



**Humanistic Leadership in the Tata Group:
The Synergy in Personal Values, National Cultural Ethos,
and Organizational Strategy**

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Abstract

Humanistic leadership with its emphasis on greater good of employees and communities is highly relevant to modern world. Present research is an attempt at unravelling the characteristic features of humanistic leadership in the Tata group in India, and to explicate the key facilitating factors. In-depth interviews with four top leaders of the Tata companies revealed the emphasis on the following qualities: 1) Adherence to basic core values with flexibility to add more, 2) Means take priority over the ends, 3) Familial orientation, 4) Community and employee-oriented practices, 5) Alignment with Indian cultural values. These resonated with the humanistic leadership tenets. We also identified that in Tata leadership, there is an amalgamation of personal values (good thought, word, and deed) and national cultural ethos (dharma, karma, and jnana). These leadership values are conveyed and institutionalised in the organisation via strategic initiatives such as the Tata Business Excellence Model and Tata Code of Conduct. This synergy of personal values, national cultural ethos and organisational strategy makes Tata group realise the humanistic leadership objectives, while achieving success as a business also. By unpacking the factors that facilitate the realisation of humanistic leadership in the Tata group, we provide an exemplar for other organisations and business leaders to draw insights from.

Keywords: Humanistic Leadership, Indian culture, Tata

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“In a free enterprise, the community is not just another stakeholder in business, but is in fact the very purpose of its existence.”

-Jamset ji Tata, Founder Chairman, 1868-1904

“To be a leader, you have got to lead human beings with affection.”

JRD Tata, Chairman, 1938-1991

“One hundred years from now, I expect the Tatas to be much bigger, of course, than it is now. More importantly, I hope the group comes to be regarded as being the best in India — best in the manner in which we operate, best in the products we deliver, and best in our value system and ethics”

-Ratan Tata, Chairman, 1991-2012; Chairman Emeritus, 2012-present

The three most iconic leaders of the Tata group, in their own words, underscore adherence to human values as their core leadership philosophy. This is second only in importance to the giant strides that Tata group has made in the business world. Started in the pre-independence India in 1868 with the vision of Jamsetji Tata, Tata is now a global business group with products and services in over 100 countries, employing 700,000 people. The ‘Tata’ brand continues to be India's most valuable brand according to the annual assessment by Brand Finance, the world’s leading brand valuation and strategy. Often referred to as the “Salt-to-software conglomerate” this \$100-billion-plus business group is one of the forerunners in the current global business economy and is a name to reckon with (Shah, 2018). The Tata group has transformed itself from an approximately \$5.8-billion domestic company in 1992 to a global player, with more than 65% revenues coming from outside India (Mithas, 2015).

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3 Structurally, Tata group consists of diverse business units—30 companies under 10
4 business sectors; these include Tata Consultancy Services (information technology), Tata
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6 Motors (automotive), Tata Steel, Tata Chemicals (consumer and retail), Titan (consumer and
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8 retail), Tata Capital (trading and investment). These business units function as separate legal
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10 entities, each with its own set of shareholders, board of directors, and top management teams.
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14 Tata Sons is the principal investment holding company and promoter of Tata companies.
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16 Sixty-six percent of the equity share capital of Tata Sons is held by philanthropic trusts,
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18 which support education, health, livelihood generation and art and culture. The Chairman of
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20 the Tata Sons, therefore, plays the key leadership role in the Tata group.
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24 In present paper, we attempt to unravel the top leadership in the Tata group from the
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26 humanistic perspective. Through interview insights and archival sources, we identify the key
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28 elements in Tata leadership that align with the humanistic values. We further explore the
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30 points of intersection in the national cultural ethos, personal values, and strategic initiatives
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32 that contribute to realising the goals of humanistic leadership. Based on these insights, we
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34 propose that Tata—with its synergy in the three realms can serve as an exemplar case of
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36 sustaining and scaling up the humanistic leadership values for persons and organizations in
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38 contemporary business scenario (see Fig, 1).
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43 Insert Fig.1 about here
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48 **Tata Group and Humanistic Leadership: A Case for Theoretical Convergence**

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50 Contemporary leadership literature is advancing in multiple directions to keep up with
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52 changing business scenarios, workplace demands, as well as generational shifts (Anderson,
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54 Baur, Griffith, & Buckley, 2017; Avolio, Walumbwa, & Weber, 2009; Dinh, Lord, Gardner,
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56 Meuser, Liden, & Hu, 2014). While concepts such as ‘transformational leadership,’ ‘e-
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58 leadership,’ ‘servant leadership’ dot the emerging leadership literature, one theme that has
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3 remained as pervasive and fundamental to the leadership as well as to management in general
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5 is the importance of a human values and virtues (Davila & Elvira, 2012; Melé, 2016). In
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7 contrast to the ‘economistic’, the ‘humanistic’ orientation is directed towards social
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9 community and stakeholders rather than profit maximization and shareholder margins
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11 (Pirson, & Lawrence, 2010).
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15 Based on the extant literature, the working definition proposed by the Editors (Fu,
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17 Kimakowitz, Lemanski, & Liu, 2019). serves as a good starting point to look at Tata
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19 leadership from the humanistic perspective: “Humanistic leaders are those who: 1) respect
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21 people as holistic human beings by taking care of himself/herself as well as the followers’
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23 multiple needs and motives; 2) they constantly improve themselves while developing the
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25 followers to unleash their full potential; and 3) they recognize and try to take into account all
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27 stakeholders’ interests while striving to pursue the common good.” (Fu, Kimakowitz,
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29 Lemanski, & Liu, 2019).
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34 It is no coincidence that the Tata Group converges with the humanistic leadership
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36 tenets in its mission statement and core values. As stated at the outset, the adherence to
37
38 humanistic values has been a core defining feature of the leadership philosophy. The mission
39
40 statement of the Tata group is: “To improve the quality of life of the communities we serve
41
42 globally, through long-term stakeholder value creation based on Leadership with Trust.” The
43
44 core values of the Tata Group, often referred to as I-PURE, are considered to be the
45
46 foundation of all benchmarks for business. They are, Integrity, Pioneering, Unity,
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48 Responsibility and Excellence
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51 Integrity: We will be fair, honest, transparent and ethical in our conduct;
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53 everything we do must stand the test of public scrutiny,
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55 Pioneering: We will be bold and agile, courageously take on challenges, using
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57 deep customer insight to develop innovative solutions,
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3 Unity: We will invest in our people and partners, enable continuous learning,
4 and build caring and collaborative relationships based on trust and mutual
5 respect,
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10 Responsibility: we will integrate environmental and social principles in our
11 businesses, ensuring that what comes from the people goes back to the people
12 many times over, and
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16 Excellence: we will be passionate about achieving the highest standards of
17 quality, always promoting meritocracy.
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21 (retrieved from www.tata.com)
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24 The question that arises is how do these values translate to practice?
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26 **Primary Insights from Interviews of Top Management Leaders of Business Units**

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28 In order to get first hand insights on Tata's culture and values, especially how the
29 values get translated on the ground, we conducted in-depth interviews with four top
30 management leaders in different Tata companies. The interviewees include: 1) Pradeep C
31 Bandivadekar, Chief Risk Officer, Tata Capital, 2) Muthuraman B, Former Vice Chairman,
32 Tata Steel, 3) Mrityunjay Kumar, Senior Manager, Total Quality Management, Tata Steel,
33 and 4) Venkatesh Ram, Head HR, TCS, China. The questions asked the interviewees to reflect
34 on their leadership values and experiences as well as the organizational practices in the Tata
35 company they were working for. Because there were few respondents, their unique insights
36 count towards a self-contained category in the analysis. The two authors identified the
37 following higher-order categories to organize the interview responses: 1) Adherence to basic
38 core values with flexibility to add more, 2) Means take priority over the ends, 3) Familial
39 orientation, 4) Community and employee-oriented practices, 5) Alignment with Indian
40 cultural values.
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Adherence to basic core values with flexibility to add more. The business heads mentioned that the I-PURE are the core values around which businesses operate however companies have the freedom to add values to these five that are key to their functioning. Tata Capital for example realized that the value of innovation is critical and hence adopted that as its sixth value. Pradeep C Bandivadekar, Chief Risk Officer, Tata Capital said:

“As Tata Capital grew, we realized only one third of the total work force was from the Tata Group and nearly two third were from competitors like HDFC or ICICI and it was important to make them understand not only the Tata way of working but also to leverage their competencies. Tata Capital therefore followed a scientific process: of sessions with top management, workshop for three days on what is Tata culture and the unique value that Tata Capital wishes to instil in its employees which will drive its vision and mission besides creating an ecosystem that benefits all business partners. Through this process, Tata Capital arrived at the value, innovation and adopted it as the cornerstone of its philosophy besides the five core values of the Tata group”.

Such flexibility indicates the group’s ability to remain faithful to its original vision and yet adapt to market realities. Similarly, Tata Consultancy Services (TCS), has interpreted these five values according to its own requirements and the necessities of the IT industries. The five values are: respect for individuals, learning and sharing, leading change, integrity and excellence.

Means take priority over the ends. Muthuraman, B, former managing director, Tata Steel asserted that the group represents the Indian value of “End not being the only objective, means are equally important,” and referred to the famous statement of the then chairman Ratan Tata who had publicly said that he would not follow questionable means (India Today, February 2003) to introduce the joint venture in airline industry. Muthuraman went on to

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3 mention when Tata acquires a company, they do not see the acquired company as an
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5 acquisition but a partner as can be seen in the cases of Corus Steel, Jaguar Land Rover and
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7 Tetley. He said, “when Tata group was in the fray to acquire Corus Steel, the employees of
8
9 Corus Steel held a meeting that demanded that they be acquired by Tata group and not by any
10
11 other as they had by then become familiar with its people practices”. Bandivadekar also
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13 echoed similar points when he reminisced about the case of Daewoo acquisition. Tata group
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15 even before the acquisition addressed all the employees before their top brass in Korean
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17 language and reassured them about the continuation of their service agreements. In fact even
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19 after take over, only the top 10 employees were Indian in the Company and the rest all were
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He also mentioned that when Tata Finance discovered irregularities of insider trading among some of its employees, Tata Sons and Tata Motors came to its rescue with 1 billion INR of deposits and nobody except those who were found guilty of insider trading numbering 6 were sacked and handed over to police. Tata Finance was subsequently merged with Tata Motors. In this way the strength of the group was leveraged and an attitude of kind consideration towards its employees was displayed. Venkatesh Ram, Head HR TCS China echoed similar thoughts. “When it became a fad to move away from force fitting the performance management scores to the normal curve, TCS decided to not do something for the sake of doing and adopted a step by step approach of sensitivity and care”.

One respondent also mentioned that In 1960s and 1970s, Air India, previously owned by Tatas was considered among the best airlines in the world. Singapore Airlines, when it commenced operations in 1972, modelled itself on Air India. In 1994, Tata group and Singapore Airlines proposed a joint venture in the airlines industry which was actively and successfully thwarted by Jet Airways. In 2019, life came to a full circle and as Jet Airways battled bankruptcy, Tata group was being approached to take it over.

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3 ***Familial orientation.*** In fact he goes to the extent to say that for the Tata group,
4 families form the centre for all its activities and believes that there is much more to family
5 than individuals. This is akin to Indian societal practices where family forms the nucleus of
6 society. Indian ethos are also represented in the oft quoted hymn from rig veda, vasudhaiva
7 kutumbakam, which means ‘the whole world is one family’. In such ways the group
8 interprets its value of Unity. Just the way family values are passed on to newer generations in
9 a family, in Tata Group too, the values are passed on to newer generations of employees. It is
10 a common practice of generations taking pride in working for a Tata group company. It is not
11 uncommon to find grandfather, father and son, all three working in Tata Steel or Tata Motors
12 in Jamshedpur, the city that Tata established around its steel plant in the state of Jharkhand.
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26 Mrityunjay Kumar, senior manager, total quality management, Tata Steel talked about
27 the job scheme titled, *sunahre bhavishya ki yojna*, in which an old employee can give his job
28 to his son or daughter. He too emphasized the fact that family is the centre of all development
29 activities by showing that the JRD Tata sports complex and other sporting facilities are made
30 available to all the family members of the employee.
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38 ***Community and employee-oriented practices.*** The establishment of Tata Football
39 academy, Tata Archery academy are initiatives to build future generations for the country.
40 The idea of sports is considered as an initiative towards fitness and living a healthy life.
41 Venkatesh recounts the TCS experience, “When we discovered that many young employee
42 were falling ill due to sedentary life style, it decided to launch a ‘fit for life scheme’ and tied
43 it to its social welfare schemes. We encouraged employees to form teams and involve
44 themselves in fitness activities. We even hired trainers who will help our employees. In the
45 end we converted kilometres walked and hours spent on fitness activities into number of
46 kilometres and adopted a formula to convert those kilometres into an amount that would be
47 contributed to socially-relevant projects”.
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3 Even in 2020, Venkatesh Ram, Head HR TCS China says, we can see its impact. “I
4 have seen TCS continuously evolving with times, in fact it is able to transform itself every
5 two years as a response to changing business environment. It has created leaders at every
6 level and hence no dearth of leadership is felt at TCS which is in stark contrast to many
7 organizations where leadership exits become difficult to manage”. Even in work culture, he
8 continues, “it has become participative and dynamic. Earlier we would conduct employee
9 satisfaction survey among nearly 350,000 employees once in a year but now it has become
10 dynamic and participative with the launch of the platform Knome. Younger employees have
11 taken to it easily and have given it their own character. Today it is far more irreverent than
12 older employee could even imagine.”
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26 While setting up the Kalinganagar steel plant, a greenfield project, Tata Steel
27 established 100 schools in Orissa. Even at the time of land acquisition, care was taken that
28 every family who has given land gets at least one job. The vendors too are developed from
29 the local community so as to ensure development of the region. In Mrityunjay kumar’s view,
30 “most policies are framed in such a way that family is affected positively for example no
31 retrenchment even if the employee becomes weak or unsuitable. Efforts are made by the
32 company to find a job that he/she can manage and thus absorb him elsewhere within”. In
33 China, Venkatesh says, it is a common situation that both the parents go off to work, leaving
34 young children to the care of grandparents. In rural China it is difficult to find quality
35 teachers for the students and so they suffer for lack of guidance even though they have
36 infrastructural availabilities like wifi. TCS as a response launched a program titled ‘purpose
37 for life’ that allowed interested employees to become teachers for a term and teach such
38 children. It also launched a Smile project that contributed towards conduct of a simple
39 surgery that rid children of cleft lip. A common problem that prevented children from
40 speaking clearly and becoming socially affected.
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3 Mrityunjay Kumar contextualized policies related to women and reminded us that no
4 case of sexual harassment has gone unpunished in Tata Steel. The related rules were
5 implemented even if the employee was a senior personnel and considered to be an asset. In
6 fact even cases of theft were pardoned but not cases of sexual harassment. Tata group
7 espouses many such employee-friendly policies. Similar thoughts are expressed by
8 Venkatesh, Head HR, TCS China. No compromise is ever made on integrity. Performance-
9 related issues can be considered and dealt with but not when it comes to ethics or integrity.

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11 He also asserted that Tata way of doing business places community at the centre and
12 builds its policies around its needs and not as per the convenience of the company or its
13 employees. He remembers, not more than a year back, he along with his country head
14 travelled 1500 kilometres from Shanghai to a village, which was further 8 kilometres away
15 from the nearest tarred road to a school to contribute towards their needs. He says that we
16 have constantly tried to remain at the third level of corporate social responsibility, first being
17 donating money, and second being giving away things and the third being to create
18 capabilities among people and communities.

19
20 ***Alignment with Indian cultural values.*** Bandiwadekar commented, “just as Indian
21 society accommodates diversity of religions, communities and geographies, Tata group too
22 practice similar ethos. There are no shia-sunni, north-south divide practiced in the company.
23 The policies, processes and culture remain secular, objective and impartial to all”. Mrityunjay
24 Kumar too spoke in a similar vein, “Company is committed to create a diverse work force
25 and have women even at the shop floor level. There is absolutely no bias in decision making
26 related to promotion, transfer and deputation”. Muthuraman further said, “20th century which
27 is India’s century is also Tata’s century. Their growth is inter woven into each other. The
28 cultural orientation of both the country and the group are also similar and are characterized
29 by deep thinking, long-term orientation, not too-overtly aggressive and accommodating
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3 culture". Indian society is known for its syncretic character which has evolved over
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5 thousands of years of it being a living civilization. Tata group presents a microcosm of this
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7 syncretic civilization.
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10 From the first-person accounts of top business leaders in the Tata group, we turn to
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12 the secondary sources of information that shed light on the humanistic leadership in the Tata
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14 group. The objective here is to identify the socio-cultural and organizational features that
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16 help originate and sustain humanistic leadership.
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19 **An Amalgamation of Personal Values and National Cultural Ethos**

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21 Jamsetji Nusserwanji Tata, the founder of Tata, followed the Zoroastrian faith as a
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23 Parsi. Parsis are Zoroastrians who found refuge in Gujarat, India, 1,200 years ago while
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25 fleeing the Arab persecution in their homeland of Persia. They settled in Gujarat because the
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27 local Hindu ruler granted them land. They were free to follow their own faith. The three
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29 defining values, that Jamsetji, coming from a line of Parsi priests, imbibed from his faith, are:
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31 *Humata* (good thoughts), *Hukhta* (good words), and *Hvarshata* (good deeds). The Tata group
32
33 is guided by these cardinal virtues. A crest with this motto adorns the entrance of the
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35 museum-converted erstwhile house of the Tatas in Navsari, Gujarat. Because of the
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37 exemplary charity-oriented goodwill of the Parsis, Mahatma Gandhi in a speech in the U.K.
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39 in 1940s noted, "I am proud of my country, India, for having produced the splendid
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41 Zoroastrian stock, in numbers beneath contempt, but in charity and philanthropy perhaps
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43 unequalled and certainly unsurpassed." (Taraporevala, 2002).
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49 The Ethics scholar, Skip Worden (2003) argues that J.N.Tata's Parsi ethics and
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51 orientation towards 'swadeshi' or self-rule of a colonized India, could have compromised his
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53 immediate and mid-term business interests—especially his reputation as a businessman.
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55 While this position is based on historical narratives, one can argue for the counterfactual. The
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57 Parsi ethics dovetailed well with the key values of the Indian culture. Three Indian cultural
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3 values, in particular, that implicitly map on to Tata's leadership ethos are *dharma* (fulfilment
4 of moral duties and obligations to the various stakeholders), *nishkama karma* (selfless work-
5 orientation and quest for excellence without fear and anxiety of the results), and *jnana*
6 (orientation towards learning and knowledge). Two other policies that are close to Indian
7 cultural ideals are: family values with a family like organizational ambience and women-
8 centric policies. The association with these ideals have found expression in the policies and
9 processes that are followed in the group companies of Tata.
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19 Tata's espousal for the cause of organized philanthropy, giving back to society and
20 scientific development of India (Kumar, 2018) is an expression of *nishkama karma* and
21 *dharma*. The city of Jamshedpur, christened after the founder of Tata, Jamshedji Tata, where
22 the first steel plant was constructed, was developed and maintained by the group with
23 minimal intervention by the local municipal body embody these ideals. Tatas developed the
24 city as an exemplar of town planning. It was predicated on the potential of abstract aesthetic
25 and functionalist form to embody radical socio-political change that surmounted both
26 imperial and pre-colonial conventions (Liscombe, 2006). Jamshedji Tata wrote in 1902, five
27 years before the steel plant were to begin operations to his son, Dorab: "Be sure to lay wide
28 streets planted with shady trees, every other of a quick-growing variety. Be sure that there is
29 plenty of space for lawns and gardens. Reserve large areas for football, hockey and parks.
30 Earmark areas for Hindu temples, Mohammedan mosques and Christian churches." Besides
31 such gesture of *dharma* and *karma*, Tatas, more than adequately facilitated the spread of
32 *jnana* by establishing eminent institutions, such as, the Indian Institute of Science (IISc), the
33 Tata Institute of Fundamental Research (TIFR) and the Tata Institute of Social Sciences
34 (TISS).
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55 While the amalgamation of personal values and the national cultural ethos instilled in
56 the Tatas the motivations for greater good, for a wider spread and reach of humanistic
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objectives and to integrate such leadership values with the organizational culture, the Tatas had to take steps to institutionalize the tacit practices.

Strategic Institutionalization of the Leadership Values across Business Units

When Ratan Tata who was made the chairman of Tata Sons in 1991, he speculated: “Do we have a common thread that runs through the Tata Group? In the past, the thread was embodied in a personality, maybe JRD Tata. But I think times are different now. You have to institutionalize certain things. You cannot rely forever on personalities. There may [be] a Tata as chairman, or there may not be a Tata as chairman of the group (HBS Working Paper, 9-798-037)”. Ratan Tata, therefore, set on a path of introducing major strategic initiatives in the organization.

Tata Business Excellence Model. In 1993, Ratan Tata introduced the Tata Business Excellence Model and the Tata Code of Conduct in order to institutionalize the pursuit of core Tata values. The Malcolm Baldrige framework was selected as the basis for the JRD QV award (Schaefer, 2012). As displayed in Table 1, this included several parameters along which the companies were evaluated. Market share and revenue was only a miniscule score in the TBEM metrics (Mithas, 2015). A new Tata logo was also introduced. To license the Tata brand, each Tata company asked to sign a legal agreement with the Tata Group holding company, Tata Sons, that ensured that Tata’s code of conduct (TCoC) and the TBEM will be followed.

Insert Table 1 about here

Adherence to TBEM was a highly successful institutionalized practice that yielded rich dividends in terms of quality-consciousness and growth towards excellence in different parameters of business functioning. The Tata Annual Report (2013-14) mentions:

“Leadership with Trust This group motto is the North star on the path towards excellence in

business... Leadership excellence in business is nurtured by conforming to the TBEM, while trustworthiness in business is nurtured by allegiance to the core values and the TCoC within the ambit of the framework for MBE.”

Employee-oriented initiatives. Tatas have long been known for their employee-friendly practices and policies which is often cited as their strength regardless of the organization in the group. Tatas were the pioneers in most employee welfare measures much before they became the either a norm or a part of statutory requirements (Pandey, 1989; Sinha, Sodhi, & Mohanty, 2005; see Table 2).

Insert Table 2 about here

Insert Fig 2 about here

These initiatives were institutionalized through formulating appropriate policies, launching relevant schemes and creating group-wide platforms. Establishment of Tata Management Training Centre (TMTC) and Tata Administrative Services (TAS) are two such initiatives that seek to integrate the leadership practices across the groups companies. TMTC is positioned as in-house training centre and is supposed to act as cradle of change for Tata executives. Its training programs are designed to develop leadership traits that are rooted in ethos of Tata as most faculty are employees who have a penchant for teaching. (Shah, 2010). Similarly TAS recruits fresh graduates and post graduates from top business schools and grooms them for business leadership. It is probably the only program that offers candidates life-long mobility across group companies (Shah, 2010). As the leaders work across companies, they carry along with them, leadership values of Tata group and seek to further and deepen them across companies and cultures.

Tejaswini programme in Tata Steel was launched to train unskilled and illiterate women who were doing jobs of sweeping and cleaning as drivers of heavy vehicles or the

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3 initiative by Tata Motors, then Telco, to pay the last drawn salary to the employee's family
4 till his notional day of retirement who died while at work elicited overwhelming response
5 from the community (Shah, 2010). The company also encourages hiring 'second-career'
6 women through the Tata Second Careers, Inspiring Possibilities (SCIP) platform, a return to
7 work programme which provides flexible employment opportunities for women who had to
8 take a career break.
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17 ***Unique Philanthropic Model: The Tata Trusts.*** The Tata group is an exemplar of
18 responsible capitalism because even before CSR became a buzz word and a mandatory
19 exercise for companies, the Tatas had formed an institutionalized mechanism to offer 66% of
20 its shares to the Tata Trusts (for a review see Shah, 2014).
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26 For its employees, the Clause 10 dealing with Corporate Citizenship in the Tata Code of
27 Conduct states:
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31 "A Tata company shall be committed to good corporate citizenship, not only
32 in the compliance of all relevant laws and regulations but also by actively
33 assisting in the improvement of quality of life of the people in the
34 communities in which it operates. The company shall encourage volunteering
35 by its employees and collaboration with community groups....
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42 The company shall not treat these activities as optional, but should strive to
43 incorporate them as an integral part of its business plan."
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47 Tata group has been committed to improve standards of living of poor and rising middle class
48 people by introducing new products developed through frugal innovation. For example after
49 the Asian tsunami in 2004, Tata Teleservices and Tata Consultancy Services (TCS) came
50 together to develop a weather-alert system for fishermen or the creation of adult learning
51 software by TCS which can teach adults to read in 40 hours (Nodoushani, 2012). It has
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3 undertaken countless such activities to achieve the philanthropic objective set forth by the
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5 founding fathers.
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12 **Theoretical Propositions and Conclusion**

14 While it is difficult to draw hard generalizations from a select set of anecdotal
15 narratives and archival information, we propose that the Tata group can be seen as an
16 exemplar case of how broad principles of management and personal values can be put
17 together to offer a sustainable, implementable, and potentially replicable model of humanistic
18 leadership. The synergistic interplay of personal values, national cultural ethos, and the
19 strategic interventions provide the nutrients for humanistic leadership to germinate and
20 flourish. Although all cultures and faiths are unique, the three-pronged approach—of
21 adhering to one's personal values, seeking congruency with the broader cultural ethos and
22 strategically institutionalizing the practices—leaders and organizations can strive towards
23 honing humanistic leadership principles. By considering these facets, we provide an exemplar
24 case on how business leaders can sustain and scale up humanistic leadership.
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40 Tata Group's contribution to the world business community and as a model example
41 of humanistic leadership, therefore, may be contained in the following two propositions: 1)
42 that a company can successfully transition from a local firm to a global one without
43 compromising on its core philosophy of humanistic leadership, and 2) that a company can
44 become a profit-making global conglomerate and yet remain rooted to the humanistic ideals
45 of its founding fathers.
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54 Cappelli, Singh, Singh, and Useem (2010) in their empirical study of top Indian firms
55 and leadership stressed that Indian companies do not place shareholder value at the top of
56 their concerns and almost always place it below interests of employees. They noted: "A
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3 particularly important lesson for the United States is that major Indian companies are not
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5 succeeding fact that they are pursuing a social mission and investing in their employees. They
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7 are succeeding precisely because they do.” (p.6). This idea resonates with our quest to
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9 portraying Tata group as an exemplar of humanistic leadership, as well as of positive
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11 business and leadership outcomes.
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Fig. 1. The Synergistic Interplay of Personal, Cultural, and Organizational Elements
in Sustaining and Scaling up Humanistic Leadership

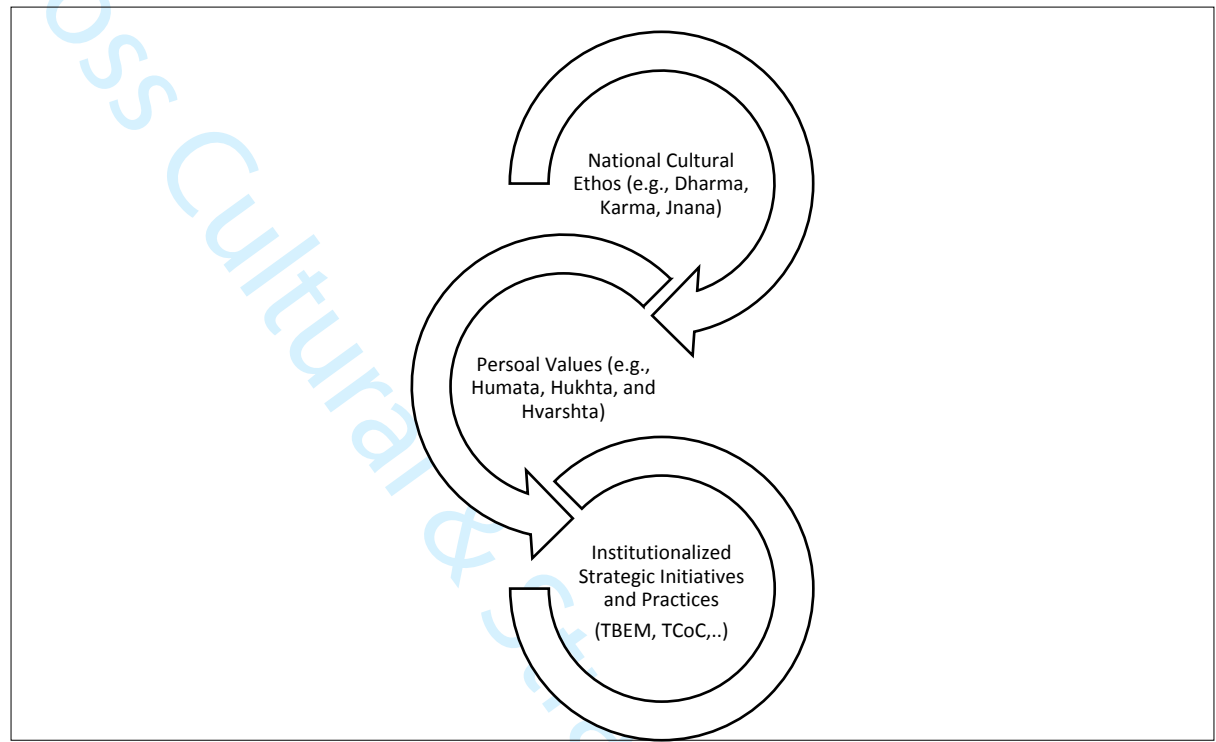


Fig. 2. Employee-orientation: Transition from Standard Welfare Measures to Employee Growth and Engagement Initiatives (Source: Tata Business Excellence Group website)

<https://www.tatabex.com/knowledge-centre/brochure>

HR Deep Dives

TBExG, in close collaboration with Group HR, has conducted deep dives in multiple subjects related to HR, and is working towards further defining the areas in which deep dives can be conducted.



Management

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Cross Cultural & Strategic Management

Table. 1. A sample set of TBEM parameters and associated scores (Source: Mithas, 2015, p.20)

No.	Parameter	Score
1.1	Senior Leadership	70
1.2	Governance and Societal Responsibilities	50
2.1	Strategy Development	40
2.2	Strategy Implementation	45
3.1	Voice of the Customer	45
3.2	Customer Engagement	40
4.1	Measurement, Analysis, and Improvement of Organizational Performance	45
4.2	Management of Information, Knowledge, and Information Technology	45
5.1	Workforce Environment	40
5.2	Workforce Engagement	45
6.1	Work Systems	45
6.2	Work Processes	40
7.1	Product and Process Outcomes	120
7.2	Customer-Focused Outcomes	90
7.3	Workforce-Focused Outcomes	80
7.4	Leadership and Governance Outcomes	80
7.5	Financial and Market Outcomes	80

Table 2. Employee Welfare Measures introduced at the Tata Steel Plant (formerly TISCO)

(Source: Shah, 2010, p.322)

Labour Welfare Measure	Introduced by TISCO	Enforced by Law	Legal Measure
1. Eight hour working day	1912	1948	Factories Act
2. Free Medical Aid	1915	1948	Employees State Insurance Act
3. Establishment of Welfare Department	1917	1948	Factories Act
4. Schooling Facilities for Children	1917		
5. Formation of Works Committee for handling grievances	1919	1947	Industrial Disputes Act
6. Leave with pay	1920	1948	Factories Act
7. Workers' Provident Fund Scheme	1920	1952	Employees Provident Fund Act
8. Workmen's Accident Compensation Scheme	1920	1924	Workmen's Compensation Act
9. Technical Institute for Training of Apprentices, Craftsmen and Engineering Graduates	1921	1961	Apprentices Act
10. Maternity Benefit	1928	1946	Bihar Maternity Benefit Act
11. Profit sharing Bonus	1934	1965	Bonus Act
12. Retiring Gratuity	1937	1972	Payment of Gratuity Act
13. Ex-Gratia Payment–Road accident while coming to work or returning from work.	1979		