

CIB on wings



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India
 **Initiatives of Change**
Caux Initiatives for Business

Editorial

In the July 2018 issue of CIB on Wings, we had covered the programs conducted for Coal India Ltd. This issue relates to another public sector company that also deals with power. This company is renowned for being a very successful, corruption-free and focused organization. Members from IC-Centre for Governance (IC-CfG) and Initiatives of Change (IofC) together worked to making this program unique, despite challenges.

Another news piece brought to you covers the meeting that the CIB India Working Group had recently at Mumbai. Senior business leaders who form the core team of CIB India, spent close to 180 minutes talking on important issues; each bringing their wisdom to the table.

We believe that you will find the contents of this news update interesting.



For private circulation.

*Published by Sarosh Ghandy, Chairman – CIB, Friends of Moral Re-Armament (India), Asia Plateau, Panchgani - 412 805, India
Editor: Charles Fernandes*

From Good to Great

National Thermal Power Corporation Limited (NTPC Ltd.), is an Indian Public Sector Undertaking, engaged in the business of generation of electricity and allied activities. It has its headquarters in New Delhi, a beautiful campus called the Power Management Institute.

NTPC is the largest power company in India with an electric power generation capacity of 53651 MW. Its core business is generation and sale of electricity to state-owned power distribution companies and State Electricity Boards in India. The company has also ventured into oil and gas exploration and coal mining activities. Although the company has approximately 16% of the total national capacity it contributes to over 25% of total power generation due to its focus on operating its power plants at higher efficiency levels (approx. 80.2% against the national PLF rate of 64.5%). NTPC currently produces 25 billion units of electricity per month.

Thanks to our friends at the IC-Centre for Governance (IC-CfG) in New



Delhi who insisted that we do a program with the NTPC; they made all arrangements for us. There were about 30 participants; all very senior level officers. We spent the most enriching four and a half days with them.

Where God guides...He provides!

Unlike Coal India, which is known for its corrupt practices, NTPC is famous for being a very successful, corruption-free and focused organization. Hence, at first we began to wonder what we would be able to contribute and how. As the delegates were all very senior people, both in age and experience, many questioned us about why we were there and what new thing we would tell them.

"It is not enough to be one of the best organizations in the country. How can you become one of the best in the world?"

After initial hesitation and a lot of 'Quiet Time', we were able to think of a question for the participants. The query was simple: "It is not enough to be one of the best organizations in the country. How can you become one of the best organizations in the world?" India is part of the global economy now and along with technical growth, there needs to be growth in knowledge of every human being. Therefore, our next question to them was if they wanted to go ahead and grow or remain the same person with the same attitudes of anger, hate, jealousy that they would have had in the past.

It was quite difficult for us to convince them that we were not there to 'teach' anything at all. We were there simply to share our own experiences. Each one of our team-mates there had brought about some considerable change in their respective fields of work and in their own lives. We were there not to talk about ethics but about service and how to improve it. The

participants finally agreed to hear our stories.

We realized that among the participants there was a sense of complacency of being one of the ethical and best companies. However, once the program started, the scenario was different. Many things, that were never spoken about earlier now started being talked about. The problems were more at an interpersonal level because of which many good and deserving people left NTPC. They blamed the incompetent managers and others who are at the helm of affairs but do not deserve to be there. Despite all this, our problem remained. They made a comment or countered us for anything we said. Therefore, we had to convince them that we were not there to object or contradict what they said. We appealed to them to only hear us out.



Breaking into their heart was a challenge. We had to deal with them without getting angry or argumentative; to keep our cool and see where we want to go while delivering our best. Sometimes they appeared arrogant and aggressive. Initially there

was an unseen wall between us. However, after the second day the wall crumbled. Once our team started sharing their shortcomings very openly at their place of work, at home, in society, the wall started to crumble. On hearing the sharing, a very senior participant, a senior General Manager working in the Chairman's office, started to cry. He then narrated how he had suffered in NTPC going up the ladder. Many people agreed with him because they knew about all this but never spoke about it. Therefore, when the senior most person in the room started to speak about this everybody else opened up.

There was now a completely new atmosphere. Everybody shared their problems of how they were not able to give time to their families because of their tough work ethos at NTPC. They were ignoring their own children. So many of them spoke about how they had never had the thought of actually knowing what their children were doing or thinking of doing. Therefore, we told them that it all starts with oneself. It all starts when one decides to look at oneself in the mirror and diagnose the problem. It is only then that one can put right some of the things, which will in turn give courage, inner strength, competence and confidence to do something bigger for others.

Eventually everybody became so emotional and by then shared such a close bond that people did not want to let us go and insisted that we must return and do more programs with them.

Well begun is half done

"I think there is now a movement there. NTPC is a huge organization, spread out all over the country. It is technologically competent and has a great job to do for the country because the country is still energy-deficient on a total scale. Therefore, they have a huge agenda in front of them and we are glad that they have put Initiatives of Change (IofC) in their agenda. We are very happy that this kind of an ethical element has been added. In fact, it is beyond ethical. It is more 'personally ethical', if one understands the difference. Ethics is often related to the workplace and to statutes and codes



Spending time in reflection

of conduct. However, there is another element of being personally ethical. Therefore, if we were able to spark that element in them, I think we had gone the right way. This goes right down to

how you treat your workers, your own family and neighbors. We even took it to the level of the country, where today the unfortunate part is, there are so many elements, especially the media, who tend to divide people. Why cannot we, in our individual capacity, want people to bind other people? We should start building bonds with human beings and not look at their religion, caste, creed, race and economic background. Let us treat human beings as human beings and that is the need of the hour for this country, at least in the present situation. We have to get back that element our country had in the past. However, 1000 years of dominance has changed our character significantly; and we have a 'slave mentality' so that we have still to come out of. Our mentality of blaming others when things go wrong and not taking responsibility for what is to be done needs to change. We keep procrastinating saying we will do it when the time is right. These are all part of what I call 'slave mentality'. We have no stake in the country because we feel it belongs to someone else. We have not yet come out of that mentality even after 70 years. Many might have come out of that mind set but there are still many who need to change. So I think NTPC is a great opening."

Our hope is that NTPC and its employees will continue to brighten their own lives and our country (and our homes)!

NTPC is a huge organization, spread out all over the country. It is technologically competent and has a great job to do for the country.

Narrated by Dr. Amit Mukherjee, Jamshedpur. Dr. Mukherjee is also the Convenor of CIB Jamshedpur Chapter.

Written by Ms. Neha Mukherjee, Asansol

CIB India Working Group Meeting

A Report

The CIB India Working Group meeting that was held in the Conference Room of Transasia House, Mumbai on August 28, 2018 was significant in many ways. While Sarosh Ghandy, Chairman, CIB flew in for the day from Bengaluru and Charles Fernandes, CIB Secretariat rode into the country's commercial capital from Panchgani; businesspersons, Suresh Vazirani, CMD, Transasia Bio-Medicals Ltd., Rajendra Gandhi, MD, GRP Ltd. and Vivek Asrani, MD, Kaymo Fastener Company joined in from various parts of Mumbai. Luis Gomes, Trustee, Friends of Moral Re-Armament (India) and Secretary General of CIB Secretariat joined in from Goa via conference call.

During this time, diversity in thoughts mingled with conviction and wisdom.

Suresh Vazirani, who has recently been appointed President of the international organization, Initiatives of Change (IofC) that is active in 60 countries and formally incorporated in 44 countries, was heartily congratulated and taking on this very important role at a critical time such as this. CIB extended its full support to Mr. Vazirani and sought his thoughts as to how this could happen.

In the 180 minutes that followed, a lot was discussed. During this time, diversity in thoughts mingled with conviction and wisdom. Points placed on the table were examined closely until a conclusion could be distilled to obtain a plan that provided a semblance of clarity.

The group was also briefed of a Round Table that is being planned by the CIB Pune Chapter for leaders of business and industry within Pune. Forbes Marshall Pvt. Ltd. has very kindly agreed to host the event. The possible date being considered is Saturday, October 13, 2018. The Pune core team has for long been considering the theme, "Reinventing Organizations", based on a guide to creating organizations inspired by the next stage of human consciousness, written by Frederic Laloux.

At the end of the discussions, each expressed much gratitude to Suresh Vazirani for hosting the meeting.

Asia Plateau Program Calendar

September 2018

- 3 to 6 Effective Living & Leadership Program for Industries
19 to 22 Heart of Effective Leadership Program for Industries


October 2018

- 10 to 13 Effective Living & Leadership Program for Industries
24 to 27 Heart of Effective Leadership Program for Industries

November 2018

- 12 to 16 Education Today, Society Tomorrow - Educators
21 to 24 Heart of Effective Leadership Program for Industries
28 to 2/12 Lead for Change

The design of the Effective Living and Leadership programs for industries is prepared for shop-floor workers; while that of the Heart of Ethical Leadership is for middle-level and senior managers.



Programs mentioned above are subject to change.
For enquiries and confirmation, please write to programs@in.iofc.org
For more information, please visit www.in.iofc.org