HUMAN VALUES AND MANAGERIAL WORK :

SUBJECTIVE EXPLORATIONS OF PRACTISING MANAGERS
HUMAN VALUES AND MANAGERIAL WORK: SUBJECTIVE EXPLORATIONS OF PRACTISING MANAGERS.

INTRODUCTION:

In this section the researcher has recorded with utmost fidelity to facts the narration of practising managers from the following organization:

1. Reflection of a General Manager in Crompton Greaves Ltd., Bombay on the subject of "Value Systems in Crompton Greaves Limited, Bombay".

2. Salient features of "Values System in Indian Oil Corporation", by a middle-level manager of the Assam Oil Division in Digboi.  


4. Report of a middle level manager at Gujarat Narmada Fertilizer Corporation (GNFC) on "Nature of Concern for Values at GNFC".

5. Reflection of a Senior Officer in the College of Defence Management on "Values in Indian Armed Forces".

6. Reflections of a Senior Executive and Board Member in Siemens Limited, a large private sector multinational company on "Values in Siemens".

40
VALUE SYSTEM IN CROMPTON GREAVES LTD. BOMBAY:
(Reflections of a General Manager)

1.0 COMPANY OUTLINE

CROMPTON GREAVES (CG) have been pioneers in the manufacture, marketing and project engineering of a large variety of electrical and electronic equipment in India. The company was incorporated in Bombay, India, in 1937 and naturally has cultural roots based in the U.K. The strategy of the company embodies the vision and inventive genius of COLONEL CROMPTON, who worked and lived for many years in India setting up the Calcutta and Madras Electric Supply Corporations. He is, however, better known in the UK as the man who introduced electric lighting in Buckingham Palace and who electrified the underground railway in London.

This pioneering spirit and commitment to improving the QUALITY OF LIFE became an integral part of CG's corporate thinking and has kept the company continuously on the search for new ideas, applications and technologies.

The company currently employs about 10,000 people with four
strategic business units, twenty manufacturing units, 21 marketing establishments, three R & D establishments and a fledgling international marketing operation. The company’s sales are currently at $260 million and its products command market shares in the range of 15 to 50 percent.

The company has undertaken a massive re-structuring of its operations, orienting to the world market and has decided to achieve the change through the VOLUNTARY ACTIVE SUPPORT, cooperation and involvement of its 10,000 employees and its large number of suppliers, dealers and customers.

Over the last decade, it has become abundantly clear that survival of Indian industry depends upon its ability to adapt to the changing economic environment and achieving international acceptance and competitiveness. The performance of Japanese industry has been a topic of careful study and it is clear that a glorious opportunity will present itself to Indian industry by the end of this century to carve a niche for itself in the history of management evolution.

The company thus decided to orient itself to a PATH OF CHANGE setting the long term objective as the achievement of WORLD CLASS STANDARDS and identifying for itself the PROCESS OF IMPROVEMENT or TOTAL QUALITY MANAGEMENT as the primary means.

This strategic guideline is embodied in the company’s
VISION statement.

However, the path is strewn with obstacles and the purpose of this paper is to share the perceptions of a committed missionary based on personal experience in India.

The contents and conclusions of this paper are based on very limited application covering just about ten years. They do not necessarily represent the perceptions of the company's management. At best, they are random thoughts in the author's mind which are offered to this august audience for debate and consideration.

2. VALUE CONFLICT

Indian industry, Compton Greaves (CG) included, face a distinct conflict of values.

A study of Japanese management thought derived on its post World War II experiences, indicates that the value systems, the beliefs and indeed the entire organisational environment is shaped by the thinking of top management.

Ancient Indian thought reflects similar concepts. In the Bhagavat Gita (Chapter III, Karma Yoga) the role of the leader is expressed in the following terms.

'YAD YAD ACHARATI SHRESTAHA THAD THAD DEVETARO JANAH' meaning that the practice (ACHARA) to the leadership (SHRESTA) is followed by the rest of the people.

In a way this typifies the role of what has come to be
known as 'Management' or more particularly 'Top Management'.

Western thought has similarly glorified the role of leadership and in recent times, there is increasing evidence of transformation being attributed to charismatic and highly personalised leadership traits.

The conflict arises in delineating the role of other parts of the organisation. Western thought has tended to look at the organisation in the shape of a pyramid which as a large base and narrows at the top. Japanese management thought has specified that there should not be more than four layers identified as:

- Top Management
- Functional Management
- Engineers and Supervisors
- Operators.

The Western pyramidal structure tends to draw an artificial line between the top three layers and the bottom most layer. 'Management' is meant to connote the top three layers. Thus the concept of 'WE' at the top and 'THEY' at the bottom has evolved.

In particular, this perception has typified the classical colonial approach with the lower layer being considered 'Natives' and the higher layers being considered 'Rulers'. This psychology of organisational structure has taken deep
roots in India and tends to colour all management thinking and indeed administrative thinking, to this day.

The Japanese approach to organisation structure displays a unique characteristic and that is in including the lower most layer into the management team, by calling them 'Operators' and involving them in the 'management' of the workplace. The Japanese term 'HINSHITSU KANRI' is used to define the process of maintaining the workplace in such a state of equilibrium that the quality of the workplace, the product and the machine can be perfect. In the post War Japanese industry, one discerns the 'workers participation in management' at its clearest. Workers thus enjoy self-respect as an important element of organisational life. They are deeply involved in the strategic vision of the company, the perfection of its processes and products and in the ultimate test of organisational life, viz the customer's satisfaction.

While the Japanese organisation, to all intents and purposes, looks like any Western organisation, the 'INTEGRATION' of all sections of the company into one collective whole is its most significant characteristic.

Indian industry is even more pyramidal in structure than Western or Japanese models. Sometimes the higher echelons in Indian industry are organised in the form of a long slender line of people reporting to each other. The base
at the bottom is sometimes disproportionately large and may itself be multi-layered.

It is in this context, that the ancient Indian prototype is worth looking at, be it at the village level, family level or administrative level. This prototype displays itself as a 'FLAT' structure, where the leader is at the centre and relates to a structure which is circumferentially around him. The ancient Indian prototype is of a 'HORIZONTAL CIRCULAR' structure which identifies a 'LEADER' as an experienced, open, accessible, friend, guide and philosopher, who relates with ease and skill with all aspects of organisational or family life which surround him. The members of the organisation are naturally clustured in 'Specialist' groupings.

The author has experimented with this approach in an earlier assignment at Satpur, Nasik with gratifying results.

The company or unit at a macro level will have the leader at the 'Nuclear Centre' and relating horizontally in all directions to a number of functional and operational 'cells'. Each such cell at a micro level will have a similar 'nuclear centre' and a number of either sub-cells or individuals relating to the centre.

Re-structuring of Indian industry may have to follow this approach in the future in order to effectively survive in
3.0 ROLE OF THE LEADER

It will be seen from the above, that the leader at the centre of the stage plays an important part. It is now not enough for the leader to remotely associate through multiple layers of hierarchy but it is imperative for him to personally communicate, impart skills, observe, listen, interact and set an example.

Communication of the organisational vision of the future, the state of the market, the emerging perceptions of the customer, the developments in technology etc. need to be communicated continuously to all the people in the organisation. This becomes a key role of the leader. Naturally, as organisations grow, both in complexity and diversity and geographical spread, the leader is required to be ‘on the move’.

In CG, the Chief Executive has set a daring example by travelling nearly twenty five days each month, visiting every unit, branch and warehouse at least twice a year, addressing groups of employees all the time and personally communicating the company’s vision and organisational priorities.

It is said that communication begets commitment. Thus, adequate opportunities are created such as ‘open-houses’, conventions, review meetings and shop-floor/office visits
for the leader to be able to listen to the considered views of employees at all levels. Any doubts are clarified, wrong perceptions are corrected, mid course corrections are made, based on important suggestions and thus a commitment to organisational objectives is achieved.

The third great characteristic of leadership is its ability to impart skills pertinent to the organisational goals, channelise the efforts skilfully in correct directions and ensure that the right people with the right skills are in the appropriate places. The results achieved by the various activities are related to the processes going on, and by questioning the results and the processes, people are made to think of causes and appropriate solutions. Problems are exposed by encouraging people to talk of problems, and not blaming them. This whole aspect of leadership could be termed PEOPLE PROCESS AND PROBLEMS ANALYSIS (PPA) and by encouraging debates and discussions on this aspect, the leader not only creates a fair, free and open environment but a team of people oriented to achieving organisational goals through skilled and competent means.

The fourth important leadership trait is generally called 'motivation' but in particular, means recognising people in the organisation, rewarding them for lasting contributions and by encouraging them to be creative, unfettered and
courageous. Individual development is given importance, and people are encouraged to develop themselves into better, enlarged human beings.

This raises an important question on 'what is the purpose of life?' Such questions are normally considered to border on philosophy or spirituality and considered unfit or irrelevant for discussion in organisational life. The singularly materialistic view of life which has evolved in Western civilisations has naturally resulted in all segments of an organisation tending to consider 'MONEY' or 'PROFIT' as the sole reason for organisational or individual activity. Thus has developed a complex system of 'Compensation', 'Benefits' and an associated system of 'Bargaining' between apparently unrelated and even hostile groups of people.

The management of the organisation believes that they are supposed to 'manipulate' resources including human beings to achieve 'profit'. The employees believe that they have come for employment for the sole purpose of 'earning money'. In a typical US organisation they call it a 'WIIFM' or 'WHAT'S IN IT FOR ME'. The entire contextual framework for organisational life becomes 'Money'.

The ancient Indian concepts state several important aphorisms:

1. The Purpose of life is to realise God.
2. The Path to God is through Morality.
3. All creation has work to perform as a duty.
4. Money comes and goes, but morality comes and grows.

4.0 A NEW ORGANISATIONAL VALUE-SYSTEM

In the above context, it is worth seriously considering a fresh approach to organisational values:

a) 'PERFECTION' is the goal of the organisation, its people and its performance.
b) 'PERFECTION' evolves in the mind of the customer, in the mind of the organisation and in the world.
c) Let us set a standard for 'PERFECTION' in a 10 or 5 year perspective.
d) Let every cell in the organisation from the macro level cell to the micro level cells define 'PERFECTION' in the context of the organisational standard.
e) Let the leader expound his commitment to the 'PERFECTION' standard.
f) Let all of us honour and respect the leader’s commitment to the 'PERFECTION' standard and expound our commitment to the same and to our individual team or group standard in the context of the organisational standard.
g) Let us create an environment where we understand, practice and enjoy the following principles for
individual benefit and happiness:

i) Selflessness, Team Spirit and Simplicity.

ii) Freedom, Autonomy and Self-control.

iii) Responsibility, Trust and Consistency.


v) Creativity, Uniqueness and Transformation.

vi) Love, Respect and Self Realisation.

Incidentally, the individual value systems given above are at once the underlying basis of SADHANA in Ancient Indian terms as well as the basis of the TQM approach of the Japanese.

5.0 PERSONAL EXPERIENCES

The author had the profound pleasure of attempting to operate on the above basis in an earlier assignment as General Manager of the Low Voltage Controlgear Division at Satpur, Nasik. The experiment was conducted over nearly six years from 1984 to 1990. When posted at the unit, losses were enormous and everything that could be wrong appeared to be wrong with the unit. However, the author was struck by the enthusiasm, keenness and intelligence of the employees who numbered about 500.

Over the following six years, every aspect listed above was practised by the author together with a continuous exhortation to the employees to live simply and think highly. Every communication emphasised the overriding
presence of Divinity and our duty to spiritualise our life, our work and indeed the whole organisation.

It is remarkable to record that the response was fully positive. Very high levels of ethical and spiritual approaches in employees was observed. Strict disciplinary actions taken in the case of non-conformers and wrong-doers was not only accepted but appreciated.

Individual development was remarkable and organisational profitability with multifold growth was achieved in 1989. The author bowed out leaving equally committed leadership in 1990.
VALUES SYSTEM IN INDIAN OIL CORPORATION LIMITED, ASSAM OIL
DIVISION DIGBOI, ASSAM

(Some of the salient features of the Organizational Values as
related by a middle level Manager)

1. Clear cut Organisation Goals as agreed with the government.

2. Service to the society by meeting requirement of petroleum
products in the North-East India including remote areas of
Arunachal Pradesh, Manipur, Mizoram & Nagaland.

3. Integrity and ethical behaviour on the part of the
employees.

4. Care for good public image.

5. Care for the community in the neighbour-hood - community
development work - concern for health, education, sports &
games. Small family norms, skill development for educated
unemployed youths, self employment etc.

6. Openness, delegation, autonomy, open to new
ideas/innovations.

7. Information sharing, free flow of communication at all
levels.

8. Concern for profitability, productivity safety and employee
welfare/development.

9. Respect for age, experience and ladies.
A TRYST WITH TRUTH : HUMAN VALUES AT WORK

(A case developed by the researcher on the basis of actual experiences narrated by a Senior Manager of a large Public Sector Heavy Engineering Corporation. The names of the individuals and organization have been changed to protect the identity of the individuals. This case amply illustrates the nature of concern with human values in Indian organization).

National Engineering is a large public sector company manufacturing electrical goods, equipments and accessories. Its corporate office is located in the industrial suburb of Bombay and it has fifteen regional sales and distribution units throughout the country. Each Regional Unit is headed by a Regional Director who reports to Shri R. Bhatia, the Chairman of National Engineering.

Recently, the grapevine in National is abuzz with a rumour that Mr. Swaminathan, the Regional Director of the Company’s Bhopal Unit has been found involved in a financial irregularity and has been charged with misappropriation of Company’s money. The staff Union of National, sensing this to be a provocative anti-Management issue, has lost no time in littering the office walls with posters denouncing corruption within the organization and demanding the punishment of the guilty. The Officers’ Association of the Company has maintained ‘diplomatic silence’ in this matter. However, some senior officers of the Corporate office who were not particularly well disposed towards
Swaminathan have been openly critical of his misdemeanour. Meanwhile, Swaminathan has been advised by the Corporate Personnel Director to proceed on leave as an enquiry is to be conducted against him on the basis of prima facie evidence.

Prior to all these incidents, Swaminathan had approved the sale of a large quantity of transformer laminations to AKW Company, a private sector firm, also based in Bombay. Immediately before the sales deal was struck, Swaminathan's son-in-law, who was working at Bhopal, had joined AKW Company as Marketing Manager in Bombay. The Government Auditor, on a visit to the National Unit in Bhopal made out a case that Swaminathan had shown undue favour to AKW in the above sales transaction.

The case now came for examination to Mr. Gopal who was the Chief Auditor of the Bhopal Unit. On close scrutiny Gopal found out that Swaminathan had not, in fact, flouted any rule or norm in this case and that it was a clean deal. Besides, there was a precedence of National having purchased similar laminations from AKW earlier when they were in desperate need to stick to delivery schedules. It was fairly well known that AKW and National worked almost like sister companies and often helped each other in crisis situations.

The personal equations between Gopal and Swaminathan were, however, far from cordial. Thanks to Swaminathan's adverse reports, Gopal missed his much deserved promotion the previous year. For some inexplicable reason, Swaminathan frequently took
a hostile stance against Gopal. And although Gopal was known to be an upright and trustworthy officer, his detractors in the Internal Audit Department invariably found a sympathetic ear in Swaminathan. Only a fortnight back, the Regional Director made a note that one of Gopal’s tour bills was rather inflated although there was nothing in the bill to suggest so. It was time for Gopal to pay Swaminathan back in his own coin.

In another development, the Deputy Regional Director, Mr. Prasad, to whom Gopal reported, wanted to make use of this case to upstage Swaminathan. Prasad sent feelers to Gopal that his promotion and posting will be taken care of if he ‘manufactured’ adverse comments on the Swaminathan case. It was true that Gopal’s comments as the Chief Internal Auditor were crucial in this case as, any adverse remarks by him, would mean the sealing of Swaminathan’s fate. Ramkumar, a colleague of Gopal, who also worked in the Internal Audit Department whispered to him:

"Gopal! You know the auditor’s subtle art that can fix Swami. Let him lose his sleep! After all you also lost an year’s promotion!"

Gopal observed that the same Ramkumar fawned on Swaminathan when the latter was in power but was now beginning to demonstrate his allegiance to Mr. Prasad. Gopal then sighed to himself: "how things change!" But he refused to be carried away by his colleague’s insinuations and said:
"I am no coward to fight shadows. I trust my professional competence and integrity. I shall not stab Swaminathan in the back".

Thus, he wrote his fair comments, exonerating Swaminathan and came home that evening happy and content at what he had done.

This case subsequently travelled through various stages including the Parliamentary Sub-Committee and reached the Cabinet Minister for Industries. The minister referred the case back to national Electricals once again. The Finance Director of National, specially landed in Bhopal to know Gopal's personal views on the case. Gopal stuck to his earlier ground and said:

"I have already given my comments. I have no doubt that 'S' is innocent in this case".

The Finance Director went back and the case was closed. Gopal’s boss Prasad became furious at the former’s stubborn attitude and spoiled his confidential Report. As a result, Gopal lost promotion for yet another year. He was extremely disappointed, and wrote a letter to the Chairman which ended with an angry outburst:

"Is this the way you reward your honest employees?"

The Chairman acknowledged the receipt of Mr. Gopal’s letter but sent no reply.
A few months passed by without any further development in the Swaminathan episode. Gopal continued to work as the Chief Auditor. Sometimes, taking a break from his hectic schedule, he would spend a few minutes all by himself to reflect on his life and career.

"I have never opted for any undue advantage in my twenty years' of service. I do not remember having spoken a lie nor did I harbour any ill will against any of my colleagues. I had to raise a family of three children, look after my old parents and marry off two of my sisters and managed to do all these by honest means.....", he muttered to himself and the train of thought continued in his mind ...........

"By God's grace all my three children have turned out to be brilliant. They have done very well in their professions and each one of them has inherited the qualities of honest and hard work that my father and I stood for. In Neela I have found a caring and supportive wife. What more could I have asked for in this life? How much does the loss of a couple of promotions matter in comparison to a life lived for an ideal."

As these words continued to buzz in his mind, Gopal's eyes fell on the glass top of his table where he had tucked in a piece of printed paper. It read:

"SUCCESS IS NOT THE AIM OF LIFE. PERFECTION IS."

"That's what my father would always tell me", he whispered to himself and proceeded to clear the next file on his table.
1.0 HUMAN VALUES

There is very high concern for human values at GNFC. Workers are not treated merely as employees but are considered more as family members. Almost in every plant/department a family exists, say Urea Pariwar, Ammonia Pariwar, GNFC pariwar, Narmada Pariwar giving a sense of belongingness to every employee.

We do not merely form family/pariwar but literally make employees to feel like members of pariwar. For example, if a member falls sick, almost the entire narmada Pariwar goes out of way to help him. One of our employee fell sick a few years back needing a large quantity of blood for constant transfusion. He was admitted to Baroda, a place 75 Kms away. On hearing the news, a large number of employees gathered near our hospital waiting for their turn to donate blood for him. Management also came forward keeping vehicles available on round the clock basis to transport fresh blood to Baroda. This went-on nearly 5 days till the crisis was over. At Baroda, a few employees were available constantly to help the family to overcome any difficulty including the finance problem.

In yet another example, one of our employee met with
rail accident requiring hospitalization for nearly 2 years. Throughout this period, he and his family were completely taken care of by the management and the employees by not only providing financial assistance but also accompanying them day and night to make them feel that they are not alone. In yet other example, one of our employee had paralytic attack while on foreign tour and was to be admitted in a hospital in Europe. The company decided to send our own doctor to Europe to take personal care of the employee till he was brought to India. After returning to India, he was bedridden for almost one year during which time the company took total care of him.

These are only a few examples which are highlighted. In fact, in everyday working sphere we find very high concern for human values at GNFC.

2.0 VALUES FOR RINS

2.1 DEVA-RIN

GNFC has shown an exemplary concern for Deva-rin by showing a concern for protection of environment. Concern for tree plantation, water purification & conservation of energy is extremely high at GNFC. Right from the first day, a very well planned system has been built to ensure that we cause minimum damage to environment.

For example, GNFC has planted more than 200,000 trees and ensures their protection. Likewise, GNFC has spent
more than Rs.25 Crores to install various Pollution Control Devices to minimise the liquid effluent and to ensure clean air in the environment. In fact, at GNFC we try to recycle and reuse the liquid effluent to minimise in-take of fresh water. The total quantity of liquid effluent thus recycled is more than the total quantity of fresh water required by Bharuch Town.

It is because of this reason that GNFC has won National and International recognition in the field of Pollution Control And Environment Management. So far we have won the awards from FICCI, ICMA and FAI in this field.

The concern for "Deva-rin" is starting at the lowest level of Operators to the highest level of Managing Director who keeps constant touch with the plant people and ensures that all cares are taken for environment protection.

2.2 NRI-RIN

GNFC has also shown a high concern for "Nri-rin". A voluntary organisation called 'Narmadanagar Rural Development Society' (NARDES) is operated by company's employees and their wives. This organisation goes to near by villages to understand their problems. Various skills aimed at upliftment of the villagers like tailoring, envelope making, Dhupsali making etc. are taught directly by the volunteers. On top of this, this organisation
organises eye camp for the poor. Nearly 100 patients undergo cataract operations every year, free of cost. All patients are given free food, medicines etc. during the camp and they are also given one pair of clothes and goggles when they leave the camp. Employees' family members take total care of them during their stay at eye camp.

As yet another part of activities, physically handicapped people are offered callipers, tricycles, artificial limbs like Jaipur legs etc. every year.

3.0 HIGH CONCERN FOR DEVELOPING EXPERTISE IN EVERY FIELD OF ACTIVITIES

"YOGA KARMAHU KAUSHALAM ". "YOGA" is rightly defined as any activity that is done with KAUSHALAM (expertise). At GNFC, extremely high concern is shown for developing expertise in every sphere of activities. The company’s production level has remained more than 100% for years together mainly because the employees have developed KAUSHALAM (expertise) to operate and maintain the complex technologies, connected with the most modern Ammonia and Urea Plants. In fact, no other Ammonia Plant in the world based on high pressure fuel oil gasification technology has been operating at an average capacity utilisation of more than 100% for years together. Likewise, GNFC achieved capacity utilisation of more than 86% for its NP Complex in
the first year of the commercial production which is also a rare achievement confirming GNFC's commitment towards KAUSHALAM.

All departments like Operation, Maintenance, Quality Control, Finance Marketing, Administration etc. and, above all the top management team are highly committed towards achieving KAUSHALAM (expertise).

GNFC's efforts have been recognised by the apex Fertilizers body (FAI) by awarding three "technical innovation" awards which is a unique achievement for GNFC. The fact that GNFC has received large number of awards from National and International bodies, in the field of safety, also indicates GNFC's commitment toward values.
VALUES IN INDIAN ARMED FORCES:

COLLEGE OF DEFENCE MANAGEMENT

(Reflections of an Officer in the Armed Forces)

1. Values are internal yardsticks against which we measure our deeds actions and thoughts. A value is an enduring belief that a specific way of personal or group conduct, or an end state of being is preferable to an opposite way of conduct or end state of being. That for which an individual voluntarily strives for or accepts or incurs expense to acquire is a positive value. Anything that we avoid, reject or escape from can be termed as a negative value. Values connote goodness or badness. Feeling or emotions inherent in values are motivational, since they signal the liked and the disliked aspects of our environment which either attract or repel us.

2. While values have an ephemeral universality, there are also geographical, social, cultural and historical factors which may impinge on the relative importance attached to a particular values. Values are imbibed in their entirety or not at all. However, at a point in time some values may come into conflict with each other and it is then that the factors mentioned earlier come into play to decide inter-se importance.

3. An area of ongoing research in the College of Defence Management has been to identify core Indian Values; from
among these to ascertain which are most important to the Indian Armed Forces and to recommend instrumentalities to re-inforce such values to bring about excellence in military organisations.

4. From among a large number, the values that emerged as most important to the armed forces are:-
   a) Honesty and Integrity.
   b) Loyalty.
   c) Moral Coverage.
   d) Honour.
   e) Knowledge.
   f) Humility.

5. The equilibrium of our somnolent society has been rather rudely disturbed by a blitzkreig of change encompassing the technological, social economic and political dimensions. Expectations and aspirations have been raised to levels unimaginable a few years back but harsh economic realities have become unacceptable barriers resulting in an environment full of tension and conflict. Values have been eroded, beliefs shattered and attitudes have hardened. It is from this societal milieu that personnel are drawn for the armed forces. Consequently, the armed forces too have begun to be affected by these changes. The armed forces are an organisation where personnel have to be motivated to lay down their lives when necessary. Therefore any
discordancy in the value system could have highly undesirable or disastrous consequences during military operations. Thus there is a need for re-inforcing the desirable values in the military organisation and enhancing its overall effectiveness.
VALUES IN SIEMENS (OR WHY I AM IN SIEMENS)
(Reflections of a Senior Executive in Siemens Ltd)

While there is no formal document on Values in the House of Siemens, my very reason for spending my entire career of 38 years in just one company, helps me to identify values which have never made me think of looking for career elsewhere, Sample:

1. **Total Customer Satisfaction** - Cost is no consideration, when customer is in trouble and needs help; experts, equipment, spares and training are pressed into service, much beyond the conditions of the original contract. We never point to the fine print, and abdicate our responsibility beyond the guarantee period. We are the costliest in industry, but customers keep coming back.

2. **Corporate Pride in Engineering** - Excellent Products/Systems, sometimes to the extent of over-engineering. We are recognised more as a Technical Institution, which sets the standards, rather than a Business Organisation!
   
   We know more about customers needs and his own processes more than any competitor. This gives us a unique competitive advantage in Application know-how and Systems Integration makes us help customer to minimise consultancy costs.

3. **Siemens Family** - Siemens world-wide family is not only a metaphor. Children of employees are preferred for
employment at all levels. We believe, there is Value in Family Ties. There is sense of belonging and there are generations working for Siemens. Given the proficiency, we do not regard this as nepotism. Bereaved dependents can always look forward to long-term training/vocational help in India & Germany.

4. **Total Freedom** - I am not aware of any organisation which gives high level of freedom of action and decision-making, at such junior levels. Often I found Managing Directors affronted, when as a lad I went to negotiate big business. I was allowed to take decisions on the spot, but the M.D. had to wait for his Boards' approval. Youngsters in our company appreciate this trust very much. Particularly, the opportunity to make mistakes and learn, without their head on the block!

5. **No Bossism** - A very informal and mentorial environment. More often the superior comes to your table, than your going to him. High level of respect for the Individual.

6. **Practically non-existant Rat-race** - Industrial Psychologist Mr. A.K. Chakravorty (presently CLRI, Bombay) found stress due to internal competition was least in Siemens, as compared to other companies he had seen. Some cynics feel, this low-stress situation is not good for the health of the Organisation!
I feel, this low-stress is due to the highly supportive environment. At the same time, we are known for not shying from hard-options (backed by humane follow-ups).

I have always slept well during my career!

7. **Superiors very sensitive to employees personal problems** -
   Years ago, within few months both my parents died in far away Delhi. Unknown to me my M.D found out how many trips my wife and I had made to Delhi, My bank balance had been wiped out. I was compensated, when I neither expected, nor would have asked for such a favour. This has often happened to me.

   We in turn try to be equally sensitive to the problems of our subordinates and peers.

   Sensitivity is not limited to material needs only.

8. **Open-door Culture - Open Communication** - Top man always available for hearing out, and complaint redressel.

   Regular exchange of information on business matters, market situation, targets, competition, etc. with staff and Union.

   Friendly relationship also during Industrial strike. I was giving lectures to workers on Yoga and Meditation during Lock-out period!

**Lastly** - I have found love and affection all around. All rewards and promotions right up to the Board have come
effortlessly, without hankering or even expecting the possibility. Work has always been a pleasure.

Siemens has a very humane face! We find humane solutions for our customers and employees. Not all is measured in Money.

Enclosed here are the following documents of Siemens:

A. Corporate Mission Statement.

B. Contents of Pocket-Card entitled "Management by Co-operation". This in turn is extracted out of a detailed document.
Corporate Mission Statement of Siemens Ltd.

* We wish to be one of the most competitive Corporations in the field of electrical engineering and electronics, and a recognized technology pacesetter.

* It is our goal to provide our customers all over the world with products and services that offer maximum benefits.

* Creativity and willingness to perform in our employees form the basis for the success of the Corporation.

* We wish to generate sustained high profits, as a prerequisite for assuring the future of our company, and to increase the value of our shareholders' investment.

* We wish to maintain constructive, long-term, and trusting relations with our partners all over the world.

* We see ourselves as an integral part of national economies, and feel a sense of duty to society and the environment.
MANAGEMENT BY CO-OPERATION

ACHIEVEMENT BY CO-OPERATION

Establishing clear objectives

Only distinct goals allow employees to evaluate and check their own work.

Delegation of responsibility

Staff who are given responsibility show greater commitment, acquire skills more rapidly and are more efficient in their jobs.

Participation in the decision-making process

Staff who participate in the decision-making process identify with the decisions reached.

Discussing performance

Managers should not simply rate performance but discuss it with their staff. This gives them greater incentives.

Creating a sphere of co-operation

Good co-operation deserves special recognition.

Exchange of information

Sharing responsibility within our company calls for an effective exchange of information.

WORK ASSIGNMENT AND STAFF PROMOTION

Work assignments in accordance with ability

Managers ensure that staff are given tasks appropriate to their abilities and expectations.
Frankness in assessment
Staff members have a right to know how their work and their approach to it are being assessed by Management.

Training does not end at thirty
Technical and scientific progress call for constant training.

Promotion through new tasks
Long-term training programmes are vital for the development of young managers.

Salary linked to performance
The remuneration should reflect the work and performance of staff and should be determined by assessments.

Social Responsibility
The Company has a social responsibility to its employees. This must be reflected in the managers' treatment of their staff.

The management style and social awareness of managers has an effect on the Company's public image.

The Company believes, Leadership requires loyalty to the Company. We must also be prepared to act according to our personal convictions if, objectively, this is in our staff's interest.
VALUES OF SHAW WALLACE & CO. LTD.

(Narrated by the Vice President, Shipping of Shaw Wallace & Company Limited, Bombay.)

The Company's values are:

a) To develop business through customer satisfaction of the Company's products and services.

b) To provide market driven quality, based on customer focus.

c) To maintain existing skills in Management and Work force.

d) To provide adequate avenues for employee growth with satisfaction.

e) To compensate monetarily and environmentally employee's contribution to Company's growth.

f) To provide just, fair and human approach to the employees of the Company.

g) To carry out its business activities within the framework of the country's laws.

h) To critically examine and reduce expenditure to improve bottom lines.

My Personal Values

a) To place the individual in his working environment and to provide job satisfaction.

b) To encourage Group commitment to goals.

c) To advise, guide and train employees.
d) To be fair and straightforward in dealings with humans.

e) To encourage and support personnel who are disciplined.

f) To reduce the Industrial Dispute factor in individuals.
CONCERN FOR VALUES IN ORDNANCE FACTORY

(Executive of Ordnance Factory Organization in West Bengal)

1.0 Ordnance Factory (O.F) Organisation is the biggest industrial Organisation functioning as a Government Department with 39 Ordnance Factories, five Head quarters formations, 5 Ordnance Factories Training Institutes and one Ordnance Factories Staff College. This Organisation employees about 1.7 Lakh people in different categories starting from workman up to the Chief Executive of the Organisation i.e. Director General of Factories and The Chairman, O.F. Board.

2.0 O.F. Organisation follows a family type of identity, where top to bottom, bottom to top and horizontal access is frequent and as a result the typical concern for people and the style of Indian family relations exist. However, the Ordnance Factories were set up by the Britishers who had brought with them their British Culture of hierarchy. This is also existing in the Organisation. In nutshell Ordnance factories have a lot of British culture and the same is visible in their work life as well as the Management styles. Now the things are seriously changing and the Management styles are undergoing a great change.

2.1 Participation by the lowest level of people is encouraged in the Management and various steps are taken to develop skill in the people, opportunities are also given to people to develop their talents.
3.0 Quality, reliability and service is the motto of this Organisation. Traditionally, it was serving only the defence forces, but of late it has become more open and is rendering its services to the Civil sector also and as a result marketing practices are also being introduced in this Organisation.

4.0 The International Quality standards are being introduced and emphasis is laid to develop leadership qualities in the people practically at all levels. However the remnants of British culture are still visible as a result of which communications are normally channelised and depending on the values of the chief Executive, the system functions.

4.1 Chief executives are transferable and once a CEO is transferred and the new one comes, system has to adjust as per the liking of the new CEO. This is a bottleneck which is still existing in this Organisation.

5.0 In my opinion, where-as, keeping a system is good for administrative control, we must have a practice of setting pragmatic norms and guidelines and they should be followed. This will eliminate continuous adjusting as per the liking of ever changing CEOs.

5.1 I am myself a staunch believer in Indian values and am practising in my domain of activities and as such I don’t find much difficulties to implement, whatever, I feel good for people at large.