

# Business Excellence for Corporate Sustainability

## *My Experience in TATA Steel*

*Liberalization in India has led to immense turbulence in the marketplace. Stiff competition on cost, quality and delivery compliance among the firms, have made today's customer the KING with the right to choose the seller. The Geographical boundaries have lost relevance in the economic maps. Today, with the increase in cross border trades and domestic competition, the situation for any business is that of "Survival of the fittest". Organizations need to be prepared and change their current way of doing business. Not only is it important for the businesses today to explore and leverage their competitive advantage, more important and difficult is the sustainability factor. Each industry must understand its "Core" strengths and leverage them to the hilt.*

*Tata Steel has survived for over 90 years, sailing through several types of markets, economic and political conditions. The company has been able to retain and improve its competitive position in the national and international arena through several initiatives under able leadership. Tata steel is guided by the dreams, vision and values, which our founder Janshedji Tata and later Mr. JRD Tata put forth.*

*Tata Steel is one of the most cost competitive steel plants in the world today. It has been rated the "Best integrated steel plant" by the Prime Minister (in the domestic front) and by World Steel Dynamics at the International level.*

*The Company has moved step by step, however, a long way towards achieving business excellence and sustained leadership position.*

*Business Excellence is a long journey - it has to be carefully nurtured with the direct involvement of the CEO. This paper highlights some major milestones in Tata Steel's journey towards business excellence in the past decade. The lessons learnt have been recounted, which should spur others. The journey is difficult but can be undertaken if certain norms are kept in focus.*

Tata Steel is a 4-mpa producer of steel located in the state of Jharkhand in India. The company caters to a range of customers (domestic and international) in sectors like automobile, construction, railways, consumer durables and other applications. It owns raw material

mines, collieries, blast furnaces and other metallurgical, mechanical and finishing mills. The annual turnover and profit after tax on average is USD 1600-mn and USD 100 mn respectively. Today it is the most cost competitive steel plant in the world.

## INTRODUCTION

If you were to believe Peter F Marcus, Managing Partner of World Steel Dynamics (WSD), the steel industry Bible, Tata Steel "is India's only world-class steel maker and one of the few steel companies in the world



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*Dr. Irani 's career began as Senior Scientific Officer BLSRA, Sheffield. In 1968 he joined The Tata Iron and Steel Company Ltd. (TISCO) as Assistant to Director, Research & Development & became M.D. in 1992. .He retired in 2001 & continues as Director, Board of Tata Steel.*

*Recipient of the Metallurgist of the Year Award , 1974 from Ministry of Steel & Mines, he was awarded the prestigious "Platinum Medal" in 1988 by Indian Institute of Metals, "Steel Man of Year 1990" ., Asian Productivity Medal for 1993-94. Ministry of Steel & Mines, Government of India conferred the inaugural National Metallurgist Award 1997, . He was awarded Michael John Memorial Gold Medal , 1998 , Qimpro Platinum Standard , 2000 & the Indian Merchants' Chamber's Juran Quality Medal , 2001. World Zarathushti Award , 2000, Ernst & Young's Lifetime Achievement Award, 2001, Twelfth Willy Korf Steel Vision Award of The World Steel Dynamics and American Metal Market & Indian National Academy of Engineering award for Life Time Contribution Award in Engineering 2002 .*

*He is Fellow , Institute of Metals, Institution of Engineers, All India Management Association, Institute of Standards Engineers, Indian Academy of Sciences & Institution of Industrial Managers.*

*In 1993, University of Sheffield conferred Honorary Degree ,Doctor of Metallurgy" . At its AG Body Meeting in 1996, Royal Academy of Engineering, elected Dr. Irani Foreign Member .He is amongst the five Indians bestowed with this honour. In 1997 , Her Majesty Queen Elizabeth II conferred on Dr. Irani an Honorary Knighthood (KBE).*

*Dr. Irani has been the President , Indian Institute of Metals. He was President , All India Management Association (AIMA) 1988-89, National President ,Confederation of Indian Industry (CII) , 1992-93. He was Co-Chairman, Indo-British Partnership. He was made "Paul Harris Fellow" by Rotary International , 1977, & Melvin Jones Fellow by Lions International Foundation, 1993. Dr. Irani is Member of Scientific Advisory Committee to Cabinet (SAC-C) , Government of India. He is Vice President of Asian Association of Management . Dr. Irani has worked for the working groups for Iron and Steel for National Five-Year Plans. He was member, Duke of Edinburgh Conference , 1980 .Dr. Irani is Director , on Boards of several leading & prestigious companies.*

*Dr. Irani is an avid Stamp Collector, cricket enthusiast, promoter of sports & education in Jamshedpur & an environmentalist.*

with such a standing". In fact, the 2001 report of WSD ranked the Company as the No 1 among 12 of the world's best steel companies that included the likes of Posco of South Korea, Usinor of France, Nucor of the US and Nippon Steel of Japan (the 2002 WSD ranking gave Tata Steel the No. 3 position in the same league). Today, Tata Steel is one of the lowest cost steel producers in the world.

Every battle in the war to make Tata

Steel a global leader in steel was the result of careful formulation of a strategy, followed by effective communication and implementation. For example, the Company uses the Balanced Scorecard — a performance management and strategy deployment methodology — to break down strategy into its component elements and track performance from the top to the bottom, the Managing Director included.

But more than the use of tools and techniques, Tata Steel's journey to international competitiveness had a lot to do with the personal commitment of the CEO and the change-oriented leadership that focused on the 3Cs — Change (mutate and improve furiously), Costs (cut wasteful expenditure ruthlessly) and Customers (strive relentlessly to build relationships and influence consumption). In fact, it was wholehearted commitment and belief in Business Excellence, which brought about the change in a Company, which is now approaching 100 years of its existence. The Company realized as early as the late Eighties that it would be facing global competition at some point of time and, therefore, decided to start making the changes before they were forced upon it.

The journey to Business Excellence has not come in a short period. My own realization on the impact of quality began when I accompanied a high level delegation of Indian corporate leaders to Japan in 1988. The delegation had gone to see what the Japanese had accomplished through Total Quality Management (TQM). One glimpse was enough to convince me that we in Tata Steel had miles to go, and there was no time to waste. I was convinced that this was the correct approach and as soon as I was back, I immediately constituted a group of executives in my own Office to drive quality in a systematic way. That was the beginning — the seed was sown for the harvest we are reaping today.

The late Eighties was the time around which the Americans also did something different to improve their competitiveness by bridging the gap in quality index between Japan and

the US. In 1987, they started the Malcolm Baldrige National Quality Award movement to give an integrated approach to the TQM movement. When Tata Steel decided to drive the quality movement, I thought it would be appropriate to practice it myself by striving to be a role model. Beginning with some 11-improvement projects involving 38 persons saving a rather small amount of Rs. 13 million, Tata Steel has come a long way since then. Value engineering was the first to be adopted on the way to quality and cost savings. Then came the adoption of ISO 9000, benchmarking, quality improvement projects, ISO 14000, QS 9000, and Six Sigma and TPM. The high point of Tata Steel's quest was the adoption of the JRD Quality Value Total Quality Award process in 1995 as an integrated way of carrying the work of constant improvement. Tata Steel won the JRD Award, equivalent to the US Malcolm Baldrige Award, in 2000, followed by better scores in 2001 and even better in 2002. It was the first company in the Tata Group (and up to now the only one) to have been so awarded.

Through Business Excellence, today Tata Steel is not only one of the lowest-cost steel producers in the world, but is also one of the few steel companies to have made profits continuously. How did this happen? Every major event needs a call, a waking up signal. Tata Steel got that signal well before the Indian Government brought out the liberalization reforms through the Budget in 1991. As mentioned already, as early as in the mid-Eighties, it became apparent that Tata Steel would one day have to fight international competition. At that point of time Tata Steel was totally

uncompetitive. It was an old plant, had a huge labor force and had many costs, which were internationally unacceptable. Tata Steel survived in that era — and quite profitably —because of protection and the fact that there was no competition within the country, except from SAIL. It was living in an age of shortage. Tata Steel was “distributing” steel, not “marketing” it. In fact, it was rationing steel and the Company was in a cost-plus situation. So life was comfortable.

In the mid-Eighties, when J R D Tata was still the Chairman, I can recall how I (jokingly) told him one day that “unless we modernize our plant, both you and I will stand at the gates of the Company selling tickets saying, come and see the steel museum.” Mr. Tata took serious note of this and immediately said, “don't keep on accepting what the finance people keep telling you. Ask the question, why not become modern?” It is with that inspiration that Tata Steel began its phase-wise modernization programme spanning almost two decades. At the end of it, Tata Steel has emerged as the most modern plant in the world and with a cost structure, which is certainly among the best world-over.

## THE JOURNEY AND THE CHALLENGES FACED

Tata Steel faced many challenges as we decided to change. It was saddled with problems of overstaffing, the plant was old, and costs were going up. The challenge was to spread a new culture of quality and change. We in Tata Steel decided to focus on the competitive advantages the Company had, and build in systematic way, new culture of excellence.

## Overstaffing

As far as manpower was concerned, the defining moment came in the early Nineties, when we went out to collect money for a convertible issue internationally — \$100 million. After Mr. Ratan Tata, our Chairman, has made the usual presentations, the financial people in the audience remarked that our reputation had preceded us. They knew that Tata Steel was a good company; but wanted to know what business we had keeping 78,000 people on our rolls. We really did not have a very convincing answer and that was when we decided to do something with our manpower. Till that time, manpower was relatively inexpensive and the Company kept on adding people. But, from that moment of time, Tata Steel has chipped away four, five, seven thousand every year. To reduce the workforce, Tata Steel involved the Union to spread the message about the necessity to reduce the workforce. To convince the Union, Tata Steel sent some of the Union leaders to steel plants in South-East Asia and Japan. Everywhere, they could see for themselves what the productivity was, and how far behind we in Tata Steel were in this area. Earlier, Tata Steel very proudly used to assure an employee that if he worked for 25 years, his son (or any other nominee) would be given employment irrespective of whether we needed that person or not. It was his right.

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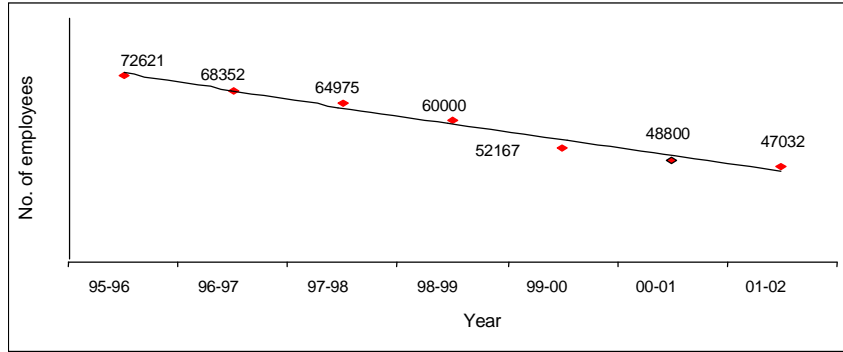


Fig. 1: Decrease in manpower at Tata Steel over the years

One thing that we always took note of was that in terms of manpower, there was no fixed end-target. There was no best figure because if that is defined, it becomes a bargaining point with everybody. Tata Steel adopted the practice of having a moving target, and every year, it decided and prepared a plan to reduce a certain number.

### Involvement of the Union

One of the most challenging tasks for Tata Steel was to get the buy-in of the Union in this process. It all started from the awareness phase when the Company was spreading the culture of quality. We always believed in giving the full facts to all Unions and never held anything back. The tone was set to establish quality by first ensuring that quality is practiced not only within, but also outside the Company's gates. On a response to a Union representative's comments "we work for eight hours a day. As soon as we pass the gate of the Company and we come inside, we are supposed do everything keeping quality in focus. But we spend 16 hours a day outside, what about quality there?" I wanted to know what bothered them most. A dipstick survey showed that it was the leaking roofs of our 20,000 plus residential quarters. So, as the MD, I sanctioned

a special budget of Rs. 20 million with the objective that after one year, not one single roof would leak in the township maintained by the Company. And the Company did just that. The people then realized that quality was an all-pervading attribute, at work, at home, and that we meant business.

To keep the Union workers fully involved discussions were held with people at the respective JDCs (Joint Departmental Councils) around 50 times a year.

### THE QUALITY MOVEMENT

There was a clear signal, a wake-up call, from the visit to Japan, which I have referred to already. It was clear that the difference between Tata Steel and the Japanese was huge. Although ISO 9000 had come in 1987, nobody in Tata Steel had even

heard about it at that time. Tata Steel took this on board and I personally saw to it that we got started with certain systems. One thing that I learnt from Japan was that the CEO himself has to lead the quality movement. It cannot be delegated. And the second thing was that to move it into the organization — the bigger the organization the more difficult it is — it requires a core team. So I appointed about six people from all over the plant who reported directly to me. This group became the nucleus of a new Department aptly named as TOM. I always made sure that I personally selected the people for this Department and also ensured that the people in it kept rotating. These chosen set of people guided the whole process of Business Excellence under the leadership of the CEO. Quality trainers and not merely practitioners were created out of this group. They were trained in Japan. This created a resource base, which has taken this concept of quality to all areas of Tata Steel.

After this first step, Tata Steel started with a key process — Value Engineering was the first, followed by the Quality Circle movement. After that came ISO 9000 and today, 100% of the Departments in Tata Steel are certified to ISO 9001 systems. Fig. 2 shows the progress made by Tata Steel in this direction.

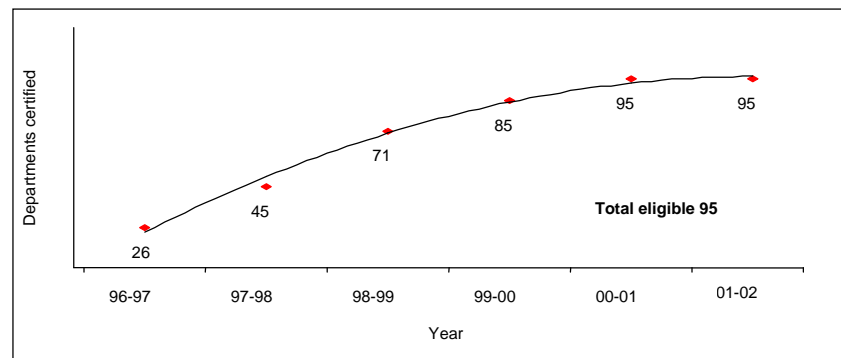


Fig. 2: Number of Departments with ISO 9001 certification over the years

Tata Steel adopted TBEM (Tata Business Excellence Model) (or the JRDQV) process in 1995. Currently, Six Sigma, TPM and Knowledge Management are under implementation. All these have ensured that a series of eight to ten good practices have been implemented in Tata Steel. However, one thing that was ensured was that all of these processes were not taken up concurrently — only one at a time. This allowed each system to be fully integrated into the Company. I personally have always viewed it like a meal where one does not eat everything together. One eats one dish; digests it into the system, gets strengthened by it, and then only, goes onto the next course. This ensures that everything stays within-the next process does not replace the previous one, it supplements what has already been absorbed in the organization. The improvement initiatives taken up by Tata Steel at different times (in different phases) are illustrated in Fig. 3.

The building blocks towards excellence are exhibited in Fig. 4.

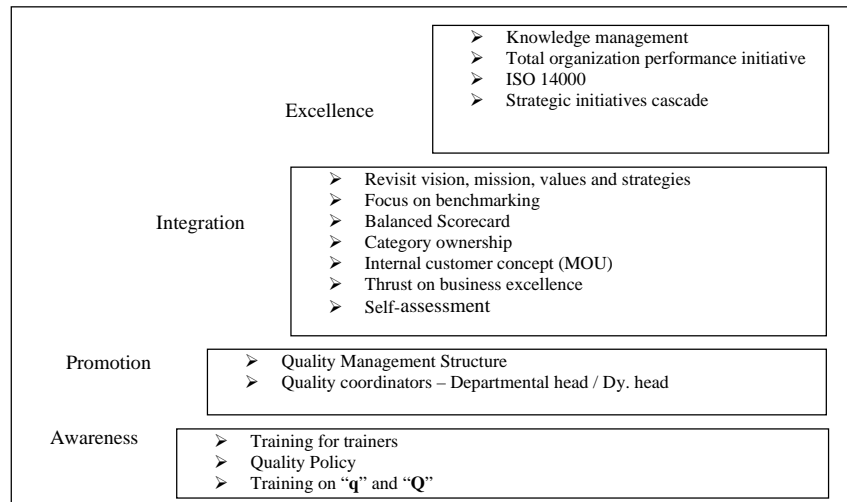


Fig. 4: Building blocks to excellence in Tata Steel

### Role of Quality Circles

Quality Circles (QC) have been a major success story in Tata Steel. It all started in a small way in 1992-93 but by 2001, a stage had been reached where each employee, literate or illiterate, was a member of at least one QC.

Personal care was taken to ensure the growth of the Quality Circle

movement (Fig. 5) e.g. all the QC members were recognized for their effort. An excellent practice was established — not giving money to the employees, but instead, an emblem is given. It is a membership of an elite club. In this way, employee involvement went up by an average of 25% in the last 6 years and the Steel Works has achieved 100% involvement.

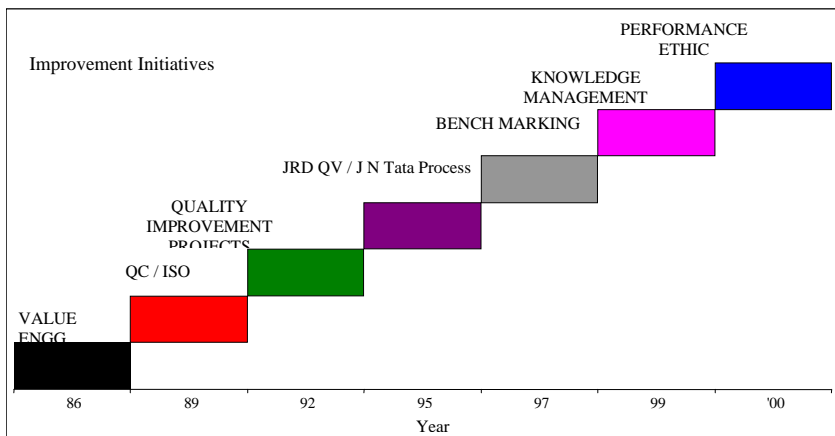


Fig. 3: Chronological advancement in improvement initiatives in Tata Steel

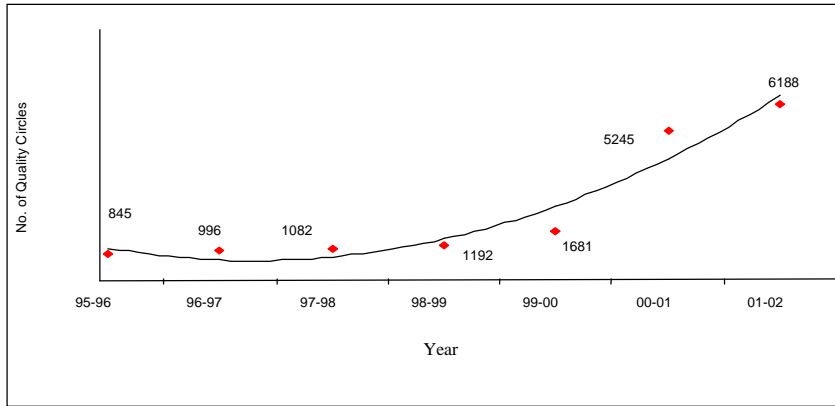


Fig. 5: Increase in the number of Quality Circles over the years

Having learnt from Japan that the CEO's direct involvement in the QC movement is crucial, every year in November when the QC members were recognized, I always made sure that I was personally present to recognise the good work done by the people.

Another practice that we emulated from Japan was the recognition of workmen. In a steel plant I visited in Japan, they were giving out tokens for some special work done on quality. I thought it would be something very expensive. When I enquired what the value of the token was, I was told, "you have to collect

five such tokens to collect one bottle of Coca-Cola free!" So obviously the value was next to nothing. But the fact that each one was being given a token in front of his colleagues meant that he was being "recognized". So it was a matter of pride. Instead of the token system adopted in Japan, in Tata Steel we started the practice of the "Man of the Month", where by putting Mr. A's photo on a notice board, we made it known that Mr. A was being granted this recognition because he had done something extraordinary. This helped in bringing out the pride in the person and made him feel that

he truly belonged to the organization, that he was "somebody". It was emphasized to the employees that the Management team cannot tell them how to work better. It was for the people "themselves" to know how to work better. This resulted in empowerment of the people, and motivated them. As Management, we gave them support in terms of better facilities, guidance, and resources. In this way, people felt that their destiny was in their own hands.

## CHANGES INTRODUCED

This type of Management commitment to foster a fresh culture in the Company led to many noticeable changes. We created a 4-tier "Quality Management Structure" (Fig. 6) for smooth implementation and review of the quality initiatives.

One of the most important changes made to implement the quality initiatives was the use of the Balanced Scorecard card approach by the Company. Tata Steel adopted five key strategic goals and several key business processes as given in Table 1.

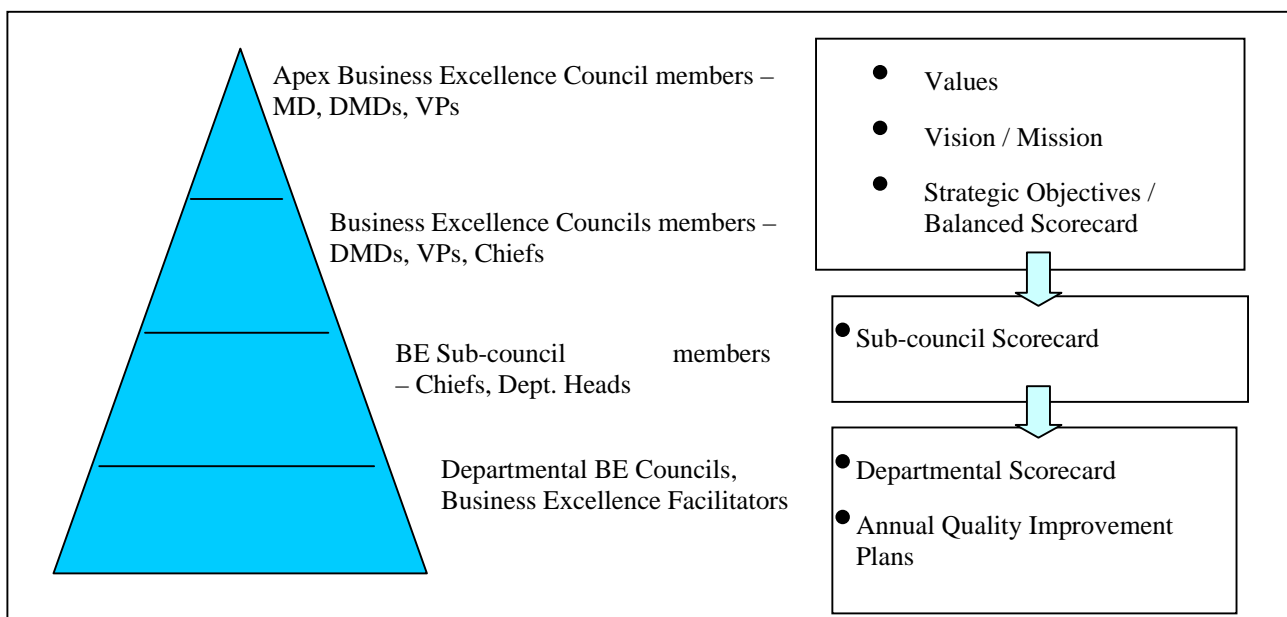


Fig. 6: Structure of Quality Management

Table 1: Key strategic goals and key performance processes

<p><u>Strategic Goals</u></p> <ul style="list-style-type: none"> <li>▪ <b><u>Create wealth</u></b></li> <li>▪ <b><u>Create a culture of continuous learning and change</u></b></li> <li>▪ <b><u>Achieve world class status in services and products</u></b></li> <li>▪ <b><u>Reach the position of the most cost competitive steel producer</u></b></li> <li>▪ <b><u>Establish industry leadership</u></b></li> </ul> <p><u>12 Key Business Processes</u></p> <ul style="list-style-type: none"> <li>➤ <b><u>Leadership</u></b></li> <li>➤ <b><u>Strategic planning &amp; Risk management</u></b></li> <li>➤ <b><u>Market Development</u></b></li> <li>➤ <b><u>Investment management</u></b></li> <li>➤ <b><u>Human Resources</u></b></li> <li>➤ <b><u>Improvement &amp; change management</u></b></li> <li>➤ <b><u>Order Generation</u></b></li> <li>➤ <b><u>Operation &amp; Fulfillment</u></b></li> <li>➤ <b><u>Supply Management</u></b></li> <li>➤ <b><u>Research &amp; Development</u></b></li> <li>➤ <b><u>Information Management</u></b></li> <li>➤ <b><u>Social Responsibility &amp; Corporate Services</u></b></li> </ul>
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## DEMONSTRATING TOUGHNESS

In certain Departments, like the Tubes Division, even in the mid-Nineties there were restrictive trade practices. The attitude was "I will do so much in my shift and no more". As the MD, I had to go and tell them quite plainly that if this continued for a year or two, the plant would be shut down. There were three separate units and after three years, one unit (the seamless tubes unit), which continued to make losses, was actually shut down. That had never happened in the Company before. And 300-400 workers were affected; they were given voluntary retirement and other benefits. The entire work force realized that Tata Steel meant business and that change was inevitable.

Something similar happened in the Collieries as well. The coalmines had for long been the weak link. As Management, we had to drive home the point that unless the cost of coal came down, Tata Steel would import

coal and will close down the mines. There was no impact. There were six-seven collieries and the Company closed down two of them since they were the worst operating ones. That proved to be the turning point and people in the other collieries realized that they had to improve. Now, the collieries are producing coal at much lower cost than five or six years ago. Tata Steel is mining more coal and supplying to SAIL plants after meeting its own requirements. The marketability is good as the quality is consistent.

We as Management had to exhibit considerable mental toughness to drive home the message that excellence in performance at all levels and all areas was necessary to guarantee the sustainability of the Company as a whole.

## SPREADING PERFORMANCE CULTURE

At the same time, Tata Steel took up the challenge to revamp the face of the Human Resources Department,

which was slowly beginning to be labelled as outdated, and not keeping pace with time.

One of the things done was to announce a different culture — performance bonuses and so on. It was first thought that in Jamshedpur, it would be difficult, after almost 100 years, to start a new culture. So we planned a certain way of staffing for Gopalpur, where the Company planned a new Cold Rolling Mill (CRM). Unfortunately Gopalpur never came into being and the CRM was set-up at Jamshedpur. It was decided to make an attempt to bring in the new culture in the CRM. We even went to the extent of fencing-off the CRM to say "New plant" thereby creating a physical barrier between the new plant and the old to help create a new culture. The people for the CRM were specially selected. They had an organization set-up with fewer layers and a profit-sharing type of bonus. Everything was different. I told the Union to "hold-off" and let this concept develop. After the Union saw what was happening in the CRM in two to three years, they themselves suggested that the same system be implemented in other Departments (the old plant). It was like planting a seed in a patch, which was not so well cultivated; and rather than the weeds killing the seed, the seeds grew and other parts got deweeded.

After the success in CRM, the Performance Ethic programme was launched and this too became a success story. It not only met its main objective of delayering the Company, but also led to improvement in the quality of the manpower employed. Fig. 7 shows how the manpower quality has continuously improved since the Company has embarked on the journey to Business Excellence.

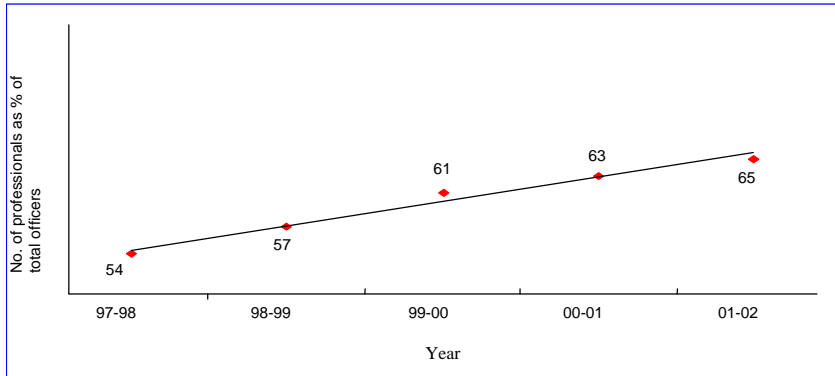


Fig. 7: Quality of manpower expressed in terms of percentage of professionals in the Company

## WHAT HAS BEEN ACHIEVED

Tata Steel despite being a company with 100 years of history and some age-old practices has always made changes and improvements. This has happened because of the kind of leadership that has been provided and the work ethic of the people. In the words of J R D Tata: "Nothing worthwhile is ever achieved without dedication and hard work". In Tata Steel, we have always been guided by this thought to bring many laurels to the Company.

## COST ELEMENTS

The largest cost in making steel is the cost of raw materials. And these start right from the iron ore. Tata Steel has very good deposits and the Company decided to make full use of them in Noamundi and Joda. Joda was an underutilized deposit. It was realized that it had certain characteristics, which were better for blast furnace usage. So one of the things done in the late Eighties was to develop Joda as the main supplier of iron ore. The fine ore in the Noamundi deposit is extremely pure and is called "blue dust". Until a few years back, blue dust was considered as a nuisance – today it is being used

in making sinter and is, in fact, a preferred material.

But, perhaps the biggest change introduced in turning the Company into a low-cost producer was the introduction of a new coke-making technology. It was essential that we make optimum use of our own resources and make coke of high quality from our poor quality coal. The technology to do this did not exist in the world because the world did not have to confront this problem. "They" did not have it, but "we" in India had this problem. So over a period of 10 years, stamp charging technology was developed through painstaking laboratory and pilot plant tests after I had myself identified stamp charging as a potentially promising method of making coke

during one of my visits to Europe.

Stamp charging was tried out, with great hesitation, in one of the coke ovens in Tata Steel for the first time in 1989. The Company succeeded and that gave the confidence to change the other batteries also. Through the Nineties, all the old batteries were changed and today, Tata Steel is the largest coke maker in the world using the stamp-charging route. This has given the Company a distinct edge in terms of cost. In my opinion, it is the number one reason — far more than manpower rationalization or using blue dust (iron ore) — why Tata Steel has become one of the lowest cost steel producers.

Along with all these technological changes, continuous attention was paid to quality. Tata Steel adopted the concept of 3Cs depicted in Fig 8.

This "mantra" led to large-scale improvements in the entire Company and savings accrued out of value engineering, quality improvement projects, QCs, etc., thereby leading to all round reduction in costs. The efforts of the quality programmes have yielded fruits in several directions, e.g. in terms of reduction

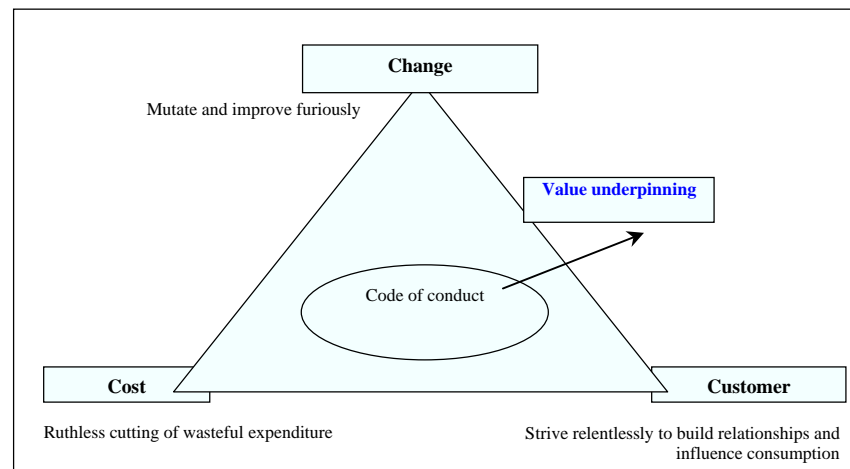


Fig. 8: Cost, Customer, Change – the tenets of Tata Steel

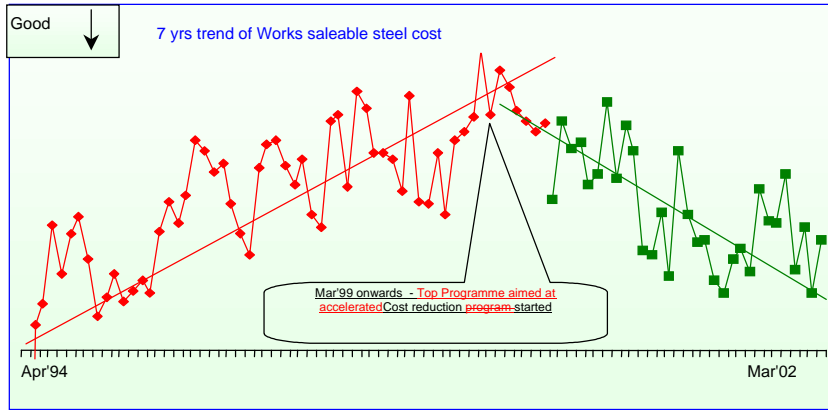


Fig. 9: Trend in Works saleable steel cost over the last seven years

in the consumption of raw materials / refractories and reduction in the cost of saleable steel (Fig. 9).

made considerable improvements in its journey to excellence. The TBEM scores have always been better than the high scoring companies in the Baldrige process.

### OVERALL IMPROVEMENT MADE

Fig. 10 indicates how Tata Steel has

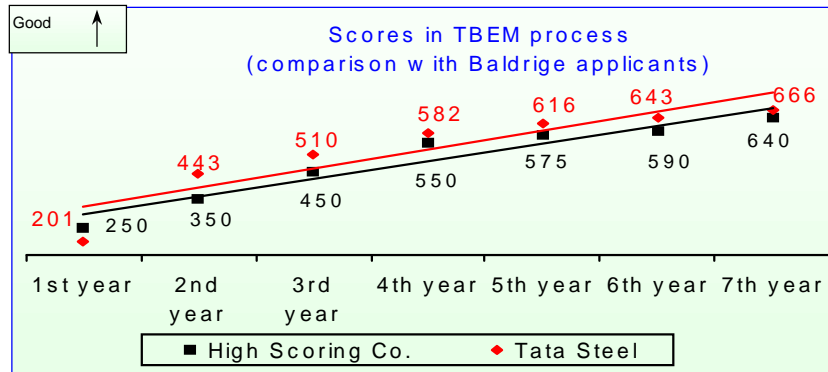


Fig. 10: TBEM scores of Tata Steel compared with the scores of high scoring companies in the Baldrige process

Tata Steel's journey towards excellence has passed several milestones as depicted in Fig. 11, but it is important to appreciate that the journey is not over, in my opinion, it will never be over. The goal is to become a world leader not only in the cost of steel (already achieved), but also in overall Business Excellence by reaching the 876-1000 milestone.

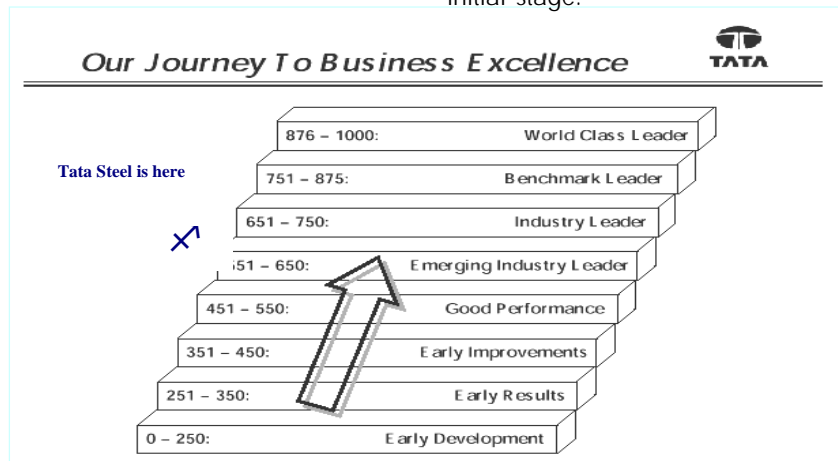


Fig. 14: Tata Steel's journey to Business Excellence

### WHAT ANY CEO MUST DO

In my opinion, there are 3 types of CEOs:

“Those who Make things happen,  
Those who Watch things happen,  
and  
Those who wonder what happened!”

Any CEO worth his salt must make things happen. It is my firm belief that any successful CEO must:

- Lead the change process. Take personal ownership. This responsibility cannot be delegated.
- Not be tight-fisted in giving sanctions, allocate budgets. But personal involvement/time is essential for success.

Fig. 12 is my own pictorial representation of what I think should be any CEO's involvement in success. To begin with, any change endeavour would require a high proportion of the CEO's time. This state of affairs would continue typically for about three years, after which the CEO need not spend more than 10% of his time on that activity, thereby opening opportunities to devote attention to other new efforts towards success. Inadequate time at the beginning would guarantee failure – it is impractical to expect success with minimal effort at the initial stage.

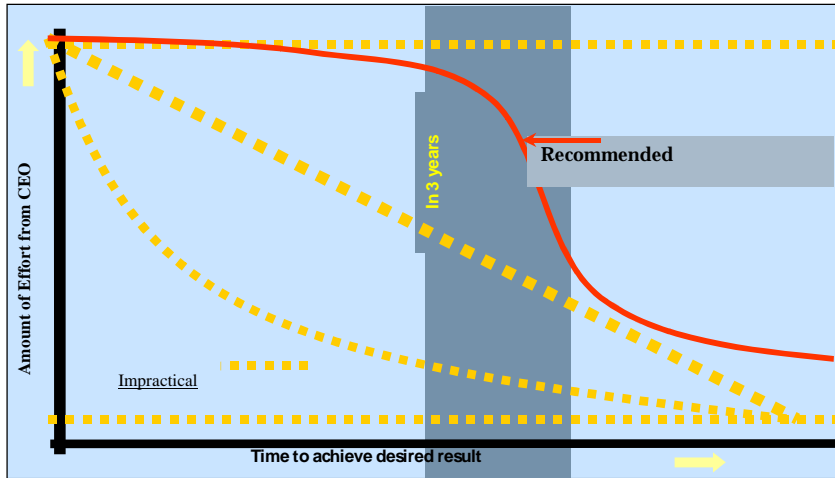


Fig. 12: My personal view of the gradual shift in the role of a CEO

**CONCLUSION: My other suggestions for success are**

- Be the role model. Be prepared to be the first to change.
- Create endless opportunities for 2-way communication. Communicate, Communicate, COMMUNICATE
- Create a sense of urgency (not panic)
- Change whilst you are still strong; when it appears change is not necessary, not when you have to.

- Set-up a small-handpicked group to drive change in the organization. Expose them to training programmes. Communicate importance of this group. Make membership attractive/coveted. Give them freedom to perform.
- Encourage healthy internal competition, but obviously not self-destructive rivalry.
- Recognize (not necessarily with financial rewards) efforts.
- Measure the Customer Satisfaction Index — plan to

delight the customer by exceeding expectations. Service is paramount.

- Set KRAs (Key Result Areas) carefully (include the MD) and follow up.
- Provide exposure to your team.

Last, and most important, establish and maintain CREDIBILITY. Credibility is paramount. I will end with some sentences I have used on several occasions — “I think the important thing you must have is the employees’ trust and confidence. One suspicious act can ruin several years of carefully negotiated relationships. In Jamshedpur, when we used to talk to a group of people, almost always some fellow would start arguing. But his Union colleague would shut him up. “Saab bol raha hai, to theek hai. Aap bait jao” (if the MD is saying something, it must be right. You please sit down). The majority in Tata Steel had that confidence in their CEO.” That type of confidence takes years to build, but only a brief, fleeting moment to destroy.

*It is a favorite belief of mine that no student ever attains very eminent success by simply doing what is required of him; it is the amount and excellence of what is over and above the required, that determines the greatness of ultimate distinction.*

- Charles Kendall Adams