Chapter 7
Chapter 7

Category 4: Co-Creation of Vision:

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

7.2 Constant Comparison of concepts from Interviews:

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

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

The above interview talks of

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

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

‘It all began sometime in 2003… I personally feel that I am one of the few one of the privileged few to be inducted…as part of the Retail SBU. I was Chief Manager Retail… I was in retail SBU and … HPCL has to be customer centric and our SBU …

… to go through a 3 day visioning process work shop – called SBU dept heads, support functions and air our demands- where vision statement were made- was the first co created
vision - where process lasted for 3 days and at the end - we clearly articulated the current reality, our capability to stretch ourselves and where we need to reach…Afterwards we have decided –we had a meeting of Department Heads- Mr M B Lal C&MD initiated the whole process…said that we need to be an outward looking organization and not an inward looking - Sundarajan was the facilitator… Chairman, EDs went thru a visioning process- after that all the SBUs started the visioning process…’

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

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

Cascading the organizational vision to SBU, Zonal and Frontline Team Level:
Dr. Saxena- Chief Regional Manager also talked similarly. Brief excerpt from his interview: ‘Somewhere in 2003 we started this visioning process of the company, we built visions and there after that in each of the SBU’s as well as in the teams…’

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

Figure: 7.1
This made the researcher to analyse the visions that were co-created at the organizational, SBU and the team levels. 100s of visions were looked into, textually analyzed and broad aspirational elements noted. Below is an example of one such set of visions which relates to HPCL, the Retail SBU, North Zone which directly reports to the SBU and finally one of the visions that relates to the region which reports to the Zone.

**HPCL VISION 2006 (Co-created in March 2003)**

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

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

![Diagram](image-url)

Figure: 7.2
7.3 Alignment of vision objectives:

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

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

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The themes of the Retail Vision were mapped against the category Co-Created vision and the same is depicted below:
NORTH ZONE RETAIL VISION 2006 (Co-created on May 2003)

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

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The themes from the vision have been mapped and are shown below:
LUCKNOW RETAIL REGIONAL OFFICE VISION 2006 (Co-created on July 2004)

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

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

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

Vision HPCL- Responsiveness to Stakeholders
Vision HPCL- Superior Understanding of latent and stated Customer Needs
Vision HPCL - highest performer in Growth and Return on Investment
Vision HPCL - Learning and Innovative Organization
Vision HPCL - Work environment of trust, pride and camaraderie

Vision Retail - cost optimization focus
Vision Retail Competent committed and empowered teams
Vision Retail Highest performer in sales growth
Vision Retail RWZ Delights customers by understanding stated and latent needs
Vision Retail Understands stated and latent needs of customers
Vision Retail Work Environment of pride, mutual trust and camaraderie

Vision RSZ has State of the Art Outlets
Vision RSZ has Committed Dealers
Vision RSZ Dedicated and fully empowered team
Vision RSZ Delights customers with Quality Products and Services
Vision RSZ Delights the Customers with quality products
Vision RSZ High Integrity and Ethics
Vision RSZ highest growth in Industry
Vision RSZ highest profit among zones

Vision REZ Builds trust with Stakeholders
Vision REZ learning, harmonious, participative and vibrant work environment
Vision REZ market leader in sales growth
Vision REZ product availability and infrastructure

Vision RWZ Continuous Innovation
Vision RWZ Enduring relationship with business associates
Vision RWZ has strong brand Image
Vision RWZ Has World Class Retail Outlets
Vision RWZ motivated and dedicated team

Vision RNZ-Industry leader in growth
Vision RNZ - Dynamic dedicated committed and empowered team
Vision RNZ delivers innovative services
Vision RNZ Business associates as partners
Vision RNZ highest contributor to SBU's Profits
Vision RNZ highly motivated dealers.
Vision Ahmedabad RO has committed Dealers and Business Partners
Vision Ahmedabad RO has motivated, trained people
Vision Ahmedabad RO is highest in Retail Network Expansion
Vision Ahmedabad RO is Market leader
Vision Ahmedabad RO environment of trust, pride and camaraderie

Vision Aurangabad RO has highest Sales growth and profitability
Vision Aurangabad RO has highest network expansion
Vision Aurangabad RO has cohesive and motivated high performing team
Vision Aurangabad RO has motivated aligned dealer network and business associates
Vision Aurangabad RO has world class outlets, winning hearts of customers

Vision Baroda RO Delights its customers by understanding stated and latent needs
Vision Baroda RO Delivers quality product and superior services
Vision Baroda RO has committed dealers
Vision Baroda RO Has Highest Profitability

Vision Belgaum RO has dedicated trained and innovative personnel
Vision Belgaum RO has ethical and transparent business practices
Vision Belgaum RO is market leader in growth, market share
Vision Belgaum RO makes good fuel promise
Vision Belgaum RO meets customer stated and latent needs
Vision Belgaum RO has reputed business associates who are proud to be with us

Vision Bhopal Ro has cohesive, transparent and fair work culture
Vision Bhopal Retail has dynamic, motivated, empowered and competent people
Vision Bhopal RO delights customers by fulfilling stated and latent needs
Vision Bhopal Ro has fair, ethical and transparent business practices
Vision Bhopal RO has healthy business relationships with all stakeholders
Vision Bhopal RO is Market leader in growth

Vision Bhubaneswar RO delivers innovative products and Services
Vision Bhubaneswar RO has world class outlets
Vision Bhubaneswar RO is Ethical in Business Dealings
Vision Bhubaneswar has harmonious relationship with Business Partners
Vision Bhubaneswar RO has Highest Rate of Growth
Vision Bhubaneswar RO has competent committed and empowered team

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

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

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

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

Vision Lucknow has delighted dealers and business associates
Vision Lucknow RO has ethical and transparent operations
Vision Lucknow RO has highest growth rate
Vision Lucknow RO has highest network expansion
Vision Lucknow RO has preferred outlets

Vision Meerut Retail is having motivated dealers and business associates
Vision Meerut RO has highest growth in market share
Vision Meerut RO has young dynamic motivated result oriented and committed people
Vision Meerut RO is customer cetric and delights them through products and services
Vision Meerut RO is transparent and ethical

Vision PanipatRO Has highest Sales
Vision Panipat RO conducts Busines in Ethical Fair and Transparent Manner
Vision Panipat RO has highest profits among Regions
Vision Panipat RO has vibrant and learning team
Vision Panipat RO is cost effective
Vision Panipat Ro is No 1 in Market Shares
Vision Panipat RO loyal and committed dealers

Vision Raipur RO has cohesive committed and motivated team
Vision Raipur RO is a healthy vibrant and happening work place
Vision Raipur RO is Benchmark in Retail outlets and customer service
Vision Raipur RO is industry leader in sales growth
Vision Raiput RO fulfills of its stakeholders

Vision Tatanagar Delights customers by fulfilling stated and latent needs
Vision Tatanagar RO conducting business in an ethical manner
Vision Tatanagar RO Cross Functional Real Teams
Vision Tatanagar RO Dedicated ,involved and competent Business Partners
Vision Tatanagar RO Good fuel promise
Vision Tatanagar RO State of Art Infrastructure

Vision VR is responsive and customer focused Refinery
Vision VRO Committed and high Performing Team
Vision VRO Conducts business with Ethics and Transparency
Vision VRO Create Customer Delight
Vision VRO Highest Rate of Growth, Market Share
Vision VRO Innovative Products and Services
Vision VRO is the first among all Regional Office in growth
Vision VRO offers innovative services
Vision VRO Partner with Business Associates

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

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

![Diagram showing vision cascading](image)

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

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

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

So that has really helped, so that is the starting point. So that is really the trigger for, then slowly we take them through the process of envisaging the organizational vision. So that has really helped. So I would say what the actual is personal visioning which has helped in coming to the organizational vision. So that process from personal vision to organizational vision really helped them to understand the big picture, understand their role what they play
in the organizations growth. So this is what we have experienced, I have almost done about 120 workshops across the organization."

Figure: 7.8

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

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

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

In the process the clarity of the vision, its magnitude, its multiple facets etc., what they envisioned come live. The group gets divided into smaller group to work on the yellow slips captured in the domains with facilitator guiding them and involve them in making few statements combining all the collated ideas from post it notes. It is also told that none of the ideas should be ignored. This eventually makes the group to
spend a good time in going thru all the yellow slips and generate vision statement which is aspiring, meaningful, distant, desired etc., and slowly they create a vision for each domain.

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

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

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

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

The collective energy and outbound involvement in the process underlines the power of co-creating vision for the organization. The individual is transcended to a higher platform to perform. The group goes into an exploratory mode and identifies the resources by themselves to achieve the vision. The owning of the vision generates a new
set of group dynamics ensuring a new way of working and most importantly the enjoyment, fun and at the same time sense a committed common approach for achieving the vision. That is at this stage of co-creation itself the group engage in a futuristic approach in supporting each other and caring for each other.'

Analysis:

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

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

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

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

Mr Ramaswami “Yes, they were equally motivated. Because they also see others … or in the vision conversation or anything like that… as a vision exercise what we have done as a whole was that creating a vision for a particular team, a region or a department and given it to them and they themselves committed to the vision, working towards the vision. We also went the next step to the strategy formulation, from the vision we went ahead to the strategy formulation. The actual problem happened at the time of creating a strategy from the vision. For example we had action plan workshops, okay after the vision exercise is over we straight get into the strategy formulation exercise and also working out what is to be done, taking the vision further, otherwise it will just remain as a vision.”
The network diagram which came up after analysing the interviews on co-created vision through Atlas.Ti is depicted below:

Figure: 7.9
Co-Creations of vision in HPCL is now institutionalized and SBUs and Teams continue to revisit and co-create visions.

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

7.5 Properties, strategies and consequences related to the category

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

I. Vision Co-Creation Process
II. Top Management Commitment
III. Co-Created Vision –Aligning Hearts and Minds
IV. Alignment of Personal, Organizational and Team Aspirations
V. Individual and Collective Clarity on vision goals
VI. Emotional Engagement to vision goals
VII. Discovering meaning in Vision Goals
VIII. Setting Challenging and Difficult Goals
IX. Involving more than 4500 people in co-creation of visions
X. Institutionalizing the Co-Created Vision Process at HPCL from 2003
The constant comparative method of comparing concepts from interviews, as well as archival data concepts as mandated in the grounded theory is used above. The network diagram of linking the concepts after constant comparison is shown in Figure 7.10
7.5 Theoretical Contribution: From the analysis of the Network Diagram and interviews it becomes clear that the Category be renamed as Co-Created Vision- Aligning Hearts and Minds of People. Vision achieved the twin objective of providing clarity of goals as well as emotional engagement to the vision goals. Coupled with that was the setting of challenging and difficult goals. Literature review does not bring out any case where a business organization involved more than 5000-6000 people in a span of over a decade in the vision co-creation and revisiting process’ institutionalized the vision process and where the co-created vision became a force for aligning hearts and minds of people across the organization.