



गुण अन्वेषण केन्द्रा

# Guna Anveshan Kendra © Assessment Development Centers

*A Tool for Change Management  
in  
Post Liberalization India*

Meena Singh and Vijay Shankar  
BRISC Management Group, Canada

34<sup>th</sup> International Conference on Assessment Center Methods,  
Washington  
September 23<sup>rd</sup> , 2008



# Presentation Structure

## “ Background

- . *Indian Environment*
- . *Impact of Change on Organizations and Managers*
- . *Flavor of Change Situations*

## “ Assessment Centers in Change Management

- . *Our Approach to Change Management*
- . *How Assessment Centers Fit in*
- . *The Guna Anveshan Kendra Avatar*
- . *Cultural Sensitivity*

## “ Case Studies



गुण अन्वेषण केन्द्रा

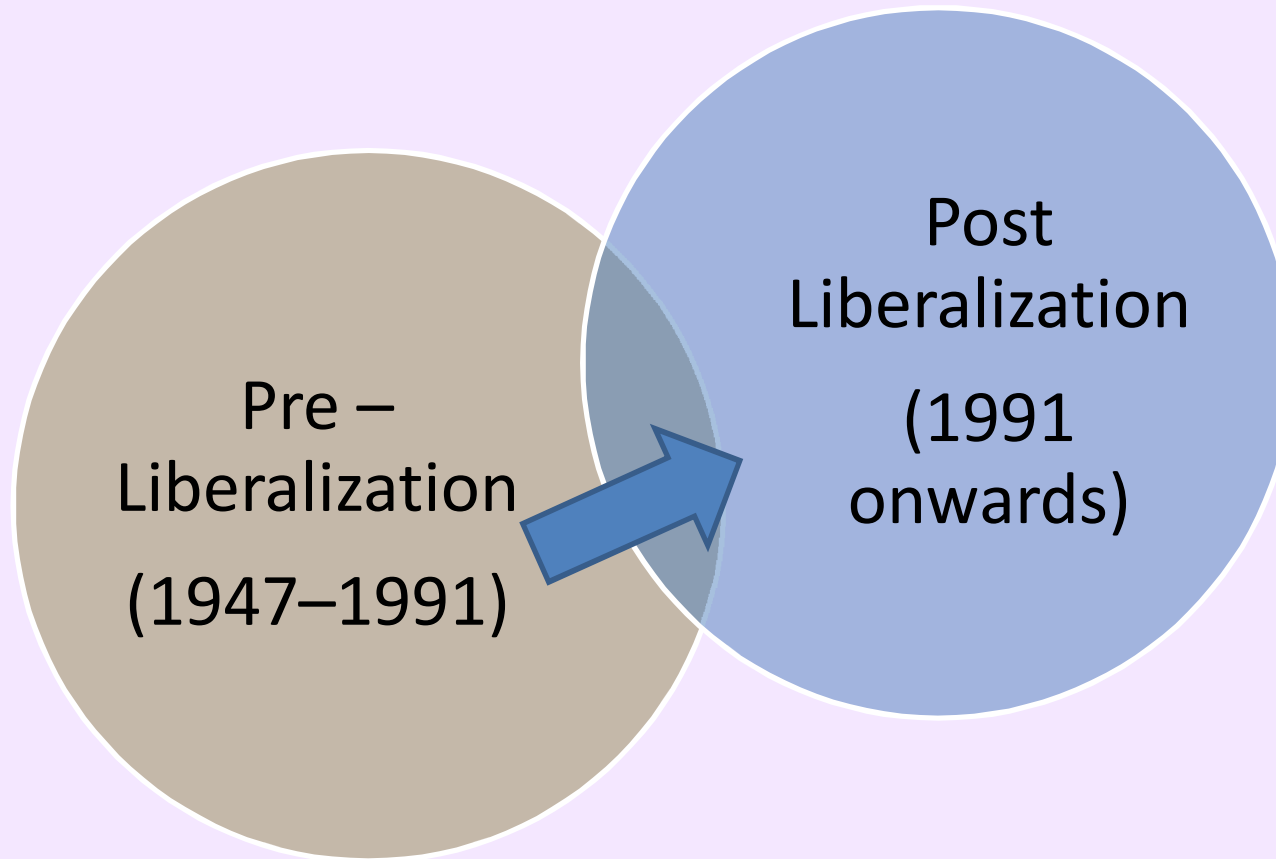
BRISC  
Management  
Group

BACKGROUND



गुण अन्वेषण केन्द्र

# Time Horizon





गुण अन्वेषण केन्द्र

# Pre -Liberalization India

BRISC  
Management  
Group

## Post Independence (1947) Thinking

- Fabian Ideology
- Concern for Struggling masses
- Gandhian Faith in Self Reliance
- Belief in need for excellence in infrastructure for science and technology
- In private sector – big was bad and Small was Beautiful (protection of small scale sector –' cottage industries')
- Preference for a mixed economy

## Indian Economy before 1991

- Centralized Planning (5 year Plans made)
- Complexity in regulation
- Incentives for import substitution and developing indigenous technology
- Government licensing and controls over prices, production, foreign exchange
- Protection of domestic and small scale industries
- Predominance of Public sector corporations in most industries



गुण अन्वेषण केन्द्र

# Reform and Liberalization

## Is about

- Encouraging growth of private sector
- Facilitating Foreign Direct Investment
- Restructuring Public Sector for efficiencies
- Providing Incentives for exports and allowing more imports
- Moving away from protection of small scale industries – realization that economies of scale is necessary for economic growth
- Simplification of policy, regulation, tax structure



# Impact on Organizations

## STRATEGIC

- Handling Competition from Domestic and International Products
- Opportunity (domestic and export)
- New Risk Factors
- Expansion
- Perform or Perish
- Profit Maximization
- Development of People
- Customer Orientation .....

## OPERATIONAL

- Cost reduction
- Increasing sales
- Process Improvement (technical, people and thinking)
- Recruitment of people
- Monitoring Quality
- Working in uncertainty and new environment
- Reduced focus on regulation
- Availability of financial resources
- Access to more services (e.g. logistics).....



गुण अन्वेषण केन्द्र

# Impact on Managers

From

*Secure jobs*  
*Secure markets*  
*Same regulatory framework*  
*Work life insulated from change*  
*Job focus on Administration*  
*Experience valued over expertise...*

Competencies valued (e.g.):

*Ability to work with Government*  
*Labor Relations*  
*Legal Acumen*  
*Ability to work around rules*  
*Patience and tolerance (time delays and inefficiencies)....*

To

*Pressure on achievement and performance*  
*Uncertainty*  
*Conflict across age groups*  
*Need to Satisfy Customers*  
*Need for higher learning orientation....*

Competencies valued (e.g.):

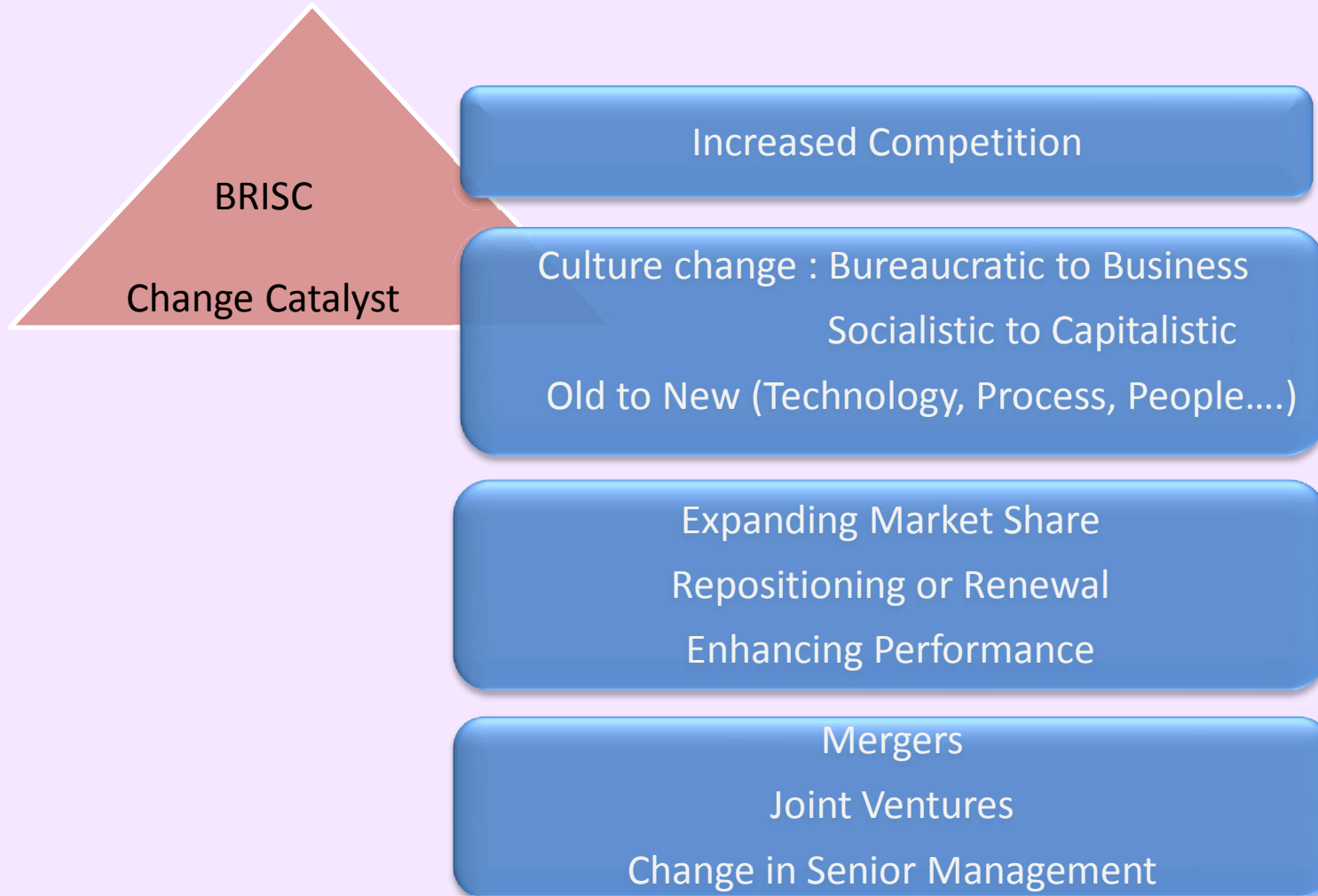
*Being proactive*  
*Tolerance for ambiguity*  
*Adaptability*  
*Creative problem solving*  
*Entrepreneurial Skills (risk taking, creativity)*  
*Decision Making.....*



गुण अन्वेषण केन्द्र

# Flavor of Change Situations

## Sample Change Drivers





गुण अन्वेषण केन्द्रा

BRISC  
Management  
Group

# ASSESSMENT CENTERS IN CHANGE MANAGEMENT



गुण अन्वेषण केन्द्र

# BRISC Change Management Approach

Built on Price Waterhouse Methodology

BRISC  
Management  
Group



Evaluate

Envision

Empower

Execute

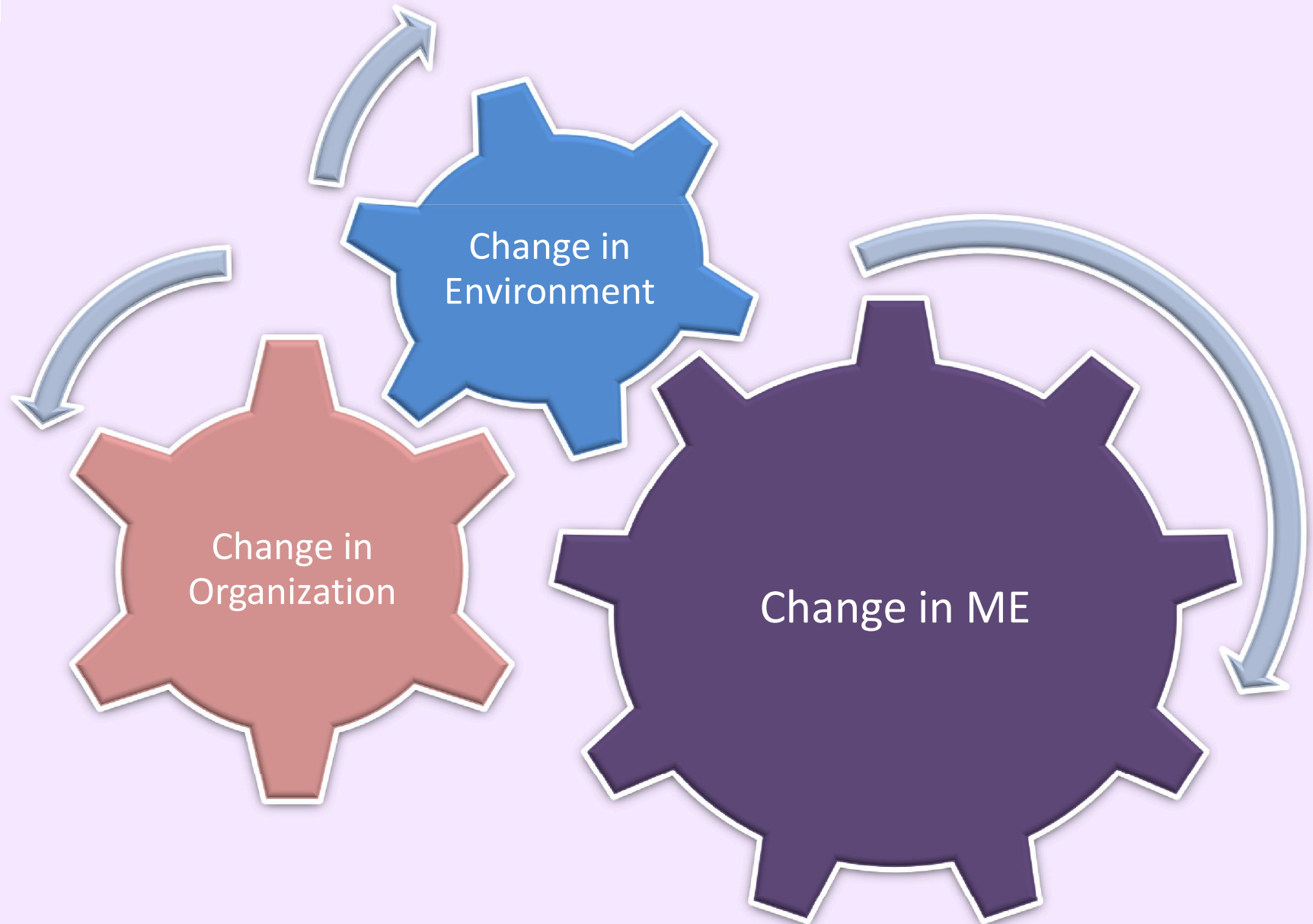
Evolve



गुण अन्वेषण केन्द्र

BRISC  
Management  
Group

# BRISC Change Management Philosophy

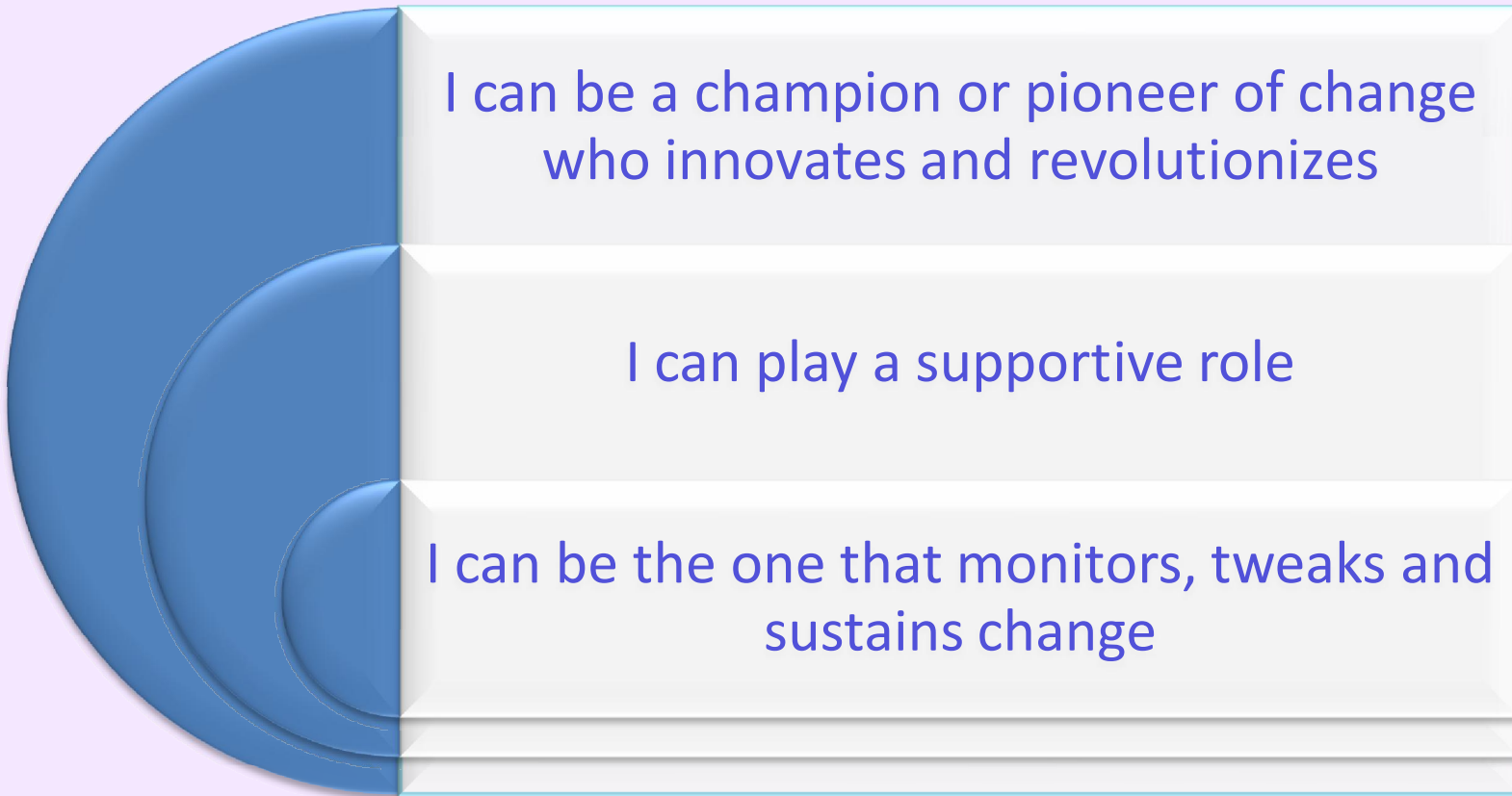




गुण अन्वेषण केन्द्र

# 'ME' Is Critical !

## Beyond Processes, Technology, Structure



**But, WHAT IF I AM THREATENED BY CHANGE AND RESIST CHANGE?**



## How do we Identify People for the Roles?

Change Creates New Situations!

Successful Performance in current job may not ensure success in future jobs

There is no past data on behavior under the new situation !

Assessment Centers Provide the Key



गुण अन्वेषण केन्द्र

# Guna Anveshan Kendra Avatar

## Guna

- + Characteristics
- Potential

## Anveshan

- Exploration and Research  
(Collaborative)

## Kendra

- Center

Cultural Sensitivity: Fear of Assessment and Evaluation



गुण अन्वेषण केन्द्र

# Magic of the Process!

Creating the Environment:  
Focus on the Positive

Simulation Design:  
Non Threatening and Reduce Bias

Feedback :  
Create ownership for personal growth

Post Feedback Action Planning:  
Leverage Feedback Process



गुण अन्वेषण केन्द्र

# Creating the Environment: Focus on the Positive

Before

- Communicate (change process)
- Share Guna Anveshan Kendra approach (helps reduce anxiety)
- Build trust through transparency

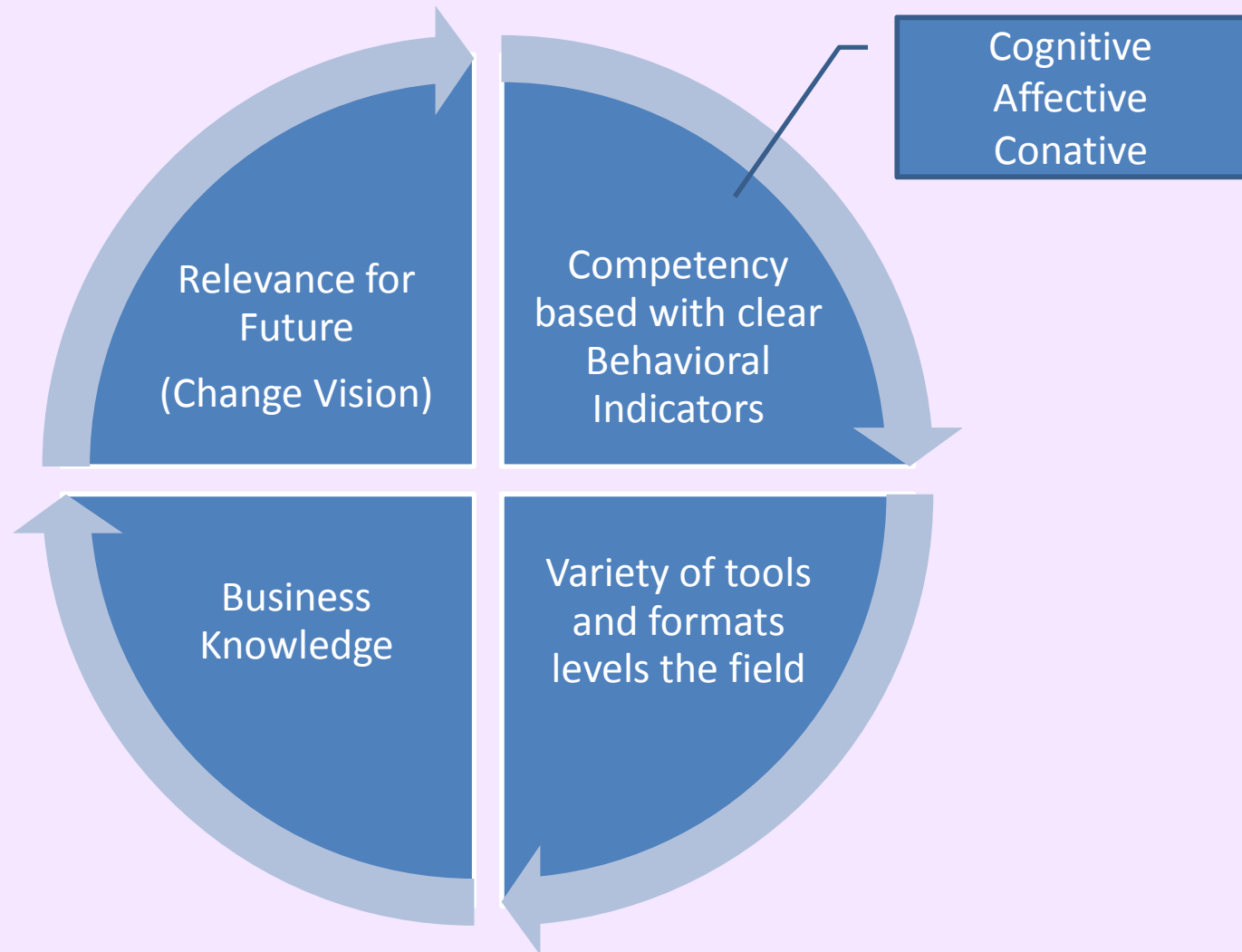
Commencement

- Empower Participants
- Reiterate assessment of potential
- Facilitate stretching limits



गुण अन्वेषण केन्द्र

# Simulation Design: Non Threatening and Reduce Bias





गुण अन्वेषण केन्द्र

# Feedback Process:

## Create ownership for personal growth

### Information Sharing

- Indicators not labels
- Objective not Subjective
- Privacy

### Mutual Exploration

- Strengths
- Development Areas
- Blue Sky Thinking  
(Change: removal of individual and organization constraints)

### Energizing

- Aspirations
- Focus on positive



गुण अन्वेषण केन्द्र

# Post Feedback Action Planning: Leverage Feedback Process

KEY strengths and areas of development (Buy In)

Organizational Action Planning to match individuals  
with planned projects and activities in change process

Allocating roles and assignments

Personal Action Planning to support organization plans

Facilitating success in new role for fulfillment



गुण अन्वेषण केन्द्र

BRISC  
Management  
Group

## CASE STUDIES

*Change Drivers – Change Objectives- Assessment Center Outcomes*



गुण अन्वेषण केन्द्र

# Automotive Lubricant Manufacturer with Two International Brands

## Key Change Drivers:

1. Deregulation
2. Paradigm shift from distribution to marketing
3. International competition
4. Fear of being wiped out

## Change Objective- within months:

1. Achieve quantum increase in market share
2. Build brand equity

## Assessment Center Outcomes:

1. Placement of employees in new roles
2. Exponential growth in performance of individuals and teams
3. Team grew market share from 2% to over 12%
4. Employee retention in spite of attractive remuneration offered by competition



गुण अन्वेषण केन्द्र

# Large Government Owned Telecom Service Provider

## Key Change Drivers :

1. Liberalization
2. New Leadership
3. Bureaucratic Attitudes
4. Inefficiencies

## Change Objectives:

1. Creating a business culture
2. Being Customer orientated
3. Team working
4. Responsibility Accountability at all levels

## Assessment Center Outcomes:

1. Ownership to change in the face of cynicism
2. Empowered teams
3. Internally developed performance measures
4. Improved communication



# At an International Eye Care Company

## Key Change Drivers:

1. Sale of a fast moving consumer product line
2. Acquisition of a surgical equipment business and need to integrate a new team

## Change Objective:

Create a unified eye care identity for the company

## Assessment Center Outcomes:

1. Teams integrated
2. Common vision created
3. Foundation laid for "Strongest eye care team in the country" CEO



गुण अन्वेषण केन्द्र

# It Works!





गुण अन्वेषण केन्द्र

BRISC  
Management  
Group

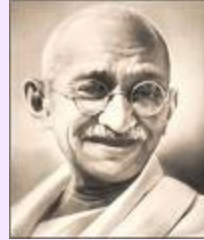
# From Our Client Base Of Over 90..

- " AIRFREIGHT LIMITED (DHL)
- " ASIAN PAINTS LTD
- " BASF INDIA LTD
- " BAUSCH & LOMB INDIA LTD
- " C I T I L (Citibank)
- " CADBURY INDIA LTD
- " CHILDREN AIDS SOCIETY- LONDON (CANADA)
- " CHILDREN AIDS SOCIETY - BROCKVILLE (CANADA)
- " CHILDREN AIDS SOCIETY - LANARK (CANADA)
- " CHILDREN AIDS SOCIETY – CORNWALL (CANADA)
- " CHILDREN AIDS SOCIETY – WINDSOR AND ESSEX
  - " CITIBANK
  - " Exult, USA
- " Gulf Oil Corporation Limited
- " HOTEL LEELA KEMPINSKI
- " INGERSOLL RAND INDIA LTD
- " JOHNSON & JOHNSON LTD
- " MITSUBISHI OIL CO
- " OUR PLACE PEEL (CANADA)
- " OWENS CORNING INDIA LTD
  - " SIEMENS LTD
- " Silicon Valley Technology India Ltd
- " TIDE WATER OIL CO INDIA LTD (Texaco Affiliate)
- " VIDESH SANCHAR NIGAM LTD
  - " VOLTAS LTD



गुण अन्वेषण केन्द्र

BRISC  
Management  
Group



“...Be the Change You Wish To See In The World” Mahatma Gandhi

**GUNA ANVESHAN KENDRA ©**

**Explore and Realize Potential**

You can contact Meena Singh at [ms@briscmanagementgroup.com](mailto:ms@briscmanagementgroup.com)  
or Vijay S Chandrashekhar at [vsc@briscmanagementgroup.com](mailto:vsc@briscmanagementgroup.com)