



Driving cultural change at Indian Railways

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विकास शिविर
रौखड़ इंगोरान

भारतीय रेलवे कोटिंग्स लिमिटेड, कोलकाता-१
आयुर्वेदिक चिकित्सा केंद्र, कोलकाता-१

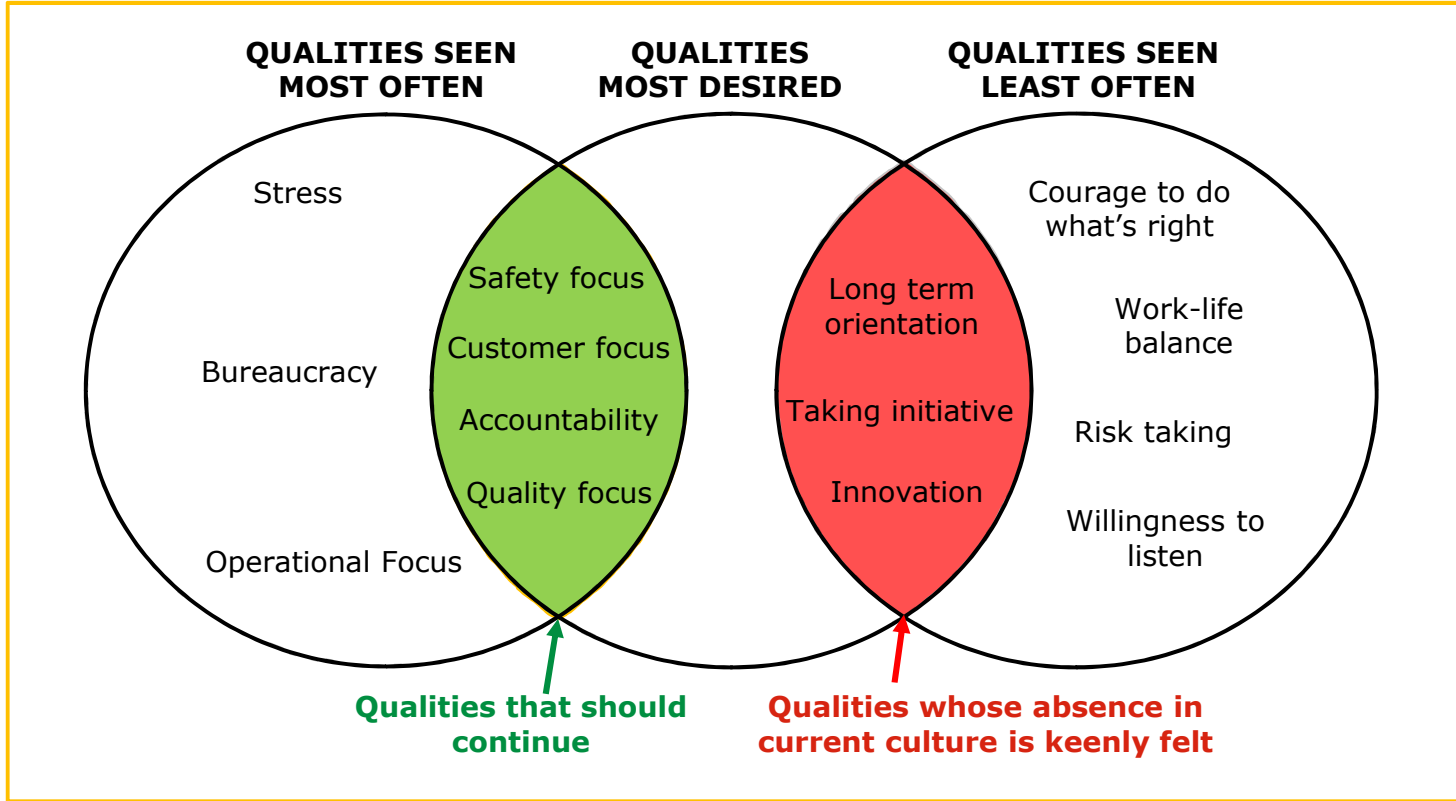
Context – Current state

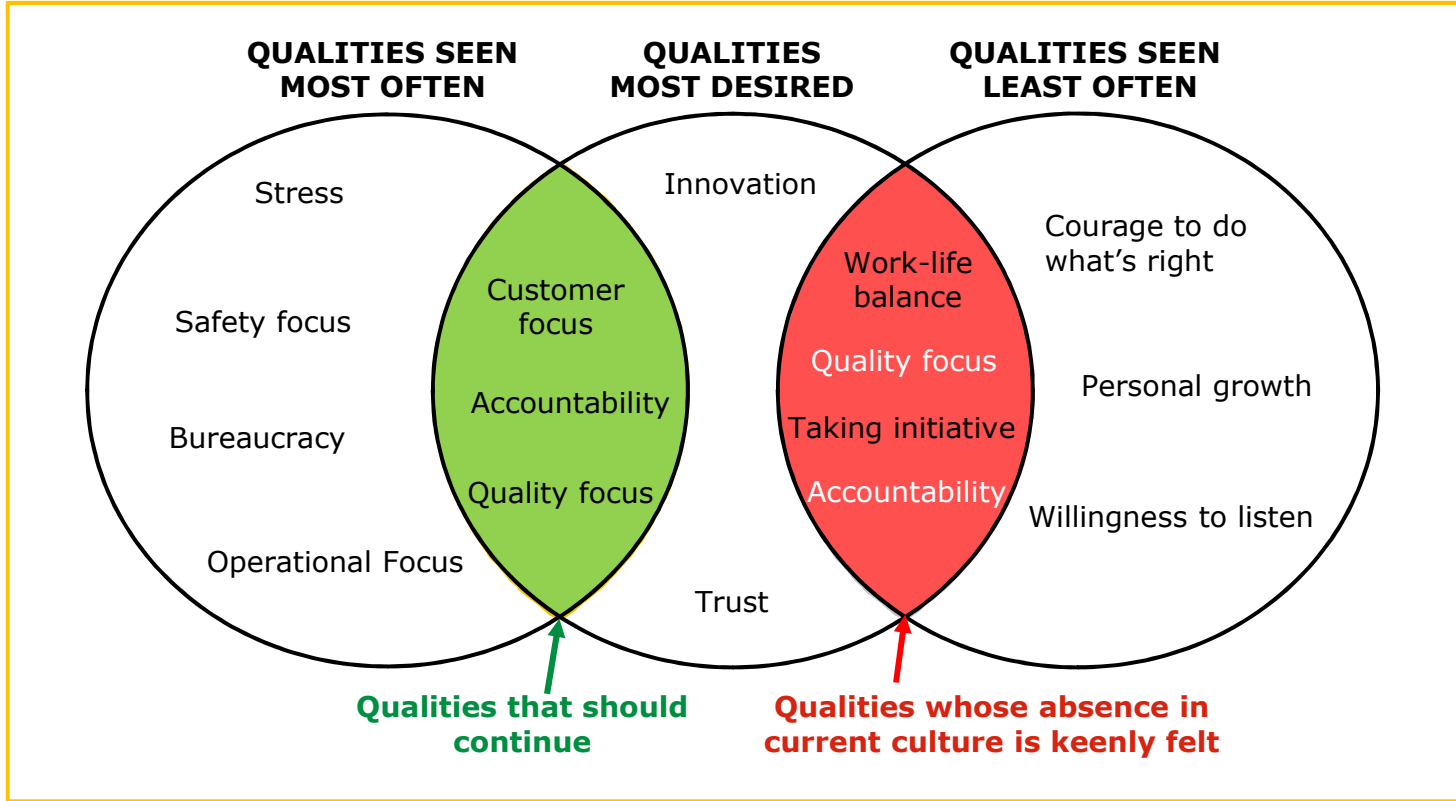
- Conducted the first factual assessment of current state of culture through culture assessment survey ~ **30,000** employees responded
- Conducted strategic workshop with **senior leaders** to select important interventions going forward

A large majority of those surveyed in the strategic workshop recognized that...

- There is a **need for dramatic change** in the way of working
- We are **not being able to change fast enough to respond to our environment**
- We **don't have a roadmap for change**
- We need **new skills to be able to make the change**
- We would need to **shift mindsets to accomplish the change**

Zonal Railways & Production Units: All levels





Overall Survey Insights

- **Disconnect** in perceptions of Senior Management from Middle and Junior levels
- Recognition that **focus on customer and quality** is needed for success
- Lack of **long term focus and innovation** was called out as a limiting factor
- **40%** of respondents stated that they experienced **stress** in the way Indian Railways worked
- **38%** of respondents also felt that the organization was highly **bureaucratic**
- **Courage to do what's right** is seen as most desired but least visible quality by mid and junior level employees
- **Accountability, quality focus** appeared as both most and least seen qualities, indicating varying views

Disconnect within the organization

- **Work life balance and trust** were called out as important only at the lower levels of the organization
- Contributing factors to stress can include
 - Lack of long term planning
 - No alignment to long term vision
 - Focus on short term day to day management

Solutions:

- Creating a vision and aligning all employees
- Creating forums to form connect senior and junior employees across the organization

Lack of accountability

- **Accountability** for tasks important across all levels
- Middle management and staff are happy with level of accountability but senior management feels absence
- Working in silos leads to passing of accountability and lack of collaboration

Solutions:

- Earmark 25% posts above JAG in each department for a job rotation scheme to be manned by officers from other departments
- Mandate cross-departmental exposure as a condition for promotion above SAG level

Lack of innovation

- **Innovation** stated by all levels as desirable yet hardly seen quality
- Organization feels a lack of formal support for innovation including
 - Lack of forums for ideas
 - Lack of formal budgetary support
 - Lack of recognition for successful implementation
- Majority of the organization felt that initiative-taking was not rewarded

Solutions:

- Establish innovation forum with dedicated budget for testing and implementation of selected ideas
- Incorporate formal recognition in performance management system for employees whose ideas are selected and implemented

Lack of customer focus

- **Customer focus stated by as desirable, but lacking by all levels**
- Mid and staff levels feel that the organization is not focused on customer while senior management indicates that it is

Solutions:

- Organize trainings for customer centricity for all customer handling roles, building from best practices from airline / hospitality industries

Summary of big shifts for cultural change

- 1 Redesign performance management system to be outcome-based (e.g., include 360° feedback) to encourage initiative taking by employees

- 2 Propagate innovation & learning through a structured forum

- 3 Allocate 25% seats in each department for officers from other departments; mandate cross-departmental exposure as a condition for promotion above SAG level

- 4 Organise customer-centricity training across levels

Implementation timeline

Milestones	Planned date of implementation
Redesign performance management system	June, 2017
Set up a platform for innovations to be captured, rewarded & shared	June, 2017
Implement cross-departmental exposure program	Dec, 2017
Organise customer centricity training across levels	Dec, 2017

Thank You