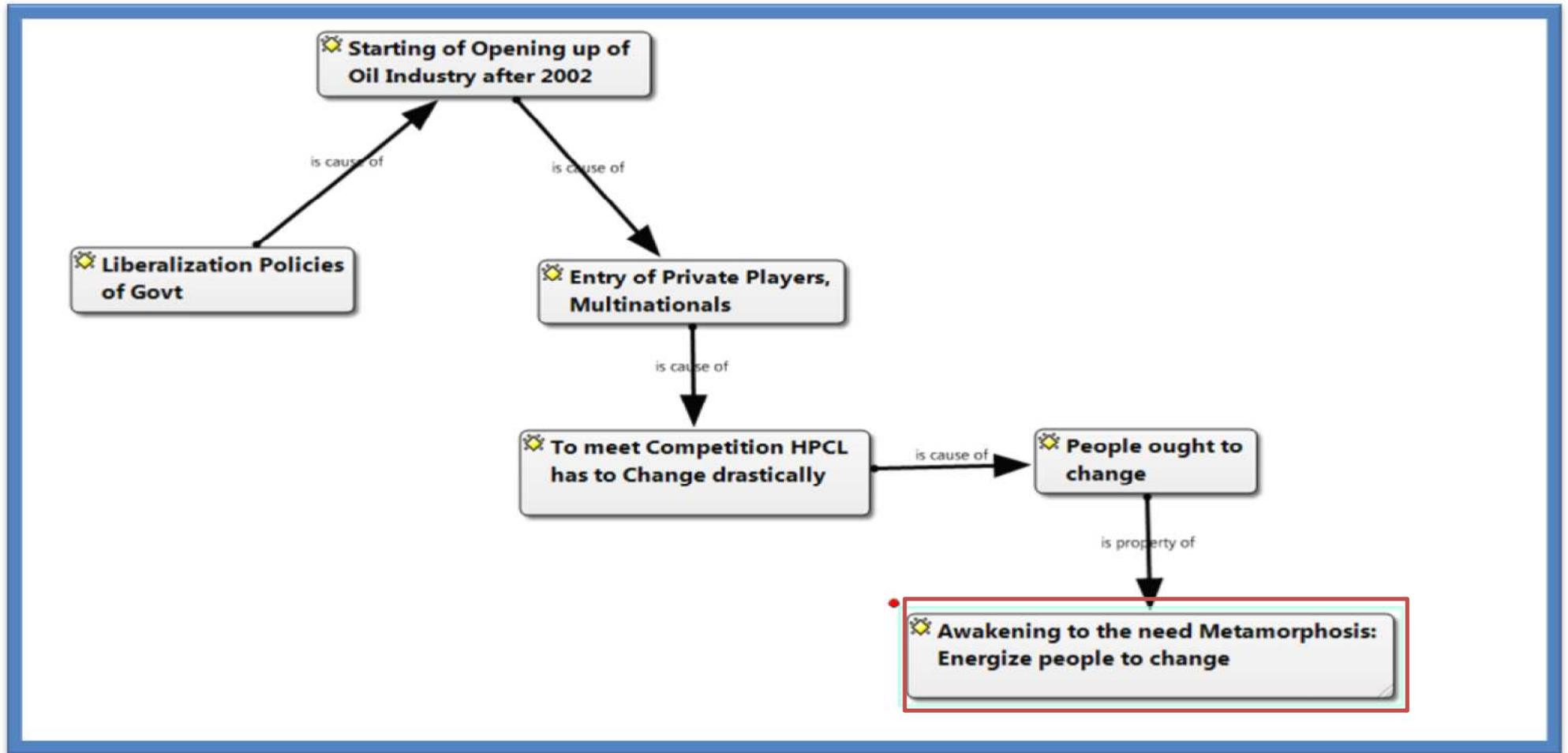


Figure: 4.1 C& MD’s interview coded in Atlas.ti bringing out the category Need for Change in Peoples’ Attitude

4.2 Constant Comparison of Interviews for concepts

Mr. Arun Garg working in Central Purchase as Chief Manager when interviewed said:

‘Project organization Transformation was started in HPCL in the year 2003 when the Indian Government had already decided to privatize HPCL by divesting its share in the Company. Due diligence had also been commenced by the entities interested in taking over the reins of the Company. When the applications were invited by HPCL to select Internal Coaches for spearheading the Project Organization Transformation, there was a widespread apprehension in the applicants that in the event of Company getting privatized, they could end up being amongst the first ones to get the pink slips’.

When coding of the variables it was obvious that pink slips are being talked about when HPCL was about to be privatized. As an employee who had worked for about 2 decades in the organization Researcher was familiar with a large number of employees. Many voiced disquiet and anxiety on job continuance if HPCL was privatized. The impending privatization was a perceived threat by many employees. Added to this was the liberalization policies and large-scale entry of Indian private companies and multinationals. Management realized the need to transform and energize the employees. The management thought co-created visions would be the vehicle organizational transformation. Since need for change in the company had now become a shared realization as seen from the interview, company records and articles on HPCL coding led to the category:

Mr Arun Garg’s interview was coded. Therefore the codes were causally linked in a diagram derived from analysis of the textual analysis through Atlas.ti, brings out the code and category in Figure 4.2 in the next page.

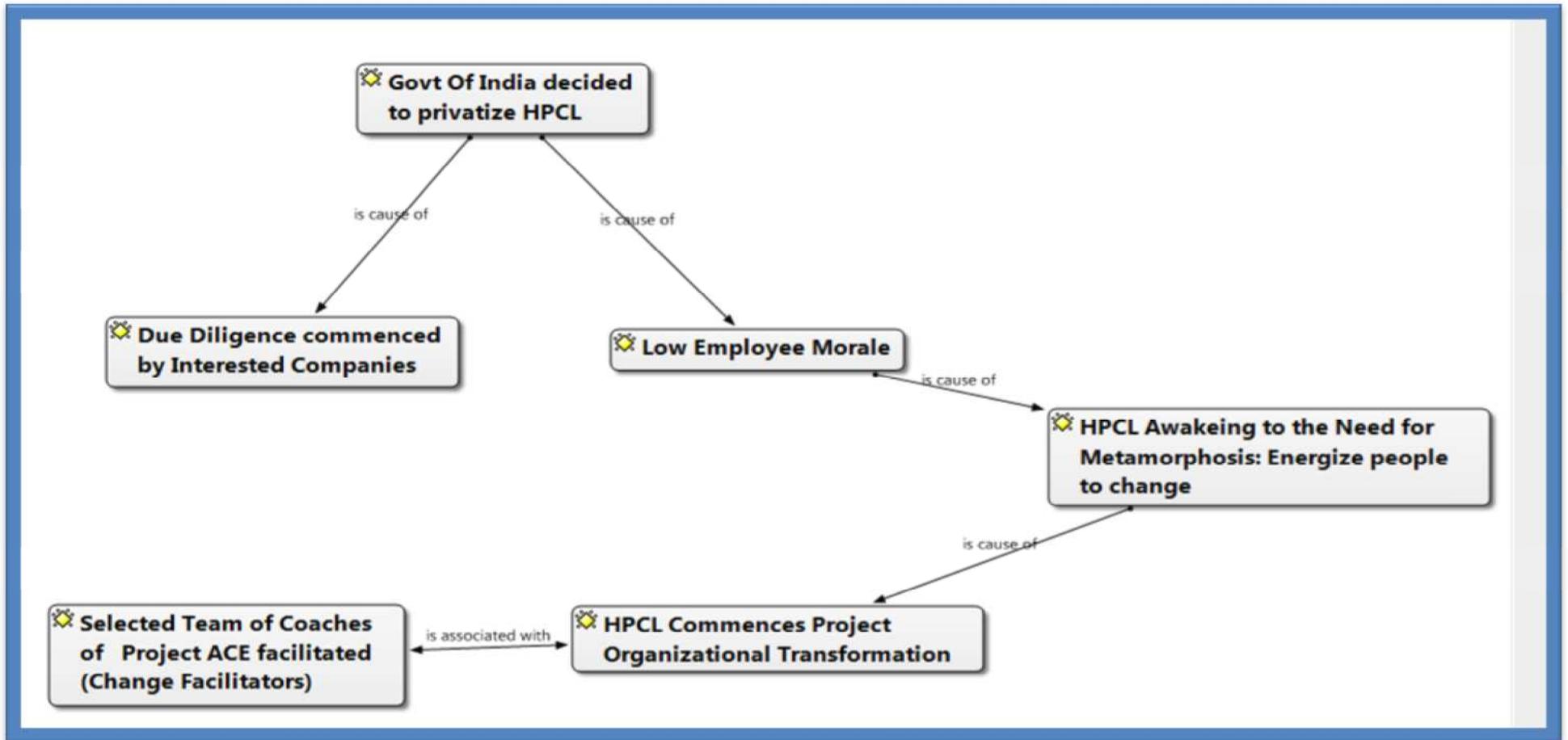


Figure: 4.2

Both the interviews of the C&MD, Shri Arun Balakrishnan, and Ch. Manager, Mr. Arun Garg, depict that the government liberalization policies, entry of private place and multinational. The decision of the government to privatize HPCL impacted employee morale adversely and also brought in the need to be HPCL more customers centric. All this casual factors resulted in the phenomena of HPCL awakening to the need for metamorphosis: energize people to change.

4.3 Executive Commitment and Wisdom

It was the then Chairman & Managing Director, Director HR and other senior people who felt the need for change and acted on the need by appointing a team of coaches, communicating to the people on the need of change and created structures for holding the co-created workshops.

But the realization meant that action should be initiated to make the change happen. And therefore the Top Management Commitment to Change Initiative is imperative to make transformation happen.

Mr. ArunGarg was also an Internal Coach and Ch. Manager, North Zone states “Indian government had decided to privatize HPCL in 2006 by divesting its share in the company”. Due diligence had commenced by entities interested in taking over the reins of the company. When the applications were invited by HPCL to select Internal Coaches for spearheading the project Achieving Continuous Excellence, there was widespread apprehension that they could be amongst the first to get the pink slip. He had also stated during my talks with him that employee morale was low. In fact we were witnessed to strike notice from employees during the period of 2003.

Mr. Surya Rao (presently functioning as DGM –Internal Audit and was earlier one of the team of internal coaches) when interviewed talked of Project ACE which was the project where 14 internal coaches were selected and trained by HPCL to create co-created visions, strategies to achieve the vision said:

‘ACE is meant for transformation in HPCL to face the challenges fulfilling the demands of customers in market driven businesses. Those powerful strategy, structures and systems that derived wonderful results in past became constraints now in changed market scenario.

Purpose, processes and People, have become more important and leadership played vital role beyond management. Leadership requires inspiration, alignment and motivation over and above the Management of Planning, organizing and controlling. The Command & Control has given way to Teamwork. Achieving new heights in innovative way became essential to maintain Growth and Development. Organizations began to look for Future that employees collectively desire. 'ACE helped employees to come together and articulate their collective aspirations into Organizational Vision.

A team of coaches were selected from different business unit from the middle management like senior and chief managers. The expectation from the coaches is the transformation of the entire organization. That time, the background was globalization, liberalization and privatization. They wanted to modify the PSUs according to the market scenario.

Suddenly we had to become customer oriented...in the change scenario they said that the customer should be satisfied and delighted by the services you are providing.'

The above interview was coded and the concepts and properties to the category were linked with relationships as established from the interview and the diagram is shown in the next page.

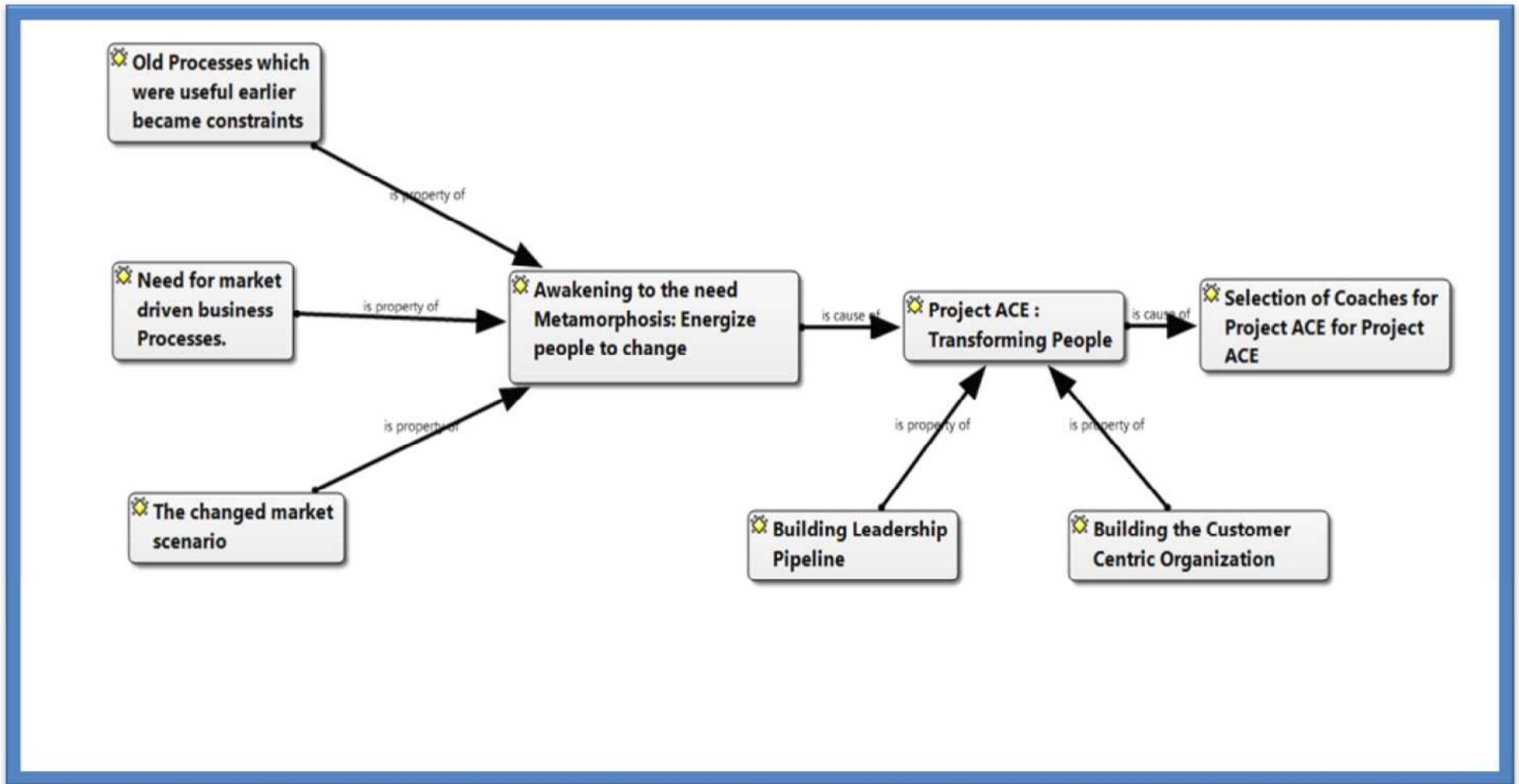


Figure: 4.3

Again, it is seen from the analysis of the text and the coding therein that casual factors like impending privatization, changing market scenario, liberalization and globalization were strong determinants for need to change and as realization dawned it was felt necessary that HPCL be transformed into a customer centric organization through a team of Internal Coaches who would facilitate the process of co-creating visions etc.

Based on data collected and interviews conducted by Palladium Inc. a corporation which has Dr. Robert Kaplan and Dr. David Norton (Who are co-creators on the concept of Balanced Scorecard) as directors, The Balanced Scorecard Report published by Harvard Business Publishing brought out how HPCL had created change by energizing people. The article talked on the liberalization, then prevalent culture of compliance and the civil service mindset of the people which were contra to good customer service (Koch & Sen, 2009).

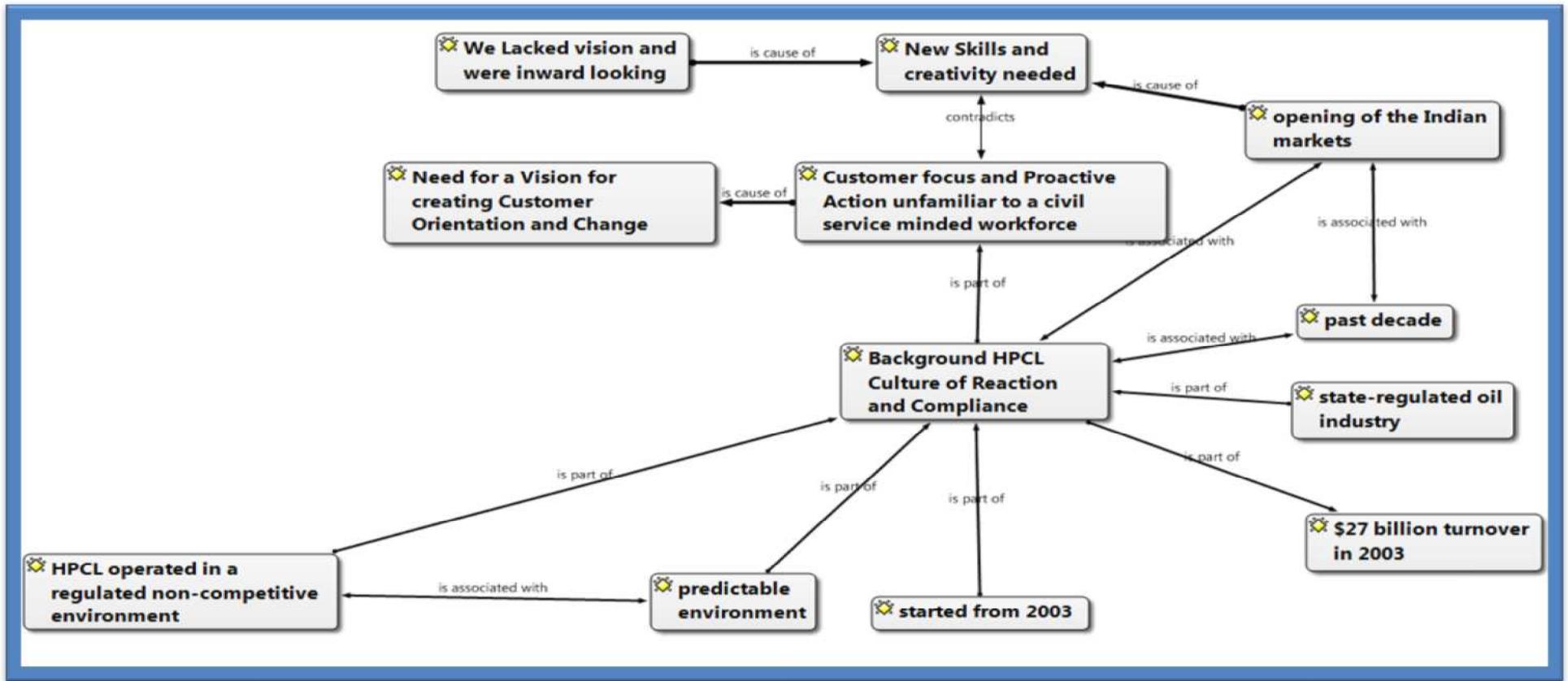


Figure: 4.4

The analysis would be incomplete without the views of the Chairman of HPCL at that time 2003-2007 Mr M B Lal. In the AGM report he said:

‘In our organization pyramid, the base is our employees who continue to serve with dedication.

Our thrust has been to enhance the capabilities of our employees to meet the requirement of changing market dynamics and environments. It is also our endeavor to ensure that all the activities of different functions are aligned with the overall corporate objectives. The ongoing HR initiatives such as “Competency Mapping” ... and “Balanced Scorecard” approach to fix performance targets and evaluation are...addressing the core of the above requirements.

Encompassing all these initiatives, the organization transformation exercise for achieving continuous excellence is also progressing well and a large segment of employees have already gone through this change management process.’

The network diagram displaying the coded interview is as below:

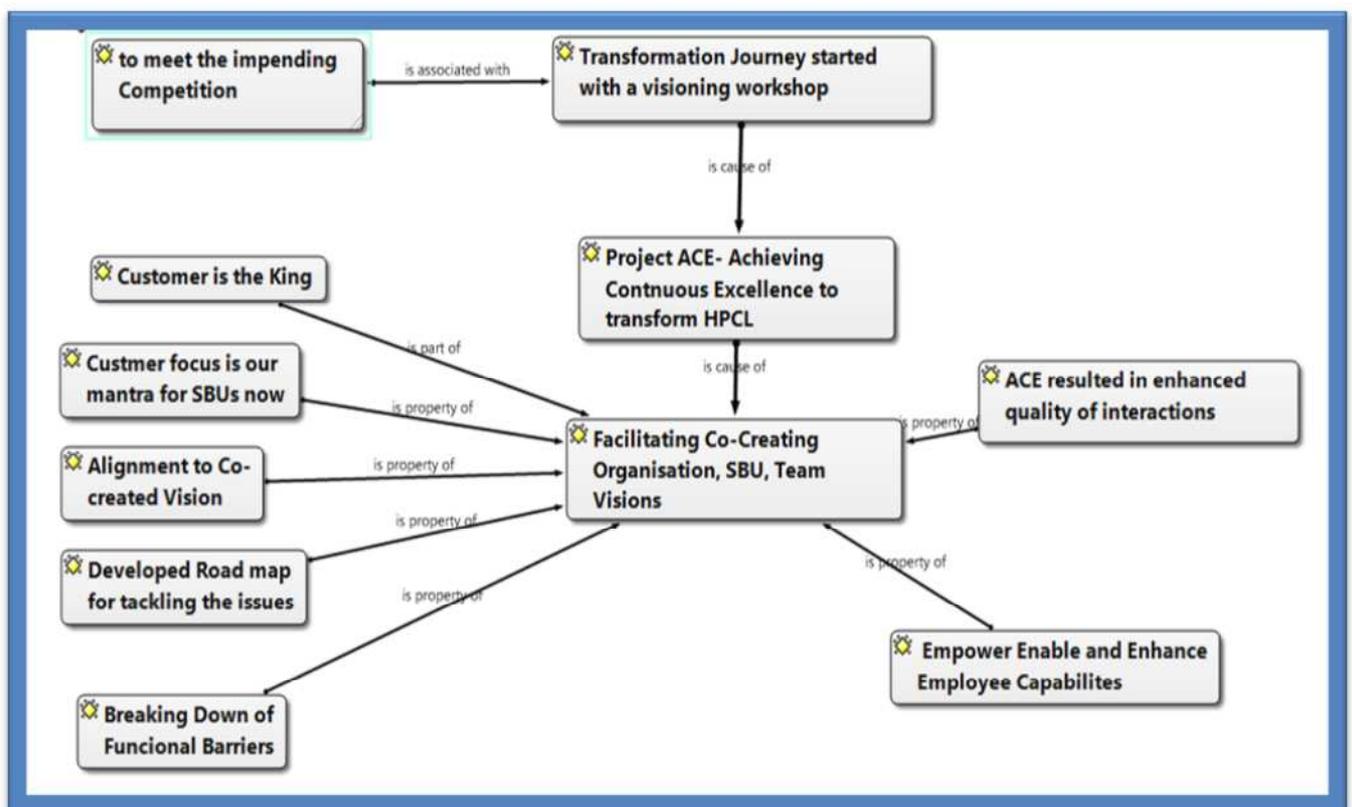


Figure: 4.5

The process of change therefore had the complete commitment of the top management; they realized the need for customer focus, empowering, enabling and enhancing capabilities and the value of vision. It also talks of Project ACE as the initiative encompassing all initiatives of change.

Many Interviews were coded including the above to come to the understanding how HPCL awoke to the need for metamorphosis and the necessity to energize people to effect the change. As was said in the interviews that organization needed to change and for that the people needed to change. Also management edicts would not work and HPCL needed a co-created vision to help create a realization in the people to change into an customer centric organization. The codes had to be grouped to form the concepts and sub-categories. One of the concepts that related to the category 1 is from these interviews. The codes were grouped into code families. An example is depicted below:

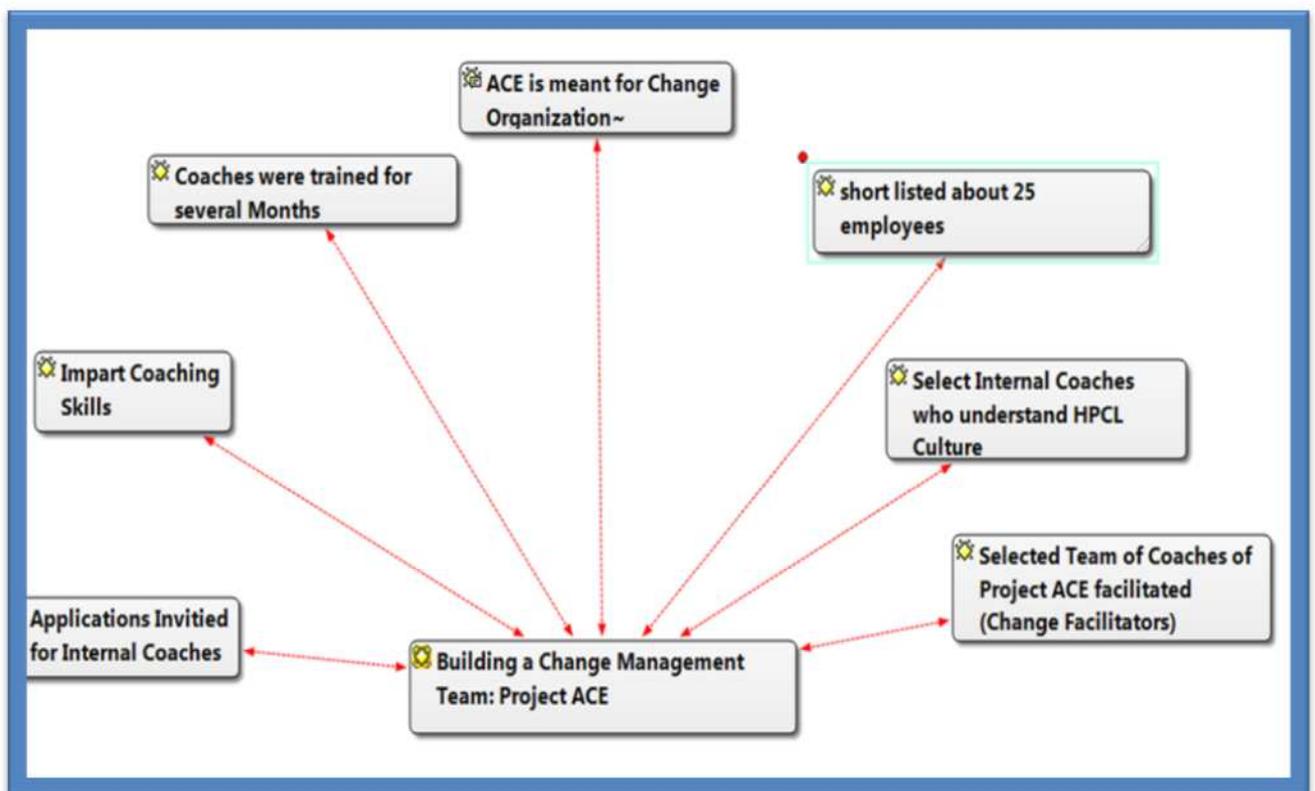


Figure 4.6

Thus the family code or concept **Building a change management team: Project ACE** has been derived from several codes in the interviews.

Similarly the following other concepts or family codes are derived from the Interviews related to the Category 1 and diagrammed in next page as Figure 4.7

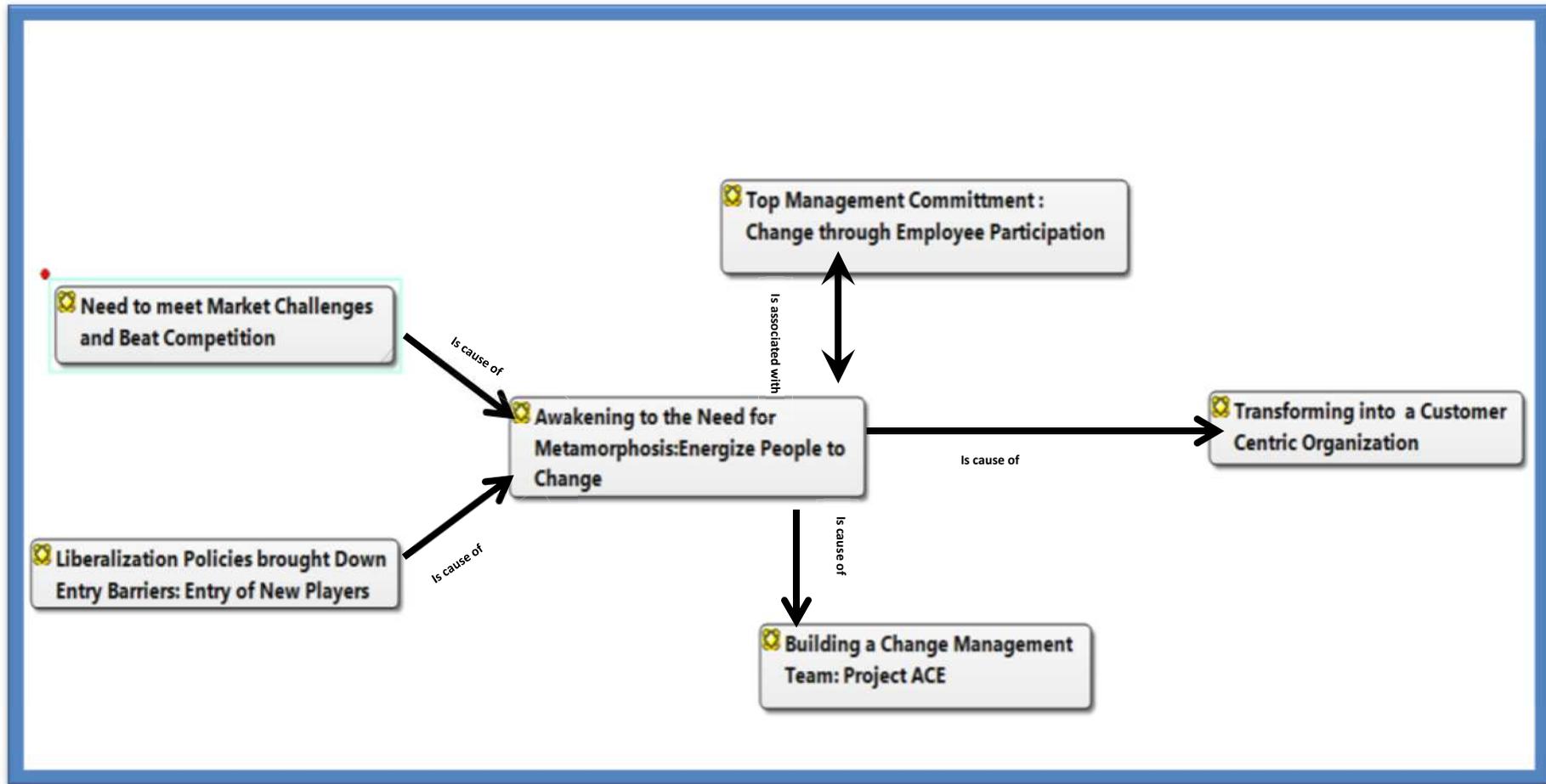


Figure 4.7

Analyses of the all of the above interviews and article on HPCL and the emerging concepts have been linked with Category 4 in the above Atlas.ti network diagram which show the need for realization to change as a factor as a key for action to change.

What has been brought out in each of the above three interviews of employees, one journal articles and a AGM Speech of then CMD is the phenomena or the category: Realization of Need for Change. When we get deeper and look at a more abstract category which would go beyond the substantive, we realize that people felt a deep need for transformation or metamorphosis, including changes in the cultural aspects of HPCL, for e.g. being customer centric from customer apathy. Therefore, this category is named as “Awakening to the Need of Metamorphosis”. Since this metamorphosis could be achieved not by management edicts but by intrinsic motivation of people as gathered from the interviews “need to change” and “need to energize people for change became inseparable. The category thus is labelled as “Awakening to the Need of Metamorphosis: Energize people to change”.

4.4: Explaining the Category

The category that arouse from the data and which needs to be theorized is: Awakening to the need for Metamorphosis – Energize People to Change.

<p><u>Category</u></p> <p>Awakening to the need for Metamorphosis: Energize People to Change</p> <p>Definition: A realization by the Senior Management on the need to change to meet present and future competitive forces and energizing people to accelerate individual and organizational change</p>
<p><u>Casual Conditions</u></p> <ol style="list-style-type: none"> 1. Liberalization Policies brought Down Entry Barriers: Entry of New Players 2. Need to Meet Market Challenges and Beat Competition <p>Intervening Conditions</p> <ol style="list-style-type: none"> 1.Top Management Commitment to Change
<p><u>Strategies</u></p> <ol style="list-style-type: none"> 1. Building Project ACE Team
<p><u>Consequences/Properties</u></p> <ol style="list-style-type: none"> 1. Customer - Centric Organization

Figure: 4.8

4.4 Theoretical Explanation and Theoretical Contribution:

The above Network Diagram links the category the causal conditions, strategies, intervening condition and consequences from analysis of the interview parts on the need for organizational change through change in the people.

As is clear from the above; the compelling conditions of increasing competitive forces and lack of capabilities to meet the market challenges coupled with low employee morale necessitated the case of change. Project ACE was conceptualized by the Top Management and they displayed commitment by building Putting Project ACE Team. The Project ACE team was to roll out initiatives which would help HPCL to become customer centric and also build capability in employees.

Perusing the literature on the subject of organizational change there were new elements in the model adopted by HPCL. The model opted for change and transformation by HPCL consisting of Building a Project ACE (change management) team. Internal Coaches were selected from within HPCL but without HR Background to handle the important HR initiative of change. This is not seen in available literature on change. In crisis the model adopted for change is not building consensus but driving in objectives as mandated by management in view of limited availability of time for turnaround.

CHAPTER 5

Chapter 5

Category 2: Emergence of a Cohesive, Capable and Committed Team of Coaches

5.1 Introduction

Coaches and people who had been involved in Project ACE have talked extensively on selection and the process of their capability building in the interviews. There was an internal advertisement from the company in company website and applications were invited. The interviews and other associated material from the company archives and website is specially revealing in the way this process was carried out. Shri V. G. Ramaswami one of the Internal Coaches in his interview brought out the process of Capability Building in the team. This is one of the very exhaustive and focused interviews and is analyzed comprehensively and network diagram created.

5.2 Constant Comparison of Interviews and Coding:

Excerpts from his interview are as under:

‘The conversation and the focused dialogue (C&MD Shri M.B.Lal, Director HR Shri Arun Balakrishnan and former C&MD of BPCL Shri U.Sundarajan) clearly spelt out the change initiative needed in HPCL. At that point of time it was decided by consensus that HPCL to have Internal Coaches to drive the well-designed transformation process taking into account the envisaged duration of the change process and the prerequisite of knowledge and awareness of HPCL internal structures and procedures, engaging the outside consultant was ruled out and a search was made within HPCL to bring in a team of coaches to be trained and to be engaged for rolling out transformation process to the length and breadth of the country ...’

Codes were derived from this part of the interview and the codes explained in line with the interview quotes. The codes that arise out of this are:

1. **HPCL commenced Change Initiative (ACE):** HPCL commenced the change initiative after discussions at the Top Management Level.
2. **Selection of Internal Coaches:** Selection of coaches from within the company who are aware of HPCL processes, structures and procedures
3. **Driving the Transformation Process:** Coaches to roll out the transformation process across HPCL

The codes are further strengthened by his later views in the interview:

‘This depicts the organization firm and shared decision at the top level on the need for carrying out the organizational transformation exercise through a set of officers who are aware of the culture and processes of the company. During numerous talks with Mr. Arun Balakrishnan then Director HR and other coaches in the team at that time also reinforced the above view. People who attended our workshops on visioning believed in us because they saw us as colleagues and co-travellers. One of during fellow coaches Mr. Surya Rao once said ‘people don’t want preachers from another world.’

Similarly the balance interview was continued to be coded. That part of the interview is depicted as under:

‘For this purpose HPCL HR has sent out communications to the entire officer’s community through an internal circular seeking volunteering offer for the position of internal coach.’

Dr. Kannan Ex –Director ASCI, Hyderabad was given the responsibility of coaching the entire team and for this purpose. The team had spent day and night at HPMDI . The ambience and the learning atmosphere of HPMDI were fully utilized by the team of internal coaches to read and assimilate Dr. Peter Senge’s work of Fifth Discipline which was the platform on which the coaching commenced. Dr. Kannan helped us for a long time to learn on coaching and the Fifth Discipline concepts. He enjoyed immense credibility as an expert since he had been a Director at ASCI, Hyderabad as also was certified by Innovation Associates Inc. USA, as a Master Coach, on the Fifth Discipline Concepts. Dr. Sundararajan was Ex-CM&D of BPCL and has been involved with several government committees like the deregulation of APM committee, and enjoyed high credibility as one of the most successful CEOs in the oil sector. This also added credibility to the process of capability building of coaches.

The process allowed the coaches to have their firsthand experience in creating vision and the entire process of co-creating future and equipped themselves with tools and techniques for driving change in the organization. The Five disciplines viz. Personal Mastery, Shared Vision, Mental Model, Systems Thinking and Team Learning were packed as a model to initiate change process in HPCL. The coaches dealt with the intricacies of the five disciplines and has made appreciable work basis achieving continuous Excellence (ACE) model of Dr. Peter Senge.’

On coding this part of the interview and defining the codes from the interview quotes, good insights were generated.

The codes that came out of this part of the interview are as follows:

Capability Building of Coaches: Coaches were trained through a structured process to build capability for effective change management interventions at HPCL

Capability Building by Experts: Mr. Kannan Ex-Director ASCI and Mr Sundarajan Ex Chairman of BPCL were experts on the skills of facilitation and change management and were hired to train the coaches.

Learning Concepts of Fifth Discipline: Coaches learnt extensively the book ‘Fifth Discipline – The art and practice of the learning organization, where concepts of Personal Mastery, Shared Vision, Mental Models, Systems Thinking and Team Learning are detailed. These concepts help organizations to initiate change in the organization.

Mr. Ramaswami further adds:

‘The coach’s team spent 5 weeks in HPMDI to get tuned to the structured process of conducting workshops for each team in HPCL. Apart from reading books and various articles across the globe each team member brought in their rich experience for formulating applicable strategy and insights for different functions. On one side a strong team emerged as a single unit shouldering the responsibility of driving change and on the other side executed the HPCL management’s expectations of bringing in transformation.

The sheer adaptability and the absolute commitment of the coaches made the impossible as possible. Involving 3000 + officers, about 1000+ non-management, about 500+ workers across the organization and the alignment emerged throughout the organization stands testimony to the unified efforts of internal coaches...

The coaches had to read, understand and co-relate to HPCL context was a herculean task...The team had imbibed the culture of sharing of all the learning’s by each team member. The unstructured presentations and sharing of insights post workshop brought in bondage and team effectiveness to the core.... certification process like Coaching, Appreciative enquiry etc., EBSCO (online learning of books, articles etc...) ...employee engagement of Gallup...’

It can be seen from the above that the structures were put up which facilitated learning of the coaches and also that the coaches were selected based on the passion they had for organizational transformation and the willingness to sacrifice. They learnt the necessary concepts under the tutelage of Mr. Kannan and Mr. Sundararajan as well as underwent several certifications.

Their proximity, sharing with each other, learning from each other, spending time together for long periods, co-creating the Coaches' vision all led to the emergence of a cohesive and capable team.

After coding the complete interview the codes that were derived were looked at and the fractured data represented by the codes were brought together by the relationships through and the entire network diagram is depicted in the next page.

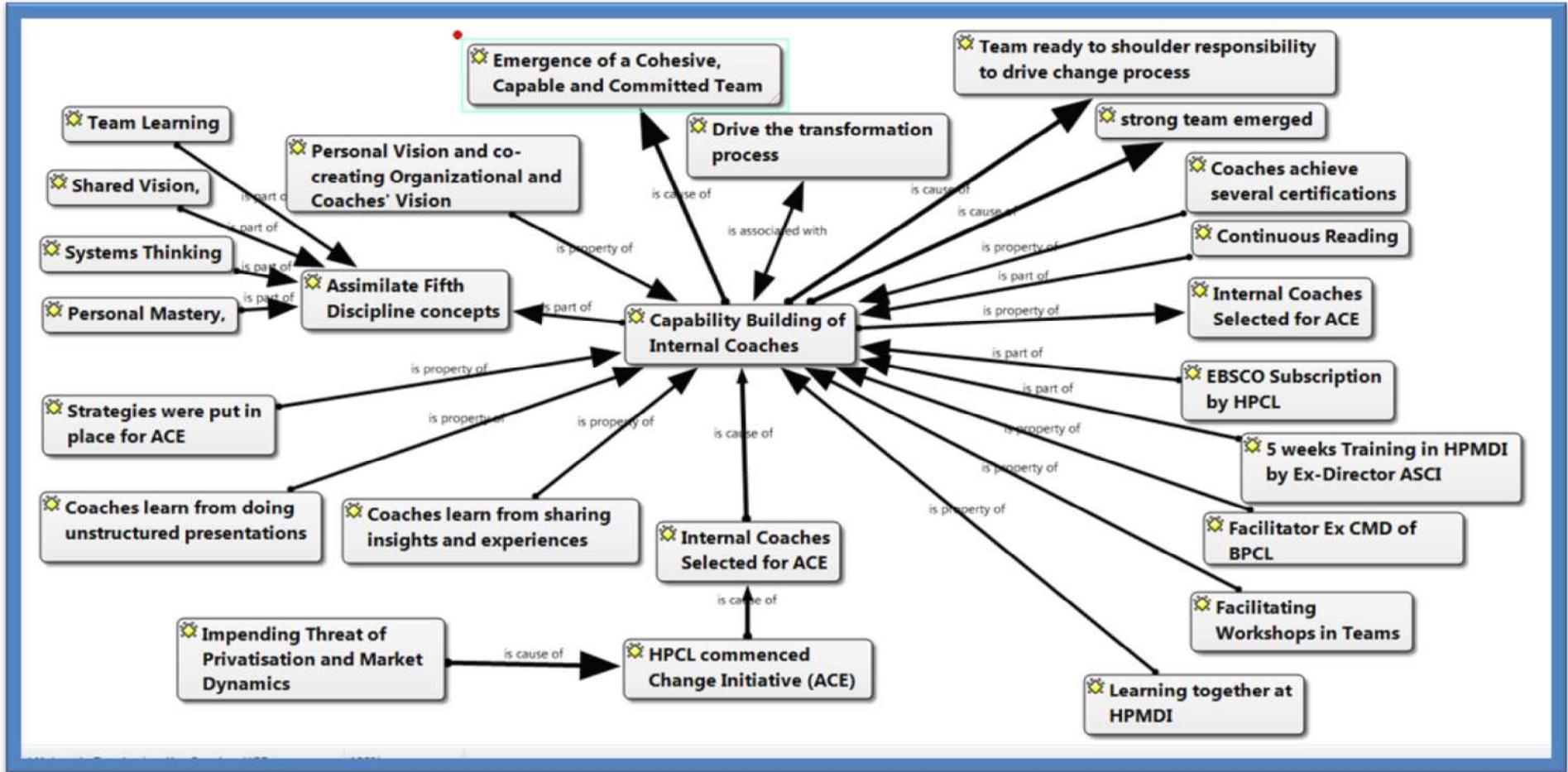


Figure 5.1: Network Diagram – Capability Building and Internal Coaches

The grounded theory was used to code the interviews and the relationships to realize the properties and dimensions of the Category: Capability Building of Internal Coaches. Most importantly a new category grounded in the data and yet abstract that arose as a consequence of the network is : **Emergence of a Cohesive, Capable and Committed Team of Coaches.** The relationships to its properties, causal conditions, or consequences and strategies have been mapped in the network diagram below:

It is necessary for creating a robust theory and for better validation we have coding of another incident or interview which talks of development of coaches. Dy. General Manager South - Zone has talked on Coaches Capability Building. He was earlier one of the coaches involved in organizational transformation work. His interview excerpts are provided below and the same is analyzed with the help of Atlas.ti.

‘With the guidance of Advisor – Project ACE and Ex BPC Chairman (Shri Sundararajan), C&MD (Shri M.B.Lal) and Director – HR (Shri Arun Balakrishnan) finalised a Head Coach, Prof. Kannan and hosted an intranet advertisement for Internal candidates from HPCL ... basis their interest and passion. Upon receipt of applications, HR Department short listed about 25 employees ... This Training Programme was facilitated by Professor Kannan and Shri Sundararajan. Shri M.B.Lal, C&MD, HPCL came to HPMDI on the first day of the Training Programme in the evening and had detailed interaction with the prospective Internal Coaches, Shri Sundararajan and also Shri Kannan. Prof. Kannan’s vast experience in both Academics at ASCI, Hyderabad and in Consultancy was a great learning experience during this training/induction programme. ... both class room sessions as well as case study approach was adopted... the Coaches were asked to study the Fifth ... various other relevant material and make a small presentation on daily basis regarding their learning ...

A total of 14 employees joined...the 14 Coaches were assigned under Director – HR and stationed at PH Annexe. ...Corporate Region was already created by HPCL Top Management with the facilitation of Shri Sundararajan and Prof. Kannan ... Coaches used to come back to HQO and meet on fortnightly basis and share their learning experience amongst each other, retool their skills/capabilities/competencies to further improvise the process. It was a continuous learning for about 2 to 3 years for entire team of Internal Coaches. Furthermore, the process of teaching the internal coaches by a Hay Group continued and all the Internal Coaches were certified as Executive Coaches ...”

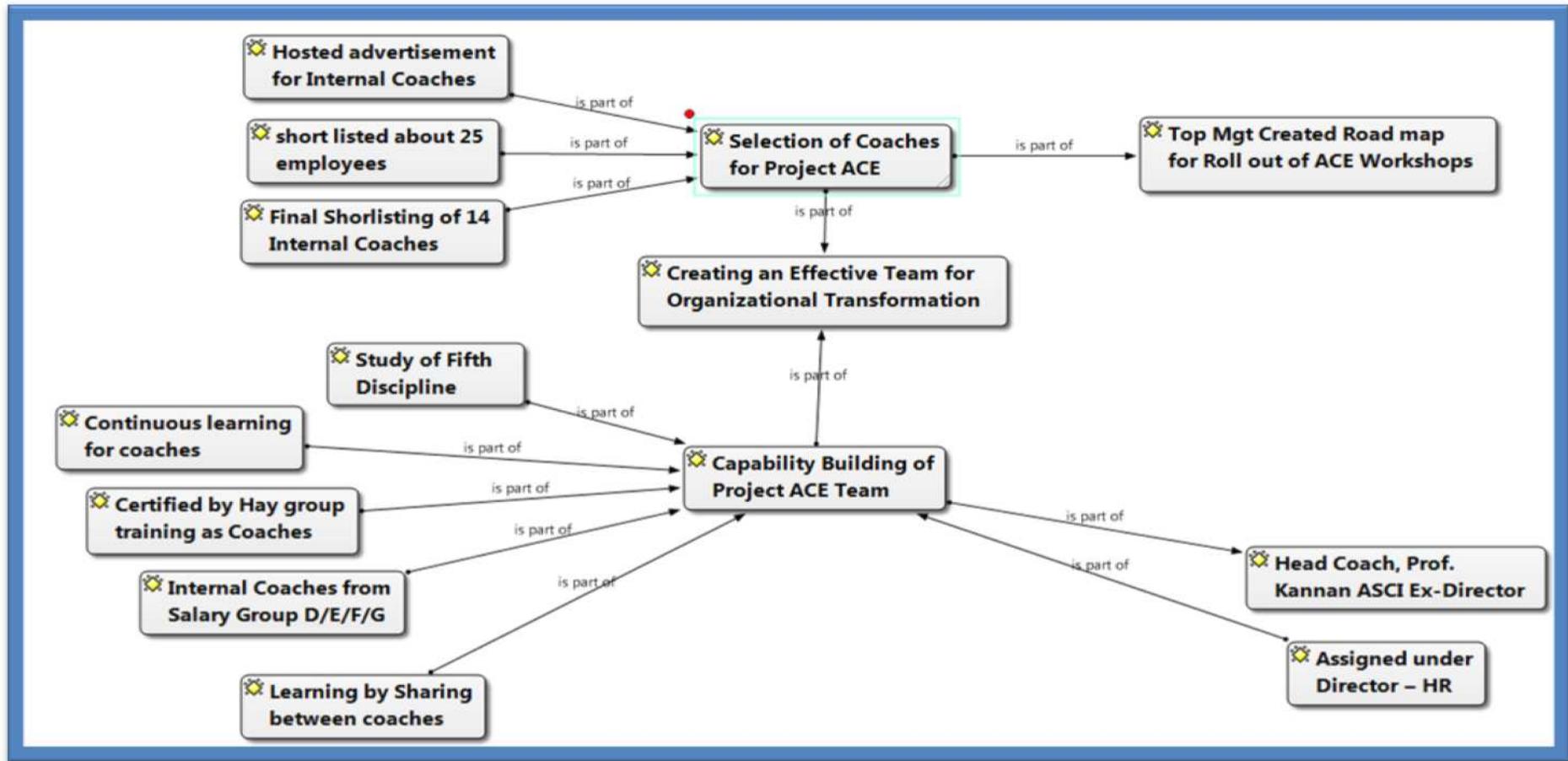


Figure 5.2: Network Diagram Capability Building of Project ACE Team (Validating concepts of first interview with the second interview)

Focused questions were asked from the emerging theoretical constructs from Shri M P Eshwar now Chairman and Managing Director of Instrumentation Limited (a Public Sector Unit) and an ex-coach at HPCL in his interview on Capacity Building of coaches brought out the process adopted by the organization and the coaches. Excerpts of his interview are as follows:

“The need of the hour for achieving growth is converting individual energies into organizational synergy. HPCL embarked upon Project Organizational Transformation to “Achieve continuous excellence”...

The exercise was carried out with the help of Shri. U. Sundararajan, former C&MD, BPCL. With a view to facilitate these workshops across the organisation, an internal cadre of Coaches was created who carried out this exercise throughout the length and breadth of the country across SBUs, Zones, and Regional Offices to cover all Employees.

The Coaches were basically selected from middle management cadre of HPCL from cross functional streams. The criteria for selecting ...a) passion for being part of hugely challenging transformation and change management initiative and b) sacrifice i.e. to be away from their families for a considerable period of time during this journey. The Coaches team was immediately ...crash course learning in MDI, Nigdi for two months. These two months spanned intense self-learning; team learning and capability building sessions...The team then created their Vision and embarked on the co- creation of a learning organization.

While Self learning was essential, it was the ‘Team Learning-’ one of the five Disciplines of Learning Organization (group of people who are continuously learning from each other to create accelerated/dramatic results they truly desire) propounded by Peter Senge- the celebrated author in his seminal book: “Fifth Discipline-The Art and Practice of Learning Organization” which was mainly responsible for the success of Coaches and success of the whole initiative...

- a) Coaches would observe and learn how the other coaches,are facilitating the workshop, b) if any points/aspects were missed out the same would be added seamlessly c) after facilitating the workshops, the coaches would sit and discuss what went well, what did not go well and what were their learning's, d) during coaches meets progress of their learning used to be discussed for enhancing and consolidating their capabilities, Also what further tools they would require to get certified for gaining deeper knowledge of the concepts, e) sharing of relevant articles books collected by some of the coaches and having discussions on same, f) goals for learning g) writing articles/papers for international journals, h) participating in conferences/seminars at national and international level, i) ideating and coming up with establishing of FEIL ... organizing Global Forums on EI, Leadership, Innovation, Competency Development, etc. in India.”

The interviews serve to validate the concepts from one to the other and ensure that the emergent theory is robust though substantive.

Multiple interviews look at the robustness of the concepts as we compare concepts versus concepts from one interview to the other and this constant comparisons are the heart of grounded theory process.

The concepts are linked by Atlas.ti in the Network Diagram 5.3 in the next page.

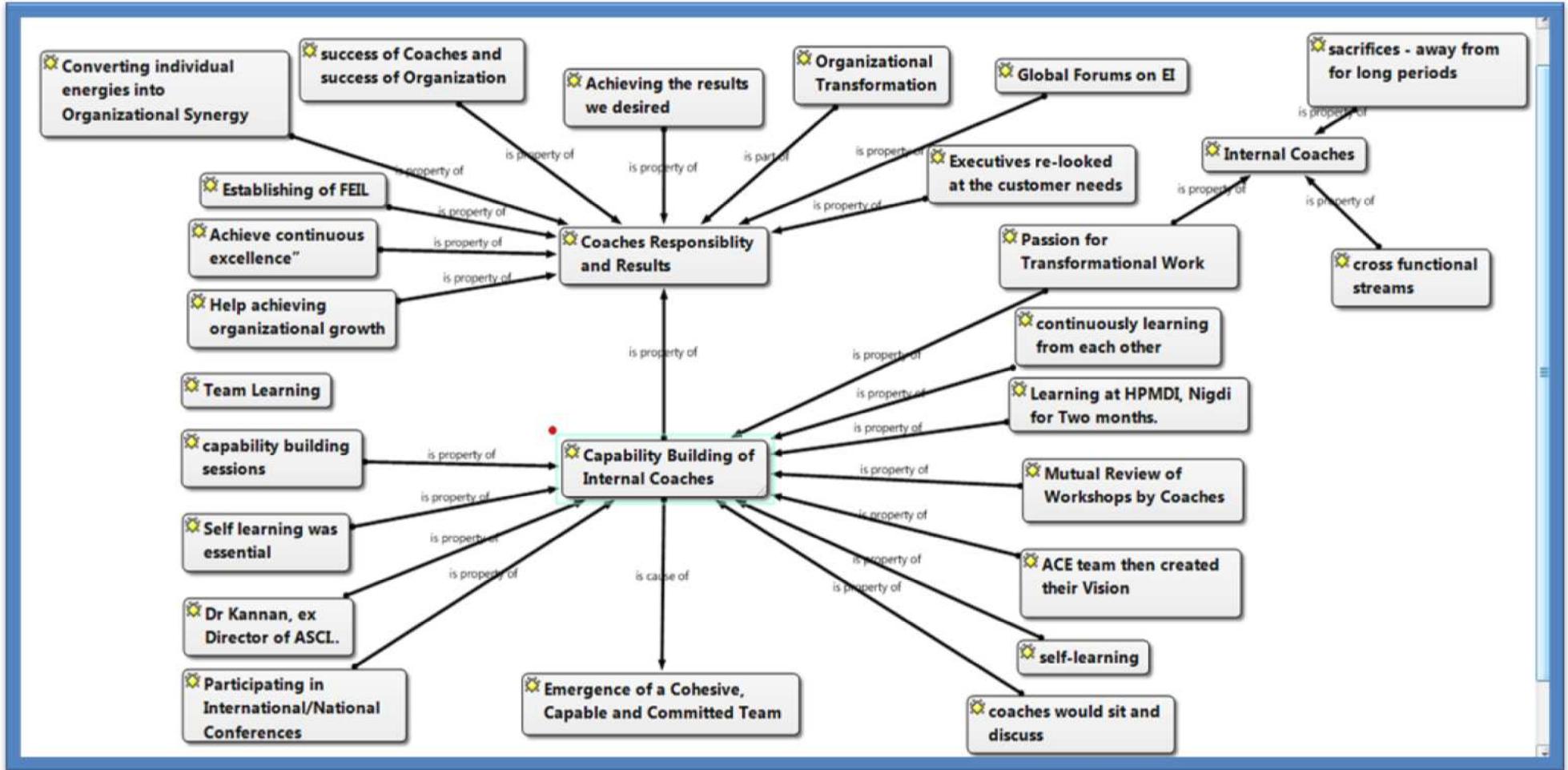


Figure 5.3 – Network Diagram

The vision of the coaches has been talked in each of the interviews. The vision is reproduced below:

Coaches Vision 2006 - Co-Created in 2003 (adapted from Project ACE Website of HPCL)

- ❖ We passionately facilitate the process of transforming HPCL into an innovative and learning organization
- ❖ We enable employees to continuously acquire new skills and capabilities to excel and achieve outstanding business results
- ❖ We, as committed role models, help to create an environment where teams align, co-create and fulfil their vision
- ❖ We are a cohesive and supporting team with mutual trust, honesty and integrity; continuously sharing and learning from each other
- ❖ We are a team actively working in a transparent and ethical environment

As is seen from the interviews strategies were put in place to meet the vision objectives for e.g. structured and unstructured learning by coaches to enhance capabilities, facilitating workshops for organizational transformation, and sharing with each other. Thus the relationship to co-created coaches' vision and thereafter action and results is visible.

5.3 Concept Building and Network Diagram:

The major concepts in Capability Building of Project ACE Team from the codes are:

Table 5.1- Capability Building of Project ACE Team

Category 2: Capability Building of Project ACE Team		
Definition: Committed to a co-created vision for organizational transformation, creating self and team through individual and group learning; working cohesively for organizational change.		
Serial No.	Name	Relationship to Category 2
1	Self-Learning (Self-learning as understood from the interviews consists of reading EBSCO articles, studying fifth discipline and other books by self, reflecting by oneself on concepts, preparing presentations, writing articles for journals etc.)	Property
2	Team Learning (Includes practices of sharing experiential learning from conducting workshops with other coaches, presenting concepts to the group,	Property

	learning together etc.)	
3	Coaching and Mentoring of Coaches: (Relates to Content Expert -Here Dr. Kannan Ex Director ASCI Hyderabad, and Process Expert MrSundararajan Ex CM&D BPCL for coaching and mentoring the Internal Coaches effectively for building capability for ensuring the right content and process to effect Organizational transformation.	Property
4	Creating Personal and Organizational and Coaches Vision: Each of the Coaches made the personal vision, thereafter co-created the organizational vision and then the coaches' vision. All three by the process of creation were aligned to each other. This was since the organizational vision would keep in mind the work environment and career experience of the individuals. After co-creation of organizational vision the same was reviewed against the vision co-created by top management as an alignment process and finally the coaches vision was made to help achieve organizational vision.	Property
5	Committed to Initiate Change: Internal coaches selected on the basis of passion, created personal visions, co-created a coaches vision for transforming HPCL which enhanced commitment and readiness to sacrifice by staying long periods away from family and home for same	Causal Condition
6	Cohesive Team: The coaches learned together at HP Management Development Institute at Nigdi, had a co-created vision, spent long periods together for years while learning and facilitating workshops, facilitated workshops together, shared learning from the workshops and worked and wrote papers together for national and international journals.	Result
7	Coaches act to drive Organizational Change: The Coaches Team did drive organizational change by helping teams and their members write personal visions, organizational and team visions. They also helped by facilitating other workshops for capability building.	Results or Consequences
8	Emergence of a cohesive, capable and committed Team: Sharing time, learning from each other, co-facilitating workshops, spending months at HP MDI the Management Development Residential Institute of HPCL and a common vision made them into a cohesive, capable and committed team. Also the parameters for selection of coaches as passion for organizational transformation and willingness to sacrifice by staying long periods away from family coupled with the coaches vision, appear as bonding factors for the group.	New Category Consequence or caused by

The Category: Emergence of a Capable, Cohesive and Committed Team and its relationship to concepts and properties are depicted in the following page ATLAS.ti diagram Figure 5.4

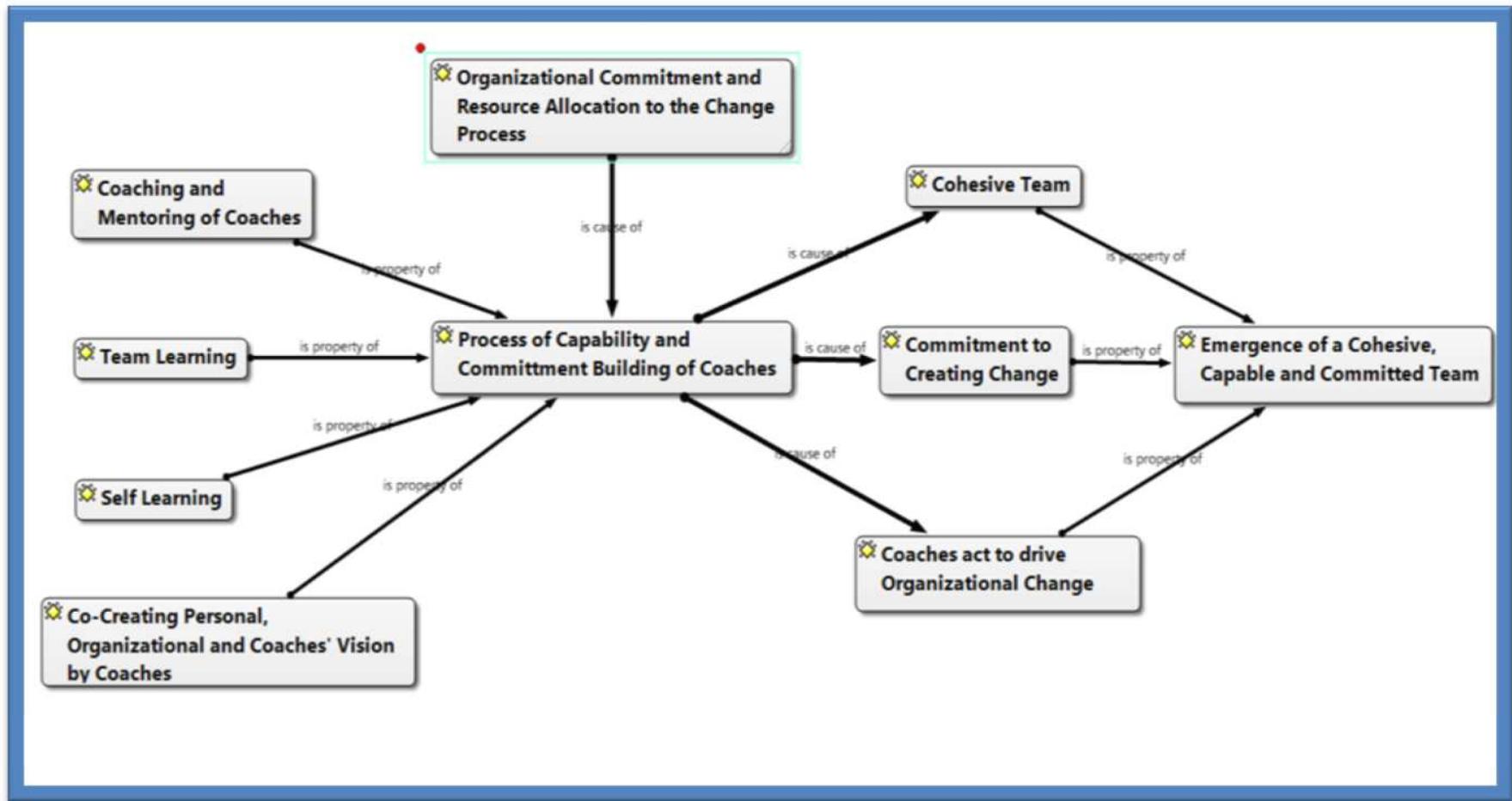


Figure 5.4: Capability Building of coaches and the Emergence of a Capable, Cohesive and Committed Team

The Capability Building of coaches is one of the very significant categories which led to a team which was focused, committed, capable and cohesive and acted with passion to create positive change in the organization.

5.4 Theoretical Contribution

Extensive review of the literature does not talk of a team of coaches who are drawn from different functions and selected on the parameters of their desire to sacrifice personal comfort and possess the drive for organizational transformation, being trained and coached to be a team entrusted with change initiative. Also, literature review does not bring out any research where coaches' vision is co-created for effecting organizational change in any large Public Sector Fortune 500 company in India. It does not also talk of coaches spending time together for months at a time, during learning and facilitating change. Also, organizational commitment and allocation of resources for building capability in coaches is not seen in research literature.

Chapter 6

Chapter 6

Category 3: Articulating Personal Vision:

6.1 Introduction

Personal vision formed an important part of the organizational change process (Senge, 1990). Having facilitated hundreds of workshops covering several thousands of people, The researcher found this process integral to what the coaches did for organizational and team vision. Researcher created in workshops personal vision several times. Researcher's extensive knowledge on the subject is from substantial literature review. Yet, the amount of positive energy exuded by the participants in the workshop was a surprise. They feel happy, desire to act on the vision and display ownership to the vision objectives.

Though, Researcher had theoretical sensitivity due to extensive involvement in the change management process, once the element of personal vision was mentioned by the people, researcher probed to look at the properties and dimensions of the personal vision in the focused interviews to see how it plays out in the people at HPCL.

Researcher recorded several interviews in which people mentioned of the personal visioning process and also did some focused interviews on personal vision later to understand the dimensions and properties of personal vision.

While coding of the interviews at the senior management level it emerged that management edicts would not result in sustainable or productive change in the people. Researcher talk with several of the executives has revealed that it was felt change would be resisted if people did not find personal cause, reason and benefit in change. As is also been brought out in the interviews, apart from Researcher's experiences as a Coach, the concepts propounded by Dr. Peter Senge in the book 'Fifth Discipline – The art and practice of the learning organization' (1990), talk on the need of kindling intrinsic motivation as a source for intentional change.

While this has been propounded by several other theorists and academicians there is no recorded evidence or research in an oil industry where thousands of people over period of a decade were encouraged and facilitated by a team of coaches to write down their personal visions.

The exercise for creating the Personal vision used at HPCL is reproduced as under:

6.2 Describing your personal vision-the process

- Please close your eyes and relax.

Please take a deep breath Inhale... Now Exhale Imagine achieving the results in your life that you deeply desire. What would they look like? What would they feel like? What words would you use to describe them?

Think on these questions. Again, use the present tense, as if it is happening right now. Now begin to imagine your life exactly as you desire it to be. Continue to create the picture of the future you wish to see:

- ❖ Self-Image: If you could be exactly the kind of person you wanted what would your qualities be?
- ❖ Home: What is your ideal living environment?
- ❖ Health: What is your desire for health, fitness, athletics, and anything to do with your body?
- ❖ Relationships: What type of relationships would you like to have with friends, family and others?
- ❖ Work: What is your ideal professional or vocational situation? What impact would you like your efforts to have?
- ❖ Personal pursuits: What would you like to create in the arena of individual learning, travel, reading, or other activities?
- ❖ Community: What is your vision for the community or society you live in?
- ❖ Other: What else, in any other arena of your life, would you like to create?"

(Adapted from the Personal Visioning Kit Created by internal coaches at HPCL based on the Fifth Discipline concepts)

After creating the personal vision, people would in the workshop share their vision twice with other participants and also listen to two people on their personal visions. This process was followed by the coaches while drawing out personal visions of people which as of today remain the practice.

6.3 Constant Comparison of concepts and coding the Interviews:

In the interview of Sr. Manager at corporate office has brought the criticality of personal visions in creating individual and collective urge to change and transform.

The following excerpt from his interview is significant –

“Creating Personal Vision is the first step in achieving continuous excellence (ACE). Typically in an ACE workshop the participants are initially given input on vision generating a positive frame of mind to work on their personal vision... participants experienced the closed-eye exercise where the facilitator take through detailing of aspirations of the individual on the immediate living environment, relationships, hobbies, health, personal pursuits and career goals.”

“Thereafter, they write this vision in real time which brings enormous amounts of energy, both physically and mentally, in the participants.... their looking at their life more meaningfully and can make the meaning for themselves. They share their personal vision with colleagues and discover that the visions have commonalities with other people’s visions which bring informal bondage and commitment to be together.”

The Network Diagram on the Personal Visioning Process and Impacts as arise from the concepts derived from the interview is depicted in the next page as Figure 6.1:

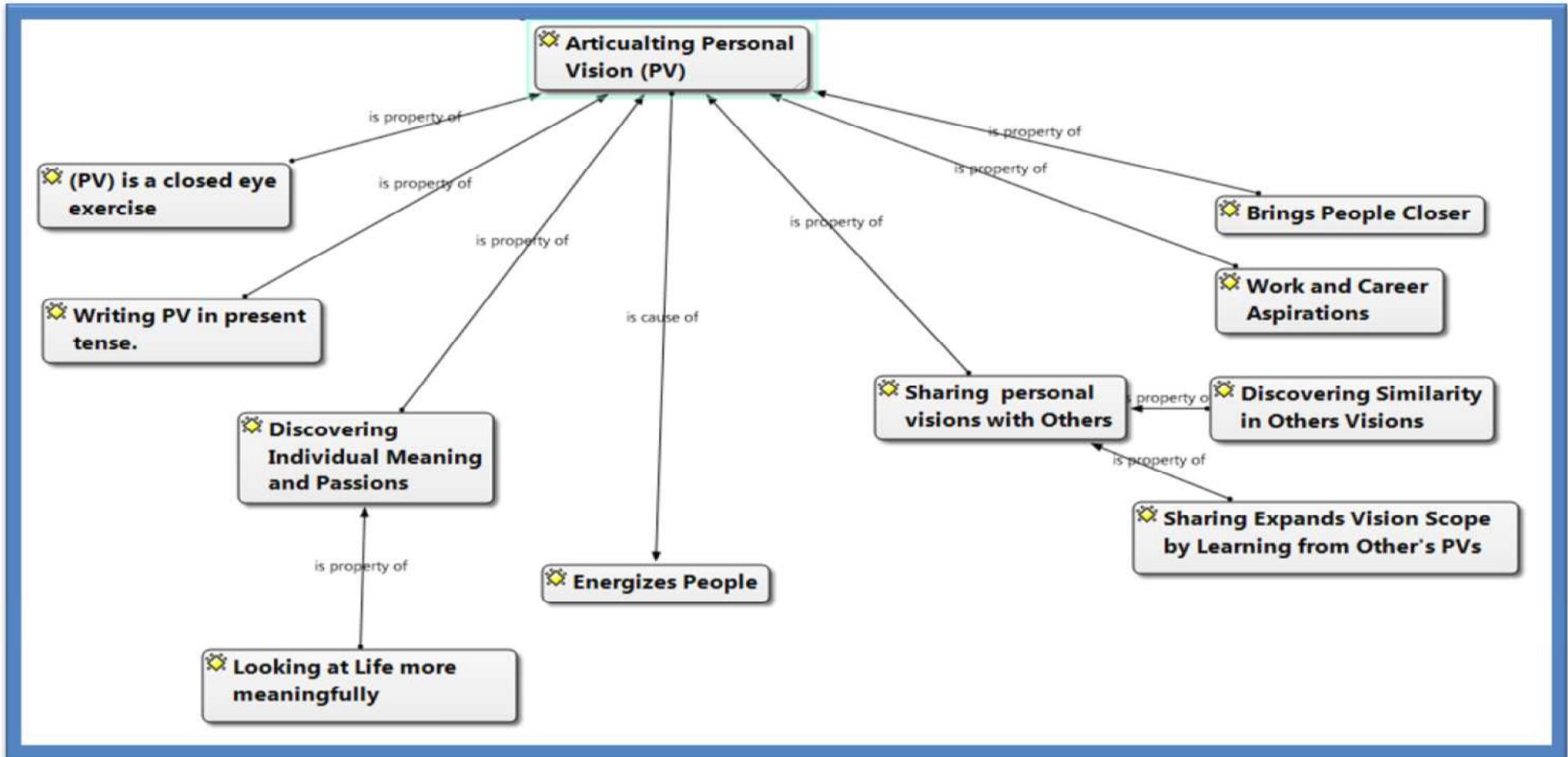


Figure: 6.1

The category: Articulating Personal Vision has the following properties, causal conditions and consequences in line with the grounded theory analysis of the interview:

Category 3: Articulating Personal Vision: A future I desire, wish to create and deeply care for		
Serial No	Properties, Causal Conditions, Consequences	Relationship to Category
a	The Process of Personal Visioning: The Personal Vision is created through a process based on the concepts of the Fifth Discipline by Dr. Peter Senge	Strategy
a	Imagining the desired future for self in the present tense <ul style="list-style-type: none"> ❖ This is through closed eye exercise where we imagine the type of house, relationships, health we wish to have and hobbies we wish to pursue ❖ Career Aspirations: Our aims in our work arena 	Property
b	Sharing with others my vision: The process ensures sharing of vision with two other people and answer questions that seek clarification	Property
c	Others sharing their vision with us: After the visioning you share your vision with two people and these two people share their personal visions with you. People discover similarities and also some points which one has not written but appear meaningful when they listen to the vision of the other person. They are allowed to copy the same which enriches their vision.	Property
d	People Feel a sense of Camaraderie: Sharing of visions brings people closer to each other.	Property
e	Discovering Direction and Meaning in Life: People said for the first time they discovered direction in life and meaning in the goals they chose to pursue	Property

f	Energizes People: People feel energized and happy during the creation of the personal vision	Consequence
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Table 6.1

Interview of Mr. A. Surya Rao, Dy. General Manager-Internal Audit, and an ex-Internal Coach also brings out the importance of personal vision for energizing people and increasing the intrinsic motivation. He also talks about how an organizational vision routed in the personal vision on the work and career front can lead to creation of individual stake in the company's vision.

The excerpts from his interview are as under:-

'ACE helped employees to come together and articulate their collective aspirations into Organizational Vision. To make it a compelling vision, the pre-requisite is one must have individual aspirations. Creating Personal vision is the process of surfacing out the hidden individual aspirations and ACE workshop adopted Creative Tension Model and participants are informed the characteristics of people who practice Personal Mastery like Creative orientation and Deep sense of Purpose.'

The themes that are being talked about are:

- a) Surfacing aspirations that are hidden or sub-conscious and not superficial
- b) Moving to Creative Orientation
- c) Personal vision moves individuals to a deep sense of purpose

With the help of 'closed eyes' exercise, the participants are reminded of different aspects of their life to imagine the pictures of future in presence as if they are currently happening. Then the participants record their individual aspirations about their personal life including Career Progression on a note book. Each participant shares with two other participants within the group one by one express their feelings of experiencing the whole exercise.

Participants in overall react with WOW and many of them express uniqueness of this exercise and happiness to think about their future. The participant say that its lifetime opportunity. Few react that in absence of personal vision life appears to be directionless.

The diagram as coded from Mr. Surya Rao's interview is reproduced under:-

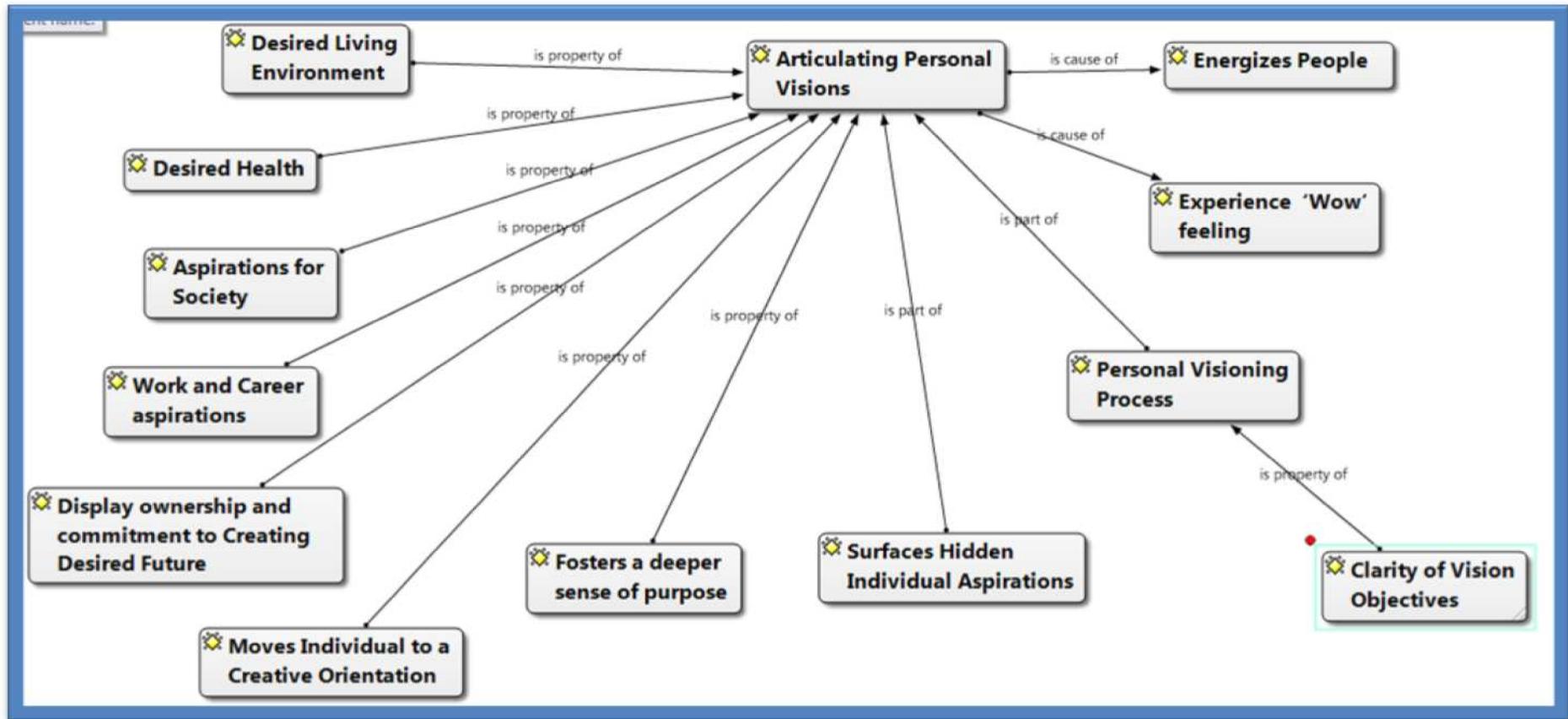


Figure: 6.2

The interview has categorically established his view that the mindsets of people prevalent in 2003 needed transformational change for competing in a market driven economy. With the Administered Price Mechanism being removed by the government in 2003 and the entry of private player's people would have to work and think differently.

The interview of ED-IR, Dr. V. Viziasaradhi in the year 2007 talks of the impact of Project ACE. This is very significant and discusses how 4500 employees have been covered in over 350 workshops by that time. Excerpt from his interview is as under:-

'The impact of Project ACE in this journey has been very significant, especially the LO (Learning Organization) workshops for the staff. A total of more than 350 workshops (ACE, LO, Leadership, etc.) have been conducted covering approximately 4500 employees. These workshops have been providing value to the employees by way of new skills and capabilities. Almost all the workshops start with 'Personal Visioning' exercise since it is fundamental to the 'Personal Mastery' which is the foundation of 'Learning Organization'.

Excerpts of Mr. Arun Balakrishnan, then Director-HR, are as under:-

'I believe many employees worked on their visions successfully. Some of their success stories were also shared. I also believe that the skills acquired by them are enabling them to pursue 'Personal mastery' as a discipline which is vital to create and sustain personal and organizational learning. As a result of 'Personal Mastery', I am sure that these employees are continuously enhancing their personal and organizational effectiveness.

The idea of a 'Personal Visioning Tool Kit' is an excellent one and it could not have come at a better time. I would like to complement the Project ACE team of Internal Coaches for their efforts.

I am confident that this kit will be very handy to all, especially to the team leaders who can use it with ease and continue to create their truly desired results both in personal lives and careers. Since 'Personal Visioning' is an ongoing activity I am sure, this kit will be of immense help to all the employees.'

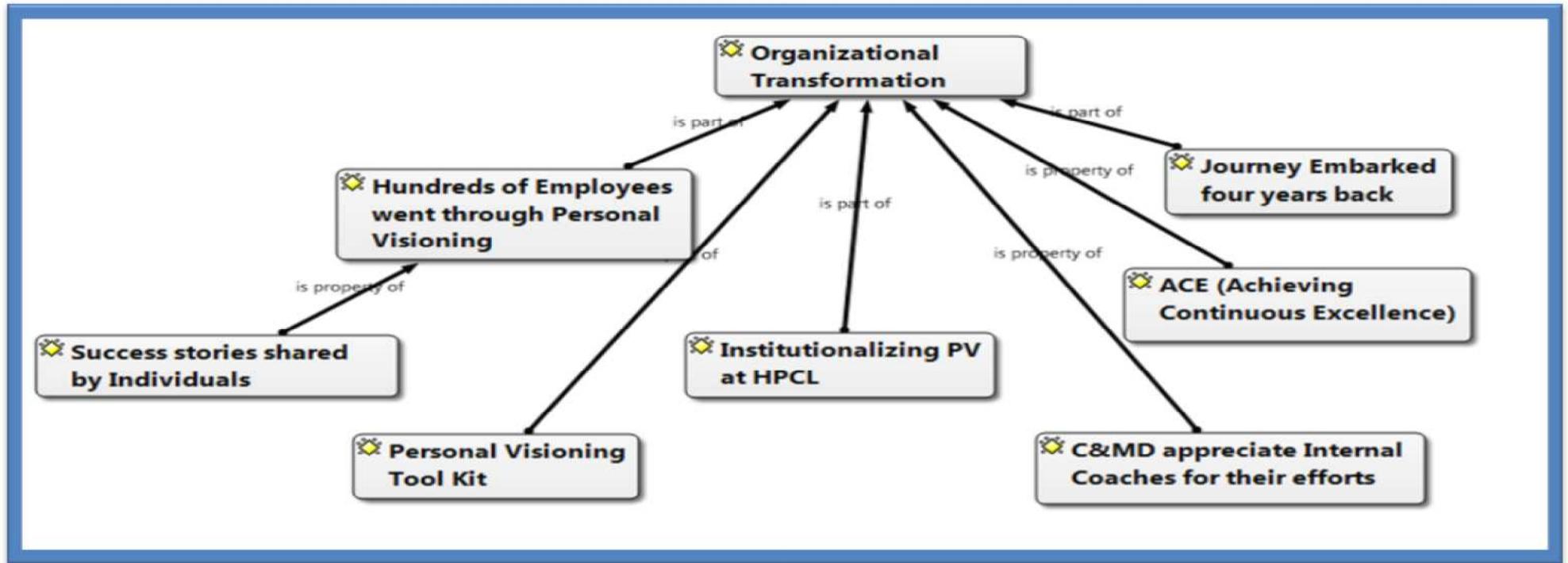


Figure: 6.3

This diagram shows how Personal visioning process became an integral part of HPCL. After 4 years of Project ACE a tool kit “Personal Visioning Toolkit’ was prepared by the coaches and even today, revisits to vision by any team or SBU goes through the process of first creating personal visions and then SBU/Team visions.

A recent example is in Sept 2013 for the O&D Department which caters to logistics of supply for HPCL. They co-created the vision in 2003, revisited in 2007 and again revisited in 2013 with more than 40 senior officers of the SBU. I had been the facilitator to the workshop. The process of Personal Visioning before articulating the co-created vision for team/SBU/HPCL is now well institutionalized. The interviews reflected the views of the interviewed as also the views that they had witnessed with the participants. The above interviews added properties and causal conditions to the ones mentioned above in Table 6.2.

6.4 Explaining the category with related concepts

The comprehensive list of concepts related to the category in terms of properties consequences and strategies is listed below:

Serial No	Properties, Consequences and Strategies of Category 3
a	The Process of Personal Visioning: The Personal Vision is created through a process based on the concepts of the Fifth Discipline by Dr. Peter Senge
a	Imagining the desired future for self in the present tense <ul style="list-style-type: none"> ❖ This is through closed eye exercise where we imagine the type of house, relationships, health we wish to have and hobbies we wish to pursue ❖ Career Aspirations: Our aims in our work arena
b	Sharing with others my vision: The process ensures sharing of vision with two other people and answer questions that seek clarification
c	Others sharing their vision with us: After the visioning you share your vision with two people and these two people share their personal visions with you. People discover similarities and also some points which one has not written but appear meaningful when they listen to the vision of the other person. They are allowed to copy the same which enriches their vision.
d	People Feel a sense of Camaraderie: Sharing of visions brings people closer to each other.
e	Discovering Direction and Meaning in Life: People said for the first time they discovered direction in life and meaning in the goals they chose to pursue
f	Energizes People: People feel energized and happy during the creation of the

	personal vision
g	Ownership to vision objectives: People articulated the vision and talked of how much the objectives meant to them. They talked of the objectives as important to them
h	Moving from Reactive to Creative Orientation: People felt they had an opportunity to the create their lives and not react or adapt to environmental changes

Table 6.2

The Network diagram for Category 3 as arises from the mentioned here is linked to the category: Articulating Personal Visions in the next page:

The Network diagram with relation to the Category 3

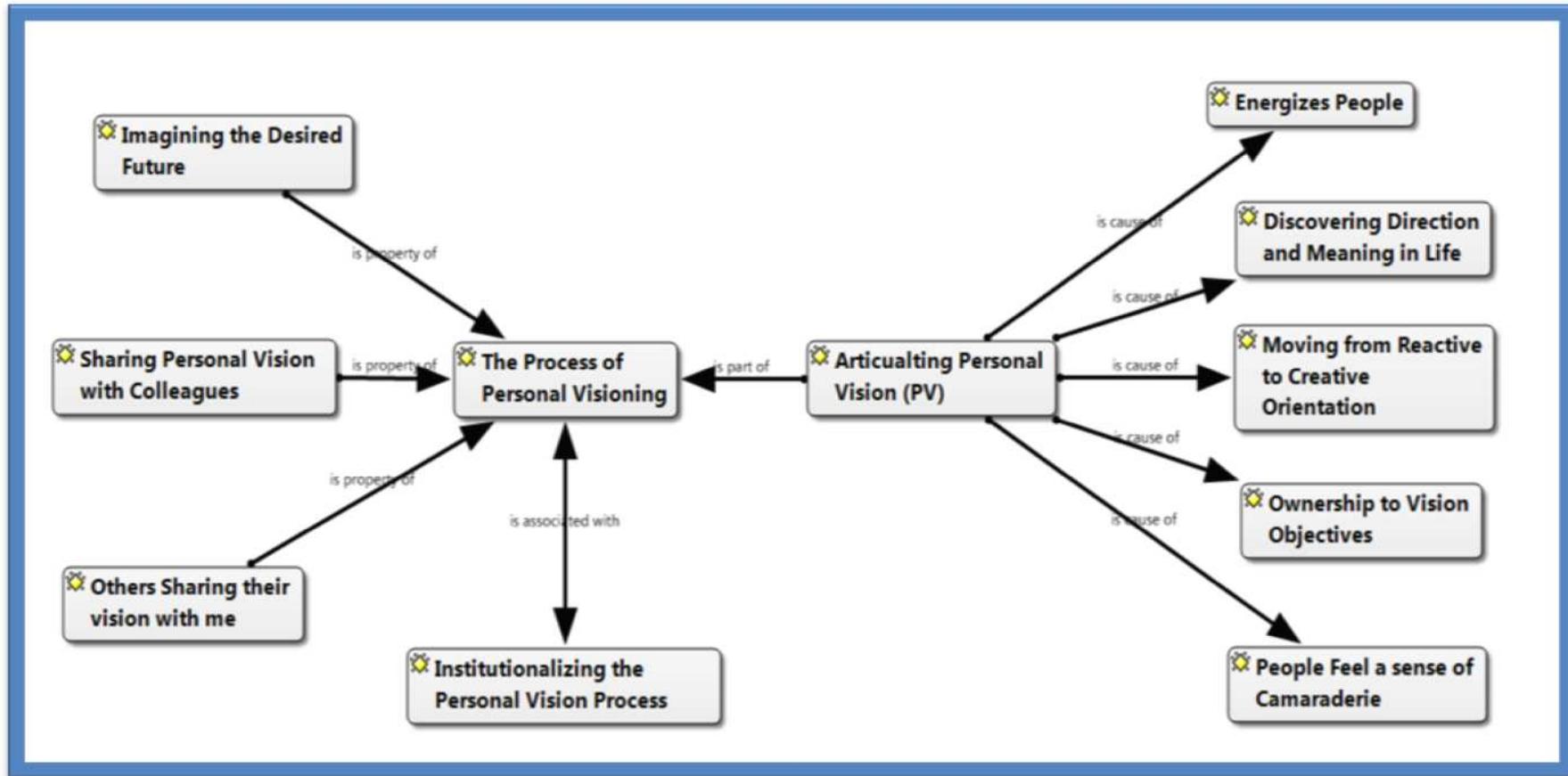


Figure: 6.4 (Network Diagram on Category: Articulating Personal Vision)

6.5 Theoretical Contribution:

Literature review does not mention any business organization where Personal Visioning Process has got institutionalized and continues for over a decade. Literature does not also talk about a Fortune 500 company where more than 4000 people have been encouraged to write and share their personal visions with colleagues. Even the fifth discipline has no such examples. There is no mention in literature where the organization has created a manual for Personal Visioning. For people to feel energized, motivated, and to create meaningful work personal visioning is an important aspect well recorded in literature but has not mentioned instances in a fortune 500 company where the same is institutionalized and operational for more than a decade.

Chapter 7

Chapter 7

Category 4: Co-Creation of Vision:

7.1 Introduction

Co-created vision was the first important initiative for change. As discussed about 5000 people in HPCL had undergone the exercise of co-created vision for the company by 2005 - 06 and the process continues till date. The process and its other results are discussed by coding excerpts of relevant interviews and archival material.

7.2 Constant Comparison of concepts from Interviews:

The Executive Director Shri M S Damle heads HPCL Retail Sales, presently with a turnover exceeding 100,000/- crores in Indian Rupees. In his interview he stated:

'... in 2003, we started this exercise of who created vision for corporation ...then our SBU. So this... this vision was created and it was exercise right from our field officers to our HO people was involved.'

The above interview talks of

- 1. Vision at Corporate level**
- 2. Vision at different SBUs after the Corporate Vision**
- 3. People involvement in the visions across levels and locations**

On the co-creation of vision, researcher interviewed several people. Analysis starts with Mr. R Radhakrishnan presently General Manager –Aviation at HPCL. He said

'It all began sometime in 2003... I personally feel that I am one of the few one of the privileged few to be inducted...as part of the Retail SBU. I was Chief Manager Retail...

I was in retail SBU and ... HPCL has to be customer centric and our SBU ...

*... to go through a 3 day visioning process work shop – called SBU dept heads, support functions and air our demands- where vision statement were made- was the first **co created***

*vision- where process lasted for 3 days and at the end - we clearly articulated **the current reality**, our capability **to stretch ourselves** and where we need to reach...Afterwards we have decided –we had a meeting of Department Heads- Mr M B Lal C&MD initiated the whole process...said that we need to be an outward looking organization and not an inward looking - Sundarajan was the facilitator... Chairman, EDs went thru a visioning process- after that all the SBUs started the visioning process...'*

This interview adds the following new properties and intervening conditions apart from those mentioned above under the category Co-Creating Visions

- 4. Assessing Current Reality**
- 5. Stretch or Challenging Goals in Vision**
- 6. To be Outward Looking**
- 7. Top Management Initiated the Process (M B Lal was then C&MD)**

Cascading the organizational vision to SBU, Zonal and Frontline Team Level:

Dr. Saxena- Chief Regional Manager also talked similarly. Brief excerpt from his interview:

'Somewhere in 2003 we started this visioning process of the company, we built visions and there after that in each of the SBU's as well as in the teams...'

The above interviews give rise to a network diagram which is depicted below:

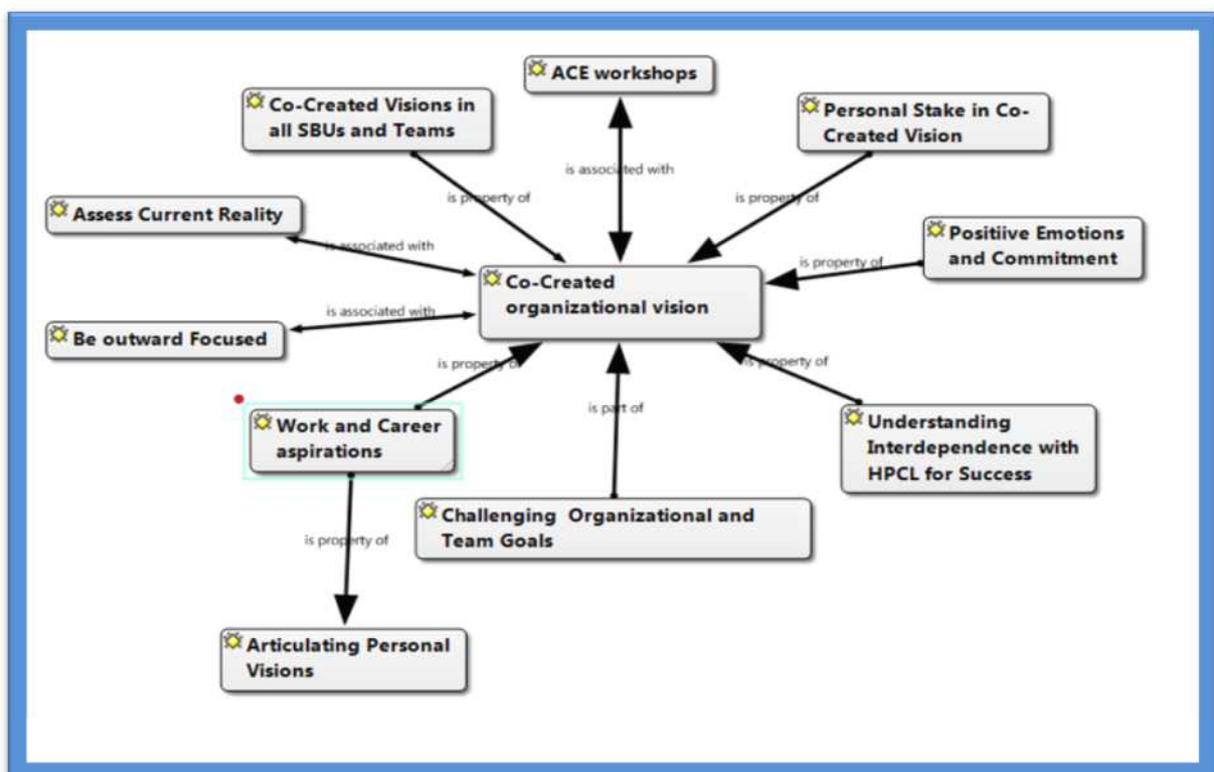


Figure: 7.1

This made the researcher to analyse the visions that were co-created at the organizational, SBU and the team levels. 100s of visions were looked into, textually analyzed and broad aspirational elements noted. Below is an example of one such set of visions which relates to HPCL, the Retail SBU, North Zone which directly reports to the SBU and finally one of the visions that relates to the region which reports to the Zone.

HPCL VISION 2006 (Co-created in March 2003)

- HPCL delights customers by superior understanding and fulfilling their stated and latent needs with innovative product and services.
- HPCL commands highest reputation and is known for its sensitivity and responsiveness for concerns of its customers and other stakeholders.
- HPCL always acts faster than the competitors in the most cost effective way.
- HPCL is the highest performer in Rate of Growth and Return on Investment.
- HPCL is a Learning and Innovative Organization
- HPCL provides an environment of trust, pride and camaraderie

Atlas.ti was used for mapping the major themes in HPCL Vision 2006 which was co-created in 2003 by the top management team

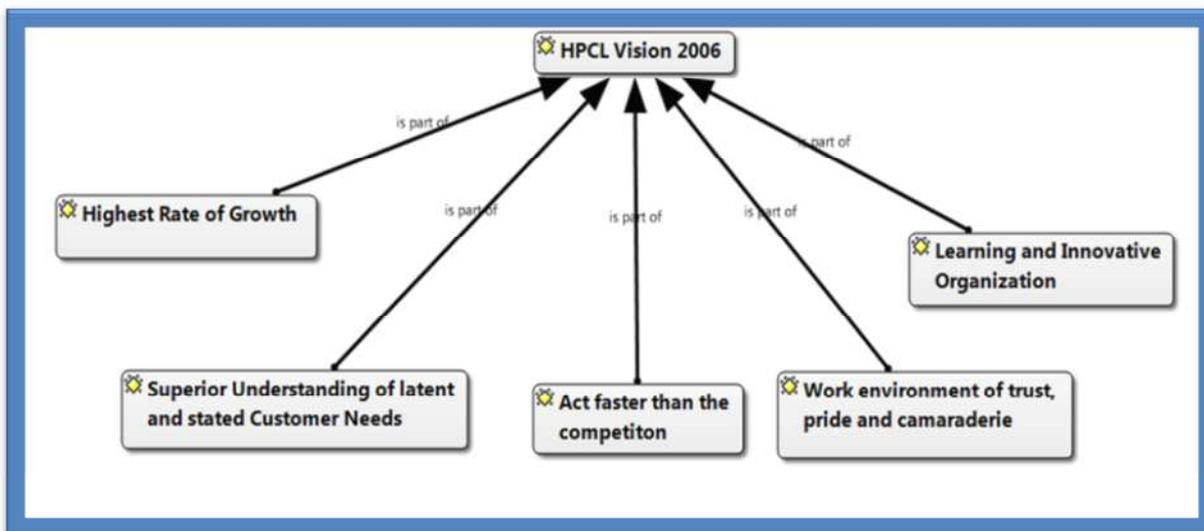


Figure: 7.2

7.3 Alignment of vision objectives:

RETAIL SBU VISION 2006 (Co-created in April 2003)

- Retail is the highest performer in sales growth over industry.
- Retail has sustained profitability through increased sales, ARB earnings, cost optimization focus on branded fuels, and branded lubricants and has the best return on investment.
- Retail delights customers by fulfilling their stated and latent needs with innovative quality products and services competitive prices through its loyal and committed dealers.
- Retail has competent committed and empowered people making the workforce challenging vibrant and happening.
- Retail team has sense of pride, mutual trust and camaraderie conducting business in a fair transparent and ethical manner.

PARTICIPANTS

SR.NO	NAME	SR.NO	NAME
1	S.P.Chaudhry	11	Ms.SonalG.Desai
2	G.A.Shirwekar	12	P.T.Suresh
3	K.R.Shankaran	13	V.Ananthanarayanan
4	S.Biswas	14	R.Radhakrishnan
5	S.Y.Narvekar	15	SubratMisra
6	S.S.Mundle	16	Sandiprooy
7	G.Bhaskaran	17	Y.K.Gavli
8	D.M.Sable	18	M.S.Damle
9	S.K.Oberoi	19	S.K.Biswas
10	S.K.Savla		

The themes of the Retail Vision were mapped against the category Co-Created vision and the same is depicted below:

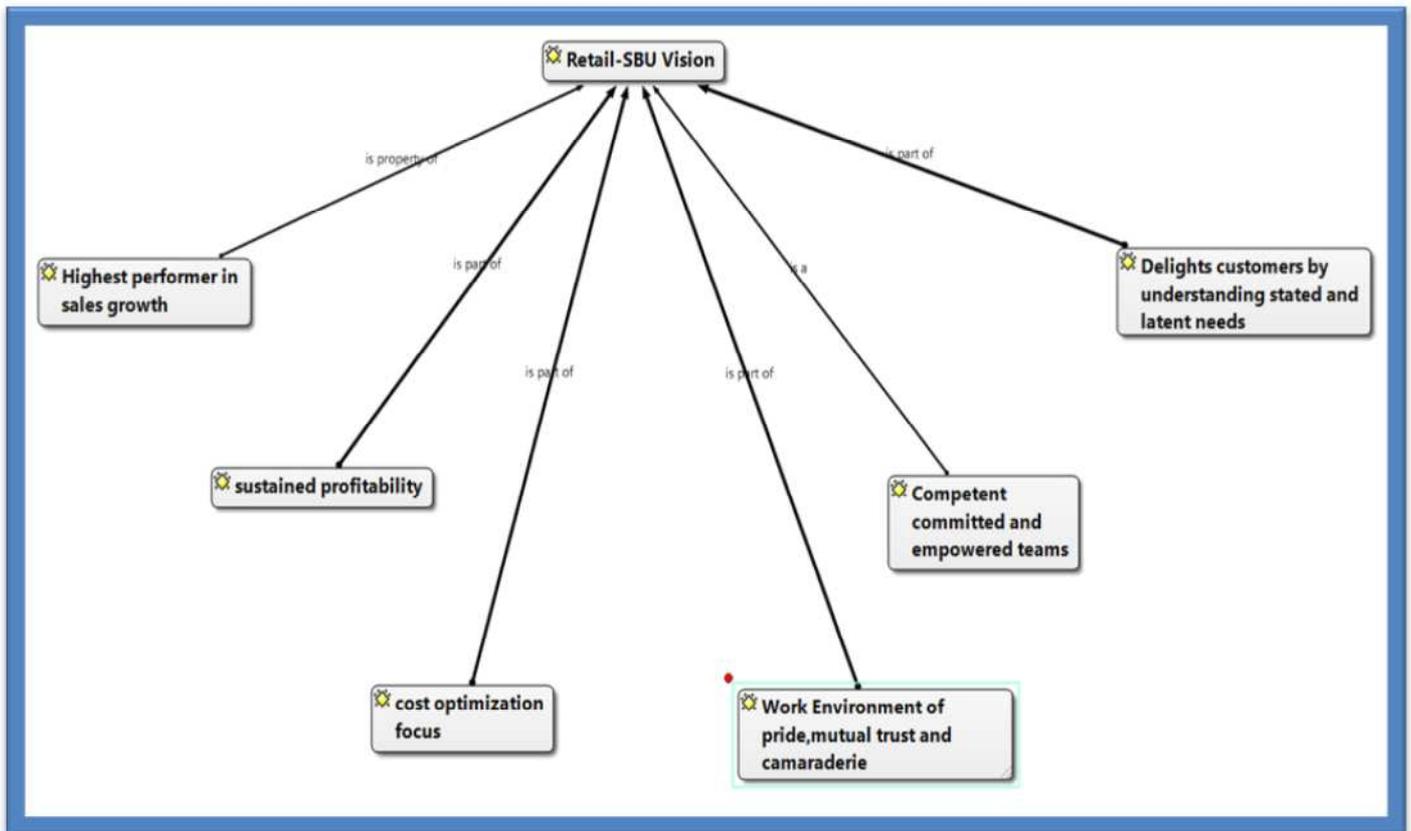


Figure: 7.3

NORTH ZONE RETAIL VISION 2006 (Co-created on May 2003)

- Retail NZ is the industry leader in growth with market effectiveness above 1.
- Retail NZ is the highest contributor to the profit of Retail SBU thru increased Motor fuel sales, ARB activities, Branded products, lubes with minimum operating cost.
- Retail NZ delights the customers with quick response to their changing needs thru innovative services, quality products and highly motivated dealers.
- Retail NZ values its business associates as partner in growth.
- Retail NZ is a team of dynamic dedicated committed and competent marketers responsive to any challenge.
- Retail NZ is ethical and transparent in its dealings and is highly admired.

PARTICIPANTS

S.No.	NAME	S.No.	NAME
1	G.A. Shirwaikar	12	Raja Tikko
2	S.S. Mundle	13	SarveshWadhwa
3	B.B. Kapur	14	M.K. Shah
4	A.M. Atri	15	V.B. Natekar
5	K.S. Rekhi	16	Parvinder Singh
6	T.S. Sawhney	17	B.S. Baberwal
7	R.K. Bajaj	18	S. Malhotra
8	M.K. Vij	19	P. Sadu Sunder
9	J.S. Saini	20	S.M. Date
10	Rajneesh Mehta	21	V.K. Yadav
11	S. Oberoi		

The themes from the vision have been mapped and are shown below:

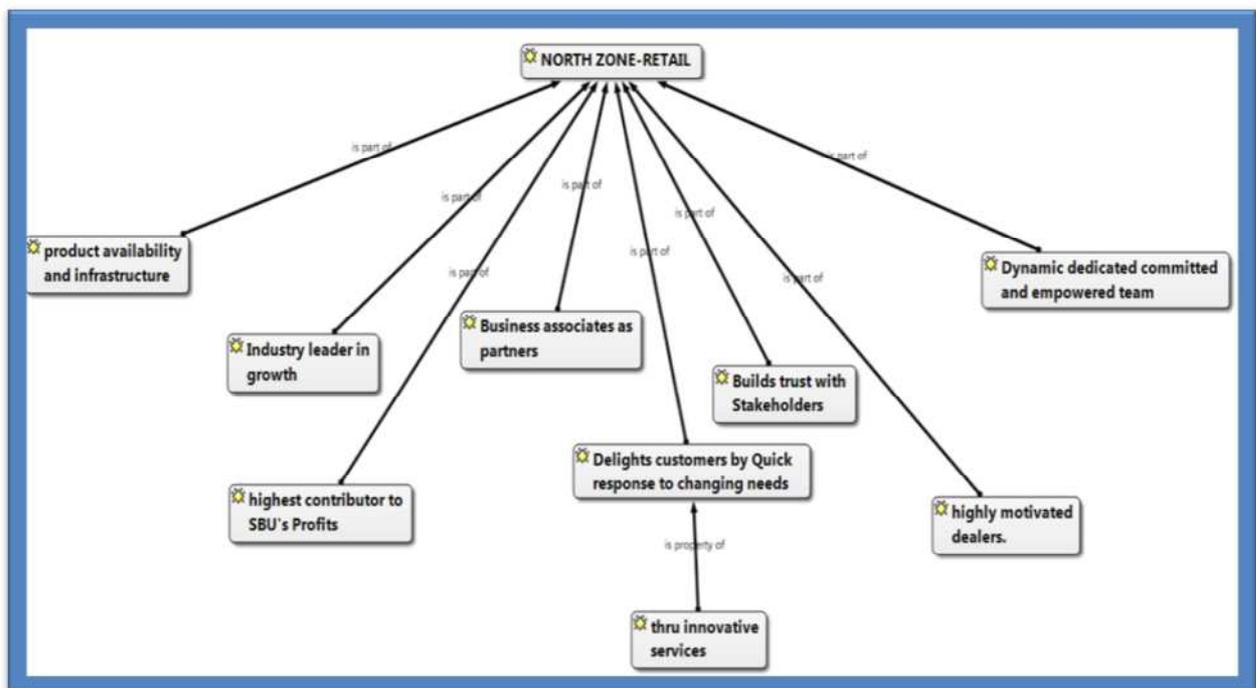


Figure: 7.4

LUCKNOW RETAIL REGIONAL OFFICE VISION 2006 (Co-created on July 2004)

- Lucknow retail has highest growth rate and throughput per RO with 25% market share and highest market share in branded fuels with highest network expansion rate.
- Lucknow retail outlets are most preferred outlets with highest aesthetic appeal.
- Lucknow retail is ethical and transparent in its operations.
- Lucknow retail has the most delighted dealers, transporters and other business associates.

PARTICIPANTS

Sr No	Name	Sr No	Name
1	Arun Kumar	8	Vishesh Nigam
2	Pankaj Kumar	9	Ravindra Prasad
3	Ms.MaureenMaheshwari	10	K KHanda
4	Pawas	11	K.Raju
5	GopalDass	12	K.Suresh
6	Vilas Mani Chandra	13	A.M.Atri
7	Arun K Gupta	14	BhaskarNarain

The themes from the Lucknow RO Vision are mapped below:

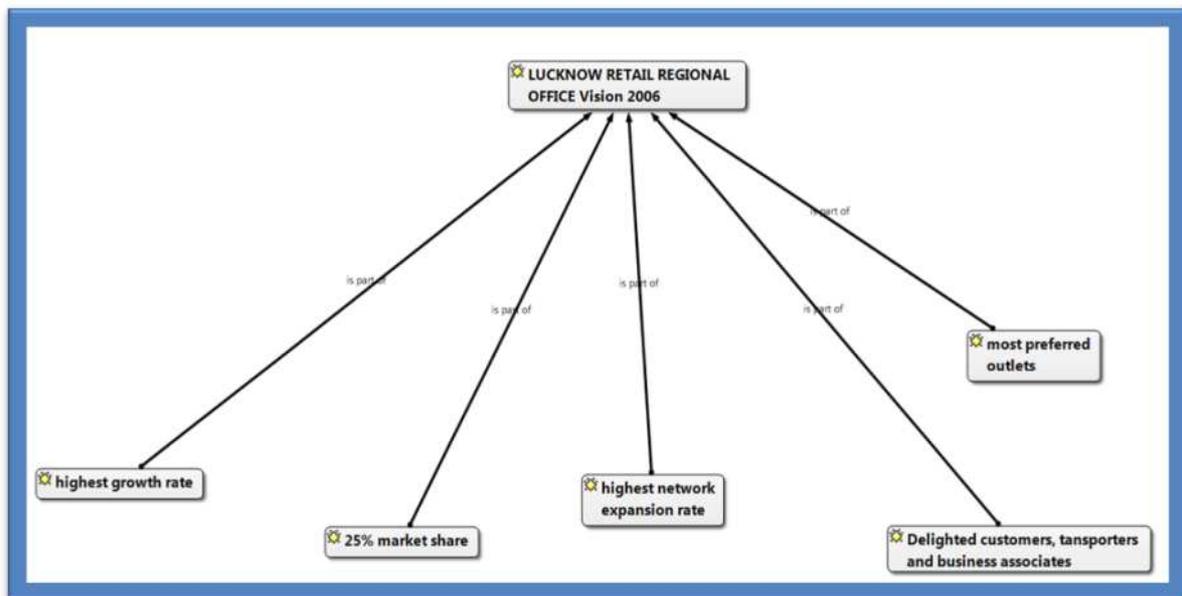


Figure: 7.5

Atlas.ti was used to code the aspirational statements of HPCL, Retail SBU, The four Retail Zones reporting to Retail SBU and the Retail Regional Offices reporting to the zones. In total 22 visions were coded out of hundreds. But no new element of collective aspiration was noted after the first eight visions. Yet to capture different nuances we went to the extent of 22 visions and as the elements got saturated further exploration was not required. The codes are depicted below connected to the level of office where the vision was articulated. Vision HPCL stands for HPCL vision, Vision Retail is labeled for the Retail SBU, Vision RWZ stands for Retail West Zone, RNZ for Retail North Zone, RSZ for Retail South Zone and REZ for Retail West Zone, Vision Ahmedabad RO for Retail Regional office at Ahmedabad and so on. The Structure is Retail SBU reports to Corporate HPCL, Retail Zone to Retail SBU and Retail Regional Office to the concerned North, East, West and South Zones. The source of the visions has been the corporate website my.hpcl.co.in and Project ACE link in the same. The codes are as follows:

HU: PHD ASPIRATION

File: [C:\Users\30041480\Documents\Scientific Software\ATLAS\TextBank\PHD ASPIRATION.hpr7]

Edited by: Super

Vision HPCL- Responsiveness to Stakeholders

Vision HPCL- Superior Understanding of latent and stated Customer Needs

Vision HPCL - highest performer in Growth and Return on Investment

Vision HPCL - Learning and Innovative Organization

Vision HPCL - Work environment of trust, pride and camaraderie

Vision Retail - cost optimization focus

Vision Retail Competent committed and empowered teams

Vision Retail Highest performer in sales growth

Vision Retail RWZ Delights customers by understanding stated and latent needs

Vision Retail Understands stated and latent needs of customers

Vision Retail Work Environment of pride, mutual trust and camaraderie

Vision RSZ has State of the Art Outlets

Vision RSZ has Committed Dealers

Vision RSZ Dedicated and fully empowered team

Vision RSZ Delights customers with Quality Products and Services

Vision RSZ Delights the Customers with quality products

Vision RSZ High Integrity and Ethics

Vision RSZ highest growth in Industry

Vision RSZ highest profit among zones

Vision REZ Builds trust with Stakeholders

Vision REZ learning, harmonious, participative and vibrant work environment

Vision REZ market leader in sales growth

Vision REZ product availability and infrastructure

Vision RWZ Continuous Innovation

Vision RWZ Enduring relationship with business associates

Vision RWZ has strong brand Image

Vision RWZ Has World Class Retail Outlets

Vision RWZ motivated and dedicated team

Vision RNZ-Industry leader in growth

Vision RNZ - Dynamic dedicated committed and empowered team

Vision RNZ delivers innovative services

Vision RNZ Business associates as partners

Vision RNZ highest contributor to SBU's Profits

Vision RNZ highly motivated dealers.

Vision Ahmedabad RO has committed Dealers and Business Partners

Vision Ahmedabad RO has motivated, trained people

Vision Ahmedabad RO is highest in Retail Network Expansion

Vision Ahmedabad RO is Market leader

Vision Ahmedabad RO environment of trust, pride and camaraderie

Vision Aurangabad RO has highest Sales growth and profitability

Vision Aurangabad RO has highest network expansion

Vision Aurangabad RO has cohesive and motivated high performing team

Vision Aurangabad RO has motivated aligned dealer network and business associates

Vision Aurangabad RO has world class outlets, winning hearts of customers

Vision Baroda RO Delights its customers by understanding stated and latent needs

Vision Baroda RO Delivers quality product and superior services

Vision Baroda RO has committed dealers

Vision Baroda RO Has Highest Profitability

Vision Belgaum RO has dedicated trained and innovative personnel

Vision Belgaum RO has ethical and transparent business practices

Vision Belgaum RO is market leader in growth, market share

Vision Belgaum RO makes good fuel promise

Vision Belgaum RO meets customer stated and latent needs

Vision Belgaum RO has reputed business associates who are proud to be with us

Vision Bhopal Ro has cohesive, transparent and fair work culture

Vision Bhopal Retail has dynamic, motivated, empowered and competent people

Vision Bhopal RO delights customers by fulfilling stated and latent needs

Vision Bhopal Ro has fair, ethical and transparent business practices

Vision Bhopal RO has healthy business relationships with all stakeholders

Vision Bhopal RO is Market leader in growth

Vision Bhubaneswar RO delivers innovative products and Services

Vision Bhubaneswar RO has world class outlets

Vision Bhubaneswar RO is Ethical in Business Dealings
Vision Bhubaneswar has harmonious relationship with Business Partners
Vision Bhubaneswar RO has Highest Rate of Growth
Vision Bhubaneswar RO has competent committed and empowered team

Vision Coimbatore RO has dedicated motivated team
Vision Coimbatore RO Delights Customers with Customer Centric Approach
Vision Coimbatore RO delivers innovate Products and services
Vision Coimbatore RO has committed, dynamic and growth oriented dealer network
Vision Coimbatore RO has ethical transparent innovative practices
Vision Coimbatore RO Market Leader consistently

Vision Guwahati RO delights its customers by fulfilling stated and latent needs
Vision Guwahati RO has state of the art outlets
Vision Guwahati RO has the best infrastructure

Vision Jaipur RO Delivers Quality Products
Vision Jaipur RO dynamic, creative motivated, committed and competent people
Vision Jaipur RO focused to understanding Customer needs
Vision Jaipur RO Responsive to Stakeholders and Business Associates as Partners in growth
Vision Jaipur RO Transparent and Ethical Business Dealings
Vision JaipurRO is the highest performer in Sales and Profit

Vision Jodhpur RO dealers and business associates, committed and partners in growth
Vision Jodhpur RO delights customer through world class outlets
Vision Jodhpur RO has highest Sales growth and Profits
Vision Jodhpur RO has innovative products and services
Vision Jodhpur RO has transparent and ethical business practices

Vision Lucknow has delighted dealers and business associates
Vision Lucknow RO has ethical and transparent operations
Vision Lucknow RO has highest growth rate

Vision Lucknow RO has highest network expansion

Vision Lucknow RO has preferred outlets

Vision Meerut Retail is having motivated dealers and business associates

Vision Meerut RO has highest growth in market share

Vision Meerut RO has young dynamic motivated result oriented and committed people

Vision Meerut RO is customer centric and delights them through products and services

Vision Meerut RO is transparent and ethical

Vision PanipatRO Has highest Sales

Vision Panipat RO conducts Business in Ethical Fair and Transparent Manner

Vision Panipat RO has highest profits among Regions

Vision Panipat RO has vibrant and learning team

Vision Panipat RO is cost effective

Vision Panipat RO is No 1 in Market Shares

Vision Panipat RO loyal and committed dealers

Vision Raipur RO has cohesive committed and motivated team

Vision Raipur RO is a healthy vibrant and happening work place

Vision Raipur RO is Benchmark in Retail outlets and customer service

Vision Raipur RO is industry leader in sales growth

Vision Raipur RO fulfills of its stakeholders

Vision Tatanagar Delights customers by fulfilling stated and latent needs

Vision Tatanagar RO conducting business in an ethical manner

Vision Tatanagar RO Cross Functional Real Teams

Vision Tatanagar RO Dedicated ,involved and competent Business Partners

Vision Tatanagar RO Good fuel promise

Vision Tatanagar RO State of Art Infrastructure

Vision VR is responsive and customer focused Refinery

Vision VRO Committed and high Performing Team

Vision VRO Conducts business with Ethics and Transparency

Vision VRO Create Customer Delight

- Vision VRO Highest Rate of Growth, Market Share**
- Vision VRO Innovative Products and Services**
- Vision VRO is the first among all Regional Office in growth**
- Vision VRO offers innovative services**
- Vision VRO Partner with Business Associates**

The family code feature of Atlas.ti was used to find the common aspirational elements of the visions. As can be seen the visions are in alignment. The Retail SBU Vision is aligned to the Corporate Vision, Zonal Visions are in alignment with Corporate and Retail SBU Visions and the Regional Office Visions in alignment with Corporate, Retail SBU and Zonal Visions.

From the visions studied above, it is evident that the process of cascading the organizational vision to every unit has taken place; yet, co-creation by the employees has been the common feature. Hierarchy wise the vision cascading has been depicted below:

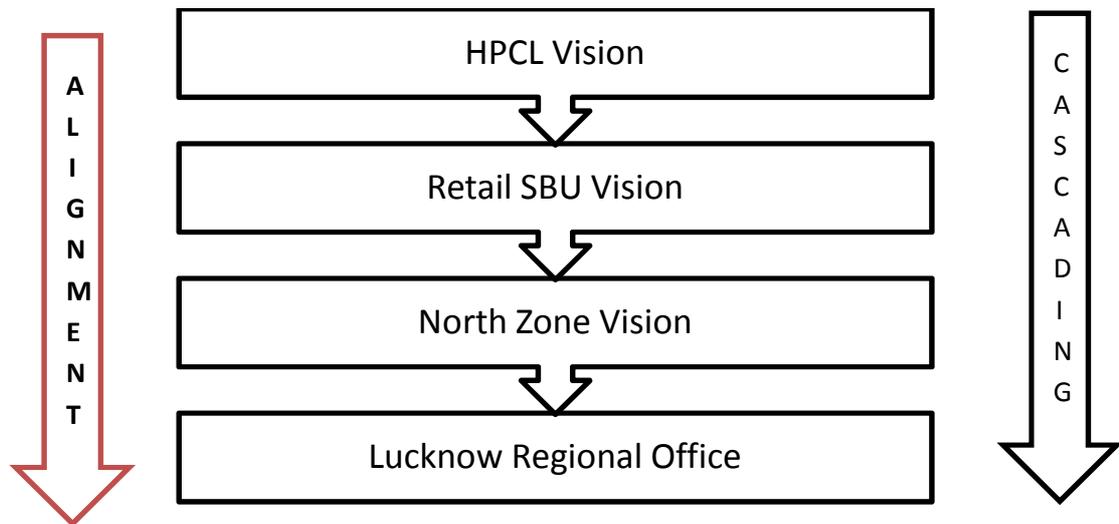


Figure: 7.6

The emergent themes bring out common focus in the visions like customer delight, highest growth in market share, focus on business associates and a workplace with competent and committed employees. A new properties of the co-created vision emerges:

7.4 Alignment through cascading of visions

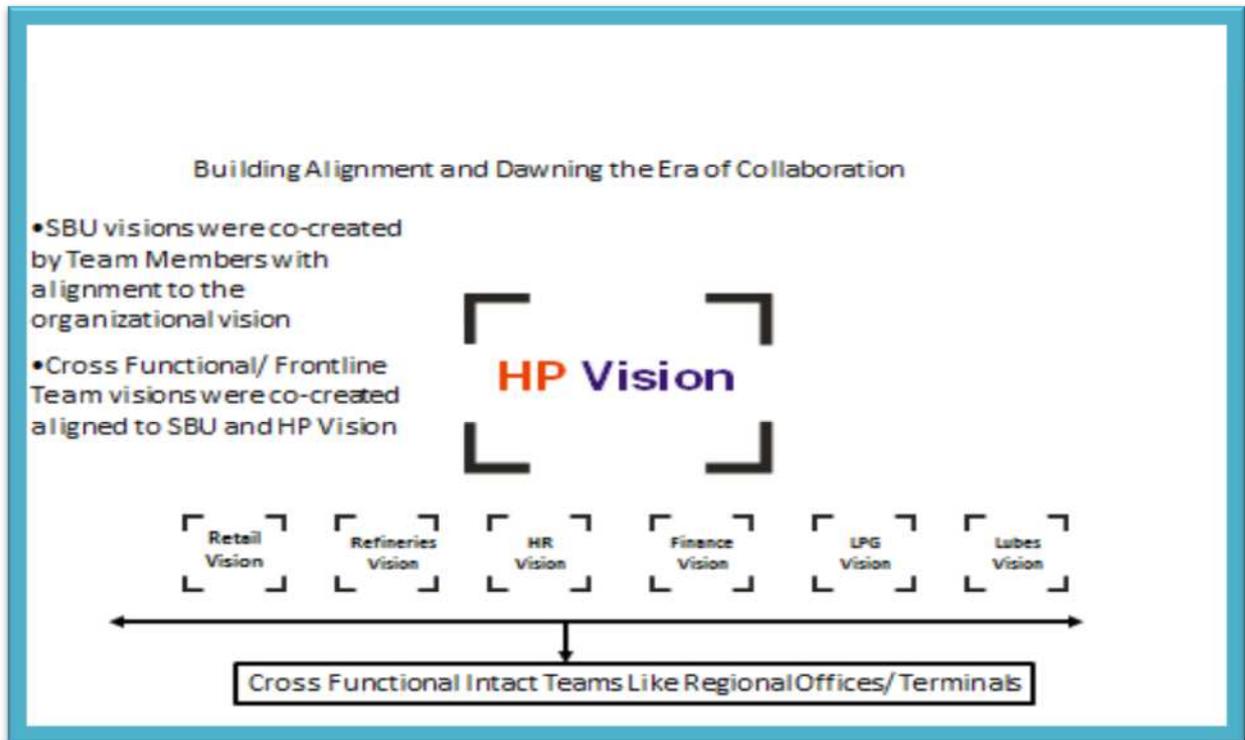


Figure: 7.7 Co-Created Vision Process – Cascading the Visions

Mr. Ramaswamy one of the internal coaches said in the interview on co-created vision:

‘Ya!Ya! It was as and when any vision exercise, my experience is that even very conscious people come on their own; without any compulsion. They come on their own and participate in creating the vision. Most importantly when it is driven that, first it is a personal vision and it’s then only; otherwise people only perceive all this vision a little different, away. The whole exercise started with articulating the personal vision, what they want to do in their own life for themselves or for the family or for betterment.

So that has really helped, so that is the starting point. So that is really the trigger for, then slowly we take them through the process of envisaging the organizational vision. So that has really helped. So I would say what the actual is personal visioning which has helped in coming to the organizational vision. So that process from personal vision to organizational vision really helped them to understand the big picture, understand their role what they play

in the organizations growth. So this is what we have experienced, I have almost done about 120 workshops across the organization.'

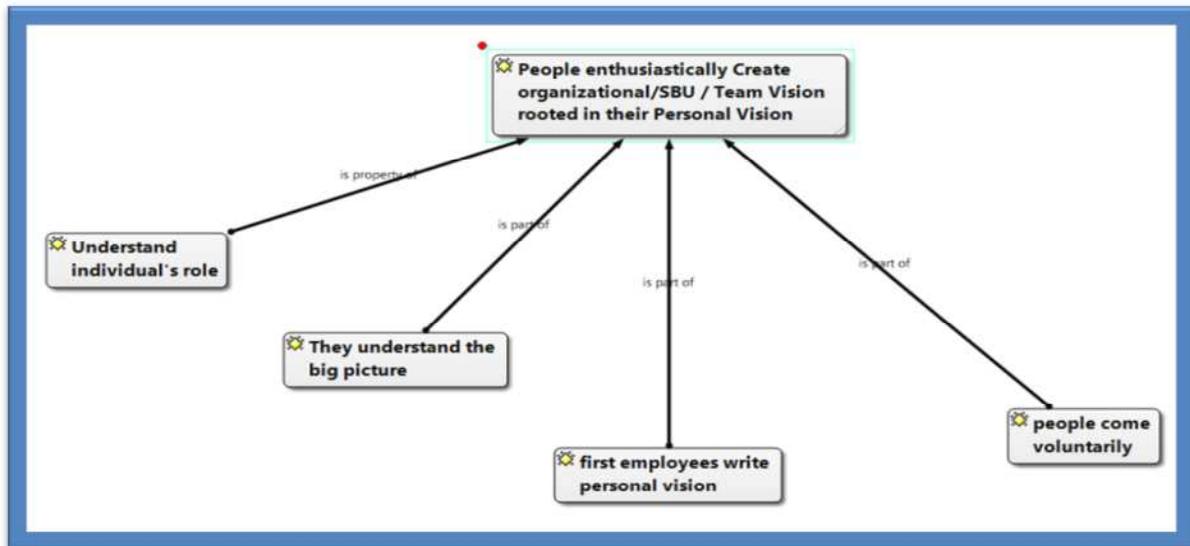


Figure: 7.8

Some more excerpts from his interview that were very insightful are coded below:

“The narration by the facilitator brings in them various facets of their organization and makes them to feel their independent view about the organization and what they want to see in a particular time frame, say 5 years from now. Thus there creates an internal dialogue in their mind specifically touching upon what and how they wish to see their own organization again through a closed eye exercise...”

This time participants are asked to capture their thoughts in a post-it-notes one idea per slip and generate as much idea as possible. The outcome of their thoughts in a statement in present form is captured by them in the yellow slips. The group goes through a tremendous form of energy in capturing their own ideas and they post their notes in a specific domain exhibited for placing the idea and providing a space for the same.

In the process the clarity of the vision, its magnitude, its multiple facets etc., what they envisioned come live. The group gets divided into smaller group to work on the yellow slips captured in the domains with facilitator guiding them and involve them in making few statements combining all the collated ideas from post it notes. It is also told that none of the ideas should be ignored. This eventually makes the group to

spend a good time in going thru all the yellow slips and generate vision statement which is aspiring, meaningful, distant, desired etc., and slowly they create a vision for each domain.

Each group then come forward and presents their statements to the larger group. At this stage they feel themselves in peak for having gone through a co-creating vision process. Lot of discussions, debate, interactions drive this part of the process and ultimately the each group comes out with their statement with everybody's consent. These statements are read with passion instill an ownership in them about the vision and the co-creation.

At the end of the session all the groups/domain specific visions are captured and put as a single output. This works a magic in them and wow factor and bring joy, smile and a sense of achieving something great for the organization thru a combined effort. At every stage of this process the intervention by the facilitator drives a great feeling in the minds that every individual's aspirations are captured and in the final co-created vision by the group, they are asked to identify any missing idea in the vision from anybody in the group. In the debriefing, their expression loudly conveys that how every individual's aspirations for the organization are captured in the vision. That feeling transmits not only the individual thinking but also the collective thinking for the organization. At the end the group affirms that their personal vision is connected to the organizational vision...'

Question: What did the process of connecting PV to organizational vision do-- in terms of reactions of people and actions thereon?

The group very naturally feels that their individual aspirations are finding a place in the organizational vision thereby manifest as from "their vision" to "My Vision". The words, expressions, emotions and every other details of the vision underlines the invisible bonding an individual has with the organization when engaged in co-creating a vision.

The collective energy and outbound involvement in the process underlines the power of co-creating vision for the organization. The individual is transcended to a higher platform to perform. The group goes into an exploratory mode and identifies the resources by themselves to achieve the vision. The owning of the vision generates a new

set of group dynamics ensuring a new way of working and most importantly the enjoyment, fun and at the same time sense a committed common approach for achieving the vision. That is at this stage of co-creation itself the group engage in a futuristic approach in supporting each other and caring for each other.'

Analysis:

The most powerful aspects of this connection reveals the Alignment of individual's aspirations with the organizational vision bring forth a new chemistry which propels them towards the vision. The group also realizes that there is so much to do and gets a power to move away from current reality.

The groups conversation very clearly pinpoints their owning the vision and evokes a sense of commitment to the vision. The common approach is also a by-product of this process making the members of the team responsible to the execution of the vision. The approach envisages that all are equal breaking the hierarchical way of working and sets new methods in place.

The very vision enthuse people and spins their passion and brings in smile and happiness and a sense of achievement by them.

Question: So when the vision was formulated finally for your team, and when it came to executing that vision, how did the people act?

Mr Ramaswami "Yes, they were equally motivated. Because they also see others ... or in the vision conversation or anything like that... as a vision exercise what we have done as a whole was that creating a vision for a particular team, a region or a department and given it to them and they themselves committed to the vision, working towards the vision. We also went the next step to the strategy formulation, from the vision we went ahead to the strategy formulation. The actual problem happened at the time of creating a strategy from the vision. For example we had action plan workshops, okay after the vision exercise is over we straight get into the strategy formulation exercise and also working out what is to be done, taking the vision further, otherwise it will just remain as a vision."

The network diagram which came up after analysing the interviews on co-created vision through Atlas.Ti is depicted below:

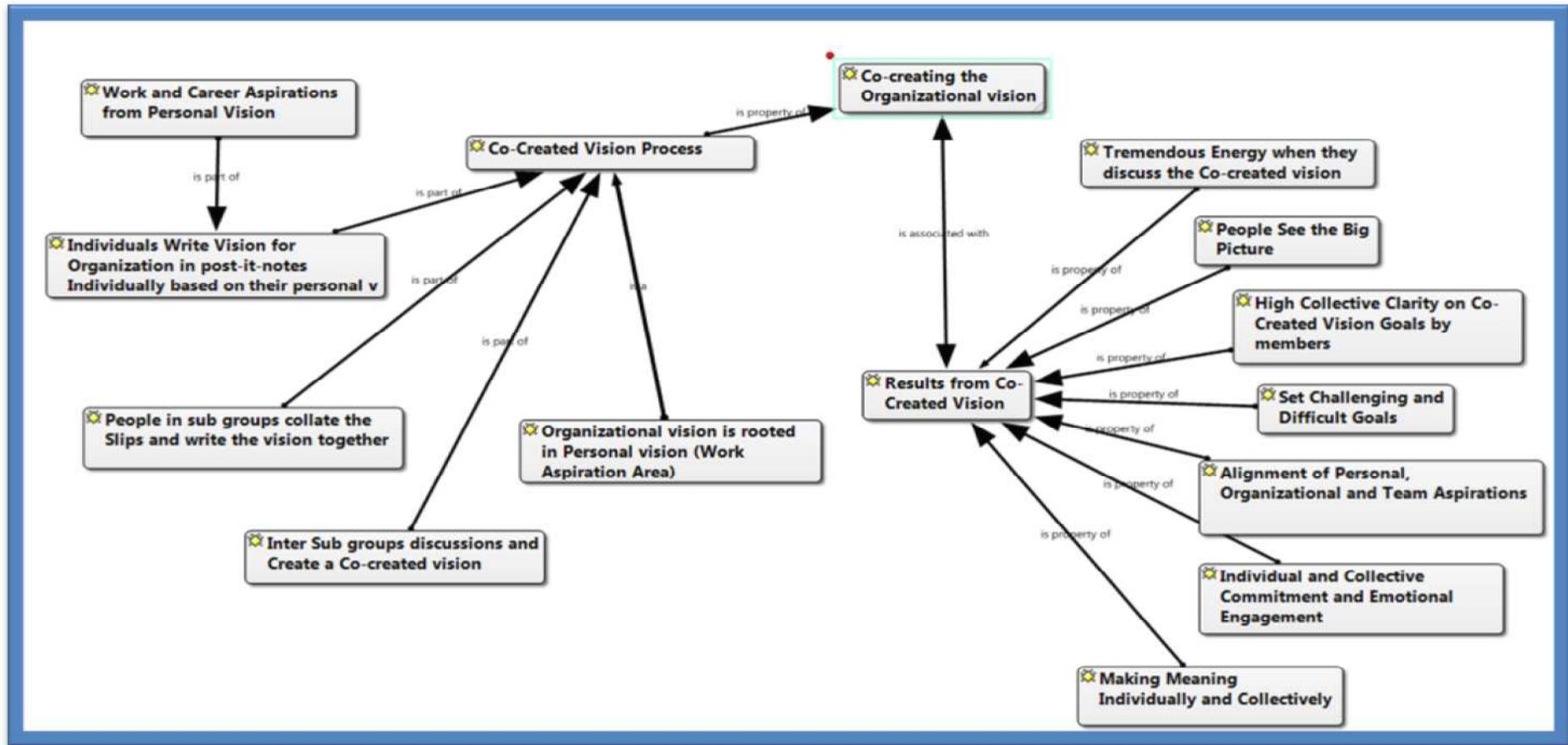


Figure: 7.9

Co-Creations of vision in HPCL is now institutionalized and SBUs and Teams continue to revisit and co-create visions.

Institutionalizing the Co-Created vision Process is also borne out from photographic data on the workshop in Sept 2013 whose photographs are shown below:



Figure: 7.11



Figure 7.12

Co- Creation Vision Workshop for HPCL R&D Department at Bangalore on 12th Sept 2013 and revisiting vision by O&D in Sept 2013.

7.5 Properties, strategies and consequences related to the category

The properties, causal conditions that arose from the interviews and above network diagrams were relooked, grouped under common themes for the Category - Co-Creating the Visions and the final concepts and codes is as under:

- I. Vision Co-Creation Process
- II. Top Management Commitment
- III. Co-Created Vision –Aligning Hearts and Minds
- IV. Alignment of Personal, Organizational and Team Aspirations
- V. Individual and Collective Clarity on vision goals
- VI. Emotional Engagement to vision goals
- VII. Discovering meaning in Vision Goals
- VIII. Setting Challenging and Difficult Goals
- IX. Involving more than 4500 people in co-creation of visions
- X. Institutionalizing the Co-Created Vision Process at HPCL from 2003

The constant comparative method of comparing concepts from interviews, as well as archival data concepts as mandated in the grounded theory is used above. The network diagram of linking the concepts after constant comparison is shown in Figure 7.10

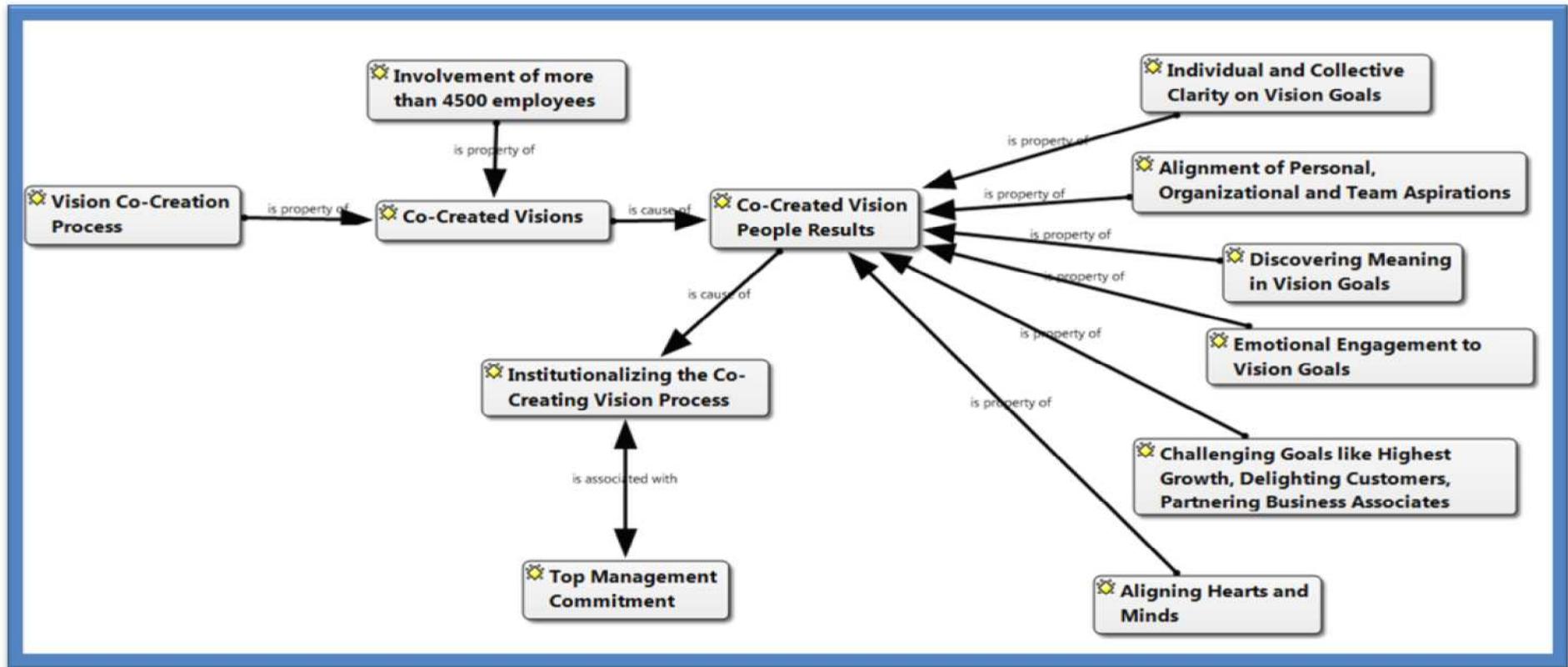


Figure: 7.10

7.5 Theoretical Contribution: From the analysis of the Network Diagram and interviews it becomes clear that the Category be renamed as **Co-Created Vision- Aligning Hearts and Minds of People**. Vision achieved the twin objective of providing clarity of goals as well as emotional engagement to the vision goals. Coupled with that was the setting of challenging and difficult goals. Literature review does not bring out any case where a business organization involved more than 5000- 6000 people in a span of over a decade in the vision co-creation and revisiting process' institutionalized the vision process and where the co-created vision became a force for aligning hearts and minds of people across the organization.

Chapter 8

Chapter 8

Category 5: Building Customer Centric Strategies and Customer Offerings

8.1 Introduction

Customer centric strategies and their relevance have been talked of in the literature review. After co-creation of the visions, people wanted to achieve the vision objectives of customer delight and increasing market share. This led to a distinct need to Strategize to achieve the goals. For building the strategy HPCL wanted to understand the customer value proposition it would need to offer. The process of building the customer focused strategies is explained through the excerpts of interviews and their analysis in this chapter.

8.2 Constant Comparison - deriving concepts from analysis of interview excerpts:

The first interview analysis is from GM-Finance Ms. Sonal Desai Excerpts are as under:

“We are a service industry. Before we started strategizing, it was very compartmentalized: sales has to sell, operations has to supply the product, HR has to provide support for all the HR policies and finance has to give support to make sure that the transactions are going in place. The finance and HR or even operations never had to interact with the customers.” That was the time when this ACE came through...’

The important concepts from the above excerpt and their relationships are linked in the Atlas.ti diagram below:

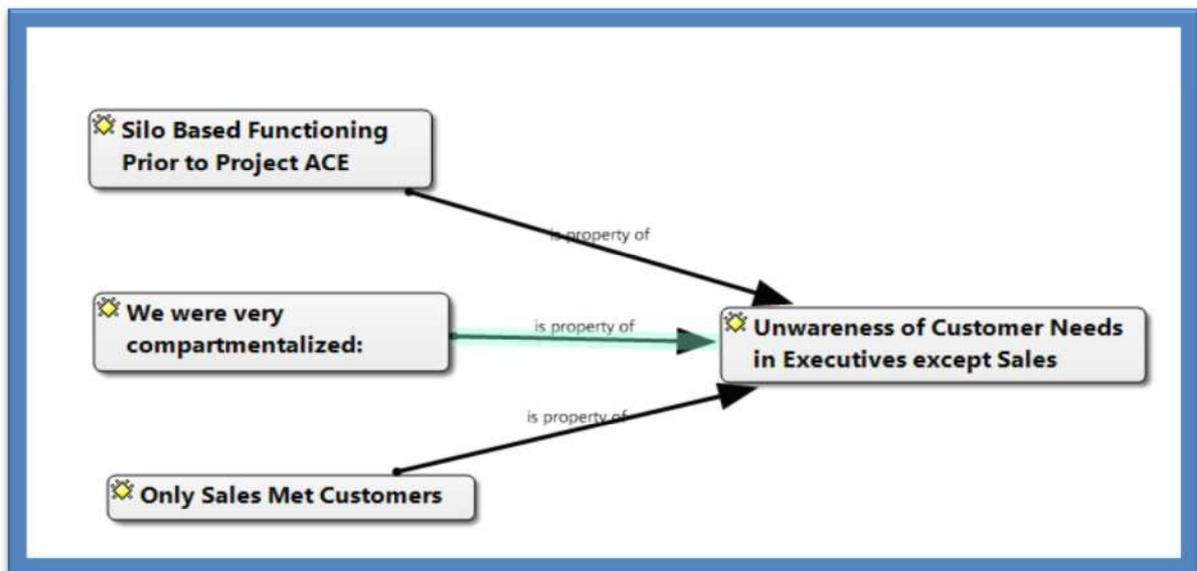


Figure 8.1

She further adds:

“What happened in the ACE was that everybody was exposed to thing of the customer as priority; to think and understand what he wants and then work backwards to see how you can give it to him. Earlier we said that this is my procedure, let the customer come and we will give it to him in this manner. We were in control; we didn’t need the customer basically. I was only when all the deregulation happened that we opened our eyes. The best thing that happened was that, people who had put in 4-5 years, they made cross-functional teams and they sent them out into the field.

Each one was given a project; 1 group would go to the highway, 1 group would to the rural market, go to the customer, travel with the customer, stay with the customer, understand what he wants. Don’t say that “I think he wants this”. Let him say he wants this and also understand what he doesn’t say. Then the whole thing was collated; it was done in huge groups. ...officers and then everything was collated and then the segmentation was done of the customers; that these are highway customers their needs are different, these are rural customers, these are city customers; within the city, there are youngsters who look for something, people who come with drivers need something else. The entire categorization was done, then the strategy was formulated that this is what they need.

How do we go about getting it? Till this phase, it was completely interactive. At this point, we started with process orientation... They had actually interviewed customers; segmented them...there were groups of officers who actually traveled in the trucks with the truckers to understand how they really live it up daily. Like a ‘day in the life of the customer’. Then they came back with all the requirements and the whole thing was collated. All this was done with the entire top management team; the chairman and all the directors were there besides the SBU heads and the zonal heads. Then stage by stage: 1st they did it at the regional office level, then they did it at the zonal office level and the final presentation of the segmentation was made to the entire team. Then they started giving ideas. Everything was done completely internally with no external help.’

The above interview was coded and the codes were linked by cause, effect, strategies and consequences as brought out in the interview. The first important concept which arose was: **Cross Functional Teams identified Customer needs on a segment wise basis** and then the other codes from the interview were interpreted and then mapped with the help of Atlas.ti in the next page.

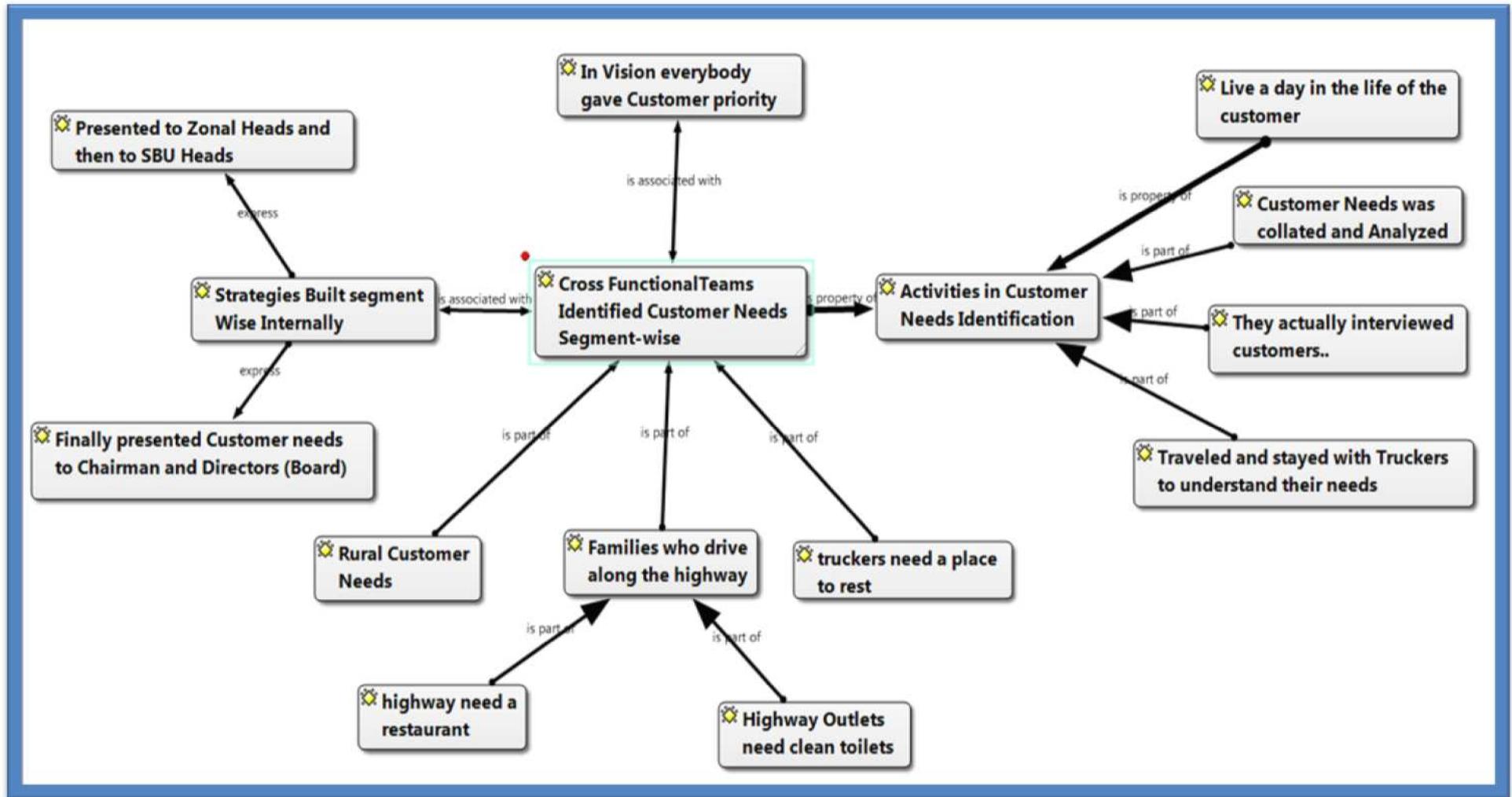


Figure 8.2 (Understanding Customer needs –Segment wise by Cross Functional Teams)

The next interview is from General Manager Aviation and Chief Manager Retail in 2003, ShirR Radhakrishnan. Excerpts from his interview:

'What this group did was that we had across zones- 220 officers (out of 4000 officers) m involved in co creation of vision and strategies- decision has to be taken at the poit of action- we called them in groups and gave 7 topics and they should understand the stated and latent needs of the customer and come out with a strategy listing out what the company should do to realize the SBU vision ...After that we started, beleieving in ourselves that we can ... This was facilitated by the coaches.. .I was the SBU coordinator...Some farmers spoke about how difficult for them to travel and get petrol...Hamara pumps borm.. We have a strategy for urban market...

This interview does bring out some codes on segmenting the customers and finding out the needs by 220 officers and reaffirms the codes in the earlier exhaustive interview.

Mr. Nair Dy General Administration and who was Dy General Manager Operations and Distribution earlier in South Zone was interviewed and excerpts of the interview are as under:

'At the time of doing the visioning exercise itself, action plan was also drawn out to achieve that and people were accepted accountability on the actionable point to achieve the vision. To bring about a momentum in achieving the organizational vision and to draw out the power of alignment which was created through this exercise a strategy was made out by involving the junior officers across the functions. ...interacted with the transport owners and later traveled along-with the driver and helper for long distances to understand their personal preferences and habits, which was first of its kind exercise. Similarly till then no thought of the comforts of the family members who were traveling on the highways was available and the team came with a suggestion of exclusive 5 star type toilet facilities for families which was branded as "Fleurs".

Now suppose we take one topic Good Fuel Promise then we ask how do you deliver good quantity and quality fuel to the customer and give customer satisfaction, customer delight. Another team was told like you have to work on the car segment, understand their needs and come up with a strategy. Some were told like understand the rural customer requirements and come with a strategy for them. This way every group had to come up with their strategy based on their topics for this, they had to go and talk to the customers and find out their needs, latent needs, expected needs. Now how will you find out latent needs, through customer surveys, focus groups or by any other means like interviews? Although humans express their needs some or the other way but the main thing is how can you capture those needs and meet them. So not only framed questions were asked but to explore further our officers even travelled with the truck drivers to hundreds of miles.

The new properties of the customer need identification that came up in this interview after the earlier two ones were

- **Discovering the latent needs of the customer**
- **Young and frontline officers involved in customer need identification**
- **Developing strategies based on customer stated and latent needs**

The above interviews concepts on understanding customer needs is discussed above and the properties are coded with the relationships in line with grounded theory methods of axial coding and displayed in Figure 8.3 in the next page.

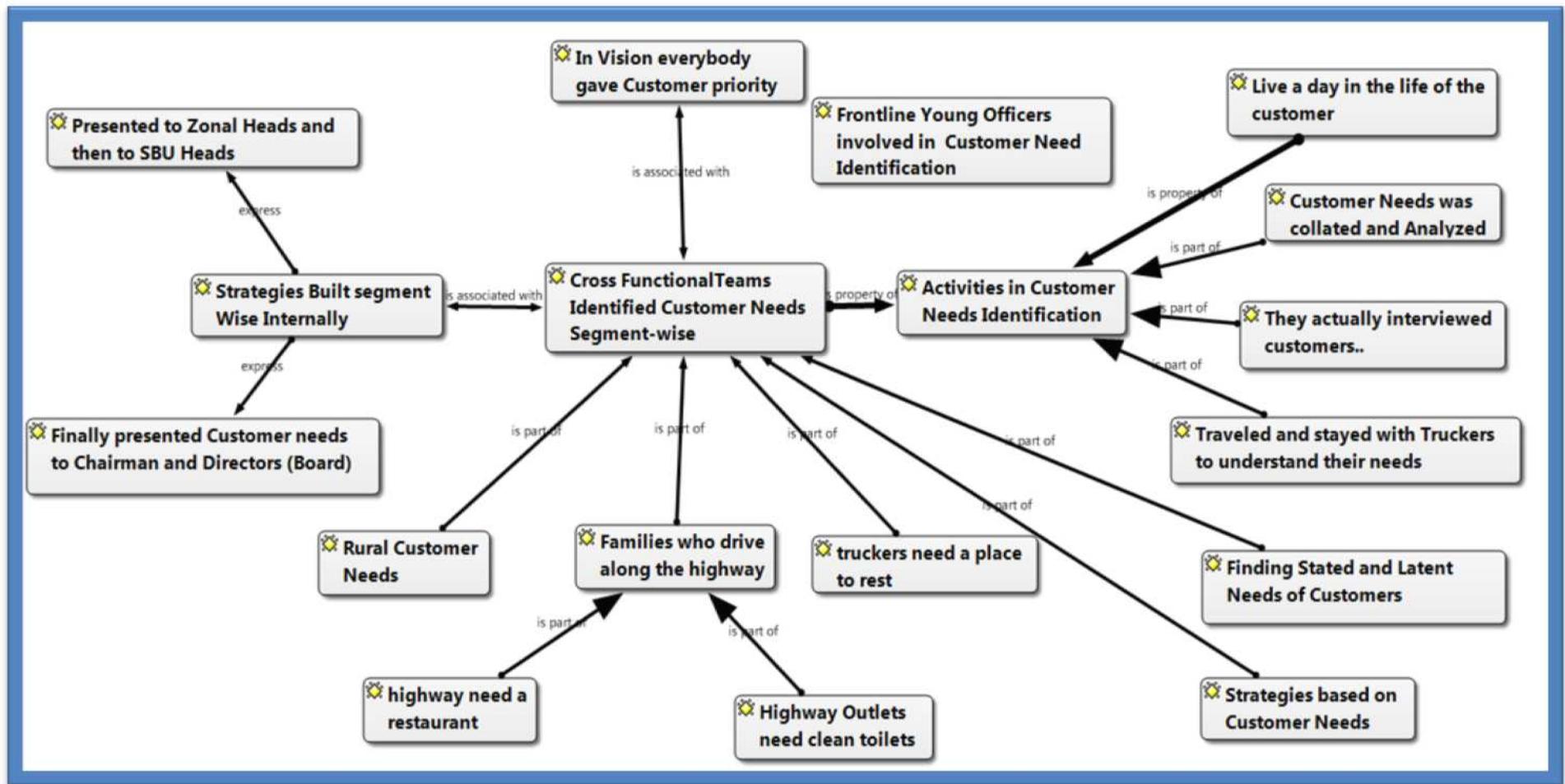


Figure: 8.3(Understanding customer needs and creating value propositions based on need identification)

Once the needs were identified several of the interviews talk of how about hundred officers gathered in Mumbai and stayed together deliberated the value propositions with facilitation from Internal Coaches for different segments of customers and then created the strategies and finally presented to the Committee of Functional Directors and Chairman and they were approved by Management and which became the HPCL strategy for Marketing at the Petrol Pumps as often people call them or Retail outlets as per the Industry Nomenclature.

An interview with Dy General Manager South Zone is insightful on how the teams were instructed and worked for collecting customer needs:

'Regional and zonal teams heads were given timely feedback to go into the depth of this issue. They were charged otherwise it was not an easy task and required a lot of sacrifice from their end. After few weeks a draft strategy was prepared by individual teams on each topic. Same exercise was done in all the four zones. We called all the groups and teams in the Mumbai where we asked the teams to make presentations. Initially there was lot of hesitation everybody was praising their own strategy, but we told them thsat finally we have to come to a single strategy so they started looking for good things in others and started accepting each other without differentiating like you are from south and north. This exercise included everything like storming, forming and norming. Zonal wise drafts were made and later finally one draft was prepared and presented to the top management, dealers etc so that multiple viewpoints could be taken into consideration.'

The strategies were derived from customer needs assessed by frontline officers in cross functional teams from across the country with all segment customers' needs assessed across India. The teams thereafter were called to Mumbai where they deliberated, debated and finally created the strategies and presented to the dealers, other stakeholders and with their views incorporated finally presented the strategies to the Top Management.

The three Codes and arose from the interview are:

- 1. Co-Created Strategy by frontline officers across country**
- 2. Buy in by Stakeholders and incorporation of multi-views from them**
- 3. Approval from Top Management on Co-Created Strategy**

Atlas.ti was used to map the above codes/concepts:

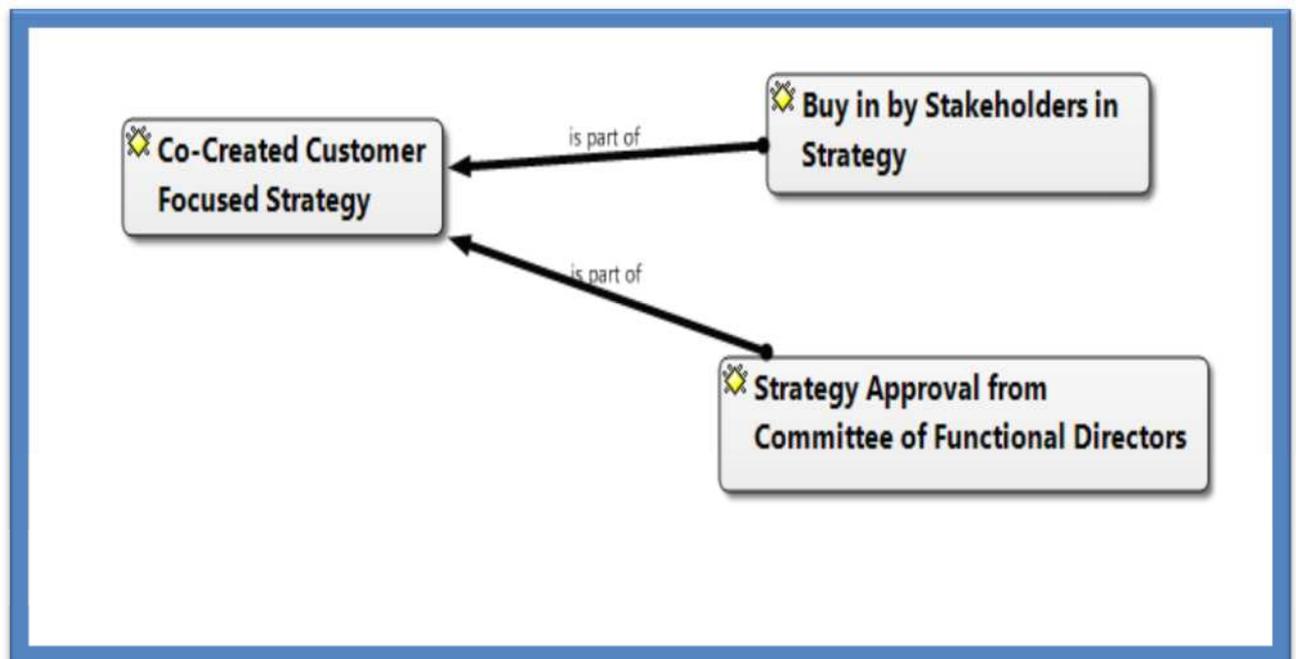


Figure: 8.4

Several Other interviews also brought the above hypotheses.

The Different Propositions for different Segments are seen in the interviews and also the Retail Strategy Document.

Mr P P Ganguly Regional Manager

'... See how the teams were made...this person is in highway team so he is posted there.....even a person from the remotest place was called because he was a better person, management has picked him up...someone from north ,some from south...people were having a scattered thoughts and ideas and they were collaborated in one particular team.....then develop a formulae, go to the field if required, study the market and then you formulate your ideas into a proper presentation and then say what exactly you want. ... a trucker on being asked said that he wants a toilet, a dhabba and an STD booth etc in patrol pump. So to make HP's service desirable these complimentary services are compulsory and we must provide these facilities at the petrol pump and only then start a petrol pump on the highway....if we want to generate our volumes seriously. Earlier,to start a petrol pump we would just dig a hole keep the tanks put two pumps and start the petrol pumps...no facility was there in a high for a petrol pump..'high-way raja' then the segmentation of the customers were made out.

Hamara Pump for Rural:

We quote one of the officers who was involved in the Strategy Building groups. The quote is as under:

'...we were four or five of us, and we started traveling across the north. We created our own, we identified whatever the needs were in the market, and analyzed it, projected to our GM level here in the north. Then we were asked to sit along with the other rural groups and deliberate what are the common needs across the country. We all deliberated for 15 days in Mumbai, and actually after 15 days we could finalize a real model which is required for the corporation across the country...Hamara pump was a rural group, it was rural group. Because India has 70% population staying in rural India and large agricultural base so we had a specific group for rural India.'

Similarly people went to rural areas and stayed overnight with the villagers to get the personal feel of their needs. With this deeper understanding of the customer needs every team came out strategy to address them. For example the Hamara pump, highway raja. Highway Raja primarily gives the truck drivers need the no one priority and amenities are designed.

In the Interview with Mr Ganguly then Regional Manager the need and implementation of value propositions for particular segment is visible. Excerpts are as under:

'Q: You were a part of the strategy building team, can you tell us about the highway segment...would you like to talk about that.....

A:Take an urban customer ... types of urban customers who are travelling in an urban market like a particular petrol pump which will be frequented by youngsters...The requirements of the customers in a residential area...dropping the kids of going to the market etc...on the highway different customers moving in and out...then we thought how can money transactions take place in a petrol pump... which petrol pump should have what kind of facility. In urban outlet there are three types of urban outlets...similarly in highway also ... similarly in rural markets also what kind of facilities. Accordingly it was more of a personal basedthe dealer is selling the same petrol and diesel but different amenities...thus facility oriented petrol pump rather than only petrol and diesel based places...somewhere there is a eating joint or a grocery shop, somewhere an ATM...So these are the basic requirements that were generated...'

Dy General Manager South Zone also talked on the names we gave for retail outlets targeted to cater to the segments we had identified in urban, rural and highway segments. Excerpts of his interview are as under:

'Similarly people went to rural areas and stayed overnight with the villagers to get the personal feel of their needs. With this deeper understanding of the customer needs every team came out strategy to address them. For example the Hamara pump, highway raja. Highway Raja primarily gives the truck drivers need the no one priority and amenities are designed.'

The Executive Director of Retail talked in detail on the segmentation and the value propositions for the customers in the segments. Excerpts are as under:

'So therein , customer segmentation started happen...; we started making urban, rural n highway segment so within that 3 tier segment, we started looking at what customer in different segments require from each other n accordingly strategy was formed that we...found that on highway, the major need of the customer is..the trucking community, needs to have resting place, ...dhaba, ... secured place for parking, all this came in the physical survey by officers. And then the concept came that we must provide such facility on highway so we started 2 types of formats- one was called Junction outlet another Modern outlet. Junction Outlet would mean that it's a full blown highway services n ... huge piece of land to develop our existing outlets; we started expanding n making investment ... kinds of restaurants apart from dhaba that was being provided...n then need was clean toilets when families were travelln on highway, the major need that was felt was we must have clean toilets.we branded the toilets...named Fleurs... the investment of 7-8 lacks per toilet, and so far I think we have provided 120 toilets across.

...have a loyalty card which is going to help truck drivers as well as owners; truck drivers they don't need to carry cash...initiative that we started taking.

...looked at rural customers... for the 1st time ..it came out that we should have a separate set of outlets for rural.... in the interaction with the rural customers, it was farmers n others, it was found that these people they have to go 20 km away to nearby town ... time and money wasted in travel, ... no guarantee that they were getting quality product. So this was the finding of the survey that our people came out and that is where we said that we will benefit in rural areas. Then we said we'll put up branded outlet over there which will meet the requirements of aspirations of this rural customers. So we started investing money on that area n so far we have provided at 1300 Hamara Pump outlets...

... Then came our strategy on urban n urban also we divided customers within urban 3 different categories- 3 wheelers, Car and then the SUVs and trucks segment; so then we we created 3 formats within urban- so that will be based on the ...again we provided allied retail business activities like Café Coffee Day kind of stores, Barista so that's is what we felt is the need where people, youth would generally like to go n avail that n then we started providing ATMs. ..HPCL is the only company...more than 1000 ATMs in retail outlets

... Then as I said when we were upgrading our outlets, focus was given on retail visual identity. ... visibility has suddenly improved and people started feeling that these r the modern outlets, ... even today, the customers' perception is that they do not get correct quality/quantity n that perception still remains in the minds of the customers n we said that we must ensure that ...,we started automatic outlets... automated around 1680 outlets all across the country. ...

..3.brand for our select outlets... as club HP outlets. Club HP outlets is primarily outstanding customer and vehicle care..... doing the third party audit. These audits were also. We 're doing it from very reputed auditors. Till last year we were doing it with Bureau-Veritas. So very undisputed, unbiased audit ... on surprise basis to these outlets and check about 20 25 parameters and including housekeeping and [] time of automation, dispensing units and quality, quantity. All sorts of things... there is something for dealer to continue his club HP status.'

The interviews have been coded and the network diagram created by Atlas.ti. The Interview

from the ED was exhaustive, insightful and extremely helpful. With all the interviews coded in terms of implementation for offerings to the customers and since. Interviews taken up subsequently for coding on the customer offerings led to no fresh codes or concepts and therefore saturation had been achieved. Out of the Diagrams it was clear that we had arrived at a category: **Building Customer Offerings Based on Customer Needs (Identified by Cross Functional Teams):**

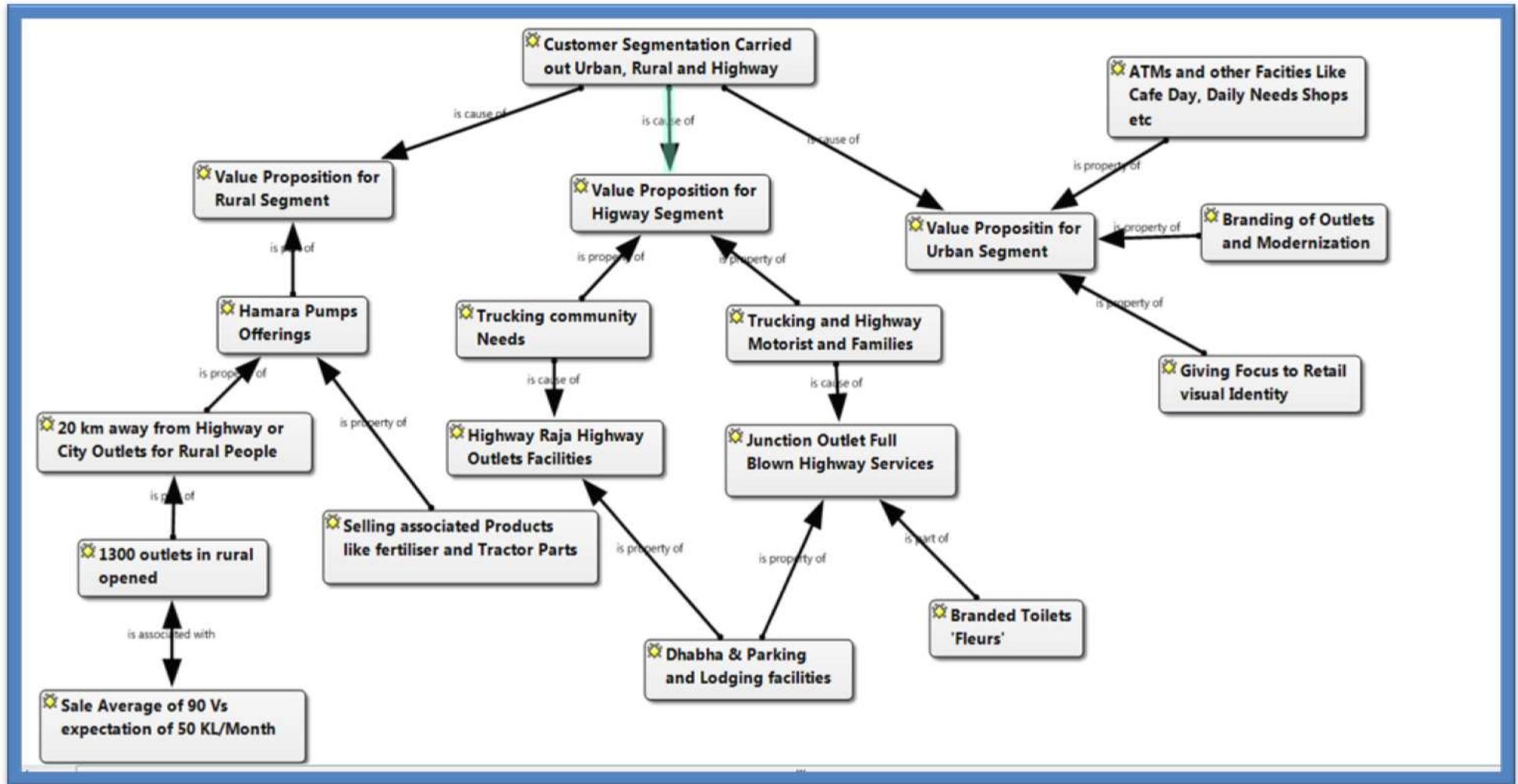


Figure: 8.5 (The network diagram on Building Customer Offerings Based on Customer Needs)

8.3 The emerging concepts their relation to the category

The above analysis gives us clear analysis that under the category: Building Customer Centric Strategies and Offerings the major concepts and subcategories are brought out below. The theoretical explanations of the concepts, codes or properties have been brought out from the interview reviews primarily.

a) Setting up Cross Functional Teams to Identify Customer Needs

New strategies need new eyes. The people from different departments brought with them a new way of looking things. Also it reduced implementation problems later. It further helped create internal capability of the organization in its ability to build market oriented and customer focused strategies.

b) Segmenting the Customer

We cannot create all facilities in all outlets. Segmenting the customers helped us to create proposition which would satiate the needs of the dominant segment in that area.

c) Identifying Customer Stated and Latent Needs (Live a day in the life of the customer)

Customer needs identification means spending time with him. People spent months across the country living with truck drivers, villagers and spending time in the urban outlets. This led to accurate understanding of latent and stated needs.

d) Co-Creating the Strategies with inputs from all stakeholders

Dealers, vendors, senior functionaries from different functions were requested and engaged for discussions. Strategies need the inputs of stakeholders for ensuring better market fit and robust strategies and reduce implementation problems created due to ownership of the strategy by stakeholders.

Literature review does not talk about co-created strategies for the organization by frontline officers in the Indian Oil Marketing companies. This is unique since those who were to implement strategy also created them. No mention of such strategies on an organizational scale in a fortune 500 company is seen and therefor is addition to the existing body of knowledge.

e) Approval of Strategies

Strategies to be implemented need Top Management Approval. That the management itself facilitated the process of identifying customer needs, group think at Mumbai, led to a very robust process of building the customer oriented strategies. But investments need top management inputs, thoughts and approval on the proposals which was not compromised.

f) Creating the Infrastructure and Branded outlets to meet Customer Needs

The offerings like “Highway Raja”. “Junction Outlets” for highway customers, “Hamara Pumps” for rural customers (Hamara Pumps have seeds and fertilizers relevant propositions for farmers, segmentation in Urban area Outlets with facilities like ‘ Barista’, ‘Café-day’ or ATMs are clear parameters of creating needs oriented infrastructure for the target segment in that area.

g) Meeting Early Success (Monthly Sales in Hamara Retail Outlets of 90KL versus Expectation of 50 KL)

It is seen that 1300 outlets of Hamara Pumps have been created and the process is on. The early success of the rural in a new segment for HPCL gave the impetus to invest in this sector. Early Success is often needed in a new initiative as a feedback on the quality of initiative.

h) Shared Understanding of Strategies leads to co-ordinated action.

All interviews cutting across functions and levels explained the strategy process and offerings similarly, showing shared understanding and support for the strategy. This shows that if a strategy is co-created and inputs from all stakeholders considered then the resistance to implementation would give way to support and understanding.

The concepts, properties are shown in the following diagram mapped for relationships with the help of Atlas.ti in the next page.

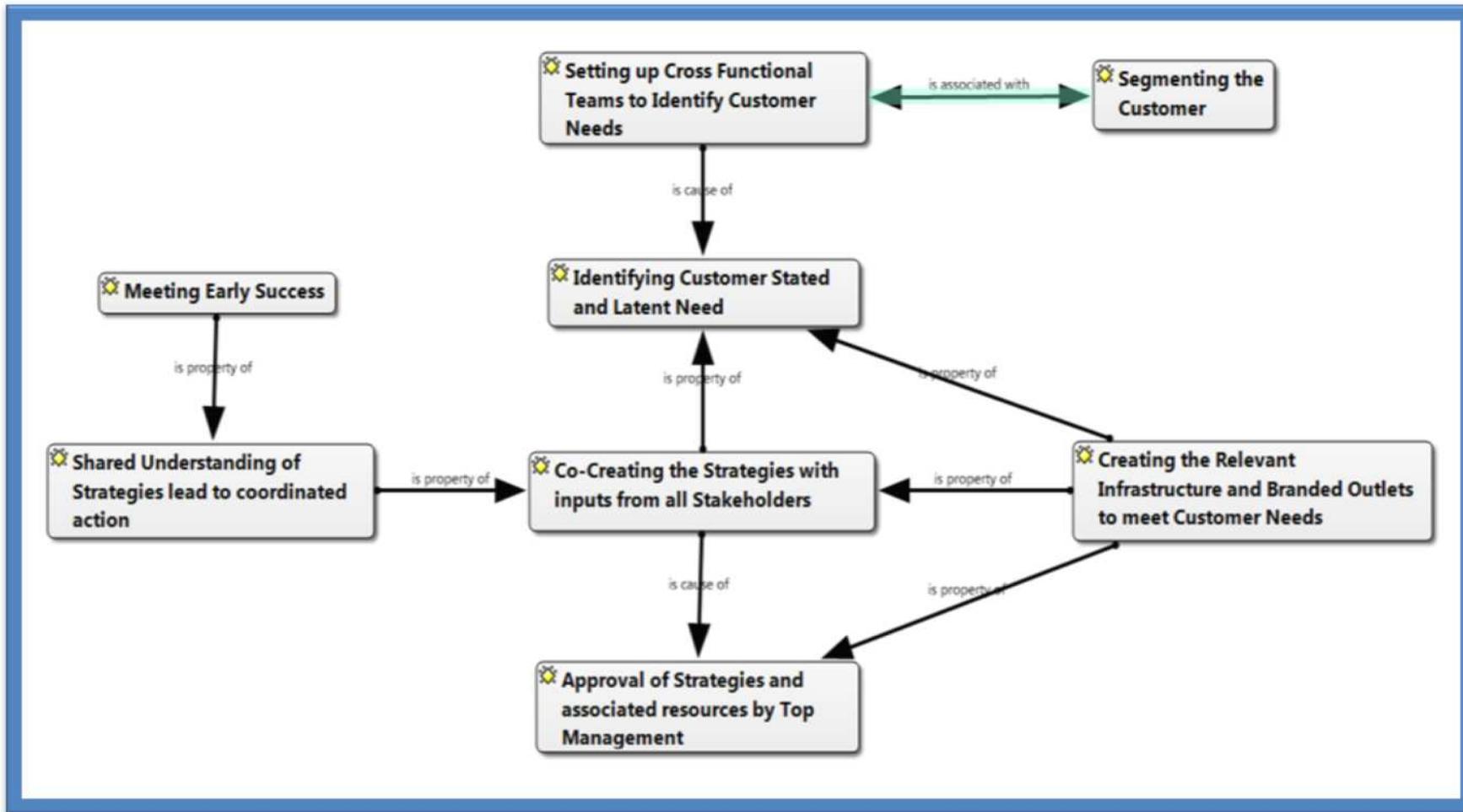
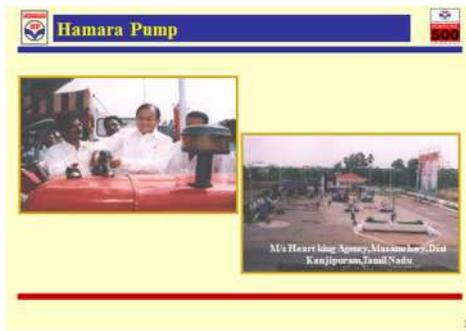


Figure 8.6 (Building Customer Value Propositions and Business Strategies from Identified Needs of Customers)

Figure 8.7 Retail Outlets of Different Formats



8.4 Theoretical Contribution:

Research literature does not bring out from any of the where customer offerings were designed with huge investments in the Retail sector of the oil marketing companies by identifying customer needs segment wise with the help of cross-functional teams. This also led to as is apparent from the interviews shared understanding of customer needs by people from different functions like finance and human resources which led to superior execution.

Chapter 9

Chapter 9

Category 6: Excellence in Executing the Strategy: Institutionalizing the Balanced Scorecard

9.1 Introduction

To exploit an organization's capability and potential, the power of its strategy must be matched by the power of its delivery mechanism and the pace of implementation (Meekings, Dransfield, & Goddard, 1994). The Balanced Scorecard concept was created by Dr. Robert Kaplan and Dr. David Norton for effective execution of strategies (1996).

After the Co-Created vision, in HPCL it was witnessed in the earlier chapters people build strategies to achieve the vision and were willing to walk the extra mile to achieve the strategic objectives and vision. During the recording of interviews and interactions; researcher witnessed people talking of Balanced Scorecard as a critical element of successful strategy implementation at HPCL. As a Chief Manager and later Deputy General Manager-Balanced Scorecard, researcher also witnessed the power of the Balanced Scorecard and its ability to convert abstract visions and strategy into initiatives and activities which are well defined with clear milestones.

Thus the complete strategy with regards to expectations of financial benefits or shareholder value enhancements, the customer proposition as well as the relevant internal processes and strategic capability enhancement is mapped in one template (Kaplan & Norton, 2004). Thereafter, in the Balanced Scorecard measures, targets and initiatives are designed to achieve the target strategic objectives.

The following diagram adapted from “How Strategy Maps Frame an Organizations Objectives” (Kaplan & Norton, 2004) would help us understand the concept better.

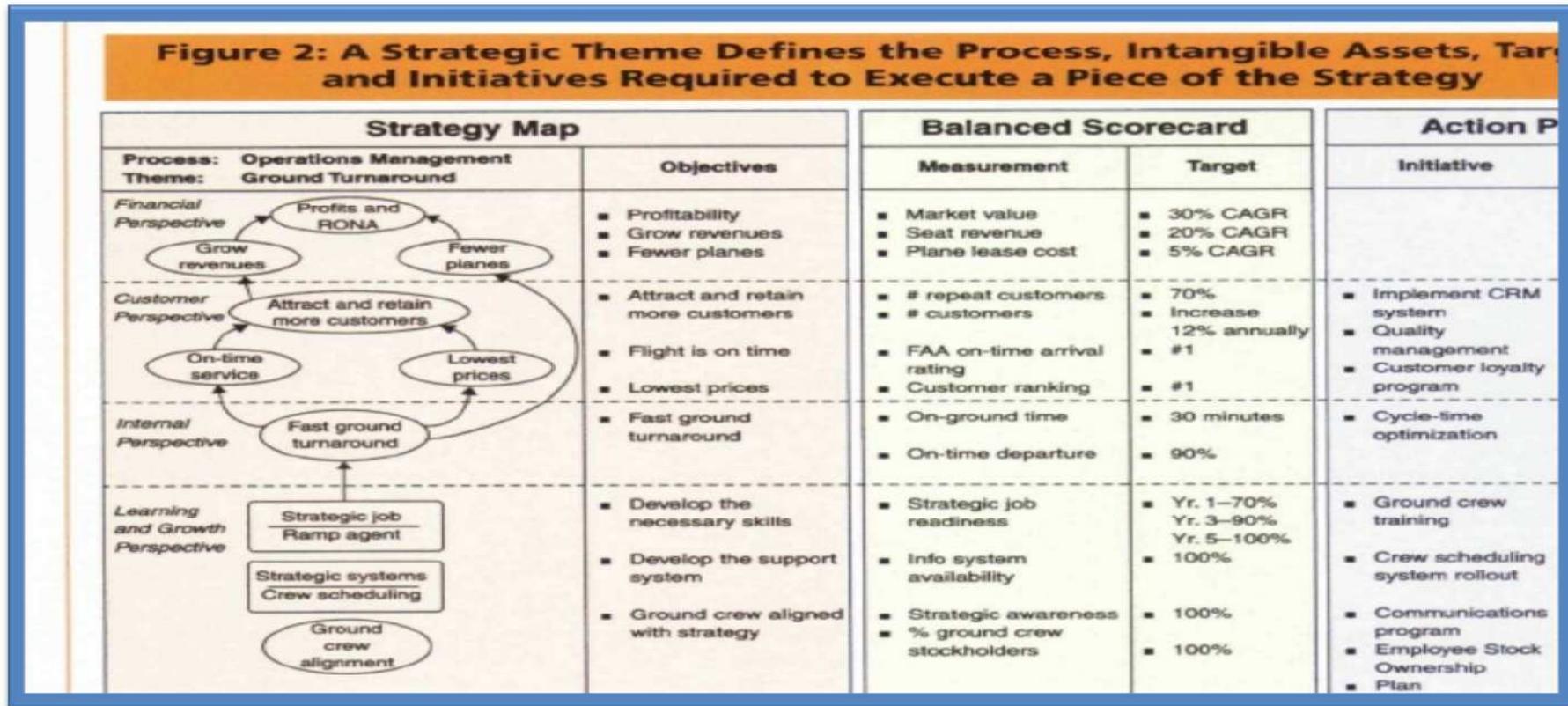


Figure: 9.1: Strategy Maps Frame Organizations Objectives

9.2 Initiating the Balanced Scorecard:

The then Chairman (2002-2007), Mr. M. B Lal, in his AGM 2004-2005 address which is available from the Annual General Meeting Report talked on the BSC as follows:

‘It is also our endeavor to ensure that all the activities of different functions are aligned with the overall corporate objectives. The ongoing HR initiatives such as “Competency Mapping” to enhance employee capabilities and “Balanced Scorecard” approach to fix performance targets and evaluation are addressing the core of the above requirements.’

Researcher would commence with the Interview of Mr. Arun Balakrishnan who was Director HR in 2003 and went on to become C&MD - HPCL in 2007.

‘Then we realized that OK, this step while it is good is not adequate enough. So we said if you are having an objective and if you have a strategy you have to have a ... by which the strategies can work into reality. So we really adopted the balance scorecard methodology. It took about two and a half years but during that period of really, really hard work and traveling across the country we came to the belief that henceforth our governance system will be based on the balanced scorecard. Of course after the initial hurdle I think today we are well entrenched as far as the balanced scorecard is concerned. I think the four segments of the balanced scorecard are really helping, developing the organization much better. The balanced scorecard was put in place about four and a half, five years ago. I think today we are fairly mature...’

Mr. V R Nair Dy. General Manager South Zone said:

‘These exercises have across the company helped understand the need to operationalize the strategies in a structured manner. Hence, we introduced the balanced scorecard.’

The Concepts and Codes that are derived from the above are:

- 1. Need for a strategy execution and monitoring system**
- 2. Adopted Balanced Scorecard (BSC) - Strategy Execution and Monitoring System.**
- 3. Top Management commitment to BSC**

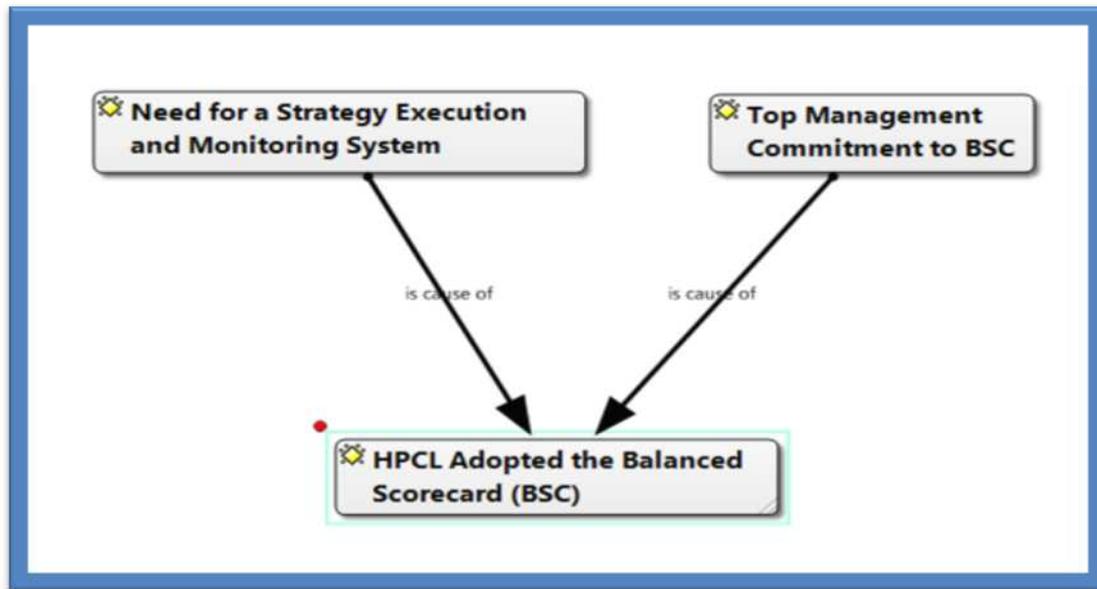


Figure 9.2

9.3 Creating and Cascading Balanced Scorecards:

The Balanced Scorecard Report by Harvard Business Publishing carried this article titled “The Human Capital Factor at Hindustan Petroleum” (Koch & Sen, 2009)

‘First, a corporate BSC was crafted by top management, SBU heads, and other managers from across the organization. At the top it states HPCL’s enterprise strategy simply: “Increase value and growth (by delighting the customer). Each SBU then drafted its own BSC. Top management wanted the businesses to craft their own strategy that aligned to the enterprise strategy and vision. This would cultivate ownership and leadership—and foster synergies across the SBUs. This new grassroots strategy development represented a radical cultural departure for the company. Middle management provided feedback on each proposed scorecard; then each SBU presented its final revision to top management and all SBU heads. SBU and frontline business stream scorecards aligned with corporate’s, then shared services’ BSCs were built to align with corporate and SBU scorecards.’

The Process of Cascading:

Copies of Corporate Card, Retail SBU Card, Zonal Card and one Retail Regional Office card as created in 2004 is shown below for understanding the cascading process. The objectives of the strategy map of Corporate informed the SBU which in turn informed the strategic objectives of Zone and Zonal objectives were cascaded to Regions. (Retail Regional Office reports to respective Zone, Zones report to Retail SBU which in turn reports to HPCL Corporate). Arrow head denotes the cascaded card. The diagram is shown on the next page.

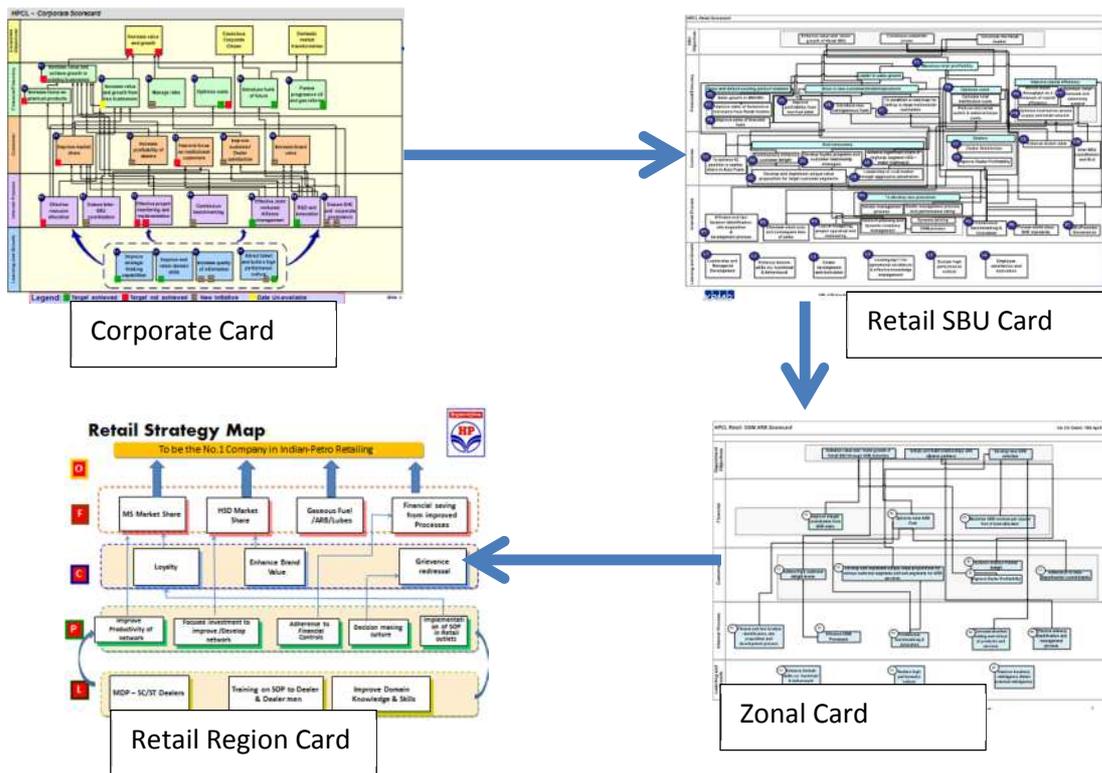


Figure 9.3 (The Process of Cascading the Balanced Scorecards)

9.4 Property of Balanced Scorecard Implementation: Making Strategy Every Officer's Job

Pranay Kumar: Sales officer

“Balance Score card, you are talking about. See, Balance Score card is a part and Parcel. Balance Score Card is the thing which guides. We have taken it to that level that Balance Score Card guides all our actions. All our goal and targets are coming through that. There are 4 quadrants into that. First, is the financial where we see how we are doing against the competition...i.e.: We want to be the market leader in MS/HSD,... Then we also see how we are putting our retail outlets, commissioning of the retail outlets. That also we see. Then the different improvements, like ARB revenues and other things. How we are doing it. We take up a target and the region gets the target from the zonal. These are distributed among the field officers...”

The above interview is corroborated by the format for the Performance Appraisal System in our online process. The appraisal with objectives, measures, targets of the researcher who works in HPCL as Dy. General Manager: Capability Building is captured from HPCL for the period

2013-2014 (current performance assessment cycle for Employee Ashis Sen who is the researcher)

HPCL Hindustan Petroleum Corporation Limited
Welcome to Online Performance Appraisal System **SEN ASHIS**

Target Setting WorkSheet April 2013-March 2014

Employee No :	30041480	Reporting Officer :	MISRI RAKESH
Employee Details :	SEN ASHIS 10G DGM - Capability Building 10519008-Corporate Training Dept PH	Reviewing Officer:	JOSHI P K
Email ID :	ashissen@hpcl.co.in	Status	Approved by RVO
View Training:		My HRD-I :	

To view RVO Comments RO can click on Review Documents and click on Employee Name.

Learning and Growth | Improvement in Processes | Customer Delight | Financial / Physical | Review Documents | Audio Files

Key Indicators	Targets for the Year	H1 Milestone (April-September)	H2 Milestone (October-March)	Measurement standard
Research in Contemporary H Development of Direct Repo	One Research with a leadin Set Specific and Challengi	Research Would bring out h Send one officer from FEIL	Research on Training Evalu Get 2-3 faculty members fr	One Important Research Fin They will learn competenci
Research on exploring of I	The research is being cond	I would complete literatur	I should complete the data	Competence on Coaching Int
Documenting Leadership Pra	Improving my networking sk	Completion of collection o	Analysis of Data and writi	Working with a team of aca

Appraiser Comments (Click on Edit Button for entering Comments)

Appraisee Comments (Click on Edit Button for entering Comments)

Logout

Figure 9.4 (Performance Appraisal in the Balanced Scorecard Format)

As can be seen the appraisal is setting KPIs, targets, measures on the Balanced Scorecard Methodology. Review and performance ratings and incentives is on results achieved versus targets on the Scorecard. As an employee of the organization I have been witness to this from 2004-05. The two other properties which arise from the above are:

- **Individual Performance Review and based on Scorecard**
- **Incentives based on Targets achieved versus set in Scorecard**

Periodical Review on Balanced Scorecard is carried out. One photograph is pasted below:



Figure: 9.5 (Review of Scorecards - Downloaded from HPCL Balanced Scorecard site)

The Property that arises is:

- **Team Reviews on Performance in Balanced Scorecard Methodology**

9.5 Property: Communications from Top Management on importance and implementation of Balanced Scorecard:

Continuous and regular communication on the scorecard especially in the early years lent huge support to the organization. An example is quoted below a communication from then C&MD HPCL Shri M B Lal (2002-2007). Numerous other communications from C&MDs till present C&MD and Directors were sent to employees and available on HPCL Site.



Dear Colleagues

It gives me immense pleasure to introduce the Balanced Scorecard initiative started by the Corporation sometime back.

This will act as the central tool for strategy execution over the coming years and help in enhancing our strategic capabilities & long term competitive advantage.

I understand Balanced Scorecard has been used in other organisations with success & I believe it will help us to enhance the efficiency of the Corporation. It has already given several insights to Corporate & SBU/Functional Head levels and will also help in increasing effectiveness & efficiency of the workforce. This initiative will be implemented over the period of one year.

This document gives an overview of the subject and the steps taken by HPCL, and is the beginning of one of the most important initiatives of the corporation for aligning the Strategic pursuits.

Best Wishes

Mahesh B. Lal

Figure 9.6 C&MD Message in 2004 (Downloaded from HPCL Balanced Scorecard Site)

9.6 Service Level Agreements:

Service level Agreements (SLAs) were drawn on SBU to SBU or SBU to Functions (e.g. Retail and Aviation, or Retail and HR) on level of performance required from each other for optimal results of the Business Units. The archival and HPCL website provides rich data on the same. The SLAs stipulate time frames, quality and level of service required by the SBU from another SBU or Function to meet their objectives.

It is signed at very senior levels of SBU or Functional Heads and any violation would be reviewed for performance of the defaulting SBU or Function. Some Photographs and two SLAs are shown to denote the level of granularity HPCL reached in strategy execution through Balanced Scorecard.



SLA Between Retail and Aviation

Figure 9.7

(Photograph of Mr Roy Choudhury, Present C&MD and then Director Marketing present during the SLA signing with Executive Director Retail and General Manager Aviation.)



SLA Between Retail and Lubes

Figure 9.8

(Photograph of Retail Team Members and Lubes team Members formulating the Service Level Agreement)

9.5 Category: Institutionalizing Balanced Scorecard and Achieving Excellence in same:

Structures were created that institutionalized the Balanced Scorecard.

The steps are outlined below:

1. Regular communications to employees
2. Creation of Balanced Scorecard for all Teams
3. Aligning scorecards through Cascading
4. Performance Appraisals on Scorecards for all officers
5. Service Level Agreements between SBUs

One more step that helped institutionalize was appointment of coordination officers from each SBU on the scorecard implementation and SLA coordination. A list downloaded from the HPCL web is as below:

SBU / Function Head and Scorecard Managers / SLA Coordinators				
No.	SBU / FUNCTION	SBU / FUNCTION	Scorecard Managers	SLA Coordinators
		HEAD		
1	ED - RETAIL	S P CHAUDHRY	T R Sundaran, Shubhankar Biswas, H.R.Wate	T R Sundaran, Shubhankar Biswas, H.R.Wate
2	GM - I&C	S Y NARVEKAR	Swapan Kumar Hazra	Harjeet Singh Juneja
3	GM - LUBES	R SUDHAKAR RAO	N S Ravi Kumar	Harjeet Singh Juneja
4	ED - LPG	G A SHIRWAIKAR	S. R. Ambabhavani	Alok Gupta
5	DGM - AVIATION (I/C)	K SRINIVAS	S S Brahme, Rajesh Malluvoolu	Rajesh Malluvoolu
6	ED - MUMBAI REFINERY	D K DESHPANDE	N S J Rao, A D Ghorpade	A P Gokhale, G S Joshi
7	ED - VISAKH REFINERY	P. A. B. RAJU	V V R Narasimhan, Tadala Srinivas	V V R Narasimhan, Hitesh Kapoor, Krishna, Murthy
8	ED - IT & S	A B SATHE	B.Ravindran, S N Sheshachala	M D Pawade, Seshachala, V B Natekar, Ramachandran
9	ED - P / L & PROJECTS	S K BISWAS	V V Krishnam Raju, Yogesh, S S Prasad	V V Krishnam Raju, Yogesh, S S Prasad
10	ED - IT and ERP	NISHI VASUDEVA	Sarvesh Wadhwa	Sarvesh Wadhwa
11	ED - CORPORATE FINANCE	B. MUKHERJEE	V Aanantraman, Vikram Gulati	
12	ED - SHE	D. M. SABALE	M Bhaskar Rao	M Bhaskar Rao
13	ED - AUDIT	K S R PRASAD	Shirish Phadke	Shirish Phadke
14	GM - STRATEGY	O P PRADHAN	Jadekar, Jay	

Table 9.1: HPCL Balanced Scorecard Website carries names of officers entrusted to manage the BSC review and coordinate Service Level Agreement between SBUs.

As early as 2008 Dr Robert Kaplan at Harvard wrote to me:

Kaplan, Robert <rkaplan@hbs.edu>

6/4/08

to Matthew, me

Dear Ashis:

‘I appreciate your sending me the various documents describing the BSC implementation at Hindustan Petroleum. From these sources, it does seem like the company has done a good implementation of the scorecard and SFO concepts, including understanding the delays between improvements in driver variables and results shown in outcome variables. Congratulations’

HPCL's Excellence in Scorecard implementation received the highest recognition when Palladium whose directors are Dr. Kaplan and Dr. Norton (Co-creators of the Balanced Scorecard) ushered in HPCL into the Hall of Fame. HPCL is the only public sector enterprise in India to receive the award. The photograph is shown below:



Figure: 9.9 (HPCL inducted in the Hall of Fame –Recognition received from Dr. Norton in Manila)

Also, HPCL story of excellence was carried in the balanced scorecard report published by Harvard Business Publishing in 2009

An article titled 'Fine Balance' in Jetwings July 2011 by Dr. Kaplan mentions HPCL excellence in BSC implementation. He wrote

*"We have seen quite a few outstanding implementations of the BSC in India, including those of Hall of Fame enterprises such as Infosys, Tata Commercial Motors, Lakshmi Machine Works, **Hindustan Petroleum...**"* The picture of the page is pasted below:



Figure 9.10 (Depicting the Article in Which Dr. Kaplan talks of HPCL as an example of outstanding implementation of Balanced Scorecard)

Among other issues was called to I was called to talk on the process of successful implementation of Balanced scorecard in HPCL at workshops being conducted by Dr. Kaplan and/ or Dr. Norton An email is reproduced below on one of the invites:

'On Mon, Nov 29, 2010 at 4:28 PM, Heywood, Vanessa <vanessa.heywood@iirme.com> wrote:

Dear Ashis

It was a pleasure to talk to you today. As we discussed, I would like to invite Hindustan Petroleum to deliver a case study presentation at the Balanced Scorecard Forum 2011 which will take place in Dubai at the end of March next year. The Balanced Scorecard Forum is the leading Balanced Scorecard event in the region and features a two day masterclass with Dr Kaplan and Dr Norton as well as two days of case study presentations from leading Balanced Scorecard practitioners.

I enclose a formal invitation to you ... to speak at the conference. The case study presentations will take place on 29th and 30th March We feel that a presentation between you, as head of the balanced scorecard initiative at HPCL... provide a valuable mix of perspectives for our delegates'.

एस. रॉय. चौधरी
अध्यक्ष एवं प्रबंध निदेशक

S. ROY CHOUDHURY
Chairman & Managing Director

To,
All Employees



हिन्दुस्तान पेट्रोलियम कॉर्पोरेशन लिमिटेड
(भारत सरकार उपक्रम)
17, जमशेदजी टाटा रोड, चर्चगेट,
मुंबई - 400 020.

HINDUSTAN PETROLEUM CORPORATION LIMITED
(A Government of India Enterprise)

17, JAMSHEDJI TATA ROAD, CHURCHGATE, MUMBAI - 400 020
TEL : 2202 2677 FAX : 2283 7277
e-mail : sroychoudhury@hpcl.co.in

December 27, 2010

HPCL Awarded the Prestigious Balanced Scorecard Collaborative Hall of Fame Award 2010

It gives me immense pleasure and pride to share that HPCL has been inducted in the Prestigious Balanced Scorecard Collaborative Hall of Fame Award this year.

The Hall of Fame award honours organizations that have achieved execution excellence through the use of the Balanced Scorecard (BSC), the world's preeminent strategy and performance management system. The BSC is based on the premise that "What gets Measured is What gets Done." Created by Palladium Group co-founders Dr. Robert S. Kaplan a renowned Professor at Harvard Business School and Dr. David P. Norton an eminent professional, the Balanced Scorecard links strategy to operations to drive business outcomes.

Founded in 2000, the Palladium BSC Hall of Fame program today has a roster of honourees that include Hilton Hotels, Tata Motors, Infosys Technologies, Metro de Madrid, Motorola, Ricoh Corporation and the U.S. Army amongst others. The winners span both private and public sector enterprises spread over in 20 countries.

We are the First Indian PSU Company to be inducted in this exclusive club of organizations and corporate houses. The coveted Steuben crystal 'Rising Star' trophy was presented in a glittering ceremony at the Balanced Scorecard Asia Pacific Summit held at Manila, Philippines. The award was received by Shri Pushp Joshi, GM-HR & Shri Ashis Sen, DGM-BSC on behalf of HPCL. I congratulate the Balanced Scorecard Team on this achievement.

We cannot rest on our past laurels. Yet this recognition would motivate us to continue to improve on our strategy execution with the Balanced Scorecard Framework. Balanced Scorecard team is also entrusted with conducting Emotional Intelligence and Visioning workshops for building quality leadership which is closely connected with superior performance.

A large number of young officers have joined the HPCL family. I believe that it would be important that they participate in co-creation of the HPCL vision, which will ensure that the vision is a dynamic force. Strategies and the related Balanced Scorecards that flow out of the co-created vision would enable to reach Summits of excellence.

I would continue to update you on the management priorities and important Balanced Scorecard interventions periodically.


S. ROY CHOUDHURY

Figure 9.11

The above establishes the institutionalizing of the BSC in HPCL and achieving excellence in same.

9.7 The codes, concepts and their relationship to category are tabulated below:

- 1. Adopted Balanced Scorecard (BSC) - Strategy Execution and Monitoring System.**
- 2. Top Management commitment to BSC**
- 3. Creating and aligning Balanced Scorecards by Cascading**
- 4. Individual Performance Review based on Scorecard**
- 5. Incentives based on Targets achieved versus set in Scorecard**
- 6. BSC coordinators appointed from SBUs**
- 7. Team Reviews on Performance in Balanced Scorecard Methodology**
- 8. Creation of Service Level Agreements**
- 9. Communications from Top Management on importance and implementation of Balanced Scorecard:**
- 10. Institutionalizing Balanced Scorecard and Achieving Excellence in same**
- 11. Recognition from Dr. Robert Kaplan and Dr. David Norton (BSC Co-Creators)**

The Network diagram on Category: **Excellence in Executing the Strategy: Institutionalizing the Balanced Scorecard** is drawn with the relationship of its properties, causal conditions and consequences as follows :

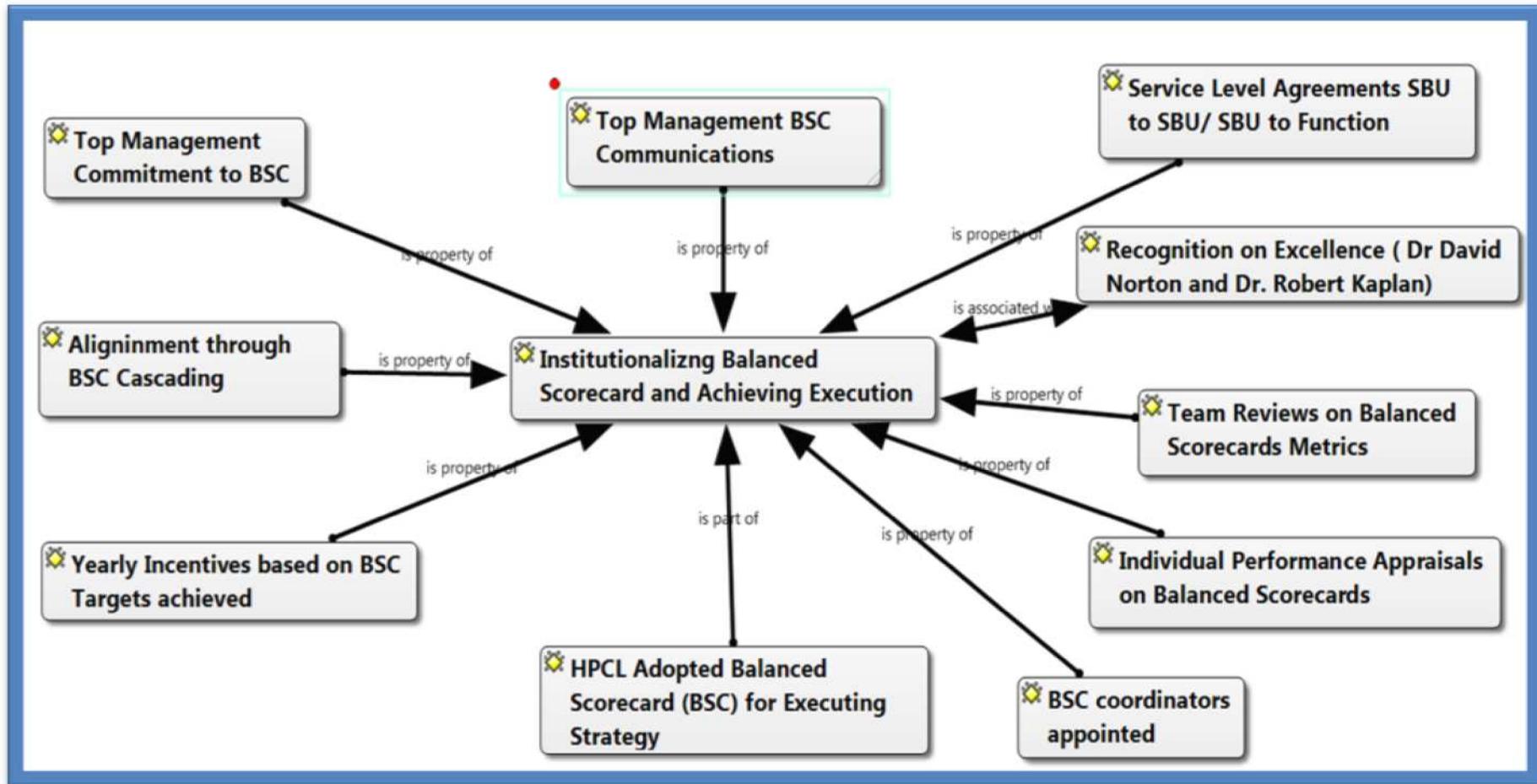


Figure: 9.12

9.8 Theoretical Contribution:

Balanced Scorecard does not cite any industry example of co-created vision or strategy by thousands of people in any Fortune 500 company which has been operationalized in a company. In fact the balanced scorecard is often used to communicate the strategy that is built from a shared vision or company strategy. But co-created vision, co-created strategy and co-created BSC objectives and initiatives do not find any example in the literature review on research on BSC.

The researcher finds this gap addressed in this research. At HPCL, the people co-created the visions, identified the customer needs by cross functional teams to build shared understanding of latent and stated customer needs, co-created the strategies and co-created the Balanced Scorecards in teams to execute these strategies. Also, HPCL is the only case of the balanced scorecard institutionalized in a large Public Sector Oil Company for the last ten years. HPCL uses the Balanced Scorecard for translating strategies to actionable formats, reviews progress on Balanced Scorecard Metrics, measures individual performance with appraisal formats on balanced scorecard which is not seen in any research literature of any other Public Sector company in India. HPCL is the only Public Sector Company in India to be ushered in the Palladium Hall of Fame for excellence in Balanced Scorecard implementation which further validates the above conclusions.

Chapter 10

Chapter 10

Category 7: Strategy Based Budgeting and building Infrastructure for Competitive Edge

10.1 Introduction:

Situational constraints hamper effective performance as has been discussed in literature review. Also, balanced scorecard literature also brings out the need for strategy based funding. Situational constraints relate to equipment, funds as well as requisite infrastructure to achieve the job objectives. At HPCL the issues were addressed as seen from the analysis of interviews by constant comparison and theoretical sampling.

10.2 Constant comparison of concepts and Interview coding:

Shri Rajesh Jain in his role as Senior Manager Balanced Scorecard in HPCL for several years was involved in creation of Strategy maps, balanced scorecards for SBUs, Regional Offices and Refinery Teams and Functions namely Human Resources, Information Systems and Finance. He is a chartered account and worked with finance department for more than a decade. He is presently Chief Manager. In his interview brought out an important aspect. Relevant excerpt from the interview is as under:

'Balanced Scorecard Department helped HPCL & our SBUs to identify and work systematically on Strategic initiatives to achieve long term improvements & superior results. Each strategic initiative was identified with an initiative owner and also a time frame was given to complete the initiative with a budget...'

The Atlas.ti diagram is shown below based on coding of above excerpt:

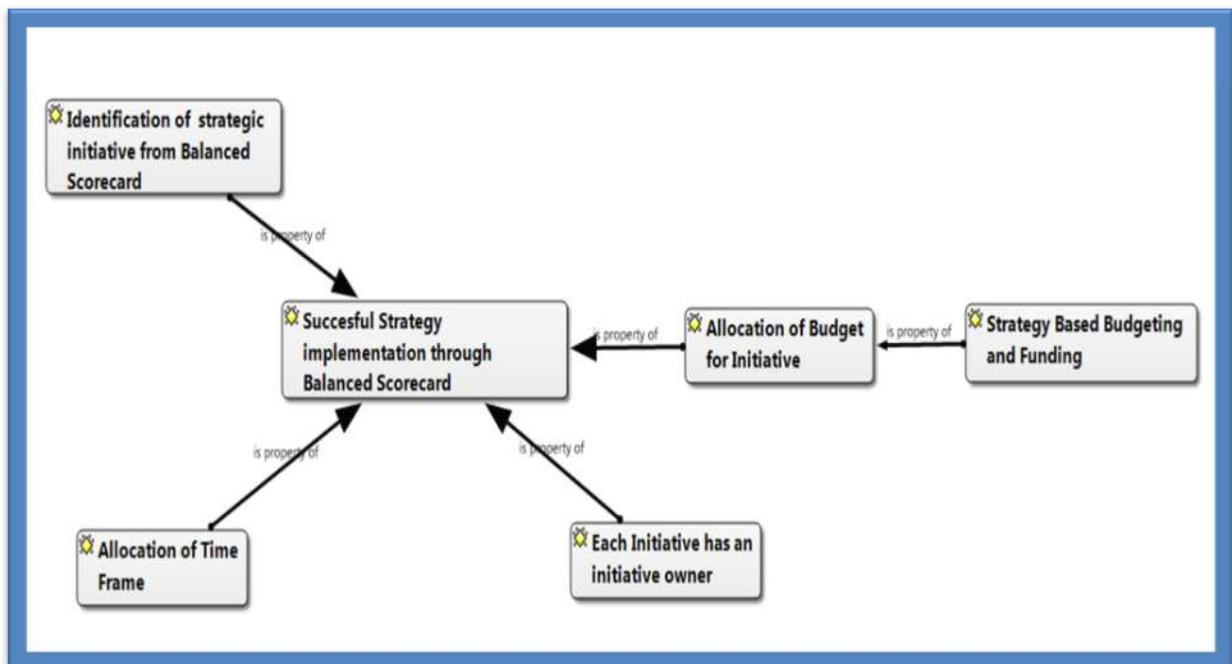


Figure 10.1

J Ramaswamy Executive Director – Finance was interviewed and his interview excerpt is as follows:

‘So let me read this, this is something that is an hypothesis whether you see that HPCL, whether the kind of infrastructure increase that we have had is dozens of times of what we have done earlier, in the last few years, dozens and dozens of times. Investments are another parameter; we used to invest in every region something like 80 lakhs-90 lakhs in the earlier days for the retail outlets. After this we went upto 25 crores, 30 crores, 40 crores; ... I mean it’s very different. In 1999, I was in a region the whole budget for the region was about 10 lakhs. Today after that it went up to 25- 30 crores and the number of regional offices has multiplied by two, because if the number of region offices earlier was X it became 2X. And instead of 1 regional office getting 10 lakhs it started getting 25-30 crores. You can understand the difference.’

His Interview brought out large investments in infrastructure by HPCL Retail for every Region and the creation of new regions who also were allotted large amounts for infrastructure as per their strategic initiatives and objectives. Atlas.ti is used to map the codes that arise out of the above excerpt:

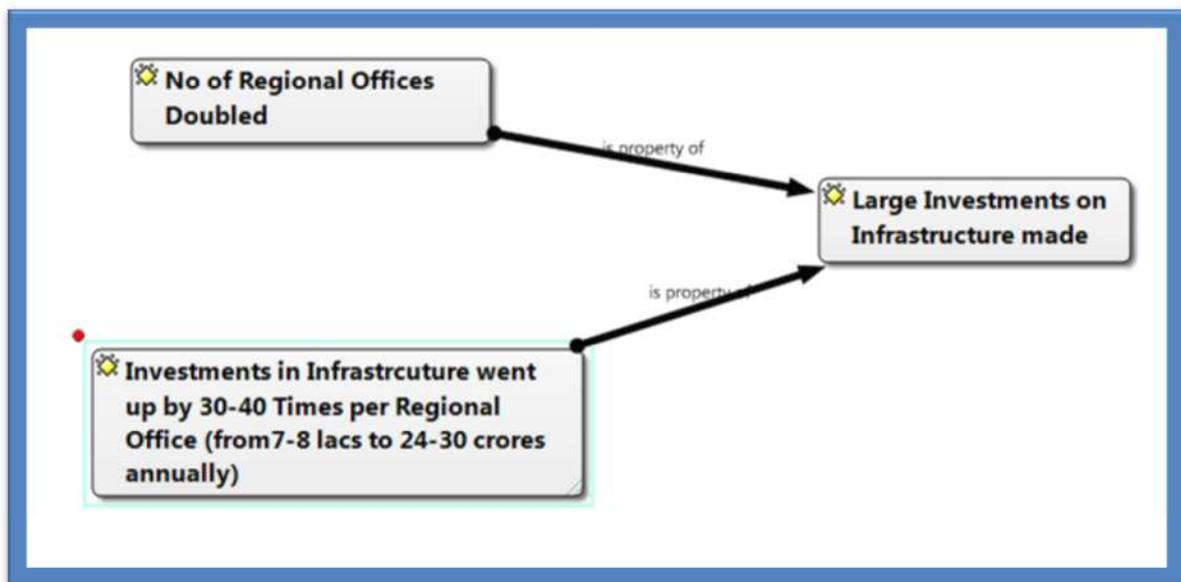


Figure 10.2

Anil Pande Executive Director: Projects and Pipelines in his interview excerpt is quoted below: *‘after that there was ..Corporate plan... other SBUs gave the presentation... spoke about the budget...top management was supportive ‘*

Mr Anil Pande heads the SBU – Projects and Pipelines which is related to Infrastructure Building at HPCL. This interview corroborates to the earlier interview excerpts on strategy based investments by HPCL on Infrastructure

MrM S Damle Executive Director Retail in his interview excerpt is quoted below:

'I will have 9 Regional officers including 50 more sales officers the new have identified where we need to strengthen infrastructure, it goes 18-20 months, ...budgets have been allocated and work has started, land has been acquired for additional infrastructure...all that process has started. We said that you must think not for just next 2-3 years requirement but for next 15 years...broaden their vision on even planning the things.'

The interview excerpt is quoted with the help of Atlas.ti and the diagram is as under:

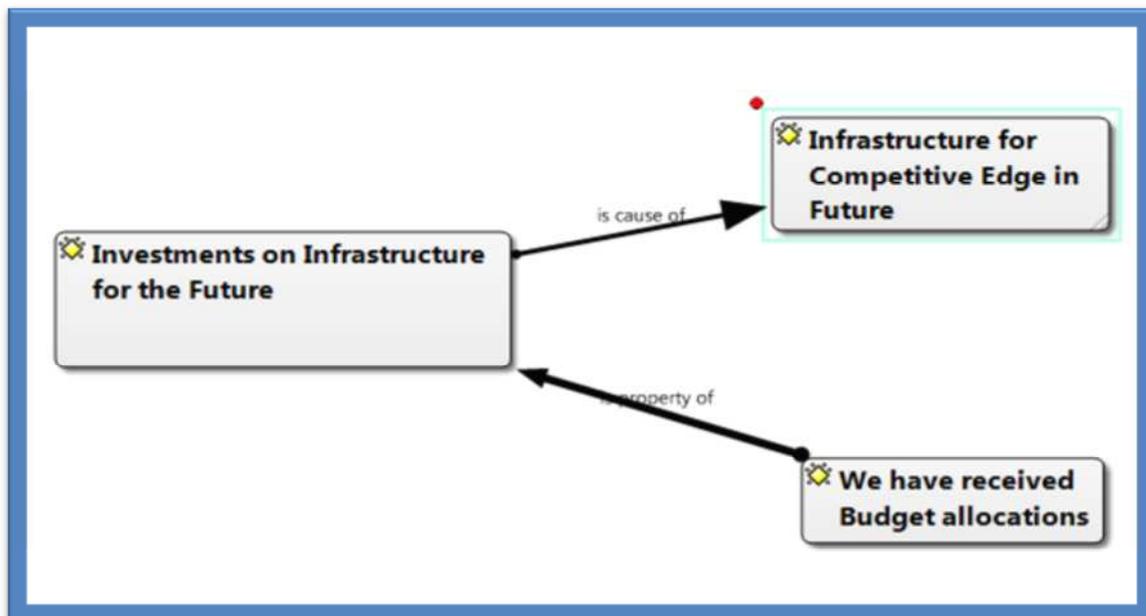


Figure: 10.3

Mr. K V Rao ED at the time of interview in 2011 and now Director Finance has talked extensively on Strategy Based Funding and Infrastructure focus: Excerpts of his interview are as below:

"...As to how they would help the SBUs achieve their targets, i.e. their objectives over a period of time. ... As far as I was concerned, I was asked specifically to give a plan for funding any SBU activity because ultimately the SBU has to make money. In order to achieve that, what are the other things they would need, apart from the other plans they have made? What are the financial resources they would require? The 1st meeting on August 12th, the individual SBUs presented in which they gave details ...The SBUs were in August what they would do to reach there. Those details were given to me to see what sort of monies they require. Then we discussed those plans, and how much money each SBU would require. We

then discussed how the monies would be made available over a period of time, e.g. 5-6 years. The alignment in a way started from there. There was a meeting where the CFD (Committee of Functional Directors) and SBU heads were there. In the 2nd meeting as well, all the SBU heads were there, along with the concerned heads of departments. Almost all the functions, departments were there...

You can see the number of outlets that are getting commissioned. If you see the way in which the concerned SBUs perform these days with a view to achieving our target with the entire infrastructure that is made available to them, wherever we are number 3 we move up to number 2. Even in a finance meeting, the concerned GM talks about these numbers, wanting to move from number 3 to 2 to 1. This sort of philosophy is there right from the top...

In 2002, 2003, 2004, there were a lot of visioning exercises not only in the headquarters here, but the employees also participated in a big way in the regions. All the departments were included, even the service departments were there besides the operating department and the sales department. They knew what the corporation should do. In that context what happened was that several things emerged. Then about a year later, employees of all the refineries and zones met up in the Hyatt at Mumbai ... so that a plan could be drawn. Various suggestions emerged as to how to take this corporation forward and about what should be the basic vision of this corporation. Several of the suggestions have been implemented. Unless you have an objective, you cannot go anywhere.

Strategies are always holistic. Several zones and regional offices were created to have focus. In the beginning, this company did not have more than 18-20 ROs. Pune was the biggest RO. No if you see, we have several ROs: 55-60 retail, 20 direct sales, another 20 LPG. These are basically to create focus. Some structural changes were there in line with the vision.'

This Interview is coded and as ED –Corporate finance, for many years his primary focus and responsibility was to allocate and release budgets and arrange money from banks, etc. to make that possible as noted from his talks to researcher. Presently he has assumed the charge of Director Finance based on the selection by the Government of India.

His interview is coded and the causal relationships as grounded in his interview with the grounded codes and concepts are mapped and depicted in the next page.

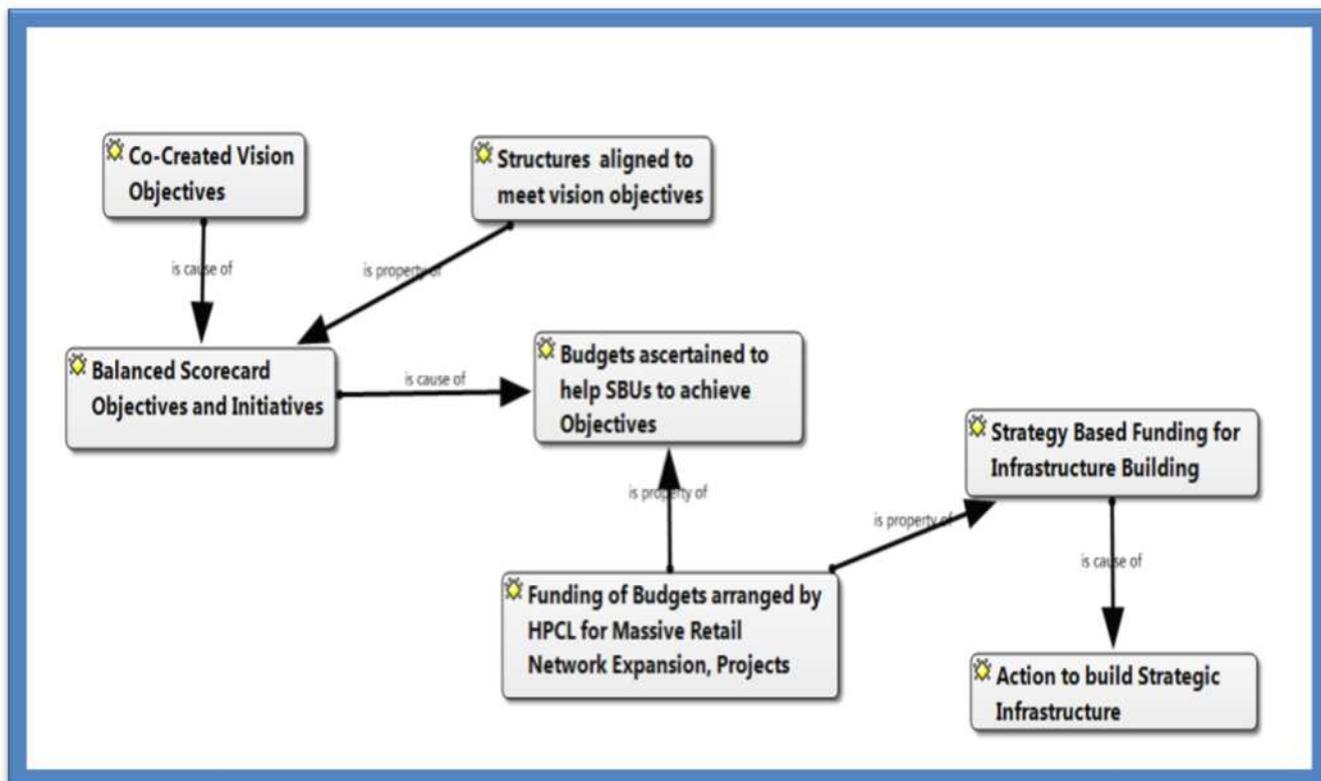


Figure 10.4

A look at HPCL website also validates this. On the increase of no of outlets for HPCL in the last decade (on a base which was established in 1952 as Standard Vacuum till 2004-05) to 2011-12 the figures collected from the company web-site is evidence of massive investments on network expansion alone. Retail people confirmed for the last ten years HPCL has been recording highest percentage growth on network expansion. Other infrastructure like depot and terminal capacities, pipelines also have grown to feed the network expansion.

10.3 Building the category with concepts of properties, strategies and consequences

The Interviews and concepts as they emerge from the several interviews and records is plotted with the help of Atlas.ti and shown in the next page.

From the above diagrams and interviews the Category of Strategic Funding for building competitive edge is established and plotted in Atlas.ti as under:

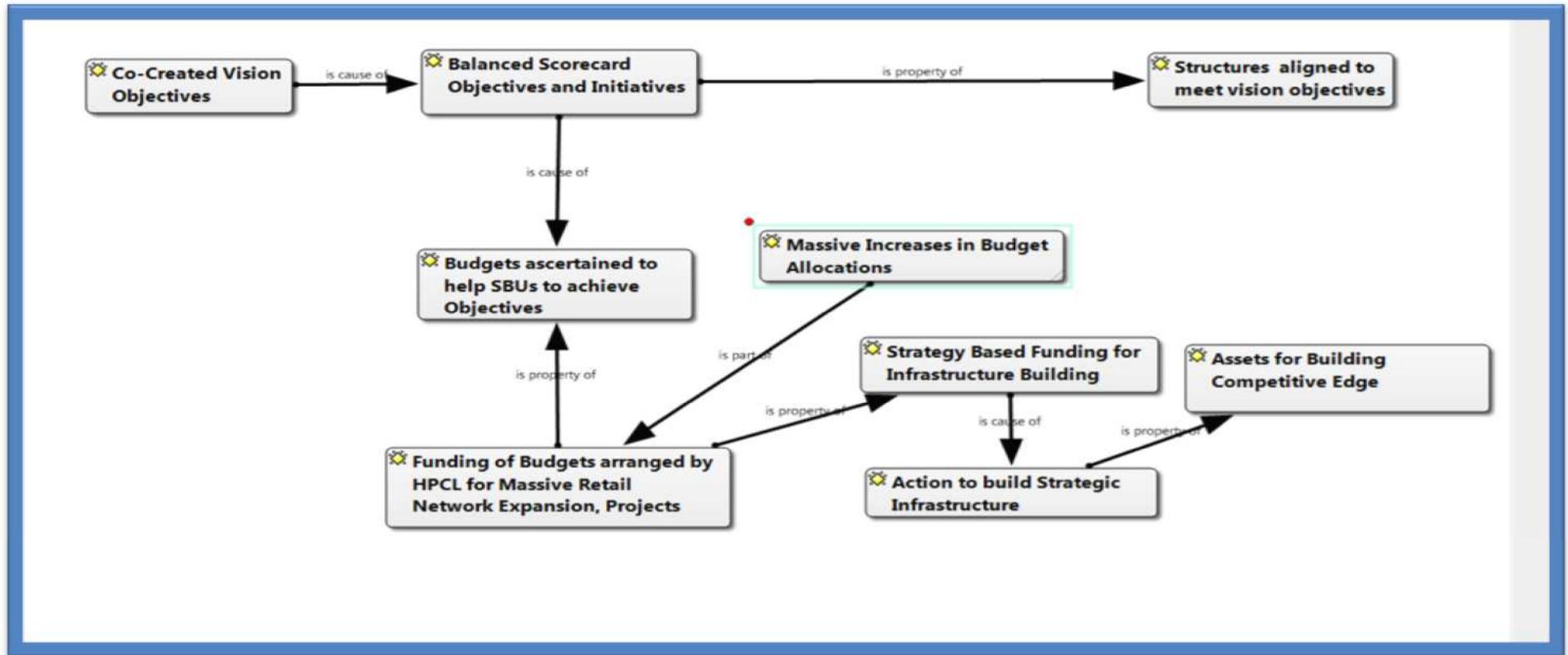


Figure: 10.5

10.4 Theoretical Contribution: The theory arrived here talks of strategy Based funding and building Infrastructure for competitive edge. There is no literature support on strategy based funding from objectives of a co-created vision and co-created strategy involving more than 5000 employees in any Indian Public Sector Oil Company. This is addition to existing theory.

Chapter 11

Chapter 11

11.1 Capability Building of Business Associates and Good Fuel Promise

The following categories which have emerged from the interviews and other company records have been mapped with Atlas.ti for their properties, causal conditions, strategies and consequences. Through a process of theoretical sampling and constant comparison the categories have been developed in the following pages of this chapter.

Category 8: Capability Building of Dealers

Category 8(a): Good Fuel Promise

Category 9: Capability Building of Dealer-men

Researcher in this chapter worked on Category 8, 8(a) and 9 which deliberates with the use of grounded theory on strategic capability building in HPCL dealers, 8(a) Good Fuel Promise and then Category 9 on dealer-men capability building. These categories arose from the interviews and company records and have been brought out in this chapter.

11.2 Category 8: Strategic Capability Building -Dealers

In HPCL Retail Outlets is the place where customer interface happens. Good interface would lead to delighted and happy customers. In the interviews that were recorded the first concept that stood out was fathoming of dealer needs which would enable them to serve the customer better.

11.2(a) Understanding Dealer Needs

S Roy Choudhury C&MD HPCL (Excerpts from his interview in when he was Director-Marketing in early 2010)

'That means in terms of questions of our dealers and our distributors, because we have got a huge network. We have got ... petrol dealers... So what we said, let us see think they are part of the organization.. They are party to the growth and prosperity of the organization. ...during this last five or six years I personally have met almost about 8,000... has given us real insights. We have known what are the people are facing, what kind of support they need from the organization. And these things are not known earlier, because nobody used to talk to them...'

Shri Roy Choudhury was Head of Marketing for about 6 years, at that time and his observations is significant. His interview speaks how he was the first director to realize the need to meet the dealers and they were part of our growth and prosperity. This is a change in

the philosophy of business. It also gives with the Corporate Vision for dealers. The change in philosophy helped him to personally meet 8000 of the dealers and he talks of valuable insights being received from them, apart from understanding the dealer needs. This is depicted in Fig 11.1 drawn with help of codes and concepts mapped in Atlas.ti. He talks that earlier nobody at his level met them which again indicates a shift in philosophy of how business would be carried out and therefore shift in culture.

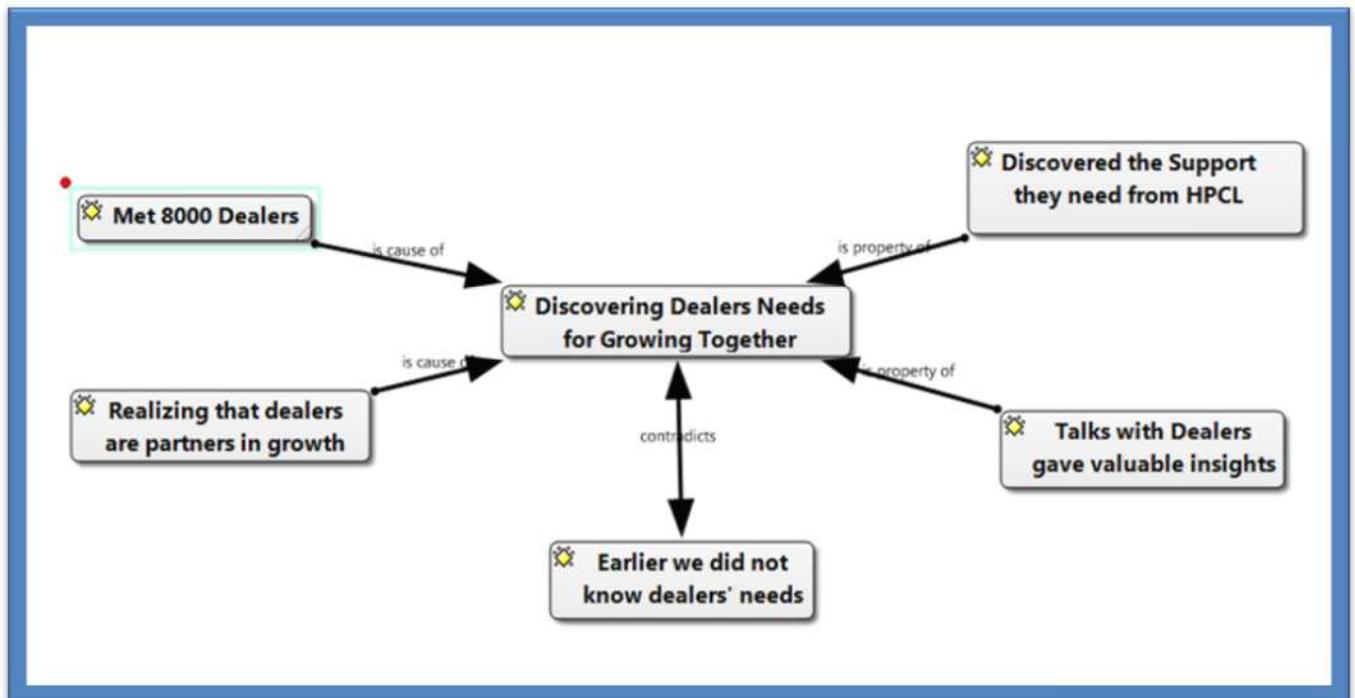


Figure 11.1

11.2 (b) Competency and Skill Building of Dealers:

The Chairman and Managing Director Mr Arun Balakrishnan at the time of interview said:

‘... strengthen softer skills and we put in place a number of things ... almost 25% of our network is operated by SC ST recruits ... give them a mini MBA course so that they know how to do business, Now I think we have trained ...these men and women go back into the field they are doing a much better job as a dealer.

... There were 5 key areas which all these 250 successful dealers had. Others the 6th was there in some the 7th was always different, you know, tuned to the locality or the language they spoke or something else. But there were 5 key business areas which these guys excelled in. And then we started implementing that...we involved IIM Ahmedabad to the team... So now we are training the dealers as well as the sales officers in these 5, what we call the KSF’s – Key Success Factors... soft interventions there is always a gestation period, ... built

up over a period of time and these are things which can never be copied by anybody else; ... and 5 KSF is also coming in ... Chhattisgarh, Jharkhand, Bihar. These are virgin states ...

The third intervention ...is kind of a peer group rating and discussion. So we have this concept of quarterly dealer meets, sales area dealer meets. ... The difference between the lowest and the highest was normally about 10 times or 5 times depending on the. So we used to ask the top ... guys ...so that the others can share... We get the dealers to talk about safety if there are any accidents in the retail outlets. They discuss how it can be No1, what are the things which are holding ...So there is a peer group review which takes place amongst the dealers and that is the best that they can learn. ...this where the alignment amongst the dealers started coming in...'

The codes and concepts which came out of the above is

- **Developing Softer Skills in Dealers**
- **Mini MBA Program for SC&ST Dealers**
- **Gestation period for results from soft skills**
- **Inability of Competition to Copy Soft Skills**
- **Research by IIM-Ahmedabad on Key Success Factors for HPCL Dealers**
- **5 Key Success Factors taught to other dealers**
- **Learning from Peer Review by Dealers**

Perusal of the IIM research was done by researcher. The research selected very high volume dealers of HPCL from across the country and found 5 key success factors in them. These key success factors were taught to the other dealers.

Atlas.ti was used to map the codes and concepts and the following diagram depicts the relationships.

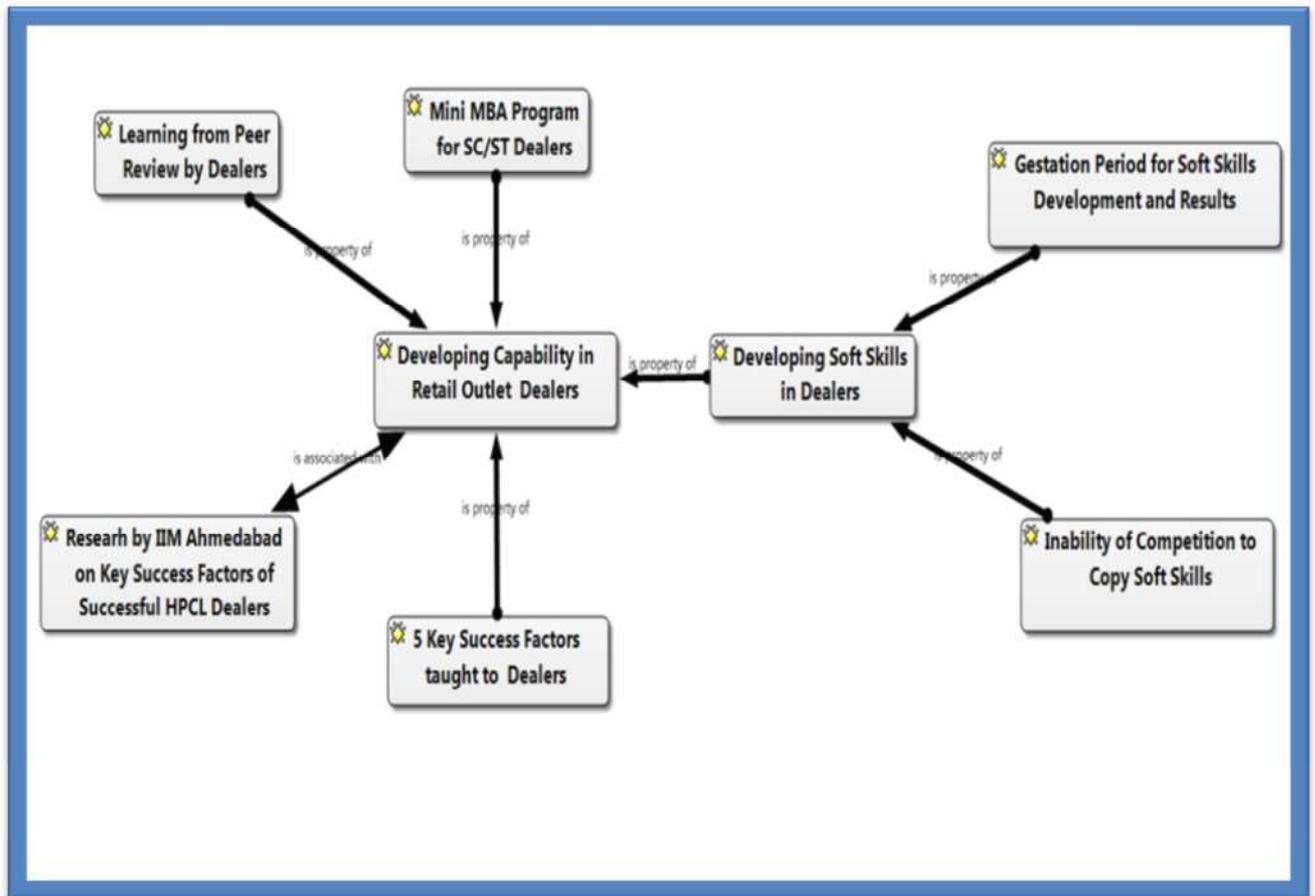


Figure 11.2

11.2 (c) Dealers: Partners in HPCL Growth

Mr. Partho Ganguly Senior Regional Manager Raipur in his interview brings out the concept partnering each other in growth very vividly. Excerpts from his interview are below:

“I can give you an example of an area which was selling on a highway in Raipur to a forest in Khana.... to Jabalpur...So Raipur to Jabalpur road it was a long stretch of the market in fact there is a place called Amarkantak...where a lot of lime stone deposits are there and a lot of trucks were moving on that road...the last area of Chhattisgarh and then the forest and the naxalites area would start people never thought of starting a petrol pump there because it is a far flung location. We thought first to advertise for that location just like that... we advertised sometime in 2004-05 we could select a dealer just like that because he happened to be the local influential person, ...started selling from the very beginning because of its market potential 150 kl-200kl ... reason being that he was very enterprising he was having his own monopoly in the market , it was a monopoly market of HPCL and people ... was establishing a very good rapport with the customers and he was giving extra help to the persons who were coming, ...anybody get stranded he would provide crane services he would provide some ambulance services ... helping the drivers with the money also because if there is anyone coming from a town area and ...

...volume gradually started increasing to 250 KL and gradually touched 300 KL...I we thought about putting up another petrol pump there because we thought that if we don't, some other company fellow will put up and we will lose ... because it's a monopoly market and because of him only we put up a pump there...now how to tell that fellow were going to do like this. So we decided that we will go to his petrol pump be there for a day and then decide how to tell him...him his morale would go down and he might focus on all the other business that he has. So we would lose out on what we have as well...then later one day we called him to our office and told him that other companies are looking at setting up a petrol pump...so what are his view on the same....he said then it will be good if HPCL only should set up another pump there instead of somebody else putting up a pump there....then we asked him if he has anybody his cousin or brother or relation anybody who is having the land there...then he came up that yes I am having land there..'

The Codes and Concepts:

- **Sharing Growth Plans with Dealers**
- **Seeking advice from Dealers**
- **Discovering Mutually Beneficial Growth Propositions**

The Concept and its properties are mapped in Atlas.ti in the diagram below:

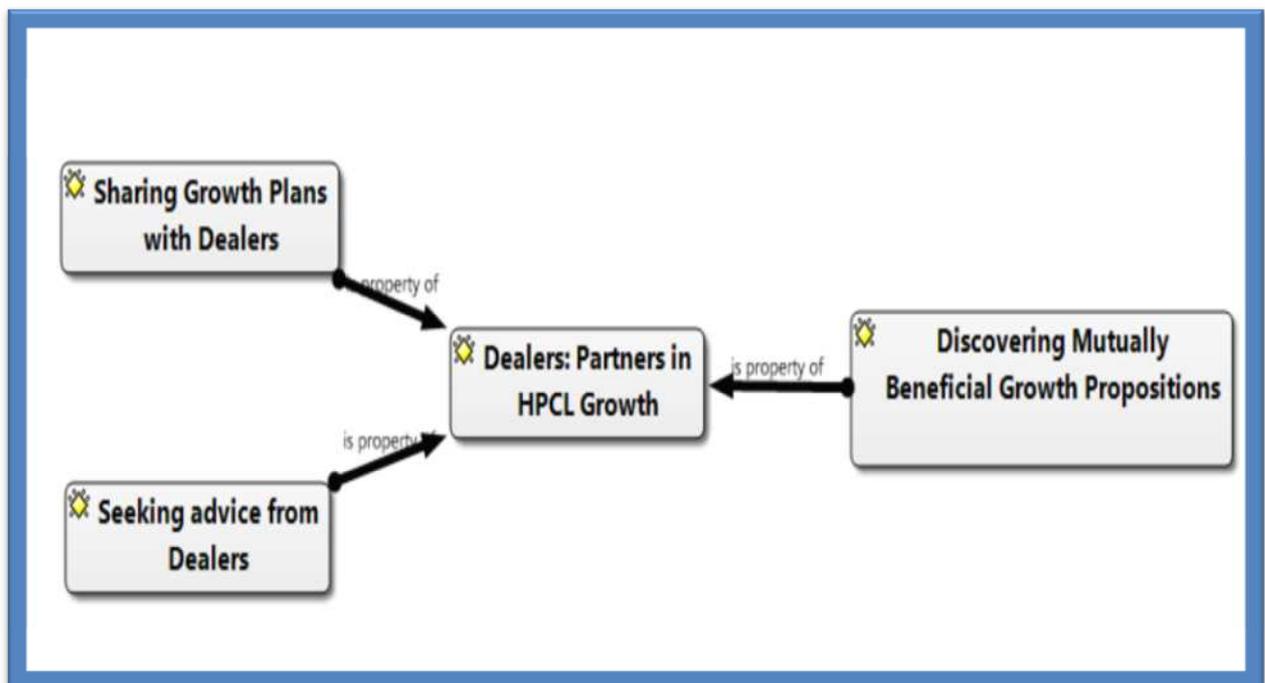


Figure 11.3

11.2 (d) Category: 8(a) Good Fuel Promise: Quality and Quantity:

Ganguly Sr.Regional Manager

'...before having a belief on a particular fellow that you are having the correct quality secondly when he is saying he is ensuring you and not cheating you as far as quantity is concerned...if you're getting one litre you are getting one litre.....so a wide range of campaign of customer feedback customer thinking...be studied and then changed to be in a number one position...not only the hard way factors that you make so many number of petrol pumps and you will become number one...he is the purchaser you are the customer of my petrol pump and you should be a very satisfied customer. I may be giving you the correct quality and quantity but you may still be thinking that I'm a "chor" ...so we have gone to the advertisements on TV and have put up very big hoardings, organised various campaigns in the various forums....we have called the IG's DGP's state secretary and principal secretary and even chief secretary also...participated by the customers, dealers, newspaper people and informed on e-filtration ...

...by arranging regular campaigns we were trying to educate the customers to come personally and check these things in our petrol pumps then you satisfy yourself...then when they find that parent oil company which keeps on giving advertisements and giving campaigns we would show it to the customers what is an e filtration for quality check...how much control we maintain and us being the first mover in the state we got a full benefit and advantage so far as sales volume is concerned'

The code that is available from the above:

- **Need to change beliefs in Customer on our Quality and Quantity (Good Fuel Promise)**
- **Educating Customers on Quality and Quantity checks**
- **Encouraging Customers to conduct Quality and Quantity Checks**

The above is also borne out by Public Intimation on Hindustan Petroleum Web-site

Filter Paper Test (to check petrol)

- Ask your friendly HP dealer for a filter paper.
- Clean the mouth of the nozzle to remove stains.
- Put a drop of petrol on the filter paper from the nozzle.
- The drop of petrol should evaporate in about 2 minutes without leaving a stain on the filter paper.
- If you notice a stain, then there is a possibility that the petrol is adulterated. (Sometimes the area of the filter paper where the drop of petrol was put remains pinkish; it is the colour of the petrol and should not be mistaken for a stain.)

Density Check (to check petrol and diesel)

- To check this, you will need a 500 ml jar, hydrometer, thermometer and ASTM (American Society for Testing of Materials) conversion charts. A hydrometer is a very simple instrument for measuring the density of any liquid. All these are available at the HP retail outlets and are made available in case you wish to check the products.
- Fill about 3/4th of the jar with the product, through the nozzle of the dispensing unit.
- Dip the thermometer and the hydrometer in the jar and record the temperature and density as indicated.
- Convert the density recorded into density at 15 degree centigrade with the help of the conversion chart. This converted density is then compared with the density shown by the records maintained at the retail outlet on the basis of the density recorded on delivery challans. (Density at 15 degree centigrade is mentioned on each delivery challan issued by the supplying depot for every load sent to the retail outlets.) If the difference is more than +/-3.0, it requires further testing at approved laboratory. In such case the customer should immediately get in touch with our concerned Retail Regional Office.

HPCL Interventions for Quality:

Mr Ganguly Senior Regional Manager is again quoted from his exhaustive interview. There are several other interviews which bring out the aspects of quality and quantity check and no fresh codes emerge out of them:

...and I sitting in my room would keep on monitoring what he is selling there....all meter readings of the stock and tank was available in my meter reading record...so by ensuring all these things checks and balancesThe tank will be showed like a pot up to which level it is filled up...how much he has sold...which dispensing unit is dispensing...and we would keep a total control on that petrol pump from my office...by which we never allowed him to sell anything(adulterated)....after doing all this we found that as such our sales volume is also increasing...as such you will tell a friend who will tell another friend and they are bringing more customers pool for our petrol pumps for the correct quality and quantity....then how to ensure that the product that I am supplying to my dealer is not getting corrupted en-route to the petrol pumpwhen the product travels over 350 kilo meters how I can ensure sitting in my office that the quality is perfect and Vehicle monitoring system ...if he stops for more than required timingsfor e.g. a person will be standing to eat his food for 10-30 mins...if it is more than that or if he tries to tamper any of the fittings in the tanks then also we would come to know..Through the system anywhere in the country by any of our designated officers...so sitting in Mumbai head office they can find out which truck is moving where and what it is doing...'

The Code and Concepts that arise out of the above are:

- **Technological Interventions for quality and quantity**

Inspections on Quality and Quantity

Excerpts from Mr Pranay Kumar Regional Manager Jamshedpur were interviewed and he says:

‘They should really deliver the HP, good fuel promise. And for that, we are concentrating on them. There is inspection by 3rd party, there is also inspection indirectly by the sales officer and we are seeing that most of our retail outlets’

Inspections are also carried out by mobile labs which travel from outlet to outlet and take samples for testing on quality and quantity. The HPCL website and interviews highlights it.

‘In addition, our sales officers carry out regular checks at all the outlets to prevent any malpractices. Club HP Mobile Labs and Industry Mobile labs also conduct surprise inspections in the Retail outlets on a regular basis’

The Madurai Regional Manager talks in his interview on the mobile labs and the inspections carried out by them on Retail Outlets which corroborates the HPCL website particulars on the initiative.

The Code that arise from the above is

- **Third Party Inspections of Retail Outlets for Quality and Quantity**
- **Regular Inspections by Sales Officers and Mobile Labs**

Good Fuel Promise: Quality and Quantity Assurance -the causal relationships as available from the interviews, company web-site data are mapped from with the help of Atlas.ti from the above codes and concepts. The diagram is shown as below:

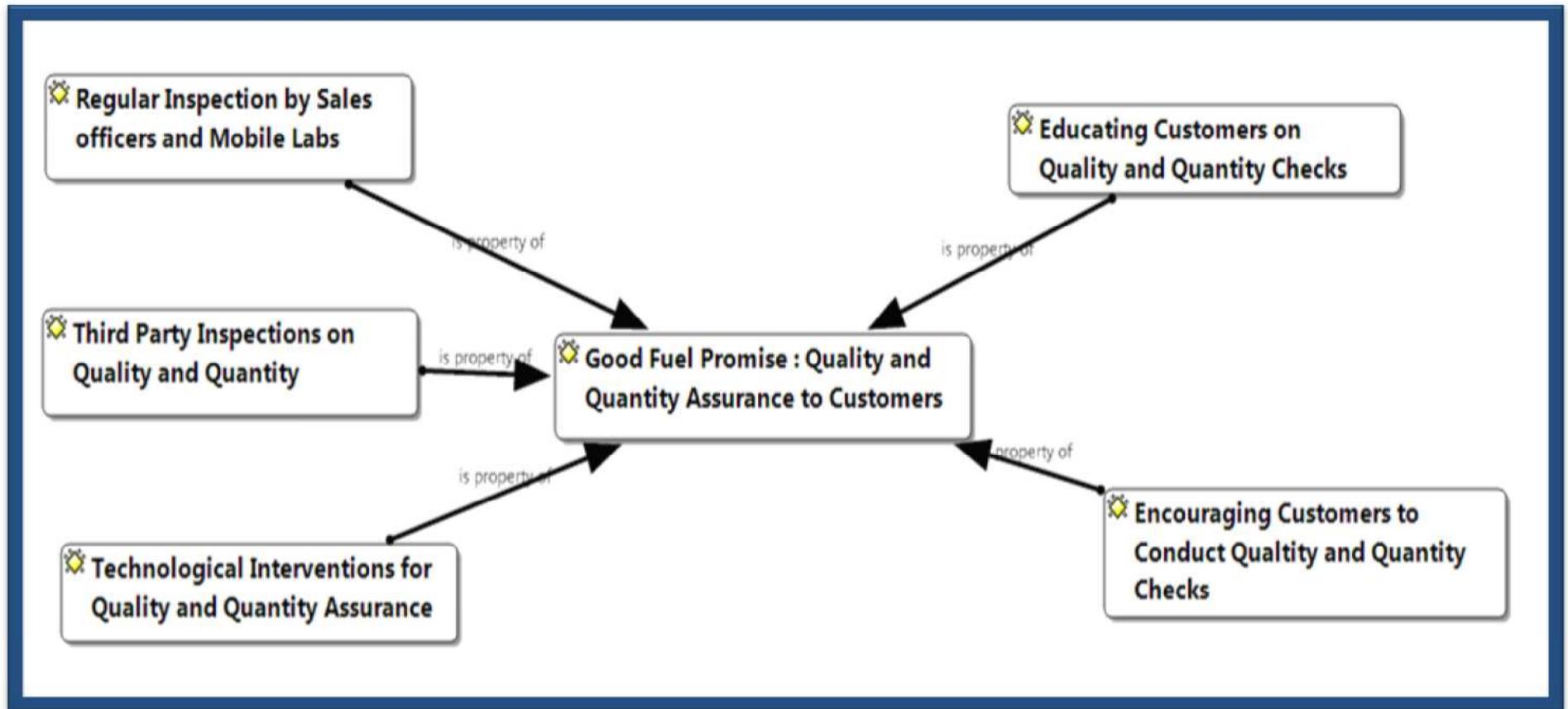


Figure 11.4

11.3 Category 9 :Training Dealer-men for Superior Customer Service

Several People talked on the training and other initiatives focused on the Dealer-men who work at the Retail Outlets and are often the face of the company due to their interactions with Customers. The interviews are perused and significant codes are highlighted:

Dy General Manager – Highway Retailing (Mr T Sundaraman)

‘Training has been established in the system. Gurukul established itself. What I feel is that after the classroom training, ... the role of the dealer and the sales officer is more important. As sales officers, whenever we visit any outlets, we make it a point to talk to people who’re standing there. Going to the island, observing what he’s doing, and pointing out right then that what he’s doing is good or needs improvement, is necessary and needs to be strengthened. ... the dealer and dealer-men deal with buyers... They often face abuse at the hands of the customers... the dealer men who are the fellows who actually dispense the pump, they are ultimately the face of the company...if they get something better or less strenuous ...they obviously move on... how do we keep these fellows ... keep them motivated. ...they are the dealer’s employees. ...came out with a couple of things. ..did is that we took a dealer-men insurance policy... When you do this over a period of time, you saw results’

Codes from the above interview are:

- 1. Training of Dealer-men at Gurukul**
- 2. Training of Dealer men by HR and Sales officers in program “SadaApkeLiye”**
- 3. Group Insurance for Dealer-men led to improved retention**

Mr Barmon Regional Manager Bangalore interview excerpt is as under:

‘...you an example. Hardware to my mind does not make any difference. Anybody can do it. Software makes the difference. I’m very happy with the way our dealer-men training takes place. What they say and how they behave is very interesting. ..Maybe we’re the only oil company in the country which gives a very good training program for the dealer men. The module has been prepared dealer-men do a good job at the training’

No new codes are noticed in this excerpt on dealer-men.

The Rajahmundry terminal manager was interviewed and excerpts from his interview are as under:

‘We also train the dealers and the dealer men about safe loading and unloading. Loading is applicable only if the tank truck is there; the basic training is for unloading. As an O&D man, my responsibility ceases the moment I deliver the product at his premises.’

The above excerpt helps us with a new code related to safety

4. Training of dealer- men on Safety

Director HR Mr Pushp Joshi who was ED HR at the time of interview spoke on dealer-men training but no new codes arose from the excerpt. It is quoted below:

'The program is branded "sadaappkeliye" it's the content of that is designed by the HR. It's a common content people are trained in advance for it and they go to the field and deliver it.'

Ms. Sonal Desai GM Finance

For the dealer men, we have continuous training programs called 'sadaappkeliye' and 'gurukul'. The former is conducted by our HR team while the latter is conducted by outsiders. In gurukul, they are taught how to greet, how to show 0 before they start filling, how to clean where there is petrol spillage, and other things which connect the customer to the outlet. The dealer men are the frontline people. So we take a batch of 20-25 boys periodically to train; if the training program goes on for 3-4 days, we make sure to attend 1 session.

New Code from the interview which arose:

5. Gurukul -Training on Customer Service to Dealer-men

Several Novel Initiatives has also been put in place for retaining and training our Dealer Men and also listed in the company website which are brought out as below:

- Several dealer-men were provided computer education.
- A number of dealer-men were recognized under the "Spot & Reward" Scheme.
- The Scholarship Scheme for "Club HP" dealer-men and dependent children was extended during the year to motivate the dealer-men.

The new codes that arose from the website information is as under:

6. Computer education for dealer-men

7. Rewards for dealer-men

8. Scholarships for dependent children of dealer-men of Club HP outlets

The network diagram for the category Dealer-men training and retention is based on the codes and concepts and category: discerned from the interviews and information on the company website and is mapped in Atlas.ti

HPCL has received several awards on our customer service and brand a few of which are downloaded below .

These validate the quality of fore-court service of HPCL dealer-men.



Award on customer- service



Awarded in World Brand Congress



*Awarded in Asia awards for
Branding and Marketing*

The above photographs are a just a miniscule part of the bevy of national and international awards HPCL won on Customer service, Branding and Fore-court Sales details of which are with me. These awards are consequence of Dealer-men training and their customer service.

Thus the Category - **Training Dealer-men for Superior Customer Results** is drawn with codes and concepts derived out of interviews and company records and are mapped in Atlas.ti package in the next page.

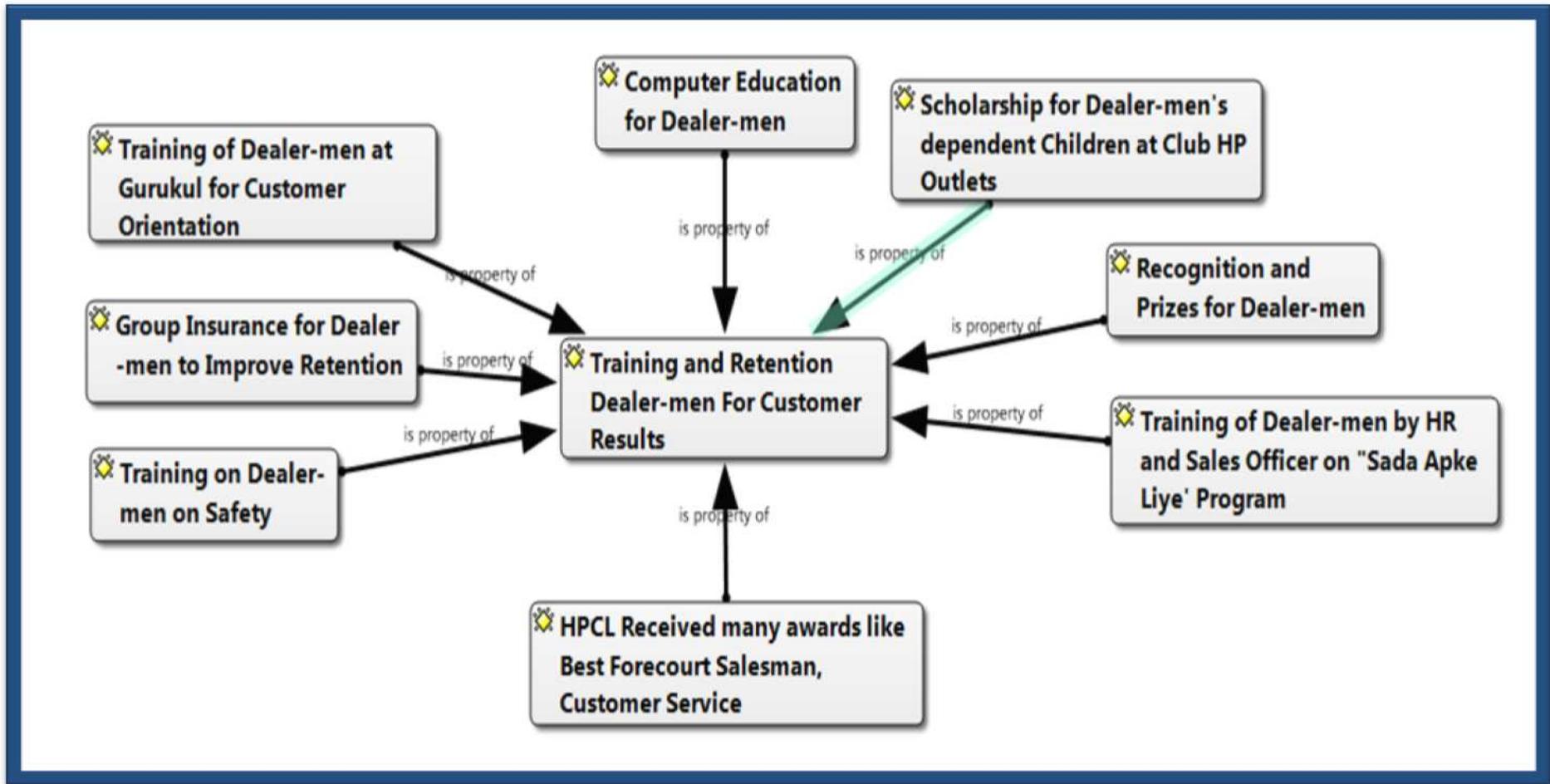


Figure 11.5 (Atlas.ti Diagram on the concepts from the interview and other records mentioned in the pages above).

11.4: Theoretical Contribution: Training of dealers and dealer-men to create customer delight from objectives that came from co-created vision, collective strategies and co-created balanced scorecards with strategy based funding does not find literature support in documented literature. Also, it is novel to note that HR people were training thousands of dealer-men to serve a customer which is not seen in research literature in any of the oil marketing majors in India. Also, many novel methods adopted were talked on action taken Good Fuel Promise. However, the researcher does not claim any theoretical contribution on strategy and strategy implementation on Good Fuel Promise.

Cross functional Synergy is thus noted where functions are helping strategy execution like HR people involved in trainings tens of thousands of retail fore-court salesman at the Retail outlets for improved customer experience. This is not seen from research literature on any oil marketing major company in India and is theory addition on cross functional synergy.

Chapter 12

Chapter 12

12.1 Introduction

The interviews repeatedly talked about capability building of people, building competence, teamwork, team based decision making, and removal of situational constraints as also employee engagement improvement by team based action planning on Gallup Q12. These are also corroborated by company records and archives and the analysis and conceptualization is carried out in this chapter.

12.1(a) : Category 10: Capability Building of people

The following interview transcriptions were perused and coded. Excerpts which were relevant to the category are brought out as under:

Present Chairman and Managing Director Shri S Roy Choudhury

'...and thereafter, of course, various new things came. Then we have started working for the strategy implementation, so the balanced scorecard. We have already started the gap analysis of the officers. And according to the gap, already evolved the competency mapping,... And also the development centers. We have gone through a development center, and we have assessed ..., and whatever training needs are there are identified, and people have been given the proper training under the count. And this is what we have done across the organization'

Director HR Mr. Pushp Joshi

'In development the people these are the competencies which are present right now. The job needs different levels of competencies. This is what my position requires. This is the gap. We had these assessments. This, after the competency mapping feedback, the officer speaks with the supervisor and draws up a individual development plan which consists of things like training, in-house projects, mentor, some kind of special projects, some kind of courses or studies which we have to do. And this is again jointly decided and discussed...'

The codes that come out from the above two interview excerpts are:

- 1. Assessing individuals on the gap in competency levels required for the position**
 - 2. Creating Individual Development Plans**
 - 3. Training the people to bridge the Gaps in Competency**
- Ex-Chairman and Managing Director Mr Arun Balakrishnan**

‘So we did a lot of work there, a lot of work in terms of sending people for training, training abroad, opening up the large and small-group discussions...’

Agra Regional Manager

‘Since I joined last month only and after that I had lots of touring, lot of training programs- this is the 4th training program’

Dr D K Saxena Regional Manager

‘First I will start with the training sessions, what we had whether these training or earlier trainings also which we were having, these trainings really have a great impact, which do not feel immediately but automatically it builds within yourself and your behaviour changes with those type of things, once he goes through such type of training ... now some specialised trainings, emotional training workshops are other things, different approaches have started we had workshops and other things. So really immediately got feel like that but behaviour certainly changes with all these things’

Rajnish Mehta GM WZ

. One thing is that I strongly believe that the onus of development is to a great extent on the employee itself, or the person himself. I mean,. We set up knowledge centres. In my office, any deputy general manager, they can order a book on Flipkart, you read it and it becomes part of the library. We have online systems. It is however, a task to make people read. So, that is a problem because unfortunately, our degrees do not have an expiry date. Even the teachers do not read. Within our company, there are E- portals and things like that. A lot of youngsters are joining. They are quite enthused about it.

The above three interview excerpts talks on some of the trainings and training methods for bridging the competency gaps:

- **Competency Development by Training on Behavioural and Technical Skills**
- **Increased numbers trained in Foreign countries**
- **Self- Development**

12.2: Competency Development and Assessment:-

The company website shows the list of competencies and has the dictionaries on levels for each of the competency for particular segment of officers like Individual Contributor Framework (Junior Officers) and Middle Management and Senior Manager Executives under

Leadership Framework. Two pages from the Dictionary from the HPCL Competency Framework are displayed below in Figure 12.1:

Competency wise Index		
Competencies		Page
▪ Leadership Frame (applicable to Officers in Grades D to I)		
▪ Leadership Frame Summary Sheet		9
1. Creating Customer Delight		10-11
2. Leading Change and Creativity		12-13
3. Building Collaborative Partnerships		14-15
4. Promoting Synergistic Teamwork		16-17
5. Demonstrating Business Savvy and Decisiveness		18-19
6. Driving Results and Excellence		20-21
7. Building Global and Strategic Perspective		22-23
▪ Individual Contributor Frame (applicable to Officers in Grades A to C)		
▪ Individual Contributor Frame Summary Sheet		25
1. Dynamic Customer Focus		26
2. Active Learning and Agility		27
3. Cooperative Teamwork		28
4. Enduring Commitment and Initiative		29
5. Drive for Excellence		30

Hindustan Petroleum Corporation Ltd. Strictly for Internal Circulation. 5

Figure 12.1 (Competency Model of HPCL)

List of competencies broadly segregated for Junior Management and the rest for Middle and Senior Management (Source: Company Website)

The screenshot from the HPCL Competency Mapping website shows the proficiency levels in the dictionary along with the competence definition and the associated themes. People were assessed on these competencies and the proficiency levels measured vis-a-vis required proficiency levels and Individual Development Plans prepared.

DEFINITION: Provides direction and support, building cooperation while leading a team to accomplish desired objectives

THEMES:
 Discouraging Silos
 Driving Team Accountability
 Establishing Performance Oriented Culture
 Building Employee Capability

Proficiency Level 1	Proficiency Level 2	Proficiency Level 3
<ul style="list-style-type: none"> Continuously sets and drives new and higher standards of performance/goals, reinforces team and individual accountability for these goals and not just activities to achieve them Proactively creates opportunities and assesses appropriateness of empowering subordinates to ensure quality and speedy decision making without loss of accountability 	<ul style="list-style-type: none"> Challenges and supports team in getting resources to taking up new initiatives, eliminates barriers or inhibiting factors towards building a high performance team Questions conventional ways of work, promotes initiatives that improve communication between units, brings employees together for major tasks to encourage working across units/functions 	<ul style="list-style-type: none"> Proactively identify less efficient parts of the team, anticipates need, actively seeks, adapts and implements global best practices in improving work practices and team performance Effectively communicates the vision, leads by example, serves as a role model to others to demonstrate commitment to change and trust in the organization's vision

Figure 12.2 (Competency Dictionary Source: Company Website)

Coding was carried out on the above Interview excerpts and the mapped on Atlas.ti and the following diagram displays the causal relationships between action, strategies, conditions and results.

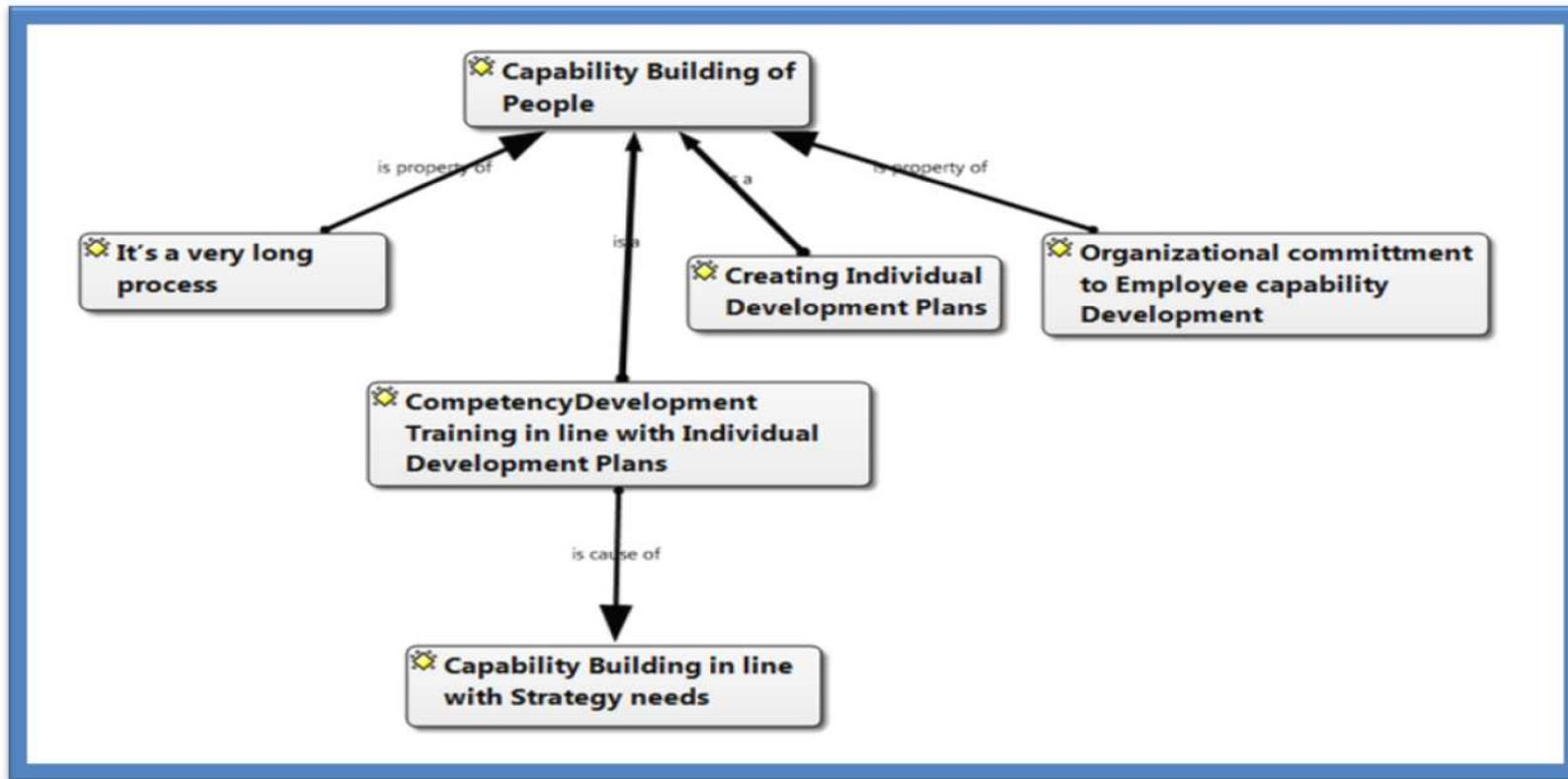


Figure 12.3

12.3 Category 11: Team Work: Team Based Deliberation, Decision Making and Action

MrGanguly Regional Manager

‘...idea which was deliberated and discussed along with our team members and regional managers and everybody thought that ok it can be organised like that’

Mr.V R NairDy General Manager Administration and Ex- Coach

‘Started the team based decision making and team building... One was through the business council and Regional offices /depot people will sit together and discuss-...interaction between the regional officers and managers and his team with the operating team - encouraged and stressed upon... helped people to understand each - people started believing that they are also playing major roles in realizing the goals. Blaming each other got reduced- business councils and follow up of these encouraged more of team based culture across. Slowly a shift has happened from an individual decision to a team based decision making...they can get an ownership, feel that they were part of that.Now I am part of the process of team based decision making eg. Contracts committee ...’

Patna Regional Manager

“the entire team from patna sat together, and we created our vision for the alignment of the organization. The vision was set that within 7 years, we would turn the patna regional office in bihar as the top one in the industry in terms of volume. We went through each and every point – where we actually are and what the ground realities are...”

Mr. Dhawan Depot In-charge

I, along with my team members, traveled across the country to find out the needs of the customer

Mr. Burman Regional Manager

The company has chosen regional managers who can handle a team. But the intensity of making the change may be different. We have to share with other regional managers the things we do.

Jammu Sales Officer

Earlier, everybody had a fragmented idea of their vision. Certain things got systematized. Shared vision helped. There were a few gaps before the cross functional teams started working. It was a focus exercise, so it helped. Whether you’re in operations or sales or refineries, there was more appreciation of common goals. And we also came in contact with the customers. Customer surveys never happened in that manner before

MrRamaswami Sr Manager HQO and Ex-Coach

‘Cross-functional teams are able to work without barriers. There is much better appreciation of the role of other functions.

There is a perceived enhancement of interpersonal relationships among team members...’

Rajesh Jain Sr Manager Balanced Scorecard

‘To overcome such problems, the Balanced Scorecard Team at HPCL revisited all these cards by involving as much as officers from each SBUs that brought not only the ownership but entire exercise became interesting. After co-creating HPCL Vision, Mission and Strategy Maps for each of its Business Units, Balanced Scorecards were made by involving the concerned SBU/ Function teams to help implementing HPCL Business & Corporate strategies effectively. More than 430 positional cards were made for various levels including for all the SBUs & Functions...’

Mr Ganguly Regional Manager Raipur

‘This used to be a total team effort otherwise it is not possible... this I’m talking about the sales part how it was...planning was done,..hence we will do it.....how we will achieve it...we will be finalising our process’

The above excerpts provided rich insights to the team based deliberations, decision making and collective action. The coding of the interview transcript excerpts resulted in the following codes and concepts as under:

- **Strategic objectives drawn from Scorecard objectives**
- **Team discussions and deliberations**
- **Team Based Decision Making**
- **Reduced blame trading**
- **Sharing Experiences with other teams**
- **Clarity of individual goals and its connect to the team goals**
- **Leaders selected on basis of team handling competencies**
- **Customer needs ascertained by Cross Functional Teams**

The codes and concepts are mapped on discerned relationships as seen in the interview transcripts and are represented in the next page.

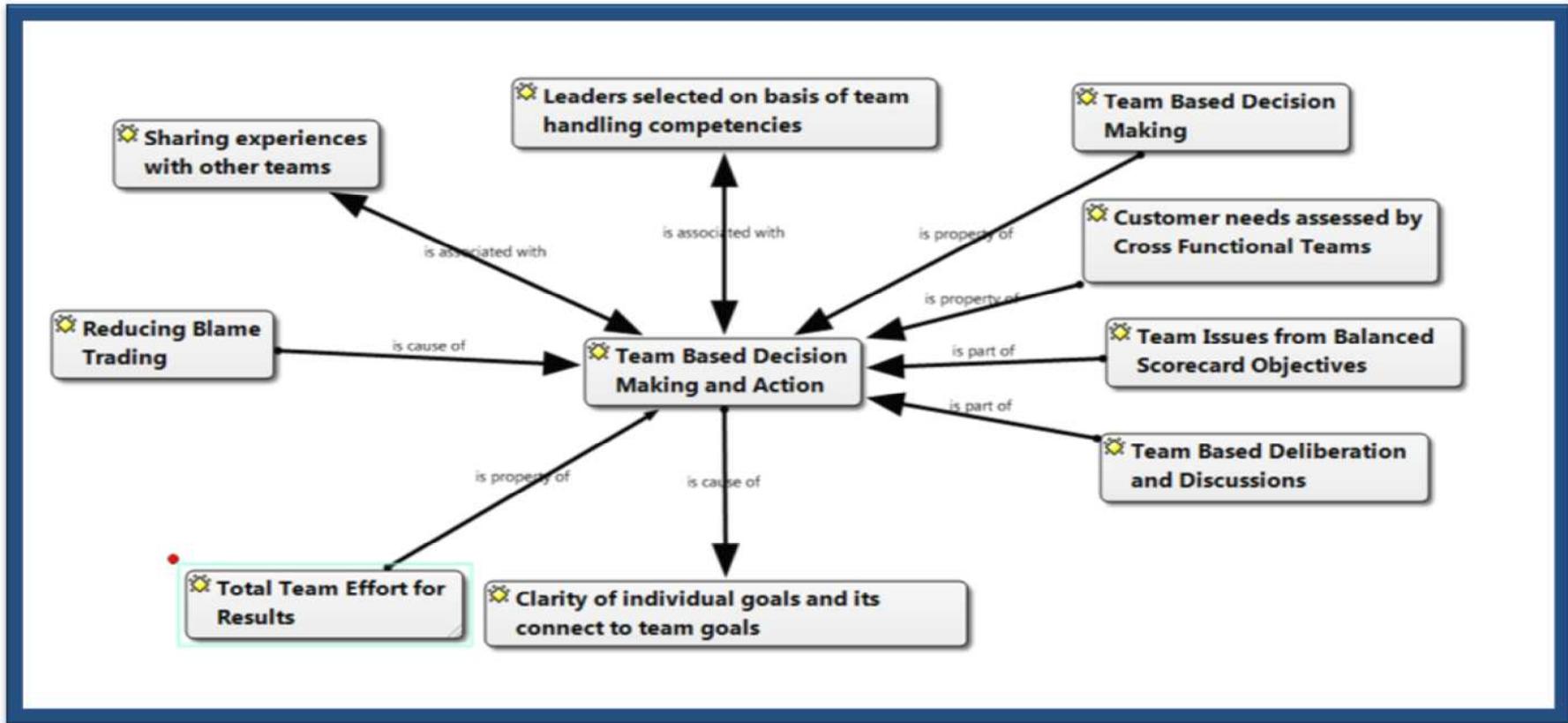


Figure 12.4

The above network clearly depicts that team work had permeated the organization and its causal conditions, processes and strategies as well as consequences are displayed in the network diagram 14.4

12.4 Category 11 (a) Empowerment and Authority Delegation (Removal of Situational Constraints):

Literature review has listed Situational Constraints as a major roadblock for achievement. Constraints like communication of objectives were addressed by co-created vision, balanced scorecard. Capability building has been addressed by HPCL as mentioned above and several others are talked in the following paragraphs and the interview quotes:

Mr. Ayubi Chief Regional Manager Mumbai Retail RO is quoted below:

“Empowerment has been a very important factor in the past 7 years. This empowerment has helped us in taking a lot of timely decisions. Policies are now renewed quite frequently. Earlier it used to be a one-time document. Now there are corrections taking place in the policies depending on the market. Today, we’re not facing any problems as far as empowerment is concerned. 90% of the things we’re able to handle ourselves with the authority that is vested in us. That is one very good thing the top management has come up with over a period of time”

The important concepts which arise from the codes of the interview are:

- **Authority Delegation as per job requirements**
- **Authority delegation is a dynamic process**

Mr Burman, Regional Manager – Bangalore speaks as follows:

‘... Make the customer feel important. If you’re going as a team to solve the customer’s problems, the customer feels good too. We also have some mechanisms. We have given them a lot of empowerment. Whatever authorities you have for the decision making process, the authority lies with them. When you’re going to the customer as a decision maker, that gives you power, which in turn motivates you. You can be motivated by a number of things: the challenge to be number 1, a hardship. So you have to work as a team to get that feeling. You have to show it every day...’

The concept that arises from the interview excerpt is

- Authority Delegation as per needs for decision making or
- **Authority delegation as per job requirements**

“HPCL’s dramatic growth and impressive accomplishments in the past five years stem from a carefully orchestrated, multipronged effort at becoming an employee-empowered...” (Koch and Sen, 2009).

The concept here derived from the article is:

- **Authority delegation as per job requirements**

V R Nair Dy. G M SZ in his interview excerpt is quoted as under:

‘Many acknowledged that that program made a real difference to the Retail SBU—Given a focus – To achieve this what are the other things we need to do- Structural Changes to be made- Limits of authority- hierarchy- planning manpower- then we came out with the retail strategy- How can we change our position- increase the market share...How can we change our position? Centralized nature working to... There happened a lot of decentralization, More of authority coming to regional offices and zones...’

The major concept that arises from the codes of this excerpt is:

- **Decentralization and delegation of Authority**
- **Structural changes in hierarchy and manpower planning for executing strategy**

The following Atlas.ti Diagram brings the relationship of Customer Based Strategies and Empowerment:

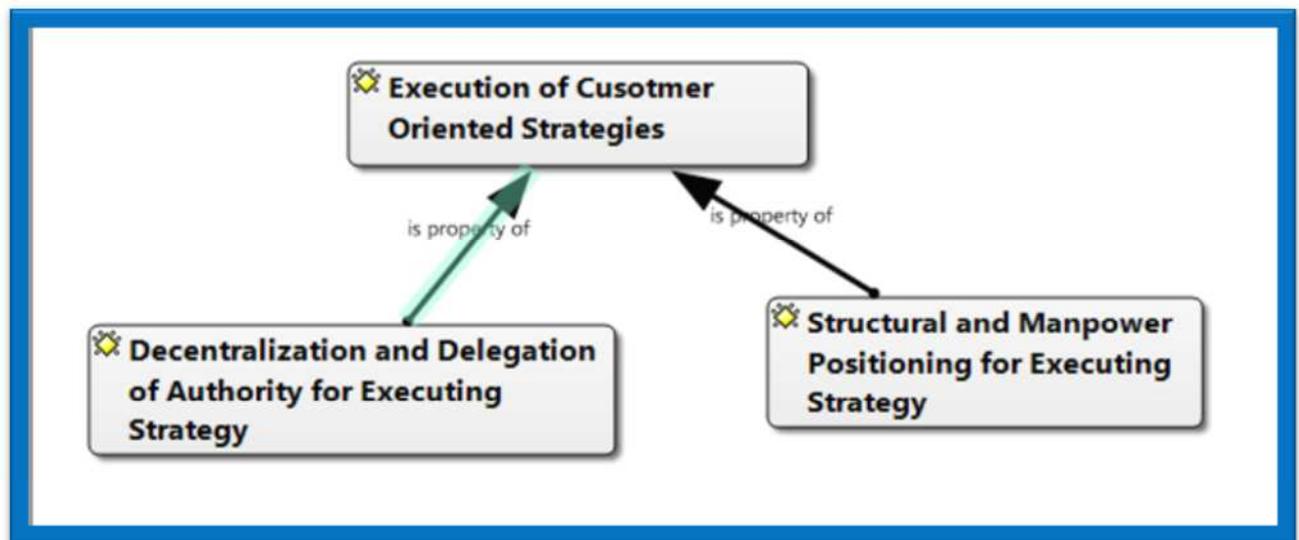


Figure 12.5 (Removing Situational Constraints by Delegation of Authority and Structural Changes)

As can be seen from the this and previous chapters, team based vision making, co-creation of strategies by cross functional teams, capability building of the team members, strategy based funding, down-delegation of required authority, right infrastructure helped remove the situational constraints of achieving objectives set in vision and strategies both for the individual people and the teams.

12.5 Category 11(b) – Creating Employee Engagement the Gallup Q12 way

HPCL commenced a survey for employee engagement under the title “Darpan 2014”. This survey as seen from the company archives was conducted by the Gallup Organization with their Q12 questionnaire. The total respondents numbered 2826 out of 3588 officers at that time. HPCL scored below the Gallup India average on overall satisfaction and advocacy, but scored higher on loyalty. 221 cards belonging to team heads with 5 or more employees were generated and the grand mean of 3.72 recorded against the maximum of 5. The finding from Gallup were that HPCL would have to focus on building clear work expectations, provide necessary materials and equipment’s to carry out expected roles which included developing people with strategic skills, listen to peoples’ opinions and suggestions as well as provide recognition. HPCL also had to improve the good work environment where camaraderie and teamwork or collaboration would prevail.

An excerpt of the Gallup report from HPCL records is reproduced below:

Survey Response Rate - By Demographics



By Zone			
	Total population	Responded to the Survey	% Response
Petroleum House	418	331	79 %
Hindustan Bhavan	343	272	79 %
Mumbai Refinery	545	390	70 %
Vinakhapatnam Refinery	399	352	88 %
East Zone	294	259	88 %
West Zone	561	458	82 %
South Zone	561	445	79 %
North Zone	467	310	66 %

THE GALLUP ORGANIZATION

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Figure 12.6

The Q12 questionnaire is as under:

1. I know what is expected of me at work
2. I have the material and equipment to do my work
3. I have the opportunity at work to do what I do best everyday
4. I have received praise on recognition for good work in the last seven days
5. My supervisor or someone at work cares for me as a person
6. There is someone at work who encourages my development
7. At work, my opinion seems to count
8. The mission/ purpose of my company makes me feel my job is important
9. My associates / colleagues are committed to doing quality work
10. I have a best friend at work
11. At work, I have the opportunity to learn and grow
12. In the last six months, someone at work has talked to me about my progress

Figure 12.7

The Q12 team has been administered to over 3 million employees and over 300000 workgroups in 66 countries (Source Gallup Report to HPCL, 2004). Thus the twelve constructs if addressed is known to improve employee engagement.

Shri M.P. Eshwar, formerly an Internal Coach at HPCL and presently Chairman and Managing Director Instrumentation Limited a public sector company, wrote in 2009 on the work done to improve engagement levels through the Gallup process. The quote is as under:-

“Analysis was done of the employees who are in the top quartile teams at HPCL vis-à-vis their counter parts at the bottom quartile. Clearly the manager of each of these engaged teams created a culture that addresses employee needs across the engagement hierarchy much more successfully than the managers in the least engaged teams”.

From the above the concept that arouse is:-

- **Manager’s role in creating employee engagement.**

He further states, “we therefore focus at the micro level that is the managers and their teams”. For the teams we created Gallup Q12 impact action planning workshops ... the realization that Q12 not only measures employee engagement but also gives and understanding of the behaviors and the attitudes that is most of the emotional intelligence competencies of the manager. In the 100 workshops conducted by the coaches teams formulated action plans with their supervisors. They took simple steps of ensuring that the supervisor enquires from them as how they would like to be appreciated and the same step would be taken by colleagues....this action plans help improve morale and engagement in the team.

The concepts that arise are:-

- **Creating action plan on the Gallup Q12 for engagement**
- **Concrete steps to operationalize the action plan**
- **Action plan implementation led to better engagement and morale**

An action plan by the Manager and his team on Q12 in 2006 which chose on Clarity of goals as the area to improve.

Select	Plan	Follow-Up 1	Follow-Up 2
Unit Name	This is what we'll do: Set targets at the beginning of the year and then diivide it on a montly basis. Meeting to finalize action plan. Periodic reviews and mid course corrections; as required.	This is the progress we have made:	This is the progress we have made:
Q¹²® Item	This is what success will look like: Each team member is aware of what he/she has to do.	We have made this additional commitment:	We have made this additional commitment:
<input checked="" type="checkbox"/> I know what is expected of me at work			
<input checked="" type="checkbox"/> Strength	These people will be involved:		
<input type="checkbox"/> Opportunity	We should see clear progress by this date:		
Business objective we hope to impact:	We will review progress on this date:		
<input type="checkbox"/>			
<input type="checkbox"/>			
<input checked="" type="checkbox"/> Turnover			
<input checked="" type="checkbox"/> Safety			
<input checked="" type="checkbox"/> Profitability			
<input checked="" type="checkbox"/> Customer Engagement			
<input type="checkbox"/> Productivity			
<input type="checkbox"/> Other			

In about a 100 workshops covering a large portion of HPCL action plans were drawn up and people engagement was focused on by addressing these questions on Gallup Q12.

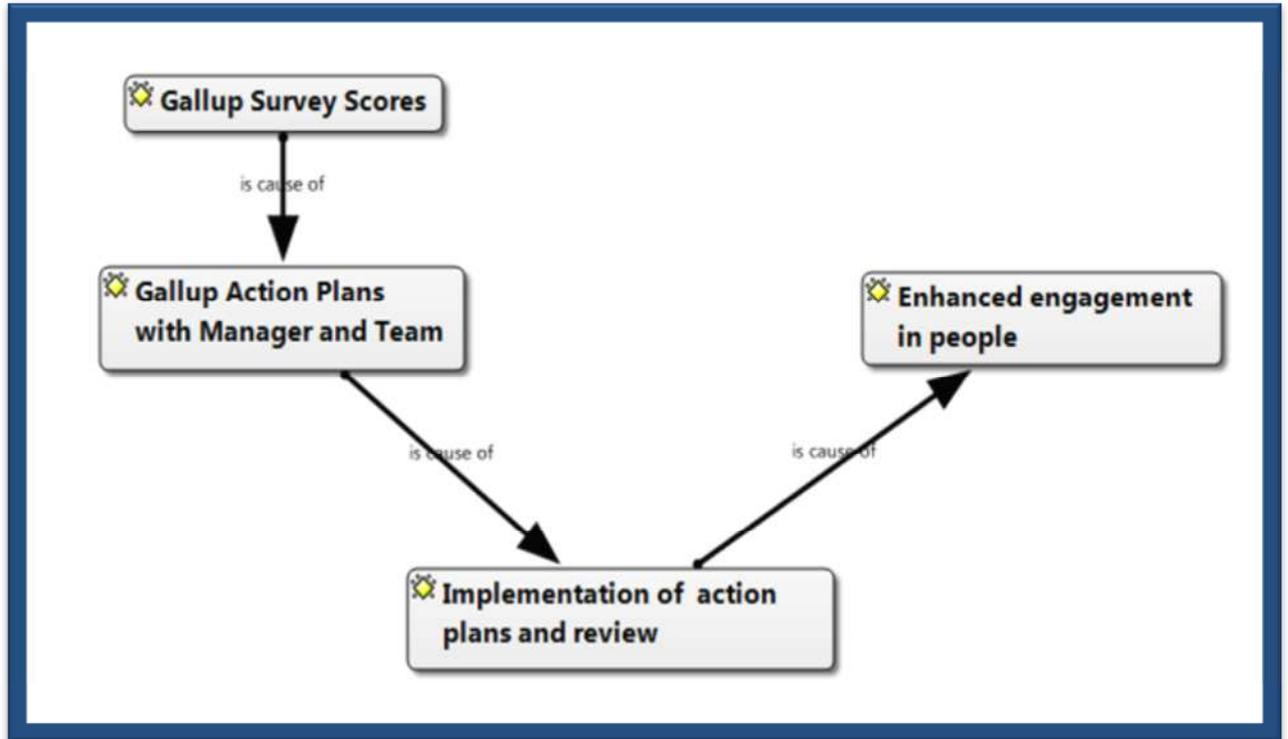
Figure 12.8 (Action Planning on Gallup Report by Teams- A example Source: company records)

Mr. A. Surya Rao, DGM-Internal Audit, speaks on how Gallup workshops used to improve employee engagement.

Quote“... *When Emotional Intelligence (EI) was introduced for the first time, we all were not able to understand it, so we called up that Gallup study consultant, and we interacted with Ms. Seeta. She delivered a lecture to us regarding the EI process. She told us that we have to take care of the emotions of the team. I was the first one to react; I asked what is it all about, what is this issue regarding EI. I felt that an individual's emotions should be taken care by his/her family. As it is your job, you can't mix it with your work life with your personal life. One fifth of your life you spend at your work place, and if you bring your emotions even there, then it's not good. Your boss is not supposed to take care of your emotions. We understood the role of a leadership. It dawned on us, the importance of EI. We observe in organizations, that the employees like to work with people who are concerned about their subordinates and colleagues. They even work for extra- hours for him, just because he is emotionally connected to them. And there are other people who are the least concerned about their colleagues. The first kind of people have good EI quotient whereas the latter ones lack EI. Ms Sita gave me an e.g, saying that the generation is changing and if you want to work with them, you have to modify and adapt according to them. If you want youngsters with creative ideas, you have to think like them.*” Unquote

The above quote again reinforces the understanding of Gallup Q12 concept and with a set of people certified as Gallup seminar leaders from the Internal Coaches group in which the researcher was one thousands of people planned on how to enhance engagement through action plans on Gallup template mentioned in Figure above. The process of visioning, strategizing together and the balanced scorecard implementation also helped in creating the necessary work environment and training inputs required to create an engaged team.

The diagram of the concepts with the help of Atlas.ti as recorded from the interviews and from company records is as under:



(Figure 12.9)

This explains the process how HPCL made an assessment on the engagement of the people and the process of improvement of engagement.

One important theoretical aspect of performance is addressing situational constraints. Situations constraints impact performance adversely (O'Connor & Peters, 1980). The constructs of situational resource variables (O'Connor & Peters, 1980) and (Peters, Chassie , Lindholm, O'Connor , & Kline, 1982) that are relevant to Performance are brought out as under:

12.6: Situational Resource Variables Relevant to Performance which were addressed as seen from the earlier interview analysis and deliberations. They are discussed below:

1. **Job-Related Information.** The information (from supervisors, peers, subordinates, customers, company rules, policies, and procedures, etc.) needed to do the job assigned were co-created and available to all employees.

2. **Tools and Equipment.** The specific tools, equipment, and machinery needed to do the job assigned were provided including infrastructure investments.
3. **Budgetary Support.** The financial resources and budgetary support needed to do the job assigned — the monetary resources needed to accomplish aspects of the job, including such things as long distance calls, travel, job-related entertainment, hiring new and maintaining/retaining existing personnel, hiring emergency help, etc. Monetary support was provided by strategy based budget allocations.
4. **Required Services and Help from Others.** The services and help from others needed to do the job assigned were provided by Service level agreements and cross functional teams.
5. **Task Preparation.** The personal preparation, through previous education, formal company training, and relevant job experience, needed to do the job assigned were addressed by way of capability building of people and associates. .
6. **Work Environment.** The physical aspects of the immediate work environment needed to do the job assigned —characteristics that facilitate rather than interfere with doing the job assigned were ensured by way of creating structures of team based decision making and Gallup Q12 action plans.

12.6 Theoretical Contribution:

As has been mentioned in the earlier chapters HPCL through a process of Collective Visioning, Strategy and Balanced Scorecard brought clear goals and target at every level, created infrastructure to achieve the objectives, used strategy based funding for executing strategy effectively, used regular team forums and communication and discussion platforms and built competencies for the expected outcomes from tasks. These steps addressed the situational constraints and enabled people to achieve superior performance. No specific theoretical contribution is claimed in this chapter by the researcher but the important process of improving performance by capability building, teamwork, addressing of situational constraints and improving employee engagement are followed by HPCL as brought out in this chapter,

Chapter 13

Chapter 13:

13.1: Category 12:-Striving Collectively for Excellence

Introduction:

Achievement Orientation

The competency has been described as setting challenging goals for self and others where there is a fifty-fifty chance of achieving it, it is a definite stretch but not unrealistic or impossible. Also at the highest levels of achievement orientation people are expected to take unstained actions to achieve their goals (Spencer and Spencer, 1991). As we saw the teams co-created challenging and difficult goals and strived for them at a collective basis despite challenges and obstacles.

The following interview excerpts depict how team acted and strived to achieve challenging and difficult goals. The interviews are from a number of people who led or took part in teams and they talk of continuous efforts of teams and their members. The excerpts are as below:

13.2 Constant Comparison: Interviews and Events

a) Surya Rao Dy. G M Internal Audit and Ex-Coach

'...everyone stretched out to extra effort and at the end they achieved the results successfully. They realize that happened due to Collective aspirations towards achieving common goal, which they truly care for with strong desire. Working in Teams by complementing Skills each other drives each individual to enhance their skills and competencies to higher pedestal...'

b) Pranay Kumar Patna Depot , Designation

'This is how we are focused and we are thinking and we are really putting up efforts. Immediately the results are not looking up but within 6 months, these results will...the market share was eventually for HPCL. It was abysmally low. It was very low- about 17% we were having MS (market share) whereas our competitors, BPC they were having 24% and IOC was having the balance of the same. So to overcome, it was a very very herculean task, a very difficult task and to overcome it the planning has to be ... we can overcome them.'

c) M P Eshwar C&MD Instrumentation Limited (a PSU) and Ex-Coach at HPCL

'...Though it is time taking, it is worth the efforts. For continuous results we need to persevere with our efforts continuously. There are boundless opportunities and endless possibilities facilitated by the Project Ace which is playing a pivotal role ...'

d) V G Ramaswami, Manager HQO and Ex-Coach

smile and a sense of achieving something great for the organization thru a combined effort but also made un stinted effort in understanding of the new rules of the game and were instrumental in realizing the change and be part of the change...It was also a pleasant surprise to HPCL management in terms of reversing the trend and replacing the old beliefs with new one the seeds of change in the organization.

The excerpts above were analyzed for codes that were grounded in the data. Atlas.ti was used the codes that were derived are as under:

1. **Difficult and Challenging goals derived from Co-Created Visions and Strategy**
2. **Continuous Effort to meet goals**
3. **Positive Change in Collective Beliefs on achieving difficult Goals**
4. **Achieving desired results**

Thereafter two interview excerpts talk on the Oil Industry Strike, where government companies went on strike, except HPCL. Since the oil marketing companies were at that time only in the public sector HPCL officers took on the challenge of catering to the nation's needs for several days.

f) Supporting data

a) News 1

The screenshot shows a news article on the Rediff.com website. The article is titled "Oil strike: Fuel pumps may run dry today" and is dated January 06, 2009, 01:58 IST. The article text states: "Many of the 37,000 petrol pumps across the country could go dry by Thursday if the indefinite strike by executives from public sector oil companies continues. Over 55,000 oil PSU officers from 14 oil companies -- under the umbrella of the Oil Sector Officers Association (OSOA) -- began their indefinite strike on Wednesday demanding higher wages. Officers of Hindustan Petroleum, the third key retailer in the country with 9,000 outlets after Indian Oil Corporation and Bharat Petroleum, have not joined the strike. While the state-run refiners are trying to ensure fuel supplies aren't disrupted, dealers across the country say the existing stocks at the petrol pumps will barely last till Thursday. This is not the impact of the ongoing truckers' strike since most of the oil companies have their own fleet to feed the main cities. In Delhi, over 300 petrol pumps could suffer due to the shortfall in supply. "My petrol station sells 50,000 litres of diesel and petrol daily. I will suffer a loss of around Rs 15 lakh. There is no". The article includes a "Comment Share" link and a "Text size" adjustment option. The website header shows "rediff.com" and navigation links for "HOME", "NEWS", "BUSINESS", "MOVIES", "SPORTS", "CRICKET", and "GET AHEAD". There is also a "rediff NewsApp" button and a search bar. A large advertisement for "Vistaprint PREMIUM OFFICE SHIRTS" is visible at the top, with a price of ₹650 and a "STARTS AT" label. A "YouTube COMET WEEK" advertisement is also present on the right side of the page.

Figure 13.1: Snap shot news item

b) News 2

A news item in Hindustan Times is shown below:

“Petroleum secretary R.S. Pandey, however, admitted that as many as 40 per cent petrol pumps of Indian Oil Corporation and Bharat Petroleum Corporation in Delhi had already gone dry. IOC chairman Sarthak Behuria said, “If the strike continues, we might see dry-outs from tomorrow.”

However, reports from all metros said only Hindustan Petroleum Corporation (HPCL) dealers were functioning, as HPCL officers did not join the strike.”

(Source: website , HT)

g) R Radhakrishnan, now General Manager HPCL talks on the strike Excerpts as under:

‘...We have experienced that during the last year oil company officers strike. HPCL people did not participate in the Oil company officers strike last January 2009- lasted for more than two days hrs. During the entire we were the sole suppliers to the nation. From the petrol up attendant whose hands were swollen, and all the officers took at the challenge ...amount of good will we have generated market share of 25%...we could supply to 66% of the nations need ...absolute volumes...leaders in sales growth...why should be leaders in absolute sales volume...’

h) Arun Balakrishnan Ex-Chairman and Managing Director HPCL –Excerpt as under:

‘...the public sector companies in India, the officers started forming associations. They used to demand ...all the officers associations got together and they wanted a higher salary than what the government was willing to give. ...I said to go on strike or not to go on strike is your decision as an employee, as an officer of the company, but we feel that is not the right thing to do. ... And we were the only company which didn’t go on strike. Not only not go on strike, my colleagues worked, probably when there was four days when there was strike if they were working eight hours a day they worked something like 20 hours a day...and all of these, all of them kept the shop open because our market share is only 25%. But when there’s a strike the others wanted to come to us and take our fuel. So we had to operate something like 20 hours a day.... That’s the proof of the pudding really.’

The codes that arise from the interviews:

- 5. Extraordinary Efforts to meet the challenges**
- 6. Collective Striving to serve nation and customers**

13.3 The concepts that arise under the category: Striving Collectively for Excellence is:

1. Setting difficult and challenging goals derived from Co-Created Visions
2. Continuous Effort to meet goals
3. Positive Change in Collective Beliefs on achieving difficult Goals
4. Achieving desired results
5. Extraordinary Efforts to meet the challenges
6. Collective Striving to serve nation and customers

The Codes and concepts, strategies and results are mapped in Atlas.ti and displayed below:



Figure 13.2 (The interviews and the earlier chapters talk of both Setting difficult and challenging goals and sustained efforts to achieve them which is to the researcher collective achievement orientation)

13.4 Theoretical Contribution:

It is seen that the co-created vision led to setting up of challenging and difficult goals out of choice. They talked about how they believed that the goals were achievable. This is important since the goals must look realistic and achievable to achievement oriented people for pursuing them since achieving goals is deeply satisfying for achievement orientated people. They may recognize that the goal may not be reached by everybody, but subjectively they feel that are better able to reach it than most people (McClelland & Winter, Motivating Economic Achievement, 1971).

Collectively as is seen from this chapter people strived to attain the challenging goals. This collective achievement orientation in the teams arising from the co-created vision involving thousands of people does not find mention in research literature in any public sector company in India.

Chapter 14

Chapter 14

Category13: Achieving Sustainable and Superior Organizational Results:

14.1 Results on Retail Market Share

If strategy is defined as the patterns of choices made to achieve a sustainable competitive advantage, then strategic leadership involves focusing on the choices that enhance the health and well-being of an organization over the long term (Betty & Quinn, 2010).

The above quote is telling in its impact. Vision is important for results and co-created vision generates choices that arise from people.

Achievement Orientation in people have a desire to achieve and set challenging goals. Market Share increase especially for a large oil company is always difficult to achieve. Market share increase indicates we are growing over others. In a growing market everybody may grow but to increase market share is beating the competition by growing over others.

From the financial year 1998-1999 HPCL market share in Retail MS (Petrol) was slipping and recorded a downfall in every year for the period 1998-1999 to 2003-2004. In 2003-2004 Project Achieving Continuous Excellence (ACE) commenced the intervention of co-created vision along with other interventions like Balanced Scorecard, Competency mapping and Competency Development as well as infrastructure building like network expansion, modernization of outlets and capacity augmentation in our other facilities. As seen in the earlier chapter people set and delivered on challenging goals.

Private players like Reliance and Essar operated only for a few years in the Retail Market and thereafter either withdrew or had literally no presence. Even Shell has no significant market share. Therefore, the market is divided between the three oil majors i.e. IOCL, HPCL and BPCL.

Improved market share which was a dominant theme in the vision as people talked repeatedly of higher sales growth than the competitors. This was a challenging and difficult goal especially on a sustainable basis, given our track record of negative growth in market share consistently over a period of fifteen years consecutively. Researcher requested Deputy General Manager Highway Retail Mr. T Sundaraman who has spent almost three decades in

HPCL Retail SBU to send researcher the market shares for analysis. He sent the market shared for a period of 25 years comparative data.

His mail reads as under:

‘Last 25yrs MS/HSD performance after 2003 we have gained market share 9 consecutive years for MS consecutively and 7 out of 9 in HSD’.

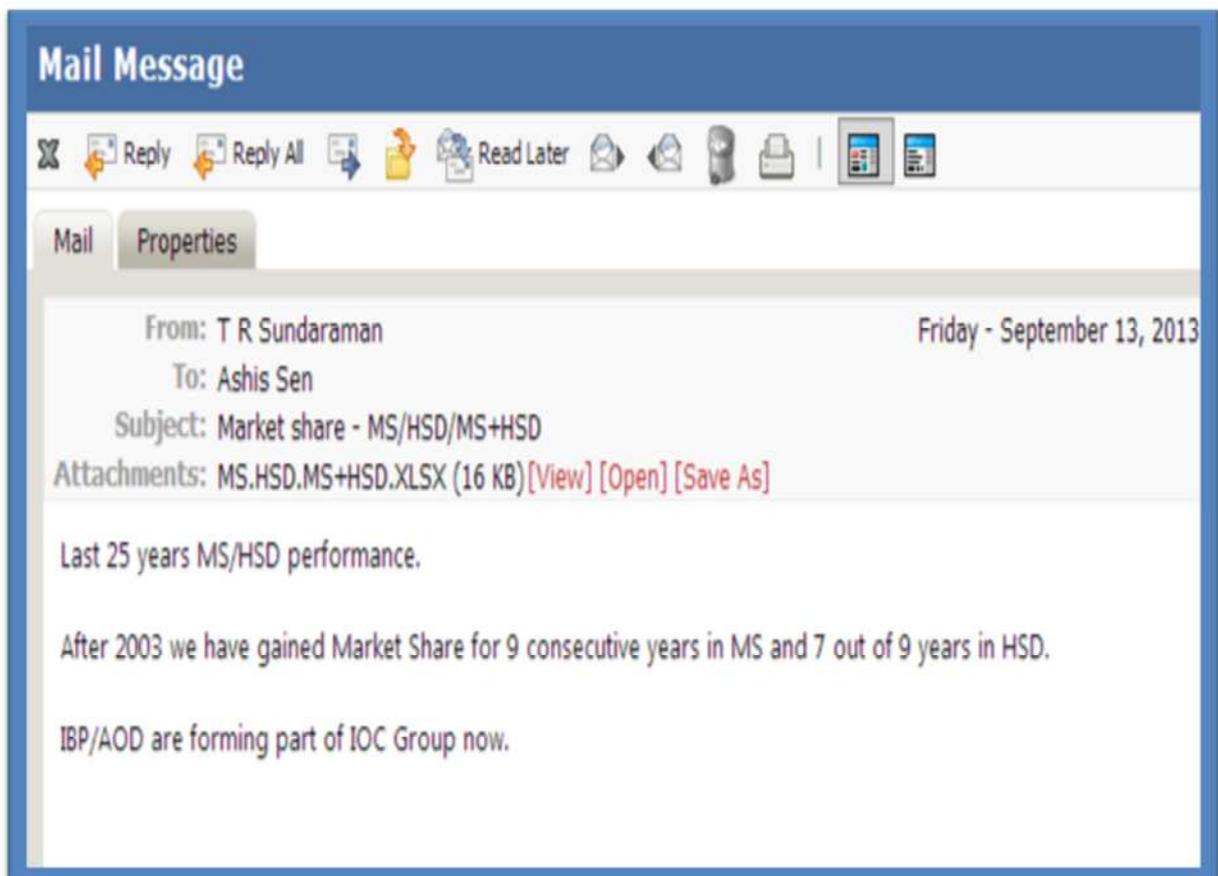


Figure 14.1

14.1(a) Gasoline or Motor Spirit (Petrol) Market Share Improvement:

The table with the details is as under:

MS- Retail							
Market-Share among Oil Marketing PSU Majors (In Percentage)							
Year	HPC	BPC	IOC	IBP	AOD	IND.	INC/DEC HPC
1988-89	28.96	31.66	31.20	6.31	1.87	100	
1989-90	28.39	31.30	31.91	6.53	1.87	100	-0.57
1990-91	28.10	30.99	32.52	6.69	1.70	100	-0.29
1991-92	27.99	30.78	32.64	7.00	1.59	100	-0.11
1992-93	27.86	30.43	32.83	7.32	1.55	100	-0.13
1993-94	27.53	30.78	32.53	7.75	1.42	100	-0.33
1994-95	27.00	31.14	32.71	7.74	1.40	100	-0.52
1995-96	27.05	30.93	32.95	7.71	1.36	100	0.05
1996-97	26.63	31.07	33.27	7.76	1.27	100	-0.42
1997-98	26.75	30.96	33.27	7.90	1.12	100	0.11
1998-99	26.23	31.37	33.37	7.93	1.10	100	-0.52
1999-00	25.90	31.68	33.33	8.00	1.09	100	-0.33
2000-01	25.51	31.81	33.83	7.78	1.07	100	-0.39
2001-02	25.29	31.69	34.37	7.58	1.06	100	-0.22
2002-03	26.16	32.05	34.21	7.45	1.14	100	-0.14
2003-04	25.03	31.59	34.02	8.24	1.11	100	-0.12
2004-05	25.22	30.43	35.44	8.91	0.00	100	0.19
2005-06	25.32	30.29	35.44	8.91	0.00	100	0.09
2006-07	25.35	30.22	44.28	0.00	0.00	100	0.03
2007-08	25.56	29.72	44.40		0.00	100	0.21
2008-09	25.68	29.09	44.88		0.00	100	0.13
2009-10	25.78	28.51	45.32			100	0.09
2010-11	26.1	28.28	45.28			100	0.33
2011-12	26.45	28.28	44.98			100	0.35
2012-13	26.47	28.81	44.64			100	0.02

Table 14.1: Market-Share -Oil Marketing PSU Majors in Motor Spirit (M S or Petrol)

Legends

- HPC stands for Hindustan Petroleum Corporation Limited
- BPC stands for Bharat Petroleum Corporation Limited

- IOC Stands of Indian Oil Corporation Limited
- IBP stands for Indo Burma Petroleum Company
- AOD stands for Assam Oil Division Limited

From 2004-2005 till 2012-2013 HPCL in the Govt. Oil Marketing Companies (IOCL, HPCL and BPCL) continually registered increase in market share which has never been achieved by any company after deregulation or dismantling of APM.

14.2 Market Share in HSD (Diesel)

Year	Market-Share in HSD						INC(+)/DEC(-) HPC
	HPC	BPC	IOC	IBP	AOD	IND.	
1988-89	24.27	25.71	38.83	9.62	1.46	100	
1989-90	24.21	25.52	39.01	9.76	1.49	100	-0.16
1990-91	24.15	25.15	39.4	9.76	1.54	100	-0.06
1991-92	24.12	24.98	39.49	10.00	1.41	100	-0.03
1992-93	23.94	25.16	39.54	10.03	1.33	100	-0.19
1993-94	23.80	25.76	39.19	9.98	1.28	100	-0.14
1994-95	23.41	26.09	39.61	9.66	1.23	100	-0.39
1995-96	23.72	26.22	39.56	9.39	1.12	100	0.31
1996-97	23.45	26.42	39.63	9.43	1.07	100	-0.27
1997-98	23.92	26.46	39.31	9.38	0.93	100	0.47
1998-99	23.70	26.73	39.29	9.30	0.98	100	-0.22
1999-00	23.53	26.62	39.35	9.53	0.97	100	-0.17
2000-01	23.48	27.25	38.96	9.30	1.01	100	-0.05
2001-02	23.64	27.05	39.00	9.20	1.11	100	0.16
2002-03	23.52	27.58	38.72	9.02	1.16	100	-0.12
2003-04	23.00	27.89	37.97	9.93	1.22	100	-0.53
2004-05	23.20	27.00	39.06	10.74	0.00	100	0.20
2005-06	23.36	26.82	39.08	10.61	0.00	100	0.16
2006-07	22.95	27.74	49.02	0.00	0.00	100	-0.41
2007-08	23.30	27.86	48.43		0.00	100	0.35
2008-09	23.61	27.52	48.47		0.00	100	0.32
2009-10	23.57	27.00	48.97			100	-0.4
2010-11	24.05	27.44	48.15			100	0.47
2011-12	24.68	27.76	47.28			100	0.63
2012-13	24.85	28.55	46.53			100	0.17

Table 14.2: Market Share in HSD

Legends

- HPC stands for Hindustan Petroleum Corporation Limited
- BPC stands for Bharat Petroleum Corporation Limited

- IOC Stands of Indian Oil Corporation Limited
- IBP stands for Indo Burma Petroleum Company
- AOD stands for Assam Oil Division Limited

From the year 1988-89 to 2003-04 in a span of 15 years of comparison we had lost market share in 14 years and gained only one year. From 2004-05 to 2012-13 we gained market share in 7 out of the 9 years.

This is again indicative of sustainable market share gain over a period of 9 years after the ACE process of co-creating vision, working with the balanced scorecard, building strategic infrastructure, improving processes and customer centricity.

Profitability is the other hard number in results. Profits in Retail Business for Oil Marketing companies have been impacted by government decisions repeatedly. Pricing of retail products (Petrol and Diesel) is not under APM but the government has often intervened in public interest. These interventions have led to large subsidies which have cost the oil marketing companies. No meaningful co-relation of profits to market share enhancements can be patterned. The issue of burden on oil companies has been well researched and well documented and has also been often in the news. Two researches are referenced here (Misra, Chawla, Shrivastava, & Pachauri, 2005) and the study 'The Citizens Guide to Energy Subsidies in India' (IISD, 2012).

The Physical results in HPCL Retail in terms of the vision aspirations 'increase in market share', 'Highest Sales growth in Industry' have been truly been vindicated in MS (Petrol) market share and considerably in HSD (Diesel).

14.3 Results in Employee Productivity, Customer Service, Organizational Learning and other areas.

But results are not only in Hard Metrics but also in the form of processes, customer recognition and learning and growth. Soft metrics are also measured by recognitions which form valid feedback and are counted as results. Records from Company Archives are shown in the next pages.



Employees' Productivity

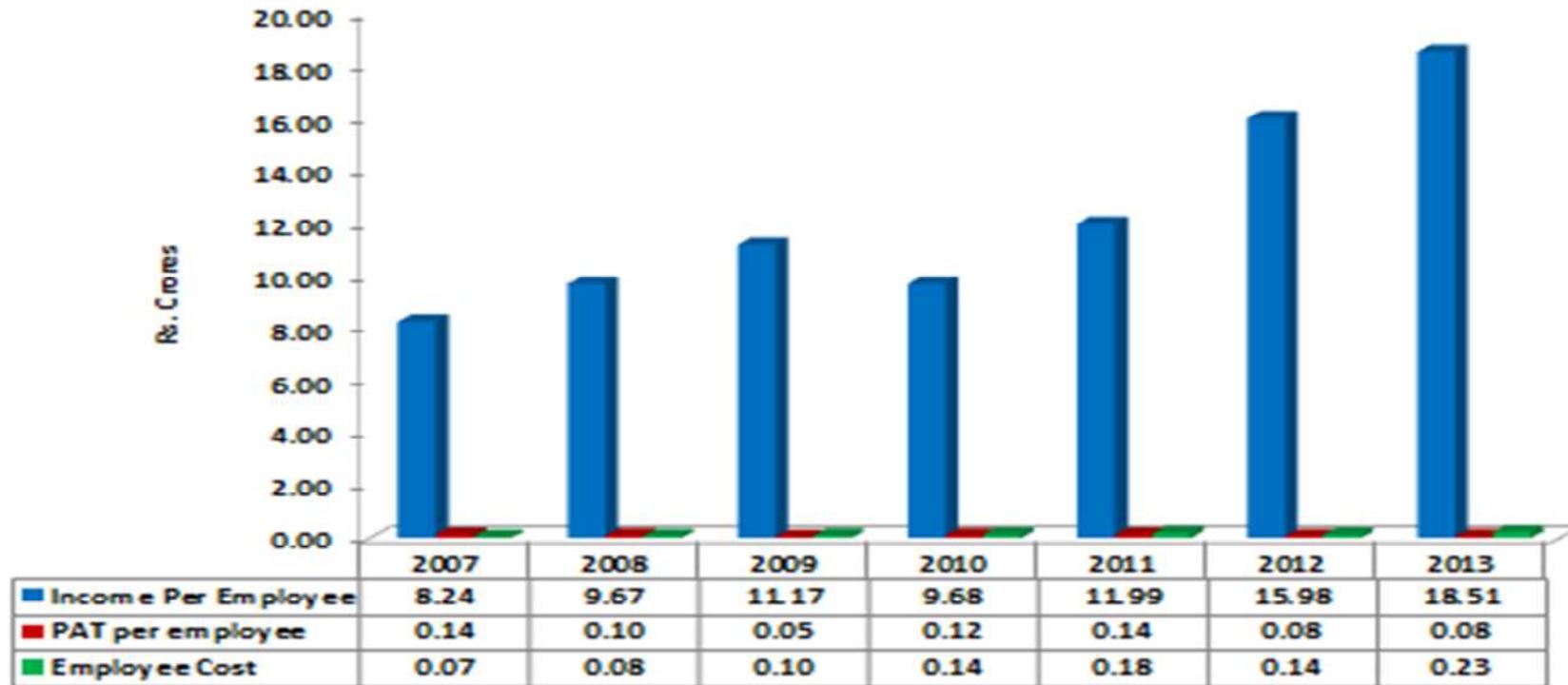


Figure 14.2 (Employee Productivity Increase)



Sada Aap Ke Liye



- ❖ Joint training initiative launched by Retail SBU and HR aimed at engaging and developing Retail FSMs into well rounded individuals to make them excel in the delivery of product & services they deliver with the help of technical and behavioural training programs
- ❖ 46,500 FSMs trained thru 1920 training days so far
- ❖ Continuous training has resulted in Best Forecourt Service- Gallup Survey

Best Forecourt Service by Dealer-men and training of 46500 people by HR on ‘Sada Apke Liye’ (Always for the customer)

Figure 14.3

HPCL Process Improvement Results

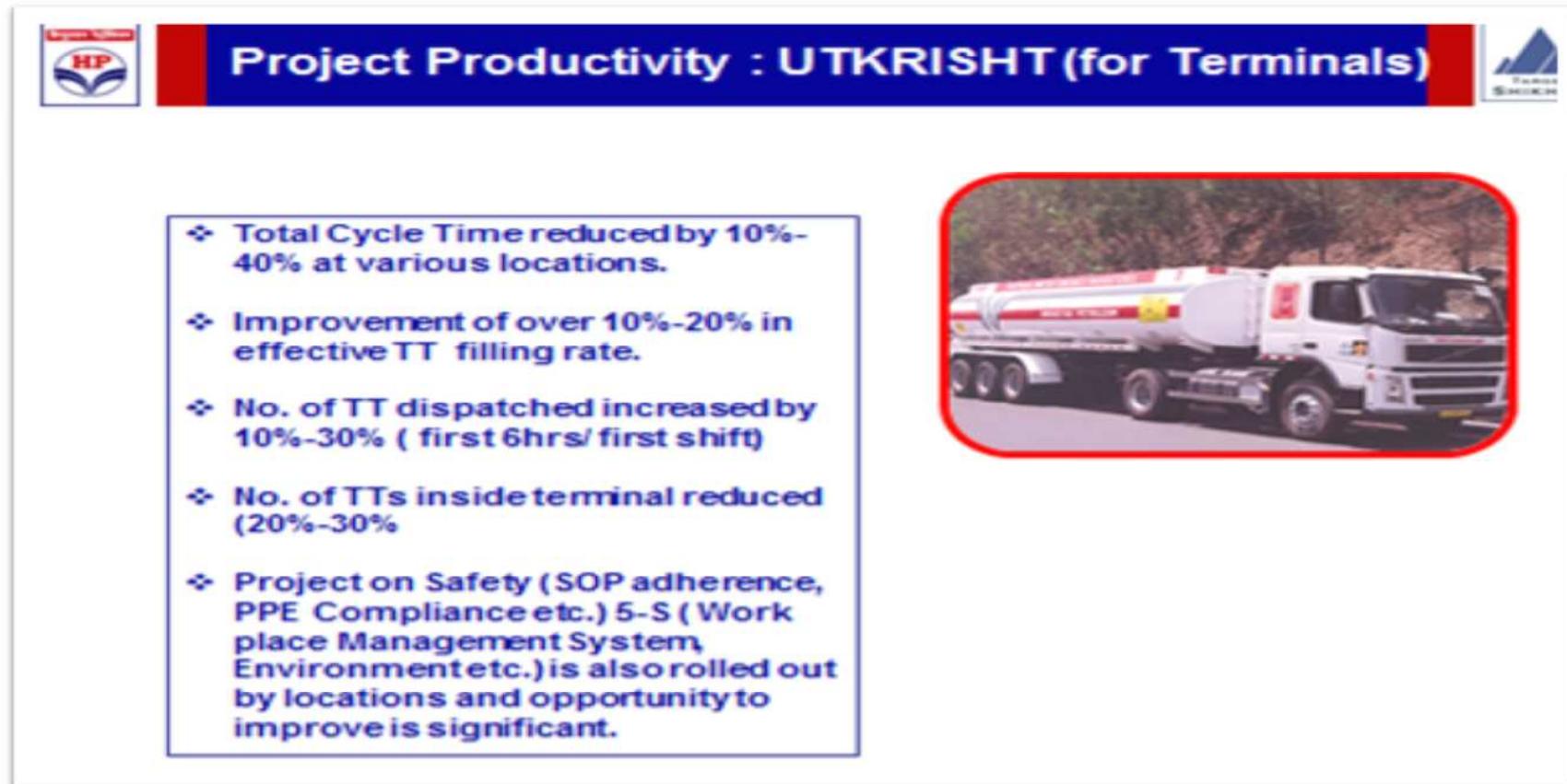


Figure -14.4 (Improving Productivity at our Supply Locations)



Project Ji-Haan Samarth and Saksham

**Project
'Ji-Haan
Samarth'**

- ❖ Joint training initiative by LPG SBU and HR for imparting customer service skills, product handling skills and behavioural skills to LPG Deliverymen.
- ❖ 16442 LPG Deliverymen covered thru 612 programs within 10 months
- ❖ 98% of the participants rated the program content and execution as excellent.

- ❖ To develop the weak corpus fund and new LPG dealers as entrepreneurs and to make them successful in LPG business, Project Saksham aimed to impart training on behavioural, leadership and management skills.
- ❖ 75 weak dealers converted to successful entrepreneurs
- ❖ Overwhelming feedback received from the participants and LPG SBU

**Project
'Saksham'**

Figure 14.5 (Projects taken up by HR for training LPG dealers and delivery men of gas cylinders for better customer experience)



Project Productivity : UTKARSH (for LPG Plants)



- ❖ To increase productivity of a plant by implementing various methods of Total Quality Management i.e, cause effect Diagram, participative Management & quality circles etc.
- ❖ 32% increase in productivity (bottling)
- ❖ Aims at a paradigm shift and brings out a new perspective of looking at productivity on hourly basis rather than on incentive basis which involves employees at all levels through participative management



40

Figure 14.6 (Improving Productivity of about 32% by Participative management in Gas (LPG) filling of cylinders)

Significant process improvements have resulted by important people and system initiatives which have resulted in tank truck utilization productivity, LPG (cooking gas) bottling productivity, improve LPG Dealers capability and training LPG Delivery men for better customer service.

Table 14.3 (Some of the Important Awards and Recognitions received in the recent Past 2011-12-13)

Sr. No.	Name of Award	Awarded By	In Recognition of	Awarded on	Received By	Handed over By
1	Readers Digest Trusted Brand Award Won the award for 7 th Year in a row	Readers Digest	Brand Recognition	2013	Mr M S Damle ED Retail	Readers Digest
2	BML Munjal Award	Hero Corp Group	For Excellence in Capability Building	2013	Shri Roy Choudhury C&MD	His Excellency Minister of HRD Shri Shashi Tharoor
3	National Award for "Significant Achievements in Employee Relations"	Employee Federation of India [EFI]	For excellence in Industrial Relations thru' commitment & focused strategies	Oct.2011	Shri Sandeep Joseph, GM - IR	Shri J.J. Irani, Ex-Director, Tata Sons Ltd.
4	Golden Peacock Award for CSR for 2012	GPNTA	Training	Feb 2013	Shri Pushp Johsi Director HR and Shri Ashis Sen DGM Capability Bldg.	Ex - Chief Justice of India
5	GOLD Trophy Meritorious Award for CSR & Responsiveness for the year 2009-10	SCOPE	Best Corporate Social Responsibility and Responsiveness during 2009-10	Apr.2011	Shri S. Roy Choudhury, C&MD & Dr. V. Viziasaradhi, Director - HR	Her Excellency - President of India, Smt. Pratibha Devisingh Patil

5	Excellence in Quality Award	M/s. BOSCH	"For supplies of Lubricants for their aftermarket sales"	Aug-11	Shri Baldev Bhatia, Ch. Installation Manager - Mazagaon Terminal	Shri S. Muralidharan VP - Bosch
6	Bhima Shah Award	MP Govt. - Commercial Tax Dept	For Largest VAT Tax Payment in the State of MP	Jul. 2011	Shri Kamal Kumar Chakravorty, Sr. Manager - Tax [wz]	Hon. Finance Minister - MP Shri Raghavji Bhai
7	"Distinguished Fellow of Institute of Directors" * Golden Peacock Excellence Award for 2011" for Best HR practices	Institute of Directors	For significant contribution to business and society	Aug. 2011	Shri S. Roy Choudhury, C&MD	Shri P.N. Bhagwati - Former Chief Justice - Govt. of India
8	CIO 100 Award for the 5th Consecutive Year	IDG INDIA	For B2B Integration	Sept. 2011	Shri S.T. Sathiwageeswaran - ED _ IS	
9	INDIRA GANDHI RAJBHASHA PURASKAR for the year 2009-10 in PSU Category	Govt. of India - Home Ministry	Best usage of Hindi	Sept.2011	Shri S. Roy Choudhury, C&MD	Her Excellency - President of India, Smt. Pratibha Devisingh Patil & Hon'ble Minister - Home, Shri P. Chidambaram
10	NIPM - Runners up Award for Best Practices 2011	NIPM	For Best Practices in HR	Dec.2011	Dr. v. Viziasaradhi, Director-HR	Shri Anil S. Khandelwal, Former C&MD - Bank of Baroda
11	Brand Leadership Award 2011 in Service/Hospitality Industry	World Brand Congress 2011	For Brand Leadership	Dec.2011	Ms. Nishi Vasudeva, Director - Mktg.	Dr. Alok Bhardwaj, Chairman : World Brand Congress 2011

12	Top-25 Outstanding Marketing Leaders Award 2011	World Brand Congress 2011	For outstanding marketing leadership	Dec.2011	Ms. Nishi Vasudeva, Director - Mktg.	Dr. Alok Bhardwaj, Chairman : World Brand Congress 2011
13	Brand Builder of the year Award 2011	World Brand Congress 2011	For Brand Leadership	Dec.2011	Shri M.S. Damle, ED-Retail	Dr. Alok Bhardwaj, Chairman : World Brand Congress 2011
14	CSR Award 2011 for : 1] Support & Improvement in quality Education 2] Concern for Health 3] Community Development 4] Best Environment Excellence	Subir Raha Centre for Corporate Governance	For Corporate Social Responsibility	Dec.2011	Shri Alla Surya Rao, DGM - CSR	Dr. Saagarika Ghoshal, Chief People Officer, Reliance Big Entertainment Pvt.Ltd.
15	Forecourt Retailer of the Year Award 2011	Star Retailer Awards	For designing business strategies to maximise the potential in forecourts	Dec.2011	Shri Anil Khurana, GM - Retail, NZ and Shri V.K. Yadav, CRM - Delhi Retail RO	Prof. P.K. Mishra, Director - Institute of Public Enterprises

14.4 Discussion on Results

HPCL in the learning and growth segment has been in the forefront bagging many awards and recognitions. Articles on Hindustan Petroleum have been published in many top journals including a case study in Harvard Business School on communication (Groysberg & Slind, 2011).

Organizational results as can be seen from the above has been recorded in Sales Growth of Retail, Process Improvements, aspiration levels of people, HR Recognitions, Publications which include Harvard case study on internal communication, ushered in the Hall of Fame by Palladium on Balanced scorecard and strategy execution.

Results for sustainable results need to include physical parameters like growth in market share but also must include measurements in process improvements, innovation, HR practices. This chapter integrates physical results, process results and people results.

The results of the process are an important category in theory building arising out of the process which commenced with co-created visions. Results by themselves do not add to existing theory but form the part of a theory where the processes in the earlier categories lead to outstanding results.

Chapter 15

Chapter 15

Discussions and Conclusions

15.1 Introduction:

Theorizing is important in grounded theory. A grounded theory needs to offer a conceptually abstract explanation for a underlying pattern of behaviour (an issue or concern) in the social setting under study. It must explain, not merely describe (Holton, 2007). Thus the value of this research lies in bringing forth the emergent theory. The emergent theory is discussed and the categories theoretically linked in this chapter around the core category.

Also, in this chapter there would be a brief discussion of the categories with their properties, consequences, strategies and causal conditions. Each category thus is a part of the theory. The researcher compared interview to interview and concept to concept for arriving at the category from category 1 to 13 described in the preceding chapters. It needs to be understood how by constant comparisons and theoretical sampling the categories emerged.

Further this chapter would discuss the theoretical contribution, research limitations, methodological significance and further suggestions for research.

15.2 Core Category: Co-Created Visions

The core category from the research analysis arises as Co-Created Visioning. Identification of a core category is central for the integration of other categories into a conceptual framework or theory grounded in the data. This core category determines and delimits the theoretical framework (Hallberg, 2006).

As the researcher proceeds with constant comparison, a core category begins to emerge. This core variable can be any kind of theoretical code, a process, consequences, causal conditions and so forth. Its primary purpose is to integrate the theory and render it dense and saturated. The emergence of the core category is indisputable need in grounded theory. (Holton, 2007)

This core category: co-creating visions (ibid, 2006) was a causal condition to many of the categories and thus linked to them. The co-created visions led to the need to create strategy and kindled collective intrinsic motivation to operationalize the strategy. Thereafter, HPCL used the widely adopted strategy communication, execution and monitoring process i.e. the Balanced Scorecard.

Strategic capability building needs were derived from the Balanced Scorecard and focused attention on improving employee, business associates competencies and infrastructure helped build organizational capability to meet business challenges. Challenges and Goals drawn from vision and strategy demanded high levels of effort and people strived to get the results on collective basis. The results as described earlier are outstanding.

When beginning to write the emergent theory the researcher reviewed the integrative diagrams to find the analytic theory which involved the ordering of chapters earlier in line with grounded theory procedures (Strauss & Corbin, 1990). The theory is emergent due to the relationships between categories between themselves and with the core category and is explained below:

15.3 Explaining the Emergent Theory:

Figure 15.1 describes the relationships and explains the emergent theory.

1. The need for change by energizing employees and kindling intrinsic motivation for change was felt. HPCL put in place a process of **co-created visions** which had roots in the personal visions of individuals.
2. HPCL placed and trained middle management level executives to form a team of internal coaches. The team was entrusted with facilitating change initiatives like **co-created visions**, strategies, balanced scorecard, competency mapping assessors and employee engagement workshops Q12 action planning of Gallup.
3. The process of **co-created visioning** led to a need to create strategies that would help achieve the vision objectives. Co-creation of strategies by cross functional teams based on identified customer needs was carried out and the balanced scorecard methodology adopted for effective communication, execution and monitoring of strategies to achieve the **co-created vision** objectives.
4. **Co-created visions** created alignment between personal, organizational and team visions.

5. **Co-created vision, co-created strategy and balanced scorecard** process led to emotionally engaging and cognitive clarity of vision goals.
6. Emotional Engagement and Cognitive clarity of goals led to striving for achieving challenging and difficult goals which is **achievement orientation**. Since the teams here experienced this motivation together we term this phenomena **collective achievement orientation**.
7. Achievement Orientation led to superior performance and revisiting of visions by many teams. They **co-created the new visions**.

The emergent theory model is named as building collective achievement orientation by the process of co-creation of visions.

The researcher after detailed analysis and conceptualization of the categories as mentioned above discovered the emergent theory which is reflected in the diagram in the next page.

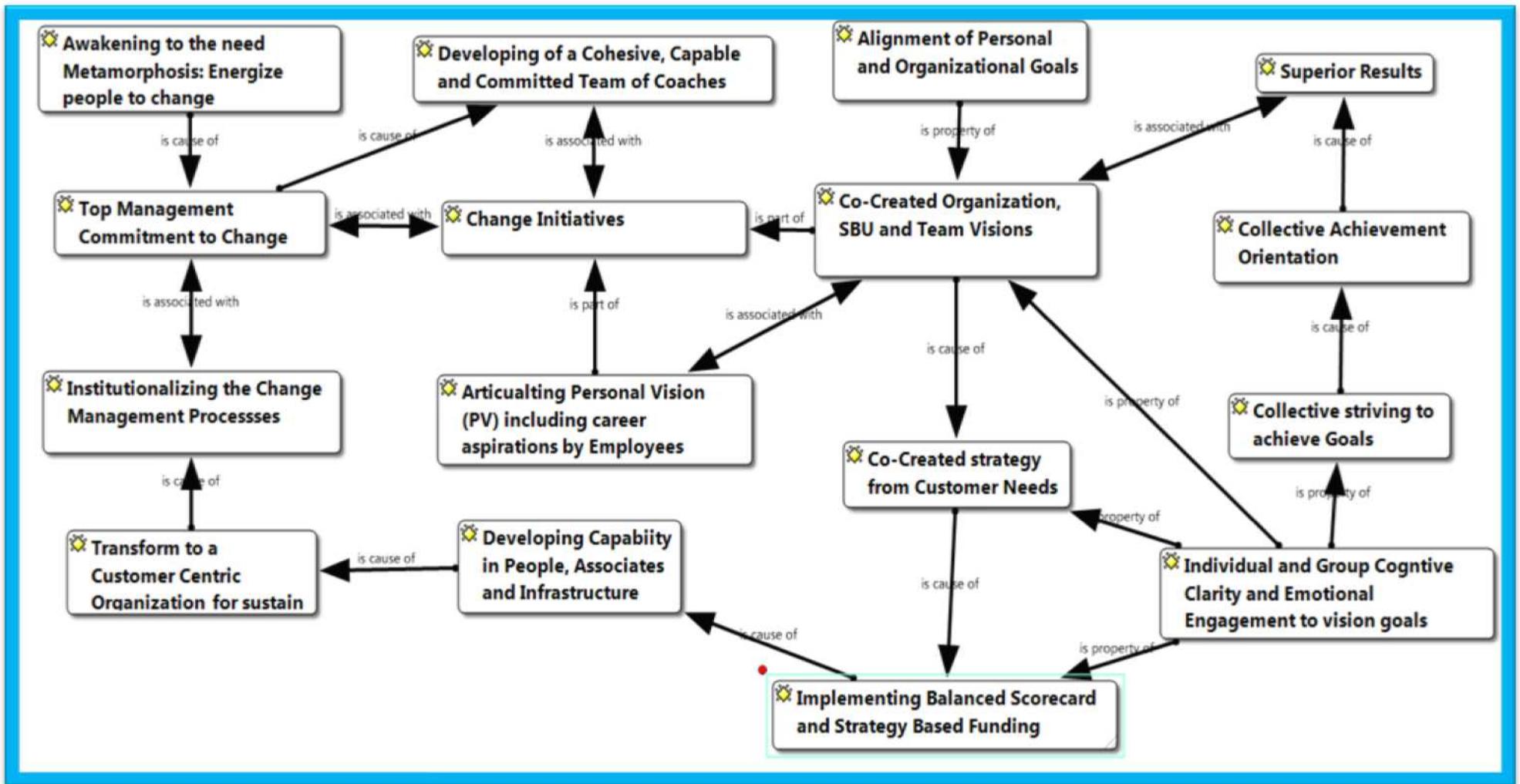


Figure 15.1 (We discover the relationship between co-created vision and achievement orientation which is emergent from the interviews and archival material which has been used for coding, selective and focused coding and creating concepts and categories.)

15.4: Details behind the emergent theory:

The theory that is emergent is when there is a felt need to transform due to environmental change, HPCL developed a team of coaches facilitated more than 4500 people in groups of about 20 people each. Most of them belonged to intact teams and the teams or SBU first created their personal vision which included their work and career aspirations and thereafter co-created organizational vision with the background of their of their work aspirations.

The organizational vision which was first co-created in 2003 by the top management was in similar in content to those created in these hundreds of workshops. The teams then created their team visions which would thus be aligned to the organizational vision. Thereafter, the teams have co-created customer focused strategies and also co-created balanced scorecards which led to strategy based funding and strategic capability building in employees, business associates, and strategic infrastructure. This has resulted in consistent superior results and institutionalizing of the process of vision co-creation, balanced scorecard utilization and capability building. Also, the co-created visions led to emotional engagement to team and organizational goals apart from process fostering clarity of objectives. The objectives were challenging goals which had never been attempted before. These concepts came from the data and interviews. These factors led to every individual in the team feeling responsible for results and collective striving for results. They collectively set standards of excellence, set challenging goals, took calculated risks and persisted in their efforts. These are the major constructs of achievement orientation by Lyle Spencer and Signe Spencer in their landmark book “Competence at Work” (Spencer & Spencer, Competence at Work-Models for superior performance, 1993)for individuals which was witnessed on a collective basis in this research. Thus co-created vision has clear relationship to collective achievement orientation.

15.5 Prolonged Engagement, Coding, Triangulation and Trustworthiness

The study at HPCL has been over a period of ten years ensuring that the findings have been on experiences during the period. Prolonged engagement of the researcher leads to trustworthiness of the theory as does peer briefing (Lincoln & Guba , 1985). The process of gathering data from interviews, archival records, published stories of the company ensured triangulation of sources (Guion, Davis , & McDonald, 2011).

The process of open coding, axial coding and selective or focused categories for finding categories from the data ensures the rightness of the emergent theory to the data (Strauss & Corbin, Basics of Qualitative Theory : Grounded Theory Practices, 1990).The emergent theory was presented to many of the ex-internal coaches and discussed and they felt it was aligned to their experience. Similarly, the interviewees' in several of the recent workshops on re-visiting and again co-creating vision were talked to and they agreed that the emergent theory presented was in line with their perceptions.

15.6 Major Theoretical Addition:

In addition to the several theory additions brought out above, there is a major theoretical addition. Literature review of any fortune 500 organization does not bring out research details where initiatives included personal visioning, co-creation of organizational, SBU and team visions coupled with co-created customer oriented strategies, usage of the balanced scorecards, competency development of the people and associates, with creation of strategic infrastructure resulted superior and sustainable success. Further examples of these initiatives being carried for years on thousands of employees out by a team of internal coaches is not found in research literature for any Public Sector Indian Organization. These are most significant theory additions in this research. The researcher believes that the successful implementation of the several change initiatives bundled together by a set of internal coaches would be predictive of success in any business organization.

15.7 Methodological Significance:

Stauss and Corbin lay down the Procedures, Cannons and Evaluative Criteria of grounded theory research (Corbin & Strauss, 1990). The researcher has accordingly followed the following steps:

- a) **Data collection and analysis as interrelated processes:** The researcher has been working on this research issue from 2004 and has presented the synopsis and then abstract after a considerable gap. He has been collecting data on co-created vision, strategy, balanced scorecards and also has been actively involved in creating a large number of them. The researcher presently heads capability

building at HPCL. During this period the researcher met numerous people who have gone through the interventions mentioned above and interviewed several of them and has been analyzing the data on a regular basis.

- b) **Concepts as basic units of analysis:** Due to the large collection of archival data, personal experiences, interviews, photographs, company records, open coding often led to large number of codes which were then given then conceptual labels and formed the unit of analysis. For example codes like highest growth, highest growths in sales, highest volumes were labeled under one concept. This helped create the building blocks of theory.
- c) **Categories must be developed and related:** Concepts which related to a common phenomenon were related to the categories and they were developed for their properties, strategies, intervening conditions and consequences. The emergent theory was created when we linked the categories with the major category.
- d) **Sampling in grounded theory proceeds on theoretical grounds:** Sampling was made on the theoretical concepts, properties, strategies that emerged during previous analysis to ensure that a richer and more robust theory emerges. The researcher conducted numerous workshops and could visit locations all over the country where work happened on personal visioning, co-creating visions, strategies, balanced scorecard, capability building and resorted to theoretical sampling for collecting relevant data.
- e) **Patterns and variations looked into:** Several patterns were noticed during visioning workshops, co-creating strategy, balanced scorecard like involvement of the participants and thereafter their actions in the field. In an exercise of this magnitude certain variations of behavior and results by individuals is possible. However, no significant variations were not noticed or discovered in the interviews.
- f) **Constant comparison method employed:** The researcher used constant comparison with the help of Atlas.ti which also helps establish an audit trail.

Concepts were analysed with concepts and incidents with incidents. This has resulted in building rigor in the process of theory building.

As also mentioned above the researcher has used triangulation method of different types of data and involved himself in cross checking of emerging theory both with other internal coaches and several of the people who had been interviewed.

15.8 Practical Contribution: Implication for practitioners and managers and business leaders:

The research identifies the steps for organizational success and involvement of people in each of the processes of organizational vision, strategy, and balanced scorecard and in deciding routine work through the balanced scorecard initiatives. Also competencies of the strategic jobs in the scorecard should be ascertained and competencies mapped and developed accordingly by management. A team of coaches would help any organization to build internal capability to foster change in the organization and this is a practical step that could be implemented. The team should have cross functional representation for holistic view and broad acceptability. Top management in organizations have to commit themselves to change processes for quick acceptability and allocation of adequate resources.

Large organizations for effective change should create a team of internal coaches and invest in the process of co-creation of visions and participative form of strategies and balanced scorecard implementation for sustainable results.

15.9 Limitations of the Research

The conclusions of this research are based on the study made in HPCL. Since the study relates to one organization alone, it is difficult to generalize the findings. Whereas the study has been conducted in depth and over a period of long time it could be replicated. However as of now the theory is substantive. Also, since the theory is based on interviews to a good extent, perceptions would matter. Yet collection of various archival documents from the company and journal articles on HPCL would be more objectives (Yin 2003) and (Eisenhardt,1989). Also, the interviews have been from a large number of people in the same organization cutting across levels and functions.

15.10 Suggestions for future research:

- Future studies can test the hypotheses by survey and other quantitative methods in HPCL and other organizations if they employ similar processes for organizational change
- There is a need to check the strength of the relationships between the categories of co-created vision and co-created strategy and their relative impact on organizational success
- Research may also be undertaken to understand the quality of balanced scorecard implementation due to co-created vision.
- To further study the phenomenon of co-created vision, co-created strategy and balanced scorecard and their relationship to collective achievement orientation.
- The effectiveness of internal coaches in organizational change.

To benefit large organizations a process of co-creating visions and strategies and their impact on implementation, change and business results should be taken up in other large Indian organizations. This would help the theory from being substantive to generic.

Quantitative research should be taken up to test the strength of the relationships between the categories of the emergent theory. Also, the impact of several change initiatives running in synergy namely co-created vision, co-created strategy and participative balanced scorecard creation should be researched further.

Literature has talked extensively on coaching, primarily on their skills like compassion, listening, and facilitative approach for helping with client. Various issues attract coaching assistance like performance, high potential retention, leadership development, leadership transition, life, career amongst others (Underhill, McAnally, & Koriath, 2007).

Literature throws up the pros and cons of internal coaches and the positives mentioned in literature for deployment of internal coaches (Jarvis, 2004) (Fielden, 2005) were largely applicable for the change management initiative at HPCL. The interviews recorded by the researcher, have talked about the need for the coaches to be aware of the culture of the company, their availability is discerned by the fact that it was a full time job with extensive

touring and long periods of stay away from family etc. Thus the conditions for deployment of the coaches are validated by literature.

There is virtually no support from research literature quoting empirical examples of a team of internal coaches involved in writing personal vision and then co-creating the coaches vision with the themes of transforming organization, cohesive team, enabling employees to acquire new skills. There was no literature support also on how a team of coaches drawn from cross functional teams spent for several years with learning by self and with others. Also, HPCL internal coaches spent time with each other while facilitating workshops, spent months together at an institute for learning the concepts of coaching with a singular focus on organizational transformation to meet competitive market forces. It would be therefore important to research on the impact of internal coaches on organizational change.

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