



AGILE MANAGEMENT and TRANSFORMATIONAL LEADERSHIP

LEADING THROUGH AGILE MANAGEMENT -A CASE OF RTC REVIVAL

Laying strong administrative foundations for achieving strategic objectives at Regional Training Center (RTC)Lahore Electric Supply Company PAKISTAN.

The Case of how a Principal of RTC Changed its vision and embarked upon a journey of achieving objectives through Thought Leadership and Agile Management in a short span.

LESCO : Lahore Area Electricity Board was reorganized into one such corporatized entity under the name of Lahore Electric Supply Company (LESCO) with effect from 22-03-1998, with the aim of commercialization and eventually privatization. **Lahore Electric Supply Company (LESCO)** is an electric distribution company that supplies electricity to the districts of Lahore, Okara, Sheikhupura, Nankana and Kasur in Pakistan. It is owned by the Government of Pakistan. It has more than 20000 employees and about 6.4 million consumers, with 74000 million billing. Training of LESCO Employees was of prime importance as the work environment was very challenging as far as operations and customer service was concerned. There fore RTC had a significant role to play.

THE HISTORICAL PERSPECTIVE OF RTC: Regional Training Center (RTC), LESCO was established in 1994. It Pursues a Mission Oriented training system with a view to enhance professional and behavioral competencies of the employees of Technical, Commercial, Security and all other allied Departments of LESCO with an aim to achieve optimum operational effectiveness and Customer Satisfaction. RTC WAS Providing training to approximately 2500 Employees a year. RTC was having Customized training programs for electricity distribution operation's and other support staff. (Grade 1 to 16), Promotion Training. RTC was

also mandated to conduct Management/Soft skills training programs for the Officers of LESCO. It had 17 Instructors of different cadres, a book library and a Computer Lab. Total of 89 main course and their exams were conducted at RTC, Besides security training ,GSO training , Safety training and Officer's training. It was functioning following old procedures, syllabus and method of instructions. The quality and the skills of the instructors were also not matching with the modern contemporary requirements. There were some procedural and administrative issues too which were hampering the smooth functioning of RTC.

THE PROTAGONIST: Mr Aurangzeb was a highly qualified , skilled , experienced and Vision oriented professional, having more than 20 years of service. He was appointed as Principal of RTC in May 2023 to develop it further. Before getting into his journey towards up gradation, lets know about some details of LESCO and RTC. He had been on appointments in departments of Public Relation , Transport and Security. He completed many projects there and was also coordinator of training and media for USAID. He had a vast experience of making and implementing Media and Security plans, besides formulating and getting approved ever first Security and Transport policies. Managing resources, particularly Human resource and performance management remained his core areas of expertise.

THE PROJECT OF DEVELOPING RTC: On assuming the charge of duties, Aurangzeb, the Principal, Carried out an analysis of the existing staff , the environment , the context, resources and the system /procedure being followed at RTC. It gave a quite clear in sight which subsequently was useful in further planning. The second thing which Mr Aurangzeb did once he started working in office, was to make clear objectives of RTC and shared his vision with all employees of RTC down to the lowest level, in order to make every one feel important part of the team and own the initiatives taken at RTC. Following objectives were set :

- To develop RTC as a modern state of the art training institute, providing skill based behavioral training to LESCO Employees and further expand it for open market.

- To enhance Operational and Managerial effectiveness of LESCO employees with a focus on improving service delivery and Customer Service.
- To create a Culture of Safety , Collaboration and Learning amongst LESCO employees.
- To enhance level of employee ;s Knowledge ,Skills and attitude , leading to a behavioral change.
- To build Image of LESCO through better Trainings and prepare Employees to become ambassadors of LESCO.

STRONG ADMINISTRATIVE FOUNDATIONS: Mr Aurangzeb , our protagonist, believed that this journey was possible if the Administrative and Procedural foundations of RTC are strong ,matching with the new vision and objectives. He believed that the administrative system has to be very effective and integrated under an administration officer which can fully support the training system at RTC. All the notifications and orders were issued to streamline the process of office management, Documents/File management and security, Procurement procedure, pay and allowances, accounts and financial management, transport management and general security arrangements. Mr Aurangzeb also gave attention to general cleanliness, horticulture , sign boards and messages on them . The Motto of RTC was set as “ WE CHANGE MINDSET”. New waste bins were placed and a system of garbage management was created. Special attention was also given to energy conservation by minimum use of ACs, Lights and other gadgets. All the sub departments like stores, labs, library, Board room, class rooms and the training areas were assigned in charges to effectively manage these facilities. A fire fighting team with its in charge was also created with fire fighting equipment in place. Complete record of offices, accounts, stores was up dated and maintained professionally to avoid irregularities, mis management and audit paras. The record, material, equipment and other utilities was documented according to rules and regulations. There was a hostel with all facilities which had a warden but without responsibilities and documents of all the furniture and equipment on his charge. The dilapidated items were deposited off in Regional store after the due process through MRN. A system of hostel management was created and

complete charge of all furniture and equipment was handed over to him with an assistant to help him in performing hostel warden duties. Mr Aurangzeb also planned and ordered another outstanding project of the repair of two buses of RTC through own resources ,which were in very shabby and dilapidated condition. The repair work was undertaken with minimum possible cost of just RS/60000. The complete revamping of body and interior of buses was done by drivers and transport in charge in just two weeks. Complete revamping of electricity panel, circuit breakers and other electricity control equipment were carried out without any external support.

CORE FUNCTION OF TRAINING: After addressing the administrative issues Mr Aurangzeb , gave attention to the core function of RTC that was training. For meeting the objectives of RTC, It was imperative to ensure state of the art training imparted to LESCO employees/officers which was possible if developed on strong foundations. As the motto of RTC , Changing mindset of all trainees was of utmost importance . It was only possible through the environment, slogans, facilities and high standard of instructional delivery by competent instructors. He made some structural adjustments by creating a first time ever training wing which already had a functional mechanism but not proper hierarchy and procedures. A Proper training in charge was nominated and his team was assigned complete training management. The first important step was taken in the form of revamping and up grading the existing syllabus and course out line for all the courses. For this project, a committee was formed with a set mandate to incorporate necessary changes, considering the on job requirements and modern techniques being used by other countries. Book reviews, Assignments, presentations and study tour notes were also included in the course outline of courses. All the record of training stores and computer lab was updated, and letters initiated for modern equipment and tools. Formal process of creating a link on the website of LESCO for RTC was initiated to upload important information, exam schedule and results of RTC. All computers of computer lab were made ready for conduct of classes. The main server was also services and shifted to a secure place. Requirement of Material and equipment needed for T&P Store needed for training was ascertained and formal demand was sent to the concerned department at higher headquarter. All the classes going for external study tours were instructed to write tour report

and present it in class. It also helped in improving training quality. To augment the efforts for maintaining high standards of training, A process was initiated to bring talented, dedicated and competent instructors from all over LESCO. A Comprehensive customized training calendar for all LESCO officers was created to improve the competence of the officers thus enabling them to perform their roles as managers and leaders in a more professional way. Crises management, Decision making, problem solving operations management, office management, professional ethics were made the compulsory part of the training program. A Special training program was also initiated exclusively for female employees , facilitating them to not only adjust in the company environment but also perform well to grow. The process of establishing a latest digital meter lab with earth resistant testers was also planed and initiated for enabling trainees to learn latest techniques and apply them in their field duties. Ever first training of trainers program was initiated to develop a pool of instructors of RTC with an aim to add value to their existing knowledge, skills and attitude. More focus was on developing their mindset of not only training but also grooming the trainees. This program was conducted by Mr Aurangzeb himself. This program comprised of three main training workshops covering the aspects of training management, process of training, instructional design, effectual training delivery, Transfer of Training, Training evaluation, Communication and presentation skills and Class management. All the instructors gave individual presentations also to qualify. This program had a huge impact on personalities and the competence of the instructors. The next big step was establishing a net metering / Digital meters lab. A team of dedicated technical people under took the project and completed. The manuals were also prepared and placed in Lab. One amazing project also was conceived by mr Aurangzeb and that was preparation of an electricity distribution system model to be placed in RTC for better learning. Another team of technical staff prepared the model OF ELECTRICITY DISTRIBUTION SYSTEM ,which gave a clear boost to the outlook of RTC. One of the most important and a huge Project was also completed at RTC in the form of first ever comprehensive induction course of 4 weeks for newly inducted LESCO Officers at RTC. This course started in August 2023. This program was designed to acquaint newly inducted officers with LESCO working environment, the task and the culture. During the 4 weeks program the complete administrative requirements of 66 inductee

officers were taken care of besides providing them a high quality training .This program was lead by Mr Aurangzeb himself along with a second in command training in charge and three coordinators .This program was highly appreciated and praised by the inductee officers, CEO and Chairman BOD. Other than this first ever training session on Workplace Management for female employees was also held to enable female officers /officials of LESCO to get adjusted and perform well in LESCO environment. Special emphasis was given to build the capacity of Demonstrators and Instructors by providing on job training and the Training of Trainer programs. Training standards were further upgraded and due to that Punjab Industrial Estate Development and Management Company showed interest in training of their staff/ Officers at RTC. An experimental course of staff on power system management and for officers of Workplace Management and Performance was arranged at RTC which were a great success. Besides this RTC Instructors prepared a booklet on all technical practical. The Commercial Instructors prepared a report and a check list to control electricity theft in LESCO. Besides all the staff,

THE CHALLENGES: This was a gigantic task to change the mindset of staff to transform themselves and RTC as a thriving training institute compatible with the leading training institutes. In this transformational voyage, there were certain impeding challenges which were tackled with a great sense of responsibility, credibility and achievement.

- a. **LOW IMPORTANCE AND PRIORITY OF RTC AND TRAINING:** Ironically, RTC was not given more value and importance as a training institute due to lack of understanding and role of training in the growth of an organization. There for the resource allocation to RTC had very low priority. It was made better by showing progress which was never made and discussions with the higher ups because without highlighting the importance of RTC and the training, It was not possible to up grade RTC and ensure quality of training being imparted there.
- b. **ORGANISATIONAL RED TAPISM:** There were huge impediments in processing and getting the materials, equipment and administrative plans approved due to red tape and bureaucratic functioning of different departments. There were unnecessary delays in correspondence and

decisions. Due to this there was a lot of difficulty in even routine tasks. To resolve this issue, first of all those things to do were listed which did not require any approval and they were executed speedily. Secondly all those things requiring approval of the authority were put into process by written plans and documents. At the same time the authority was approached to make things smooth and speedy. It worked and things started improving thus facilitating the operations at RTC.

- c. **TOXIC CULTURE:** RTC had a toxic culture full of biases, lobbies and favoritism. The standards of performance were too low and there was no priority of it. Most of the time was being spent by the staff sitting in groups and gossiping, wasting time and their energies uselessly. The topics of discussions were also very negative and demotivating, further lowering motivational levels of the staff of RTC. There was a tendency of various pressure groups to show lack of cooperation to let others down. Accepting responsibilities and work without push was also very rare to be seen. So Mr Aurangzeb contemplated all this and started building a culture of performance, cooperation and positive talks by involving the whole staff into it. The core values were trust, cooperation, high quality and Integrity. The emphasis was given on regular infusion of these principles to make them a habit of the staff by conditioning their minds.
- d. **DUPLICATION AND VAGUENESS OF DUTIES AND RESPONSIBILITIES:** It was also revealed that there was a big trouble as the structure of administration and training sections at RTC and their hierarchy was not clear. The duties assigned to staff and various instructors were also not specific which created confusions and some times rift between staff and sections. This was overcome by creating clear structure and hierarchy of training and administration sections. The staff also was specifically and exclusively assigned to these sections with very clear demarcation of duties and responsibilities. A good manager must not let any confusion or vagueness in duties and responsibilities of staff.
- e. **LACK OF PROPER DOCUMENTATION AND CHARGE REPORTS OF BUILDINGS, EQUIPMENT, MATERIAL AND FURNITURE:** There was another problem of grave nature that all the material and equipment at

RTC was not properly maintained physically and in documents. It was a big issue which was given priority and within few days it was set right with all relevant documents and vouchers. Then it was handed over properly to the officials managing and using it.

f. **OBSELETE CURRICULUM AND POOR INSTRUCTIONAL**

METHODS: As far as training was concerned , The curriculum which was being taught at RTC was almost obsolete and was lacking latest techniques and technology. It was a big hurdle in the development and maintenance of high quality at RTC. It was also addressed by constituting a curriculum development committee was given this mandate. The committee undertook discussions, data gathering and research for incorporating modifications and improvements in the existing curriculum. It also had a great impact on quality of training. To deliver this curriculum content efficaciously, the methods of instructions were also modified to make it more effective.

g. **LOW SELF ESTEEM AND COMPETENCE OF INSTRUCTORS:** The most modern and effective curriculum can be failed if the instructors who have to deliver it are lacking skills, competence and motivation to deliver it effectively. To address this issue a special emphasis was given on developing the instructors. A state of the art training of trainers was started by Mr Aurangzeb himself and lectures, demonstrations and discussions were conducted on various topics. It helped a great deal in developing a pool of competent instructors. Emphasis was also given to build confidence and self esteem in the instructors to display their role as trainer and mentor more effectively.

h. **LACK OF LATEST EQUIPMENT FOR TRAINING:** Mr Aurangzeb had a visit of all labs and stores to check the present state of material and equipment being used for training. It was revealed that RTC was lacking modern metering and testing equipment and also the field training material. The demand process for approvals and procurement was immediately started based on meticulous planning and need assessment. It helped in documenting the requirements and material and equipment started to be provided to RTC.

THE INGREDIENTS OF THIS SUCCESS: There were many principles Leadership, Management and other factors linked to such big success in a very short span of time at RTC LESCO. which can be described as following:

- a. **PERSONAL COMPETENCE AND CHARACTER OF LEADER:** Setting personal example is a very important factor which was a great help for our protagonist Mr Aurangzeb. He could do so because of his qualification and experienced based competence, Strong personal character with integrity and devotion for duties. All the subordinates were quite influenced and inspired by this and further journey became relatively easy.
- b. **SHARED VISION AND TRUST:** He , right from the beginning shared his vision about RTC and his view of a great training institute with the staff and whole team members so that they could also accept it and identify with it , thereby increasing their Clarity and Trust level of the future projects. It was important to make them feel connected with the RTC objectives. In most of the cases in organizations, this aspect is often not given due importance , leading to lack of belief in objectives and lack of connectivity by the subordinates.
- c. **CLEAR AND ACHIEVABLE OBJECTIVES:** The next thing done by the protagonist was to formulate very clear and pragmatic objectives in order to make a clear road map towards destination enabling the team to facilitate planning and get the resources required for implementation. The whole list of objectives was broken down into phases for better execution. It gave a very clear picture of the whole plan.
- d. **MOTIVATION AND RESPECT FOR ALL :** These huge project objectives were possible to be achieved in a very short time because of another principle adopted by the protagonist Mr Aurangzeb that he gave a sense of pride to all employees down to gardeners , sweepers and office bearers by respecting them as humans. It also gave them a sense of value and motivated them immensely. They all started performing their duties without being pushed or bullied to safeguard this value and respect.
- e. **PRINCIPLE OF INLUSSIVENESS AND OWNERSHIP:** All the employees were also given a sense of inclusiveness without discrimination

and social biases to develop a sense of belongingness to the institute. They were also involved in decision making process through discussions and suggestions to develop their ownership of the institute and its projects.

- f. **CLEAR HEIRARCHY AND DEPARTMENTATION** : Very clear and non overlapping structure of sections and hierarchy was created to avoid rifts, confusion for a smooth working environment.
- g. **TEAM BUILDING AND SPECIFIC DUTIES**: For traveling on this road to development, a team of dedicated and experienced officers/officials was created to drive the institute forward , taking all other employees along. Specific demarcation of duties and responsibilities , in writing, was also ensured for every employee. It gave a boost to the process and made the operations more meaningful.
- h. **PRINCIPLE OF DELEGATION**: As project of up lifting RTC was very challenging , involving quick decision making, smooth process management, problem solving and quick response to critical situations, there was a dire need of decentralization of authority with a systematic process of delegation. Mr Aurangzeb ensured it with collaborative and consultative management. It enabled all staff, especially the senior officers to adopt Agile management for swift response. It built their capability of quick decision making.
- i. **INFUSING ADAPTABILITY AND CHANGE MANAGEMENT**: This principle enabled the protagonist to infuse adaptability to new environment by changing mindset of employees. With this adaptability comes the change and it had to be managed systematically. A proper change management process was undertaken.
- j. **STRONG ADMINISTRATIVE FOUNDATIONS**: For any organization to function effectively and thrive, it is of utmost importance that it should have strong administrative foundations, based on policies, rules and standard operating procedures. It was also lacking at RTC which was promptly addressed and all necessary formalities of documentation were completed. It was a big reason for the success of the project.

k. **VIVID SYSTEM OF MONITORING AND EVALUATION:** All these efforts could have been less effective without a strong monitoring and evaluation system. So a vivid system based on set Key Performance Indicators was established and made functional to monitor and evaluate the whole system for addressing problems, disruptions and the checking progress. Specific KPIs were built and incorporated in M&E System.

l. **STRONG AND JUST SYSTEM OF ACCOUNTABILITY WITH REWARD AND PUNISHMENTS:** Nothing was left to assumptions, speculations and dormant response and for this a merit based system of reward and punishment was enforced in order to give clear message for doing good and doing wrong.

m. **PERFORMANCE CULTURE:** Performance was embedded in daily routine of the employees based on specific KPIs. A comprehensive system of performance management was put in place. All the employees were briefed about it to clarify ambiguities. An employee counselling system was also established to address performance issues and enabling them to increase performance.

n. **TRAINING AND LEARNING FOR ALL:** An endeavor was made to make RTC a place of thinking and learning for continuous improvement .The environment, slogans and routine was such tailor made that it facilitated learning for all. Principles of value, quality and innovation were the base of this learning process.

o. **FOCUS ON MIND SET CHANGE:** All the efforts made by the protagonist Mr Aurangzeb were aimed at changing mind set of the staff/instructors and the trainees coming for training at RTC, without which major change in behaviors and work performance was not possible. A mind set of self driven work, high quality , professional ethics and innovation was considered the need of the hour to improve.

FUTURE PLANNING: All the initiatives taken boosted the morale of the team and built their capacity to stretch their limits of performance at RTC thus enabling Mr Aurangzeb to take the efforts to further heights of excellence. So

strategically the following plan was chalked out . Expansion of building and training facilities at RTC.

- a. Establishment of Smart metering lab and hybrid training systems.
- b.
- c. Collaboration with various training institutes and technical universities for high standards of research and training.
- d. Up gradation of RTC to provide professional Consultancy and training to various companies on payment for LESCO Contribution ,image building and earning considerable revenue which can be utilized to further develop RTC. More involvement of experts as guest speakers from the industry .
- e. To develop technical facilities for LESCO Staff and officers to under take course of engineering academy Faisalabad here in LESCO. It will not only help in imparting customized training but als will save a huge amount of LESCO money which is deposited to the academy in millions.
- f. Change of name of RTC to LRC (Learning and Research) Center

CONCLUDING REMARKS: Public sector entities are service oriented ,carrying the burden of the image and efficiency of the government. There fore their employees should have an attitude of helping people (customers),solving their issues and keep them informed. It calls for a very strong and impactful training management system in Public Sector Entities. Since LESCO is a very important electricity distribution company so are its employees which have to be groomed and trained well to meet the requirements of competitive environment. Regional Training Center has to be the epitome of excellence in instructional quality, facilities and the environment. It was possible in RTC LESCO with vision based comprehensive plan, sincere collaborated efforts and transformational leadership. Agile Management techniques helped in operations management and effectual use of human resource. The knowledge, skills, attitude mixed with experience is the key to success which enables the Leaders/Managers to articulate the whole process of achieving objectives.