



## **STRATEGIC MENTORING**

### **Project Margdarshan (Ultratech -Aditya Birla Group)**

Margdarshan Project is an intervention initiated by UltraTech Cement of Aditya Birla Group to facilitate 'Technical Mentoring' concept in a structured manner for their Field Level Engineers. Mentoring is an intrinsic part of the supervisor and subordinate relationship within every organization. Modern organizations, however, are creating additional mentoring support outside this relationship. At UltraTech, attempt is to institutionalize a mentoring culture within the organization, supported and nurtured by the immediate supervisor of the mentee and an internal trained mentor who stands beyond the periphery of this relationship. Therefore, in UltraTech Mentoring Program, every mentee is assisted by a mentor nominated for him by the Corporate and Unit HR, who may or may not be from his line of function.

With the objective to accelerate technical learning and enhance the learning curve for skill up-gradation, development of professional relationships, creating a culture of continuous learning and development, gaining better perspective of the culture and values of the organization/individual, and employee retention and engagement, this serves as a good HR strategy. The project helps in development of Senior Officers as Dronas in order to transfer their technical skills and knowledge to the junior officers (FLE's) as Arjuns.

BIMTECH draws immense pride in being associated with Aditya Birla Group on this "Project Margdarshan". It was conceived as a Pilot project with Aditya Cements, Chittorgarh, Rajasthan for a period of six months. This was conceptualized in the month of April, 2013 and was completed in the month of February 2014. From BIMTECH an expert team, consisting of two faculty- Dr. Nitika Sharma and Prof. K.K.Sinha, facilitated the entire project. After the successful implementation of the project, it has been initiated in 11 more cement units of UltraTech namely- Vikram Cement Works, Rajshree Cement, Kotputli Cement, Rawan Cement, Jafrabad, Gujarat Cement Works, Reddipalayam Cement Works, Awarpur Cement, APCW and Hirni Cement Works. For some additional load coming, BIMTECH has deployed a second team to deliver / train comprising of Dr. Manosi Chaudhuri and Dr. Rakesh Mehta.

Margdarshan intervention is based on a model, which works on the framework of Knowledge creation as well as knowledge dissemination, that requires various structural initiatives, along with the understanding of people dynamics. BIMTECH team along with



the UltraTech Cement Core Team went through various process iterations to reach successfully to the objective of adding value in the unit through this process.

The entire project not only emphasizes on the development of technical skills and knowhow among the Engineers but also to the building of a culture of learning organization.

The Team BIMTECH supported the UltraTech Cement division in drafting and creating the Margdarshan Policy, SOPs (Standard Operating Procedures), Handbook, Institutional Structure, clarifying Roles and Responsibilities, Rewards and Recognitions Scheme, support in development of Knowledge Management Scheme and portal, Reporting systems, and various Review Systems including delivering Mid Term Reviews as well as Final Assessment, Communication Process, a robust Sustainability system and continuously monitoring as a part of their Steering Committee, as it moves for 6 months.

Many workshops are conducted to sensitize, build and facilitate identified Dronas and Arjuns for every unit into the Margdarshan process. Every step brings new learning and a new insight along with the challenges.

The entire Margdarshan is accepted and recognized as a structured and effective learning process, where knowledge, skills and experiences of the Dronas (Area Experts) with the valuable inputs from Subject Matter Experts, are easily captured by the Field Level Engineers (Arjuns). It is observed and assessed that there is improvement in not only Technical skills, but it also leads to the development of conceptual and cognitive skills- ultimately leading to improvement in problem solving, critical analysis, networking ability, peer-peer & peer to superior communication skills and spirit of team working in the unit.

It was targeted to roll out Project Margdarshan in all the 12 Cement Plants by this March end. It has already engaged more than 700 Arjuns (Field level Engineers) and has completed delivering more than 5000 learning hours in the Plants. The total estimated value of the Project Margdarshan will be approximately Rs. 1 Crore. BIMTECH is very grateful to Ultratech (Aditya Birla Group) for being associated on this wonderful opportunity of furthering Learning and Development.