

EIL: CREATION OF AN INTERNATIONAL ASSET

Respected ***** ji,

Namaste: It was heartening to read your address on EIL's foundation day – Nice eight pages of achievements and accomplishments. “World Leadership!” is an interesting mantra for EIL's next generation. To puzzle solve this dream of making nation's pride, a world leader of design and engineering, permit me please to have a little talk with you:

First, your intention reminded me of Maharishi Patanjali, the great compiler of Yoga Sutras who observed, “When you are inspired by some great purpose, some extraordinary project, and your thoughts break their bonds: Your mind transcends limitations, your consciousness expands in every direction, and you find yourself in a new, great, and wonderful world. Dormant forces, faculties and talents become alive, and you discover yourself to be a greater person by far than you ever dreamed yourself to be.”

My apologies if this letter appears to be dangerous, outrageous and controversial. I assure you this is not false. I hope that your reply to this letter will be equally dangerous, outrageous and NOT false.

This letter is my offering to the EIL's Yajna for global mission. Some call me foolish over-thinker! Researchers, Scientists, Sociologists, Artists, and Philosophers – All work at the seed - thought level. I don't think scientists do research in global warming or send satellites in space because they want to impress their managers. There is always a higher purpose, a bigger reason!

“Kuch log zamane me, bahut nadaan hote hai,
Waha lejaate hai kashti, jahan toofan hote hai...”

Sir, my first question:

Would you be afraid of an Army of 100 Sheep led by a Lion OR
an Army of 100 Lion led by a Sheep? Why?

Word Best have various meanings – Best by Price, Best by technology, Best by Availability, Best by Budget but leadership has only one parameter – To Lead! To guide and inspire!

Who is a leader? Person who runs things? No that's a boss. A leader may be a boss but not every boss is a leader. Dictionary says ‘Leader’ is a person who rules or guides or inspires.

Leadership is a superset of Power & Authority; Anyone with Gun has power but that does not make him a leader. Supervisor has authority but that does not make her/him a leader. Is leadership about controlling? No, Control is not leadership; management is not leadership; leadership is leadership!

Show me a company, or organization, a society, a revolution, a movement, a religion, a philosophy that is doing well and I will show you a good leader. Buddha and Gandhi organized people in one direction not by push or pull but by leadership!

Are Managers by default leaders? Management and logical manipulation is for inventories. People are led, not managed! People are inspired and encouraged. Can we manage people - our children, our spouse? We lead them from front by making and living on agreements.

Two best examples of globally respected and loved leadership spirits from India are Lord Buddha and Mahatma Gandhi. Gautam Buddha had courage to revolt against ills of Hindu religions, centuries old caste system. Gandhi, the father of India is the personality with record maximum number of books written for any individual.

Challenges or Keywords for World Leadership in any sphere today include: Leadership in Political, Social and Economic context, Changing Global Dynamics, Expectations and Challenges, Globalization of Politics, Politics of Globalization, Economy and Cultures, Capitalism and Nations, Religion based Governance Philosophies.

EIL must introspect: Who are the current leaders of construction engineering domain? What are the helpful and challenging trends in international politics, society and economy? What will have greatest impact on building future construction projects? What are India's marketable strengths, value addition, strength and weaknesses on a boundary diminishing global canvas?

What is the first step? First step is to internally align everyone in one direction. For which we need balance of three forces: One Supporting Work Culture. Two Motivated People who implement ideas and Three Guiding Philosophy & People who can who can Monitor and Track.

What will this common purpose do? Tame the five horses or Arjuna's chariot. We will not get very far if everyone is trying to go in different directions. From current priorities that I see in meetings, it appears that everyone is working for different organization!

EIL's audacious goal clearly defined, all stake holders need to make a firm commitment for this common purpose. There two ways to reach the top: Easy way, which is the hard work and then there is Intelligent and Creative or Out-of-the-Box thinking!

Some people might argue that hard work and organic Intelligence methods are better than Creativity but I would still bet my money on innovation. Scientific Engineering is about productivity and efficiency while Creativity is about Effectiveness. If you are 200% efficient but if you are not effective, it does not solves the problem! Simple!

What Is companies most sustainable competitive advantage? Young engineers! Should we motivate them to do their best or train them to do only what is considered appropriate by our thinking? Why should my individual thoughts limit the thinking of this company?

Drift required is from fire-fighting type management to leadership based governance. Fire fighters don't lead or make decisions. Fire decides the course of action. Such system is blind to possibilities because one is immersed in, and defined by, the fire. The fire controls your life. Even when there is no real fire, you'll find something you'll redefine as a fire because you are a fire-fighter and always want to be working!

Often managers spend majority of their time to get non-producers to produce. And most producers, when they quit for another job, quit because they didn't get enough attention, recognition and reward.

Pathak ji, first question for your organization is - How will you build employee commitment towards this goal? How will EIL develop shared belief system which will align all resources in one direction, around a single purpose?

First attempt would be to create and implement organizational behavioral changes within EIL. Employees must be able to understand the need, importance and significance of this global mission. Initially people refuse to believe it is for common good. They think it is all false drama and this mission can not be accomplished. Then they will see that it can be done. When it will be done and world will wonder, why was it not done before?

Can commitment for organizational objectives be forcefully accomplished? How will you increase obligation experienced by employees towards EIL? How will this EIL's new mission, world leadership dream, will be anchored in employee consciousness? By using staples of fear, manipulation and/or office politics?

Idea of governance like a policeman with stick in one hand and rewards in another is a childish! Mai-Baap Zamindari and Work System in a country which aspires to be global super power is laughable.

In Sahara India, they greet each other by saying "Jai Sahara", or "Sahara Pranam". Sahara also sponsors Indian sports team and does lots of charity and social work. But is the purpose of all HR Training only to make person a well trained dog, a better slave? Is it progress, is it growth to move from man like qualities to dog like qualities? Utter Nonsense!

Rabindra Nath Tagore wanted Indians to have their heads held high and mind without fear.

Pathak Sahib, Should employees be Company-Loving or Management Fearing?!

I say, make people fall in love with their job and they won't need to work even for a day! Forget Employees, How is the management trustworthy if they don't live what they say? How determined is EIL to achieve the mission? Create Enthusiasm! Create Passion!

Further, Corporate Strategy should move towards Traditional business motto of Shubh Labh. Even Bill and Melinda Gates, worlds richest couple have contributed well over 11\$ billion just to support public health programs. What is motivating Capitalists to give away their money? Is this for the need of global philanthropy? Or is it an investment?

Marketing @ World Level: As a government enterprise, a company can sell services to areas under government influence. But world is not a level playing field. Companies larger than yours in foreign will not be obliged to help you in your global dream.

You are no more a Government protected and sheltered initiative; you are a running company. These companies will want a real deal from nearly half a century old company which claims to have done hundreds of construction engineering projects? Wait and watch is not likely to get you major international projects!

What is the marketing strategy? How systematized is the approach, what plans and backup plans are in place? What is the preparedness to handle international assignments? Who is in in-

charge of what and is doing what? What is each involved person's tasks and responsibilities?
How competent and trained are these people to handle such assignments?

What is Engineering and Technology? I say - Design, Invention and Innovation. The invention of the wheel changed the course of history. The Wright brothers, Edison, Archimedes, Aristotle and Gandhi all had ideas that have left their marks on history. Other people have created great symphonies, written novels, movies and done things that have affected the lives of millions.

Games are for winning, Dance and Music is for perfect Performance, Surgery is for Healing and what is business of Design and Engineering? I say - Innovation! Innovate to create better world, better business through better thinking!

EIL should encourage and welcome new ideas, creative thinking skills and have policies and procedures and financially support new ideas from concept to finished product/service. Innovation could be about business operation, in work procedures, people management – incentives or promotional HR policies, Processes, New Products and Services.

Management should think on making organization more innovative, Department heads should make their divisions more innovative, Project Managers should make their team more innovative and bring in new ideas like what if 'What if we got a new big client?' or 'What if we lost our biggest client?'. "What if our computer network crashed?" or "What if we automated to accounts system?". "What if a new competitor came along?".

It is delighting that EIL knows where it is going. Where is the plan to reach the top? Significant Importance should be laid onto this Organizational priority and suitable changes in Governance Philosophy and management practices should be made but what does it takes to make transition onto the global level? What is the winning formula to accomplish the EIL's new mission?

3M drives innovation with the statement that "Our real business is solving problems". American Express wants to provide "Heroic Customer Service". Boeing wants to be "On the leading edge of aeronautics, being pioneers". Johnson and Johnson exists to "Alleviate pain and suffering". Disney seeks "Continuous progress through creativity, dreams and imagination" and Sony wants to "Be a pioneer, not by following others but by doing the impossible".

Having a clear purpose is critical to success. Everyone needs a reason to get up in the morning, a reason to come to work. Everyone needs to know what the organization is trying to do and why. Purpose can provide that reason.

Everyone needs to know where the organization is headed. You need to openly discuss what the organization is trying to do, what its goals and objectives are and why it is heading in that direction. The more that people know about the organization the easier it is for them to 'align' with it. Align everyone to organizational purpose. Let employees develop their own sense of purpose and give the freedom to challenge and change the way they work.

What are various ways to make sure everyone knows where EIL is heading? Some companies hang posters on the walls and notice boards. Others send out regular newsletters and special publications. Others talk about it at every opportunity and every company function. A dialogue based analysis, awakening process is required to identify mechanism, methods and approaches to intellectually and emotionally bond with the higher purpose.

What can not be measured can not be improved: How do you Company Success? Only in terms of productivity and efficiency? I suggest, why not in terms of new technological and innovative ideas suggested by India's bright and shining brain pool of 3000 engineers? How many of submitted Ideas were implemented, processed and taken to market? What about measuring team work? Survey on levels and comfort of internal associations? What employees think about their company and their happiness and enjoyment level at work?

If you don't pick up the famous piece of paper and only tell other people to clean the floor, changes won't be lasting. Three forces are essential for your company: Force 1: Stabilizing pillars - Elderly and Experience people. They do not over-react, when things go wrong. They measure, evaluate and improve work systems and organizations. Force 2: Work Culture based on values and principle that breeds success and growth. And Force 3: Leadership based democratized working.

New Brand EIL, enable experienced people to strengthen the core internal values of work system. Help build a forward looking corporate identity. Retain talent and attract new skills.

To dream of becoming leader is good but we also need attitude and passion to play at global level. Passion often makes great sacrifices look easy. Passionate people automatically tend to be innovative. People with passion look forward towards accomplishments and are oriented towards future. People with passion have some inter-personal competence and enjoy long term relationships. They are mission or goal oriented and evangelize towards a bigger purpose.

Anything worth doing is worth doing passionately. Passionate people do not fear failure. One can fail on the way towards success. Even Napoleon lost one thirds of the wars he fought. People with passion have all their senses involved in job at hand. They are willing to take responsibilities. They whistle while they work, and they are also willing to take responsibilities of their mistakes.

What will be the result of Patriotism + Increased Skills + Passionate Work Orientation? Work force will say, "I'm an Engineer of India", instead of "I am an employee in EIL".

It is important that the design of your organization also looks like a world leader! If you are saying that you are committed towards this goal, you must show that things are getting done, involve people in the process and give a support structure to make this happen.

Enhancing values of "Organizational citizenship" will results in individual making sacrifices towards the organization and give a unique feeling of being an achiever, an Engineer of India.

In addition to new corporate identity, new brand EIL will help in employee continuance; I mean the cost perceived in discontinuing from the EIL will increase.

Employee Motivation: Appreciation, Financial Incentives, allocation of power/authority some are highly persuasive and talkative and some are not. Some are stern faced, some are poised. Some are friendly, some are not. All are important and bring unique qualities to organization

Theoretise and Systematise: Put all knowledge, subject matter together for words and save it for reference. Example: Create booklets explaining in detail what needs to be done and how.

Success story of one superannuate manager should lay foundations for success story of another. We are in a age where Knowledge is strength - For improvisation and innovation! Knowledge should not be limited but freely available for reference to everyone concerned!

Management in India, Managing India

India and Original Thoughts: Why does India need to borrow thoughts for Corporate Governance, Management and/or Leadership? Ram, Krishna, Chanakya, Charak, Kautilya Aarth-Shastra need no introduction. Their works have more then plenty thoughts for future!

Bharat means seeker of Truth. Having lived in both parts of the world, Pathak ji may I please ask you: How applicable and relevant are western management books and ideologies for India? Is American way of work life, family and social priorities applicable to Indian psyche, culture and mindset? Lord Rama, Lord Krishna, Mahatma Gandhi and Buddha - Their life, their messages have globally relevant leadership and management mantras.

Nationalistic Infrastructure Development goals should be listed in EIL's priorities. Why? India, Indian-ness a constituent, as a cultural entity, as a mindset is a inseparable part of us. Patriotism in work system helps orientation of people towards common good. India-ness is essentially based on Truth, Love and Compassion. Traditional Values have highest priority in family, social and work life. Hence organization management and governance should be in accordance with Indian values and mindset.

Ramayana based leadership and management Work styles: Rama – the manager himself, Sita the Morality, ethics and values. Key leaders Lakshmana and Hanumana. Lakshmana, the aggressive implementer, Hanumana, the unquestioning servicing follower Ofcourse, Vibhishana, who had immense faith, and is an ethical follower of Rama who knew the secret traits or knowledge of work.

Krishna based Management: Krishna was effective with management of direction. He guided shaken Arjuna to victory with complete responsibility of war and managed, Dharma of Yudhishtir, Bishma Pitamah, Anger of Karna, Power of Bheem. Talent of Dronacharya. Krishna knew how to dance and play music and also he could make people dance with Him.

Some say, EIL is thinking too high, aiming for stars. Needless to say, there will be resistance. Usual objections are 'this wont work', 'this is a hollow roar, too expensive', 'no one will come', 'we heard this management crap before' and 'there is no time for this'. What really annoyed me about these comments was that they were coming from people far removed from the action.

I ask you why should EIL be afraid? Are we living by unethical means? Are we not speaking truth? Are we doing harm to anyone? Are we not paying our taxes honestly? Are we not contributing to growth and progress of our country, our world? EIL surely has the potential to become a company that is build to last but what does it takes to claim intellectual, technological, innovation leadership @ world level in design and engineering?

Vivekananda said, "March Onwards, Move Forward. Do not stop until the goal is reached!"

May God bless. An Engineer
New Delhi, 1st May 2009

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india is not dead, yet!

India is still capable of producing young people who shall bring whole world to their feet. Is it the money who makes the man? or is the man who makes the money? Is it the person who leads a country/state/organization or is it the country which runs a leader? and what makes a person? Character of Truth, Love, Non-Violence and Compassion.

Truth shall always triumph is the motto of India. Society must pay tribute to the truth or choose to lose, said Vivekananda