
NK Sharan
Vice President
Tata Business Excellence Group



Mr. NK Sharan (NK) is Vice President at Tata Business Excellence Group (TBExG) and leads the area of performance excellence through the group's Tata Business Excellence Model (TBEM) process. His interest lies in the systematic embedding of quality values and the principles of excellence in various aspects of organisational activities. Presently, he is leading Operational Excellence, Educational Excellence and Affirmative Action programmes within the organisation. He is responsible for helping and serving several large Tata companies like Tata Steel, Tata Power and Tata Chemicals in their journey of excellence.

NK has 21 years of rich experience, working in various leadership roles at Tata Steel, India. As Business Excellence and Corporate Quality Chief, he helped Tata Steel realise its business objectives of that time. His key areas of work include cultural transformation, strategic alignment/policy management, management system and process improvement/daily management, balanced scorecard/organisational performance management system, TQM, TOC, Lean and Six-Sigma, problem solving & decision making.

NK has enlarged the scope of excellence principles beyond business, using it innovatively in the area of Affirmative Action and Education. The Tata Affirmative Action Programme (TAAP) uses the AA framework and assessment as the main instrument for driving Affirmative Action programmes in Tata companies. The Tata Education Excellence Programme (TEEP) also uses the EE framework, criterion and assessment as a tool to drive transformations in schools. There are around 70 schools including 30 busti and village schools around Jamshedpur, where TEEP is attempting a holistic transformation of schools with the help of Tata companies.

NK has worked closely with various excellence frameworks from both the east (Deming, TQM) and the west (Malcolm Baldrige, EFQM, etc.) and developed deep insights into what works well in a specific cultural context. He has also conducted more than 40 business assessments based on the above frameworks. NK is also 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 did his post-graduation from XLRI Jamshedpur. He later attended JUSE, Japan and Malcolm Baldrige programmes. He has visited many world-class companies in the USA and Japan to learn from their best practices. His mission is to constantly advance and deepen the knowledge on organisational transformation through Quality.

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