

# GUVNL Leadership Development Programme (LDP)

Powering the Future:  
Preparing  
Transformational  
Leadership for Tomorrow

Jignesh Ray  
General Manager (HR), GUVNL



# Gujarat Power sector – 1<sup>st</sup> Gen. Reform

## Pre-reform scenario (2002)



Installed Capacity 8.7 GW



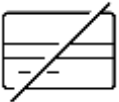
20% peak deficit



3 to 4 hours daily power cut



34% T&D Losses & rampant power theft



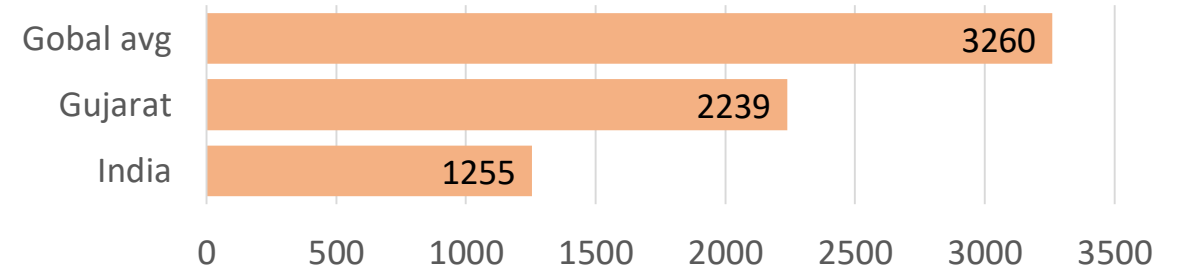
Poor billing & collection efficiency



Deficient consumer service

## Today.....

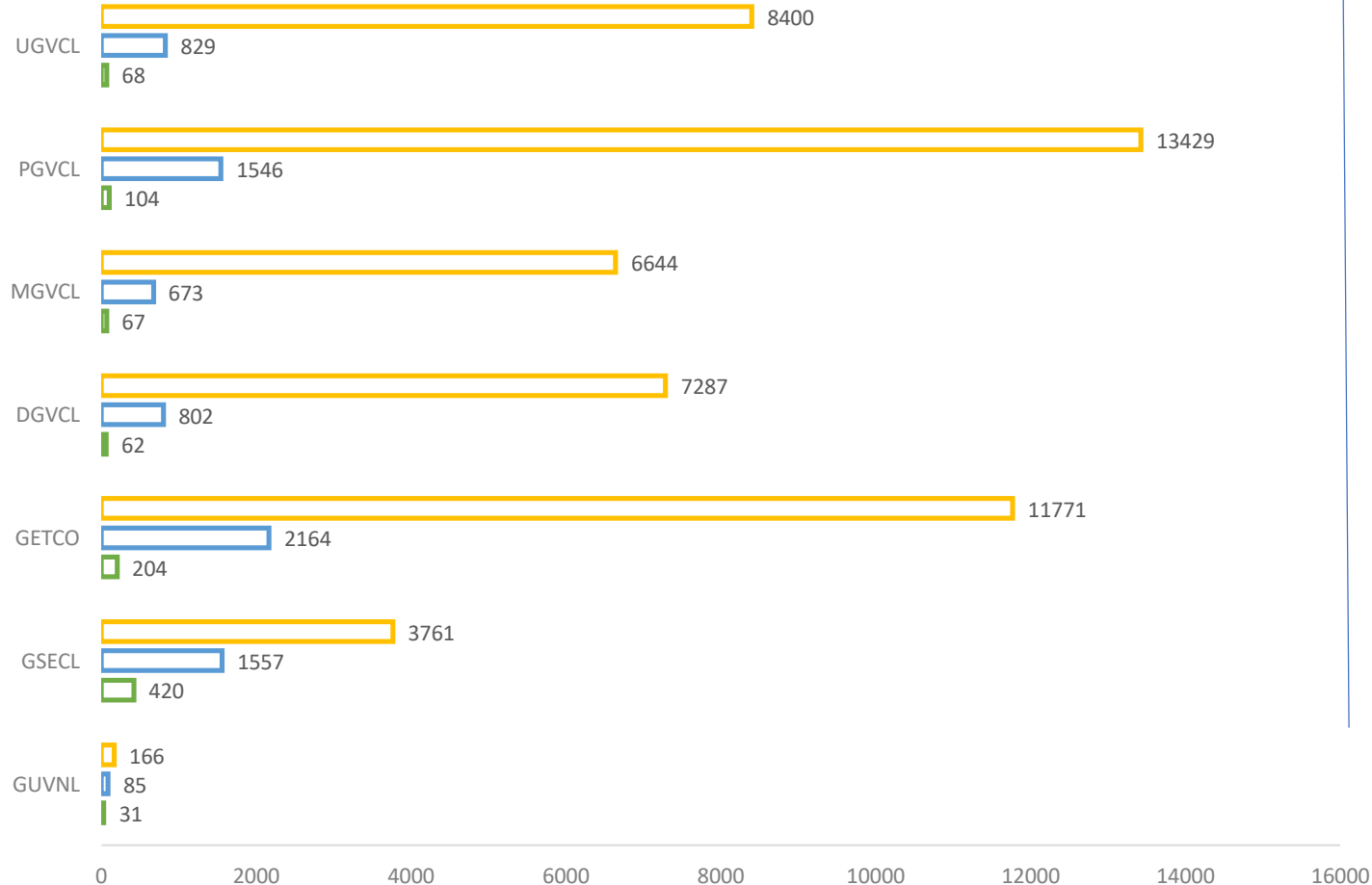
### Per Capita Electricity Consumption (kWh) FY24



- Installed Capacity - 68 GW (10-13 % of India)
- RE is 39 GW (15-18 % of India)
- AT&C losses are around **half** of India average
- Since 2013, all utilities are **A+ rated** in Integrated Rating for State Power Distribution Utilities.

## Human Resource

Supporting staff   Operation   Executive management



## Human Resource

- Total - 60070
- Executive Management – 956
- Operations – 7656
- Supporting staff - 51458



## CREATION OF 8 VERTICLES

- Power Trading
- Carbon Trading
- Demand Side Management
- Emerging Technology
- EV Charging Infra
- Energy Efficiency
- Offshore wind
- Pump Storage

## Objectives

- Implementation of 2<sup>nd</sup> Gen. Reforms
- Resource Adequacy
- Sustainable Development

Powering the Future

Preparing Transformational Leadership

for 2<sup>nd</sup> Generation Reforms

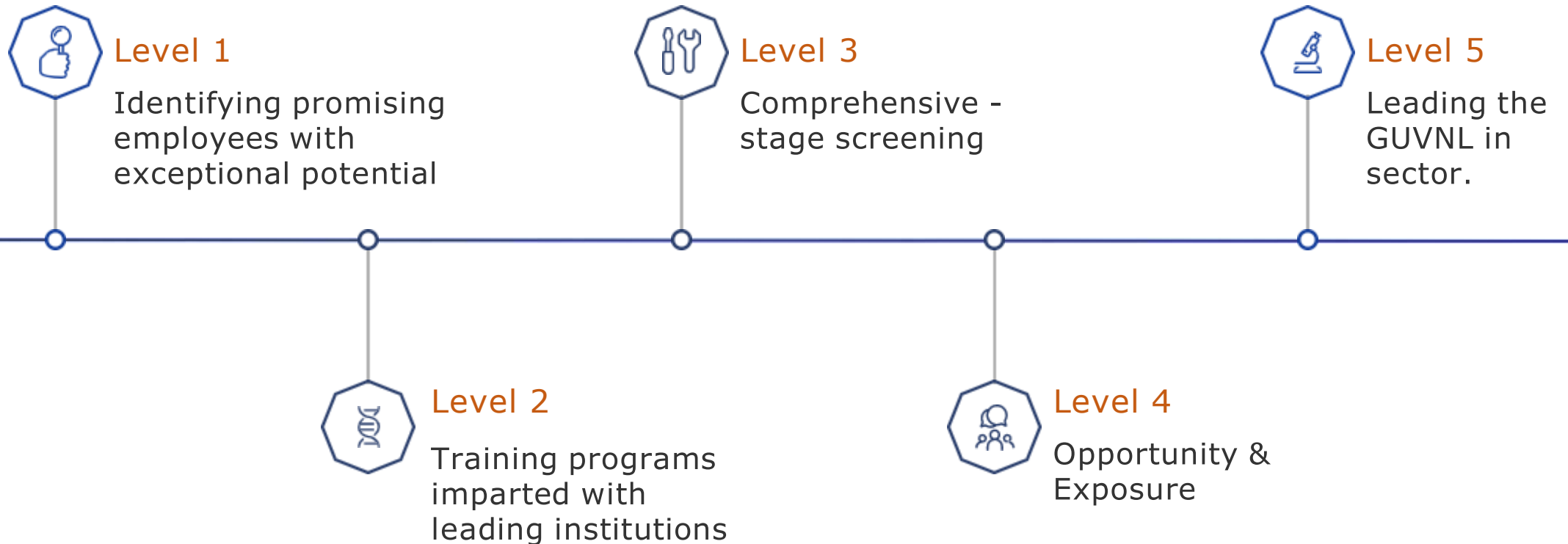


# GUVNL's Leadership Development Program

## Key Design Principles

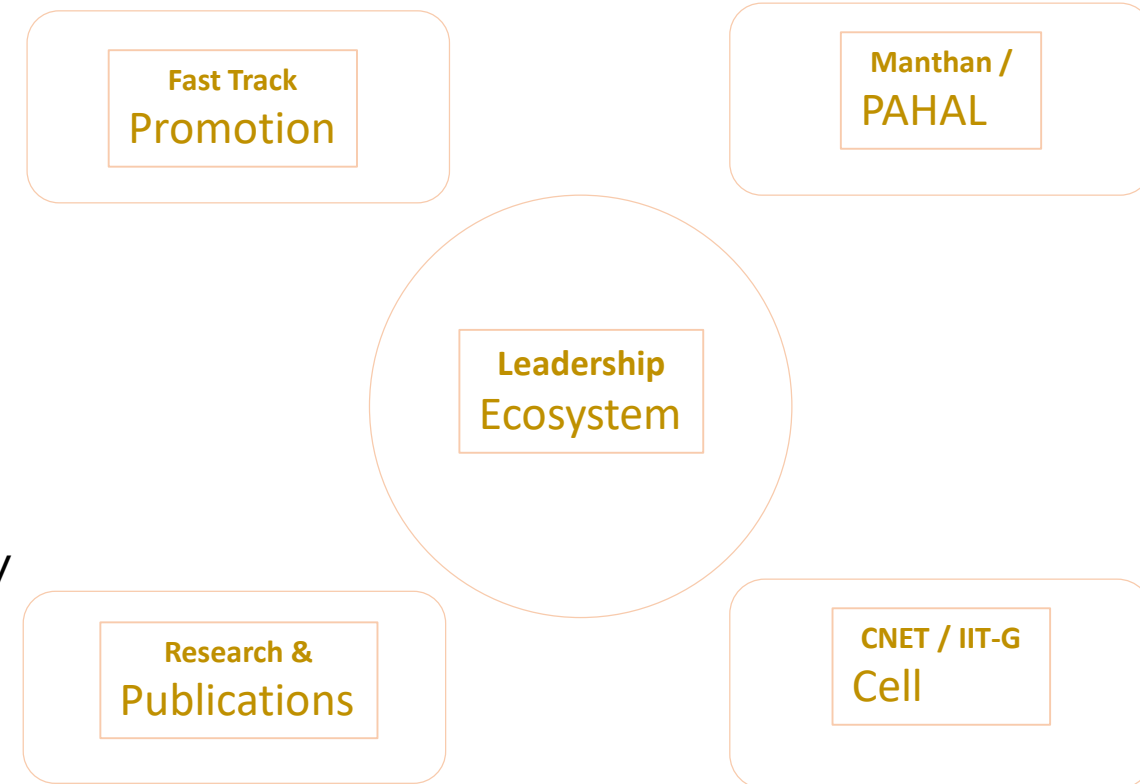
- Cohort: initially 210 officers across GUVNL group
- Batch size: 30 officers for deep engagement
- Rigorous selection & specialization mapping
- Delivered via GETRI with academic partnerships
- Embedded project/problem-solving orientation





## Early Outcomes

- Future-ready leadership pipeline across group companies
- Operational innovation through project-driven learning
- Capability on regulation, markets & grid integration
- **Parallel women leadership track** under empowerment policy
- Culture of dialogue & action (Think Patch model)





# **CAPACITY BUILDING!**



## Decisions

### Restructuring

- Verticles - Training & C-NET
- Renaming

### Formation of C-NET

- National level Think tank
- Energy Transition

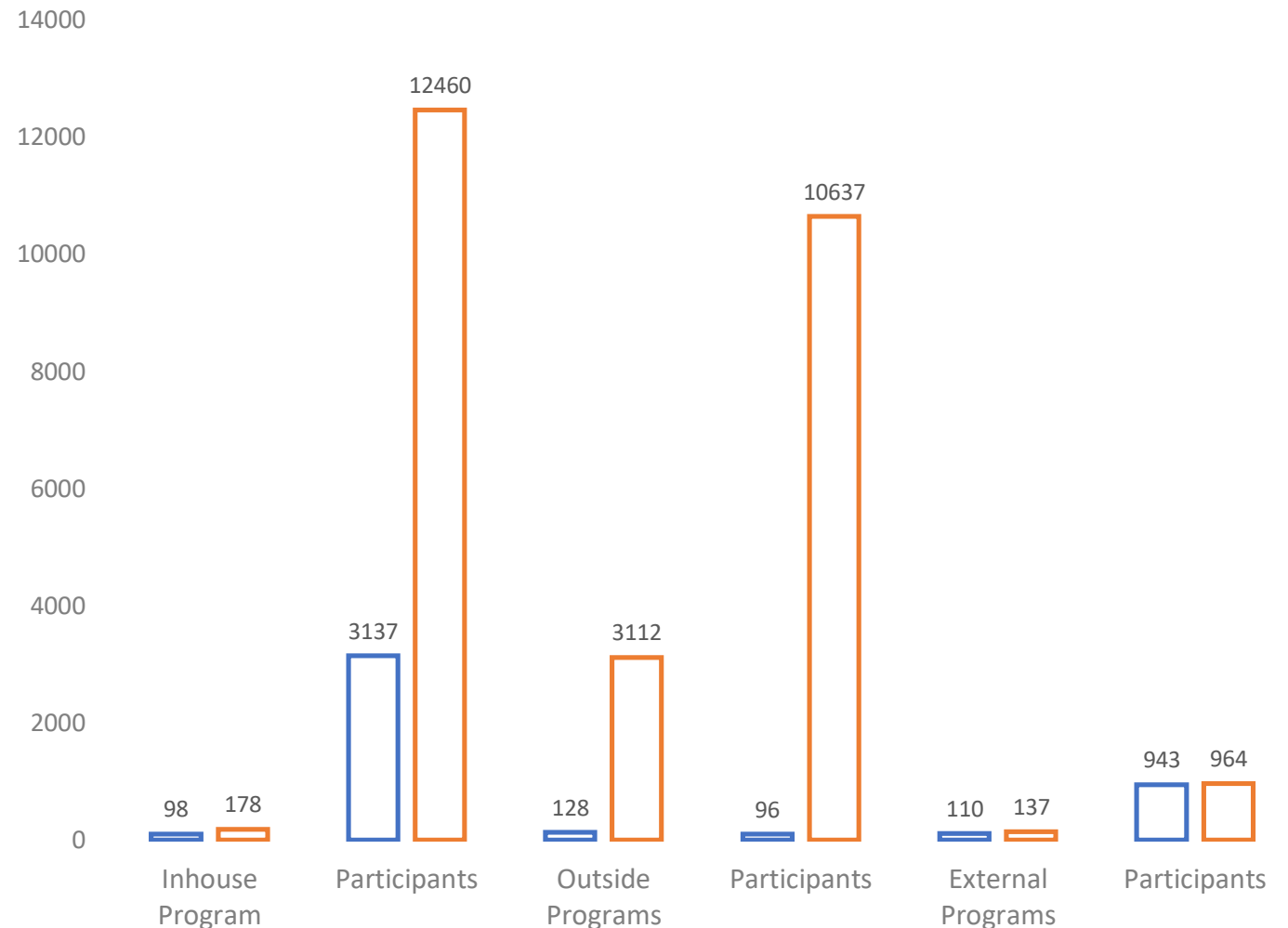
### Tie ups with Leading institutions

- World Bank, CBC, IITs, AEEE, GIZ

### Capacity building programs

- GUVNL & Subsidiaries South Asian countries

## Capacity Building



# Leadership Development Program



Educational policy

Fast track promotion

Training at IIMs/IITs

Ideation Premier League

Employee Connect

PAHAL



## Performance Management System

aligned with the reforms to set clear performance targets and metrics.



## Technology

Technology is used to monitor and evaluate performance.



## Accountability

Accountability and a performance-driven culture are important.



GUVNL's performance management system is an important part of the reforms, and technology and accountability are essential for success.



## Talent Hunt

Initiated to discover and cultivate potential leaders of tomorrow



## Employee Connect

Provided excellent opportunity to employees to interact with top management



## Proactive Approach

Seeking out hidden gems in all group companies

GUVNL has undertaken a proactive approach to seek out the hidden gems in all the group companies and initiated a Talent Hunt Drive and Employee Connect to discover and cultivate the potential leaders of tomorrow.

# Embracing Innovation: New Logos & New Horizons



Thank You