



Building India's Next Generation of Power Leaders: NTPC's Innovative Role

NTPC Limited

Best Unique or Innovative Leadership Development Program

November 2024



Company Background



Company-at-a-Glance	
Headquarters	NTPC Bhawan, SCOPE Complex, 7, Institutional Area, Lodi Road, New Delhi, India, Pin- 110003
Year Founded	1975
Revenue	For Financial Year 2022-23: Rupees 1,67,724.41 Crores OR USD 20.41 Billion (Conversion Rate as on 31.03.2023) Note: Data for Financial Year 2023-24 is yet to be published
Employees	16354
Global Scale (Regions that you operate in or)	NTPC is primarily operating in India. NTPC has formed a Joint Venture Company in Bangladesh (Asia) which is constructing a coal-based power plant in Bangladesh. A 50:50 Joint Venture between NTPC and the Ceylon Electricity Board was



provide services to)	formed to undertake the development, construction, establishment, operation, and maintenance of an electricity generating station in Sri Lanka. Consultancy services are being provided in India and abroad, viz., Gulf countries, Bangladesh, Myanmar, Mali, Togo, Malawi, Mauritius, Ethiopia, Cuba, Paraguay, Niger and other International Solar Alliance (ISA) member countries.
Customers/Output, etc. (Key customers and services offered)	NTPC is India’s largest energy conglomerate with roots planted way back in 1975 to accelerate power development in India. Since then, it has established itself as the dominant power major with presence in the entire value chain of the power generation business. From fossil fuels, it has forayed into generating electricity via hydro, nuclear and renewable energy sources. To strengthen its core business, NTPC has diversified into the fields of consultancy, power trading, training of power professionals, rural electrification, ash utilization and coal mining as well.
Industry	Energy/ Power / Electric Utility
Stock Symbol	NTPC
Website	www.ntpc.co.in

Budget and Timeframe

Budget and Timeframe	
Overall budget	Rupees 31568990 Or USD 380350 approximately (The above is the expenditure incurred on Developmental Interventions like LEAD Training Programme, Assessment & Development Centres, Online Competency Assessments, Special Project Work Evaluation in one cycle of the process of Role Assignment to General Manager)
Number of (HR, Learning, Talent) employees involved with the implementation?	05 nos. Executives of COE-Strategic HR & Talent Management



	05 nos. Executives from L&D
Number of Operations or Subject Matter Expert employees involved with the implementation?	05 nos. Executives of COE-Strategic HR & Talent Management 05 nos. Executives from L&D
Number of contractors involved with implementation	Vendors involved in conduct of Developmental Interventions like Assessment & Development Centres, LEAD Training, Project Evaluation, etc.
Timeframe to implement	Ongoing and continuous
Start date of the program	September 2019

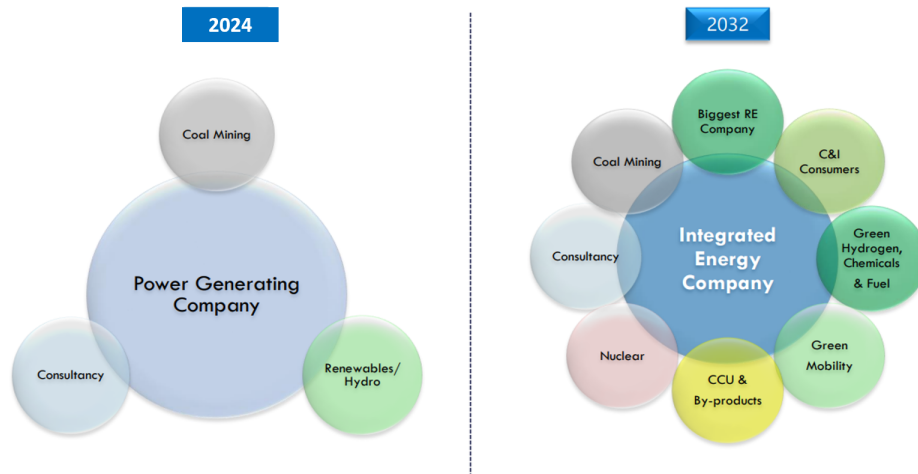
Fit to the Needs

India is at present the fastest-growing major economy in the world. NTPC Limited, as **India’s largest power producer** with an installed capacity of **75958 MW** (including Joint Ventures and Subsidiaries), is playing a central role in India’s growth story by lighting up people’s lives and electrifying economic activity in the country. Commensurate with India’s growth challenges, NTPC has embarked upon an **ambitious plan to attain a total installed capacity of 130000 MW by the year 2032.**

Towards achieving its Vision (To be the World’s Leading Power Company, Energizing India’s Growth), NTPC has adopted a multi-pronged strategy, to be implemented through development of greenfield & brownfield projects, collaborations and acquisitions. The desire to fuel company’s growth, broad base its footprint and strengthen its competitive edge has led NTPC to diversify into sectors related to its core business such as Renewable Energy, Hydro Power, Power Trading, Coal Mining, E-mobility, Hydrogen Energy, Waste to Energy among others. NTPC has incorporated several subsidiaries and formed various joint venture companies for providing an array of services in the power sector. It is now an integrated power major with presence across the entire power value chain.



Leading Indian Energy Company - Spearheading Energy Transition



Supplier of Clean, Green and Affordable Power in India and Abroad

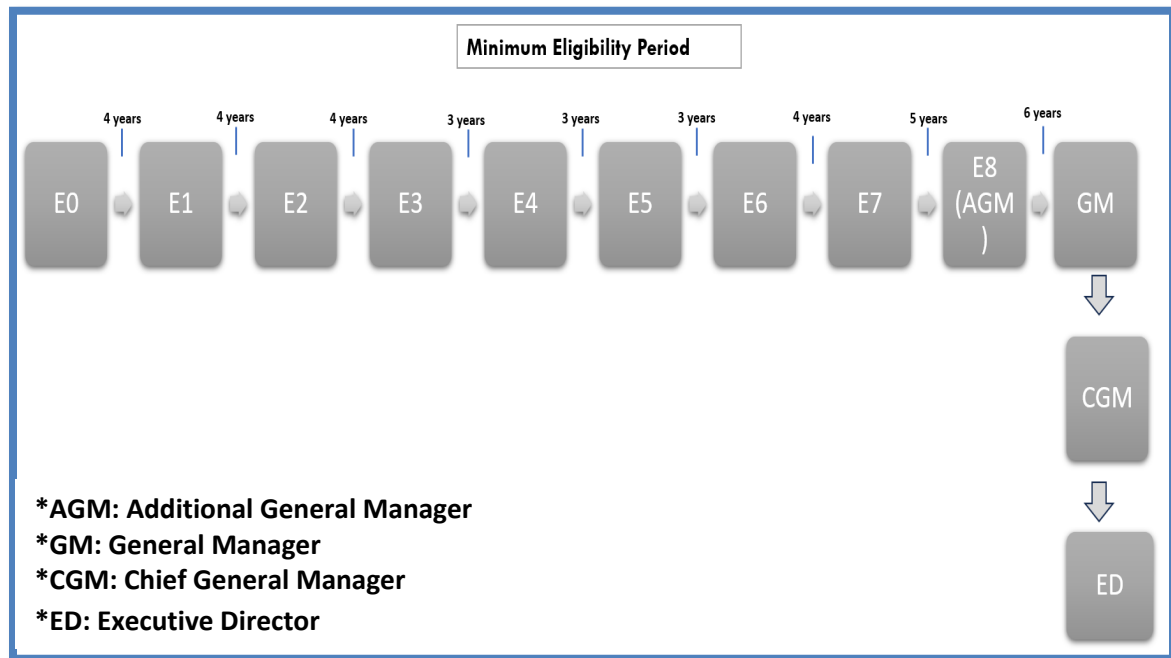
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Against the above background, NTPCs understands that it needs leaders who can thrive amidst the complexity that comes with new growth opportunities!

The complex business operations of NTPC require different roles to be performed by executives. At this stage of its growth, the organization requires leaders having multi-function/multi-site exposure to meet organizational requirements. Further, as NTPC Sites are spread across the country, employees in NTPC would be required to display agility and mobility for taking up new/different profiles as per the business requirements.

To manage the business efficiently in a fiercely competitive environment, it has become utmost essential to place the right talent in key leadership roles. The imperative before the organization is to develop a leadership pipeline and assign executives at senior positions in the organization in a clearly defined, transparent and objective manner that gives requisite credit to the executive's past performance as well as future potential. As an organization which believes in the philosophy of "Grow Your Own timber", the organization strives to ideally identify suitable executives from within NTPC for filling up senior-level vacancies.

One of the key Leadership Roles in NTPC is the Role of General Manager in the organization. The Role of General Manager (GM) is three levels below the Board level and two levels below the Executive Director level in NTPC. The following infographic shows the various Grades in NTPC with E-0 being the Junior most grade of Officers while E-9 is the senior-most Grade of Officers! The E-9 Grade is one level below the Board of Directors of NTPC Limited! The Minimum Eligibility Period for elevation from one grade to the next higher grade is also shown in the Infographic!



The feeder grade for the Role of General Manager (GM) are the Officers at the Level of Additional General Manager (AGM) in E8 Grade. Presently, in NTPC, the number of Employees in the Level of Additional General Manager (AGM) in E8 Grade is quite significant. However, the number of vacancies for the Role of General Manager (GM) is limited. As such, screening out the best employees from this huge pool through an objective and transparent process is a challenge for NTPC. An additional challenge is to manage the aspirations of employees in the feeder grade for enhancing executive morale, compliance and engagement levels.

With the above objectives in mind, NTPC has introduced a robust system of talent identification for the key leadership role of General Manager through a laid down process of selection and development of executives by providing them planned interventions as an integral part of its talent management strategy. Such talent identification and leadership development exercises are aimed at creating a talent pipeline to perform the required roles efficiently and effectively.

The intervention is known as – **The Process of Role Assignment as General Manager.**



Provide a description of the leadership program and its impact on your organization. What goals did you establish and were they achieved?

Details:

Talent Identification/Management and Succession Planning provide businesses with a deliberate strategy for the retention and continuation of critical competencies and demonstrate a genuine commitment to developing the existing workforce. With a planned and deliberate approach, a business may be able to provide its services and products to the level/quality expected. Businesses with Talent Management and Succession Planning processes are adept at handling risks associated with the business. The combined processes are important to business because they:

- Protect critical operational requirements.
- Ensure maximum contribution of high potential employees.
- Support the development and growth of employees and ensure greater employee engagement.
- Offer a range of learning, development and skilling opportunities.
- Are formalized through training and career pathways and plans; and
- Are a key component in formal human resource planning systems.

The following were the **Objectives of the Programme:**

- To establish a robust talent identification and Succession Planning system that shall enable alignment of senior executives' performance, potential, merit and experience with organisational growth expectation.
- To encourage performance amongst executives by assigning them with positions that shall entail a higher responsibility, such that the role shall be commensurate with the executive's merit and ability as well as indicative to the extent of contribution towards the achievement of the organisation's goals.
- To define clear-cut guidelines that enable Talent Identification and for Succession planning of executives at senior level positions in the organisation in a transparent and fair manner and to bring in role clarity at different roles assigned to the executive.
- To communicate to executives the pre-requisites to role assignment/placement as well as circumstances that shall impact their eligibility/suitability for the same.
- Provide learning, skill building and knowledge enhancing opportunities through exposure to different functions and build competencies required for each position.
- Enable in-depth understanding of the business value chain.



The efforts made have contributed towards NTPC recording its highest ever yearly generation of 422 billion Units (BU) in FY 2023-24, at a growth of nearly 6% over FY 2022-23. During the financial year 2023-24, NTPC Coal stations recorded a plant load factor (PLF) of 77%. Earlier during the year, the Company recorded highest ever single day generation of 1428 Million Units (MU) on 1st September 2023.

NTPC Ltd., India's largest integrated power utility, has achieved addition of 3924 MW new capacity to its overall portfolio in FY24, elevating its cumulative installed capacity to almost 76 GW.

The stellar performance of NTPC is a testimony to the expertise of NTPC engineers, Operation & Maintenance practices and robust systems as well as effectiveness of leadership.

Interventions like the above have contributed towards NTPC Limited being recognized as being amongst the **"Top Leadership Factories of India"** by the Great Manager Institute for creating leaders at scale.

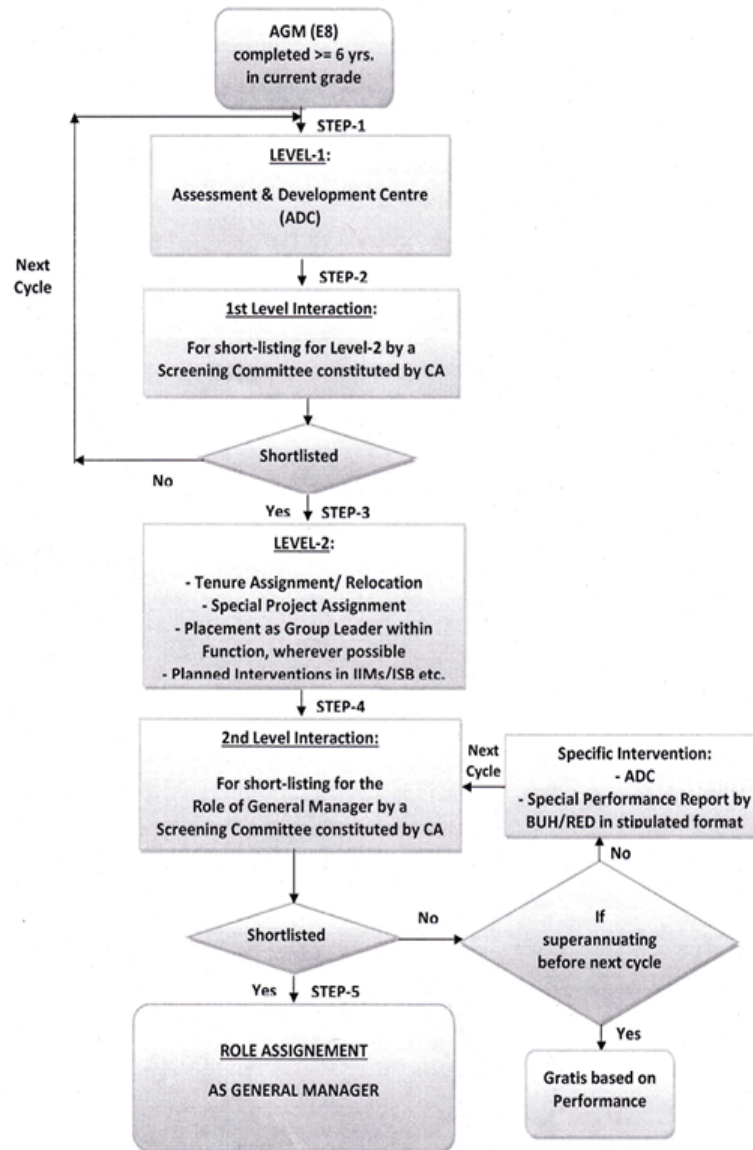
The transparency and fairness displayed in the process of role assignment to General Manager has contributed towards the high engagement levels among the Executives at senior levels in NTPC.



Design of the Program

The following process flow was initially adopted for **TALENT MANAGEMENT AND ROLE ASSIGNMENT AS GENERAL MANAGER:**

PROCESS FLOW FOR TALENT MANAGEMENT AND ROLE ASSIGNMENT AS GENERAL MANAGER



Eligibility for entering the Process for Role Assignment as General Manager:

An executive having been designated as Addl. General Manager (AGM) with minimum 6 (Six) years of experience in respective functional area in E8 grade shall be eligible for the purpose of assignment of the role of General Manager after undergoing a multi-stage selection process to assess the suitability for the role. However, after a review of the process, it was decided to introduce the concept of Qualifying Requirements (QRs) for the key Role of General Manager. Only those



Candidates would be considered eligible for entering the process of Role Assignment to General Manager who were fulfilling the Qualifying Requirements (QRs) specified for the Role. Details of Qualifying Requirements have been given ahead in this Application Document.

Stage-Wise Process: The talent identification from amongst the eligible executives as mentioned above shall be undertaken in multi-stage process. Executives shortlisted in each stage shall only be taken to the next higher stage for further interventions. The stage-wise details are outlined as under:

STAGE-I:

On completion of 6 (Six) years in the role of Addl. General Manager (AGM) in E8 grade, the executives shall undergo various interventions to assess their potential and competencies in the first stage.

Assessment & Development Centres (ADC): Assessment & Development Centres (ADC) method shall be used for assessment of leadership potential and providing developmental feedback, so as to facilitate smooth transition to leadership roles. All eligible executives shall be required to undergo ADCs conducted in-person or online, by a third-party or by the organization internally. Identified Leadership Competencies are assessed in the ADCs using multiple tools and assessors. The executive's Assessment Centre Score shall be incorporated into the role assignment criteria.

However, after a review of the process, it was decided that, in Stage-I of the process, Online CPV Assessments (Executive/Managerial Competencies (C), Potential Competencies (P), and Core Values (V)) shall be conducted for the Candidates who were considered eligible for entering the process of role assignment to General Manager by successfully satisfying the Qualifying Requirements (QRs).

It was also decided that In-person Assessment & Development Centres (ADCs) would be conducted in Stage-II of the process.

Details of such Assessments have been given ahead in this Application Document.

First Stage Talent Selection:

Subsequent to undergoing CPVs, all eligible executives shall be called for "First Stage Interaction". Short listing of the eligible executives for the next stage shall be assessed based on the interaction by a committee constituted for the purpose at Region/Corporate Centre.

First Stage Committee Constitution:



The first Stage interaction committee at Regions / Corporate Centre shall be constituted with the approval of Director (HR) and normally comprises of the Regional Executive Director of the concerned Region along with the Functional Executive Director.

Criterion for shortlisting in First Stage Selection:

The criterion for short listing of eligible executives for next stage shall be based on securing minimum prescribed performance standards as decided for the period under consideration vis-a-vis eligible population after taking into consideration Performance Appraisal ratings during the eligibility period, CPV Scores and performance in first stage interaction with the committee.

STAGE-II:

On being short-listed in the first stage, the executives shall undergo various interventions to further assess, enhance and develop their potential and competencies in the second stage.

Tenure Assignment/ Placement as Group Leader within the Function:

To provide diverse exposure in various functional areas, the shortlisted executives may be placed as Group Leaders within their functions, wherever possible and or they may be placed on tenure assignment within or outside their functions/ locations.

Special Project Work:

Each shortlisted executive shall be assigned a special project work on which he/she shall undertake study and submit a report highlighting specific outcomes and suggestive actions to take the findings forward within the specified timelines. The completed report in all respect along with executive summary (01 page) shall be uploaded by the executive on an online portal meant for this purpose. The executive shall undertake the project in addition to his/her existing responsibilities.

Planned Developmental Interventions:

All shortlisted executives in Stage - I shall undergo a customized training program to be organized in association with renowned Business Schools. During the programme the executives may also be exposed to business case studies to assess their analytical abilities.

The customized developmental inputs shall aim to provide the necessary inputs required for performing the unique roles and to further enhance the managerial and leadership capabilities of the shortlisted executives.

**Second Stage Selection:**

After completion of the special Projects and undergoing planned interventions, all shortlisted executives shall be called for "Second Stage Selection". Also, such executives, who were taken to second stage in previous years but were not assigned the role of General Manager, will be allowed participation directly in second stage selection process.

Second Stage Selection Committee:

The executives shall be assessed for assigning the role of General Manager based on the interaction by a committee constituted for the purpose at Corporate Centre. The performance of the executive during interaction shall form an input for selection of the executive for assigning the role of General Manager. The Second Stage selection committee shall be constituted with the approval of CMD. This Second Stage Selection Committee comprises of Members who serve on the Board of Directors of NTPC. The involvement of the NTPC Board in the selection process of General Managers in NTPC shows not only the importance of the General Manager Role but it also reflects the commitment of the senior leadership to sound succession planning in the organization.

Criterion for Selection for Role Assignment as General Manager in Second Stage:

The criterion for selecting the executives for role assignment as General Manager in Second Stage shall be Performance (Performance Appraisal Ratings of the individual during the eligibility period), Competencies, Potential (Scores in Assessment & Development Centres, Online Competency Assessments), evaluation of special Project Work, performance in second Stage interaction with the Committee and the availability of different roles.

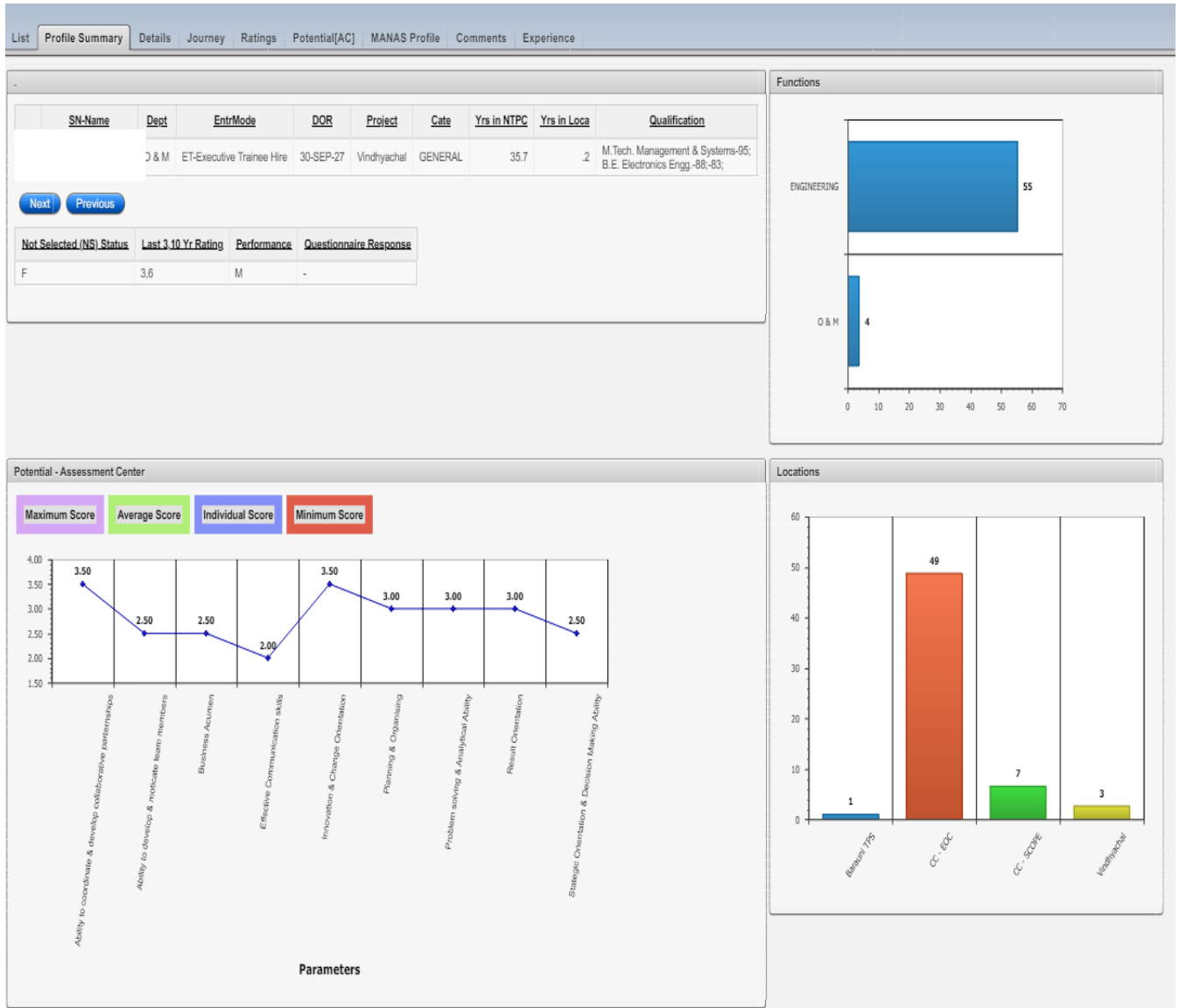
The following infographic is an example of the Talent Identification Matrix which is used for the Talent Identification:



Talent Identification Matrix: Example



Performance Range in last 10 years : High - 7 & above, Medium - 5 & 6 OS, Low - Below 5 OS														
RSL	Name, Empno, Project, Design, Region, Deptname, Dept Group	Departments	Location	Os 10, Os elig (03 Yrs)	Performance - HML	Dropstat, Cate	DOJ, DOEG, DOIP, DOR	Stay, Hq	Locations, Functions, Regions	2020, 2019, 2018	ICOT	Overall CV Score	ADC Score	Director Group
8	XYZ, 123, SDC, GENERAL MANAGER, Joint Venture, ENGG, ENGINEERING	<ul style="list-style-type: none"> Engineering Services O&M Operation PE-Mechanical Tpool 	<ul style="list-style-type: none"> CC Kahalgaon BIFPCL-8'Desh 	9 3	H	F, GEN	02-09-89, 07-10-17, 30-07-18, 31-10-27	4,9, G	3, 5, 3	OS, OS, OS	4.75 4.63 4.74 4.67 4.65 4.74	4.7	3.33	DC
9	ABC, 345, UY, GENERAL MANAGER, Joint Venture, PROJ CONST, PROJECT CONSTRUCTION	<ul style="list-style-type: none"> Operation Project Construction BO Hydro Mech Mntc Mech Erect 	<ul style="list-style-type: none"> CC Kawan Dadri Gas BIFPCL-8'Desh Auraiya 	7 2	H	F, GEN	27-08-87, 30-10-17, 30-07-18, 31-07-24	4,9, G	5, 4, 3	G, OS, OS	4.43 4.36 4.44 4.39 4.25 4.61	4.41	3.11	DC
10	DPE, 789, CC - EOC, GENERAL MANAGER, CC, C&M, C & M	<ul style="list-style-type: none"> C&M C&M-PR&S Thermal Thermal-I Tpool 	<ul style="list-style-type: none"> CC SSC SR SSC NR-Auraiya Koldam Hydro-HQ Coal Mining HQ 	10 3	H	F, GEN	01-09-88, 25-06-21, 30-07-18, 28-02-27	25,3, O	6, 4, 2	OS, OS, OS	4.85 4.83 4.95 4.83 4.85 4.83	4.53	2.94	DC



The performance of all executives assigned the role of General Manager is reviewed for a period of one year from the date of assumption of the role of General Manager. The period of review may be extended at the discretion of the Competent Authority but will not be extended by more than one year save for exceptional reasons to be recorded in writing.



Uniqueness of the Programme

Promoting Transparency and Fairness

- Qualifying Requirements (QRs) providing clear-cut guidelines
- DELPHI (Competency based Manpower Planning System) providing insights into the Profile of the Candidates
- Talent Identification Matrix promoting objectivity

Selection of Role Models of desired Organizational Culture

- Role Models in Safety
- Role Models in Performance
- Role Models in Mobility

Commitment & Involvement of Top Management

- Directors/CXOs/Senior Leadership of NTPC involved in the Selection of Candidates for the Key Leadership Role of General Manager
- Each Candidate has interactions with the Top Management of NTPC during the Selection Process



Leadership Enhancement and Development (LEAD) program

- Enhancing the managerial and leadership capabilities of the shortlisted executives.
- Partnership with leading Management Schools
- Focus on Case Studies

Assessment & Development Centre

- Input for development and career planning of concerned individual.
- Highlighting individual's unique strength and provide assistance

Special Project Report

- Finding solutions for Organizational Problems
- Developing Research Acumen in Candidates

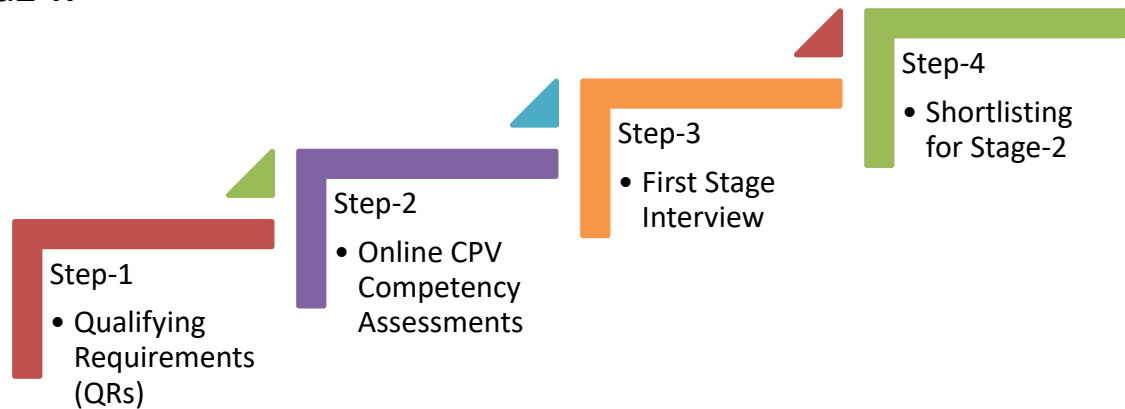
Details of the above initiatives are given in later parts of the Document.



Delivery of the Program

Presently, the following are the Stages involved in the process of Role Assignment to General Manager:

STAGE-1:



STAGE-2:



The starting point for the entire journey is the Qualifying Requirements (QRs) which the Candidates have to satisfy before starting the journey.

QUALIFYING REQUIREMENTS (QR):

Qualifying Requirements (QR) have been issued for Leadership Positions in NTPC in order to define clear-cut guidelines that enable Talent Identification and for Succession planning of executives at senior level positions in the organization in a transparent and fair manner and to bring in role clarity at different roles in which the executive has been assigned. These QRs also communicate to executives the



pre-requisites to role assignment/placement as well as circumstances that shall impact their eligibility/suitability for the same.

The following Infographic shows the Qualifying Requirements (QR) for the Leadership Positions in NTPC including the role of General Manager:

LEADERSHIP POSITION	QUALIFYING REQUIREMENT (QR)
EXECUTIVE DIRECTOR	<ul style="list-style-type: none"> CGMs of Business Units / Corporate Functions. Exposure of Project / Station for 10 years at minimum 02 locations in 02 separate Regions is desirable. Exposure to Corporate Functions / JV in leadership role shall be added advantage.
CHIEF GENERAL MANAGER	<ul style="list-style-type: none"> Necessary Experience as GM (O&M) / GM (Projects) / GMs of Service Function. Exposure of Project / Station for 10 years at minimum 02 locations in 02 separate Regions is desirable. Exposure of different functions through tenure postings shall be added advantage.
GENERAL MANAGER	<ul style="list-style-type: none"> AGMs with minimum 06 (Six) years of experience / grade service in respective functional area in E8 grade. Min. Performance Criteria: <ul style="list-style-type: none"> Atleast 01 Outstanding (OS) / Top (T1/T2) Performance Appraisal rating during the last 06 (Six) years (i.e. period under consideration). No "Average or below" / Bottom (B) Performance Appraisal Rating during the last 06 (Six) years (i.e. period under consideration) for fresh candidates. Exposure of Project / Station for 10 years at minimum 02 locations in 02 separate Regions is desirable.

Minimum Performance Criteria:

One of the key features of the Qualifying Requirements (QR) for the Role of General Managers was the Criteria of "Minimum Performance". For the Employees who were vying for this Position, mere Tenure or length of service was no more sufficient! Their tenure had to be accompanied by Performance if they wanted to move ahead in their career!



The following are the Minimum Performance Criteria:

- At Least 01 Outstanding (OS) / Top (T-1/T-2) Performance Appraisal Rating during the last 06 years (Six) Years (i.e. period under consideration).
- No “Average or below’ / Bottom (B) Performance Appraisal Rating during the last 06 years (Six) Years (i.e. period under consideration).

Incentivizing Field Experience and Mobility:

NTPC Sites are spread across the length and breadth of India along with increasing international footprints! Wherever considered necessary and desirable, in the interest of the organization, promotion/elevation to higher positions will entail transfer from one Location/ Department/ Discipline to another Location/ Department/ Discipline including JVs and Subsidiaries of NTPC. The eligible executives should be willing to relocate to any of the location as per the requirement of the organization in order to be considered for promotion. The company also wants its employees to seek postings at its sites (i.e. field postings) considering the nature of its operations! The Qualifying Requirements (QRs) incentivize the same by having the desirable criteria of exposure of sites for 10 years at minimum 2 locations in 2 separate regions.

CONDUCT OF ONLINE COMPETENCY ASSESSMENTS:

Based on the shortlisting of the Candidates as per the Qualifying Requirements (QR), a population of eligible candidates is prepared for whom the process of Role Assignment to General Manager is conducted. The first step in this Journey is the conduct of Online CPV (Competency, Potential and Values) assessment which is done for the entire population of Candidates through a reputed third party.

The following is the Competency and Values Framework based on which the Online Assessment is conducted:



Assessment Methodology

E8

(AGM)

Executive/ Managerial Competencies (C)

Mandatory Competencies

- Decision Making
- Business Attitude
- Leadership
- Agility
- Mobility

Optional Competencies

- Communication Skills
- Managerial Effectiveness
- Team Building
- Resource Management and Administrative Ability
- System Orientation
- Innovation and Creativity
- Empowering and Motivational Ability
- Cost Consciousness

Potential Competencies (P)

Mandatory Competencies

- Change Management
- Networking and Relationship Management
- Coaching and Counseling
- Vision and Strategic Thinking

Core Values (V)

Mandatory Competencies

- Integrity
- Customer Focus
- Organizational Pride
- Mutual Respect & Trust
- Innovation & Learning
- Total Quality & Safety

The following are the Tools which are used in such Online Competency Assessments:

CPV Tools	Tool Timing
Business Case Study 1	30 mins
Business Case Study 2	30 mins
Business Case Study 3	24 mins
People Case Study 1	24 mins
People Case Study 2	24 mins
Situation Judgement Test (3)	24 mins
Situation Based Caselet 1	10 mins
Situation Based Caselet 2	10 mins
Situation Based Caselet 3	10 mins
Situation Based Caselet 4	10 mins
In Basket	10 mins
FIRO B	15 mins
Big 5	15 mins
Total Assessment Time	236 mins

Each Tool will be individually timed



TOOLS USED IN THE ONLINE CPV ASSESSMENT

The below mentioned inputs cumulatively comprises of your CPV Development. All of these have been integrated to write this highly personalized Development Plan.

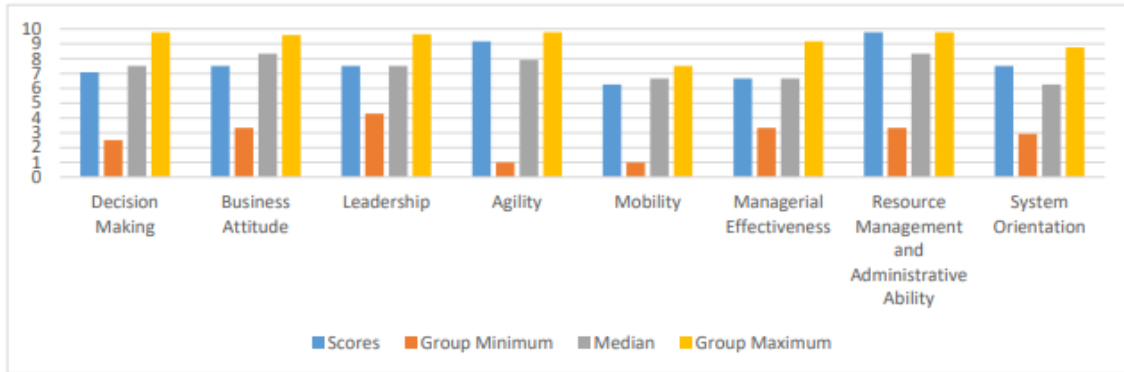
- **Business Case Study:** The participant was given case studies pertaining to business challenges and operational problems. The participant was expected to navigate through a series of situations and answer questions on how to resolve the issues at hand.
- **People Case Study:** The participant was given case studies pertaining to stakeholder management and other people related problems. The participant was expected to provide a solution to the problems stated in the case.
- **Situation Judgement Test:** The Situation Judgement Test included a series of questions that were based on different situations. The situations were based on various issues related to business challenges, operational problems, stakeholder management and other people-related problems, etc.
- **Situation Base Caselet:** The Situation Based Caselets were designed to put the participant through a series of situations and was expected to answer questions on how he/ she would respond to or resolve the issue at hand.
- **In-Basket:** The participant was required to assume a given role and respond to a series of emails on various topics based on a fictitious organization. The emails were based on various topics like decisions, sharing information, allocation of work to team members, responding to stakeholder problem among others.
- **FIRO-B:** The participant took the Fundamental Interpersonal Relations Orientation – Behaviour assessment to gain a better understanding of how his/her leadership orientation and how others might perceive and react to it by exploring the behavioural areas of communication, problem solving, decision making and interpersonal relations.
- **Big 5:** The participant underwent a personality based assessment to help him explore himself and understand how he stacks up on 5 major dimensions of personality: Openness, Conscientiousness, Agreeableness, Extraversion, and Neuroticism.

After the conduct of the Online CPV Assessment, a Feedback Report indicating strengths, areas of development and level of competency demonstrated in the online assessment is shared subsequently. In the latest Cycle, the Online CPV Assessments were conducted for 306 nos. AGMs (i.e. the feeder population for General Manager).



SCORES FROM THE ONLINE CPV ASSESSMENT

EXECUTIVE / MANAGERIAL COMPETENCIES (C)



Competency	Scores	Group Minimum	Median	Group Maximum
Decision Making	7.1	2.5	7.5	9.8
Business Attitude	7.5	3.3	8.3	9.6
Leadership	7.5	4.3	7.5	9.6
Agility	9.2	1.0	7.9	9.8
Mobility	6.3	1.0	6.7	7.5
Managerial Effectiveness	6.7	3.3	6.7	9.2
Resource Management and Administrative Ability	9.8	3.3	8.3	9.8
System Orientation	7.5	2.9	6.3	8.8

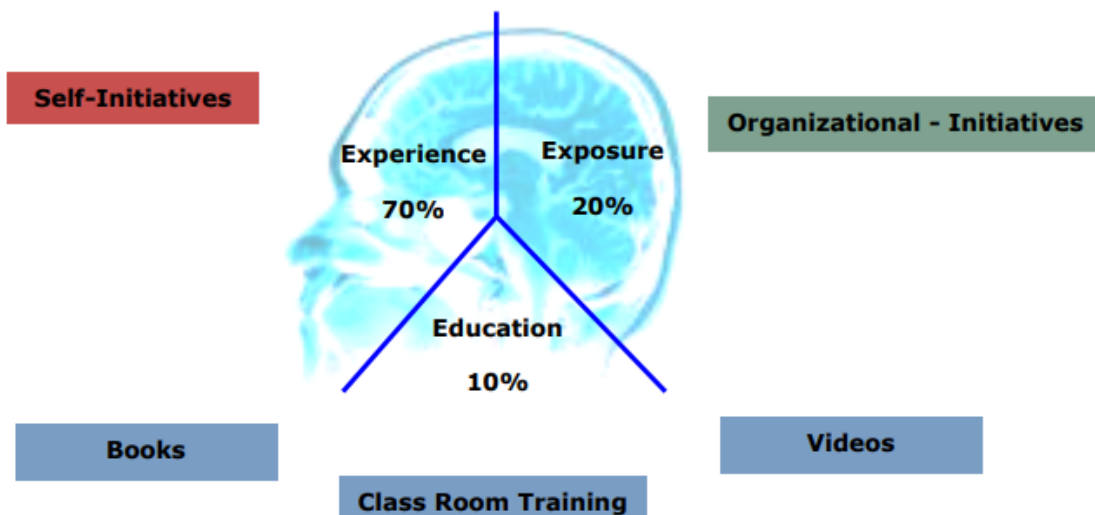
Legend	Development Area	Focus Area	Proficient Area	Strength Area
Score	1.00 – 2.50	2.51 – 5.00	5.01 – 7.50	7.51 – 10.00
Description	CPV not displayed or displayed minimally.	Partially displayed CPV behaviours.	CPV behaviours satisfactorily displayed.	Strongly displayed CPV behaviours.

This also includes suggestions for developmental initiatives to be taken by the individual for bridging the competency gaps and the same is based on the 3E Approach: Education, Exposure and Experience.



DEVELOPMENT PHILOSOPHY

Based on extensive research on the principles of Individual Learning and Development, as well as Right Management's experience of Leadership Development across organizations and industries, we are of the opinion that optimal individual development is the outcome of a 3-pronged approach to learning which encompasses Experience, Education, and Exposure as illustrated below.



During the Stage-II of the process, the shortlisted executives shall undergo the following interventions to further assess, enhance and develop their potential and competencies:

1. Participation in Customized training program in association with renowned Business Schools
2. Special Project Work to be assigned to each shortlisted Executive and submission of a report by the Executive highlighting specific outcomes.
3. Participation in Assessment & Development Centre (ADC) to be conducted in association with third-party.

LEAD (LEADERSHIP ENHANCEMENT AND DEVELOPMENT) PROGRAM:

The AGMs (Additional General Managers / eligible Executives) who have successfully cleared the Level-1 of the Process of Role Assignment to General Manager are nominated to a week-long LEAD (Leadership Enhancement and Development) Program which is organized in association with the best Management Institutes in India – the Indian Institutes of Management (IIMs). In the latest Cycle, around 215 nos. Candidates were nominated for the LEAD Training.




The following infographic shows the Communication issued to the Candidates for their nomination in the LEAD Training Program.

एनटीपीसी लिमिटेड
(भारत सरकार का उपक्रम)
विद्युत प्रबंध संस्थान

NTPC Limited
(A Government of India Enterprise)
Power Management Institute

**Training Order
LEAD Programme**




Ref: PMI/LEAD /IIML/ Jan 2024/01 **Date:24.01.2024**

The competent authority has approved your nomination for a week-long **“Leadership Enhancement and Development”**, LEAD program. The program is scheduled at the **Indian Institute of Management Lucknow** during **Jan 29- Feb 03, 2024**.

Sl. No	Emp. No	Name	Department	Project
1	104283	Kulveer Singh	CIVIL CONST	Badarpur
2	6208	Ajay Kumar Dhamania	ELECT ERECT	NTPC Renewable Energy Limited
3	5123	Arun Kumar Kundu	MECH MAINT	Dadri Thermal
4	20536	Swadhin Kohli	FINANCE-ERP	UFSC
5	42061	Aparajita Mishra	PATHOLOGIST	Darlipalli STPP
6	6287	Boddu Sreenivasa Rao	CHEMISTRY	Farakka
7	4760	Vinay Kumar Sharma	O & M	Faridabad
8	4054	Sanjib Basu	TECH SERVICES	Jhanor-Gandhar
9	6558	Sunit Kumar	COMMERCIAL	NGEL
10	5765	Jogesh Chandra Patra	HEAD OF PROJECT	NTPC Renewable Energy Limited
11	5189	Nipun Kumar	INSPECTION	CC - EOC
12	6279	Raj Kishore Mandal	EEMG	Kahalgaon
13	5660	Satrugana Behera	MECH ERECT	Talcher Kaniha
14	5202	Bimal Kumar Acharya	C&M	Kudgi
15	6231	Pankaj Shekhar	VIGILANCE	Lara
16	6864	Sidhartha Sankar Das	COE-HR-ER	HR-COE
17	21542	Anil Parwal	FINANCE	Meja
18	5653	Ashok Kumar Jha	ASH MANAGEMENT	BRBCL
19	13287	Amaresh Das	FIN(PF)	CC - SCOPE
20	85510	Anoop KUMAR Singh	OS-HYDRO	Hydro-HQs
21	5686	Shirish Kumar Pandey	VIGILANCE	CC - EOC
22	6632	Rajesh Jain	COMMERCIAL	CC - EOC
23	20513	Baishnaba Charan Mahanta	O & M	Consultancy
24	4586	ASIS KUMAR MUKHOPADHYAY	MECH MAINT- OFF SITE	Patratu
25	61942	Sanjay Kumar Das Kayasth	C&M	Patratu
26	6262	Tapan Kumar Ray	CENPEEP	CC - EOC



The LEAD Programme is designed to acquaint the Participants with pertinent issues and the following infographics show the Program Structure for one of the LEAD Programs:



Updated

Indian Institute of Management Lucknow
Leadership Enhancement and Development (LEAD) Programme for the Executives of NTPC Ltd.

January 29 – February 03, 2024

Programme Directors: Prof. Neeraj Dwivedi and Prof. Sowmya Subramaniam

Programme Schedule

January 29, Mon	Session	Faculty
0900 - 0930 hrs	Registration and Introduction	PDs
0930 - 1300 hrs	Strategic Planning and Organizing	Prof. Neeraj Dwivedi
1400 - 1715 hrs	Understanding Financial Statements	Prof. Sowmya Subramaniam
1730 - 1800 hrs	Project Discussion	PDs

January 30, Tue	Session	Faculty
0930 - 1300 hrs	Understanding Changes in Business Environment	Prof. Debdatta Pal
1400 - 1715 hrs	Strategic Management of Innovation	Prof. Sabyasachi Sinha
1730 - 1800 hrs	Project Discussion	PDs

January 31, Wed	Session	Faculty
0930 - 1300 hrs	Financial Ratio Analysis for Management Control	Prof. Sowmya Subramaniam
1400 - 1715 hrs	Negotiation and Conflict Management	Prof. Pushendra Priyadarshi
1730 - 1800 hrs	Project Discussion	PDs

February 01, Thu	Session	Faculty
09.00 - 1300 hrs	Managing Diversity in Teams	Prof. Pankaj Kumar
1400 - 1715 hrs	Managing Organizational Change	Prof. Pavni Kaushiva

February 02, Fri	Session	Faculty
0930 - 1300 hrs	Leading Effectively	Prof. Pushendra Priyadarshi
1400 - 1715 hrs	Leveraging IT advances for Organisational growth	Mr Deepak Chauhan
1730 - 1830 hrs	Project Presentations	PDs

February 03, Sat	Session	Faculty
0900 - 1230 hrs	Managing stakeholder communication	Prof. Ranjan Kumar
1315 - 1630 hrs	Strategic Decision Making	Prof. Neeraj Dwivedi
1630 - 1730 hrs	Project Presentations	PDs
1745 hrs onwards	Valedictory Session	



Indian Institute of Management Kozhikode Leadership Enhancement and Development for NTPC Ltd.

12 February – 17 February 2024 (6 Days)

Programme Schedule

TIME	SESSION	FACULTY
Day 1- Monday, 12 February, 2020		
09:00 - 09:15	Photo Session – Arjuna Path	
09:15 – 09:30	Registration	
09:30 – 09:45	Inaugural Session in Classroom	
09:45 – 11:00	Leadership 4.0	Prof. Debashis Chatterjee
11:00 – 11:15	Tea Break	
11:15 – 12:45	Mindful Leadership: Lessons from Leadership Chronicles	Prof. Debashis Chatterjee
13:00 – 14:00	Lunch	
14:00 – 15:30	Reading of Financial statements and levers of Financial Control	Prof. Sudershan Kuntluru
15:30 – 15:45	Tea Break	
15:45 – 17:30	Reading of Financial statements and levers of Financial Control	Prof. Sudershan Kuntluru
Day 2- Tuesday, 13 February, 2024		
09:30 - 11:00	Strategic Analysis of organizations' external and internal environments	Prof. S Subramanian
11:00 - 11:15	Tea break	
11:15 – 13:00	Strategic Analysis of organizations' external and internal environments	Prof. S Subramanian
13:00 – 14:00	Lunch	
14:00 - 15:15	The impact of AI, ML & Big Data on Organizational Growth	Prof. MP Sebastian
15:15 - 15:30	Tea break	
15:30- 17:30	The impact of AI, ML & Big Data on Organizational Growth	Prof. MP Sebastian
19:00 – 21:00	Cultural Night and Dinner	
Day 3- Wednesday, 14 February, 2024		
09:30 - 11:00	Managing Time and Enhancing Productivity	Prof. Aishwarya Ramasundaram
11:00 - 11:15	Tea break	



11:15 – 13:00	Managing Time and Enhancing Productivity	Prof. Aishwarya Ramasundaram
13:00 – 14:00	Lunch	
14:00 - 15:15	Analysis of Financial Statements using Financial Ratios and EBITDA Margin	Prof. Rachappa Shette
15:15 - 15:30	Tea break	
15:30- 17:30	Analysis of Financial Statements using Financial Ratios and EBITDA Margin	Prof. Rachappa Shette
Day 4 - Thursday, 15 February, 2024		
09:30 – 11:00	Persuasion and Negotiation Skills	Prof. Prantika Ray
11:00 – 11:15	Tea Break	
11:15 – 13:00	Persuasion and Negotiation Skills	Prof. Prantika Ray
13:00 – 14:00	Lunch	
14:00 – 16:00	Perception and Decision-Making	Prof. Roopak Kumar Gupta
16:00 – 16:30	Campus Tour/Museum Visit	
Day 5 - Friday , 16 February, 2024		
09:30 – 11:00	Strategic Envisioning: Leveraging Vision, Mission and Core Values	Prof. Venkataraman S.
11:00 – 11:15	Tea Break	
11:15 – 13:00	Strategic Envisioning: Leveraging Vision, Mission and Core Values	Prof. Venkataraman S.
13:00 – 14:00	Lunch	
14:00 – 15:15	Managing Diversified Team, Managing Conflicts	Prof. Manoranjan Dhal
15:15 - 15:30	Tea Break	
15:30 - 17:30	Managing Diversified Team, Managing Conflicts	Prof. Manoranjan Dhal
Day 6 - Saturday, 17 February, 2024		
09:30 – 11:00	Team Building	Prof. Priya Nair
11:00 – 11:15	Tea Break	
11:15 – 13:00	Team Building	Prof. Priya Nair
13:00 – 13:15	Valediction	

ASSIGNMENT OF SPECIAL PROJECT WORK AND ITS EVALUATION:

Further, as part of the Role Assignment as General Manager, the shortlisted Executives are assigned a Special Project Work in respect of which, the Executives have to undertake a Study and submit a Report highlighting specific outcomes and suggestive actions to take the findings forward. The Project reports are a source of new ideas and innovative suggestions which can be implemented and adopted in the day-to-day functioning at NTPC. A detailed expert evaluation of these project reports is got done through reputed Business Schools and Experts. The evaluation criteria of such reports are given below:



Evaluation Criteria	Max. Marks
Need of the Project	10
Problem Definition/Objective	15
Academic Scope/Management Techniques Used	10
Methodology Adopted	20
Practicality of Major Findings / Recommendations	20
Scope for Future Work	10
Innovation/Uniqueness	15
Total	100

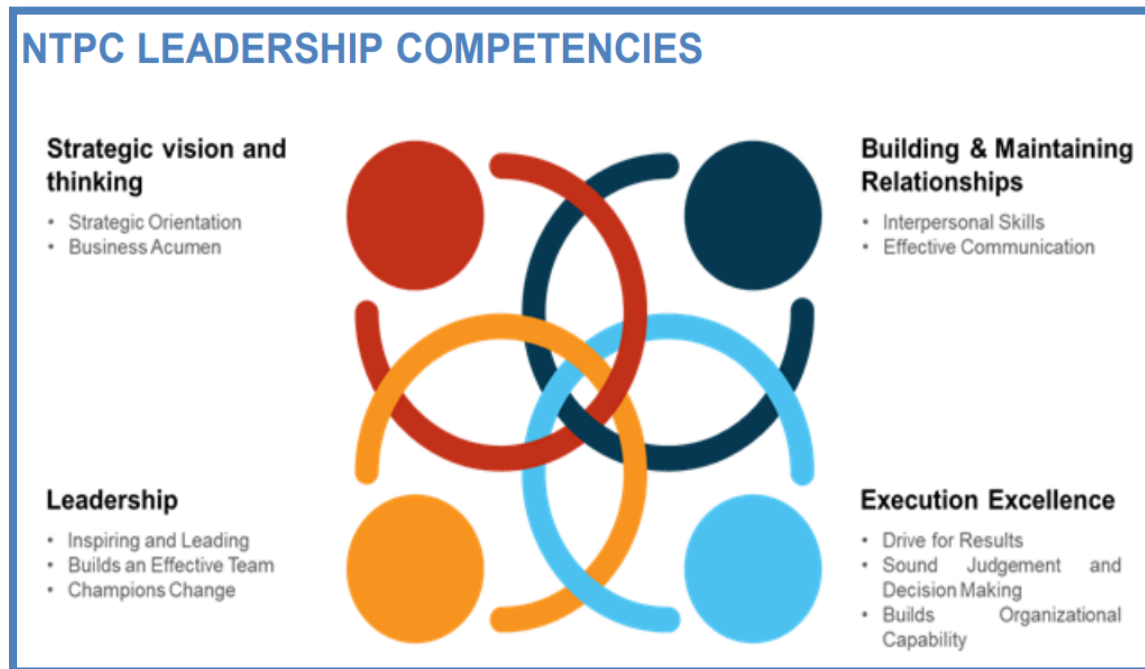
The completed report in all respect along with executive summary (01 page) has to be uploaded by the concerned candidate on an online portal meant for this purpose. The following infographic shows some of the Business-related Project Topics assigned to the Candidates for their Special Project Work:

Project Topics to Candidates being considered for Role Assignment to General Manager
100% Ash Utilization : The Way Forward
Adoption of IOT for Power Plant Safety and O&M
Approaches for fuel Security & Alternate Fuels
Approaches for minimizing Cost of generation
Approaches for project cycle time and lead time reduction
Best Maintenance Practices : The Way Forward for NTPC.
Best Practices for improvements in Efficiency and Reliability
Building and sustaining a High Performance Culture in NTPC
Business opportunities in Distributed Generation
Business Process Re-engineering of C&M processes - Challenges and Opportunities
Capability Building of doctors and health professionals in NTPC : Challenges and Opportunities
Capex reporting through SAP
Carbon Trading – Business case, issues, challenges, opportunities for NTPC
CCUS Technologies for Power Sector : Challenges and Way Forward
Coal Mining in NTPC : Challenges and Opportunities
Creating and Sustaining a Zero Incident Culture
Cyber Security in Power Sector : Challenges and Opportunities
Development and performance management of Vendors / Suppliers
Disposal and recycling of solar panels : Challenges and Opportunities
Efficiency improvement of cooling towers : Challenges and Opportunities
Efficiency, Reliability and Flexibility improvement through R&M
Efficiency, Reliability, and Flexibility improvement through R&M
Flexible Operation - Challenges & Opportunities
Fuel Management in NTPC : Challenges and Opportunities
Future of Nuclear Power in Indian Context
Futures and Options in Power Market
Green Hydrogen Economy
Holistic Wellness in NTPC : Challenges and Opportunities
Institutionalizing Healthy Life-Style in NTPC : Challenges and Opportunities
Integration of Renewables with the Grid: Challenges and Opportunities
Inventory Management across NTPC
IOT based monitoring of Boiler Insulation temperature and Steam Leakage
Leveraging AI for Safe Power Plant Operations
Leveraging Artificial Intelligence and Machine Learning for enhancing the profitability of Thermal Business.
Leveraging Artificial Intelligence and Machine Learning in C&I function
Leveraging Artificial Intelligence and Machine Learning in C&M function
Leveraging Artificial Intelligence and Machine Learning in HR functions
Leveraging Artificial Intelligence and Machine Learning in procurement function
Leveraging Learning and Development for desired business outcomes : The Way Forward
Leveraging Robotic Process Automation (RPA) in NTPC : Challenges and Opportunities
Leveraging technology for improvement in Erection practices : Challenges and Opportunities
Leveraging technology for improvement in maintenance practices : Challenges and Opportunities
Leveraging technology for improvement in maintenance practices Challenges and Opportunities
Leveraging Technology for increased effectiveness of Vigilance function : Challenges and Opportunities
Leveraging Technology in Finance – identification of gaps and proposing roadmap

CONDUCT OF ASSESSMENT & DEVELOPMENT CENTRES (ADC):



ADCs are conducted for assessing competencies as per the competency model and grooming of the candidates for senior leadership positions. The following are the Competencies against which the Assessment is done:



The following are the tools which are used in such Assessment & Development Centers (ADC) which are conducted for a duration of 2 days through the In-person mode:

TOOLS USED IN THE DEVELOPMENT CENTRE

The below mentioned inputs cumulatively comprises of your Leadership Potential Development. All of these have been integrated to write this highly personalized Development Plan.

- **Behavioural Interview:** The participant responded to questions by highlighting specific events / incidents that occurred and how it was handled by them.
- **Business Simulation:** Participants in a group assumed to be representing Expressions Pvt Ltd., and complete deliverable for the client.
- **Case Study:** The participant was given a case study pertaining to a fictitious organization and was expected to provide a solution to the problems stated in the case.
- **Subordinate Role Play:** The participant was required to assume the role of the manager and have a sensitive conversation with his subordinate.



- **Customer Role Play:** The participant was required to assume the role of a relationship manager and handle an irate customer.
- **In-Basket:** The participant was required to understand the situation of the organization at hand and respond to a series of letters, memos and official requests from the past three weeks when he was on leave.
- **Big 5:** The participant underwent a personality based assessment to help him/her explore him/herself and understand how he stacks up on 5 major dimensions of personality: Openness, Conscientiousness, Agreeableness, Extraversion, and Neuroticism.
- **Caliper:** The participant underwent a self-reported personality based assessment to evaluate his/her natural inclination on the identified competencies.

At the end of the ADC, feedback is shared with the individual through one-to-one interaction with an Assessor. The final Feedback Report indicating strengths, areas of development and level of competency demonstrated in the ADC is shared subsequently. This also includes suggestions for developmental initiatives to be taken by the individual for bridging the competency gaps. In the latest cycle, around 300 nos. Candidates had appeared in the process of ADCs. Following is a sample of such a suggestive Individual Development Plan mentioned in the Feedback Report:

Draft Development Action Plan

Guidelines for Use:

- 1 Based on the Assessment process, we have identified the below mentioned key areas of development:
 - a. Strategic Orientation
 - b. Effective Communication
- 2 Since these are our recommendations, you may choose your own key areas to focus, after discussion with your supervisors
3. As a next step, we suggest you discuss the same with your supervisor and set expectations in term of support required from the organization

Experience
Self - Initiatives
Strategic Orientation
<ul style="list-style-type: none"> • Look at your business as if you were a competitor. Where are you most vulnerable? • Examine each strategic plan you develop against the vision. Consider how achieving or not achieving each element of the plan contributes to realizing the vision
Effective Communication
<ul style="list-style-type: none"> • Listening is a gift—the gift of time. It helps build relationships, solve problems, ensure understanding, resolve conflicts, and improve accuracy. At work, effective listening means fewer errors and less wasted time. Listening builds friendships and careers, saves money, and builds business. • Develop rapport and build positive relationship with audience throughout presentation.



Exposure
Strategic Orientation
<ul style="list-style-type: none"> • Identify an executive with reputation for being astute in setting strategic priorities and ask if he/she is willing to serve as a resource or coach for you in building capability in this area. • Experts in a given capability may be inside or outside of the organization. Many people enjoy talking about an area of expertise. You need to be sensitive that you build a relationship patiently, that you do not ask for more time or attention than the individual wants to give, and that you offer some reciprocity or benefits to the individual for the time spent talking with you.
Effective Communication
<ul style="list-style-type: none"> • Identify someone more senior than you who has a reputation for being exceptionally skilled in this capability. Approach him/her to see if you can occasionally speak with them for advice, feedback, or have them describe how what he/she has done in similar circumstances. While this relationship may progress to where the leader works with you as a mentor, coach or sponsor do not ask for a commitment to that type of relationship initially. • Find a role model who you find to be inspiring. Observe what this person says and the way he or she says it. Try and mimic this person when speaking with others.
Exposure
<ul style="list-style-type: none"> • Zagotta, B., & Robinson, D. (2003, March). Working your plan. <i>Executive Excellence</i>, 20(3), 8–9. • Roxburgh, C. (2003). Hidden flaws in strategy. <i>McKinsey Quarterly</i>, 2, 26–40. • Effective Listening Skills (1995) by Dennis Kratz and Abby Robinson Kratz • Glanz, B.A., and Feigenbaum, A.V. (1998). <i>The Creative Communicator: 399 Ways to Make Your Business Communications Meaningful and Inspiring</i>. New York: McGraw-Hill.

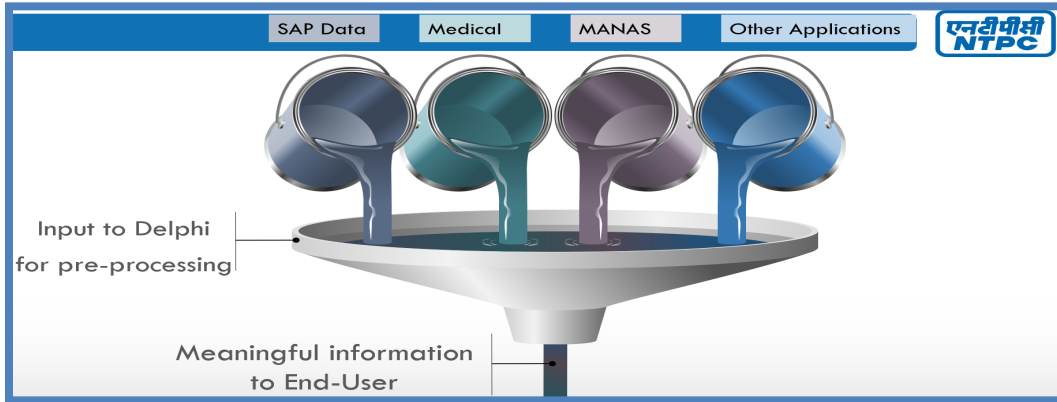
NTPC endeavors to facilitate training, coaching and other exposures for enabling the individual to work on their development plans and improvement. However, the responsibility for working on the developmental needs/plans rests with the concerned individual as part of self-development. NTPC depending on the situation may organize suitable follow-up interventions for review and progress on the areas of development.

The following two systems are key components of NTPC’s overall strategy to find the right person for the right job at the right time:

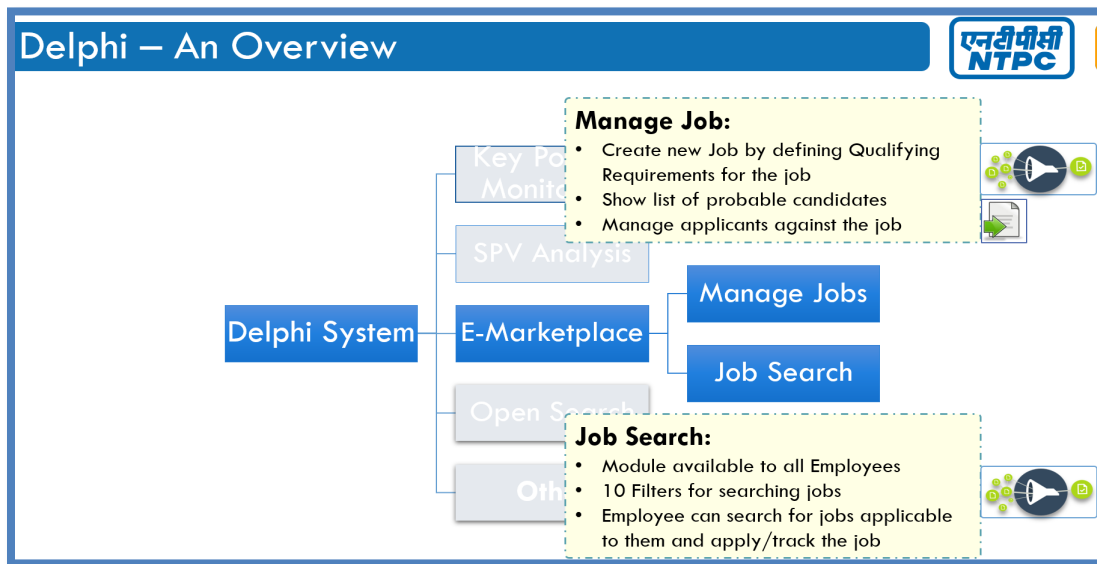
- **DELPHI** – A competency-based manpower planning system which takes inputs from various data sources including the SAP transactional System, Medical Systems, Request Transfer System, Performance Management System and gives an interface to search, filter and take key decisions to shortlist right persons with right capabilities for the open positions. It also has an inbuilt e-marketplace which allows automated match of organizational requirements with the appropriate applicants forming a priority list to take quick and accurate



decisions. The system has become a one-stop shop for all manpower related decisions of the organization.



- **Internal Talent Marketplace:** In order to democratize opportunities in the company, an Internal Talent Marketplace has been launched in NTPC which allows eligible employees to offer their candidature for various open positions at different locations advertised by the organization. This e-marketplace for talent is made available through the roll out of DELPHI - a competency-based manpower planning system as mentioned above.





Measurable Benefits

The procedure for Role Assignment to General Manager and initiatives like Qualifying Requirements (QR) for Leadership Positions have enabled the Talent Identification and Succession planning of executives at senior level positions in the organisation in a transparent and fair manner along with an enhancement in the engagement levels and morale of the employees in senior grades.

The effectiveness of the Interventions is done through the following ways:

MONITORING UNDER THE ENTERPRISE RISK MANAGEMENT STRUCTURE

NTPC has an Enterprise Risk Management Structure as per which identification of Risks and Top Risks is done. Two of the identified risks are:

- Challenges in attracting and retaining skilled and experienced employees.
- Inadequate Succession Planning

The fact that NTPC is a “Most Preferred Workplace” and that Attrition Levels in the company is low, along with the fact that the key leadership positions in the company are being filled in a timely manner by promoting from within the organization, indicates the effectiveness of the initiatives undertaken.



Key leadership positions (like Executive Director and Chief General Manager) within NTPC are being filled by internal candidates while NTPC Executives are increasingly taking up leadership positions at other organizations. In recent years many NTPC Employees have occupied board-level positions not only in NTPC but also in other State and Central Government Public Sector Enterprises in India. This



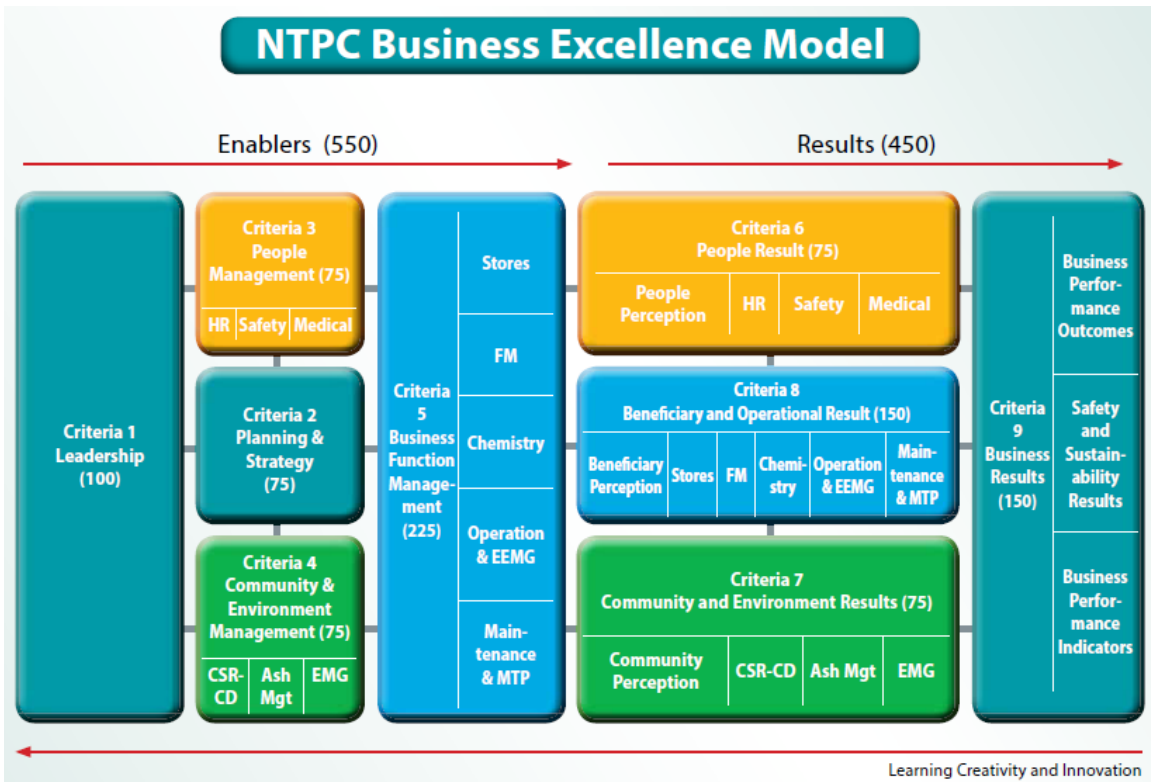
is a testimony of the overall excellence of NTPC’s practices and systems and NTPC has established itself as a Leadership Engine in the true sense.

NTPC Limited has been recognized as being amongst the “**Top Leadership Factories of India**” by the Great Manager Institute for creating leaders at scale. The Top Leadership Factories of India is a compilation that acknowledges companies that have successfully established a culture centered around fostering exceptional leadership abilities on a large scale. This recognition is a testament to the holistic framework in place at NTPC to build a competency based global leadership pipeline at various levels in the company. The Leadership Development System at NTPC aims at developing a continuous stream of leaders for key leadership positions in NTPC along with enabling employees to take initiatives for self-development and preparing themselves to meet organizational challenges.



PERFORMANCE UNDER THE NTPC BUSINESS EXCELLENCE MODEL:

NTPC has developed its own Customized NTPC Business Excellence Model in parlance with EFQM Model and Malcolm Baldrige Model under which all generating stations undergo annual assessments on Nine parameters.



Leadership is one of the important Criteria of this Model and the same further has following sub-criteria and theme:

Sub Criteria

- 1.1 Defines the Vision and steers the culture
- 1.2 Develops, implements and refines Safety, Sustainability, Environmental, Social, Governance and Station Management System
- 1.3 Engages with external stakeholders
- 1.4 Enables Continuous Improvement, Innovation and Creativity

Key Themes

- » Sets direction and creates a sense of urgency for change
- » Champions the cause of sustainable excellence
- » Nurtures & Demonstrates Core values
- » Creates a safe, mistake preventing and exciting work environment
- » Mentors /Coaches future leaders
- » Learning and Self-Development

It can be seen from the following table that the Number of Sites in higher score band are increasing for the **Leadership** Criteria and **Business Results** Criteria which is again a reflection of the effectiveness of the various initiatives undertaken which have contributed to the effectiveness of the leaders selected for key roles in the organization.



Leadership Scores				
Band	Year 2023		Year 2022	
	Criteria 1 - Leadership	Criteria 9 - Business Results	Criteria 1 - Leadership	Criteria 9 - Business Results
31-40	0	0	1	1
41-50	4	4	5	7
51-60	18	15	17	12
61-70	2	5	1	4

This shows that the Executives who are being assigned the Role of General Manager and appointed to Leadership Positions through QRs and the Talent Identification process are bringing positive results for NTPC! It means that the right persons are being identified and placed in the key leadership positions!

ASSESSING THE EFFECTIVENESS THROUGH EMPLOYEE SURVEYS:

In the Assessment carried out by the Great Place To Work Institute, it is observed that the majority of the Senior Managerial Personnel have responded favorably to the following Parameters compared to the previous years:

Parameter	2020	2021	2022
Management does a good job of developing managers for leadership positions	72	81	86
Management does a good job of attracting talent for key positions.	78	76	83
Performance of employees here is fairly evaluated.	68	65	72
Promotions go to those who best deserve them.	56	53	71
There are opportunities here for my career growth.	73	79	85

*The scores in the Table indicate the percentage of survey respondents giving positive feedback to the Statements.


2023-24: Organizational Climate Survey (BODH-7 Survey)-

In the Organizational Climate Survey (known as “BODH Survey) which is conducted through a reputed third-party and was conducted in Nov-Dec 2023, the mean average scores for a total of 24 dimensions saw an increase from 1.79 in



2019 to 2.12 in 2023. The scale for this Survey was from 0 (Not at all True) to 3 (Very Much True).

It is observed that the overall Mean Scores for the Employees in E8 and E9 grade was 2.21 out of 3 and was the highest amongst all cadre of Executives. It is pertinent to mention here that the Additional General Manager (AGMs) in E8 Grade are the feeder population for the Role of General Manager. Together E8 and E9 Grade Employees represent the Leadership Cadre in NTPC and their high overall satisfaction shows that the procedures adopted have resulted into high engagement levels and the effectiveness of the initiatives taken.

Category	Mean
E0-E4	1.99
E5	1.96
E6	1.93
E7	2.07
 E8-E9	2.21

Scale	0 = Not at all true	1 = A little true	2 = A good deal true	3 = Very much true
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Current Grade	E0-E4	E5	E6	E7	E8-E9
Job Satisfaction	2.18	2.16	2.18	2.32	2.43
Organizational Commitment	2.25	2.24	2.26	2.40	2.49
Career Development of Employees	1.78	1.74	1.71	1.88	2.01

Current Grade	E0-E4	E5	E6	E7	E8-E9
Performance Appraisal (Only for Executives)	1.79	1.58	1.50	1.66	1.82
Training and Education	1.93	1.90	1.83	1.96	2.05
Job Content	1.98	1.97	1.99	2.14	2.28

CONTRIBUTING TO FINDING SOLUTIONS FOR ORGANIZATIONAL BUSINESS PROBLEMS:

As mentioned earlier, the Candidates who have cleared the Level-1 of the process are assigned a Special Project Work Topic which is related to the business



problems and organizational imperatives before NTPC. The recommendations given by the Candidates in their Project Report are forwarded to concerned functional groups for implementation based on feasibility.

Business Impact & Learning: Organization level



Insights at individual level on	Insights at group level on	Action learning Projects (ALP)
<ul style="list-style-type: none"> • competency profiles • aspirations, traits • drivers and motivators • learning styles • useful for placements, rewards, leadership development and succession planning. 	<ul style="list-style-type: none"> • competency profiles, • psychometric profiles • learning styles • helpful in designing L&D interventions. 	<ul style="list-style-type: none"> • ALP forwarded to concerned departments for implementation

Availability of talent pool based on performance and potential in a 9 box talent grid

Business Impact & Learning: Individual level



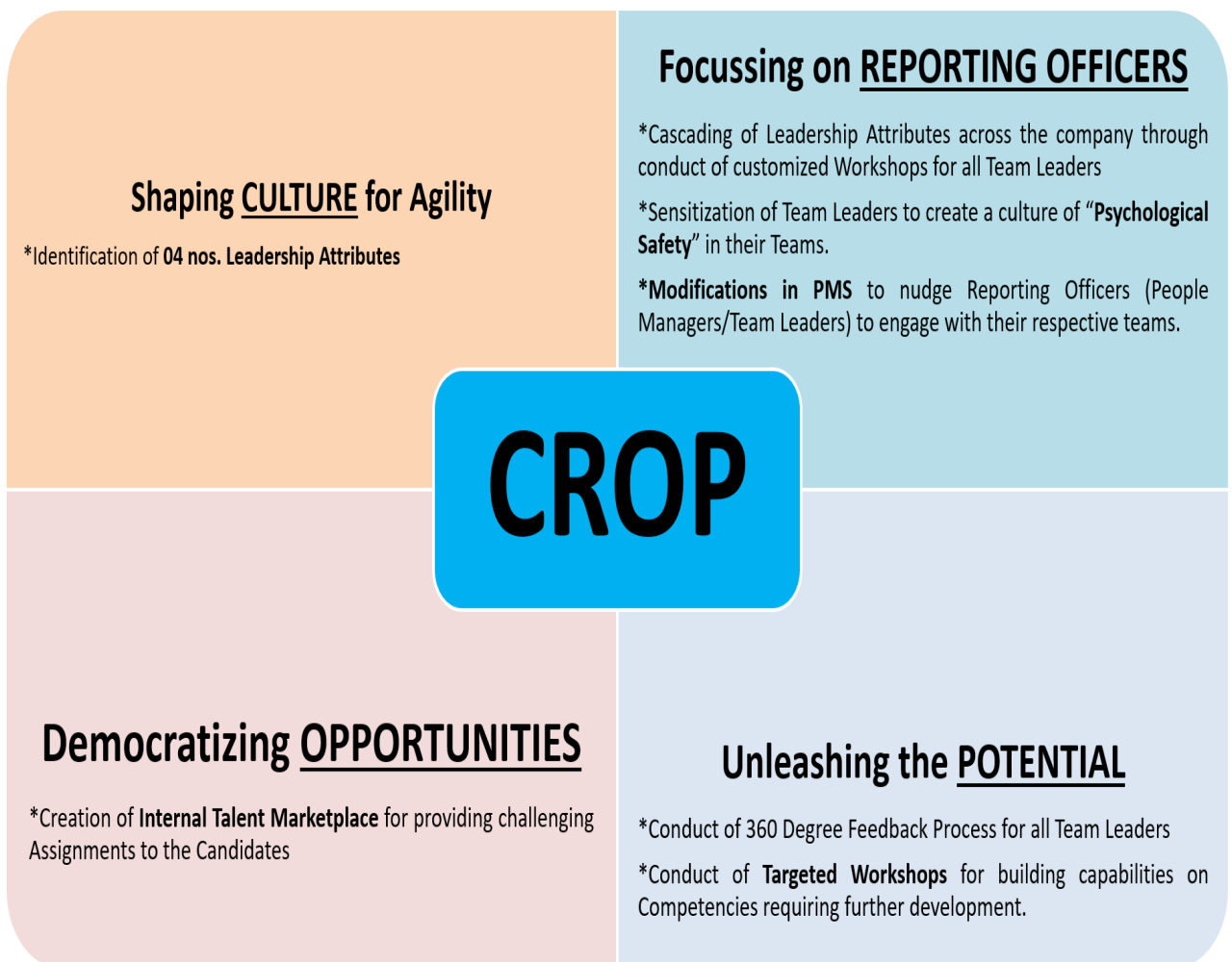
<p>The Assessment Centers gave the concerned executives</p> <ul style="list-style-type: none"> • Valuable insights into their areas of strength and improvement, their personality traits and their learning styles • Helped them build an Individual Development Plan based on the “EEE model” i.e., Experience, Exposure and Education. 	<p>The 360 degree feedback also gave the executives</p> <ul style="list-style-type: none"> • Developmental feedback regarding how people perceive them and uncovered few of their blind areas • Increased self-awareness. 	<p>The Action Learning projects</p> <ul style="list-style-type: none"> • increased their exposure and experience • groomed them for future leadership roles. 	<p>Continuous grooming during and after the process</p> <ul style="list-style-type: none"> • Trainings at various renowned institutions like Indian Institute of Management on intended knowledge , skills
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Overall

The Candidates who appear in the Process of Role Assignment to General Manager represent a key segment of NTPC’s workforce. With over 25 years of experience, these Candidates are invariably leading Teams. As such, it is imperative that the organization has targeted interventions in place to enhance their effectiveness as not only as dynamic business leaders but also as inspiring Team Leaders. This would also ensure that the feeder population/bench strength for the key Leadership Position of General Manager is strong.

Towards this end, NTPC has put in place a **CROP** Strategy to nurture a strong capable CROP of Leaders in NTPC. The details of this CROP Strategy are given below:



Shaping CULTURE for Agility:



NTPC undertook a Corporate Restructuring process in association with M/s McKinsey & Company, involving an organization-wide survey on culture, conduct of several focused group discussions with various Employee Groups and bespoke interactions with the HR Team, after which **04 nos. Leadership Attributes** (mentioned below) were outlined to instill agility.



Ownership

Take decisions and own the problem (vs passing on the problem)



Speed

Actively accelerate pace of decision-making and are biased to action



Empowerment/risk taking

Encourage your team/others to initiate bold ideas without them being told first



Growth

Coach your team/others to support their continued growth and career trajectory

Subsequently, a Framework for **Gold Standards and Unacceptable Standards** for the Leadership Attributes was developed and communicated in December 2022.

An Action Plan has been made for “**Strengthening of NTPC’s Performance Culture**” and strengthening of the four Leadership Attributes and the actualization of the same shall also be a contributing factor towards the strengthening of the leadership capability in the company. Snapshot of the same Action Plan is shared below.

✔ Impact area of initiative

	Leadership attributes	Weekly planner-outcome focus	360 feedback	Development & motivation	Data foundation
Goal setting		✔		✔	
Performance appraisal	✔	✔	✔		
Ongoing development	✔	✔	✔	✔	
Incentive and consequence management				✔	
Technology & Analytics as enablers		✔	✔	✔	✔

Focusing on REPORTING OFFICERS:



NTPC has focused in a big way on the Reporting Officers/ People Managers/Team Leaders as they are the crucial link to translating great people practices to positive employee experience.

Customized Workshops suitably sub-titled as ‘Leadership Attributes for a Disruptive World – Navigating Change and Complexity in the Business Environment’ have been conducted across the company in association with the Society of Human Resource Management (SHRM) India for cascading the identified Leadership Attributes across the organization. Considering the growth plans of NTPC across various geographies and verticals, the focus of these workshops was to develop new mindsets and thinking amongst the participants.

We don’t have the luxury of responding with the ‘usual’ ways of thinking



SE

Such Workshops were also utilized to sensitize Reporting Officers and Team Leaders across the company about their important role in creating a culture of performance, fairness and psychological safety in NTPC along with equipping them with skills to conduct comprehensive Performance and Career dialogues and build trust at the workplace.

The Reporting Officers have been sensitized to adopt a developmental focus and facilitate their subordinates/team members in their growth and their journey towards Self-Actualization.

Further, in order to nudge the Reporting Officers to utilize the System of Continuous Assessment of Performance through Weekly Planners for engaging better with their Teams, the PMS forms of ROs (up to AGM) now indicate the number of months for which concerned Reporting Officer has completed monthly assessment/rating for his/her subordinates as applicable (for review by their reporting hierarchy).



Democratizing OPPORTUNITIES:

NTPC has an Internal Talent Marketplace which promotes opportunities and mobility in the organization by allowing eligible executives to offer their candidature for particular positions at different locations advertised by the organization. At the heart of this is the competency-based Manpower Planning System - **DELPHI** - which has an inbuilt e-marketplace which allows automated match of organizational requirements with the appropriate applicants forming a priority list to take quick and accurate decisions.

The Internal Talent Market Place provides an opportunity for the Candidates to find challenging assignments which would not only enable their career growth but also provide them with a holistic exposure.

An example of the notification through the Internal Talent Marketplace for selection to Leadership Positions is given below:

Vacancy Notification – Head of Project

One of the most critical leadership positions in NTPC which plays a key role in the realization of NTPC’s sustainable performance and growth is the role of the Head of Project which calls for a different set of competencies and managerial acumen. The position requires Executives capable of thriving amidst the complexity that comes with new growth opportunities and being role models in the creation and sustenance of a culture of safety, performance, and mobility. The role requires the incumbent to display functional and business competencies along with boundary management and people management skills.

In this regard, Applications are invited from Executives of GM level and above who are willing to undertake higher responsibility as Head of the Project and willing to relocate to any project/station of NTPC/JV/Subsidiary along with family.

Qualifying Requirements: The Qualifying Requirements (QR) are given below:

Level	GM & Above
Age	58 years or below on the date of notification of vacancy
Working Experience	<ul style="list-style-type: none"> • Exposure of Project / Station for 15 years at minimum 02 locations • Exposure in 02 separate Regions is desirable • Executives with longer stay at Sites shall be given preference

The willing Executives after selection shall be assigned the role of Head of Project and placed as per the Company’s requirements. Further, they shall be groomed to realize their full potential by being part of a leadership journey and undergoing various specialized interventions/training and coaching to further enhance and develop their competencies.

How to Apply: Eligible interested candidates may apply in **DELPHI** for the position of "Head of Project" for various projects/stations.

Unleashing the POTENTIAL:

Conduct of 360 Degree Feedback: The competitive forces coupled with disruptive technologies are shaping the change in business scenario at an accelerated rate. NTPC, as a leading power major in the country, is also witnessing



unprecedented challenges posed by this changing business paradigm, which warrants building capability of our people to lead effectively. Considering the increasing recognition of the role of People Managers /Team Leaders in building the organizational capacity to survive and grow in such a scenario and align their teams to the organizational culture and goals, the process of 360 Degree Feedback for all Team Leaders in the organization was conducted so as to provide crucial inputs to such executives, and facilitate them in their journey of developing as effective Leaders who embody the Core Values of the company in everything they do.

This process of 360 Degree Feedback promotes a culture of open and honest feedback. It comprises seeking feedback for a Participant (on how well the Participant demonstrates the Core Values and Leadership Attributes of NTPC from a cross section of sources through an Online System). This process is designed to help individuals gather confidential and anonymous feedback from those who work closely with them as well as providing the participants with feedback into their own behavioral preferences.

NTPC has rolled out the intervention in association with an external agency (M/s Thomas Assessments Pvt Ltd) who, at the end of the process, analyzed the feedback obtained for providing development inputs to the concerned participants.

Conduct of targeted Competency Development Workshops: NTPC conducts various Assessments (ADCs, Online Competency i.e. CPV Assessments, 360 Degree Feedback, etc.) for its employees. In order to further leverage upon the findings of the CPV Assessments, Targeted Competency Development Programs on identified Competencies are conducted in association with reputed Vendors covering Executives who are identified as needing development on those competencies.

Further, NTPC is exploring the deployment of technology to track the progress of Individual Development Plans (IDPs) made by the concerned Candidates on the basis of their participation in various Assessment exercises (ADCs, Online Competency Assessment, 360 Degree Feedback, etc.)



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