

DESIGN NOTE



Building the Operating Ideal for Tata Steel

September 2019

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1. High level Context
2. Primary Hypothesis
3. What is the Operating Ideal?
4. Roadmap to build the Operating Ideal

PREPARED FOR **TATA STEEL**

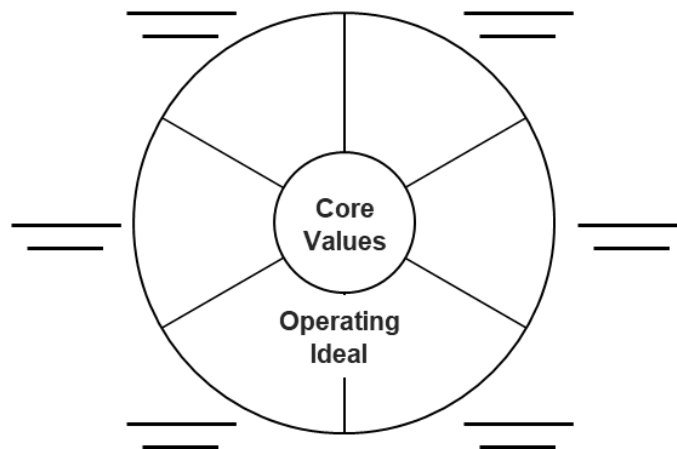
High Level Context

Through the visioning workshops it became clear that Tata Steel will operate with two complimentary sets of values – the core Tata values and an operating ideal.

The purpose of this specific exercise is to crystallize the operating ideal needed by Tata Steel if it must be future ready and capable of thriving in a far more complex and uncertain world.

The Let's do it Lab is focused on a) articulating this operating ideal and b) assimilate it at multiple levels – individual, team and collective in HRM.

Core Tata Values + Operating Ideal = Cultural Ideal



Primary Hypothesis

During the course of a series of conversations lead by Illumine with various IL1s and the leadership in the HR function and several other groups a set of new cultural needs were articulated. These diverse needs have been documented and are available in the reports / presentations already with HR.

Moreover, a set of “candidates” were identified during the HR Visioning workshop

POTENTIAL CANDIDATES

World-class

(growth as professionals)

Sense-Respond

(quality of services)

Ecosystem thinking

(matrix working)

Distributed Initiative

(inside-out individuals)

Collective Success

(collaboration)

Value creation thinking

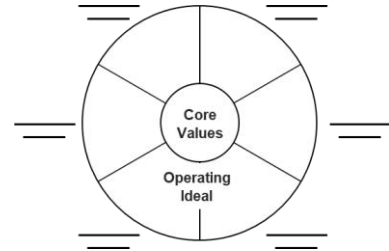
(human capital view of value)

All this together becomes the primary hypothesis of what should make up the operating ideal of Tata Steel.

What is the operating ideal?

The operating ideal is conceived of as a kind of radar that can simultaneously perform 3 functions

1. Communicate the dimensions of the operating ideal for Tata Steel every time it is used
2. Provide a set of benchmarks for each of the dimensions, leading to the operating ideal radar becoming a measurement tool
3. Become a mechanism, therefore, to represent the culture-in-action both in terms of “as is” and “to be” at an individual, team or collective level. The operating ideal can also be called a “Culture Radar” that is like a fractal – it can be applied at the smallest unit of the individual and the largest unit at the level of Tata Steel.



By defining the Culture Radar for Tata Steel we are providing the organization a powerful tool to assess and transform its culture across the organization.

Roadmap to build the operating ideal

1. Get an early sense of the dimensions of the operating ideal

Objective: i) identify any gaps in the hypothesis operating ideal co-created in the HR Visioning workshop ii) to prioritize – what is most important to the Tata Steel system and why.

Broad Approach: Conduct open-ended discussions with IL2s who are operating leaders

Details: Illumine will create a Research Toolbox with a guide which Lab team members can use to conduct the open-ended discussions so that they are highly effective and get outputs.

2. Making each dimension “real”

Objective: To ensure that the dimensions have a specific meaning in the Tata Steel context.

Broad Approach: Each of the dimensions will be crystallized in terms of specific case studies, examples, narratives etc.

Details: Illumine’s team members will create a methodology which can be used for collecting such scenarios and where necessary collect the data themselves.

3. Creating a hypothesis operating model

Objective: create a hypothesis to synthesize the learnings from (1) and (2) above and create a hypothesis model.

Broad Approach: This will be done through an envisioning workshop facilitated by Illumine.

Details: After the workshop we will create a booklet on the operating ideal with the dimensions and examples for each

dimension. This will be used for buy in. we will also need to consider if the same model can be used for individuals, teams and collectives.

4. Early buy in from a few IL1s

Objective: (i) Create buy in and build consensus at the top leadership level around the operating ideal, (ii) make changes in the operating ideal where found necessary based on fresh perspectives provided by IL1s

Broad Approach: Conduct face to face meetings where the concept is shared

Details: This will be done by Zubin. Illumine's senior team will accompany where necessary

5. Create a ladder of measures for each dimension

Objective: To convert the dimensions of the operating ideal into a measureable framework.

Broad Approach: Based on the data collected in step (1) and step (2) we will create hypothesis ladders for each dimension. This will be piloted and prototyped in action with a few people and a few teams to see whether the ladders are discriminative in nature.

Details: We will need to create three levels of ladders – at the individual level, the team level and at the level of the collective. This may be done in peer group discussions and or a half day workshop facilitated by Illumine.

6. Test the operating ideal framework with two diverse business teams and create a culture map for both

Objective: To conduct case studies on two business teams to give mass to how the operating ideal plays out in a real life

context. This will demonstrate the usability of the operating ideal framework as quick culture dipstick

Broad Approach: Take a few individuals and teams from diverse businesses and create a culture radar for them.

Details: Appropriate businesses will have to be selected and the framework will be tested with appropriate sample sizes of individuals and teams to demonstrate the usability / value

7. Get IL1s and MD buy in

Objective: To get the sign off of the MD and IL1s on the new operating ideal for Tata Steel

Broad Approach: walk them through the operating ideal dimensions with exemplification. Share the case studies conducted in step 6

Details: VP HR, Zubin and Illumine to present to the IL1 communication forum