

# Grid<sup>®</sup> Success Stories

## Piramal Enterprises, India

### Piramal Enterprises Grid Impact Study: India

“**L**ike all business houses, the Piramal Group of Industries constantly endeavors to identify best practices and integrate them into a strategy for fulfilling its corporate vision.” **Leonard D’Costa**, President of Corporate Development at Piramal Enterprises Ltd., has this to say about Grid. “Having experienced the power of the Grid, I realized that on taking over my new responsibilities as Group President...the set of values the company believed in, has a strong foundation in the Grid principles.” Piramal Enterprises enjoys a multi-billion dollar business in fields such as textiles, pharmaceutical and health care, glass containers, hard ferrites, and auto ancillaries.

Piramal assessed different approaches to organization development, but Mr. D’Costa recommended Grid OD for the company. After a presentation by **Leslie D’Souza** of Ion Exchange Training Resources (IETR), Piramal embarked on a board-level experience of the Grid using the new Leadership Grid Seminar and *The Power to Change*. **Bruce Carlson** conducted the workshop for Piramal’s top management in June of 1999 and during the past year, Piramal has held a series of Leadership Grid and Supervisory Grid seminars in different groups within the company. They have also held Building Spectacular Teams (Phase 2) at subsidiaries Gujarat Glass in Jambusar and Morajee Brembana. Gujarat Glass is the only manufacturer of bottles and vials for the pharmaceutical industry in India and can boast of satisfied clientele such as Glaxo Welcome, Rhone Poulenc, Pfizer, Hoechst, Wockhardt, and Parke-Davis to name a few. Morajee Brembana is an export-

oriented, high-tech manufacturing setup whose core business is the export of premium quality shirting.

Well into a year of the Grid experience, Piramal decided it was time to take stock of its impact. The survey, conducted by **Ms. Bhavana Gangoo** from Xaviers Institute of Management, Bangalore, showed very encouraging results.

As Mr. D’Costa says of Piramal’s Grid effort, “Considering that huge investments and efforts have been made in this direction, this study was initiated to measure the impact and to capture the change, if any, which could be attributed to the Leadership Grid Program.” The scope of the study was limited to Gujarat Glass, Nicholas Piramal India Ltd. (health care and pharmaceuticals), Morajee Mills (fashion fabrics), Morajee Brembana, and Crossroads, a leading one-stop shopping mall for all consumer products and services. For an overall perspective, structured questionnaires were administered to individuals and to two peers and one superior, all of whom had undergone the Leadership Grid Seminar.

There was an increase in productivity seen in two projects attributed to Grid Phase II in Gujarat Glass, Jambusar. Even though the intensity of change has varied, Piramal has seen an improvement in the leadership behavior across the board since embarking on Grid OD.

“We have begun our journey toward ensuring a higher degree of teamwork, commitment, and strong sense of pride and loyalty to the organization,” says Mr. D’Costa. “I feel certain that with the continued assistance of Grid International and IETR, we will continue to experience a strong culture and improved results.”

