



TCS - The OD Journey

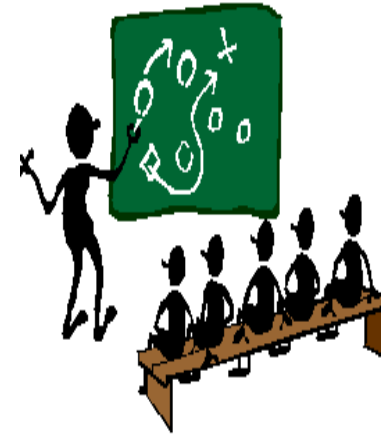
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Agenda



- ④ PROPEL – The Intervention
- ④ PROPEL In Action @ A large relationship
 - ④ Team Alignment through Spiral Dynamics
 - ④ Value Cards
- ④ Improvements through measurements/ Initiatives
 - ④ Account Excellent Program : Performance @ Account level
 - ④ Darpan -Reflect and Improve
 - ④ Balanced Scorecard
- ④ Post OD Scenario

Introducing PROPEL as an Organisational intervention



Accelerate Solutions. Enjoy Life.

Professional Excellence:

How do I become a role model and a friend?

Role Enhancement:

How do I take up new responsibilities and set new directions?

Owning TCS Culture:

How do I influence culture?

Personal Growth:

How do I walk the the journey of self discovery and growth?

Employee Involvement:

How do I enable continuous improvement?

Learning:

How do I enable Team learning?

PROPEL @ A large relationship

Team alignment initiative is a PROPEL Pride application

Aim: To set up a dialogue among associates to reflect , build and channel potent restlessness into a convergent blueprint of responsiveness by redefining **desirable role behaviors**.

The PoA :

- Ⓢ Initiation (Nov 2004)
- Ⓢ Conducting awareness sessions (Nov – Dec 2004)
- Ⓢ Workshop to share the findings (Jan 2005)
- Ⓢ Gap analysis (Jan – June 2005)
- Ⓢ Implementing improvement plan (August 05 – till date)
- Ⓢ Next steps

The Team Alignment through Spiral Dynamics

Aim: Cascading the team alignment concept to the team member level in a short span of time.

Pre-requisites for using the tool:

- ① Spiral Dynamics sessions conducted for the team
- ② Gaps between the current state and the desired state discussed and agreed upon.
- ③ Themes that indicate the current state are stated. The themes would be different for team members & the senior members.

Spiral Dynamics has been institutionalized by including the same into goal sheets of associates at all levels with clear quantitative outcomes.



Team Alignment
Tool



Account Excellence Program (AEP) & Initiatives

- AEP : Modeled on Tata Business Excellence Model (TBEM)
- Gaps were identified in “HR Focus”
- HR initiatives rolled out in the account



HR Initiatives deployed	
1	Tensegrity Mandala @ A large relationship & resultant Value Cards
2	Spiral Dynamics
3	AEP
4	Account Plan Update & Tracking
5	ACoE
6	Best Practice Adoption in the large relationship
7	Best Practice Implementation
8	Competency Management
9	Parimas Next Generation
10	Nakshatra
11	Project Dashboard - weekly
12	Toast master club
13	Fun @ account level
14	Customer Score Card
15	Value Adds @ relationship Level
16	Goals Tracking for DMs
17	Complaint Mgmt tool update
18	Walk the Talk
19	Open House / Townhalls
20	In Touch Session with GL

AEP



Value Card

Large Relationship

Darpan – Associate Satisfaction Survey @ a large relationship

- **The Questionnaire to capture associate feedback across 5 categories:**

- *Career & Job, Communication, Culture & Pride, Leadership, Supervisor*

- Results shared with the entire team and actionables evolved through a series of camps and confluences.

- **Outcomes From Darpan : The Cultural Perspective**

- ASI increase in Darpan 06 & corresponding increase in CSI

- Relationship attrition far lower than TCS Average :

- 91 % of the team felt proud of being part of the relationship
 - 90% of the team felt that they can see the big picture - how their contributions add value to customer
 - 90% of the team felt that their supervisors are approachable & enable them to do their job better

- Transparent culture & strategic communication : In Touch, Townhalls

- Increased Communication & Sharing between BUs : Parimas, Newsletter

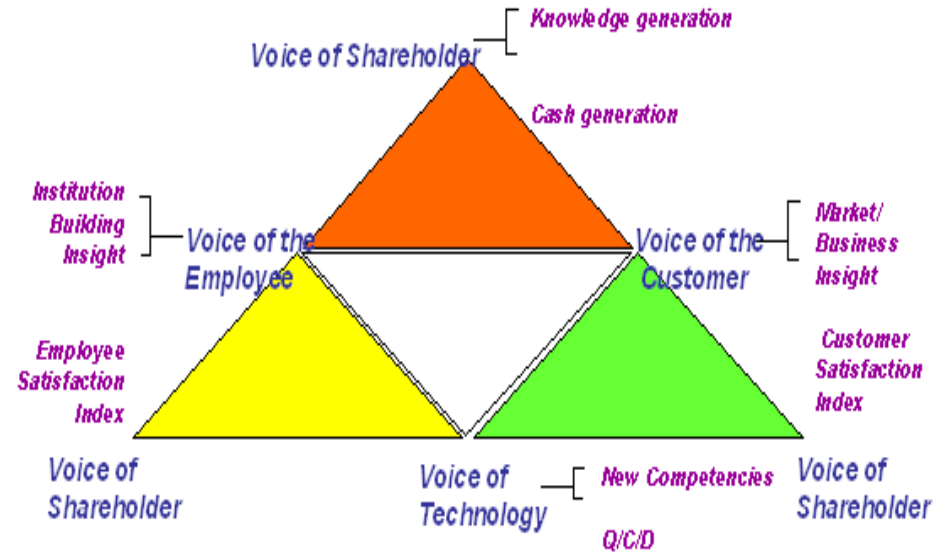
- Heightened Focus on CSR, Culture of Fun @ Work , Inter BU Sports Activities



Darpan Results

Goal Alignment & Balanced Scorecard

- Context Building: What is a "Goal"?
- Ushering in Goal oriented performance management within the organization
- Systems Perspective to Goal Alignment: Exploring the relevance of the Corporate Goal Template at the Relationship Level and cascading to Individual Level
- Organizational to Relationship to Personal Scorecard
- Goals, Outputs, Performance Management & EVA



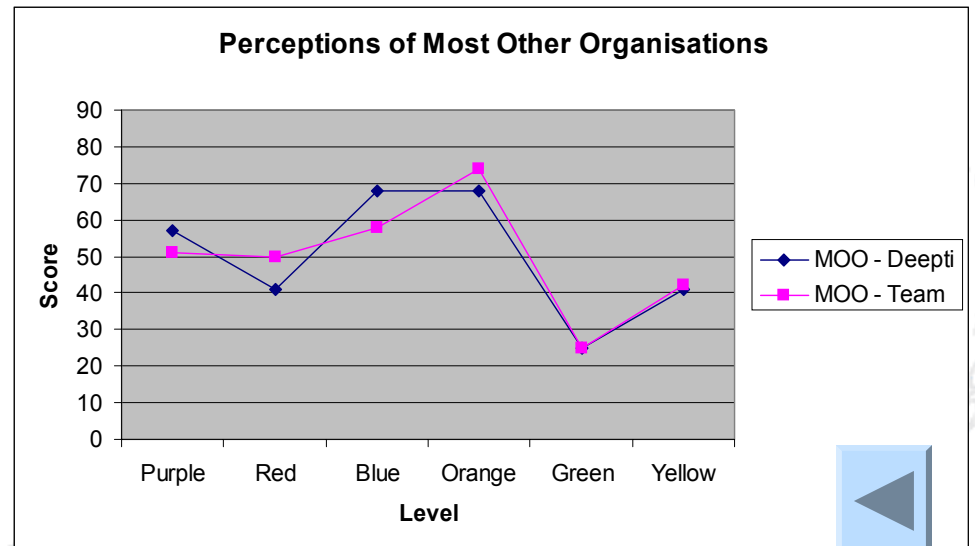
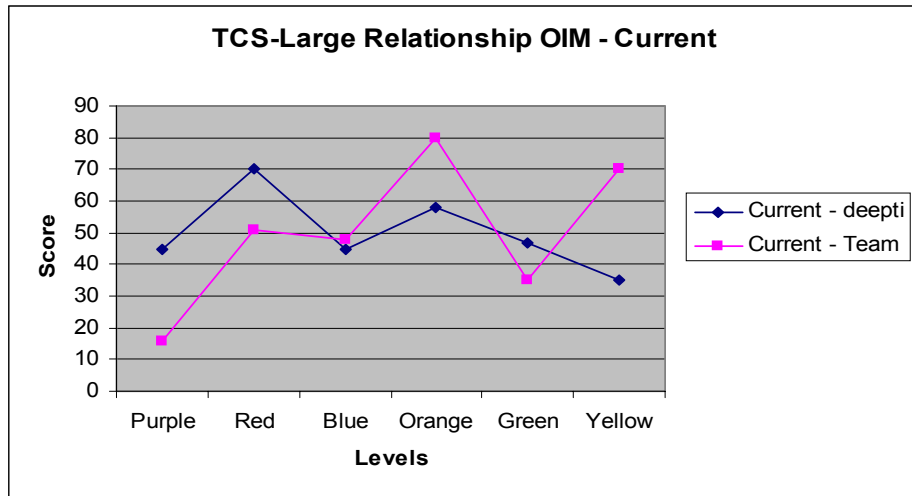
Post OD scenario from a culture perspective :

- ④ Achieving Goal alignment through balanced scorecard and SPEED
- ④ Valuing of employees institutionalised through establishing processes that enable and enhance individual performance, and lead to Empowered Project Teams
- ④ Issue based mentoring introduced , with camps and confluences as enabling frameworks (Confluence: Investing in personal transformation for the employee, Camp: Investing in improving the work space)
- ④ Fostering systems thinking & Creating forums for dialogue.
- ④ Focus on customer expectation and process improvements/initiatives.
- ④ Being accountable, seeking out information.
- ④ Pushing self imposed boundaries and limitations through challenging organisational boundaries and limitations.

Thank You !

Appendix 1 :

Senior Management vis-à-vis Team



Appendix 2: Quantitative Benefits

