Chapter 12
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12.1 Introduction

The interviews repeatedly talked about capability building of people, building competence, teamwork, team based decision making, and removal of situational constraints as also employee engagement improvement by team based action planning on Gallup Q12. These are also corroborated by company records and archives and the analysis and conceptualization is carried out in this chapter.

12.1(a) : Category 10: Capability Building of people

The following interview transcriptions were perused and coded. Excerpts which were relevant to the category are brought out as under:

Present Chairman and Managing Director Shri S Roy Choudhury

‘...and thereafter, of course, various new things came. Then we have started working for the strategy implementation, so the balanced scorecard. We have already started the gap analysis of the officers. And according to the gap, already evolved the competency mapping,... And also the development centers. We have gone through a development center, and we have assessed ..., and whatever training needs are there are identified, and people have been given the proper training under the count. And this is what we have done across the organization’

Director HR Mr. Pushp Joshi

‘In development the people these are the competencies which are present right now. The job needs different levels of competencies. This is what my position requires. This is the gap. We had these assessments. This, after the competency mapping feedback, the officer speaks with the supervisor and draws up a individual development plan which consists of things like training, in-house projects, mentor, some kind of special projects, some kind of courses or studies which we have to do. And this is again jointly decided and discussed...’

The codes that come out from the above two interview excerpts are:

1. Assessing individuals on the gap in competency levels required for the position
2. Creating Individual Development Plans
3. Training the people to bridge the Gaps in Competency

Ex-Chairman and Managing Director Mr Arun Balakrishnan
‘So we did a lot of work there, a lot of work in terms of sending people for training, training abroad, opening up the large and small-group discussions…’

Agra Regional Manager

‘Since I joined last month only and after that I had lots of touring, lot of training programs- this is the 4th training program’

Dr D K Saxena Regional Manager

‘First I will start with the training sessions, what we had whether these training or earlier trainings also which we were having, these trainings really have a great impact, which do not feel immediately but automatically it builds within yourself and your behaviour changes with those type of things, once he goes through such type of training … now some specialised trainings, emotional training workshops are other things, different approaches have started we had workshops and other things. So really immediately got feel like that but behaviour certainly changes with all these things’

Rajnish Mehta GM WZ

. One thing is that I strongly believe that the onus of development is to a great extent on the employee itself, or the person himself. I mean,. We set up knowledge centres. In my office, any deputy general manager, they can order a book on Flipkart, you read it and it becomes part of the library. We have online systems. It is however, a task to make people read. So, that is a problem because unfortunately, our degrees do not have an expiry date. Even the teachers do not read. Within our company, there are E- portals and things like that. A lot of youngsters are joining. They are quite enthused about it.

The above three interview excerpts talks on some of the trainings and training methods for bridging the competency gaps:

- Competency Development by Training on Behavioural and Technical Skills
- Increased numbers trained in Foreign countries
- Self- Development

12.2: Competency Development and Assessment:-
The company website shows the list of competencies and has the dictionaries on levels for each of the competency for particular segment of officers like Individual Contributor Framework (Junior Officers) and Middle Management and Senior Manager Executives under
Leadership Framework. Two pages from the Dictionary from the HPCL Competency Framework are displayed below in Figure 12.1:

**Figure 12.1 (Competency Model of HPCL)**

List of competencies broadly segregated for Junior Management and the rest for Middle and Senior Management (Source: Company Website)
The screenshot from the HPCL Competency Mapping website shows the proficiency levels in the dictionary along with the competence definition and the associated themes. People were assessed on these competencies and the proficiency levels measured vis-a-vis required proficiency levels and Individual Development Plans prepared.

**Figure 12.2 (Competency Dictionary Source: Company Website)**
Coding was carried out on the above Interview excerpts and the mapped on Atlas.ti and the following diagram displays the causal relationships between action, strategies, conditions and results.

Figure 12.3
12.3 Category 11: Team Work: Team Based Deliberation, Decision Making and Action

Mr Ganguly Regional Manager

‘...idea which was deliberated and discussed along with our team members and regional managers and everybody thought that ok it can be organised like that’

Mr. V R Nair Dy General Manager Administration and Ex- Coach

‘Started the team based decision making and team building... One was through the business council and Regional offices /depot people will sit together and discuss—interaction between the regional officers and managers and his team with the operating team - encouraged and stressed upon—helped people to understand each - people started believing that they are also playing major roles in realizing the goals. Blaming each other got reduced- business councils and follow up of these encouraged more of team based culture across. Slowly a shift has happened from an individual decision to a team based decision making...they can get an ownership, feel that they were part of that. Now I am part of the process of team based decision making eg. Contracts committee …’

Patna Regional Manager

“the entire team from patna sat together, and we created our vision for the alignment of the organization. The vision was set that within 7 years, we would turn the patna regional office in bihar as the top one in the industry in terms of volume. We went through each and every point – where we actually are and what the ground realities are…”

Mr. Dhawan Depot In-charge

I, along with my team members, traveled across the country to find out the needs of the customer

Mr. Burman Regional Manager

The company has chosen regional managers who can handle a team. But the intensity of making the change may be different. We have to share with other regional managers the things we do.

Jammu Sales Officer

Earlier, everybody had a fragmented idea of their vision. Certain things got systematized. Shared vision helped. There were a few gaps before the cross functional teams started working. It was a focus exercise, so it helped. Whether you’re in operations or sales or refineries, there was more appreciation of common goals. And we also came in contact with the customers. Customer surveys never happened in that manner before
Mr Ramaswami Sr Manager HQO and Ex-Coach

‘Cross-functional teams are able to work without barriers. There is much better appreciation of the role of other functions. There is a perceived enhancement of interpersonal relationships among team members…’

Rajesh Jain Sr Manager Balanced Scorecard

‘To overcome such problems, the Balanced Scorecard Team at HPCL revisited all these cards by involving as much as officers from each SBUs that brought not only the ownership but entire exercise became interesting. After co-creating HPCL Vision, Mission and Strategy Maps for each of its Business Units, Balanced Scorecards were made by involving the concerned SBU/ Function teams to help implementing HPCL Business & Corporate strategies effectively. More than 430 positional cards were made for various levels including for all the SBUs & Functions…’

Mr Ganguly Regional Manager Raipur

‘This used to be a total team effort otherwise it is not possible... this I’m talking about the sales part how it was...planning was done...hence we will do it.....how we will achieve it...we will be finalising our process’

The above excerpts provided rich insights to the team based deliberations, decision making and collective action. The coding of the interview transcript excerpts resulted in the following codes and concepts as under:

- Strategic objectives drawn from Scorecard objectives
- Team discussions and deliberations
- Team Based Decision Making
- Reduced blame trading
- Sharing Experiences with other teams
- Clarity of individual goals and its connect to the team goals
- Leaders selected on basis of team handling competencies
- Customer needs ascertained by Cross Functional Teams

The codes and concepts are mapped on discerned relationships as seen in the interview transcripts and are represented in the next page.
Figure 12.4

The above network clearly depicts that team work had permeated the organization and its causal conditions, processes and strategies as well as consequences are displayed in the network diagram 14.4
12.4 Category 11 (a) Empowerment and Authority Delegation (Removal of Situational Constraints):

Literature review has listed Situational Constraints as a major roadblock for achievement. Constraints like communication of objectives were addressed by co-created vision, balanced scorecard. Capability building has been addressed by HPCL as mentioned above and several others are talked in the following paragraphs and the interview quotes:

Mr. Ayubi Chief Regional Manager Mumbai Retail RO is quoted below:

“Empowerment has been a very important factor in the past 7 years. This empowerment has helped us in taking a lot of timely decisions. Policies are now renewed quite frequently. Earlier it used to be a one-time document. Now there are corrections taking place in the policies depending on the market. Today, we’re not facing any problems as far as empowerment is concerned. 90% of the things we’re able to handle ourselves with the authority that is vested in us. That is one very good thing the top management has come up with over a period of time”

The important concepts which arise from the codes of the interview are:

- Authority Delegation as per job requirements
- Authority delegation is a dynamic process

Mr Burman, Regional Manager – Bangalore speaks as follows:

‘… Make the customer feel important. If you’re going as a team to solve the customer’s problems, the customer feels good too. We also have some mechanisms. We have given them a lot of empowerment. Whatever authorities you have for the decision making process, the authority lies with them. When you’re going to the customer as a decision maker, that gives you power, which in turn motivates you. You can be motivated by a number of things: the challenge to be number 1, a hardship. So you have to work as a team to get that feeling. You have to show it every day…’

The concept that arises from the interview excerpt is

- Authority Delegation as per needs for decision making or
- Authority delegation as per job requirements

“HPCL’s dramatic growth and impressive accomplishments in the past five years stem from a carefully orchestrated, multipronged effort at becoming an employee-empowered…” (Koch and Sen, 2009).

The concept here derived from the article is:

- Authority delegation as per job requirements
V R Nair Dy. G M SZ in his interview excerpt is quoted as under:

‘Many acknowledged that that program made a real difference to the Retail SBU—Given a focus – To achieve this what are the other things we need to do- Structural Changes to be made- Limits of authority- hierarchy- planning manpower- then we came out with the retail strategy- How can we change our position- increase the market share…How can we change our position? Centralized nature working to… There happened a lot of decentralization. More of authority coming to regional offices and zones…’

The major concept that arises from the codes of this excerpt is:

- **Decentralization and delegation of Authority**
- **Structural changes in hierarchy and manpower planning for executing strategy**

The following Atlas.ti Diagram brings the relationship of Customer Based Strategies and Empowerment:

![Atlas.ti Diagram](image)

**Figure 12.5 (Removing Situational Constraints by Delegation of Authority and Structural Changes)**

As can be seen from the this and previous chapters, team based vision making, co-creation of strategies by cross functional teams, capability building of the team members, strategy based funding, down-delegation of required authority, right infrastructure helped remove the situational constraints of achieving objectives set in vision and strategies both for the individual people and the teams.
12.5 Category 11(b) – Creating Employee Engagement the Gallup Q12 way

HPCL commenced a survey for employee engagement under the title “Darpan 2014”. This survey as seen from the company archives was conducted by the Gallup Organization with their Q12 questionnaire. The total respondents numbered 2826 out of 3588 officers at that time. HPCL scored below the Gallup India average on overall satisfaction and advocacy, but scored higher on loyalty. 221 cards belonging to team heads with 5 or more employees were generated and the grand mean of 3.72 recorded against the maximum of 5. The finding from Gallup were that HPCL would have to focus on building clear work expectations, provide necessary materials and equipment’s to carry out expected roles which included developing people with strategic skills, listen to peoples’ opinions and suggestions as well as provide recognition. HPCL also had to improve the good work environment where camaraderie and teamwork or collaboration would prevail.

An excerpt of the Gallup report from HPCL records is reproduced below:

![Survey Response Rate - By Demographics](image)

**Figure 12.6**

The Q12 questionnaire is as under:
The Q12 team has been administered to over 3 million employees and over 300000 workgroups in 66 countries (Source Gallup Report to HPCL, 2004). Thus the twelve constructs if addressed is known to improve employee engagement.

Shri M.P. Eshwar, formerly an Internal Coach at HPCL and presently Chairman and Managing Director Instrumentation Limited a public sector company, wrote in 2009 on the work done to improve engagement levels through the Gallup process. The quote is as under:-

“Analysis was done of the employees who are in the top quartile teams at HPCL vis-à-vis their counter parts at the bottom quartile. Clearly the manager of each of these engaged teams created a culture that addresses employee needs across the engagement hierarchy much more successfully than the managers in the least engaged teams”.

From the above the concept that arouse is:-

- **Manager’s role in creating employee engagement.**

He further states, “we therefore focus at the micro level that is the managers and their teams”. For the teams we created Gallup Q12 impact action planning workshops ... the realization that Q12 not only measures employee engagement but also gives and understanding of the behaviors and the attitudes that is most of the emotional intelligence competencies of the manager. In the 100 workshops conducted by the coaches teams formulated action plans with their supervisors. They took simple steps of ensuring that the supervisor enquires from them as how they would like to be appreciated and the same step would be taken by colleagues....this action plans help improve morale and engagement in the team.

The concepts that arise are:-

- **Creating action plan on the Gallup Q12 for engagement**
- **Concrete steps to operationalize the action plan**
- **Action plan implementation led to better engagement and morale**
An action plan by the Manager and his team on Q12 in 2006 which chose on Clarity of goals as the area to improve.

In about a 100 workshops covering a large portion of HPCL action plans were drawn up and people engagement was focused on by addressing these questions on Gallup Q12.

**Figure 12.8 (Action Planning on Gallup Report by Teams- A example Source: company records)**

Mr. A. Surya Rao, DGM-Internal Audit, speaks on how Gallup workshops used to improve employee engagement.

<table>
<thead>
<tr>
<th>Select</th>
<th>Plan</th>
<th>Follow-Up 1</th>
<th>Follow-Up 2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unit Name</strong></td>
<td><strong>This is what we'll do:</strong></td>
<td><strong>This is the progress we have made:</strong></td>
<td><strong>This is the progress we have made:</strong></td>
</tr>
<tr>
<td></td>
<td>Set targets at the beginning of the year and then divide it on a monthly basis. Meeting to finalize action plan. Periodic reviews and mid course corrections; as required.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Q12® Item</strong></td>
<td><strong>This is what success will look like:</strong></td>
<td><strong>We have made this additional commitment:</strong></td>
<td><strong>We have made this additional commitment:</strong></td>
</tr>
<tr>
<td>I know what is expected of me at work</td>
<td>Each team member is aware of what he/she has to do.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>✔ Strength</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>☐ Opportunity</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Business objective we hope to impact:</strong></td>
<td><strong>These people will be involved:</strong></td>
<td><strong>We should see clear progress by this date:</strong></td>
<td><strong>We will review progress on this date:</strong></td>
</tr>
<tr>
<td>☑ Turnover</td>
<td>☑ Safety</td>
<td>☑ Profitability</td>
<td>☑ Customer Engagement</td>
</tr>
<tr>
<td>☑ Productivity</td>
<td></td>
<td></td>
<td>Other</td>
</tr>
</tbody>
</table>

In about a 100 workshops covering a large portion of HPCL action plans were drawn up and people engagement was focused on by addressing these questions on Gallup Q12.
... When Emotional Intelligence (EI) was introduced for the first time, we all were not able to understand it, so we called up that Gallup study consultant, and we interacted with Ms. Seeta. She delivered a lecture to us regarding the EI process. She told us that we have to take care of the emotions of the team. I was the first one to react; I asked what is it all about, what is this issue regarding EI. I felt that an individual’s emotions should be taken care by his/her family. As it is your job, you can’t mix it with your work life with your personal life. One fifth of your life you spend at your work place, and if you bring your emotions even there, then it’s not good. Your boss is not supposed to take care of your emotions. ..... We understood the role of a leadership. It dawned on us, the importance of EI.

We observe in organizations, that the employees like to work with people who are concerned about their subordinates and colleagues. They even work for extra- hours for him, just because he is emotionally connected to them. And there are other people who are the least concerned about their colleagues. The first kind of people have good EI quotient whereas the latter ones lack EI. Ms Sita gave me an e.g, saying that the generation is changing and if you want to work with them, you have to modify and adapt according to them. If you want youngsters with creative ideas, you have to think like them.” Unquote

The above quote again reinforces the understanding of Gallup Q12 concept and with a set of people certified as Gallup seminar leaders from the Internal Coaches group in which the researcher was one thousands of people planned on how to enhance engagement through action plans on Gallup template mentioned in Figure above. The process of visioning, strategizing together and the balanced scorecard implementation also helped in creating the necessary work environment and training inputs required to create an engaged team.
The diagram of the concepts with the help of Atlas.ti as recorded from the interviews and from company records is as under:

(Figure 12.9)

This explains the process how HPCL made an assessment on the engagement of the people and the process of improvement of engagement.

One important theoretical aspect of performance is addressing situational constraints. Situations constraints impact performance adversely (O'Connor & Peters, 1980). The constructs of situational resource variables (O'Connor & Peters, 1980) and (Peters, Chassie, Lindholm, O'Connor, & Kline, 1982) that are relevant to Performance are brought out as under:

12.6: Situational Resource Variables Relevant to Performance which were addressed as seen from the earlier interview analysis and deliberations. They are discussed below:

1. **Job-Related Information.** The information (from supervisors, peers, subordinates, customers, company rules, policies, and procedures, etc.) needed to do the job assigned were co-created and available to all employees.
2. **Tools and Equipment.** The specific tools, equipment, and machinery needed to do the job assigned were provided including infrastructure investments.

3. **Budgetary Support.** The financial resources and budgetary support needed to do the job assigned — the monetary resources needed to accomplish aspects of the job, including such things as long distance calls, travel, job-related entertainment, hiring new and maintaining/retaining existing personnel, hiring emergency help, etc. Monetary support was provided by strategy based budget allocations.

4. **Required Services and Help from Others.** The services and help from others needed to do the job assigned were provided by Service level agreements and cross functional teams.

5. **Task Preparation.** The personal preparation, through previous education, formal company training, and relevant job experience, needed to do the job assigned were addressed by way of capability building of people and associates.

6. **Work Environment.** The physical aspects of the immediate work environment needed to do the job assigned —characteristics that facilitate rather than interfere with doing the job assigned were ensured by way of creating structures of team based decision making and Gallup Q12 action plans.

### 12.6 Theoretical Contribution:

As has been mentioned in the earlier chapters HPCL through a process of Collective Visioning, Strategy and Balanced Scorecard brought clear goals and target at every level, created infrastructure to achieve the objectives, used strategy based funding for executing strategy effectively, used regular team forums and communication and discussion platforms and built competencies for the expected outcomes from tasks. These steps addressed the situational constraints and enabled people to achieve superior performance. No specific theoretical contribution is claimed in this chapter by the researcher but the important process of improving performance by capability building, teamwork, addressing of situational constraints and improving employee engagement are followed by HPCL as brought out in this chapter,