



Dalmia
Lets Excel

The Dalmia Group Values

September 2008


Learning


Teamwork


Speed


Excellence



\$10 Billion sales by 2015



India Story is Unfolding

- Long term story is intact
 - 8% + growth in GDP
 - Broad consensus on reforms
 - \$500 b investment in infrastructure



The constraint is not the opportunity





**\$1 trillion additional GDP
by 2015**



\$10 Billion sales by 2015

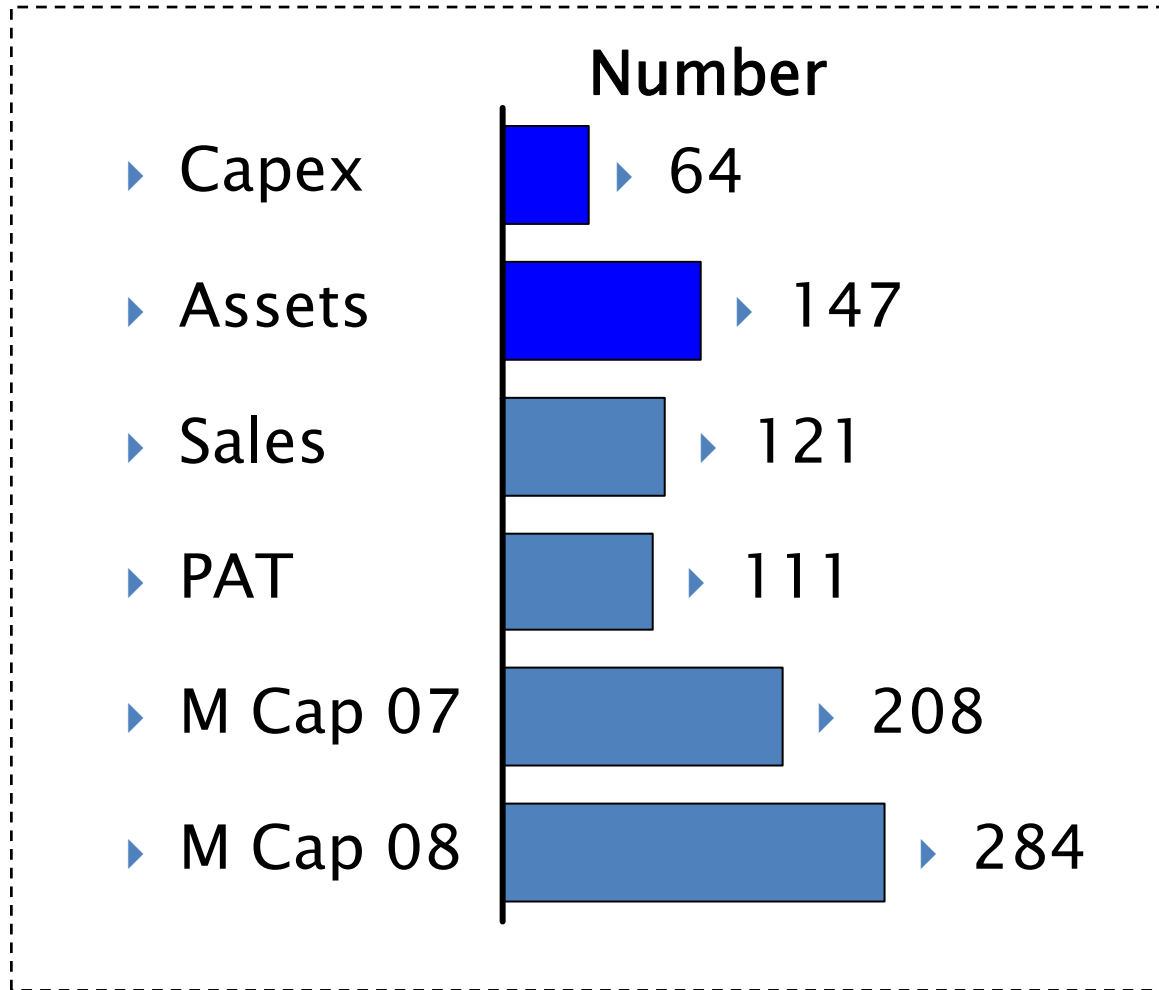
**We have to capture
just 1% of additional GDP by 2015**



The constraint is not our resources



Dalmia Group Rank 2007



* 1 US\$ = INR 45

Source: CMIE Prowess; Bloomberg



**But the constraint is
How we behave every day**

What we say...

What we do...

How each one of us behaves every day!



Our beliefs drive our behavior!

And that creates our reputation and character.



Who can control my behavior?

Only I can.

Our “values” are a set of guiding principles and beliefs which we think are important to our future



Our 4 core values



1 Learning



2 Team Work



3 Speed



4 Excellence





Learning

WHY

*The new “illiterates”
of the 21st century
will be the people, who stop learning!*

Behaviors

Curiosity

Humility

Innovation



Learning

Curiosity: Be hungry like a child, to learn from anyone, anywhere.



Humility: Be open and flexible to learn from others irrespective of role or position.

Innovation: Find new solutions that challenge existing paradigms and mindsets.





2

Team Work

WHY

Winning the “world cup” is more valuable than winning the “man of the match” award !

Behaviors

Trust & Mutual respect



Collaboration



Meritocracy



Team Work

Trust & Mutual Respect: Trust that your colleague cares about the organization with the same level of intensity that you do.

Listen with empathy so that your colleagues feel ‘understood’.



Collaboration: Build shared understanding and buy-in within own and across cross-functional teams. Once decided, own the decision in public (and private).

Meritocracy: Recognize, Differentiate, and Reward Performance.





Speed

WHY

*In the new world,
the **big** will not beat the **small**,
but the **fast** will beat the **slow** !*

Behaviors

Passion



Empowerment



Meticulous
Detailing



Speed

Passion: Have the madness and self-belief to achieve things quickly – ‘Junoon’.



Empowerment: Unleash high energy by empowering people and systems for speedy decision making and implementation.

Meticulous Detailing: Enable speed through detailed planning to achieve results by design, and not leave to chance.





4

Excellence

WHY

*License Raj is over...
Now we will have to compete globally!*

Behaviors

Courage to take
challenges



Learning



Teamwork



Speed

Quick
implementation



Excellence

Excellence

Courage to Take Challenges: Set, accept & pursue challenging goals.



Focus: Identify your bird's eye (like Arjuna) and be consumed by it.

Quick Implementation: Implement decisions, learnings, and innovation with speed.



The DCBL Value Pledge

We are committed to creating exceptional value for our customers, employees, shareholders, vendors and the communities we operate in, through our core values of Learning, Teamwork, Speed and Excellence.



Values Institutionalization Process



Our Ombudsperson: *Mr. Anil Sainani*

- Project Director (Infrastructure)
- Member of the DCBL family for 4 years
- Ex– Civil Servant
- Aluminous of IIM Bangalore



Role of Ombudsperson

- Conceptualise and implement the Values journey in the organization
- Provide an avenue to seek clarifications and make suggestions



Value Champions

- **Mandate:** Ensure that the values of the organization are institutionalised (become the DNA) within each location
- **Role**
- Train all the executives in the location on
 - Meaning of our values
 - Make them aware of the role and mechanism through which they could raise value related issues to ombudsperson
- Aid in Values evaluation programs



THANK YOU

