



Vision, Values , Work Culture

March 2012

Contents

- **Understand the concepts**
- **See its manifestation in a few organizations**
- **Experience the process of articulation on some of these**
- **Understand some basic principles to facilitate Change**

Vision

- From the Latin “To see “
- A picture of the desired future
- The more clearly we are able to see it the more compelling it will be
- There are 2 parts
 - Purpose – The core Raison D etre - Reason for being
 - Goals –What we will work towards

Tata Sons

- **Purpose**

At the Tata group we are committed to improving the quality of life of the communities we serve. We do this by striving for leadership and global competitiveness in the business sectors in which we operate.

- Our practice of returning to society what we earn evokes trust among consumers, employees, shareholders and the community. We are committed to protecting this heritage of leadership with trust through the manner in which we conduct our business.

Infosys

Vision

"We will be a globally respected corporation."

Mission

- "To achieve our objectives in an environment of fairness, honesty, and courtesy towards our clients, employees, vendors and society at large."

Aventus Partners Vision

Purpose

“ Enable Organisations realise their purpose through people “

MARG

- **VISION:**
Creating Landmarks, Building Values.
- Big dreams rooted in practicality is what helps us translate our dreams into reality. We are conscious of the fact that every project we deliver has an obvious impact on the economy, infrastructure and society. We believe ours is a never ending journey of innovation and learning and the body of knowledge from each project we work on is invaluable in our evolution. And as we create landmarks, we never lose focus on building values.
- **MISSION:**
"Truthfully assist governments ,corporates, societies and individuals in building structures and spaces that will inspire them to give their best. Harnessing the power of the human spirit concurrently with superior technology to optimise value for our clients seeking to be driven by our conscience in every aspect of our business."
- At MARG we believe in making commitments based on our conviction and seeing them through 'no matter what'. The primary goal of MARG is to increase stakeholder value. And to us the most important stakeholders are shareholders who own our business, employees who work with us and clients or customers who purchase our products and services.

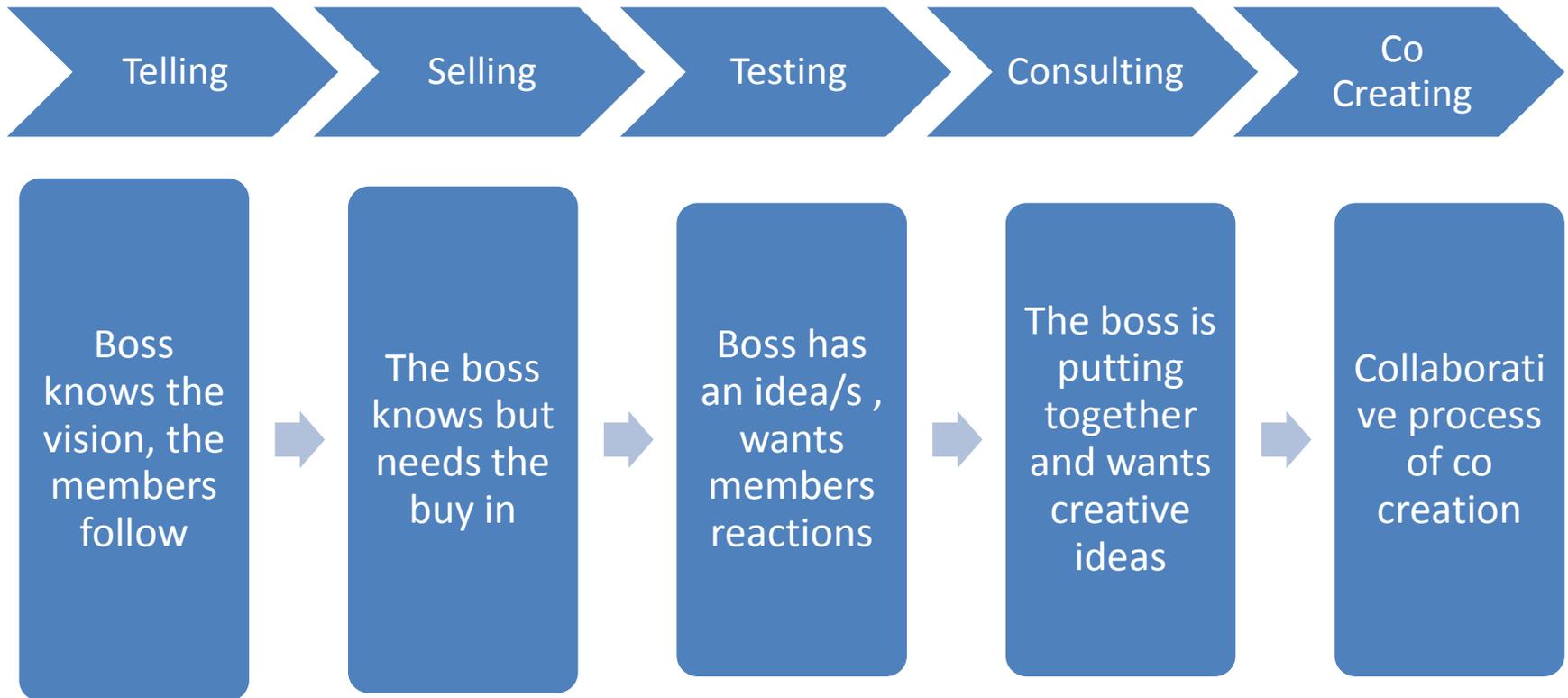
Process

- **Key is the process one follows in articulating the vision / values/ethics**
- **There are 5 broad ways in which it is done**



- **How do we choose what's best for us?**
- **Contrary to popular belief co creating is not always the best for us**

How do we choose the right process



Adapted From "The Fifth Discipline Field Book " Peter Senge

How do we choose the right process

- **Based on an understanding of three broad variables**
- **Where do we as an organization stand on**
 - **The capability/capacity of the leadership to set direction**
 - **Our ability to learn /listen and synthesize as an organization**
 - **Capacity for leadership among the members**
- **In the first case the leader is the one with most answers. As one moves to the right he is the convener of a robust process**
- **This is true for any group**

What happens once the Organisational vision is framed

- Personalise it .
- What does the vision mean for me
- What are the key words for you in the vision
- What do you feel about it when you first saw it , heard about it
- Do you feel you can own it . In what ways ?
- If no how do you feel it needs to change to be meaningful for you .
- How does it connect to your sense of purpose .

Learning's for us

- **While creating the vision “ Try and see it , feel it “.**
- **Use words that help you do the same**
- **See how it connects to your broader industries purpose**
- **The organizational vision has to be a reflection of shared aspirations**
- **Creation of a vision is a process of reflection at both an individual and group level on the core purpose and having dialogues**
- **Participation has to be voluntary coming from the heart**

Goals -A Few guidelines

- While articulating the Goals be fearless Eg Boeing
- There could be goals and there could be daunting
- Have a clear timeline
- Has to be simple sharp , focused (Eg GE #1 or 2 in every market)
- Nano, Tablet below X Rs, surat (Can you think of more ..)
- It has to be mechanism to stimulate action , Progress
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Vision Goals -A Few examples

- **X Crores by 2020**
- **X % market share**
- **Top 3 employers in industry (Measured by)**
- **X % revenues from R&D**
- **X patents**

Values/Ethics

- From the French **Valor** “To be worth “
- An organisations essential and enduring tenets
- A small set of guiding principles
- Will never be compromised for financial gain or short term expediency
- Also called beliefs

Values/Ethics

- Like Vision (purpose and goals) it has to be simple
- Usually Between 3-6
- Even lesser is fine . They have to be core , never changing

Tata Sons – Core Values

- **Integrity:** We must conduct our business fairly, with honesty and transparency. Everything we do must stand the test of public scrutiny.
- **Understanding:** We must be caring, show respect, compassion and humanity for our colleagues and customers around the world, and always work for the benefit of the communities we serve.
- **Excellence:** We must constantly strive to achieve the highest possible standards in our day-to-day work and in the quality of the goods and services we provide.
- **Unity:** We must work cohesively with our colleagues across the group and with our customers and partners around the world, building strong relationships based on tolerance, understanding and mutual cooperation.
- **Responsibility:** We must continue to be responsible, sensitive to the countries, communities and environments in which we work, always ensuring that what comes from the people goes back to the people many times over.

Infosys –Values

- We believe that the softest pillow is a clear conscience. The values that drive us underscore our commitment to:
- **Client Value:** To surpass client expectations consistently
- **Leadership by Example:** To set standards in our business and transactions and be an exemplar for the industry and ourselves
- **Integrity and Transparency:** To be ethical, sincere and open in all our transactions
- **Fairness:** To be objective and transaction-oriented, and thereby earn trust and respect
- **Excellence:** To strive relentlessly, constantly improve ourselves, our teams, our services and products to become the best

Aventus Partners –Values

Quality: We assure Quality output, within a specific time, at a specific cost

•Our team members will be:

- Competent-** Know what they are supposed to be doing
- Knowledge driven-** Passionate about knowledge
- Responsible-** Own the situation and look for creative solutions in each situation
- Display Integrity** - Stick to commitments and own up mistakes if any

•And above all

•***We Partner – putting the clients interests first***

•***These values will apply in all our transactions both internally with each other and with all external partners***

Learning's for us

- **Values are never compromised**
- **They are the guides for action for all generations (Like the fundamental rights in our constitution) and in times of conflict**
- **Questions to ask ourselves while we define values**
- **Will we change these values if the external environment stops rewarding it**
- **What are we willing to change in the above scenario**
- **Do not look at others (Key is what you authentically believe , how deeply you believe in it and how you live it)**

Learning's for us

- **While trying to articulate look at situations in ones work life that do not have a straight solution. Where one needs too make choices**
- **Eg You are asked to give your opinion on suitability for a promotion . One of the contenders is your dear friend . He needs the promotion desperately. There are better candidates**
- **A candidate is referred by the factories inspector. The boy is under qualified and could be potential trouble .**

Code of Conduct

- **Most organisations use the words values , ethics and code of conduct interchangeably**
- **Core values in some organizations are far more deeply embedded than code of conduct**

Work Culture

- **Organizational culture is the manifestation of its purpose , goals , values in day to day organizational setting .**
- **Culture can both be consciously created and also allowed to evolve . It is both cause and effect**
- **Culture can be seen , felt , experienced .**
- **E. g. culture of customer service (Can we take examples)**
- **Innovation**

How to articulate the desired Culture

- What values and behaviors do you want demonstrated, day in and day out, in your organization?

What would you like customers to say about your products and services, and about their interactions with your staff?

- What behaviors will consistently create the desired high performance while enabling strong trust and respect across all employees and customers?

How do you want managers and employees to treat each other?

-

Elements of Culture

Autonomy

- Degree to which employees are free to manage themselves; to have considerable decision making power; and not to be continually accountable

Position Structure

- Degree to which objectives of the job and methods for accomplishing it are established and communicated to the individual by supervisors (Defined Activities Vs Defined Outcomes)

Rewards

- Degree to which an organization rewards individuals for performance (Pay for performance Vs guaranteed pay) (Age Vs Competence)

Elements of Culture

Conflict

- Degree of conflict that exists and the mechanism to address it and channelize it

Risk Taking

- The degree to which an individual feels free to try out new ideas and otherwise take risks , innovate ,without fears of reprisal, ridicule or other form of punishments

Team Orientation

- The extent of support received by an individual from other organization members. Also the linkage of pay/rewards to team performance

Communication

- The degree of flow of information , thoughts , ideas across the organization and levels

Indicators of Current culture

- How do the company people greet strangers
- What does the company says about its own culture
- Anecdotes and stories that pass through the cultural network
- Is more effort spent on internal competition or external?
- When a goal or deadline is missed, or a result not accomplished, do people tend to make excuses and blame others or are they highly accountable?
- Is it OK to make a mistake around here?
- Does the organization tend to be hierarchical and level conscious?
- Do people tend to have a strong work ethic? Is there any stress and burn-out?
- Are issues openly discussed in meetings or afterwards in the hall?
- In practice, what would get you sidelined or fired in this organization?
- Make a list of company jokes; there is usually more truth than humor in them

How does one assess Organizations' readiness for change

Three broad areas

- **Management Style and Leadership**
- **Individual Employee Behaviors and characteristics**
- **Communication levels**

How does one assess Organizations' readiness for change

Management Style and Leadership

- Level of Inclusion
- Level of tolerance for Risk and mistakes
- Common understanding of purpose, values and Behaviors
- Role modeling

How does one assess Organizations' readiness for change

Employee Behavior and Characteristics

- Ability to Multitask
- Tolerance for ambiguity
- Willingness to learn
- Willingness to face and resolve differences
- Adaptability

How does one assess Organizations' readiness for change

Communication levels

- **Communication Within Groups/Departments**
- **Communications across Groups/Departments**
- **Top-down Communication**
- **Bottom-Up Communication**

How does one create a critical mass

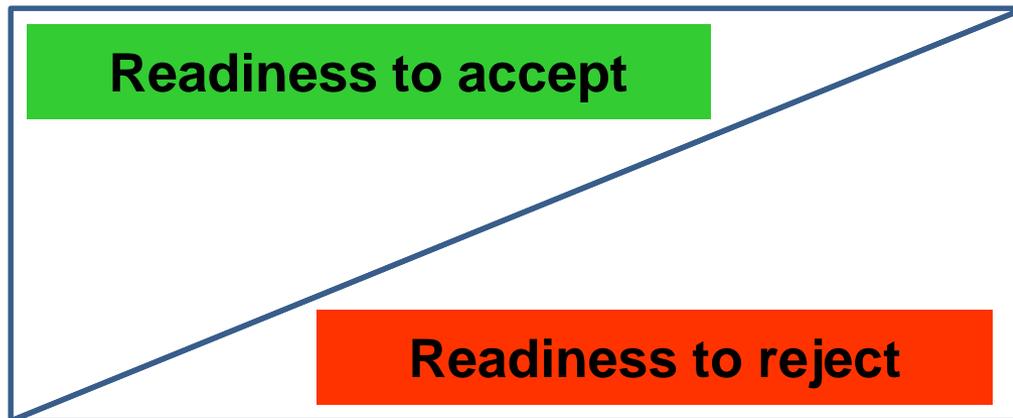
- All organisations and systems develop a Status quo inertia .
- These are governed by belief, values , expectations , which have become individual and organization habits
- These become self fulfilling prophecies

In order to help change them one needs to constantly provide

- Information that will help people adjust to the change
- Skills needed to adjust to the change
- Help develop attitudes that will support the change
- Reward people for adopting the change

Note : Source : -Article by John D Adams in OD practitioner

How does one create a critical mass



**10-15 %
Immediate
acceptors**

**20-25 %
Early
adopters**

**20-25 %
Late
adopters**

**20-25 %
Skeptics**

**10-15 %
Hard Core
resistors**

How does one create a critical mass

- Focus on the immediate adopters (strong) supporters irrespective of their role and bring them together
- Their shared interest in bring about the change will spark interest and ideas that will help convert the early adopters
- This becomes your core group. Frequent interactions among this group and giving them roles in the change effort will build further momentum
- Ensure no confrontation happened with the hardcore resisters. This will make the skeptics at times tilt towards the perceived underdogs
- There is no clear number that is indicative of a critical mass

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Available at - <http://tinyurl.com/avknse>



Thank you

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