

Leadership for India Inc: Practical Concepts and Constructs
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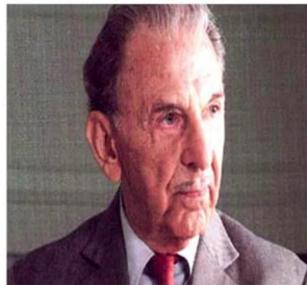
Week - 12
Legendary Leadership
Lecture - 60
J R D Tata Conglomerate Leadership Beyond Compare

Hi Friends, welcome to the NPTEL course Leadership for India Inc: Practical Concepts and Constructs. We are in week 12 discussing Legendary Leadership. In this lecture, we will focus on J R D Tata bringing out his model of Conglomerate Leadership which is Beyond Compare.

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J R D Tata: India's Pioneering Industrialist and Philanthropist

J R D Tata, considered the legendary patriarch of Tata Group, was a true leader of leaders, and a great entrepreneur. J R D Tata had 14 enterprises under Tata Sons when he started his tenure at the helm in 1938 at 34 years of age. Half a century later, he expanded it to a highly respected conglomerate of 95 enterprises, operating in every industry.



J R D Tata (29 July 1904 – 29 November 1993) Chairman of Tata Group

J R D Tata, the foremost industrialist and philanthropist of India, will be always remembered for his multi-decade leadership of Tata Group. He placed India on the aviation map of the world and played a major part in the development of Tata Group, synchronizing with the growth of India as an industrial power. He had a positive zest for life and compassionate concern for people.

JRD's passing away in 1993, which received press coverage worth a prime minister, shows his contribution to the development of India and to the image of India on an international level.



J R D Tata considered the legendary patriarch of Tata Group was a true leader of leaders he was a great entrepreneur. J R D Tata had 14 enterprises under Tata sons, when he started his tenure at the helm in 1938 at a young age of 34 years. Half a century later he expanded it into a highly respected conglomerate of 95 enterprises operating in every industry. J R D Tata the foremost industrialist and philanthropist of India will be always remembered for his multi decade leadership of Tata group.

He placed India on the aviation map of the world and played a major part in the development of Tata group. Synchronizing with the growth of India as an industrial

power, he had a positive zest for life and a compassionate concern for people. J R D is passing away in 1993 which received press coverage worth a prime minister, shows his contribution to the development of India and to the image of India on an international level.

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The Amazing Growth of Tata Group

The Graphic demonstrates the amazing growth of Tata Group over 150 years, under multi-generational leadership.

Only a few highlights could be stated here

Jamsetji Tata Era	Sir Dorab Tata Era	J R D Tata Era	Ratan Tata Era
<p>The Tata Group was founded as a private trading firm in 1868 by entrepreneur and philanthropist Jamsetji Nusserwanji Tata. In 1902 the group incorporated the Indian Hotels Company to commission the Taj Mahal Palace & Tower, the first luxury hotel in India, which opened the following year.</p>	<p>After Jamsetji's death in 1904, his son Sir Dorab Tata took over as chair of the Tata Group. Under Dorab's leadership the group quickly diversified, venturing into a vast array of new industries, including steel (1907), electricity (1910), education (1911), consumer goods (1917), and aviation (1932). Following Dorab's death in 1932, Sir Nowroji Saklatwala became the group's chair. In 1925, Jahangir Ratanji Dadabhoi Tata (J R D Tata) joined Tata Sons as an apprentice.</p>	<p>In 1938, J R D Tata was elected to the position of Chairman. His continued expansion of the group into new sectors—such as chemicals (1939), technology (1945), cosmetics (1953), wider marketing, engineering, and manufacturing (1954), tea (1962), and software services (1968)—earned Tata Group international recognition. In 1945 Tata Group established Tata Engineering and Locomotive Company (TELCO) to manufacture engineering and locomotive products. Telco began manufacturing trucks in 1954.</p>	<p>In 1991 J R D's nephew, Ratan Tata succeeded JRD as chairman of the Tata Group. Upon assuming leadership of the conglomerate, Ratan aggressively sought to expand it. He increasingly focused on globalizing the group businesses. In 2000 the group acquired London-based Tetley Tea, and in 2004 it purchased the truck-manufacturing operations of South Korea's Daewoo Motors. In 2001, Tata Group partnered with American International Group, Inc. (AIG) to create the insurance company Tata-AIG. The Group acquired European steel major Corus in 2006, and famed global automobile marque Jaguar Land Rover in 2008.</p>

Source: <https://www.britannica.com/topic/Tata-Group>

While all the legendary Tatas made unique contributions to the evolution of Tata Group, J R D Tata's five-decade tenure at the helm truly laid extremely robust foundations for the first truly global conglomerate group from India.








Let us consider the amazing growth of Tata group, this growth spanning over 150 years under multi generation leadership can be considered in 4 phases; obviously, only a few highlights could be stated here. The first was the Jamsetji Tata era; the Tata Group was founded as a private trading firm in 1868 by entrepreneur and philanthropist Jamsetji Nusserwanji Tata.

In 1902 the group incorporated the Indian hotels company to commission the Tajmahal Palace and Tower. The first luxury hotel in India which opened in the following year, after Jamsetji's death in 1904 his son Sir Dorab Tata took over as chair of the Tata group. Under Dorab's leadership the group quickly diversified venturing into a vast array of new industries, including steel 1907, electricity 1910, education 1911, consumer goods 1917 and aviation 1932.

Following Dorab's death in 1932 Sir Nowroji Saklatwala became the group's chair. In 1925 Jahangir Ratanji Dadabhoi Tata called J R D Tata by as affectionately, joined Tata sons as an apprentice. In 1938 the J R D Tata era started, in that year J R D Tata was elected to the position of Chairman of Tata sons.

His continued expansion of the group into new sectors such as chemicals 1939, technology 1945, cosmetics 1952, wider marketing engineering and manufacturing 1954, tea 1962 and software services 1968. Earned Tata Group international recognition in 1945 Tata Group established Tata engineering and locomotive company, to manufacture engineering and locomotive products.

TELCO began manufacturing trucks in 1954, the Ratan Tata era started in 1991 in that year J R D's nephew, Ratan Tata succeeded J R D as chairman of the Tata group. Upon assuming the leadership of the conglomerate Ratan Tata aggressively sought to expand it, he increasingly focused on globalizing the group businesses.

In 2000 the group acquired London based Tetley tea and in 2004, it purchased the truck manufacturing operations of South Korea's Daewoo motors in 2001 Tata Group partnered with American International Group Inc AIG to create the insurance company Tata AIG.

The group acquired European steel major Corus into 2006 and famed global automobile marque Jaguar Land Rover in 2008 some of these aspects, we considered in earlier lectures as well. More information on these can be found in the reference I have cited while all the legendary Tata's made unique contributions to the evolution of Tata Group J R D Tata's five-decade tenure at the helm truly laid extremely robust foundation. For the first truly global conglomerate group from India

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J R D Tata (29 July 1904 – 29 November 1993)

Although born into an aristocratic family and educated in several countries abroad, J R D Tata developed a strong bond with India, and became a highly nationalistic entrepreneur and industrialist.

- Born to Ratanji Dadabhai Tata and his French wife Sooni, J R D Tata spent most of his childhood in France.
- His education was disrupted periodically – he was schooled in Paris, India and Japan. Language was one of the major problems that he faced due to his heritage and upbringing.

- After the passing of his mother, J R D Tata was sent to Crammer in England to prior to his admission in Cambridge.
- His plan to join Cambridge never materialized as the French passed a law of conscription that made him to serve the military compulsorily.

- J R D Tata always regretted of not having a university degree and specializing in a particular field. This regret made him to try harder and be determined in whatever he did.
- It is evident from his life history that he excelled in many fields even without a formal education.

It was the dream of Jamsetji Tata that India should erect a steel plant, a hydro-electric network and a university of science. It was his family and other loyal colleagues who made his dream come true. J R D Tata played the most significant part in that. As an industrialist, JRD believed in taking care of workers and serving as trustee for public wealth. J R D Tata wanted India to be a happy country and did all that he could to make it happen.



Jamsetji Tata established Tata and sons in 1887, and took Dorab, his eldest son and a young cousin Ratanji Dadabhai (RD) in the journey. The mantle fell on J R D Tata as the son of Ratanji to take the dream forward.



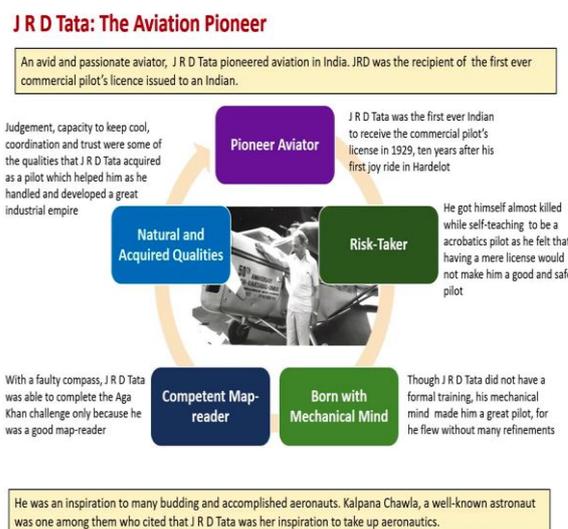
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J R D Tata was verily the aviation pioneer for India. He was the first ever Indian to receive the commercial pilots license in 1929 10 years after his first joy ride in Hardelot. He was a risk taker he got himself into deep difficulty while self teaching to be an acrobatics pilot, as he felt that having a mere license would not make him a good and safe pilot. He was born with a mechanical mind though J R D Tata did not have formal training; his mechanical mind made him a great pilot for he knew without many refinements.

He was also a very competent map reader, with a faulty compass J R D Tata was able to complete the Aga Khan challenge only, because he was a good map reader.

And, he had several natural and acquired qualities, judgment, capacity to keep cool, coordination and trust were some of the qualities that J R D acquired as a pilot which helped him as he handled and developed a great industrial empire. He was an inspiration to many budding and accomplished aeronauts. Kalpana Chawla a well known astronaut was one among them who cited that J R D Tata was her inspiration to take up aeronautics.

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J R D Tata: Vision with Execution

Great business leaders need to walk the fine line between capitalizing on the opportunities that are ripe for the present context and planning for a possible future state and J R D Tata excelled in that.

Vision	Achievement
Even though the aviation industry was not making much profit initially, J R D Tata had a vision of a bright and expanding future for the same	The key for J R D was to prove to the skeptical British Government that an Indian firm could run air services, which he did and received the mail carriage business from the British Government
J R D Tata envisioned to launch Tata Airlines to the West where the real air traffic existed	Air India International was formally incorporated on 8 March 1948 and its first service from Bombay to London was inaugurated on 8 June, the same year
J R D Tata had great dreams of developing India's economy by making it grow rapidly into an industrial power and creating millions of jobs every year for its people	Tata Group ventured into chemicals, automobiles, tea, information technology and watches, and many more industries under the leadership and guidance of J R D Tata

In almost 52 years under the chairmanship of J R D Tata, Tata Group expanded its footprint across highly diversified and technology-intensive businesses.



J R D Tata was a person who had vision that was backed by execution. Great business leaders need to walk the fine line between capitalizing on the opportunities that are ripe for the present context and planning for a possible future state and J R D Tata excelled in that. There was a vision and there was also an achievement. Even though the aviation

industry was not making much profit initially, J R D Tata had a vision of a bright and expanding future for the same. The key for J R D was to prove to the skeptical British government that an Indian firm could run air services, which he did and received the mail carriage business from the British government.

J R D Tata's vision was to launch Tata airlines to the west, where the real air traffic existed. Air India international was formally incorporated on 8th March 1948 and its first service from Bombay to London was inaugurated on 8th June the same year. J R D Tata had great dreams of developing India's economy by making it grow rapidly into an industrial power and creating millions of jobs every year for its people.

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J R D Tata: Economic and Social Vision



The life of J R D Tata is notable not only for exceptionally growing the Tata business and industrial empire but also for nurturing and establishing multiple institutions in the academic, social, healthcare and cultural fields.

Under J R D Tata's chairmanship, the assets of the Tata Group grew from USD 100 million to over USD 5 billion. He started with 14 enterprises under his leadership in 1938 and half a century later on 26 July 1988, when he left, Tata Sons was a conglomerate of 95 enterprises which the Group either started or in which the Group had controlling interest.

JRD was the trustee of the Sir Dorabji Tata Trust from its inception in 1932 for over half a century. Under his guidance, the Trust established Asia's first cancer hospital, the Tata Memorial Centre for Cancer, Research and Treatment, in Bombay in 1941. He also founded the Tata Institute of Social Sciences in 1936, the Tata Institute of Fundamental Research in 1945, and the National Centre for Performing Arts in 1969.



J R D Tata was held in the highest respect by the Indian industry, society and the Government. He received the Indian Government's second highest civilian award Padma Vibhushan in 1955. He also received India's highest civilian honour, Bharat Ratna in 1992. He received several national and international awards and recognitions.

He had academic and social vision. The life of J R D Tata is notable not only for exceptionally growing the Tata business and industrial empire, but, also over nurturing and establishing multiple institutions in the academic, social, health care and cultural fields. Under J R D Tata's chairmanship, the assets of the Tata Group grew from USD 100 million to over USD 5 billion.

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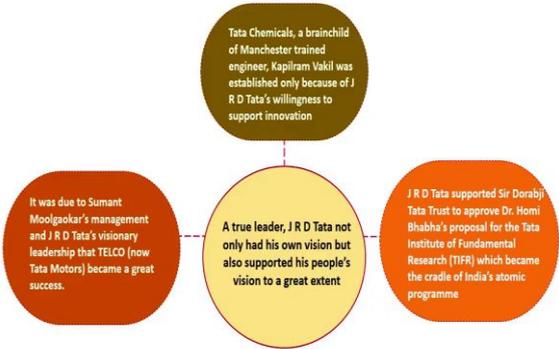
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Industrialization with Vision

The Economic Times dated 27 December 1990, listed the top companies of India, asset-wise on which Tata Steel ranked No.1, TELCO No.4 and Tata Chemicals No.10. Such accomplishments came about as JRD believed in partnering with highly capable leaders and nurturing them to high performance. Three examples are cited here.



The diagram consists of a central yellow circle with the text "A true leader, J R D Tata not only had his own vision but also supported his people's vision to a great extent". Three lines radiate from this central circle to three surrounding circles: a top brown circle, a left orange circle, and a right orange circle. Each of these three circles contains a specific example of JRD Tata's support for innovation and leadership.

- Top Circle (Brown):** Tata Chemicals, a brainchild of Manchester-trained engineer, Kapilram Vakil was established only because of J R D Tata's willingness to support innovation.
- Left Circle (Orange):** It was due to Sumant Moolgaokar's management and J R D Tata's visionary leadership that TELCO (now Tata Motors) became a great success.
- Right Circle (Orange):** J R D Tata supported Sir Dorabji Tata Trust to approve Dr. Homi Bhabha's proposal for the Tata Institute of Fundamental Research (TIFR) which became the cradle of India's atomic programme.

JRD believed in learning and development of his employees passionately. Amongst various in-house management centres and external development institutions, Tata Management Training Centre was consistently ranked high.

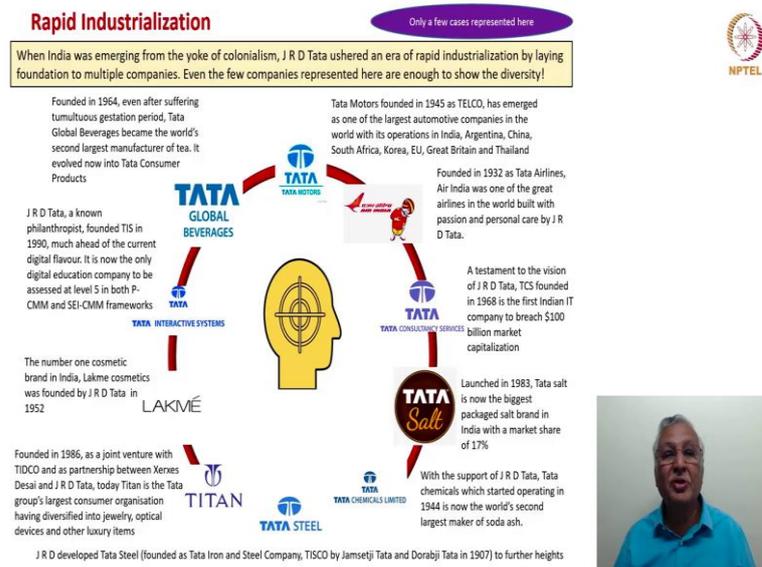


J R D Tata's industrialization had foresight and vision. The economic times dated 27 December 1990 listed the top companies of India, asset wise on which Tata Steel ranked number 1, TELCO number 4 and Tata chemicals number 10. Such accomplishments came about as J R D believed in partnering with highly capable leaders and nurturing them to high performance.

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There are several other examples as well, he partnered with FC Kohli to establish Tata consultancy services and create the icon of software industrialization in India. A true leader J R D Tata not only had his own vision, but also supported his peoples vision to a great extent. J R D believed in learning and development of his employees passionately amongst various in house management centre's and external development institutions. Tata management training centre was consistently ranked high.

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I could only represent a few cases here, but Tata Group being what it is; it is indeed difficult to capture all the companies all the enterprises in one lecture. When India was emerging from the yoke of colonialism J R D Tata ushered an era of rapid industrialization, by laying foundation to multiple companies even the few companies represented here are enough to show the diversity which he conceptualized.

Tata motors as I said was founded in 1945 as TELCO and it emerged as one of the largest automotive companies in the world with its operations, in several countries or the world apart from India. Air India founded in 1932 as Tata airlines was one of the greatest airlines at that point of time in the world built with passion and personal care by J R D Tata. Tata consultancy services was a testament to the vision of J R D Tata. TCS founded in 1968 is the first Indian company to breach 100-billion-dollar market capitalization.

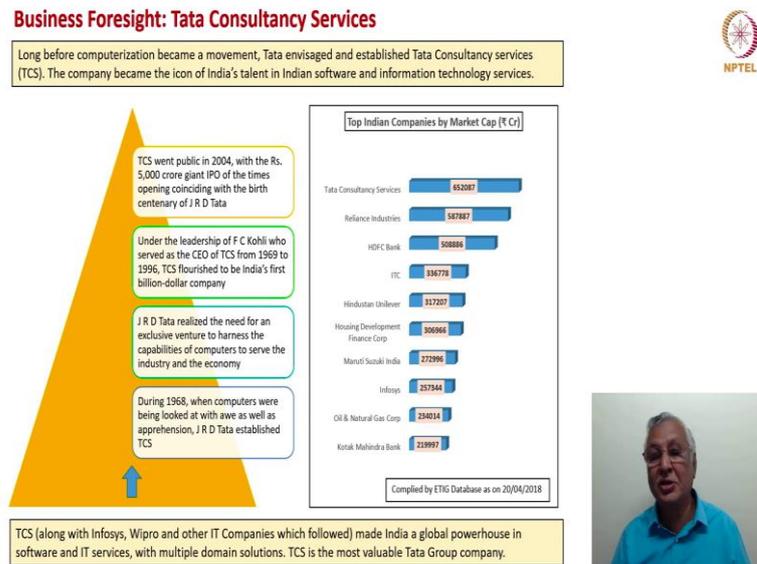
Tata salt launched in 1983 has become the biggest packaged salt brand in India with a market share of 17 percent. Tata chemicals limited with the support of J R D Tata the company which faced several hurdles began operating in 1944 and is now the world's second largest maker of soda ash and is now set to enter into exotic fields such as electric batteries.

Tata steel the flagship of Tata Group was developed by him Tata Steel of course, was founded by TISCO by Jamsetji Tata and Dorabji Tata in 1907; however, J R D took Tata Steel to great heights. Titan is another shining example of his partnership with great leaders founded in 1986 as a joint venture with TIDCO and as partnership between Xerxes Desai and J R D Tata.

Today Titan is the Tata groups largest consumer organization having diversified into jewelry, optical devices and other luxury items. Lakme is the number 1 cosmetic brand in India again was founded by J R D Tata in 1952. J R D Tata founded, TIS in 1990 much ahead of the current digital flavour. It is now the only digital education company to be assessed at level 5 in both PCMM and SCI CMM frameworks.

Tata global beverages was founded in 1964, even after suffering a tumultuous gestation period the company became the world's second largest manufacturer of tea, it has now evolved into Tata consumer products taking into fold some of the consumer products of Tata chemicals. The small dipstick into what happened at Tata Group during the five-decade tenure of J R D Tata, is indicative of his enterprise, his entrepreneurship and his ability to manage a conglomerate to great heights.

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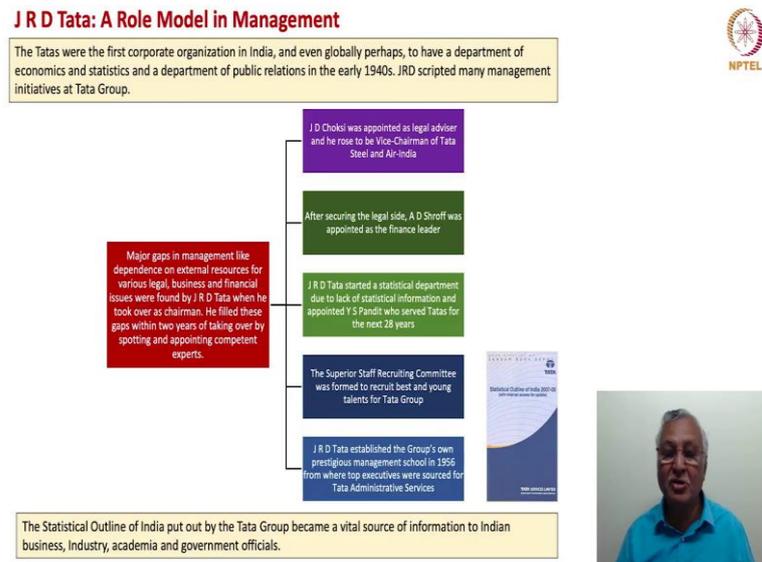


Let us look at Tata consultancy services as a shining example of J R D Tata's business foresight. Long before computerization became a movement, Tata envisaged and established TCS. The company became the icon of India's talent in Indian software and information technology services.

TCS along with Infosys, Wipro and other companies which followed made India a global powerhouse in IT industry, with multiple domain solutions. During 1968 when computers were being looked at with as well as apprehension J R D Tata established TCS. He realized the need for an exclusive venture to harness the capabilities of computers to serve the industry and the economy.

Under the leadership of F C Kohli who served as the CEO of TCS from 1969 to 1996 TCS flourished to become India's first billion-dollar company, and also keep maintaining that growth momentum. TCS went public in 2004 with the rupees 5000 crore giant IPO of the times opening coincidentally with the birth centenary of J R D Tata. The database as of 20/04/2018 illustrated how Tata Consultancy services grew to become, the most valuable company for the Tata Group and also within the industry.

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J R D Tata was certainly a role model in management. The Tata's were the first corporate organization in India, and even globally perhaps to have a department of economics and statistics and a department of public relations in the early 1940s itself. J R D scripted many management initiatives at Tata Group.

When he took over he found major gaps in management like dependence on external resources, for various legal, business and financial issues. He filled these gaps within 2 years of his taking over by spotting and appointing competent experts.

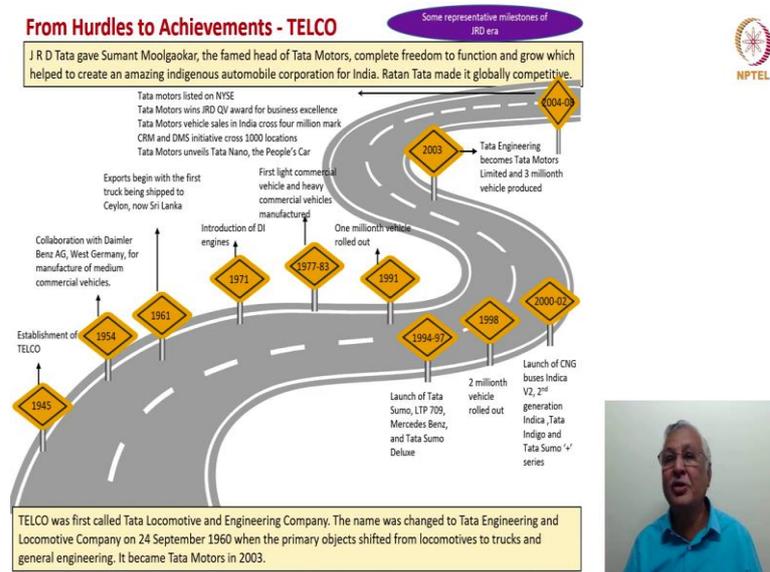
Several of them continued to be great leaders in the Tata Group. J D Choksi was appointed as legal advisor and, he rose to be vice chairmen of Tata Steel and Air India. After securing the legal side A D Shroff was appointed as the finance leader. J R D Tata started a statistical department due to lack of statistical information and appointed Y S Pandit who served Tata's for the next 28 years.

The superior staff recruiting committee was formed to recruit the best and young talents for Tata Group. J R D Tata established the groups own prestigious management school in 1956 from where top executives were sourced for Tata Administrative Services.

The statistical outline of India put out by the Tata Group became a vital source of information to Indian business, industry, academia and to government officials. As a

corporate planner myself I was extensively relying on the Tata's statistical outline of India to guide my thinking on the macroeconomic environment.

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J R D Tata was notable for taking his companies from hurdles to achievements; some representative milestones of J R D era with reference to TELCO are presented here. J R D Tata gave Sumant Moolgaokar the famed head of Tata motors complete freedom to function and grow, which have to create an amazing indigenous automobile corporation for India, Ratan Tata made it globally competitive.

In 1945 Telco was established, in 1954, it began collaborating with Daimler Benz West Germany for manufacture of medium commercial vehicles.

First exports were made in 1961, direct ignition engines were introduced in 1971 between 1977 and 1983; the first light commercial vehicles and heavy commercial vehicles were manufactured. In 1991 the 1 millionth vehicle rolled out between 1994 and 1997 the company broke new ground with the launch of sports utility vehicles and other intermediate commercial vehicles.

Tata Sumo, LTP 709, Mercedes Benz car done in partnership and Tata Sumo Deluxe were some of the high points. In 1998 the 2 millionth vehicle rolled out, in 2000-02 the launch of CNG buses, then Indica V 2 second generation Indica, Tata Indigo and Tata Sumo plus series were launched.

In 2003 Tata engineering became Tata Motors limited and 3 millionth vehicle was produced, in 2004-08 in that period Tata Motors got listed in New York stock exchange. The Tata Motors J R D QV award for business excellence was another notable achievement.

Tata Motors vehicle sales in India crossed 4 million mark and Tata Motors unveiled Tata Nano the people's car which was an outstanding design concept first time in India, and as well as in the global automobile industry to have been conceived of a car with US 1000 dollar price tag. Capable of carrying five people and also in hatchback version, TELCO was first called Tata Locomotive and Engineering Company. The name was changed to Tata Engineering and Locomotive Company in September 1960.

When the primary objects shifted from loco motives to trucks and general engineering, it became Tata Motors in 2003. I have recalled in my earlier lecture, how J R D Tata served to strengthen the indigenous capabilities of Tata motors like, acquiring and integrating press tool manufacturing capability. By establishing new plants and by facilitating indigenous development of passenger cars and various other types of vehicles through foundational infrastructure developments.

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From Hurdles to Achievements – Tata Chemicals

Even though Tata Chemicals was launched in 1939 in Mithapur, it was able to start production only by 1944.

Lack of interest from the Government which supported foreign imports. The work to manufacture soda ash collapsed when the tariff board withdrew salt protection in 1938.

When the township was created finally to start operations, the world war commenced and the ship carrying the machinery sunk in the sea.

When J R D Tata sought help from a renowned American consultant Zola Deutshe, he was faced with a comment that he was in the wrong place and in wrong business and it was better to get out of it soon.

Tata Chemicals though was operating with helpful suggestions from Zola Deutshe, it did not do well and was not able to pay a dividend to its shareholders for over a decade.

When things were picking up, rains failed in 1962 and the two lakes supplying fresh water to Mithapur complex threatened to dry up.

Okhamanda], where Tata Chemicals was set up belonged to a tough breed of people called Waghirs. While they were bewildered by outside presence, later became pillars of support to the company.

- ❖ In spite of all these challenges, J R D Tata did not give up hope.
- ❖ When he met a young engineer Darbari Seth in a review meeting, he knew he was the right person to save Tata Chemicals.
- ❖ When rains failed, the plant was saved by recycling fresh water and sea water and it became the mother of inorganic chemical industry in India.
- ❖ The production of Mithapur grew up to 2000 tonnes in the next 20 years.
- ❖ Tata Chemicals became one of India's top 100 companies



As I said, J R D Tata's tenure is notable for crossing hurdles and leading the company's to achievements. Tata Chemicals was one great example it was launched in 1939 in Mithapur, but, it could start production only by 1944. Lack of interest from the

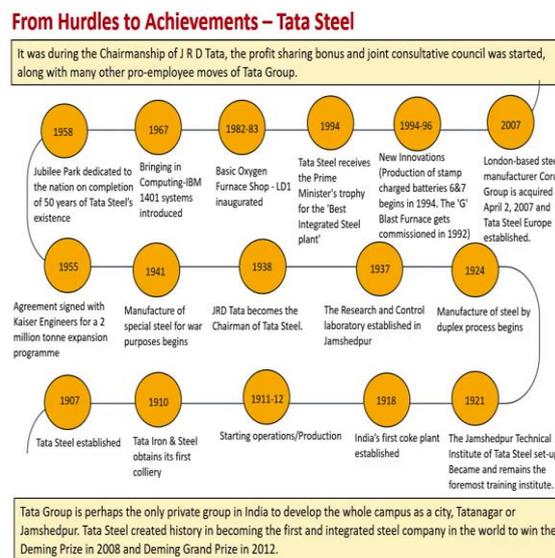
government, the failures of this first soda ash project, salt protection act being withdrawn, township being affected by the world war, machinery getting sunk in the high seas, reputed American consultants going back on their work to strengthen the company.

Tata Chemicals was another example of how Tata took achievements. Tata Chemicals was a company that was launched in 1939, primarily to make soda ash. The company faced many troubles and two things J R D did, the first thing was spotting Darbari Seth in a review meeting and placing his trust on him as the right person to save Tata Chemicals.

The second was to be with Tata Chemicals through thick and thin to make sure that the company lived up to the purpose with which it was set up. As a result, although the production commenced late, it grew into a world scale plant it became one of the top 100 companies in India.

Where Tata Chemicals was set up there used to be a tough breed of people called Waghirs but, J R D Tata's congenial method of management and his ability to engage with the community made them appreciate and love him. And, they became pillars of support to the company and there lied J R D Tata's great humanism as well as industrial stewardship.

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Let us look at Tata Steel for reflecting on J R D Tata's leadership. The company was established in 1907 in 1910 TISCO as it was called then obtained its first colliery. In 1911-12 it started operations and production all of these things of course, happened much before J R D Tata took over. In 1938 J R D Tata becomes the chairman of Tata Steel and manufacture of special steel got commenced in 1941.

In 1955 the first major expansion program was done with Kaiser Engineers. In 1958 they created a whole township and jubilee park dedicated to the nation on completion of 50 years of Tata Steels existence.

In 1967 it brought the latest generation IBM 1401 systems for computerization in the company. In 1980 to 83 basic oxygen furnace shop was inaugurated. In 1994, it received the prime minister's trophy for the best integrated steel plant. In 1994-96 several new innovations were introduced in the company. And in 2007 London based steel manufacturer Corus Group was acquired and Tata Steel Europe got established.

Tata Group is perhaps the only private group in India to develop the whole campus as a city Tatanagar or Jamshedpur as it is called. Tata Steel created history in becoming the first and integrated steel plant in the world, to win the Deming prize in 2008 and Deming grand prize in 2012.

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Passion and Commitment

With a passionate leader, his staffs acquire the same passion too. J R D Tata's passion for work transcended across his the organizations enveloping staff. Air India won appreciation for customer service when he was at the helm.

Though J R D Tata was not a full-time Chairman of Air India, he was fully involved in every aspect of the functioning of the airline. He always looked at aviation through the eyes of an industrialist. He worked with passion and commitment to make his two-part vision come true: one, Air-India should always provide something unique to its customers and two, air travel should be made into mass-market and large-scale market by making it economical.

On 1st August 1953, The Indian parliament nationalized nine privately owned airlines and clubbed them into state owned corporations – Air India International and Indian Airlines. Even though J R D Tata was against nationalization from the start, he agreed to be appointed as the chairman of Air-India. He served with the same passion and commitment without any remuneration until he was separated by the government in the year 1977.

J R D Tata never worried about only profit, he always aimed at giving special and unique experience to his customers

From Tea to seating to breakfast served, all minute details were noted and suggestions for improvements were given

J R D Tata agreed to be the chairman to maintain the standards of the airlines that he had introduced from the start

He, time and again, proved to be a great leader with passion and commitment and never shut his eyes when something went wrong.

The recent rocky history of Air India (and the merged Indian Airlines) demonstrates the importance of passionate and committed free-enterprise leaders to the profitable growth of large corporations. J R D Tata was certainly one.



Passion and commitment marked his leadership. When you have a passionate leader the leader staff also acquire the same passion, J R D's passion for work transcended across his organizations enveloping all his staff. Air India won appreciation for customer service when he was at the helm. Though J R D Tata was not a full time chairman of air India, he was fully involved in every aspect of the functioning of the airline; he always looked at aviation through the eyes of an industrialist.

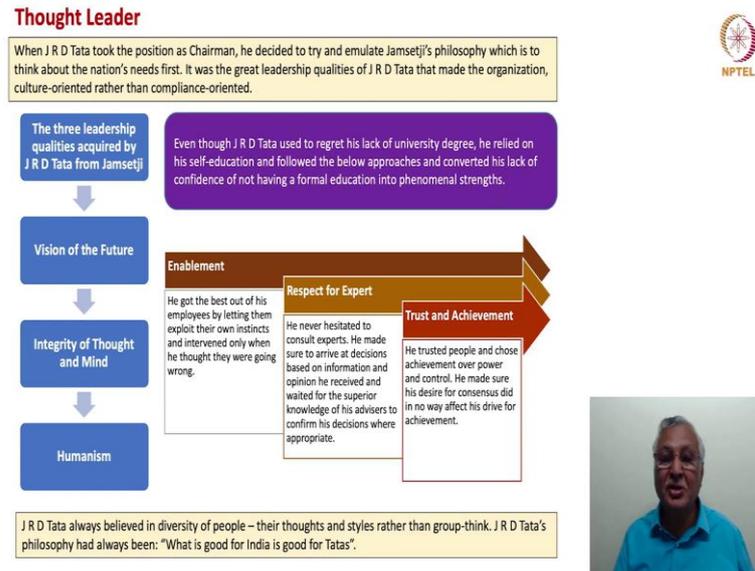
He worked with passion and commitment to make his two-part vision come true. One, Air India should always provide something unique to its customers and two air travel should be made into mass market and large scale market by making it economical. On 1st August 1953 the Indian parliament nationalized, nine privately owned airlines and clubbed them into state owned corporations Air India International and Indian Airlines.

Even though J R D Tata was against nationalization from the start, he agreed to be appointed as the chairman of Air India. He served with the same passion and commitment without any remuneration, until he was separated by the government in the year 1977. J R D Tata never worried about only profit, he always aimed at giving special and unique experience to his customers from tea to seating to breakfast served, all minute details were noted suggestions for improvements were given.

J R D Tata agreed to be the chairman to maintain the standards of the airline that he had introduced from the start. He time and again proved to be a great leader with passion and commitment, and never shut his eyes when something went wrong.

The recent rocky history of Air India and the merged Indian Airlines demonstrates the importance of passionate and committed free enterprise leaders to the profitable growth and sustainable growth of large corporations. J R D Tata was certainly one such enterprising leader who had an iconic stature.

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J R D Tata was a thought leader, when J R D Tata took over the position as chairman. He decided to try and emulate Jamsetji's philosophy which is to think about the nation's needs first.

It was the great leadership qualities of J R D Tata that made the organization culture oriented rather than compliance oriented. Even though J R D Tata used to regret his lack of university degree, he relied on his self education and followed the below approaches and converted his lack of confidence of not having a formal education into phenomenal strengths.

He got the best out of his employees by letting them exploit their own instincts and intervened only when he thought they were going wrong that, that way he enabled his employees. He, respected expertise he never hesitated to consult experts, he made sure to arrive at decisions based on information and opinion he received and waited for the superior knowledge of his advisers to confirm his decisions wherever required. He also combined trust with achievement he trusted people and chose achievement over power and control.

He made sure his desire for consensus did in no way effect his drive for achievement. The three leadership qualities acquired by J R D Tata from Jamsetji can be enumerated as follows: one vision of the future, two integrity of thought and mind, three humanity. J R D Tata always believed in diversity of people their thoughts and styles rather than

group think; J R D Tata's philosophy has always been what is good for India is good for Tata's.

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Critical Thinker

J R D Tata had always the foresight to appreciate potential opportunities, taking advantage of them to benefit the company and its employees. He never waited for things to happen, he anticipated them and responded to them.

Aviation to Tourism

- ❑ J R D Tata never ceased to find new potentials that would help India progress. As an Aviator when he saw the aviation industry flourishing, he also saw that along with it, the economy has a potential for tourism industry to boom too.
- ❑ He started the planning and implementing expansion of Taj Group of Hotels. In twenty years, the Taj Group had forty hotels in India and abroad.

Soda Ash to other industries

- ❑ When the Maharaj of Baroda saw the potential of Tatas to produce inorganic chemicals, J R D Tata grabbed the opportunity as he saw India's self reliance in the manufacture of glass, ceramic, textiles etc.
- ❑ Even though Tata Chemicals faced very many hurdles, J R D Tata never gave up which led to the annual production level of 2,000 tonnes in the next twenty years.

In 1936, due to controls by the government, Tatas sold out the stake of ACC (Associated Cement Companies) but when the opportunity emerged in 1988, Tata Chemicals and Tata Group acquired significant holdings in ACC.



J R D Tata was a critical thinker he always had the foresight to appreciate potential opportunities, he was first to take advantage them to benefit the company and its employees. He never waited for things to happen rather, he anticipated them and responded to them from aviation to tourism was one great example.

He never ceased to find new potentials as an aviator when he saw the aviation industry flourishing. He also saw that along with it the economy has a potential for tourism industry to boom too. He started the planning and implementing expansion of Taj Group of hotels.

In 20 years the Taj Group had 40 hotels in India and abroad. From soda ash to other industries when the maharaja of Baroda saw the potential of Tata's to produce inorganic chemicals J R D Tata grabbed the opportunity as he saw India's self reliance in the manufacture of glass, ceramic, textiles etcetera.

Even though Tata chemicals faced very many hurdles J R D Tata never gave up, which led to the high annual production which I stated earlier. In 1936 due to controls by the government Tata's had to sell out this stake of ACC Associated Cement Companies, but

when the opportunity emerged in 1988 Tata chemicals and Tata Group acquired significant holdings in ACC.

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Leader of Fair Sense

J R D Tata never sought high offices. He was a leader of conviction and integrity who rejected several offers (as below) from governments during his active years without upsetting them.



The Chairmanship of Hindustan Aircraft Limited (HAL), Bangalore	
The Chairmanship of Domestic airline when Air India was nationalized	
Indian delegation to the United Nations (twice)	
President of IATA (although he accepted the offer later)	
Chairman of Monazite Sand Project in Travancore	

J R D Tata politely rejected the chairmanship of HAL offered by the then Defence Minister Baldev Singh stating that it would not be wise for the two companies (Air-India and HAL) to have a common chairman.



He was a leader of fair sense, he never sought high offices J R D was a leader of conviction and integrity, who politely rejected several offers some of them listed below from governments during his active years, without upsetting the governments. The chairmanship of Hindustan Aircraft Limited Bangalore.

The chairmanship of domestic airline when Air India was nationalized, Indian delegation to the United Nations twice, President of IATA although he accepted the offers later, chairman of Monazite sand project in Travancore. J R D Tata politely rejected the chairmanship of HAL offered by the then defence Minister Baldev Singh, stating that it would not be wise for the two companies that is Air India and HAL to have a common chairman.

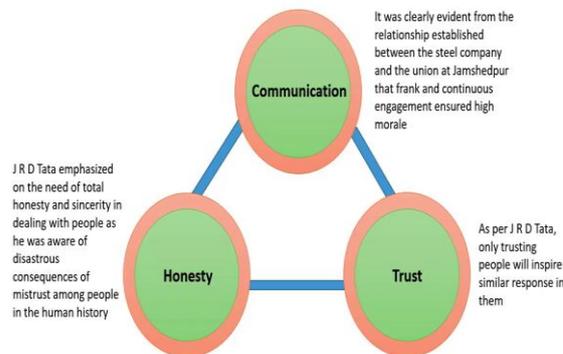
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Labour Relations

J R D Tata believed, "when one cultivates a liking for and trust in the one who deals with, it is really not difficult to establish a good relation between management, workers and their union".



The three most important requirements for getting along with people as per J R D Tata



The Tata workers union registered their protest against government's decision to nationalize Tata steel and later in the same year the company celebrated fifty years of industrial harmony.



As we can recall those were the years of labour strife or volatile industrial relations, but J R D Tata's way of engaging with the employees made sure, that labour relations at Tata Group companies were always cordial. J R D Tata believe when one cultivates a liking for and trust in the one who deals with it is really not difficult to establish a good relation between management, workers and their union.

The three most important requirements for getting along with people as per J R D Tata were as follows one communication. It was clearly evident from the relationship established between the steel company and the union at Jamshedpur that frank and continuous engagement, ensured high moral.

Second honesty, J R D Tata emphasized on the need for total honesty and sincerity in dealing with people as, he was aware of the disastrous consequences of mistrust among people in the human history. And finally trust, as per J R D Tata only trusting people will inspire similar response in them. The Tata workers union registered their protest against government's decision to nationalize Tata Steel and later in the same year the company celebrated 50 years of industrial harmony.

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Institutional Support for Labour Relations

J R D Tata's vision held that communication should take place across the board in the organizations, and hence the Personnel Department in Tatas was established in 1947.



J R D Tata ensured good and cooperative relations within the company by taking care of the following:

- ❑ In the mid 1950's, Tatas took significant step in associating their workers with the running of their departments
- ❑ Two historic agreements were signed in the year 1956, which set out basic rights and obligations of management and employees
- ❑ The agreements ensured closer association of the employees with the departmental councils where management and employees could discuss their problems regularly
- ❑ Each council would have an equal number of representatives from management and employees
- ❑ The joint councils used to decide on the entire spectrum of labour and industrial problems as and when they arose

The companies of Tata Group enjoyed industrial peace for nearly five decades of JRD's tenure as chairman.



Institutional support for labour relations, J R D Tata's vision for healthy and salubrious industrial relations was not one which was personalized, while that was his personal mission professional mission. He also made sure that it was institutionalized in his companies. J R D Tatas vision held that communication should take place across the board. And, hence the personnel department in Tatas was established in 1947.

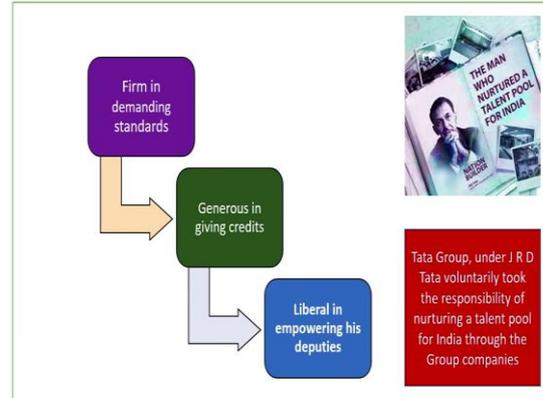
He ensured good and cooperative relations within the company by taking care of the following; in the mid 1950s Tatas took significant step in associating their workers with the running of their departments. Two historic agreements were signed in the year 1956, which set out basic rights and obligations of management and employees. The agreements ensured closer association of the employees with the departmental councils, where management and employees could discuss their problems regularly.

Each council would have an equal number of representatives from management and employees. The joint councils used to decide on the entire spectrum of labour and industrial problems, as and when they arose. The companies of Tata Group enjoy industrial peace for nearly five decades of J R Ds tenure as chairman.

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Team Builder

J R D Tata was a team builder par excellence – his teams always had an emotional connection with him. They never hesitated to approach him for any issues.



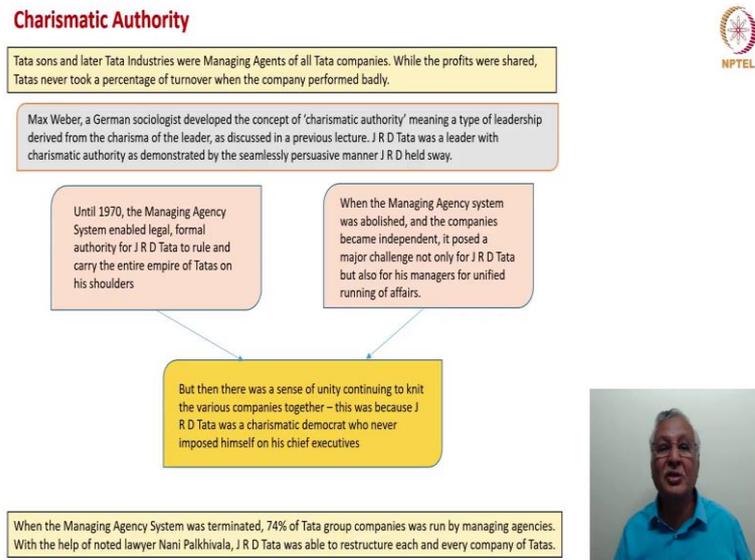
J R D Tata used to choose most of his important team members by himself. He gave them tremendous flexibility and got the best out of them. He encouraged individual leaders to build competencies beyond requirements.



He was a team builder par excellence, the man who nurtured a talent pool for India. He was firm in demanding standards; he was generous in giving credits. And, he was liberal in empowering his deputies, he was a team builder therefore, beyond any compare his teams always had an emotional connection with him they never hesitated to approach him for any issues.

Tata group under J R D Tata voluntarily took up the responsibility of nurturing a talent pool for India through the group companies that way he was a national builder too. J R D Tata used to choose most of his important team members by himself; he gave them tremendous flexibility and got the best out of them. He encouraged individual leaders to build competences beyond requirements.

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We discussed charismatic leadership in one of the earlier lectures. J R D Tata is an exemplary illustration of what charismatic leadership would all be. Tata sons and later Tata Industries were managing agents of all Tata companies. While the profits were shared Tatas never took a percentage of turnover when the company performed badly.

Max Weber a German sociologist developed the concept of charismatic authority meaning. A type of leadership derived from the charisma of the leader as discussed in our previous lecture. J R D Tata was a leader with charismatic authority, as demonstrated by the seamlessly persuasive manner J R D held sway over several organizations. Until 1970 the managing agency system enabled legal formal authority for J R D Tata, to rule and carry the entire empire of Tata son his shoulders.

When the managing agency system was abolished and the companies became independent, it posed a major challenge not only for J R D Tata, but also for his managers for unified running of affairs. But, then there was a sense of unity continuing to knit the various companies together. This was because J R D Tata was a charismatic democrat, who never impose himself on his chief executives.

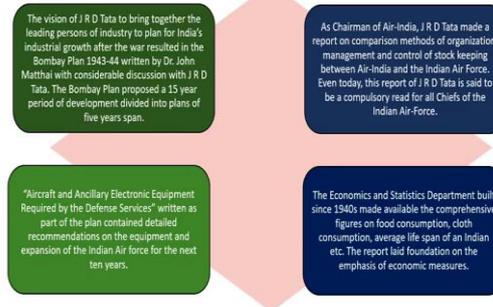
When the managing agency system was terminated 74 percent of Tata Group companies was run by managing agencies, with the help of noted lawyer Nani Palkhivala, J R D Tata was able to restructure each and every company of Tatas, such as transformative

change would not have taken place, but for the charismatic authority, he had over all of his companies.

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Scripting a Prescription for Independent India

"Bombay Plan" was the prescription prepared by J R D Tata along with 7 other industrialists in 1944-45 for the to-be-independent India to drive into an era of industrialization and economic growth. While the first Prime Minister Pandit Jawaharlal Nehru did not formally accept the plan, the governmental policies did reflect the Bombay Plan.



Even 30 years after the Bombay plan was documented, H V R Iyengar, the intellectual Governor of Reserve Bank of India stated that he had been reading the plan and was amazed by the fact that conceptually it remained very modern even for the 1970s.



He was also a nationalist; he scripted a great prescription for independent India. The Bombay Plan was the prescription prepared by J R D Tata along with seven other industrialists in 1944-1945 for the to-be-independent India to drive into an era of industrialization and economic growth. While the first Prime Minister Pandit Jawaharlal Nehru, did not formally accept the plan.

The governmental policies did reflect the Bombay Plan, it was written by Dr. John Matthai with considerable discussion with J R D Tata. It proposed a 15-year period of development divided into plans of 5 years span; you can recall that the 5 year planning process started after Indians independence. So, you can say that one of the important aspects of the Bombay Plan was implemented by the government of India.

As Chairman of Air India, J R D Tata made a report on comparison methods of organization, management and control of stock keeping between Air India and the Indian Air Force. Even today this report of J R D Tata is said to be a compulsory read for all Chiefs of the Indian Air Force.

Aircraft ancillary electronic equipment required by the defense services written as part of the plan contained. Detailed recommendations on the equipment and expansion of the

Indian Air Force for the next 10 years, the economics and statistics department built since 1940s made available comprehensive figures on food consumption, cloth consumption, average lifespan of an Indian etcetera.

They report laid foundation on the emphasis of economic measures. Even 30 years after the Bombay plan was documented, it seemed contemporary and highly intellectual. H V R Iyengar himself a very intellectual governor of reserve bank of India stated that he had been reading the plan and was amazed by the fact that conceptually, it remained very modern even for the 1970s.

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Adaptive Leadership

It was unheard of in those times that a private sector industrialist could head a public sector corporation. In respect of J R D Tata it was even more unique as he agreed to head the nationalized Air India as non-executive chairman. This represented the respect JRD commanded and the emotive attachment he had for the aviation company he set up.



- With Air-India, prior to nationalization, J R D Tata was a more free leader as he was creating something new
- Post-nationalization, his passion was to preserve the legacy
- He changed his style to operating through the managing director while retaining the touch with employees and customers
- He continued to enable progressive decisions on fleet expansion, and the like

- With Tata Group, J R D Tata continued to be a visionary leader as he had to further expand the Tata empire
- He was conscious not to destroy anything important that was created in the past while creating new entities
- He always took decisions consulting others and respected their judgment
- Despite the huge expansion, he never diluted the self-created code of conduct and value systems.

J R D Tata was emotionally involved with Air-India, even after nationalization and subsequent removal from the board. A true leader, he remained committed to the cause rather than his personal status.



He was a person of adaptive leadership; it was unheard of in those times that a private sector industrialist could head a public sector corporation. In respect of J R D Tata, it was even more unique as he agreed to head the nationalized Air India as non executive chairman. This represented the respect J R D commanded and the emotive attachment he had for the aviation company that he set up. With Air India prior to nationalization J R D Tata was a more free leader as he was creating something new.

Post nationalization his passion was to preserve the legacy. He changed his style to operating through the managing director while retaining the touch with employees and customers. He continued to enable progressive decisions on fleet expansion operational efficiency and the like. And within Tata Group J R D Tata continued to be a visionary leader as he had to further expand the Tata Empire.

He was conscious not to destroy anything important that was created in the past while creating new entities. We talked about change with continuity as being the success factor for Ratan Tata. We can realize from this that J R D Tata also modeled change with continuity; he always took decisions consulting others and respected their judgment.

Despite the huge expansion in Tata Group, he never diluted the self created code of conduct and value systems. J R D Tata was emotionally involved with Air India even after nationalization.

And the subsequent removal from the board, a true leader, he remained committed to the cause rather than his personal status. I always told you as part of my earlier lectures that we should be loyal to a cause rather than to the boss. And this is what happened. He was loyal to the cause that he espoused that he established and that he grew.

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Leader of Empathy

J R D Tata always believed in leading people with affection. This is what made him a great leader loved by many.

A few examples are listed below:

- J R D Tata volunteered to send one of his officers to America for chemotherapy and made sure all his travel and money needs are taken care off
- J R D Tata never gave up calling and talking to J D Choksi - until he passed away in the hospital
- He took endless trouble in finding a job in Sweden for an Indian Army Brigadier whose Swedish wife was getting treated in her country for her illness
- Like a father, he advised to rehearse and gave his tape recorder to D R Pendse, a Cambridge educated economist who was to address an international conference in London.

Leadership is all about having the ability to relate, connect, listen and bond with people with the purpose of inspiring and empowering their life. J R D Tata was an empathic leader who proved time and again that empathy is what elicits loyalty.



He was a leader of empathy J R D Tata always believed in leading people with affection, this is what made him a great leader loved by many a few examples. He volunteered to send an officer of his to America for chemotherapy for taking care of cancer, and made sure all his travel and money needs were taken care of.

He never gave up calling and talking to J D Choksi a beloved leader of his until he passed away in the hospital. He took endless trouble in finding a job in Sweden for an Indian Army Brigadier, whose Swedish wife was getting treated in her country for her

illness. Like a father he advised to rehearse and gave his tape recorder to D R Pendse a Cambridge educated economist, who was to address an international conference in London.

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J R D Tata – The Democratic Capitalist



Arun Maira, a former member of the Planning Commission was with the Tata Group for 25 years. He recently wrote a succinct tribute to J R D Tata calling him the democratic capitalist. Some excerpts from his article are cited below.

JRD picked leaders who dared to build in India, and who had the passion to learn fast too. Jamsetji Tata, the Founder of the Tata Group, was a role model for him.

JRD Tata was known to be a 'people's man'. Every employee in the far-flung Tata empire could write directly to the chairman if he/she felt that their managers were not living up to Tata values.

JRD believed that workers are the backbone of industrial enterprises. He personally wrote a manifesto of a human enterprise to guide all Tata companies.

JRD believed good human relations are not built on paternalist principles. He believed that workers must have the right to speak to their managers as equals when matters of principle or fundamental rights are involved.

Tata's test of a good policy was whether or not it would be good for India (and Indians), before considering whether or not it was good for Tatas.

JRD Tata was a democratic capitalist. Mahatma Gandhi said that while he was fighting for India's political freedom, Jamsetji Tata was fighting for India's economic freedom.

Source: <https://www.thehindubusinessline.com/opinion/jrd-tata-the-democratic-capitalist/article31652225.ece>

After India won its independence from the British, J R D Tata accelerated the development of Tata Group, despite the socialistic controls. He continued Jamsetji's mission to build world-class industries to make in India. And he was also a champion of the political rights of India's workers to form good unions within Tata enterprises.



J R D Tata can be described very nicely as a democratic capitalist. Arun Maira, the former member of the planning commission was with the Tata Group for 25 years. He recently wrote a succinct tribute to J R D Tata, calling him the democratic capitalist. Some excerpts from his article are cited below. J R D pick leaders who dared to build in India, and who had the passion to learn fast too. Jamsetji Tata the founder of the Tata Group was a role model for him.

J R D Tata was known to be a people's man every employee in the far flung Tata empire could write directly to the chairman, if he or she felt that their managers were not living up to Tata values. Values were very important for J R D Tata. J R D believed that workers are the backbone of industrial enterprises, he personally wrote a manifesto of a human enterprise to guide all Tata companies.

J R D believed that good human relations are not built on paternalist principles, he believed that workers must have the right to speak to their managers as equals, when matters of principle or fundamental rights are involved. Tata's test of a good policy was whether or not it would be good for India and Indians. Before considering whether or not it was good for Tata's, J R D Tata therefore, was a democratic capitalist in the true sensor of the term.

Mahatma Gandhi said once that while he was fighting for India's political freedom Jamsetji Tata was fighting for India's economic freedom. After India won its independence from the British J R D Tata carried both flags, he continued Jamsetjis mission to build world class industries to make in India. And, he was also a champion of the political rights of India's workers to form good unions within Tata enterprises.

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Social Responsibility

J R D Tata was the driving force for Tata Group's progressive and proactive Corporate Social Responsibility approach. His CSR approach comprised industry leading employee welfare measures and community welfare measures. As the trustee of Sir Dorabji Tata Trust in 1932, he played an active role in several philanthropic and social activities.



<p>Healthcare</p>	<ul style="list-style-type: none"> • Every Tata company with township had excellent healthcare facilities, including top-class hospitals • Tata Memorial Hospital's a landmark contribution to healthcare infrastructure in those times 	
<p>Community Services</p>	<ul style="list-style-type: none"> • J R D Tata encouraged all Tata Group companies adopt the contiguous villages and provide free education, healthcare and sanitation services. • Tata Steel adopted over 250 villages in the 1960s itself 	
<p>Trusts</p>	<ul style="list-style-type: none"> • Apart from strengthening the Sir Dorabji Trust, he sold off his assets and established a trust in his mother's name • The much appreciated Population Atlas of India and the Atlas of the child in India were published by the Population Foundation 	

J R D Tata, by donating his own shares of Tata Sons and other companies, started the J R D Tata Trust in 1944. His own personal belongings were nothing but an apartment and a little cash. Everything else was for the Tata Trusts. As the following chart shows, the seeds of philanthropy sown by Tata Trusts continued to grow over the decades.



He also had impeccable social responsibility; J R D Tata was the driving force for Tata Groups progressive and proactive corporate social responsibility approach. His CSR approach comprised, industry leading, employee welfare measures and community welfare measures as the trusty of Sir Dorabji Tata trust in 1932. He played an active role in several philanthropic and social activities.

The corporate social responsibility activities of Tata Group are so, varied that it is impossible to capture them here. However, I will make a few mentions. In health care every Tata company with township had excellent health care facilities including top class

hospitals. I have personally seen in the 1970s as an employee of TELCO the kind of hospital infrastructure that was built by the Tata's in Jamshedpur.

Tata memorial hospital is certainly a landmark contribution to health care infrastructure in those times. Community services J R D Tata encouraged all Tata Group companies adopt the contiguous villages and provide free education health care and sanitation services. Tata Steel adopted over 250 villages in the 1960s itself and the trust which Tata Group had or Tata sons had rendered yeomen service.

Apart from strengthening the Sir Dorabji trust he sold off his assets and established a trust in his mother's name. The much appreciated population atlas of India and the atlas of the child in India were published by the population foundation. J R D Tata by donating his own shares of Tata sons and other companies started the J R D Tata Trust in 1944.

His own personal belongings were nothing, but an apartment and a little cash everything else was for the Tata Trusts. As the following chart shows the seeds of philanthropy sown by Tata Trusts continued to grow over the decades.

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Tata Trusts

Tata Trusts is a formidable group of philanthropic institutions of the Tata Group which grew over the 125 plus years of the Group's initiatives on this front. The early foundations laid by Sir Dorabji were strengthened by J R D Tata during his tenure. The trusts saw further growth in Ratan Tata's tenure. The Graphic below illustrates.

15 Areas

- Healthcare, Nutrition, Education, Livelihood, Water, Sanitation and Hygiene
- Digital Transformation, Migration and Urban Habitat, Social Justice and Inclusion, Environment and Energy, Skill Development
- Sports, Arts and Culture, Disaster Relief and Rehabilitation, Institutions and Individual Grants Programme

FINANCING CHARITY WORK

Trust/Scheme	Year*
J N Tata Endowment Scheme	1892
Sir Ratan Tata Trust	1918
Sir Dorabji Tata Trust	1932
Lady Tata Memorial Trust	1932
Lady Meherbai D Tata Education Trust	1932
J R D Tata Trust	1944
M K Tata Trust	1958
Jamsetji Tata Trust	1974
Navajbai Ratan Tata Trust	1974

Funds Disbursed

Amount (₹ Cr)

Source: Tata Trusts Annual Reports; Times of India

J R D Tata commenced the healthy habit of Tata Group companies donating a small part of their earnings to Tata Trusts so that they can carry out impactful activities. The Trusts are playing a significant role in Covid-19 area too.

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further growth in Ratan Tata's tenure the graphic below illustrates, 1892 was the first scheme J R D Tata endowment scheme, and every few years a trust started getting added.

The trusts operate in fifteen areas one cluster is health care, nutrition, education livelihood, water, sanitation and hygiene related. Another cluster dealt with digital transformation, migration and urban habitat, social justice and inclusion environment and energy and skill development. Another one related to sports, arts and culture disaster relief and rehabilitation institutions and individual grants programs.

The funds disbursed moved up from 76 crores to 1000 crores in 2018-19. J R D Tata commenced the healthy habit of Tata Group companies donating a small part of their earnings to Tata Trusts. So, that they can carry out impactful activities, the trusts are thus playing a significant role in Covid-19 area too Tata Group collaborated with various scientific agencies to come up with very affordable rapid Covid tests.

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Making Way

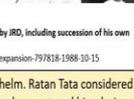
J R D Tata believed that men who contribute to the progress of the company deserve to be in the highest office.

J R D Tata graciously made way and gave up his Chairmanship of individual companies, and even of the Group, to the other deserving leaders in the system

- J R D Tata voluntarily gave up the Chairmanship of TELCO to Sumant Moolgaokar when he was 68
- At 78, he gave up the Chairmanship of Tata Chemicals to Darbari Seth
- Two years later, at 80, he gave up the Chairmanship position of Tata Steels to Russi Mody
- In 1981, J R D Tata appointed Ratan Tata, son of his distant cousin Naval Tata as Chairman of Tata Industries, a 100% owned subsidiary of Tata Sons.

As JRD made his deputies rather unassailable 'straps', the transition processes and succession processes set in motion by JRD, including succession of his own position by Ratan Tata brought turbulence. Yet, JRD as the father figure ensured group cohesion and stability. Source: <https://www.indiatoday.in/magazine/economy/story/19881015-tata-empire-goes-through-a-period-of-transition-amidst-expansion-797816-1988-10-15>

An earlier lecture considered how Ratan Tata moved into J R D Tata's position at the helm. Ratan Tata considered J R D Tata as his greatest mentor. He expressed that J R D Tata was like a father figure who mentored him during the rough times. One important lesson that Ratan Tata inherited from J R D Tata was his humility.



J R D Tata also believed that men who contribute to the progress of the company deserve to be in the highest office. He graciously made way and gave up his chairmanship of individual companies, and even of the group to the other deserving leaders in the system. J R D Tata voluntarily gave up the chairmanship of TELCO to Sumant Moolgaokar when he was at 68. At 78 he gave up the chairmanship of Tata Chemicals to Darbari Seth 2 years later at 80, he gave up the chairmanship position of Tata Steels to Russi Mody.

And in 1981 J R D Tata appointed Ratan Tata son of his distant cousin Naval Tata as the chairman of Tata Industries a 100 percent owned subsidiary of Tata sons. As J R D made his deputies rather unassailable satraps, the transition process and succession processes set in motion by J R D including succession of his own position by Ratan Tata brought certain level of turbulence.

Yet J R D as the farther figure ensured group cohesion and stability. As the earlier lecture considered the way Ratan Tata moved into J R D startup position at the helm is itself an exemplary episode of transition with mentorship. Ratan Tata considered J R D Tata as his greatest mentor, he expressed that J R D Tata was like a father figure who mentored him during the rough times. One important lesson that Ratan Tata inherited from J R D Tata was his humility.

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Books on and by J R D Tata

J R D Tata read a wide variety of technical books and magazines and could follow technical details with a competence. He was empathetic and perspicacious in his speeches and writings. There have been many books on J R D Tata, the phenomenon. Two important books are mentioned below, along with two works on his expressions.

J R D Tata's works

Books on J R D Tata

Divided into 7 sections, this book contains letters written by J R D Tata to politicians, economist, his colleagues, friends and family members

Written by Russi M. Lala, former director of Sir Dorabji Tata Trust, 'Beyond the Last Blue Mountain' was published in 1992. The book covers widely his passion, vision, political and spiritual views and his contribution to India's growth as a pioneer aviator and Industrialist.

The book consists of excerpts from J R D Tata's speeches and Chairman's statements to shareholders made over a period exceeding fifty years

Written by Bakhtiar K Dadabhoy and first published in the year 2005, this book has been written with the help of R M Lala's work.

A legendary leadership saga of J R D Tata cannot be summarized in a brief lecture with limited slides. Perusal of the above works will provide additional insights.

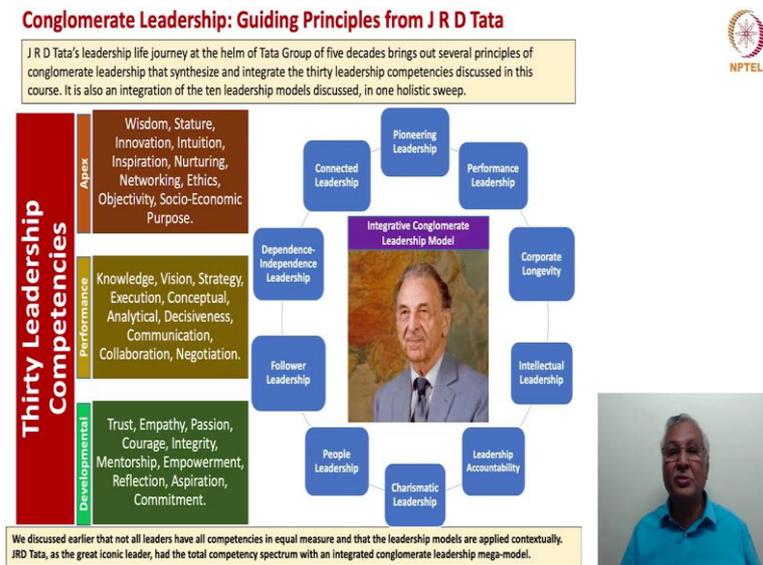



There have been several books on and by J R D Tata, four important books are shown here. J R D Tata read a wide variety of technical books and magazines and could follow technical details with a high level of competence. He was empathetic and perspicacious in his speeches and writings.

There have been many books on J R D Tata, the phenomenon, two important books are mentioned below along with two works on his expressions. J R D Tata letters, Beyond the Last Blue Mountain, key note and Jeff the life of J R D Tata these are all the books on him. I have taken certain extracts from the books to present to you as part of this

lecture. A legendary leadership saga of J R D Tata cannot be summarized; obviously, in a brief lecture with limited number of slides perusal of the above works will provide you with additional insights.

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One thing which I would like to highlight towards the end of this lecture is that in terms of conglomerate leadership, there have been excellent guiding principles from J R D Tata. His leadership journey at the helm of Tata Group of five decades brings out several principles of conglomerate leadership that synthesize and integrate, the thirty leadership competencies that I proposed and discussed in this course throughout.

It is also an integration of the ten leadership models that I presented to you and that happened in J R D Tata's case in one holistic sweep.

The thirty leadership competencies comprised, developmental, performance and apex leadership competencies. Under the developmental cluster we had trust, empathy, passion, courage, integrity, mentorship, empowerment, reflection, aspiration and commitment.

Each of these developmental leadership attributes were in place with J R D Tata. In terms of performance leadership competencies knowledge, vision, strategy, execution conceptual skills, analytical skills, decisiveness, communication, collaboration and negotiation were the top qualities and J R D Tata possessed all of these.

As far as the apex leadership traits are concerned, wisdom, stature, innovation, intuition, inspiration, nurturing, networking, ethics, objectivity and socioeconomic purpose topped the list. And J R D Tata was clearly the tallest industrial leader that India ever had, and in terms of the leadership models all of the leadership models that I have presented to you were seen in J R D Tata's leadership of Tata Group he was a pioneer in his leadership.

He was performance oriented in his leadership; he ensured longevity for the company. He held reigns for over 50 years and grew the conglomerate from 14 enterprises to 95 enterprises.

He provided solid intellectual leadership to the group. And, he was accountable in terms of his own values, his own code of conduct, he was a charismatic leader, who influenced the communities, who influenced the employees, who influenced the leaders in a very positive way, with his empathy and with his frank and candid way of interaction.

He was certainly a people oriented leader follower leadership was part of his leadership profile. He was allowing his people to be independent, yet also provided a dependency relationship when they needed. Dependence independence leadership was therefore, one of the highlights of his leadership. And, he was a leader who was connected all through his professional leadership career.

Even when Air India got nationalized, he stayed connected with the airlines; he stayed connected with India's problems. Before India became independent, he stayed connected with a vision of developing India into a great power. He was connected with every leader of his conglomerate and he maintained personal touch with every leader.

And he also ensured that any employee of the group could reach out to him, if there was a circumstance that needed that employee to reach out to him. And, his leadership can be described as an integrative conglomerate leadership model, I might have described these thirty leadership competencies ten leadership models all of that is summarized, illustrated and executed by J R D Tata in his 50 plus years of conglomerate leadership model, which I call J R D Tata's integrative conglomerate leadership model.

We discussed earlier that not all leaders have all competences in equal measure. And that the leadership models are applied contextually. J R D Tata as a great iconic leader, had the total competency spectrum with an integrated conglomerate leadership mega model.

He is a leader beyond any compare in India's industry and in India's economy, he brought great reputations to not only Tata Group, but also to Indian industry and to the Indian economy. With this we come to the end of this lecture, hope to see in the next lecture.

Thank you.