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**NK Sharan**  
**Vice President**  
**Tata Business Excellence Group**

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NK Sharan is Vice President at Tata Business Excellence Group (TBExG) and leads the area of organisational performance excellence and transformation management through Tata Business Excellence program (Tata group's institutional mechanism). His interest lies in the systematic embedding of quality values and principles of excellence in various aspects of organisational performance excellence transformations, resulting into enhanced competitiveness. He is also driving TBExG's enabling efforts for strengthening Tata Network Forums' global presence and Tata Affirmative Action Programme (TAAP).

Prior to taking up group assignments at TBExG, NK spent 22 years in various leadership roles at Tata Steel, India. As Business Excellence and Corporate Quality Chief, he helped Tata Steel's performance excellence transformational journey from 1998-2007 and helped it realise its business objectives. His key areas of work include transformations in the domain of (a) Strategic Excellence (strategic initiatives, strategic alignment/policy management, management systems, customer centricity, decision making, risk management) (b) Operational Excellence (process excellence, cost management, daily management, balanced scorecard, TQM, TOC, lean and six-sigma, problem solving, digital) (c) Cultural Transformation (people involvement, capability building, and mindset change) and (d) Social Excellence (CSR, SA-8000, sustainability, education)

NK has also enlarged the scope of embedding excellence principles beyond business, using it innovatively in the areas of TAAP and TEEP (Tata Education Excellence Program). TAAP uses the AA improvement framework as an instrument for driving AA programmes in Tata companies. NK innovated and established TEEP improvement framework as a tool to drive transformations in schools. Currently, he does not oversee TEEP.

Having worked closely with various excellence frameworks from both the east (Deming, TQM) and the west (Malcolm Baldrige, EFQM, etc.), NK has developed deep insights into what works well in a specific cultural context. He has conducted more than 70 business assessments based on the above frameworks.

NK is a corporate trainer and a visiting faculty at some of the best business schools of the country, including XLRI and IIM-Bangalore, and has made several presentations at various conferences, including ANQ, SPRING, CII, etc.

NK graduated as an electrical engineer and completed his post-graduation from XLRI Jamshedpur. He later attended programs at JUSE, Japan and Malcolm Baldrige programmes. He has travelled extensively and visited many world-class companies to learn from their best practices. His mission is to constantly advance and deepen the knowledge on organisational transformation through quality. His blogs can be found at his LinkedIn account.

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