

Transformation: The Dalmia Bharat Enterprise Journey

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Extract s from article

Vision : set in 2005, target to increase turnover from \$350 million to \$ 1 billion in 2010 and \$10 billion in 2015

Emotional Quotient: As the company is full of Engineers, the intellectual horse power did exist in the company. What we needed was also the emotional quotient. It introduced the occupational personality questionnaire 32 and had more than 190 of the top managers take the test. The results astonished, 95% of the population scored low on personal insight, empathy, and social ease! A realization dawned upon management that our company, which is on verge of complete transformation, may actually lack the emotional competency to achieve the very challenging objective that we had taken upon ourselves.

Two worlds: every human being exists in two worlds; one in which what actually occurs and the other in which he or she builds interpretations of what actually happened. And humans went on their lives, making interpretations and thus meanings of all occurrences and that led to breakdowns which then become the defining 'way' of all humans.

A life of possibilities: To create unique culture in organization, where people lead a life of possibilities as opposed to survival! A unique pipeline of emotionally mature individuals needed to be created, who will lead the company to \$10 billion goal. Thus the virtual Dalmia Bharat University was launched and applied leadership program was launched for all **successors to mapped critical positions**. The program was split in three modules viz. Building personal insights , building team insights, building business insights. Each module was of three days, followed by 45 days of coaching, post which the participant will attend the next module

Building personal insights: A team of around 20 participants would spend three days in lab environment, where they would study who they thought they were, what others thought about them and what behavioral tests say about them. Very intense in its approach, many participants would break down during feedback sessions. These sessions occurred with a participant sitting quietly, while rest of team members gave him/her candid feedback about they felt. The participant was not allowed to react or defend himself during the session.

At the end of session s, members learnt to differentiate between what actually happened and the stories they made about each other. More so, they dropped their stories (or grudges) and created a new beginning with each other. The participants adopted workplace and personal goals and a coach held them accountable for the same for the next 45 days

Building Team Insight:

They are given simple team tasks in which they failed spectacularly! On processing their feelings, they got the breakthrough that in teams, they actually played for themselves and not for the team! On third day when they began to rally for each other, mountainously complex tasks were done effortlessly. This was followed by another 45 days of coaching, post which the participants entered in final module

Building Business Insights: By this time the participants developed higher sense of self and each other. Strong bonds were formed and genuine respect for each other emerged. Participants had the biggest breakthrough in this module. They played for themselves first and the business second. Once they dropped that, they succeeded in their business task. This training was provided to tier two managers, on their return to job, top bosses (management) was unable to understand their language of transformation. To train top bosses Vanto group was roped in, their intervention into companies was unique. Their core belief was that organizations are not made up of structure and processes etc. The only that went in organizations was 'conversations'. They worked on the top management team in building art of authentic conversations. These are conversations that are powerful, to the point and devoid of any meaning. Using their tools, they created business transformational projects which ultimately gave rise to the company clocking 5.4 million tons of cement sales and a record breaking dispatch of 6 million tons in March 12.

We were trying to reflect on question what is it that really drives employees to share with organization their passion, creativity and initiative. In this course of journey we stumbled upon whole sum concept of **spiritual quotient**, as we had made great headway with EQ.

Life Transformation: We designed a program on life transformation with life coach. The program revolved around three fundamental issues viz. Health, Happiness, Relationships. Even of a single wheel of the tricycle was malfunctioning, person could never be at peace, forget contributions or performance. The objectives of the program were to

- Help people identify and break free from the 'somehow surviving' tag.
- Help people go beyond their barriers and flow effortlessly towards the purpose of their lives
- Help them connect with their core self

The basic premise of the program was that every person is unique and indispensable. The route to deal with all of the above was to work with our people of rational, emotional, physical and karmic levels to enhance their consciousness levels and thus trigger their connectivity to their inner selves.

The process was planned in such a way so as to deal effectively with the issues of working professionals and help them look at their life in a larger, wholesome perspective and empower them to shed the baggage that they carried from their various phases of their life.

The belief was that once they are free from their negative energies and old behavioral problems, their spirit would be free and would bring smiles, enthusiasm, and leadership to the work they are doing. This would impact productivity in the work arena.

The Outcome: The program built up like an explosion of cosmic energy, and the very first workshop saw leaders willing to extend the two day workshop to a four day one and stretch it to the weekend.

As soon as the participants got back to office, demand to attend the workshop started flowing in from everywhere. This was the first ever program of its kind wherein we did not need to force people to attend.

Now we are working at a second level of workshop where selected employees are going in for 42 days of coaching and therapy. We are seeing transformation happening daily in the organization at the individual level through this program. We are treading forward with hope and optimism on our path towards the coveted \$10 billion by 2015. And on this path we tread with happiness and together as a team. Yes there are tears, but there is energy in the system to turn these tears into smiles