

V connect

Vol. 20, No. 1

Employee Communication Newsletter of L&T Valves

April 2020

SUCCESSFUL CRISIS MANAGEMENT

Tales from the Journey



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Latheef

From the Editor

Dear Friend,

It's good to re-connect after a gap. To quote Sameer, "I hope this gap was an aberration as much as I hope that the ongoing crisis caused by novel Corona virus is an anomaly that will get quickly corrected and normalcy is restored at the earliest."

The theme of the newsletter is Crisis Management. An eminent panel articulates how our teams responded to the pandemic. The human side of the story, its highs and lows, also is captured.

The highlight of the issue is the CEO Magazine, North America edition cover story on Mahesh Joshi. In the story, MJ dwells on revolutionising the future of valves while keeping the customers in the forefront.

Happy reading. We welcome your feedback.

Thanks,
Babu

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Message from Chief Executive



Dear Colleague,

I hope you and your family members are safe and healthy in the midst of the Corona lockdown.

It's a challenging time for humanity. All the societies are responding to the challenge in front of us and are marching towards a collective success.

I am happy that we have followed our mantra of "One Team, One Dream" in these tough times in helping each other as a family. Health, safety and wellbeing of our team members and their families is paramount. My appreciation to all the employees who have done such a commendable work in one way or the other to not only take care of our team members but also maintain a constant connectivity with all each other. The various task forces and crisis management team has ensured that we are aware of the situation all the time and planning ahead of the times. Anyone needing help was

reached out as soon as possible and we will continue to do that. Our team collaborated exceeding well in implementing Work from Home in a short time span and adjusting to this "new normal".

Despite all the exigencies around us we did not lose our focus on our efforts towards becoming the most trusted valve supplier in the world. Our teams maintained connectivity with all our business partners and stakeholders. The digital adoption in work place, facilitation of remote valve inspection and ensuring the customer connect through various training programs are major green shoots visible in sustaining our efforts. The webinars and training programs have been a huge success with more than 4000 participants across the globe.

I urge you to maintain the energy you have created in the past weeks and keep helping each other in every possible way.

We can effectively utilise these tough times for self-reflection, introspection and plan for future. I am very sure that our team will come out of this pandemic as the strongest, most energised and enthused with the best plan to be the world-leaders in our domain.

Stay safe and stay healthy!

Regards
Mahesh Joshi

Crisis Theory

An overview of Marx's theory of economic crisis - Sameer Godbole, CFO

Living up to the title of the column, I am taking a slight detour from the central theme of this Issue which is 'management' of crisis, in order to introduce the 'theory of economic crisis' as propounded by Karl Marx¹.

Marx's crisis theory was what he termed as 'tendency of the rate of profit to fall' in a capitalist system. It is a hypothesis in economics and political economy. Through this theory Marx suggests that in a capitalist society the same inherent elements that tend to influence an upward rise in the rate of profit will also cause a fall in the rate of profit. In a way, he suggests that an economic crisis i.e. the tendency of rate of profit to fall is inevitable in a capitalist system. Why and how does he say it?

First, let us look at the labour theory of value which is credited to Adam Smith and David Ricardo. The fundamental principle in this theory is that only labour (people) can create value. Machinery has a 'use' value but cannot 'create' anything by itself. To understand this, let us take a standard working day in a factory and split it into two distinct compartments. The first compartment comprises that part of the day which is spent by the labour producing or generating productivity which is commensurate to the amount of wages that they are paid. This is termed as a 'variable capital'. The remaining part of the day i.e. work time spent after having covered the wages, is what Marx refers to as a 'surplus value'. This surplus value eventually takes the form of 'Profit'. In other words, depending upon the relative size of these compartments one can ascertain the 'profit' generating capacity of any production facility. The ratio of surplus value to variable capital is termed as the rate of surplus value.

The rate of profit can be defined as the ratio of surplus value to constant and variable capital



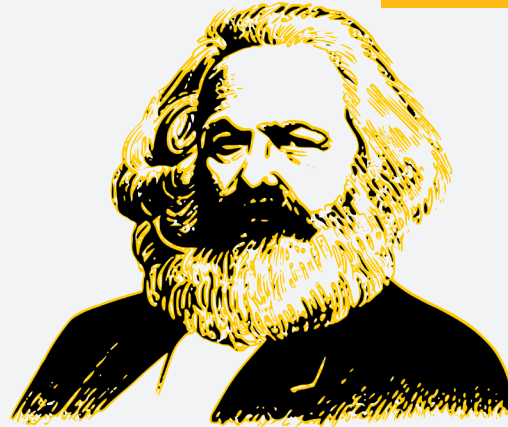
(say, total capital). Constant capital can be plant and machinery and variable capital as we saw is the labour. Marx bases his theory of crisis on the phenomenon which he terms as 'tendency of the rate of profit to fall'. The phenomenon, which he claims that leads to this fall, is indeed the crisis.

The 'surplus value' or the profits in any business cannot be squandered away by owners because there is something called as 'market forces' (such as competition). These forces compel the capitalist to plough back a part of such surplus, back into the constant capital (e.g. technology, machinery) in order to gain a competitive edge. Resultantly, the productivity quotient goes up. To put it differently, businesses invest more in machines than in labour. In Marx's words there is a tendency to replace living labour (workmen) with dead labour (machines). Of course, the capitalist is not left with an option but to boost his productivity to survive competition. While this happens, the ratio of constant capital to variable capital goes up².

¹Karl Heinrich Marx was a German philosopher, economist, historian, sociologist, political theorist, journalist and socialist revolutionary who introduced the theory of economic crisis in his 'Capital'

²Marx refers to this ratio of Constant Capital to Variable capital as 'Organic composition of capital'.

Through this theory Marx suggests that in a capitalist society the same inherent elements that tend to influence an upward rise in the rate of profit will also cause a fall in the rate of profit.



So now, we have two ratios. The rate of surplus value that we saw earlier (ratio of surplus value to variable capital) and the ratio of constant capital to variable capital. Over a period, when the rate of surplus value grows at a pace lower than ratio of constant to variable capital; the resultant rate of profit tends to fall. This in essence is Marx's theory of crisis. This happens because the pace at which surplus is generated is lower than the pace of increase in constant capital. Marx is careful in his choice of words. He calls this as 'tendency' of the rate of profit to fall, because he was aware of the correcting (compensating) factors that can delay this fall of rate of profit. One example of such correcting factor is the rise in productivity due to investment in constant capital that can lower the need for variable capital. Foreign trade could be another such factor as it gives access to newer markets thereby delaying this phenomenon and so is supplying credit³ to the economy. Hence, he calls this as a 'tendency'. However, these factors can only delay the phenomenon or the economic and monetary expression of this profit cycle. The fundamental structure of this cycle cannot be altered and therefore a fall in rate of profit is inevitable. Eventually the rate of profit does indeed fall and that leads to 'economic crisis'. Therefore, the same elements of capital and labour which cause the rate of profit to rise also cause a drop in such rate.

And the same elements can once again restore the rate of profit and help the economy recover from or manage the crisis. How does that happen? When the rate of profit falls and businesses get wound up or acquired, there is a drop in the investment

in constant capital. As a result of a recessionary tendency the labour too becomes surplus which in turn brings down the variable capital. With a lower constant capital and a lower variable capital, the rate of profit again begins to climb up.

The cycle continues and the saga goes on.....

(This is a highly abridged version of the theory; those interested in knowing more about it can find it in Chapter 13; volume III of 'Capital')

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³This is a highly abridged version of the theory; those interested in knowing more about it can find it in Chapter 13; volume III of 'Capital'

Crisis Management

Siddharth PK, Manager- Strategy presents a quick tour of the fast-growing literature on crisis management.

Why do we fall sir? So that we can learn to pick ourselves up.

Alfred Pennyworth, Batman Begins

What is Crisis Management?

Crisis management is the process by which an organization deals with a disruptive and unexpected event that threatens to harm the organization or its stakeholders. Three elements that are common to a crisis are:

- A threat to the organization
- The element of surprise and
- A short decision time.

Crises can be caused by both internal and external factors. Cyberattacks, natural disasters and pandemics are examples of external forces whereas technological disasters and ethical misconducts are internal forces that can cause crises.

The advent of the crisis management team (CMT) concept dates back to the 1970s and 1980s with events like the Amoco Cadiz sinking near the coast of France, spilling over 68 million gallons of oil and the Three Mile Island partial nuclear meltdown in Pennsylvania. Over the years companies, large and small, have developed CMTs to be activated when a crisis strikes and the company is faced with dealing with multiple facets of a disaster.

Steps in Crisis Management

Planning is the first step to sail your business through a crisis successfully. Business entities that plan well for a crisis have a better chance of coming out of a crisis with success.



Prepare

Preparation is the first step for any successful business move and crisis management is no different.

- Crisis preparedness and maturity assessment
- Crisis program build and enhancements
- Crisis simulation
- Crisis training

The above are steps to be taken on a periodic basis and this would make corporates ready for eventualities that are unforeseen like the one we are facing now. A proper plan to address any crisis is created at this phase, and departmentwise deliverables are fixed.

Respond

During the crisis, it is imperative that companies have a well laid out strategy to come out of the crisis situation. Responding to the crisis is based on the following tenets:

- Strategy and governance
- Integrated response management
- Operational response

Once the crisis hits, the company has to revise the crisis plan prepared to fit to the current scenario and problems. Ensuring safety of employees and stakeholders is the first and foremost step to be taken during such a scenario. Evaluation of supply chain and identifying bottlenecks are necessary steps to be taken to come out of the crisis situation.

Crisis communication is another subject which has a lot of importance. Internal and external communication during a crisis has to be done with precision and

care. Care must be taken to avoid misinformation spreading among employees and other stakeholders during this situation. Communication from the leadership to employees, OEM to vendors and suppliers all have to be done very carefully and enforcing trust.

Crisis management can strain management bandwidth and can make the management take their eyes off other risks. This is recipe for disaster as crises does not make your other business risks go away. In short, a lack of focus can increase the corporation's vulnerability when faced with a crisis such as the current pandemic.

“When written in Chinese, the word crisis is composed of two characters - one represents danger, and the other represents opportunity.”

– John F Kennedy

Emerge Stronger

How a company handles a crisis - and comes out of it - sets apart the winners and the also-rans.

- Integrate lessons learnt
- Recovery strategy
- Operational remediation and financial restructuring

A strong recovery strategy based on strong forecasting is needed to make oneself stand apart from the competitor while the crisis ends. Operational remediation and financial restructuring can be done to emerge stronger. Many companies aggressively focus on M&A activities during and post crisis with such a plan in mind.

The company also has to address the impact the crisis has had on its employees, brand, reputation and other stakeholders after the crisis ends. Future activities must be planned so as to address the impact on these elements. The path to normalcy might be long but companies and management must strive to walk the long path.

The learnings from the crisis experience has to be imbibed by the management and has to be used to make the crisis management strategy stronger and more effective. After a crisis, a formal analysis of what was done well, what could be done better next time and how to improve various elements of your crisis response plan has to be identified and recorded.

A strong crisis management team and strategy has become a necessary pre-requisite for functioning in the current VUCA environment. Crises are business opportunities if addressed with the right strategy.

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Managing and Motivating the Team during a Crisis

Covid-19 had emerged as an inflection point. Life before the pandemic and after it-this is possibly how each pair of eyes will see and experience the world around them. A few weeks ago, when each individual braced the possibility of a contagion impacting their lives, we ensured that Team L&T Valves was kept safe and strong. Vidhyarthi S, Manager HR, shares the story...

At L&T Valves, the one question that kept ringing loud and clear was-how do we keep our employees safe and protected? Ever since the lockdown started, the leadership team has been working round-the-clock, constantly debating, analyzing and charting actions for swift implementation. Driven by the need for business continuity on one side, the pivotal focus on the other side was to keep employees' well-being central to the crisis management strategy.

This underpinning tenet was reflected in the way, our CE, Mahesh Joshi spent quality time with each of the departmental members- not to discuss business numbers but to understand how each employee was coping with the dramatic change of events in their personal and work life. Taking the lead from there, every employee's wellness was in focus as Malarvannan, Head HR and his team connected with everybody in the organization to ensure that each employee and their family members were safe and healthy. All kind of help that employees needed to lead a 'normal' life was anticipated - be it on medicines, groceries or transport - and instant support was extended.

Curfew passes were organized, special permissions from government authorities and safe transportations were taken care for employees who had members of their family in locations different from theirs. Ensuring employees were comfortably connected with their near and dear ones was important for the leadership team.



Day 1 of lockdown, the experience was new as employees adjusted to the sudden change thrust into their environment. On day 2 and 3, tensions seemed to ebb resulting in a surge in productivity. It was then evident that our employees were gearing up to deliver- at home and at work.

As the lock down inched forward by the day, news of the coronavirus spreading rampantly dominated the TV screens. By Day 4 and 5, across LTVL, there was an inherent need for something more. Social interactions! Conversations that lightened the mood. A stirring need for engaging interactions! Our CFO, Sameer Godbole rose to the situation and soon the virtual quiz was initiated. Excitement started to kick in day after day. 10 days rolled

by and with a loud bang, the semifinal rounds concluded after a nerve racking competition between the teams.

Quiz was one part. Amidst back to back meetings, never ending timelines, incessant phone calls, whirling excel sheets, overflowing mail boxes, people still had a lingering urge- to learn, upskill and develop oneself. Hence, online training sessions were rolled out. In no time, employees jumped in and started to explore, participate and add value to themselves.

Working from home needed a mindset change. For many it first sounded like an impossibility, for some a struggle, for some it was an experience in itself. As days progressed, an increasing acceptance of the life style change settled in. At the cross of the half-way mark of the lockdown, clearly habits were broken. Hindering beliefs shattered. What was earlier thought of as an impossibility suddenly emerged as a possibility in front of their very own eyes. A new normal was established.

For one, being inside locked indoors is now no longer insanity. There is a growing understanding that the company of one's own self is not that boring. It never was. This priceless revelation, is now in its offing, awaiting its grand take off in the world of tomorrow!

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Quizdom Sampler

1. As per Census 2011; which is the fuel most used for cooking in India?
a. Kerosene b. Firewood c. LPG
2. Nucleus of an atom is?
a. Dense, positively charged
b. Dense, negatively charged
c. Empty space, positively charged
3. MACS 4028, a biofortified, high protein variety developed by Agharkar Research Institute is what from the following?
a. Wheat b. Rice c. None of the above
4. The term Neo-Liberalism refers to which of the following?
a. Supporting a free market and free trade
b. Establishing a command economy
c. Freedom of individual based on socialist welfare society
5. What is the name of ancient roman gladiatorial arena?
a. Pisa b. Colosseum c. Pantheon
6. Where are OPEC headquarters?
a. Riyadh b. Dubai c. Vienna
7. Shazam is a product of which company?
a. Apple Inc b. Google c. Amazon
8. The 'Indian' in the movie 'The World's Fastest Indian' is?
a. Milkha Singh b. Red Indian
c. Indian Motor Cycle
9. Which of the following is an immensely popular character created by Belgian cartoonist Herge?
a. Nancy Drew b. Tintin c. Richie Rich
10. Which is a driest continent?
a. Africa b. South America c. Antarctica

Answers: b, a, a, a, b, c, a, c, b, c. Congrats!

Waging a War against a Virus

In the virtual world, Covid 19 was everywhere, with every message and every call mentioning the pandemic. On 13 March, I was attending meetings and suddenly felt breathless, and the WhatsApp messages I received indicated the exact symptoms I was feeling then...

In the virtual world, Covid 19 was everywhere, with every message and every call mentioning the pandemic. On 13 March, I was attending meetings and suddenly felt breathless, and the WhatsApp messages I received indicated the exact symptoms I was feeling then...

My history of constant travel and meetings with multiple customers and suppliers, forced me to drag myself to the L&T Health Centre, slightly worried about Covid 19. The doctor suggested I get some blood tests done as he wanted to rule out everything. That evening, being a weekend, I left for Bangalore, and by the time I reached home, I had a message from HR to conduct all necessary tests and to self-quarantine.

Next morning I visited a doctor and the moment I mentioned that I have Covid-19 symptoms, the experience suddenly changed, and I was rushed to an isolation room. On 15 April, I got fever, chills, cold and a sneezing spree with 100+ sneezes per hour. I was then referred to the Covid 19 test centre at Bangalore Medical College.

The contagious disease pathology laboratory environment was enough to make you paranoid. A doctor took throat and nose swabs, it was a painful and horrifying experience, and to my dismay, 2 days later I received a call from the hospital for repeat tests. Because of the stress and negative thoughts, I was already an 80% Covid 19 patient by the time I reached the lab.



After the tests, the actual quarantine started. Food was kept outside my door, like in a jail, and there was with minimal interaction with anyone. During this period, my biggest support was my job, my customers and the friends on phone. Finally, on 21 March, I got a message from the lab that the reports were negative. For the first time, I welcomed the negative result as positive news!!

Vaibhav Maheshwari
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Life in a Lockdown

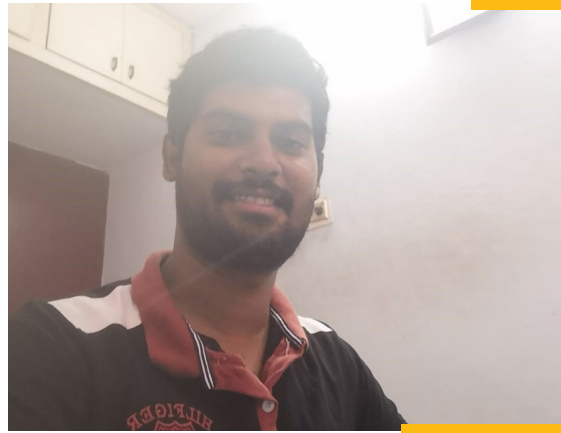


On 16 March we decided to return to India before the situation worsened and all flights were suspended. I reached Mumbai on 18 March and was started my home quarantine.

I had already made plans to shift my 8-year old daughter and parents who are above 60 to my cousin's house. So I locked myself up inside a bedroom and gave up my freedom for the health and wellbeing of my family, friends and neighbours. Because I had come from USA, my wife was not allowed to attend office for 7 days, as per her company rules. This, in a way, made the early days of quarantine more bearable since I knew there was care and support available a phone call away.

It's really tough to stay inside one room for 15 days. And the various initiatives by L&T and L&T Valves helped me cope during this period, especially the daily quiz and knowledge-sharing webinars. And ironically, when the jetlag kept me awake at night, I could connect with my customers who were continents away though I was forced to disconnect from everybody at my home.

*Sachin Murumkar
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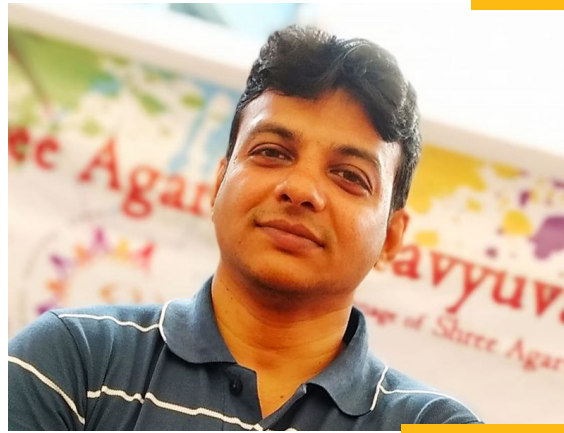
During my quarantine period, I confined myself to a room where all basic necessities like bed, clothes, water, washing powder etc. were made available. Each day, food and water were placed outside my room and the only times I opened my door were to collect it. I used to communicate with my family only over phone or video call.

Apart from maintaining strict work timings, I used to do my chores such as washing clothes and vessels and cleaning my room on a daily basis. It was difficult to stay within four walls without boredom getting to you. Then I used to relax by listening to songs or playing my guitar.

Fortunately, I came out of the quarantine period without any symptoms of the virus. I also disinfected my entire room before I let others in. I would like to conclude by saying that if just by staying home we can stop the spread of virus, then that's the easiest thing anyone can do.

*Andrew Emmett
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A Helping Hand



These are unprecedented circumstances. Who would have ever imagined that they would witness something like this? Closed-down offices, colleges and schools. Gyms locked tight. Cineplex screens gone blank. Empty roads, travels postponed. No social gatherings. Everything that feels normal is on hold. But we are following this discipline of social distancing to save our families and our nation from this pandemic.

During this crisis, I was caught in the middle of a personal crisis for which I not prepared. In March first week I had moved in to a new house and before the interior and furniture work could be completed, the lockdown stopped everything midway.

On one hand, I was learning to cook, manage supplies, etc. in a new environment, and on the other hand, I took the initiative to gather volunteers and support the people whom we see daily and offer them a helping hand. We were successful in collecting some funds from our building and distributed it among the security guards, domestic help and construction labourers working in our complex. Apart from that, we started providing refreshments to the security guards on a rotational basis. Taking care of stray dogs, cows and birds also became part of our lockdown routine.

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I felt blessed, as I was staying with my family during the lockdown, and well taken care of. However, being locked up in one place does make you think about the situation outside and how you can provide support. I understood senior citizen couples away from their children found it difficult to get their daily needs or medical attention during the lockdown. With a group of friends, we made a network to ensure assistance to the seniors in terms of arranging daily needs and helping them out, always ensuring that the Covid prevention guidelines are followed.

I also found that many families were undergoing a lot of stress – because the breadwinners could not work, and even because children couldn't go out and play. Again, the power of networking provided a mitigation plan. I got in touch with 3 doctor-friends – a psychotherapist, a dentist and a general physician – and created a platform on Facebook to engage with people who required their support. The doctors interacted with parents and children, kept them busy, provided them knowledge and most importantly, gave them a lot of energy and enthusiasm.

Do remember, bad times don't last, but the power of networking does.

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The New Normal

Staying Healthy, Happy and Productive in Current Environment



Despite the fact that Mohan is staying at home, he wakes up at 6.30 am as usual, as if he had to travel to work like any other day. He brushes his teeth and does indoor exercises such as push ups, sit ups, jump rope and on the spot jogging. He misses his daily run in the neighbourhood park, but these light exercises still rejuvenate him. He then takes a bath, completes his other morning chores and has breakfast.

Mohan is at his home desk at 8.30 am. He sits and plans for his work day for the next 15 minutes. Every 20 minutes, he looks away for his desktop screen for 20 seconds and focuses on some distant object 20 feet away. This prevents him from straining his eyes too much. He takes lunch and tea breaks as usual, as he would have taken in the office and does not mix work with food. Mohan's family members occasionally disturb him during work but he understands his family's needs and does not stress himself out due to the disturbances. Likewise, Mohan is empathetic when any of his co-workers find the need to excuse themselves and attend to a household chore during the

course of the day. To compensate for the physical movement that usually takes place in office, he sometimes walks and talks while on official calls. Mohan takes plenty of warm fluids throughout the day. He misses the office tea and the chat with colleagues over the coffee machine, but at least now he speaks with family instead. Mohan stays in touch with all the usual stakeholders (customers, suppliers, colleagues, etc.). He clocks out at close of office hours, as he would, when leaving office, after fulfilling the agenda he had set up at the start of the day. He finally fills up his daily tracker and sends it to his Immediate superior, letting him know of his well-being and assuring his superior that the tasks were completed.

The next few hours are spent in catching up with family and friends, watching TV shows, reading books and updating himself with latest technologies/trends through courses in MOOCs/ATLNext. The same was also done on weekends, when he usually did not work unless in an emergency situation. Mohan has also managed to rekindle some of his hobbies like writing and photography.

Fast-forward:

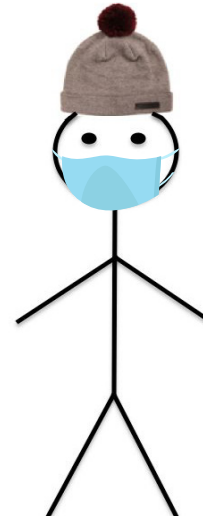
It is finally the close of lockdown, and Mohan had never imagined in his wildest dreams that he would be more excited to return to office rather than staying at home. He is rearing to implement all the ideas he had come up with during the lockdown.

His careful planning on how he would go about executing a lot of pending tasks upon his return to office paved way for a smooth transition from WFH to work at office. Though there was a huge backlog of activities, he knew exactly how much he was going to accomplish each day, because of which he didn't feel stressed.

Though, our country had managed to flatten

This is Mohan, an employee of L&T Valves.

- Mohan practices **social distancing.**
- Mohan wears a **face mask.**
- **Be like Mohan**



the curve, Mohan still practices all the necessary precautions such as social distancing and wearing a mask, to prevent a resurgence of the infection. He avoids gatherings and regularly washes his hands with soap or uses a sanitiser (does this once as soon as he reaches work and returns from work). He avoids exchanging papers and instead simply sends/receives the softcopy by email, wherever possible. He uses his shoulder to open the door and leaves the door open. He smiles and nods as a greeting, instead of the usual handshake. If he feels sick on any of the days post-lockdown, he informs his HR coordinator and immediate supervisor. He does not report to work at office as a precaution on such days. He also keeps his ears tuned to local happenings at his community but does not give in to rumours.

During and post lockdown, Mohan pays special attention to his financial condition and avoids all unnecessary expenditure. Mohan looks to yoga and meditation to keep his mind calm at the end of the day. He eats nutritious and well balanced food, that includes fruits and vegetables, dry fruits and honey, proteins and carbs, even though he used to be picky about vegetables earlier.

Let us all try being like Mohan. Stay safe, stay healthy!

Disclaimer: Though Mohan is a fictitious character for the purpose of this article, and any resemblance to any real person is purely coincidental, it is still worth emulating what he does to stay healthy, happy and productive during and after lockdown. The views expressed in this article are the author's own and does not reflect any company policy, even if they appear to be similar.

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“Houston, We Have a Problem!”

Sachin Murumkar recalls how Team USA solved the problem, while setting an example for customer service in tough times

We are all witnessing the current pandemic outbreak of COVID-19 which has impacted the entire world. Many countries have responded with lockdown and stay-at-home policies to keep people safe.

L&T Valves USA LLC was working on executing an urgent order for an essential service requirement. This was the first major order placed on the Houston plant for Class 150 Gate Valves of 10 inch size. The order required modification of stock valves. Our order execution was moving as per schedule to serve the customer on time when the Covid-19 spread made the Mayor of Harris County in Houston declare a Stay Home, Work Safe order beginning from 24 March. The county allowed only essential services to remain open.

Our Regional Head for Americas, James Hill approached the Mayor's office to allow operation of our plant to serve an essential service business of our customer. On 27 March, the Legal Counsel to Harris County, Judge Lina Hidalgo determined that L&T Valves can operate during the Stay Home, Work Safe period.

James Hill was the only person available at our Houston facility and had joined L&T Valves only in March 2020. He took charge of the situation, and single handedly accomplished the task of getting the valves ready and shipped to the customer. He ensured that all the valves were built as per the specifications and tested extensively to meet the strict API standards. Sugumar and I from India supported James using video and audio calls.



James E Hill

The teamwork of members in USA and India enabled us to meet the time line of the customer for shipment of these critical valves to their Corpus Christy, Texas facility.

We did it. We supported the customer in essential services category to serve the society. Most importantly, all of it was done in full compliance to the health and safety requirements.

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We fell asleep in one world, and woke up in another

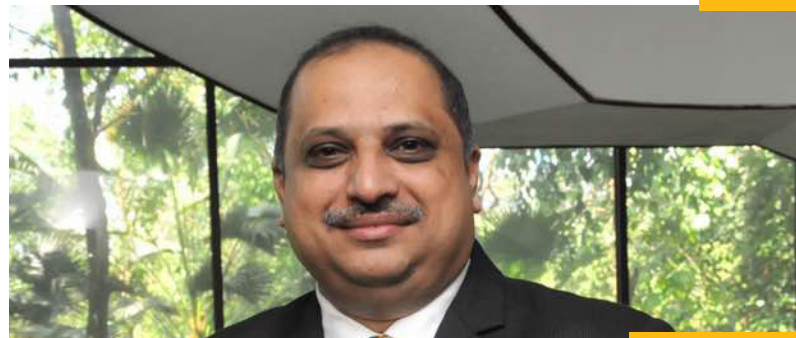
As all of us have realized and accepted the reality that all of us are not going to return to normal but the new normal. There is a time when we have to be revolutionary and there is no better time than now -
Movin Miranda, Business Development Manager, APAC

We believed that Microsoft Teams and apps like Zoom was for techies, not for traditional industries like ours. COVID came along and our resistance to change and or complacency was blown to bits. Now, we have webinars for our clients, internal meetings online and a new way of work-life that we thought would come only in a decade, maybe. We were forced to be innovative and adaptable, traits that will hold us in good stead. That's the way going forward. We practice social distancing but we stay closely connected as ONE in this very difficult and challenging time.

Strangely enough, this isolation has brought us closer to our customers, our colleagues and stakeholders. Our pre-sales teams have been resourceful, conjuring up bids and price estimates even when there is no chance of getting back-up data from sub-suppliers. We have explored alternative sourcing routes, learnt in detail how the price of oil can possibly affect our booking forecasts and how the hit on logistics and lack of shipping containers can hamper our shipments.

Clients who demanded quotes with unreasonable deadlines in the past, now thank you for actually quoting on time. Technical discussions and commercial negotiations are being conducted online. Our webinars have positioned us as a company that not only makes valves but also one that has a cornucopia of experience and deep wells of knowledge. Guess who they will be calling for solutions, the next time they have a vexing engineering problem related to their flow or valve sizing.

On a personal front, the isolation from our normal routines has brought out inner contemplation in



many of us and the realization that the gift of life is most fragile.

Saudi oil minister Sheik Ahmed Zaki Yamani, the architect of OPEC once said, "The Stone Age didn't end for lack of stone, and the oil age will end long before the world runs out of oil." In our case it is different. The future of the workplace is already at hand because all our 'stones' were taken away. But it is my belief, that we will not only survive this but will come out stronger.

My personal mantras, for this time of isolation,

- Let's take care of our fellow employees – STAY in touch
- Think about how to proceed after the new normalcy is returned. Like it or not, the workplace and the marketplace will never be the same again.
- Take care of your customers...and our suppliers and our service providers
- Honour the work of those that are still working on frontlines and not from the safety of home

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The quote heading my article is from a poem by Haroon Rashid, reproduced on page 19

We Made the Impossible Possible

Over to Prasanth Prasad, Head (Sales) - Middle East, Africa and Europe



Uma. K

On 20 March, an air consignment of valves for a shutdown project in the Middle East faced a procedural issue which delayed the movement of the valves to airport. Before the issue could be sorted out, the lockdown started, and a manageable delay escalated into a major challenge.

Though the government regulations restricted inland movement of cargo, our logistics teams decided to find a solution.

L&T Valves logistics team presented the case to the local authorities, citing the importance of these valves (23 GGC valves) - meant for shutdown maintenance, vital for operational continuity at a key international oil & gas facility. The customer team supported the case with necessary backups. Our concerted efforts paid off, and we got permission from the authorities to move the material to Chennai airport.

This effort from L&T Valves was well appreciated by the customer. Due to non-disclosure clauses of the contract I cannot divulge the name of the customer, however I would like to highlight the support provided by Ms Uma of our logistics team.

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We fell asleep in one world, and woke up in another.

Suddenly Disney is out of magic,

Paris is no longer romantic,

New York doesn't stand up anymore,

The Chinese wall is no longer a fortress, and Mecca is empty.

Hugs & kisses suddenly become weapons, and not visiting parents & friends becomes an act of love.

Suddenly you realise that power, beauty & money are worthless, and can't get you the oxygen you're fighting for.

The world continues its life and it is beautiful. It only puts humans in cages. I think it's sending us a message: "You are not necessary. The air, earth, water and sky without you are fine. When you come back, remember that you are my guests. Not my masters.

Haroon Rashid, [instagram.com/authorharoonrashid](https://www.instagram.com/authorharoonrashid)

Social Distancing

Wait! Hear me out, listen to what I have to say
You want to live? There is only one way!

Stay inside your home,
Stay far from people.
The disease is a ticking bomb,
One boom and it would create a ripple.

Take a pause and look around,
Stay safe and stay bound

Inside your home where your family is there;
These rules are made for you to adhere.

Break the chain and maintain social distancing,
Recently, this is what is trending!
But why? Why is it needed?
People are dying if this is not heeded!

Follow social distancing to avoid the grim reaper,
Life is valuable, not cheaper.
Lots of lives have already gone,
Neither is their breath left nor will the bone.

Sagar S Kumar, Special Projects (DNA)
sagar.skumar@Lntvalves.com

Communication, Co-ordination and Co-operations versus Coronavirus

The COVID lockdown couldn't have come at a worse time for the finance team – The financial year-end! Subramanian R, Senior DGM, Finance & Accounts, tells us how the F&A team ensured that their story had a happy ending.



It was a tight ropewalk for the finance team as there were battles on every front, from collating the information to managing the liquidity, to handling the yearend activities and audit. This was besides the daily routines, keeping in mind, the topmost priority of health and wellbeing of the team. In a normal scenario, everybody works together in one office, enabling collaboration and quicker decision making. During the lockdowns, though we were still able to take decisions at the right time, it involved more efforts, with connectivity issues increasing the challenges of a scattered team.

Some of the challenges the team faced were related to health, team morale, infrastructure, managing payables and liquidity due to the slowdown in collections, infrastructure for auditors, preparation of accounts, and completion of the audit. Some of the measures we took to overcome

were daily calls by the functional managers with the team, creation of WhatsApp group for voicing concerns, ensuring the availability of laptops, VPN connectivity, monitoring of fixed expenses and weekly and daily calls with the auditors.

It is a matter of great pride that we could prepare the financials and complete the statutory audit during the lockdown. Though we had made an action plan before the lockdown, we had to reinvent the plan post-lockdown. This was the first time an audit was carried out based on the information shared digitally, and the entire team got rich experience on digital audit powered by technology. Microsoft Team was extensively used to discuss issues and there were times when people were participating in multiple meetings.

There was a struggle to finalize numbers to the management, and this led to many discussions amongst the team and auditors. The team was working hard to ramp up sales and also the increased demands from the management due to the Covid-19 outbreak. In the end, everyone responded positively, and this was made possible only because of 3Cs – communication, co-ordination and co-operation despite poor connectivity, under the shadow of the Covid pandemic.

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CEO

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50 IS NOT JUST THE NEW 40 REDEFINING THE MEANING OF AGE

MAHESH JOSHI

THE CHIEF EXECUTIVE OF L&T VALVES ON REVOLUTIONIZING AN INDUSTRY

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SUCCESS IS MEASURED IN *SATISFIED* CUSTOMERS.



L&T VALVES CHIEF EXECUTIVE **MAHESH JOSHI** IS REVOLUTIONIZING THE FLOW-CONTROL INDUSTRY WITH PEOPLE POWER, TECHNOLOGY AND KNOWLEDGE SHARING.

WORDS **JULIE COOPER** • IMAGES **L&T VALVES / PREM MAKUDE**

Any good chief executive will arguably possess strong communication skills, build sustainable relationships and make on-the-spot decisions with ease. This person will be proactive and readily adapt to a rapidly changing environment. Often, they will remain calm under pressure and will balance insight into stakeholder needs while placing an unrelenting focus on delivering business results.

However, a great chief executive will do all that and more. This person sets out to transform the industry and then does so. There's Steve Jobs with the iPhone; he took the mobile phone into the future. Coco Chanel is considered one of the most influential people of the 20th century for

bringing to life her belief that women's clothing could be both fashionable and comfortable. The ever-popular classic 'little black dress', suits for women and cashmere cardigans are staples today because of her. Then there's Elon Musk and the Tesla – this visionary took four wheels, a hood and a trunk and infused it with ongoing learning capabilities thanks to a wi-fi connection.

L&T Valves' Chief Executive Mahesh Joshi is one of the great leaders. A true pioneer, Mahesh is not only looking to enhance valves, he's also working to create the future of valves and revolutionize the entire industry.

"You don't want to follow the crowd," Mahesh shares. "We want to create something different for the industry. It's not to differentiate and sell more »



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products. It is to create a new level of user satisfaction, a new level of improvement and enhancement of productivity at the application points. We want to achieve that by aligning our suppliers also in our collaborative journey into the next level of technologies with us. That's how we can revolutionize the flow industry."

One way that L&T Valves achieves this is by asking a lot of questions. The first being, "What can the future of valves be?"

"You hear a lot about smart cities, smart buildings and more," he says. "Machine learning and artificial intelligence are becoming a part of life. So, we are looking at intelligent valves."

TO FURTHER BENEFIT ITS CUSTOMERS, L&T VALVES HAS AN AUGMENTED REALITY APP FOR REAL-TIME PLANT TOURING AND REMOTE INSPECTION.

SMART TECHNOLOGY

It's an initiative L&T Valves calls 'Beyond Design'. Using state-of-the-art design and analysis software, its specialists are able to create customized products for its customers. These successful innovations are used in a multitude of ways in a variety of industries – think mission-critical situations for defense and aerospace and refineries and pipelines for the oil and gas industries. According to Mahesh, there's no limit to what L&T Valves can achieve.

"Continuous improvement is our motto," he says. "The base of L&T is the technology and the people. That foundation is allowing me to build on it and take it to the next level to try and create something the valve industry can look up to in the future."

As it stands, the company already has several million cutting-edge valves providing efficient flow-control in all industries across the globe. Its impressive portfolio boasts smart valves with integrated diagnostic and communication modules and digital traceability as well.

Thanks to its future-focused mindset, L&T Valves employees are regularly encouraged to think outside the box and given freedom to fail when innovating. "We give our teams extensive opportunities to come up with new ideas, develop new products and



technologies – and then we support them," Mahesh says. "We don't discourage if they're failing at certain efforts, because when you're developing new and innovative products, you will likely encounter some setbacks."

This has created an environment that's conducive to growth. L&T Valves employees are excited about new opportunities and jump at the chance to innovate. They're encouraged to work on things that ignite their passions – even if it means taking on projects outside the company's own four walls.

"I encourage our young generation as well as our long-term employees to enhance their learnings," says Mahesh. "They work on new technologies with other global organizations on various projects. Our employees learn a lot from them as well as share their knowledge. We're not only trying to apply their unique applications on our valves, but we're also doing this to take our generation – the human race – to the next level of thinking."

"WE GIVE OUR TEAMS EXTENSIVE OPPORTUNITIES TO COME UP WITH NEW IDEAS, DEVELOP NEW PRODUCTS AND TECHNOLOGIES – AND THEN WE SUPPORT THEM."

their requirements. From process applications to pipelines, our customers have their own requirements we must comply with. That's what we're focused on."

And it shows. At present, L&T Valves has 20 different catalogues and brochures on its website, detailing product specs and use. Likewise, this future-focused valve company shares several installation, operation and maintenance manuals for download, and videos on new products and technologies. It's all part of its thorough online Knowledge Centre.

The company also provides training programs for its customers, so they can effectively "maximize value and minimize cost". Through its foundation course, which builds on the basics and ends with a plant tour and case studies, to refresher trainings and advanced valve programs, L&T Valves stands by its customer every step of the way and provides support for the entire life cycle of the valve.

With all the emphasis L&T Valves places on the customer, it's no surprise that Mahesh measures success by the number of happy customers. For him, that's a key for the company to achieve its goals.

"Success is measured in satisfied customers," he explains. "How many of them are our advocates, using us as a reference point? We want to be the most trusted valve company in the world. If you want to do that, you need to deliver high-tech, quality products at the right time and at the right place consistently. Our dedicated team of professionals at L&T Valves is the foundation stone for us to deliver unmatched customer experience. To sum up, success is measured in the number of satisfied customers, supported by happy employees' commitment to build a better tomorrow."

With the company's global network, which continues to grow, doing this becomes easier. "By being local and therefore closer to them, we are better able to understand their requirements and supply solutions in time," Mahesh says. "We have »

CUSTOMER FIRST

The simple act of motivating and empowering its employees has created a strong ripple effect throughout the entire organization, ultimately creating a very satisfied customer – which is definitely a good thing for the business with such a strong global presence. Located in North America, India, Europe, Asia-Pacific, the Middle East and Africa, staying customer-focused has been key.

"The customer is very important. That's our center," he says. "We want to make it easy for them to control the flow and help to improve their quality of life."

To become the 'easy button' for its customers, Mahesh and his team work steadfastly to anticipate their needs, eliminating any guesswork. "We want to set new benchmarks. How can we make the customer comfortable? How can we make it easy for everybody? That's our mission," he shares. "It could be a simple solution like documentation for

what we call 'local for local' as well as 'local for global', meaning we can use all of our plants for our local and global markets. We have provided that flexibility for our customers' needs."

L&T Valves has manufacturing facilities in India and the US, and this December it started production in its new facility in Saudi Arabia, providing a touchpoint for its customers in the Middle East. Playing a key role in the company's global success, the new plant manufactures L&T Valves' entire product line, including gate, globe and

"YOU MUST ENJOY WHAT YOU'RE DOING, OTHERWISE YOU WON'T HAVE PASSION."

check valves, trunnion-mount ball valves, triple-offset butterfly valves, double block and bleed plug valves, automation solutions and digital solutions. The company's proprietary Internet of Things-ready smart valves, which work by integrating various sensing and communication technologies, are one of its most exciting offerings.

INNOVATION GUARANTEED

A subsidiary of technology-and-engineering conglomerate Larsen & Toubro and backed by a 50-year reputation of excellence and world-leading innovation, L&T Valves is well-primed to see its vision through: to make L&T Valves the most trusted valve company in the world.

Larsen & Toubro has a huge engineering strength and people power. "The technologies Larsen & Toubro possess and our consistent investment in technologies, people and commitment to customers is what motivates all of us," Mahesh says. "I find it all very exciting. It has a solid foundation to build on."

With a career that exceeds three decades and saw him working in high-power positions for the likes of Ingersoll Rand, Cameron, CIRCOR International and Vulcan Management, Mahesh continually proves himself to be a solid leader. He has a knack for motivating others effortlessly; he simply remains authentic and true to his purpose. And it's a quality that speaks to people.



Ranganath N Krishna and Siva Kameswari Vissa, independent directors on the board of L&T Valves, actively support the transformation that Mahesh has spearheaded at the company

"Whatever I do, I do with passion," he says. "You must enjoy what you're doing, otherwise you won't have passion."

Tackling his first order of business with a passion-filled approach started him off on solid footing with L&T Valves. "We looked at the whole global market and then conducted an extensive study for more than three months," he shares. "Then we put together the best brains in the company to decipher the whole global market by country and by region. We wanted to identify the customers' needs and their buying behaviors. We wanted to see what technologies would be required to serve their needs."

ELEVATING THE VALVE INDUSTRY

Once those points were identified, Mahesh and his team were able to create a plan to move forward. It wasn't just self-gratifying, it was – and continues to be – industry elevating. "We have an immense amount of knowledge on valves, and we want to share it with the industry. We want them to know what we know," Mahesh stresses. "We want to align our mission with all the other industry leaders."

To do this, L&T Valves created a school where it could teach others the ins and outs of valves. "We feel that we owe it to the industry," he says. "We have people who have spent years of research on specialized subjects like welding a valve. Somebody has done extensive study on flow in a valve. Another person has carried out Finite Element analysis on individual components. And someone else has focused on fabrication, foundry or mod-shop. Our main aim is to convert our learnings into meaningful knowledge we can share with the industry."

Doing so will have a mega-impact on its mission, Mahesh believes. "This will help take flow-control to futuristic levels," he says. "There's a power, an excitement and an inherent satisfaction in it."

THE ACADEMIC

Learning has always been an integral part of Mahesh's life. He earned his degree in Mechanical Engineering at Delhi College of Engineering and continued on to achieve his Master of Business Administration at Murray State University. And, a few years later, Mahesh acquired a master's degree in International Strategy and Diplomacy at The

London School of Economics and Political Science. On top of that, he had a stint at Harvard Business School and University of Oxford, furthering his studies even more.

Staying true to his knowledge-sharing ways, Mahesh wanted to use what he'd learned to contribute to society. So, he went on to author a book published by the Oxford University Press. The title, *Global Business*, offers insights into globalization trends, providing a drama-free explanation of its economic, social and cultural impacts. He also has a knowledge-sharing platform in his radio show on *VoiceAmerica.com* called *Global Business with Mahesh Joshi*, which airs every Wednesday at 9am PST.

It's an absolute must-listen for business leaders and curious minds alike, he says. His guests on the show range from senior business executives to academicians, theorists and practitioners. Together, they cover various aspects of global business in current scenarios and share several interesting facts.

Mahesh's passion for innovation and knowledge-sharing is infectious, and he leverages it to transform and leave his mark on L&T Valves, the flow-control industry and the world around him. ■

Basavarajappa D

Head - Operations

“I do everything with a high degree of involvement. This gives me the ability to respond to problems swiftly. My ability to analyze problems, take quick decisions and take my people along with me are my strengths.”



In your view, how best is employee productivity achieved?

Every employee needs to be understood first. For that a leader must be able to build a strong rapport with the employees. Only with the interpersonal connect can mutual trust develop. Even if there are situations where the employees are put under lot of pressure, they will not show any stress because they are allowed to operate from a zone of comfort and trust.

How do you foresee the manufacturing industry shaping up? What is expected to be the new normal?

Digitalization is the new normal. It allows for rationalizing, simplifying and automating business processes so that the way companies engage with customers is transformed. Essentially digitalization will create cost competitiveness in the market. As

organizations refine their quality standards and work flow systems, customers get to benefit in the long run.

What is your vision for operational excellence at L&T Valves?

A key requirement is to create, implement and monitor KPIs for all functions of Operations. Optimization of business processes around Safety, Quality, On-time Delivery and Cost –SQDC is a vision that I am passionate about.

What strengths of the organization do you wish to leverage for driving your vision?

The breadth and depth of operational excellence that L&T as an organization has is of immense value. The countrywide presence and the respect for the L&T brand are our strengths. The company as a whole is also highly customer focused, giving us strong relationships with customers across industries and geographies. The company cares for its people. We also have people centric practices which have nurtured a rich L&T work culture.

What are some of the best practices that you have implemented in manufacturing?

Mainly lean management practices. I successfully implemented six sigma in all the earlier companies such as Delphi, KSB, Federal Mogel and GE. Being adaptable to the situation for driving value and minimizing waste were critical to the success of the initiative. Overall the impact on the business was significant and it allowed for increased productivity and a lean culture in the organization.

What is the one change you would like to see in the coming 1 year at L&T Valves?

Today we have a lot of customer challenges. One



year from now, we need to ensure we are able to meet with the delivery commitments to customers at all times.

What workforce trends do you foresee in the industrial sector?

The manufacturing industry is facing a talent crunch. The people with the right mindset and skill sets are unwilling to choose Manufacturing over Information Technology. Because of this shift there is an acute skill shortage for the manufacturing sector.

What kind of person are you outside of work?

I am a simple, people-friendly person. I want to be approachable always and am willing to take risks.

If there is one advice you wish to give for a newly joined aspirant at L&T Valves, what would that be?

I urge them to give their fullest commitment to work. It is important to like one's profession and not one's job. That is what drives the passion for work.

Basavarajappa D is a qualified Six Sigma and Lean Black Belt. During his stint as director of continuous improvements with leading American and German Fortune 500 companies, he had implemented lean manufacturing at units in India and China. He completed MBA in Finance and Engineering Technology from BITS, Pilani. He is a trained classical singer and enjoys listening to pre-80 songs.

R Malar Vannan Fernando

Head – HR & IR

“The vision is to create a synergy of employee happiness, customer delight and financial stability. The roadmap therefore is to transform HR into a strategic partner for the business”

What do you think are three qualities required to be an inspirational leader?

One is the ability to see the big picture and customize that to a plan that can be executed. Second is the ability to empower and enable people towards performance and third is the ability to respond to a situation rather than react to it.

What accomplishments would you want your team members to achieve in the next 2 to 3 years?

The first one would be redesigning the organization structure so that it leads to increased productivity. The second critical one would be to implement systems, that allow for real time performance appraisal. By real time, I mean, drive a culture wherein, month on month- there is a system of providing feedback on the employee's performance. In fact, more than feedback, feed-forward should be the norm. Conventional feedback focuses on the past as it provides information about past activity and performance. Feed-forward on the other hand is future-focused. It provides information about what a person could do differently in the future.

How do you see the HR strategy at L&T Valves contributing to the organization's business strategy?

HR strategy must drive competitive advantage for the organization. I am not keen on implementing systems and processes for namesake. Ultimately these are about value creation for the organization as a whole. To achieve this, I feel it is important to align all the stakeholders and thereafter consistently increase the organization's capability so that the market challenges are met with.



In your view, what must be the cultural tenets of an organization?

The culture must anchor the readiness to take challenges. Business models are changing rapidly in today's environment. So, the talent has to be agile to make the organization the front runner. Empowerment and mutual trust are key tenets of a high performance organization culture. Rather than criticizing and confronting, we have to cooperate and collaborate. More than the individual's glory, we must only recognize & celebrate team successes.

What is the one change you would like to see in the coming 1 year at L&T Valves?

Increased responsiveness. Customer-centricity is the key. To accomplish this, there must be increased accountability. And this accountability is not to be enforced upon but assumed with full confidence by employees themselves.



Employees of L&T Valves Arabia Manufacturing LLC, Saudi Arabia

What are your hobbies?

Reading books, watching and playing sports

What do you think is the best way to engage and motivate millennials?

In my observation, I feel millennials have very high aspirations but limited patience. They want to accomplish things in a short span of time. It could also be because they are predominantly single children and their upbringing may be so. Given the fast changing business landscape their impatience only accentuates problems. I would urge them to not focus on achievements alone as that will eventually cause burnout. I would suggest them to adopt a consistent and a balanced approach to their growth and development as they go about executing their accomplishments.

What is your advice for a young budding engineer in the manufacturing industry?

It is important to have practical hands-on experience of the product. With just theoretical knowledge alone, it is not possible to build expertise in any area. I urge young aspiring engineers, to get their hands dirty and gain the technical expertise from the shop floor. Being more demonstrative in action rather than in theory is what will allow them to gain mastery of the process.

What would you say are your top 3 achievements of your career so far?

First was the turnaround initiatives at Pricol Limited. Before we initiated the transformation, there were several workforce challenges that were hampering the business growth. We focused primarily on two levers - building emotional connect and execution focus. After a 4-year transformation exercise, it was heart warming to have won the National award for best Employee Relations.

The second achievement was implementing diversity inclusion initiatives at MAS Holding, India. The focus was on driving women empowerment through social engineering. The third was successfully implementing Deming TQM process at Rane group of companies and Toyota Production System (TPS) at MAS Holdings.

R Malar Vannan Fernando has 23 years of experience across engineering and FMCG domains. He is an alumni of Madras School of Social Work and a specialist in Hay methodology of PMS and competency mapping and Thomas profiling psychometric assessment. In 2018, he won the national award for the best industrial relations practice.

Me-to-We Workshop

Collaboration as a word has a constantly evolving interpretation. Not surprisingly, it is worth the undivided attention it manages to amass. Wherever there are people, there are accomplishments and results and in conjunction with those, paradoxically, there are also problems.



With people, there is always a need to connect, share and contribute- a need that invariably binds people together. It is this need that allows them to oversee differences and keep going with what has to be accomplished. Obstacles are then easily glided through, results achieved and progress established. A straight forward equation with straight forward results.

Unfortunately, it doesn't end with that. With time, complexities start to set in. When process and people become familiar, in another time and for another goal, somehow, history doesn't repeat itself. A new set of circumstances undoubtedly surface. Then, the deflection happens. Hurdles emerge and problems that were never heeded to before suddenly loom large managing to grab the attention of many. The much needed focus is deflected. Actions fumble, results crumble and failures mount.

An inevitable and undeniable nature of human relationships.

The journey of Me-to-We was embarked upon in L&T Valves powered by the commitment of the leadership team in creating a collaborative work culture that thrives on performance and synergistic relationships. This vision was a powerful anchor. But the task of accomplishing it was daunting owing to the complexities of human relationships described above.

And to take the challenge head on, the group got together for a day-long workshop facilitated by Dr. Nadkarni, a renowned trainer and mental health specialist with a rich experience in building synergistic work cultures across organizations. Through thought provoking exercises such as creating a fictitious nation with an innovative name, currency, government etc., the leadership

team opened up their minds to imagination. They unraveled the beauty of overseeing differences while working towards a common goal. It worked splendidly and they were thrilled with what got accomplished.

Key Learning – A common goal binds people in spite of the differences.

With that learning cemented, they progressed to understand how to hold meaningful workplace interactions. They role-played and discovered what it meant to be Passive, Submissive, Assertive and Aggressive in one-to-one conversations. As they enacted one role play after another, they appreciated the pros and cons of each conversation style. The exercise opened doors to many reflections. They realized the importance of understanding the other. With that understanding, they stretched their minds on relating to the other in a way that is productive and collaborative.

At the end of the day long workshop, it was evident that the learning was intense and important. They heaved a sigh of relief. A journey was embarked upon and the travellers were no less tired nor intimidated. They yearned for more and decided to await their chance to convene again not to rest on their learnings but to take on another set of challenges. Gearing up to unlearn and learn and allow for change to seep in. After all, their desire is to sculpt an organizational culture that is underpinned by collaboration and synergy. A goal worth chasing for. Not by one or two but by the leadership team as a whole.

Vidhyarthi S
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Milestones

Congratulations!

| We wish you happiness and joy



Manoj Suhasan, Pre-Sales, Coimbatore married Monishaw on 27 Jan 2020.

Just Born!



To G Balamuthukumar (KPM - QC) and Meenatchi a son, Nethiran, on 6 January 2020

You earn your medals in training. You just pick them up on race day.

| Saravana Raja Kumar, Coimbatore catches up with our Marathon Man

Harsh Bharat Mehta works with the Design & Engineering department at Coimbatore plant. Though new to the team, he leads the daily exercise routine at the office designed to keep the design team in top form. A keen athlete from his school days, he took up running while at college – It started with a 2.5K run, and the love story continues.

It's all about training, says Harsh who gets up at 4 a.m. every day to train. He considers stretching and warming up very important for a runner as it helps avoid injuries and ensures faster recoveries. Though he trains alone due to his work schedule, he prefers training with a group as it inspires and motivate him to do better. He follows a high carb, non-junk diet and believes that diets should be tailored to meet body requirements. In long distance running, mental strength is as important as physical strength and self-doubt is the first enemy that one has to defeat.

According to Harsh, one of the favourite things about Marathons is the time and space it provides for introspection and insights. Running is a great leveller and lets him connect with people from all walks.

In the last five years, Harsh has successfully completed three Tata Mumbai Full Marathons, four Half Marathons and a couple of 10K runs. He also participated in the 12-Hour Ultra Marathon at Mumbai in 2018, where he ran 63+ Kms in 12 hours. Since 2018, he is actively involved with the running fraternity of Coimbatore, networking and organising. But he feels his greatest achievement was that he was able to inspire his 59-year old father to take up running as a sport and also guide him to complete two 10K runs.



Harsh Bharat Mehta

In closing, Harsh's advice to people who have been planning to do some physical activity for a very long time is that, the biggest distance to overcome is the distance between your bed and your front door. Happy running!

Best Event Timings

- Full Marathon, 42.2 km - 05:14:53 at Tata Mumbai Marathon, 2018
- Half Marathon, 21.1 km - 01:44:55 at Standard Chartered Mumbai Marathon, 2016
- 10K Run - 59:47, TCS World 10K, Bengaluru, 2019

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Titanium Ball Valves for Halo Butyl Rubber Project

A customer with whom we share a long association entrusted the development, qualification and manufacture of Titanium Ball Valves to L&T Valves. S Suriyanarayanan, DGM - R&D, DNA and Special Projects, narrates the success story

The order included both floating and trunnion-mounted ball valves, and both castings and forgings. The sizes ranged between DN15 and DN150. Due to the corrosive nature of the service, all materials were pure titanium, with dual certification to grades 2 and 3. Moreover, there were additional restrictions on iron content to further improve the purity of the material for long service.

Titanium casting required special attention in pattern making, moulding and pouring. For castings, hot isostatic pressing (HIP) at about 1000 degrees C was employed to eliminate sub-surface porosity and obtain favorable microstructure with superior mechanical properties. L&T Valves experience of handling Titanium alloy Ti-6Al-4V in defense sector helped us to quickly finalize the process, material specification and instructions to suppliers in handling pure titanium.

The specification called for special design with primary and secondary sealing on both gaskets and packing. While the primary sealing is a Teflon derivative, secondary sealing is graphite that is fire resistant and works at high temperatures. Also direct contact of graphite to process fluid is to be avoided. Due to corrosive process fluid and flammable environment, the valves need to be type tested for ISO 15848 FE class B and fire-safe feature. All this necessitated new compact design for smaller sizes. The design also provided exclusive anti-static and anti-blowout feature, even in the smallest valve. Small titanium springs were used in the anti-static feature. Since titanium material has not been covered in ASME B16.34, the pressure class rating of the valves was established using the guidelines of B16.34 and furnished to customer for their ready reference.



Our confidence on product design and material know-how paid greater dividends during execution in terms of first-time-right, material quality and product quality. Titanium castings were successfully processed without any rework and loss of time or material. Prototypes were manufactured and qualification testing were offered to third party inspector and customer to their fullest satisfaction in product performance. With Teflon as primary sealing and graphite as secondary sealing, valves were fugitive emission tested for 1500 cycles / class B @ 200 °C and the emission levels at high temperature and re-ambient were good and much superior to allowable limits. Graphite sealing performed as intended during fire-safe testing and yielded positive results. On the final products, the sealing surfaces and threads were anodized before dispatch to improve corrosion resistance. These valves serve as a complete indigenous solution to the customer's specification without an iota of doubt or deviation.

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Gate, Globe & Check Valves

Bolted Bonnet

API 600, API 603, API 623, API 594
ASME B16.34

#150 to 2500,
Up to 72" (1800 mm)



Pressure-seal Bonnet

ASME B16.34

#600 to 4500,
Up to 42" (1050 mm)



Small-bore Valves

API 602, ASME B16.34

#150 to 4500,
Up to 2" (50 mm)



Knife Gate Valves

MSS SP 81

PN10 and #150,
Up to 24" (600 mm)



Piston Valves

ASME B16.34, API 602

#150 to 800,
Up to 8" (200 mm)



Ball Valves

Trunnion-mounted - Side-entry

API 6D

#150 to 2500,
Up to 56" (1400 mm)



Trunnion-mounted - Top-entry

API 6D

#150 to 1500,
Up to 30" (750 mm)



Severe Service Ball Valves

API 6D, B16.34, API 6A

#150 to #4500, API 2000 to 15,000
Up to 48" (1200 mm)



Floating Ball Valves

ISO 17292, API 608, API 6D

#150 to 2500,
Up to 8" (200 mm)



Butterfly Valves

Triple-offset

API 609, Cat B

#150 to 1500,
Up to 100" (2500mm)



Elastomer-lined

API 609, Cat A

PN10 to PN25
Up to 36" (900 mm)



Fabricated Steel

AWWA C 504, C 516, EN 593

PN10 to PN16
Up to 120" (3000 mm)



Plug Valves

Double Block and Bleed

API 6D

#150 to 600
Up to 42" (1050 mm)



Sleeved Plug Valves

ASME B16.34, EN12516-2

#150 to 800,
Up to 16" (400 mm)



Control Valves

Globe Valves

#150 to 4500,
Up to 36" (900 mm)



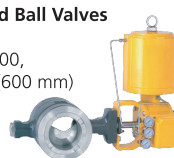
Butterfly Valves

#150 to 600,
Up to 72" (1800 mm)



Segmented Ball Valves

#150 to 2500,
Up to 24" (600 mm)



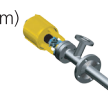
Eccentric Plug Valves

#150 to 900,
Up to 24" (600 mm)



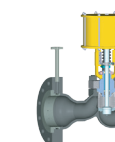
Desuperheater

#150 to 4500,
Up to 4" (100 mm)



Steam Conditioning Valves

#150 to 4500,
Up to 36" (900 mm)



Marine Valves

Bronze Gate, Globe & Check Valves

EN 1171, DIN 3356/2

PN6 to #300,
Up to 40" (1000 mm)



Choke Valves

Adjustable and Positive

API 6A, API 17D

#150 to #4500, API 2000 to 15,000
Trim size up to 2"



Valve Automation Solutions

High Integrity Pressure Protection Systems (HIPPS)

Emergency Shutdown Valves (ESDV)



Digital Solutions

L&T Valves Asset Management Programme (LAMP) Smart Valves with diagnostic and communication modules

ValvTrac Digital Traceability
Smart.View AR-enabled Realtime Plant Tour and Remote Inspection



Protect yourself from ronavirus

Do's



Wash hands frequently with soap and water



Sneeze into your elbow, not your hand



Avoid handshakes, public transport and crowded places



Clean everything you touch



Avoid travel and meetings. Call or Skype instead



Keep 3-6 ft. distance from other people

Don'ts

Don't touch your eyes, nose and mouth with unwashed hands

Don't wear a mask if not infected

Don't ignore early symptoms. Get yourself tested

Don't self-medicate

Early symptoms



Fever



Dry cough



Running nose



Body ache