



## EAST COAST RAILWAY

मुख्य कार्मिक अधिकारी का कार्यालय/  
Office of the Chief Personnel Officer  
द्वितीय तल, - 751 017  
Rail Sadan, IInd Floor, Bhubaneswar-751 017

स्थापना क्रमांक/ Estt. Srl. No. 17/2017  
पूतरे/कार्मिक/आर/ECOR/Pers/R/Misc.

Date: 23.02.2017

सेवा मे,

सभी प्रमुख विभागाध्यक्षों/समन्वयक विभागाध्यक्षों, पू त रे/भुवनेश्वर  
मं.रे.प्र/व.मं.का.अधिकारी/मं.का.अधिकारी-खोरधारोड,वालातेरू, संबलपुर,  
मु;कारखाना प्रबंधक/कारखाना कार्मिक अधिकारी- मंचेश्वर, अतिरिक्त रजिस्ट्रार/रेल दावा अधिकरण,  
व.का अधिकारी(नि)/भुवनेश्वर  
महा सचिव/इकोर श्र. कां., महा सचिव/इकोर श्र. यू.,  
महा सचिव/एआई ओ बी सी आर ई ए, महा सचिव/ ए आई एस सी एस टी आर ई ए

विषय /Sub: Railway Transformation Lecture series.

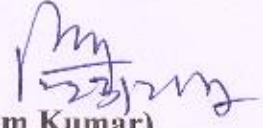
पूतरे के विषय क्रमांक/ECOR's Subject Serial No.-MISC-01/2017

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उपर्युक्त विषय पर बोर्ड पत्र सं 2017/Trans.Cell/Misc दिनांक 13.02.2017 की  
प्रतिलिपि सूचना, मार्गदर्शन एवं आवश्यक कार्रवाई हेतु अग्रेषित है।


A copy of the Board's No. 2017/Trans.Cell/Misc dated- 13.02.2017 on the above  
quoted subject is forwarded herewith for information, guidance and necessary action.

Encl: As above,

  
(L.Prem Kumar)  
Dy.Chief Personnel Officer(IR&W)  
For Chief Personnel Officer

प्रतिलिपि प्रेषित/Copy to :

- 1) महाप्रबंधक के सचिव/पूर्व तट रेलवे, भुवनेश्वर
- 2) मुकाधि/मुकाधि(प्रशा.), उप म.प्र. अध्यक्ष(रेलवे भर्ती प्रकोष्ठ)
- 3) उप मुख्य प्रबंधक(सू.प्रौ), उप मुकाधि(औ.सं.एवं कल्याण), वकाधि(इंजी.)
- 4) वकाधि(मुख्या.), वकाधि(स्टाफ), वकाधि(राज. एवं न्याया.)
- 5) मुकाधि के निजी सचिव/सहा.कार्मिक अधि.(मुख्या.-1),सहा.कार्मिक अधि.(कल्याण),  
सहा.कार्मिक अधि.(बिल), सहा.कार्मिक अधि.(भर्ती)

  
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GOVERNMENT OF INDIA  
MINISTRY OF RAILWAYS  
(RAILWAY BOARD)

No.2017/Trans.Cell/Misc

General Manager,  
All Indian Railways *EOR, Bhubaneswar*

Director General,  
RDSO, Lucknow & NAIR, Vadodara

Director  
IRICEN, IRIEEN, IRIMEE, IRISSET, IRITM

**Sub: Railway Transformation Lecture series**

Railway Transformation Lecture series has been launched from February 3, 2017. The lectures are being delivered in Rail Bhawan by transformation leaders from across disciplines viz industry, academia and practitioners. The major themes of the lectures include Leadership, Change Management, Motivation, Problem solving, Negotiations, Communication and Ethics.

The lectures are being telecast live through web links to offices of General Managers, Divisional Railway Managers, Chairman cum Managing Directors (CMDs) and Directors of Railway PSUs. The video recordings of the lectures and salient points are available for viewing on the Railway Board website (<http://www.indianrailways.gov.in/railwayboard/>). This may please be widely disseminated on Zonal Railways/Production Units/Divisions and field units.

*Jeetendra Singh*  
(Jeetendra Singh)  
Executive Director (Elect.)  
Transformation Cell

DA/- Salient points which emerged in the lectures

*OS/calling to evaluate to all concerned my copy*  
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D Co-Zel  
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New Delhi, Feb 13 2017  
*20/2*  
All PHODS, CMDs, A.M.S.  
20/2  
Sr. 16/2  
16/2

## Railway Transformation Lecture Series

### Lecture – 2: “Personal Perspectives on Leadership” by Mr Pramath Raj Sinha

A lecture was given by Mr Pramath Raj Sinha on “**Personal Perspectives on Leadership**” on 6<sup>th</sup> February 2017 under the Railway Transformation Lecture Series organized by Ministry of Railways. Senior officers of Railway Board, General Managers, Divisional Railway Managers, Chairman cum Managing Directors (CMDs) and Directors of Railway PSUs attended the lecture through video link.

Key perspectives on leadership brought out in the lecture are as under:

- Leadership has several attributes and different people define it differently. However, when people are asked to judge whether a person is a leader or not, they judge him on the basis of **breakthrough performance** delivered by him. M.S. Dhoni is a shining example of what a leader should be like. Under his captaincy, the character of Indian cricket team changed to a winning team. Even after M.S. Dhoni left captaincy, the winning spree of the Indian cricket team continues. Thus, sustained delivery of breakthrough performance is the litmus test of leadership. However, it may be kept in mind that the breakthrough need not always be very big. Every person can achieve breakthroughs in his own work area. Innovation is at the heart of a breakthrough performance.
- Although delivering breakthrough performance is a necessary condition for leadership but it is not sufficient. Another quality of leaders is **aligning** the people with the initiative by inspiring and motivating them, paying attention to their feelings and caring about them and taking them along as a team. This is very critical as sometimes the people may not be aligned and they may not be transparent enough to disclose this. So, one should not assume that people are **aligned**. The alignment of individuals with the initiative should be specifically assessed and efforts should be made to align them.
- Thus a leader needs to be judged on two dimensions, (i) **ability to deliver breakthrough performance**, and (ii) **ability to inspire, motivate and empower people and thereby align them to the organizational goals and carry them along**.
- **Capability building of leaders needs to be top priority as the problems and challenges are becoming more and more complex** - In today's world, the problems are becoming very complex and so capability building of people in leadership positions is the only way to develop leadership qualities. No one can be born with all the qualities required to solve the increasingly complex problems of our times. People need to constantly learn things on their way.

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## Railway Transformation Lecture Series

### Lecture – 3: “Challenges of Transformation in Public Sector” by Mr O.P. Bhatt

A lecture was given by Mr O.P. Bhatt ex-Chairman of State Bank of India on February 10, 2017 under the Railway Transformation Lecture Series organized by Ministry of Railways. Senior officers of Railway Board, General Managers, Divisional Railway Managers, Chairman cum Managing Directors (CMDs) and Directors of Railway PSUs attended the lecture through video link. Topic of the lecture would be “Challenges of Transformation in Public Sector”.

Key experiences and perspectives on transformation shared in the lecture are as under:

1. In today's world, change is inevitable and we need to welcome and **embrace the change**. For this, we need to prepare ourselves for the change and take charge of it. The pace of change is so fast that people and organizations need to constantly transform otherwise they may become irrelevant.
2. State Bank of India (SBI) a mammoth public sector organization with 2.5 lakh employees underwent a massive transformation between 2006 and 2010. By 2006, SBI once a Bank renowned globally was rapidly losing market share to competitors, customer satisfaction levels were low and its financial health was deteriorating fast. A massive transformation initiative was launched between 2006 and 2010 in SBI and it enabled it to regain its market share and **drastically improve performance**. The significant improvement in performance after the transformation enabled SBI to get listed in Forbes 500. **The growth achieved in these 4 years was same as that achieved in previous 200 years**. It is important to note that SBI was transformed by its own staff in finite time. The results of transformation initiatives started becoming visible in 18 months of the launch of the initiative.
3. The transformation exercise carried out in SBI was holistic and organization wide and executed by the same staff of SBI. The transformation initiatives focused both on the **business side** (growth, market share, profitability etc.) and also on the **enablers**. Key enablers for transformation were **technology, resources, organizational restructuring and risk management**. It is critical that technology is current, appropriate and embedded in the processes. In organizational restructuring a **key initiative was to redesign the way performance was recognized, measured and rewarded**. It is important to realize that the way processes are designed, is very important. It can energize the organization, if done right, and it can kill the organization, if done wrong.
4. **Taking care of the people was central for successful transformation** of SBI. Alignment of people and their being on board for the transformation initiatives is critical. In the transformation journey, **welfare of people** need to be looked after and the people need to be fully energized and motivated. A bold decision taken by Chairman SBI in the direction of staff welfare was to **increase the home loan limit of**

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employees from Rs 2 lakh to Rs 20 lakh. This created a wave of motivation in the organization as people realized that they were being looked after.

5. In case of SBI, the interactions between Business Divisions and Technology Divisions were improved and both sides were made to realize the importance of both the Divisions. This initiative led to **alignment and team building** in the organization.
6. Role modelling and **walking the talk by senior managers** and leaders in the organization was key to the success of transformation. When people feel that you are genuine and authentic about the change, it is possible to cascade the change effect throughout the organization. When a group of people start behaving in this manner, this gets emulated across the organization.
7. **Empowerment of employees** is a must for Transformation to happen. In case of SBI, the Branch Managers were empowered to transact larger businesses (e.g. limit of home loans which a Branch Manager could approve was raised). Along with the empowerment, the competency of people was also considered so that they were effective in exercising the enhanced power. While ensuring empowerment, organizational discipline in doing the work was also ensured. However care was taken wherever genuine and honest people were implicated in vigilance cases for their decisions.
8. SBI launched a **massive communication exercise to convey to the 2.5 lakh employees that the organization was losing the place of pride it enjoyed** in the world and the old glory and pride needed to be regained. The message also conveyed that the same SBI employees could regain the pride. A holistic approach to transformation was taken in this regard and **spiritual inputs were also disseminated** in the organization. People were made to internally realize that if SBI could regain its past glorious position and pride, the employees would do well and their families would also do well. All this created an atmosphere where people across SBI got genuinely involved in the transformation process and the Bank regained its old pride and got listed in Forbes 500.

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