Chapter 15
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Discussions and Conclusions

15.1 Introduction:

Theorizing is important in grounded theory. A grounded theory needs to offer a conceptually abstract explanation for a underlying pattern of behaviour (an issue or concern) in the social setting under study. It must explain, not merely describe (Holton, 2007). Thus the value of this research lies in bringing forth the emergent theory. The emergent theory is discussed and the categories theoretically linked in this chapter around the core category.

Also, in this chapter there would be a brief discussion of the categories with their properties, consequences, strategies and causal conditions. Each category thus is a part of the theory. The researcher compared interview to interview and concept to concept for arriving at the category from category 1 to 13 described in the preceding chapters. It needs to be understood how by constant comparisons and theoretical sampling the categories emerged.

Further this chapter would discuss the theoretical contribution, research limitations, methodological significance and further suggestions for research.

15.2 Core Category: Co-Created Visions

The core category from the research analysis arises as Co-Created Visioning. Identification of a core category is central for the integration of other categories into a conceptual framework or theory grounded in the data. This core category determines and delimits the theoretical framework (Hallberg, 2006).

As the researcher proceeds with constant comparison, a core category begins to emerge. This core variable can be any kind of theoretical code, a process, consequences, causal conditions and so forth. Its primary purpose is to integrate the theory and render it dense and saturated. The emergence of the core category is indisputable need in grounded theory. (Holton, 2007)
This core category: co-creating visions (ibid, 2006) was a causal condition to many of the categories and thus linked to them. The co-created visions led to the need to create strategy and kindled collective intrinsic motivation to operationalize the strategy. Thereafter, HPCL used the widely adopted strategy communication, execution and monitoring process i.e. the Balanced Scorecard.

Strategic capability building needs were derived from the Balanced Scorecard and focused attention on improving employee, business associates competencies and infrastructure helped build organizational capability to meet business challenges. Challenges and Goals drawn from vision and strategy demanded high levels of effort and people strived to get the results on collective basis. The results as described earlier are outstanding.

When beginning to write the emergent theory the researcher reviewed the integrative diagrams to find the analytic theory which involved the ordering of chapters earlier in line with grounded theory procedures (Strauss & Corbin, 1990). The theory is emergent due to the relationships between categories between themselves and with the core category and is explained below:

**15.3 Explaining the Emergent Theory:**

Figure 15.1 describes the relationships and explains the emergent theory.

1. The need for change by energizing employees and kindling intrinsic motivation for change was felt. HPCL put in place a process of co-created visions which had roots in the personal visions of individuals.

2. HPCL placed and trained middle management level executives to form a team of internal coaches. The team was entrusted with facilitating change initiatives like co-created visions, strategies, balanced scorecard, competency mapping assessors and employee engagement workshops Q12 action planning of Gallup.

3. The process of co-created visioning led to a need to create strategies that would help achieve the vision objectives. Co-creation of strategies by cross functional teams based on identified customer needs was carried out and the balanced scorecard methodology adopted for effective communication, execution and monitoring of strategies to achieve the co-created vision objectives.

4. Co-created visions created alignment between personal, organizational and team visions.
5. **Co-created vision, co-created strategy and balanced scorecard** process led to emotionally engaging and cognitive clarity of vision goals.

6. Emotional Engagement and Cognitive clarity of goals led to striving for achieving challenging and difficult goals which is **achievement orientation**. Since the teams here experienced this motivation together we term this phenomena **collective achievement orientation**.

7. Achievement Orientation led to superior performance and revisiting of visions by many teams. They **co-created the new visions**.

The emergent theory model is named as building collective achievement orientation by the process of co-creation of visions.

The researcher after detailed analysis and conceptualization of the categories as mentioned above discovered the emergent theory which is reflected in the diagram in the next page.
Figure 15.1 (We discover the relationship between co-created vision and achievement orientation which is emergent from the interviews and archival material which has been used for coding, selective and focused coding and creating concepts and categories.)
15.4: Details behind the emergent theory:

The theory that is emergent is when there is a felt need to transform due to environmental change, HPCL developed a team of coaches facilitated more than 4500 people in groups of about 20 people each. Most of them belonged to intact teams and the teams or SBU first created their personal vision which included their work and career aspirations and thereafter co-created organizational vision with the background of their of their work aspirations.

The organizational vision which was first co-created in 2003 by the top management was in similar in content to those created in these hundreds of workshops. The teams then created their team visions which would thus be aligned to the organizational vision. Thereafter, the teams have co-created customer focused strategies and also co-created balanced scorecards which led to strategy based funding and strategic capability building in employees, business associates, and strategic infrastructure. This has resulted in consistent superior results and institutionalizing of the process of vision co-creation, balanced scorecard utilization and capability building. Also, the co-created visions led to emotional engagement to team and organizational goals apart from process fostering clarity of objectives. The objectives were challenging goals which had never been attempted before. These concepts came from the data and interviews. These factors led to every individual in the team feeling responsible for results and collective striving for results. They collectively set standards of excellence, set challenging goals, took calculated risks and persisted in their efforts. These are the major constructs of achievement orientation by Lyle Spencer and Signe Spencer in their landmark book “Competence at Work” (Spencer & Spencer, Competence at Work-Models for superior performance, 1993) for individuals which was witnessed on a collective basis in this research. Thus co-created vision has clear relationship to collective achievement orientation.

15.5 Prolonged Engagement, Coding, Triangulation and Trustworthiness

The study at HPCL has been over a period of ten years ensuring that the findings have been on experiences during the period. Prolonged engagement of the researcher leads to trustworthiness of the theory as does peer briefing (Lincoln & Guba , 1985). The process of gathering data from interviews, archival records, published stories of the company ensured triangulation of sources (Guion, Davis , & McDonald, 2011).
The process of open coding, axial coding and selective or focused categories for finding categories from the data ensures the rightness of the emergent theory to the data (Strauss & Corbin, Basics of Qualitative Theory: Grounded Theory Practices, 1990). The emergent theory was presented to many of the ex-internal coaches and discussed and they felt it was aligned to their experience. Similarly, the interviewees’ in several of the recent workshops on re-visiting and again co-creating vision were talked to and they agreed that the emergent theory presented was in line with their perceptions.

15.6 Major Theoretical Addition:

In addition to the several theory additions brought out above, there is a major theoretical addition. Literature review of any fortune 500 organization does not bring out research details where initiatives included personal visioning, co-creation of organizational, SBU and team visions coupled with co-created customer oriented strategies, usage of the balanced scorecards, competency development of the people and associates, with creation of strategic infrastructure resulted superior and sustainable success. Further examples of these initiatives being carried for years on thousands of employees out by a team of internal coaches is not found in research literature for any Public Sector Indian Organization. These are most significant theory additions in this research. The researcher believes that the successful implementation of the several change initiatives bundled together by a set of internal coaches would be predictive of success in any business organization.

15.7 Methodological Significance:

Stauss and Corbin lay down the Procedures, Cannons and Evaluative Criteria of grounded theory research (Corbin & Strauss, 1990). The researcher has accordingly followed the following steps:

a) **Data collection and analysis as interrelated processes**: The researcher has been working on this research issue from 2004 and has presented the synopsis and then abstract after a considerable gap. He has been collecting data on co-created vision, strategy, balanced scorecards and also has been actively involved in creating a large number of them. The researcher presently heads capability
building at HPCL. During this period the researcher met numerous people who have gone through the interventions mentioned above and interviewed several of them and has been analyzing the data on a regular basis.

b) **Concepts as basic units of analysis**: Due to the large collection of archival data, personal experiences, interviews, photographs, company records, open coding often led to large number of codes which were then given then conceptual labels and formed the unit of analysis. For example codes like highest growth, highest growths in sales, highest volumes were labeled under one concept. This helped create the building blocks of theory.

c) **Categories must be developed and related**: Concepts which related to a common phenomenon were related to the categories and they were developed for their properties, strategies, intervening conditions and consequences. The emergent theory was created when we linked the categories with the major category.

d) **Sampling in grounded theory proceeds on theoretical grounds**: Sampling was made on the theoretical concepts, properties, strategies that emerged during previous analysis to ensure that a richer and more robust theory emerges. The researcher conducted numerous workshops and could visit locations all over the country where work happened on personal visioning, co-creating visions, strategies, balanced scorecard, capability building and resorted to theoretical sampling for collecting relevant data.

e) **Patterns and variations looked into**: Several patterns were noticed during visioning workshops, co-creating strategy, balanced scorecard like involvement of the participants and thereafter their actions in the field. In an exercise of this magnitude certain variations of behavior and results by individuals is possible. However, no significant variations were not noticed or discovered in the interviews.

f) **Constant comparison method employed**: The researcher used constant comparison with the help of Atlas.ti which also helps establish an audit trail.
Concepts were analysed with concepts and incidents with incidents. This has resulted in building rigor in the process of theory building.

As also mentioned above the researcher has used triangulation method of different types of data and involved himself in cross checking of emerging theory both with other internal coaches and several of the people who had been interviewed.

15.8 Practical Contribution: Implication for practitioners and managers and business leaders:

The research identifies the steps for organizational success and involvement of people in each of the processes of organizational vision, strategy, and balanced scorecard and in deciding routine work through the balanced scorecard initiatives. Also competencies of the strategic jobs in the scorecard should be ascertained and competencies mapped and developed accordingly by management. A team of coaches would help any organization to build internal capability to foster change in the organization and this is a practical step that could be implemented. The team should have cross functional representation for holistic view and broad acceptability. Top management in organizations have to commit themselves to change processes for quick acceptability and allocation of adequate resources.

Large organizations for effective change should create a team of internal coaches and invest in the process of co-creation of visions and participative form of strategies and balanced scorecard implementation for sustainable results.

15.9 Limitations of the Research

The conclusions of this research are based on the study made in HPCL. Since the study relates to one organization alone, it is difficult to generalize the findings. Whereas the study has been conducted in depth and over a period of long time it could be replicated. However as of now the theory is substantive. Also, since the theory is based on interviews to a good extent, perceptions would matter. Yet collection of various archival documents from the company and journal articles on HPCL would be more objectives (Yin 2003) and (Eisenhardt,1989). Also, the interviews have been from a large number of people in the same organization cutting across levels and functions.
15.10 Suggestions for future research:

- Future studies can test the hypotheses by survey and other quantitative methods in HPCL and other organizations if they employ similar processes for organizational change.
- There is a need to check the strength of the relationships between the categories of co-created vision and co-created strategy and their relative impact on organizational success.
- Research may also be undertaken to understand the quality of balanced scorecard implementation due to co-created vision.
- To further study the phenomenon of co-created vision, co-created strategy and balanced scorecard and their relationship to collective achievement orientation.
- The effectiveness of internal coaches in organizational change.

To benefit large organizations a process of co-creating visions and strategies and their impact on implementation, change and business results should be taken up in other large Indian organizations. This would help the theory from being substantive to generic.

Quantitative research should be taken up to test the strength of the relationships between the categories of the emergent theory. Also, the impact of several change initiatives running in synergy namely co-created vision, co-created strategy and participative balanced scorecard creation should be researched further.

Literature has talked extensively on coaching, primarily on their skills like compassion, listening, and facilitative approach for helping with client. Various issues attract coaching assistance like performance, high potential retention, leadership development, leadership transition, life, career amongst others (Underhill, McAnally, & Koriath, 2007).

Literature throws up the pros and cons of internal coaches and the positives mentioned in literature for deployment of internal coaches (Jarvis, 2004) (Fielden, 2005) were largely applicable for the change management initiative at HPCL. The interviews recorded by the researcher, have talked about the need for the coaches to be aware of the culture of the company, their availability is discerned by the fact that it was a full time job with extensive
touring and long periods of stay away from family etc. Thus the conditions for deployment of the coaches are validated by literature.

There is virtually no support from research literature quoting empirical examples of a team of internal coaches involved in writing personal vision and then co-creating the coaches vision with the themes of transforming organization, cohesive team, enabling employees to acquire new skills. There was no literature support also on how a team of coaches drawn from cross functional teams spent for several years with learning by self and with others. Also, HPCL internal coaches spent time with each other while facilitating workshops, spent months together at an institute for learning the concepts of coaching with a singular focus on organizational transformation to meet competitive market forces. It would be therefore important to research on the impact of internal coaches on organizational change.