EXECUTIVE SUMMARY

Organizational change by co-created vision does not find empirical evidence in Fortune 500 companies. Hindustan Petroleum Corporation Limited (HPCL), in the year 2003 started the process of organizational transformation with the help of co-created visions, strategy building by cross-functional teams and strategy execution, evaluation and monitoring with the help of the Balanced Scorecard. The researcher was an integral part of these initiatives as an Internal Coach, Head of the Balanced Scorecard team and later as Head of Capability Building. The results were significant and encompassed various issues of business like increased market share, positive customer focus, superior processes as well as improved capability building. The researcher who had worked in these initiatives for the last 10 years felt compelled to explore and understand the process of how co-created visions help people to develop intrinsic motivation and enhance achievement orientation. The research results show a clear connection between co-created vision and collective achievement orientation.

The researcher uses the Grounded Theory method since there was no clear theory available from research literature on how a large organization could create collective achievement orientation in their people. Towards this purpose large number of interviews was taken on a stage-wise basis based on theoretical sampling and constant comparison method. Also company archives and documents were gathered. In line with the Grounded Theory, open coding, selective coding and axial coding were utilized to build the emergent theory.

As the interviews were coded and concepts emerged, researcher derived the important categories- 1) the organizational awakening to the need of change, 2) developing a team of internal coaches, 3) helping people to articulate their personal visions, 4) enabling people to co-create the organizational vision anchored in personal visions, 5) co-creation of strategies by cross-functional teams on identified customer needs, 6) creation of Balanced Scorecard and service level agreements through participated process, 7) strategy based funding and infrastructure building, 8) capability building of business associates, 9) capability building of employees, 10) removal of situational constraints, 11) collective striving for excellence, 12) superior and sustainable results.

Emergent Theory

The core category that emerged was co-created visions and it was established from the interviews and archival materials that co-created visions lead to challenging and difficult goals helped build cognitive clarity on the goals as well as emotionally engaged the people to strive for results which are the constructs of achievement orientation.

Key words : Co-created vision, customer need identification, strategy creation, balanced scorecard, organizational change, organizational transformation, capability building, achievement orientation.