

ORGANISATION DEVELOPMENT THROUGH TRAINING IN EFFECTIVE LIVING AND LEADERSHIP (ELL) A COMPANY CASE STUDY



Report submitted to Paranjape Autocast Pvt Ltd and Initiatives of Change (IofC) by
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JULY 23. 2025

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1.0 CONTEXT

This is an edited version of the original report submitted by the research team from the Yashwantrao Chavan School of Social Work. It is edited for brevity and greater clarity of process. The report aims to document a unique training-based intervention by Paranjape Autocast Private Ltd. to build a culture of employee care, with a transformative impact in the lives of its employees, their families and the workplace environment, with ripple effects in the society around.

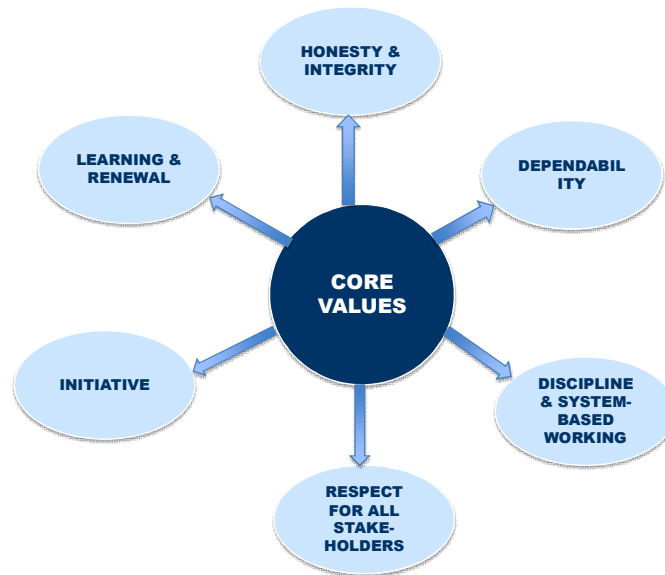
This initiative is a unique effort by a company to address the holistic needs of its employees, their families, the organization, and society at large. The training and deployment of internal trainers, known as *Parivartan Sahakaris*, represents an innovative approach initiated by the company towards ensuring sustainability of the transformation process and to extend its reach throughout the organization and all its stakeholders.

Paranjape Autocast Pvt. Ltd., established in 1973, has evolved from a single foundry unit into a group of eight production units spread across three locations in the Satara district. Known globally for its expertise in producing complex machined castings, the company manufactures:

- Shell-moulded Gray and SG iron components
- Low-Pressure Die Cast (LPDC) aluminium components
- Centrifugal castings
- Green sand-moulded Gray & SG iron components

These products cater to a wide array of applications across 2-wheeler and 3-wheeler automotive segments, as well as industrial sectors including hydraulics, braking systems, and diesel engines. With a steadfast commitment to quality and on-time delivery, Paranjape Autocast has emerged as a trusted partner in the casting industry. Today it employs over 1650 employees, of whom 1150 are employed on a contract basis.

Paranjape Autocast is guided by six core values that shape its work culture and relationships:



* Of these values, the company gives the highest importance to **Honesty and Integrity**.

Initiatives of Change (IofC), known earlier as MRA, was the organisation's training partner. IofC has been conducting regular programmes on Effective Living and Leadership (ELL) for industrial organisations for over 40 years at its education and training campus, Asia Plateau at Panchgani. While a lot of anecdotal evidence exists for the positive impact the programme has had on organisational cultures, this is perhaps the first effort at making a systematic, professional, third-party evaluation of the impact of ELL training by an academic institution, well versed in research methodologies. The **Yashwantrao Chavan School of Social Work (YCSSW)** located in Satara was invited by the company and IofC to be the evaluation and documentation partner. YCSSW is a unit of Bharatiya Bhatke VimuktaVikas Sanshodhan Sanstha, affiliated with Shivaji University, Kolhapur and accredited with A Grade by NAAC. Every care was taken by it to collect realistic data and to record it scientifically and objectively.

1.1 About the Effective Living and Leadership (ELL) training programme

The primary objective of ELL training is to bring about sustainable behavioral and leadership transformation in operating level employees of the organization — from shop floor workers to supervisors and mid management. For senior level managers IofC offers the Heart of Effective Leadership (HEL) programme. To bring about a lasting cultural shift in an organization, IofC recommends utilizing both programmes to cover the full hierarchy of the organization.

ELL is a 3 days residential training programme. It is designed to achieve the following key outcomes:

- ❖ Promote unity and harmony at the workplace through self-discipline and cooperation.
- ❖ Strengthen interpersonal relationships to enhance teamwork and personal fulfilment.
- ❖ Nurture change leaders capable of initiating transformation both at work and home.
- ❖ Inspire holistic personal growth, encouraging individuals to become responsible members of society.

1.2 Paranjape Autocast and the ELL programme

While IofC regularly offers open ELL programmes to which companies can nominate their employees, Paranjape Autocast chose to request IofC to run exclusive batches of the programme for only their employees at Asia Plateau, Panchgani. One reason for it was to use the ELL programme to reinforce company values, which align closely with values IofC tries to impart.

Over the last two and a half years a total of 176 Paranjape Autocast employees have undergone ELL training in six batches of approximately 30 per batch. The company has two major production locations, at Satara and at Shirwal. The participants in any particular batch are from one or the other of the two locations. This was a company decision. The coverage of the participants in ELL training from the two main locations is as follows:

Satara: 87 participants

Shirwal: 89 participants

Moreover, six from the company's senior management have taken part in the **Heart of Effective Leadership (HEL)** at Asia Plateau, Panchgani.

1.3 Built-in Follow-up after every ELL batch

Right from the beginning of ELL training, Paranjape Autocast had an agreement with IofC to follow-up every batch sent to Panchgani by conducting two review sessions for them at their respective locations. Each session lasted two hours and provided a platform for participants to share their experiences and the changes that took place after the training. These sessions offered an opportunity to refresh their understanding of the training content and to review progress on their individual action plans. An interesting feature about these reviews is that spouses of those who took part in the ELL programme are also invited to participate in the reviews. The objective behind inviting them is two-fold: the first is to hear from them about any change they had noticed in their husbands after the ELL training, and the second is to strengthen their relationship for a higher quality of family life.

1.4 Introduction of Parivartan Sahakaris (change facilitators) for Sustaining the Change

After the company experienced positive outcomes from its investment in training its workforce through the ELL programme, it reached out to IofC to seek ways by which the positive changes it had experienced in those trained could be made sustainable. IofC's proposal was to train a group of internal change facilitators from among the company employees. The proposal was accepted. The next steps were to define the role to be played by Parivartan Sahakaris, and to set up some criteria by which persons with required qualities for such a role could be identified for training.

1.5 Role of Parivartan Sahkaris:

- ✓ Reach out to other employees who may be in difficulty. Listen to their needs and try to support them as much as possible.

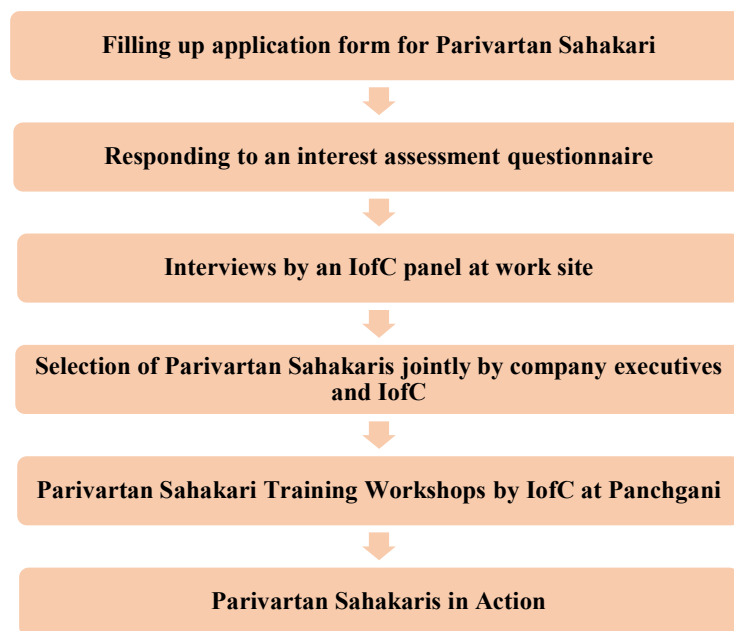
- ✓ Connect with fellow employees who return from ELL programmes and encourage them to implement their decisions of change.
- ✓ Organize and conduct short training modules/sessions for contract workers based on what they had learned in ELL. IofC will train them for conducting such modules.
- ✓ Spread the practice of listening to the inner voice through one-on-one interactions with colleagues.
- ✓ Make home visits for follow-up with employees returning from ELL training. Get to know their families and family situations.
- ✓ Inform management about changes observed in employees and contract workers after IofC training.

1.6 Qualities of an Effective Parivartan Sahakari

- ✓ Honest and responsible towards his/her job
- ♥ Respectful and caring towards others
- 🌿 Respectful of all religions and ideologies
- ◆ Team and Relationship-building Skills
- 👤 Maintain harmonious relationships and work collaboratively
- 🧑 Willing to help
- ◆ Leadership and Influence
- 💡 Initiator of problem-solving
- ◆ Good communication and guidance
- 👂 Able to listen to others compassionately
- ✨ Inspire others to listen to their conscience on personal, workplace and societal issues

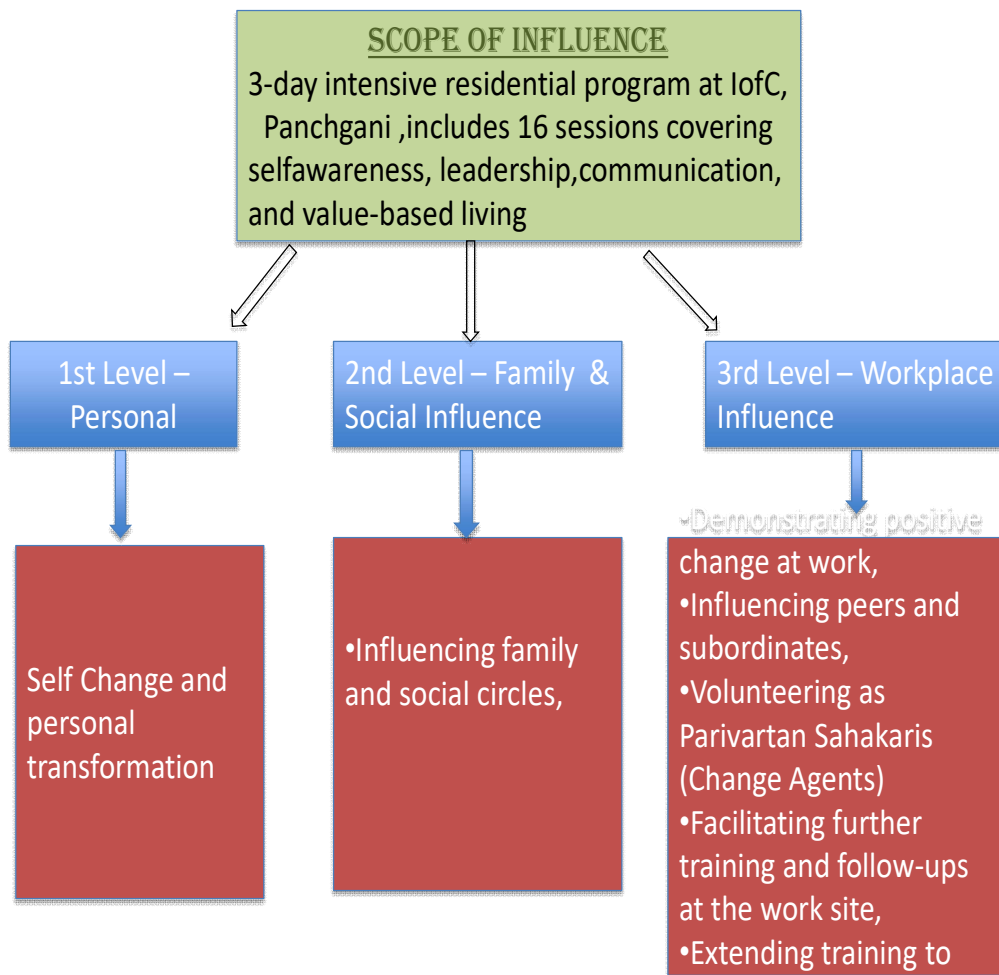
1.7 Selection, Training and Deployment Process for Parivartan Sahakaris

By the process summarized below, 14 Parivartan Sahakaris were selected, trained and deployed in the Satara and Shirwal plants of the company about one year ago:



1.8 Scope of Training Influence

The entire system of ELL programme-based training, comprising employees attending the ELL programme at Asia Plateau, Panchgani and follow up reviews at their respective locations, and the introduction of trained Parivartan Sahakaris was expected to influence change at three levels in the organization, as represented in the below diagram:



2.0 INVESTIGATION

2.1 Data Collection Methods Employed by the Investigation Team

The investigation and documentation team comprised of Dr. Shaly Joseph, Principal and Dr. Sampada Sankpal, senior faculty of the Yashwantrao Chavan School of Social Work, Satara. They deployed three main data collection methods:

1. Focus group discussions
2. Interviews
3. Recording the stories (case studies) heard

Data was collected from various stakeholders of the program to cover all aspects of the training. Their observations, involvement, and personal transformations have been recorded and reflected in this report. The details of the stakeholders are provided below.

2.1 Stake Holders Consulted

- Paranjape Autocast senior management
- IofC leadership
- IofC resource persons
- ELL participants of various levels
- Their colleagues and immediate boss
- Family members (spouse)

2.2 Time Line of Data Collection

The investigators visited the training site, Asia Plateau, Panchgani, on 19th March 2025 and interacted with the ELL course director, Centre director, resource persons, and some participants. The visit involved participatory observations by the investigators.

Focus Group Discussions (FGDs) were conducted at the Satara worksite on 16th April 2025 and at the Shirwal worksite on 26th April 2025.

Case study (stories of change) data collection took place on 20th May 2025 at Yashwantrao Chavan School of Social Work. During this visit, a session on mental health tips and parenting was delivered as a complimentary offering to the study participants.

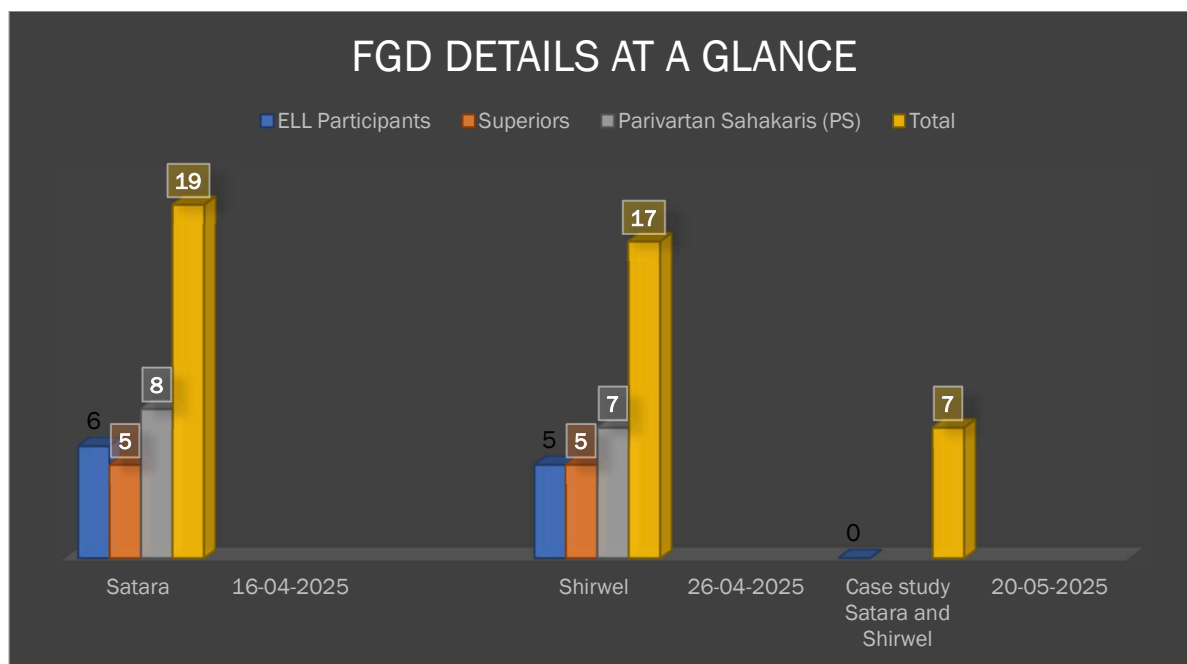
2.3 Code of Ethics

Informed consent was obtained from all participants prior to data collection.

2.4 Focus Group Discussion (FGD)

Focus Group Discussions (FGDs) were conducted with ELL participants, immediate supervisors, and *Parivartan Sahakaris* at the Shirwal and Satara worksites. The discussions were guided by a pre-prepared FGD guide and lasted approximately one hour each. With the consent of the participants and management, all discussions were recorded for reference.

2.5 FGD Participants' Details at a Glance



3.0 FINDINGS

3.1 FGD Findings: Parivartan Sahakari (PS):

- They were consistently **optimistic and dynamic** in their approach.
- They showed **growing confidence and motivation** to serve effectively as **Parivartan Sahakari (PS)**.
- Their **Initial interventions had presented many challenges**, which they faced with perseverance.
- These challenges became **opportunities for growth**, enhancing their **confidence and problem-solving capacity**.
- They worked collaboratively, emphasizing **teamwork and mutual learning**.
- **Brainstorming sessions** fostered **creativity and innovation**, helping them develop effective solutions to real-life problems.

3.2 Activities Initiated by Parivartan Sahakaris:

- ❖ **Small group discussions at work place**
- ❖ **Home visits**
- ❖ **Being role models at the work place and in society**
- ❖ **Sharing of experiences**

3.3 Challenges faced by Parivartan Sahakaris:

- **Time management**
- **Lack of a suitable place to conduct sessions**

3.4 Major findings as reported by the immediate managers/ supervisors

- They confirmed that ELL participants have made remarkable changes in their lives.
- The personal experiences and changes shared by the ELL participants were found to be genuine.

- In one case, a controversy was reported where an employee was said to speak about change but had failed to take any action.
- Follow-up sessions are necessary to sustain and deepen the changes initiated through the ELL training.
- Significant improvements in the workplace were observed when both immediate supervisors/managers and their subordinates attended the ELL training together or in different batches

4.0 CASE STUDIES: STORIES OF CHANGE

4.1 Stories of change with names changed

1. David's Journey of Change

David, a 47-year-old quality inspector, has spent the last 15 years working diligently in the same company. Coming from a modest, middle-class background, he is the backbone of his family. His wife, who studied up to the 10th standard, supports him at home while they raise their three children—one of whom is pursuing professional education, while the other two are in higher secondary school.

For many years, David led a quiet, routine life. At work, he was meeting his daily inspection target of 250 units. There was no fire, no spark—just a sense of duty. Relationships at the workplace were strained, especially with his immediate boss, and David often found himself frustrated and misunderstood. At home, communication was minimal, and unresolved conflicts with relatives and neighbors weighed on his mind. Ego often stood in the way of resolution.

But everything began to change when David attended an ELL programme at Panchgani. For him it wasn't just a workshop—it was a turning point in life.

Something inside David shifted. He returned to work with renewed energy. Without being asked, he increased his daily inspection output from 250 to 400 units—not out of obligation, but from a genuine desire to contribute. His sense of involvement deepened, and with it came a transformation in workplace relationships. The atmosphere became more collaborative. The once-frequent conflicts with his boss dissolved into mutual understanding. For the first time in years, David felt at peace with his work and the people around him.

Recognition followed. His company earned quality awards, and David too was recognized for his contribution. But perhaps his more meaningful reward was beyond the workplace.

At home, David began to communicate more openly. He became a role model for his children—not just as a provider, but as a compassionate and understanding father. His ego, once a barrier, softened. A two-year silence with a close relative ended in reconciliation. Even tensions with neighbors melted away, replaced by a newfound peace.

The ELL sessions had made a lasting impact. David found himself more empathetic, more patient, and more equipped to solve problems calmly. He began to see others not just as colleagues or acquaintances, but as human beings deserving of love and understanding.

Though his transformation has been profound, David believes the journey isn't over. He feels that follow-up sessions would help him refresh the lessons learned and keep the spirit alive. He also wishes that his wife could attend the training—so they could walk the path of growth together.

David's story is not just one of professional improvement—it's a quiet revolution of the heart, a testament to the power of inner change.

2. Arvind's Journey of Change

Arvind, a 49-year-old quality inspector, has been a dedicated member of his company for the past 28 years. With an IT background and decades of hands-on experience, he has become a respected figure among his colleagues—not just as a worker but also as a trade union leader.

Arvind lives a modest, middle-class life with his wife and two children in his own bungalow. Though his family is nuclear, they remain closely knit and grounded, supported by income from some agricultural land they possess.

His wife, a 10th-grade pass and homemaker, manages the household while their children pursue their own academic paths—one in professional education and the other having recently completed 12th grade.

For some time, Arvind had been hearing about MRA (Moral Re-Armament, now known as Initiatives of Change (IofC) from Mr. Paranjape. Intrigued, and perhaps seeking a deeper purpose beyond his daily routines. On Mr. Paranjape's suggestion he decided to attend a training programme at Panchgani. Unknown to most, he had been struggling with a personal addiction. During a group session in the training, he made a bold promise: to give it up. His declaration was met with warm encouragement from group members, and it was decided that once he overcame it, the company's Youth for Clean Society and Self-Work (YCSSW) team would visit his home to show support.

Arvind found the practice of silence particularly impactful. It brought a calmness he hadn't experienced in years. After the training, he noticed a marked improvement in his teamwork at the workplace. His interactions with outside customers became smoother, and he found himself handling complaints with newfound confidence. Problems that once seemed like roadblocks now appeared solvable, and he began to take initiatives—whether it was in maintaining a clean work environment or building a healthier relationship with his immediate supervisor.

The changes at work were not lost at home either. According to his wife, she noticed a distinct positive shift in her husband's behavior—though, as she pointed out candidly, it lasted only about four days. In response, Arvind half-joked, “maybe the training should be given to wives too, then the change will last longer.” The YCSSW team, during a follow-up, observed that his wife was slightly dominating in nature, indicating a need for greater mutual understanding.

Despite his strong desire to contribute to society, Arvind admitted that the demanding nature of his work often left him with no time for community engagement. Nonetheless, he expressed deep satisfaction with the IofC training and the perspectives it offered. On the whole, the training had a clear and positive impact on him in the form of:

- Better teamwork
- Improved customer relations
- Proactive problem-solving
- More harmonious interactions at work

Arvind and many of his colleagues now advocate for expansion of such programmes. They believe that such training should also be extended to employees' spouses to ensure lasting personal transformation. The employees are even willing to bear half the cost of such training. As they continue to grow and contribute more to the organization, Arvind feels it is only fair that the company cares more for them in return—with higher increments and welfare amenities, like a bus service and canteen facilities.

For Arvind, the journey has just begun—but it is already one of hope, growth, and commitment to change

3. Clement's Journey of Change

Clement, who is 50 year's old, works as a supervisor in the moulding department. He has been working in the same company for the last 20 years. He lives in the city with his wife and two children in a flat. His family is middle-class and nuclear. Both Clement and his wife are known to be dynamic and full of energy.

His wife, who studied up to 9th grade, works in a company too. Their two children have completed 12th grade and are currently working. Life was going on normally, but there was one thing his wife really wished—she wanted him to stop drinking, even though he was only an occasional drinker.

Things started to change after Clement attended a training programme conducted by IofC. The training had a strong impact on him, especially in helping him control his short temper. After the training, there was a clear improvement in his work. Productivity increased, sand and electricity usage came down, and he even got involved in a project related to waste water management. He also started sharing a much better relationship with his immediate boss.

But the biggest changes happened at home. His wife happily reported that after the training Clement began waking up early. Instead of her waking him up as before, now he gets up first, does some household chores, and even helps in the kitchen. They now cook together in the morning and evening. Inspired by the wash-up practice during the programme, he even started washing utensils at home regularly. The family also began practicing quiet times together every day, though their one son still chooses not to join.

But Clement didn't stop there. He helped a couple in their society who had separated, to reunite. Now, that couple lives happily. He also took the lead in installing solar panels in his residential society—showing his concern for the environment and society.

For Clement the overall impact of the training has been life-changing in terms of:

- Better control over his anger
- Work performance improvement
- Taking on social responsibilities
- A better understanding of his role at home and work

He has helped create a positive family culture with shared responsibilities and gender equality

Clement believes that such training should not stop with just one programme. He feels that follow-up sessions are necessary and also strongly suggests that employees' wives should receive similar training. He is even ready to pay 50% of the cost for it.

For Clement and his family, this training became a turning point—a fresh start toward a more peaceful, responsible, and better life at home and work.

4. Aniket's Journey of Change

Aniket is 41 years old, works in the production department of the company. He has studied up to 12th grade and lives with his wife and two children in a middle-class, nuclear family. One of his children has passed 12th, and the other is studying in 9th grade.

Aniket is a calm and quiet person. He doesn't talk much and keeps to himself, and has only a small group of friends at the workplace. At home, his wife—who is a B. Com graduate and a homemaker—shared that Aniket speaks very little with the family. She also mentioned that he is somewhat addicted to his mobile phone, often spending too much time on it.

Recently, Aniket attended the ELL programme which has brought about some meaningful changes in his life. He said that he liked all the sessions and that they helped him become more self-aware. One major change was how he started taking more care of his work environment. He now ensures that his workplace stays clean and organized. He has also fixed leakages and made sure that maintenance tasks are done properly. As a result, productivity at work has increased by 20%. His communication with his colleagues has also improved. Even though he is a quiet person, he is now more open and cooperative at work.

However, at home and in his social life, there haven't been many noticeable changes yet.

Aniket's overall improvements include:

- Better communication with colleagues
- A cleaner, more organized workplace
- Increased productivity
- More responsibility towards maintenance

Aniket feels that follow-up sessions and group sharing would be helpful to continue this progress. He believes that such training can help bring even more positive changes in the

future. For now, Aniket's journey shows how even small steps can lead to quiet but meaningful change—especially in the way one works and interacts with those around.

5. Vilas and His Journey of Change

Vilas is 42 years old. He comes from a small village. He has completed his Higher Secondary Certificate (HSC) and works as a quality inspector. With 14 years of experience in his field, he is known for his skills and dedication. Vilas lives in a small family with his wife Smita, a son, and a daughter. Smita has completed her Secondary School Certificate (SSC) and currently works in a company's shop, doing packing work.

Before attending a training program at Panchgani, Vilas often struggled with anger. He would get upset over small things, which affected his relationships at home. His children were scared to talk to him and would speak to their mother instead, who then passed on their messages to Vilas. At work, too, his anger caused problems. He would often quarrel with co-workers, and this had a negative effect on both his job and his home life.

Vilas was self-motivated to attend the training. After the training, he noticed many positive changes in himself. He learned how to control his anger and began managing his time better. Now, he finishes his work on time and feels happier. His relationships with his wife and children have improved. His children feel comfortable talking to him directly, and the family feels more connected.

At the workplace, Vilas has started taking more initiative. For example, he helped fix an issue related to loose wiring, reducing the problem by 30%. Though he and Smita are not formally involved in community groups, they always help others when needed.

One of Vilas's personal goals is to quit tobacco. He knows it won't be easy, but he wants to set a good example for his children and live a healthier life.

Vilas's story is one of personal growth and change. With determination and support, he has transformed his life and is working every day to become a better father, husband, and worker.

6. Akash and his Journey of Change

Akash is a 50 years old machine operator. He lives in Satara with his wife Anu and their two children—a daughter and a son who are currently studying. Although their family owns a home in a nearby village, they chose to live in the city for better access to work and education. Anu, 42, is a homemaker and also a talented fashion designer, balancing her creative interests with care for the family.

Life had its challenges for Akash. He was known for his short temper, especially at home. His daughter was particularly afraid to speak to him. The stress from work and daily responsibilities often affected his mood and his relationships with family members.

Everything started to change after Akash attended the ELL training programme at Panchgani. The peaceful climate and environment deeply influenced him. He said it felt like the right place to start changing himself.

One session from the training that stayed with him was "Quiet Time." He practices it twice a day, once in the morning and once in the evening. In fact, it has become a family habit—every evening, the entire family sits together for Quiet Time. This practice has helped Akash stay calm and respond to situations more thoughtfully, both at work and at home.

Another important learning for him was how to look at problems from different angles. Earlier, he would react with anger or frustration. Now, he takes time to understand the issue and find better solutions.

Though Akash is happy about his positive changes, he also feels that he should have received such training earlier in life. "Making any change at 50 is a bit late," he says, though he is

proud of how far he has come. His advice to others is simple but powerful: “Everyone should practice quite time. It truly helps keep the mind healthy.”

Akash's story shows that it's never too late to change—and sometimes, all it takes is a little quiet time to discover a better version of yourself.

7. Shashikant's Journey of Change

Shashikant is 43 years old. He comes from the serene village of Sajjangad and leads a simple life rooted in rural values. Along with his wife, Rachana, who is 38 and also educated up to the 10th standard, they have built a modest but fulfilling life. The couple has two children—a son in the 8th grade and a daughter studying in the 5th. Together, they nurture not just their family but also a small piece of agricultural land and a house in their native village. Shashikant frequently visits Sajjangad to take care of farming activities, staying connected to the land that raised him.

Currently, Shashikant works as an operator in the company. Like many who transition from a rural to an industrial lifestyle, he initially struggled with adjusting to the work environment. He often found himself caught in arguments—whether with his family, colleagues, or even his seniors at work. Miscommunication and unmanaged anger had become everyday challenges.

When he first heard about the IofC training programme, Shashikant had no expectations. He didn't understand what it was about or how it could help someone like him. But something urged him to give it a try.

The training turned out to be a turning point in Shashikant's life.

Through the sessions, he gradually learned how to control his anger and communicate more effectively. The changes didn't happen overnight, but day by day, he started noticing a difference in himself—and so did those around him. Arguments at home and work became rare. His relationship with his wife and children improved, and he began to speak with more






patience and understanding. Even his colleagues and seniors saw a new, friendlier Shashikant—someone who now brings calm to the workplace instead of conflict.

Today, Shashikant stands as a transformed man. Where once there was frustration and misunderstanding, there is now clarity and connection. He handles issues with maturity, speaks with confidence, and has become a person others enjoy having around.

His journey is a reminder that change is possible at any stage of life—and that with the right guidance and effort, even the most ordinary lives can become extraordinary.

4.2 Summary and Conclusions from the Case Studies

The case studies highlight transformative personal and professional journeys triggered by participation in IofC (Initiatives of Change) training programs. Individuals across diverse backgrounds, ages and roles have experienced meaningful change in the form of:

-  **Emotional Growth:** Several participants have learned to manage anger, enhance empathy, and communicate more effectively, leading to improved family and workplace relationships.
-  **Improved Work Performance:** Many have showed significant increases in workplace productivity, cleanliness and proactive problem-solving.
-  **Family Impact:** The training has led to stronger family bonds, with individuals becoming more involved spouses and parents. Taking a daily quiet time and sharing household responsibilities were notable changes.
-  **Personal Accountability and Motivation:** Several cases like those of Arvind and Vilas show a strong desire to overcome addictions or unhelpful personal habits, sparked by self-reflection during training.
-  **Social Responsibility:** A few have started extending their change experiences to the community, taking initiatives like care for the environment and facilitating reconciliation within families in the neighbourhood.

5.0 IMPACT SUMMARY OF TRAINING

Training programmes of IofC have acted as a catalyst, igniting self-awareness, emotional intelligence, and a renewed sense of responsibility. For lasting change, many participants emphasized the importance of follow-up sessions and extending the programme to spouses and families.

The ELL (Effective Living and Leadership) training conducted by Initiatives of Change (IofC) received highly positive feedback from company participants. The sessions were described as engaging, reflective and well-structured.

5.1 Key Feedback Highlights:

Overall Satisfaction: All sessions of the programme were rated as excellent by the participants.

Session Duration: Many participants expressed a desire for longer programme duration to allow for deeper engagement and reflection.

Activity Suggestions: Some suggested that more activity-based sessions be included to further enhance learning through engagement.

Delivery Method: The method of delivery was praised for its clarity, effectiveness, and impact.

Personal Impact: A significant takeaway noted by participants was the ability to listen more attentively to their inner voice.

5.2 Training Site Setup and Its Influence on Participants

The setup and environment at the training site (Asia Plateau) has played a crucial role in shaping participant behavior, values, and motivation. Beyond the formal sessions, various aspects of the site's organization and ethos contributed to personal growth and environmental awareness among attendees.

5.3 Key Influences of the Training Site Setup:

➤ Discipline and Time Management:

The structured schedule and disciplined environment encouraged participants to develop better time management skills. Many were inspired to bring greater order into their daily lives, which in turn has positively influenced those around them.

➤ Facilitators as Role Models:

The resource persons not only delivered content effectively but also served as role models through their actions and demeanor. Their ability to lead by example reinforced the importance of integrity and influence, even without direct persuasion.

➤ Clean-Up and Wash-Up Culture:

Participants actively engaged in clean-up and wash-up duties, which instilled a sense of dignity in labor and personal responsibility. This experience motivated many to adopt similar habits of cleanliness and responsibility in their homes and communities.

➤ Eco-Conscious Campus Environment:

The campus's biodiversity and eco-friendly practices have left a strong impression. Exposure to such an environment has encouraged participants to initiate tree plantation drives and other actions to support environmental sustainability.

➤ Water Conservation Practices:

The visible and effective water conservation systems in place inspired participants to adopt simple yet impactful water-saving practices in their own environments. The thoughtful architecture and standards of maintenance of the training site significantly enhanced the impact of the ELL training. Participants not only absorbed the training content but also embraced values such as discipline, environmental stewardship, and personal responsibility through experiential learning and role modeling.

5.4 Reported Reasons for Participation in ELL Training:

Employees joined the ELL training at Asia Plateau for a variety of reasons, reflecting both organizational encouragement and personal motivation:

*Company Nomination:

The majority of participants attended the training based on directives or recommendations from the company management.

*Curiosity and Prior Exposure:

Some individuals were driven by curiosity, having frequently heard about IofC and its philosophy, starting from the company founder The Late Mr. N.G. Paranjape.

*Peer Influence:

A few participants acknowledged attending the training due to peer influence or encouragement from colleagues who had previously participated and spoken positively about their experience.

5.5 Company expectations from the ELL training and Overall position of outcomes

Expectations of the company from ELL training for improvement in	Outcome
Values-based leadership	Needs to be assessed later
Working with diversity and diverse opinion	Significant improvement
Relationships and team building	Significant improvement
Engaging with conflicts and creatively	Significant improvement
Alignment of personal and organisational values	Significant improvement
Shared vision for organisation	Progressing

6.0 Change Theories in Support of IofC's Training Model

6.1 Key Determinants of Change offered by IofC training programmes

Our study shows that IofC training incorporates the following key determinants, which together facilitate deep change in the participants:



6.2 The Four-level Change Model of IofC training

It has been observed that there are four possible levels of change which IofC training has the potential to produce:



Self-Change with Limited Perceived Influence



Self-Change Leading to Influence Within the Family



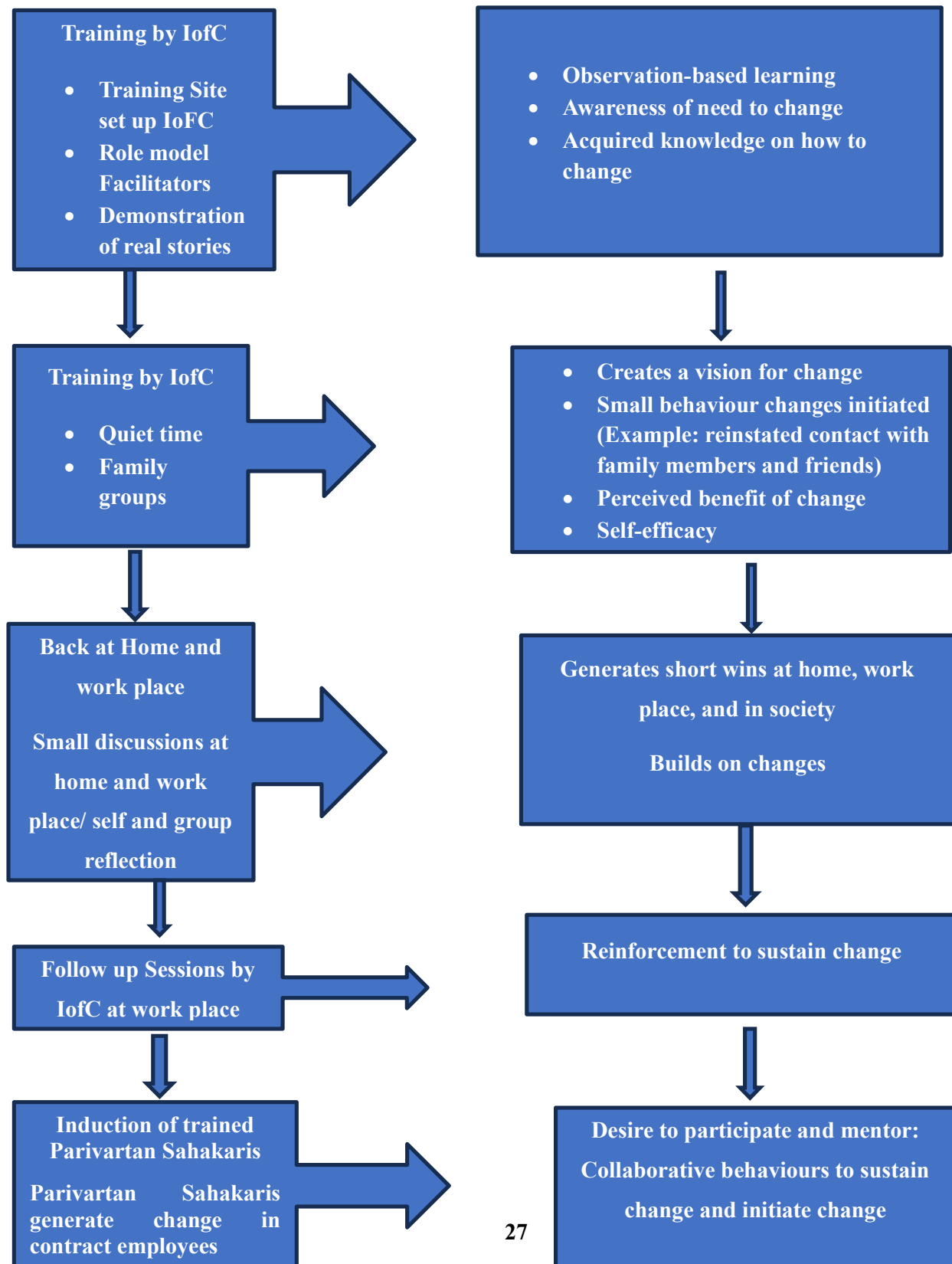
Self-Change Influencing Family and Peers in a Small Work Team



Self-Change with Broader Influence in the Workplace and Society

We found that IofC's training model relates with Kotter's 8-step theory, the Cognitive theory and Adkar's theory of behavioural change.

6.3 The Model of IofC Training with Theoretical References



7.0 CONCLUSION

It can be concluded that the unique initiative taken by the company for the well-being of its employees in collaboration with IofC, and its indirect contribution to nation-building, is yielding positive results. Undoubtedly, the thematic analysis of the qualitative data collected confirms that a remarkable transformation has taken place among the employees. The ongoing efforts to sustain this change through *Parivartan Sahakaris* are likely to produce even greater outcomes in the near future.

The training setup (the Asia Plateau campus) and programme design, along with the involvement of valuable resource persons, has made the ELL training impactful.

To ensure its sustainability, continued hand-holding support from IofC is essential from time to time. Ultimately, the success of this initiative is the result of a joint effort by the Paranjape management, staff and Initiatives of Change (IofC).

8.0 ACKNOWLEDGEMENTS

We extend our heartfelt gratitude to Ms. Neha Paranjape, Director of Paranjape Autocast Pvt. Ltd., and her management team for their unwavering support and trust throughout this initiative.

We are deeply thankful to Mr. Kiran Gandhi, Trustee of Initiatives of Change, for his consistent guidance and timely inputs, which were instrumental in the completion of this report.

Our sincere appreciation goes to the resource persons from Initiatives of Change, more particularly for Shri Himanshu Bharat, for their insightful facilitation and contribution to the training sessions.

We also wish to express our genuine thanks to all the company employees who participated wholeheartedly and shared their personal journeys with openness and sincerity.

A special acknowledgment is due to Ms. Tejashwini Deshmukh at the Satara plant and Mr. Shrikant Dhayagude at the Shirwal plant for their valuable coordination, including the smooth conduct of focus group discussions and other arrangements. We also thank Mr. Shirish Pawar Deputy Manager CSR, for his support and involvement.

Dr. Shaly Joseph and Dr. Sampada Sankpal

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