

**A Novice's attempt at Enterprise Engineering/Innovation Engineering/  
Organization Redesign/ whatever it may be called...**

**Dedicated to all those who aspire to make their space a serious discipline**

**Lets make it a little Lighter – Lets play Cricket!**

With due Permissions from the stalwarts if I may change my credentials (role and designation) to build some authority to engage this discussion.

Das, Sourav Role: Enterprise Architect / Lead strategist  
Desig: Team player (Team TCS)

Before I take on a more formal approach to The Engineering problem - I put forward two Quotes Preserving the Spirit of Innovation.

**If**

The Quote “ While Infosys is a school of software solutions and Mckinsey is a school of thought - Tcs is the playground.” Could help redefine attitude to work

**Then** - The rest of the document stands irrelevant.

**Else If**

The Quote “We are not in the business of business.

We help change the “ Ways ” of Business, as well as the “Lanes” of Business”

Could define what Tata Consultancy stands for

**Then** - The rest of the document stands irrelevant.

**A Formal Scientific Approach:**

**Enterprise Engineering Definition:** It's an Integrated Set of Disciplines for Building or Changing an Enterprise; It's Processes and Systems. It's primarily about People & their Changing Roles in an Organization. Its Sole purpose is to increase the Value of people whether through Processes or Policy Redesign.

**The Scope:** Tcs-Consulting &Technology Services Space - One of the Most Complex Systems that exists and Co-exists with a wide Spectrum of other service/non Service industries.

A complex system is a very mild term to describe an organization of this Nature, whose dimensions range from – assorted array of Technologies, spectrum of Business verticals to the most important of them all, People.

**A Brief History of Time:** The Technology Services Space in recent times has made rapid strides on all frontiers. Not only have Technology Charts been set on fire, with the advent of Component based and Service Oriented Architectures the Capability maturity models have been stretched to accommodate the people component (P-CMM).

To better describe the scenario - The growth curve of this service space has been extremely steep – with employee counts growing from numbers of 15000 to 50000+ in a very short period of time. As the numbers continue to increase, managing the sustenance and more importantly growth of such an organization becomes a Herculean task.

### **Assessment – A First Cut**

Any sensitive profound thinker could easily come up with the question –what kind of traits would a next generation Chief Executive need to manage an organization of this size, complexity and spread? Are we looking at someone who's charismatic? Or some one shrewd and strong? Or some who knows everything? Or is it going to be someone who might have very little to do at all.

No this is definitely not about succession planning.

Neither is the author hinting inclination to the chair.

It's just the thought of the next generation CEO's role sharing close resemblance to 32 bit microprocessor doing engine management (Fine tuning multiple pistons), that's more enticing.

The last point finds itself much justification because the future could well be - Solution Centers being absolutely self sustaining unit Strategic Business Unit's having clear Boundaries coexisting with other centers through a set of protocols Just like we have our very own TCP/IP.

And just when we begin to question the idea of boundaries, it's imperative to bring in

The thought of a boundary less chaotic system and the pit falls associated with it.

Further it wouldn't be exactly wrong to bring in some technology here after all we are Only discussing systems, may be of different kinds.

Furthering our Discussion on systems - while we are perfecting the art of delivering near Perfect end-to-end technology systems, its still early days in the evolution of the people Side of systems.

Sooner than later as employee counts begin to rise – needs would arise to effectively Handle this end of the system – but there would be no XML standards or EAI tools to Facilitate any form of synergism.

The Parameters with which people or employees engage with an organization, work Or other fellow employees are simply very different and are far too many in number.

Addressing these parameters with generic management techniques is possible to an extent while employee counts are small but on larger counts the techniques may just turn into stopgaps.

The Next section digs deeper into the problem case.

**Back to the Future:** As already discussed the growth of Consulting/Tech Space has been phenomenal, the number of employees already touching 55000 + And with stiff global vision targets, the count is likely to extrapolate much higher.

As top management takes long strides to achieve these targets, through wins, mergers And acquisitions, the forces it generates are tremendous, in enterprise engineering Terminology.

And like every other system it stretches to assimilate these driving Forces, which percolate down to the Bottom, and bring along with them gravity-defying changes.

The discussion from here on moves into organizational transformation into Organic systems.

How these changes and responsive forces are channeled effectively to achieve any kind of synergism is what we call internal strategy/alignment.

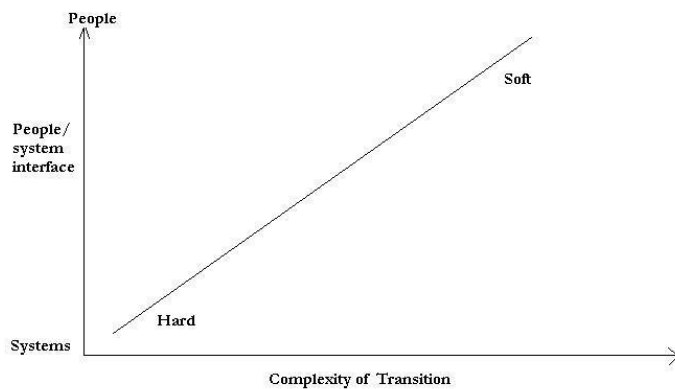
Though it's imperative to discuss some of the changes, such as organization transformation Produces, it is near impossible to discuss any specific change parameters, within the scope of this discussion and only two generic broad based touch points would be discussed at the solution exercise level.

Excerpts from the work "The Management of Innovation" by Burns and Stalker have provide the following transitional characteristics of change from mechanistic to Organic Systems.

	Mechanistic	Organic Systems
The Environment	static	> dynamic/ever changing
Distribution of tasks	Specialized Differentiation of Functional tasks	> Contributive in Nature to common task of concern
Task Scope	The Precise Definition of rights And obligations and technical Methods attached to a role	> Shedding of responsibility as a Limited field of Rights. problems may be posted Upwards, sideways, Downwards
How is task Conformance Ensured	Translation of rights and obligations and methods into	> Spread of Commitment concern beyond any

	Responsibilities of a Function	technical definition
Location of Knowledge	Reinforcement of the Hierarchic Structure by the location of Knowledge of Actualities at top Of Hierarchy	> Omniscience no longer imputed to the Head of Concern
Communication Between Members Of Concern	Vertical Communication	> Lateral Communication
Values	Loyalty & Obedience	> Commitment to the Concern's Tasks and ethos of material Progress and expansion is Valued more

A simple Picture of the system in discussion is presented below followed by Characteristic differences of the two ends of the spectrum.



Hard systems (Systems)

Soft systems (People)

Objective, Constraints and Performance indicators are Predominantly quantifiable

At Best Subjective, Interrelated and Semi –Quantifiable Objectives

Structured approaches will Produce results

No Clear Solution Methodology will be visible

Potential Solutions will be

There will be a wide range of solutions

Limited and knowledge obtainable

all may appear relevant and  
Connected

Consensus on the best way forward  
Will be easily reached

No Consensus and shared Perception

So to better describe the simple picture above – it’s unarguably one of the most  
Complex systems that can exist with one end of the spectrum reflecting extreme  
People dynamics

And the other end of the spectrum depicting extreme variety of scientific /engineering  
Problems, Critical Resource Requirements, Short time lines.

As a Precursor to probing into any solution methodology for solving organizational transition  
Of this nature, it’s a must to dissect the existing state of affairs.

It’s would be wise to accept that the real test of an organization is as much about best  
structures existing at the top, as much as it is at the bottom and, there’s no denial of the fact  
that While it’s easier to organize articulate frameworks at the top, the bottom is still  
characterized by a degree of Randomness and transience.

Top Down is fine but is a Bottom Up framework Possible at all?

While an articulate map can describe strategic directions, if there’s anything like a real map,  
that comes close to describe the ground space, it’s the “Culture” map or more commonly the  
“character” of the organization.

While it’s essential that an organization needs makeovers and branding exercise at all levels  
it’s unlikely to make a lasting impact unless it’s supported by a strong Culture.

So the first touch point for a better way forward from here is culture  
Next in line would be performance evaluation, closely associated with culture, but still  
discrete.

### **The Solution Exercise:**

TCS is one of the companies that is well poised to enter the Big League of Consulting Firms,  
And what makes it really different from the rest is that it has an extremely decorated portfolio  
of Engagement enriched by good strategic vision.

You might have retained this from above “**while Infosys is a school of software solutions  
and Mckinsey is a school of thought - Tcs is the playground.**”

If this message could set the spirit for culture change – it could help in the enrichment of the intrinsic value chain, which is a prerequisite value driver for any organization attempting to break the extrinsic value chain barrier.

The Solution approach is classified into two Broad streams

- Culture / Organizational Behaviour
- Performance Evaluation/ Indicators

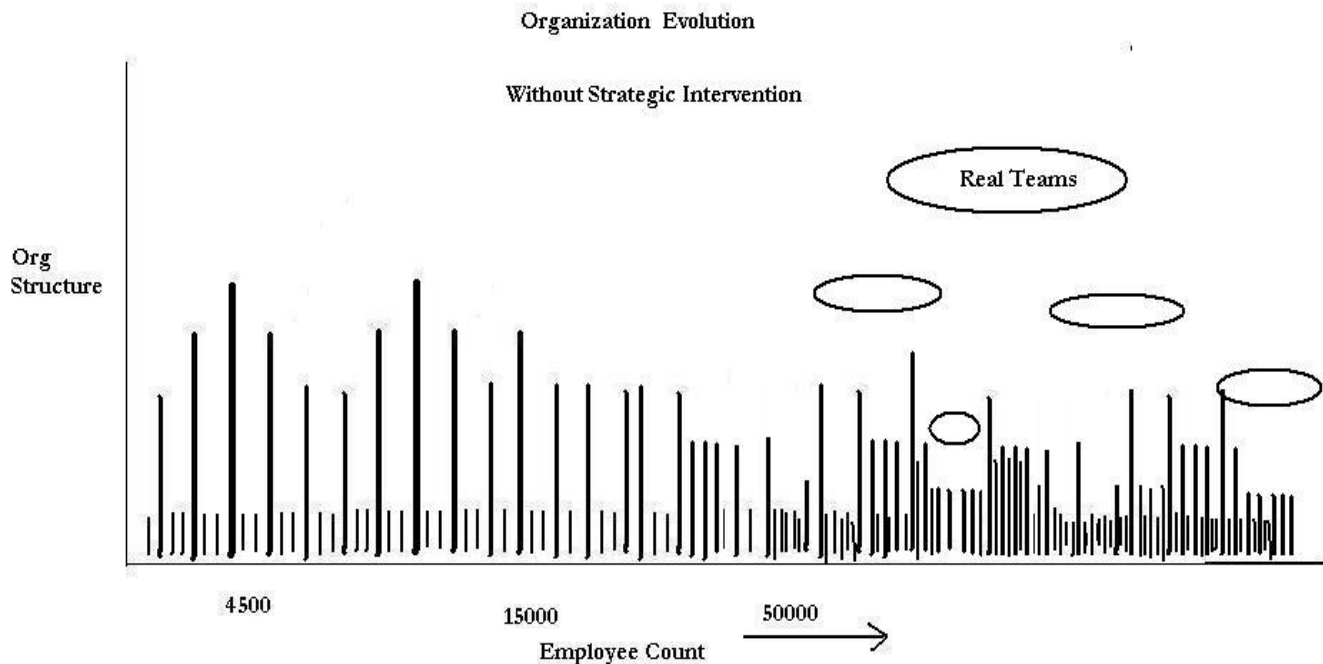
### **Culture / Organizational Behaviour**

---

Revelation: Culture is Predominantly survival of the fittest, Resource Centric, highly Task Oriented. Interspersed Existence of Teams, more at strategic levels. Status Quo can be Described as a Red Ocean Strategy (internal& External).

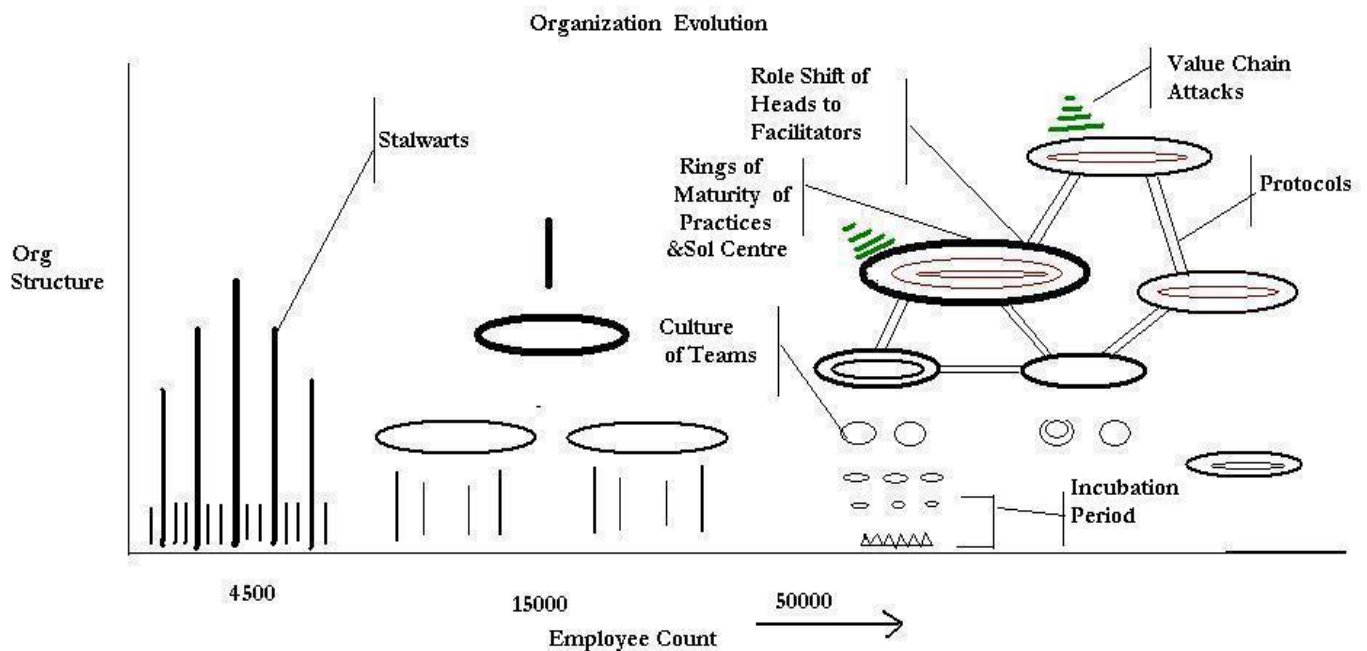
**Solution and Reasoning:** First we have to understand that growth patterns in any Organization from 0 to 15000. We then try and Extrapolate the Patterns for the increasing employee count under normal Circumstances and under strategically intervened circumstances.

### **Without Strategic Intervention**



**Buzzwords:** Responsibility  
 Key Resource  
 Rating  
 Release  
 Allocation  
 Visibility

With Strategic Intervention



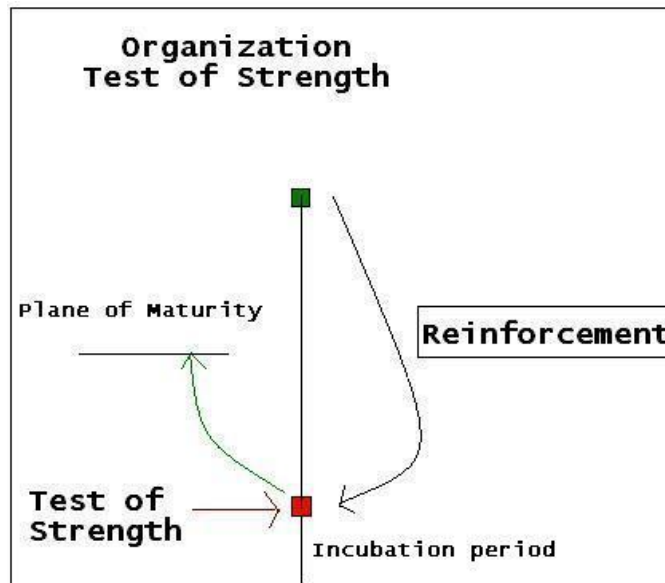
Cultural Transformation - an approach through three angles.

- People arrangement - Strengthening People, and Frameworks supporting People
- Redefinition of “ work ”. –Accommodating Changing Perception of Vision, and a Shift to Value Driven mode (Mutual Stake holder mode).  
 Towards a (“work is competitive Gaming”) attitude.
- Education of the Masses - As a supporting tool to, people arrangement as well, as Well as Redefinition of work.

## People arrangement

---

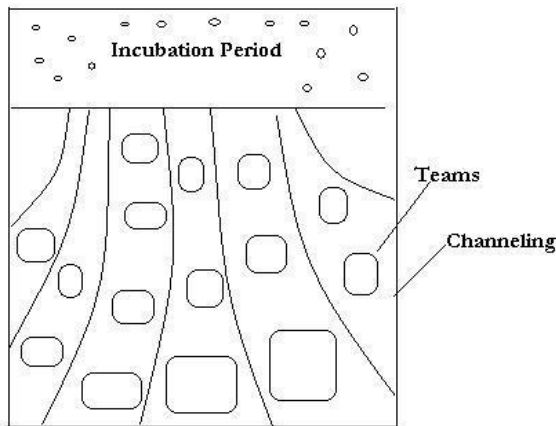
- Catalytic Shift in Roles of Leads to Facilitators of Learning, Coaches, and Members of Selection Committee.  
As Mentioned Earlier –Test of Strength of an Organization is at the Bottom



- Deletion of general “IT” Industry Tag. – Instilling the Feel of Organized Trans National Corporation offering Technology Services and Consulting Services.
- Strategic Segregation of Associates into Potential (Proactive (Extrovert) Agents /Reactive (Introvert) Agents /ProReactive (Mix) Agents/Generalists) after Initial Incubation Period of 2 –3 yrs.  
This Activity could involve complete undoing and Redoing
- Canalization into Teams (mixed Skill sets). Encouragement of formation of Teams at multiple levels / layers. Further scientific segregation to group people of like mindset and Energy Levels. (Data for this comes from Performance Indicators)  
Analogy can be drawn to cricket teams at all layers and Levels.



### Channel Creation after Incubation



- Target team Constitution Retentivity- Upto 40 %. Reward team retention ability. Gradually Increase Teaming. The working model should shift towards Teams Engaging and disengaging projects.
  - Reward the Attitude – I grow only if my Team and subordinates grow (Mentoring). Also reward any attitude that aids Further Channeling into allied teams.
  - On Maturity of Teaming Culture – there is no end to refining and adding depth to models of segregation. For e.g. Margerison and McCann Wheel and Index Model Could be used. Where Role Preferences are described as – adviser/innovator/promoter/developer/organizer/producer/inspector/maitainer.
- 3 / 4 Personal preferences could be used to guide people into execution Roles
- (MATC)-In this Context I would refer to them as - People Dynamics Group - Especially groups interfaced with people directly – have to Extend their work profiles more than just allocations/transfers – Employee counts touching 80000-90000 can suffocate these groups Leave alone Further Extrapolations.

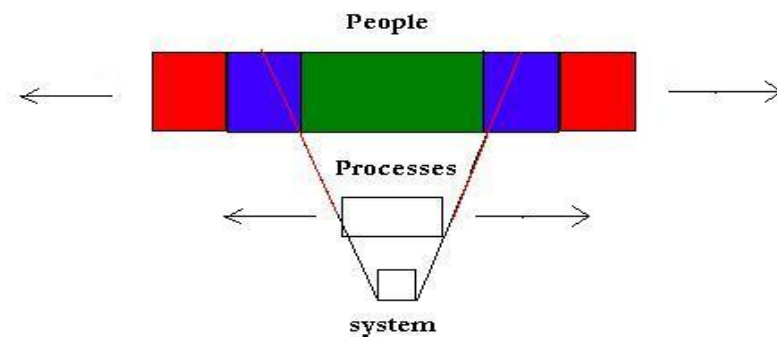
Activity of this Group could be extended to

- People/ Employee studies/employee monitoring
- Interfacing with Business Intelligence groups
  - For People research initiatives /people Modeling.
  - Instead of Manpower allocation it's a shift towards Team Allocation.

Multiple Cross Functional Teams could support and form the “ Think Tank” for handling the most complex end of systems spectrum.

First it’s all about Blue Ocean Strategy creating an “Organized space”, that could easily draw in skilled and smart players from competitors.

Second any kind of external strategy is to be backed up by internal strategy -when External strategy is extrapolation of people count, internal frameworks have to be redefined and expanded to allow growth Patterns along the lines of intrinsic value chains.



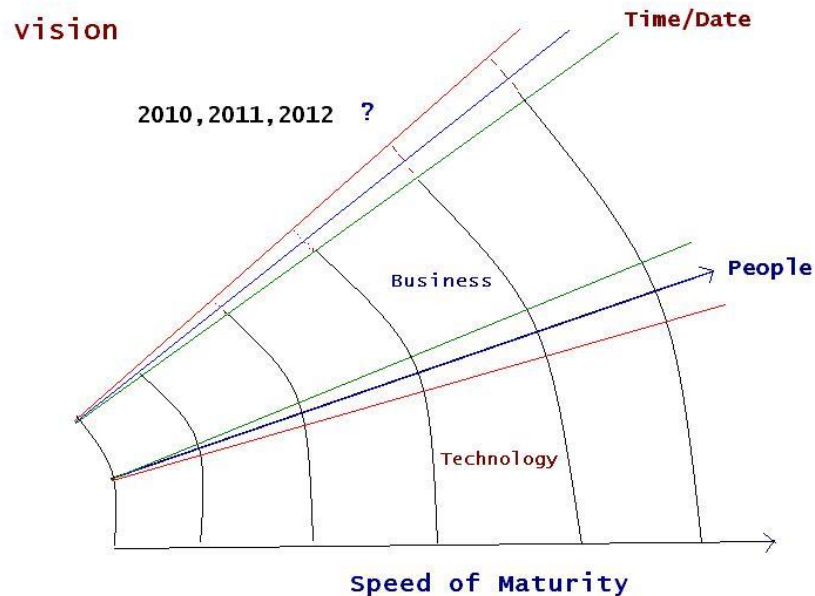
### **Redefinition of “ Work ”.**

- While Tasks range from specialized skills to Generic skills it is important to Break down TASKS into delivery tasks + Value drivers for all roles. It may be understood that certain roles could be balanced mix of both Both delivery and value while some roles could be all about value drivers. It’s becomes important and imperative to Defining Value Drivers –for each Space on the Value chain.
- Create Excitement in attitude internally to Reflect Attitude externally. By Excitement reference is drawn to – having the right people at the right places And indulging in constructive competitive engagements.
- As we Understand - the perception of global vision is undergoing change. Tasks have to be redefined to align with the New Vision by shifting into the Value Driver mode. It may go without saying that during times of crisis it’s These value Additives that could hold the ship steady.

- While it has been already discussed about trying to make every space a serious Discipline it may be prudent to say – that like the perception of global vision Even the literal meaning of Discipline has undergone change. Discipline doesn't necessarily instill discipline anymore. Adapt to the New meaning of Discipline - better reflected by, “ Work is play ”
- The global Vision must be strategically supported by intermediate visions for Every space. For eg: Penetration into Leaders Quadrant
- Inculcation of “ Self Pride ” attitude. If the Target is Global Consulting -Downplay the Client is God attitude. Services must be redefined to – (Mutual Stake holder mode) it's about raising the bar, the standards.
- Encouragement of Systematic Innovation Thinking at all levels all spheres, all spaces.

**Education of the Masses - As a supporting tool to, people arrangement as well, as Well as Redefinition of work.**

- They say an organization can only go ahead as much as it's people can see. Therefore every single player of the organization who can sight two steps ahead from his space contributes towards the vision.

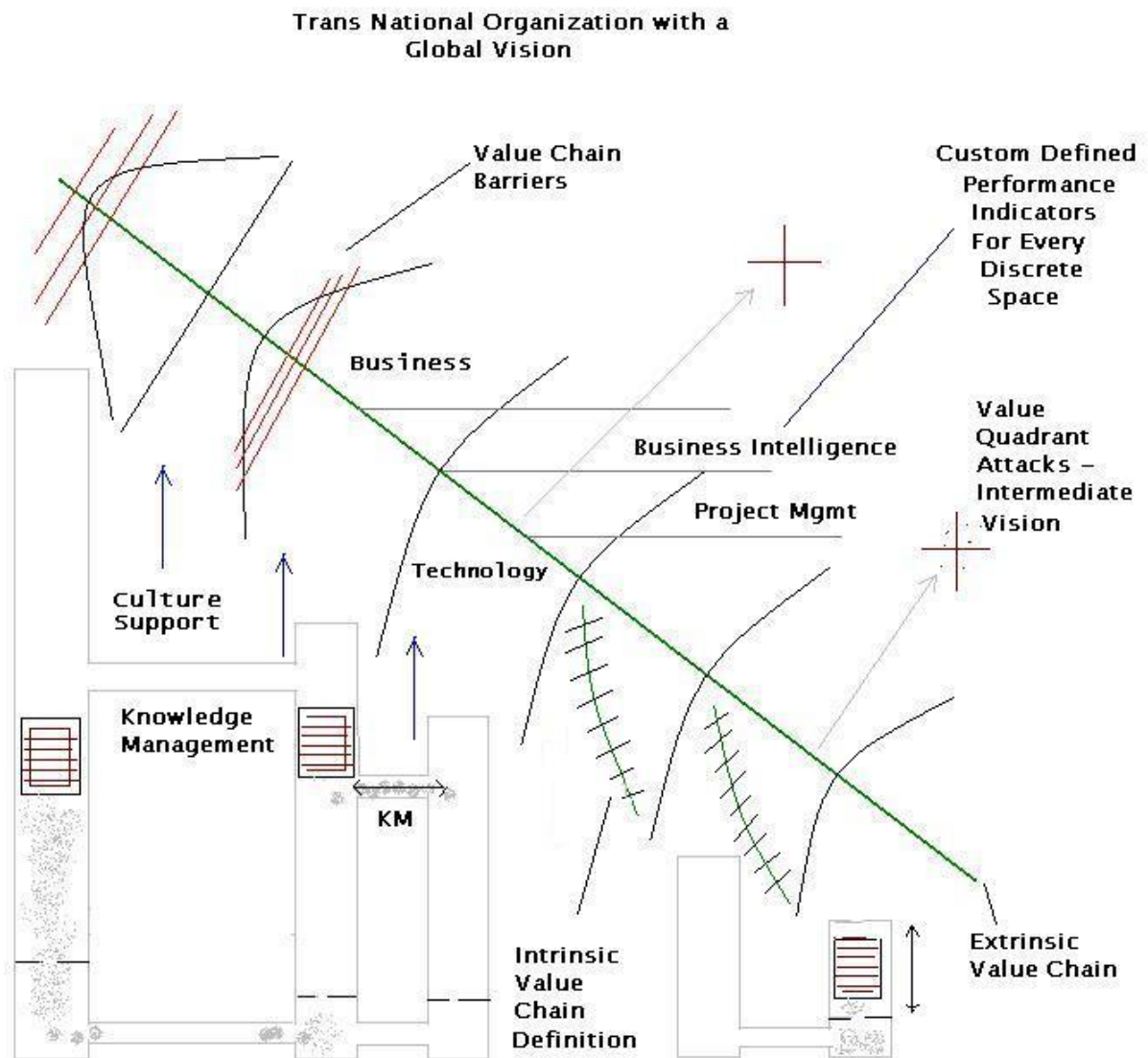


- Ensure Clear Growth Maps/Directions are available at all levels (Even at Entry level) Knowledge or Information is what gives Clarity and Direction – and Reduces Vast degrees of Chaos ness.
- Create “What is where ? - Maps” – To guide people into Preferred Disciplines at the End of Incubation.
- Encourage Leads to share their vision with the mass and help them in the alignment
- Encouragement of Modern Management practices as major support to Value Addition.

**Buzz Words**

- Teams
- Learning
- Mentoring
- Speed/Agility
- Portfolio
- Quadrant (Challenger / Leaders)
- Value Chain

The Final Picture that emerges out of the Culture Transformation is better described below



## Performance Evaluation/ Indicators

---

The Human Resource has an extremely important role to play in this sphere.  
It has direct implications on setting the tone of culture change.  
After all Culture is how people are equipped and how they behave – and without effective measurement of the same, growth is impeded.

Performance scales can be used effectively not only to measure growth but could also  
Ensure Employee motivation.

It's well understood that each distinct space or entity on the value delivery model  
Has it's own measures for performance management.  
Following one the single scale – doesn't necessarily facilitate an accurate measurement.

In cases where there is a gap between Goals and Opportunities – the Efficacy of Performance  
Measurement Dwindles.

Exercise of Curve Fitting actually only forces a compromise in performance metrics to  
Ensure parity with Performance Payout. Both should naturally be separated. While one may  
be derived from the other, convergence is not a Necessity.

Payouts could be accrued until Revenue generation.

Performance indicators could be made to accommodate the following parameters to  
Aid more realistic measures of performance.

Holistic Learning Curve

Emotional Intelligence

Energy Levels

Synthetic Maturity

Natural Maturity

-----  
It may be noted that any of the above opinions expressed were solely intended in pursuit of  
Having a better way.

It may also be noted that the Ideas may seem quiet ambitious, however in defense to that  
It could be said that Instead of just Building a massive organization, if architecture and  
aesthetics could help a better way, a better tomorrow, it may be worth that effort.

If this may provoke some thought, - if the vision is to grow in the true sense, every space defined within the business boundaries must grow its value chain, and a systematic growth of every space will very naturally take the organization to the space where it could rub shoulders with the other big players, and then the numbers would automatically flow.

If a little informality could be accommodated into the discussion - Srilanka and Australia have both won the cricket world cup in recent times. But there's a difference between the two teams. Srilanka has won it once and Australia has retained it more than once while India has come runners up. Probably it's for us to decide, what kind of team we are.

When the world is a stage and we are mere players, it wouldn't necessarily be a bad idea to play the game with the spirit to win, and let the numbers follow, whatever they may ultimately be.

Of course at the end of the day, Top line and bottom line come into the picture, but who knows what it may be in 2010 or 2012. It could well be a low Scoring Game and the Numbers may not mean anything at all.

While Frameworks have to be futuristic and Evolutionary built with Fundamentals, Strategy is the function of (Circumstance (Time), Resource and ideas) which runs over a Framework.

So it may not be a bad idea to fortify our Frameworks, while we parallelly indulge in strategy.

The best of leaders are known to leave behind a legacy of Robust Frameworks and practices, which future generations could nurture and build upon.

All in the spirit of a Better way

## Towards Innovation

Out-of –The Box Innovation cannot be inculcated, nor expected from an Entire work force. However I am of the opinion that, Rather than theory, enablers towards systematic or structured innovation could be inculcated. It's merely an extension of systems thinking. We look into one system for a solution or concept and try and apply it in another system.

For E.g.: Could OOPS or object oriented concepts be applied in People End of the spectrum To find solutions to unstructured people engagement.

Can Ideas of EAI solve Knowledge Management Problems?

