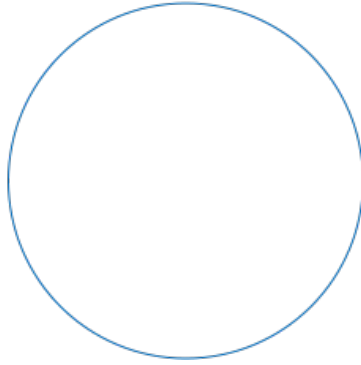


NK Sharan



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Vice President, Tata Sons,
Tata Business Excellence Group

✉ nksharan@tata.com

As a TBExG Facilitator...

“ Love the subject of change and transformation... ”

Functional Expertise

NK has an overall experience of 32 years. He has helped in elevating the diagnosis/assessment insights and making it truly business focused helping companies to understand sharply 'What are the problems (Problem identification)' and 'What is needed (Solutioning)' to take the journey of business excellence forward.

He has also enlarged the scope of embedding excellence principles beyond business and using it innovatively in the areas of Affirmative Action Programme (TAAP) and School Education Programme (TEEP).

He has worked closely with various excellence frameworks from both the east (Deming, TQM) and the west (Malcolm Baldrige, EFQM, etc.), Developed deep insights into what works well in a specific cultural context. Conducted more than 60 business assessments based on the above frameworks.

He has 22 years of experience at Tata Steel, in various leadership roles. Some of them are: Business Excellence and Corporate Quality Chief, helped Tata Steel's transformational journey from 1998-2007. Areas of work include transformation through various BE tools such as strategic initiatives, strategic alignment/policy management, operational excellence, management systems and process excellence/improvement, cost management, daily management, balanced scorecard, TQM, TOC, lean and six-sigma, systematic problem solving, decision making and cultural transformation through working on people involvement, capability building, and mindset change etc.

He has headed the business function as Chief of Marketing and Sales for Long Products, Tata Steel. Helped in establishing retail network and marketing philosophy for Tata Tiscon. He has also headed the manufacturing unit of Tata Steel

He was also a corporate trainer on business excellence subjects and a visiting faculty at some of the best business schools of the country, including XLRI and IIM-Bangalore, and has made several presentations at various conferences, including ANQ, SPRING, CII, etc.

Subject Matter Expertise

Change & Transformation Management – Principles and Tools

Strategy & Policy Management, Organisation Performance Management System

Customer Value Management

People Motivation and Engagement Drivers. Managing people and their performance

TQM/Business Excellence Tools

- Continuous Improvement, TQM, Six Sigma, Lean, Theory of Constraints, Systematic Problem Solving & Decision making
- Innovation Management

Driving Business Ethics

Affirmative Action and social inclusion for marginalised section of society, Principles of inclusions

School education and what drives excellence in schools

Beyond Business

Playing and watching lawn tennis

**Total
Experience**

32 years

**TBExG
Experience**

9 years

**Type of
programme facilitated**

Assessor Programmes:

Experienced Assessor Programme (EAP),
Subject Matter Expert Assessor Programme (SMEAP),
Business Excellence Assessors Programme (BEAP)

Practitioner Programmes:

BE Practitioner Programme (BEPP)



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