

# TBEM ASSESSMENTS

**T**he annual Tata Business Excellence Model (TBEM) Assessments are an integral part of organisational management practices in the Tata group, and have been quietly assisting the leadership team in strengthening the strategic and operational capabilities of Tata companies since the last two decades. The fundamental purpose of the TBEM Assessments is to trigger meaningful change through an introspective exercise that engages a vast section of group executives.

The TBEM criteria, which is based on the Malcolm Baldrige criteria, is at the heart of the TBEM Assessment process. The intellectually challenging questions in the TBEM criteria have been continually stimulating responses from Tata organisations, which contribute to their competitive success at the market place. The TBEM criteria have also been changing continuously in response to the changing business environment, thereby assisting companies to keep pace with change.

The inclusive nature of the model, with its multi-stakeholder focus, has been inspiring companies to move up the tough path to excellence. While there are recognitions to aspire for during the journey including the coveted JRDQV trophy, the primary driver has always been to demonstrate progress despite challenging business circumstances.

Another significant deliverable of the Assessment process is identification and spreading of best practices. The power of multiplication and cross-pollination brings with it the prospect of reaping disproportionate benefits by limiting the need for reinvention and duplication.

In a nutshell, the Assessment process uses expertise within the Tata group, which is specially trained for carrying out such diagnostics to get a report on the health of a company.

## **Benefits:**

The TBEM Assessment process seeks to provide an outside-in report on the progress an organisation is making in its business excellence journey, as it imbibes the principles of TBEM. While doing so, it also serves several significant longer term purposes at various levels of the Tata group.

## **For a Tata organisation:**

Offers an opportunity for the employees to represent the company's beliefs, goals, approaches, processes, systems and results with confidence and conviction. It helps the company in creating a platform for actively reflecting on its current business processes, and trigger constructive changes to achieve next level results. It complements the efforts to create a positive environment that inspires the employees to meaningfully engage with customers and partners.

## **For the Tata group:**

Helps build a repository of best practices and behaviours with a huge prospect of multiplication through replication and horizontal deployment. Connects people from different parts of the Tata group, thereby strengthening the tenets of cultural and emotional integration. Helps identify, populate and strengthen the talent pipe line to feed into the future capability needs of the group.

## **For the individual participants:**

Helps sharpen business acumen and thereby their managerial competencies.

Assists in building personal networks and rapport across functional and cross-functional communities, which can improve the quality of synergy in the group.

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To know more about how TBEM Assessments can help your company, contact Nagu at [mragabhushan@tata.com](mailto:mragabhushan@tata.com) or +91-9822325978 and Cricelle Mendonca at [cmendonca@tata.com](mailto:cmendonca@tata.com) or +91-9820788707.

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