

BUSINESS ORGANIZATION DEVELOPMENT

CELEBRATORY NETWORK

“If you want truly to understand something, try to change it.” - Kurt Lewin

WHO WE ARE

A GLOBAL OD CONSULTING FIRM

Since 2010 we have been focusing on Organization Development (OD) a practice of helping organizations solve problems and reach their goals. A key emphasis in OD is assisting clients not just in meeting their goals but helping them create a culture that drives change.

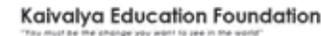
CORE EXPERTISE

Business Organizational Development & Human Process Work.

SPECIALIZED FOCUS AREAS

- Aligning Culture to Strategy and Structure
- Organization Development
- Leadership Development
- Diversity, Equity and Inclusion

CLIENTS



CEO AND DIRECTOR



- › Payal is an Applied Behavioral Science Professional with focus on Organization Development.
- › Her work with Organizations has been published in the Book - Organization Development: Behavioral Science Interventions for Organization Improvement, 7th Edition by Wendell L. French, Cecil H. Bell, Veena Vora
- › As a researcher she takes up a research every year to look at themes relevant for the future. Some of them have been Happiness as a Culture at work, Impact of Pandemic on organizations, Diversity, Equity and Inclusion what it means post the pandemic.
- › She is currently writing a book capturing the transformation journey of an organization that has done work with OD.
- › She has presented her work on Happiness at various forums such as DisruptHR (USA), PeopleMatters podcast, Applied Behavioral Science Summit.
- › She works with different methodologies like, Systemic Constellations, Human Process Labs, Large Group Interventions, Appreciative Inquiry, Deep Democracy and more as ways of working with Organizations and Families and their businesses to nurture the desired Culture and Leadership
- › Payal industry experience includes Infosys, AngelOne, Schindler, Glenmark, ACG, Liberty insurance, ICICI Prudential, Aditya Birla Group Companies – Hindalco, Aditya Birla Life Insurance, ABG Group, Starbucks, Voltas, TVS Motors. International Organizations like VFS, Talview, World Bank

Current Roles

- CEO and Director – Celebratory Network Pvt Ltd
- Director – Organization Development Certification Program (ODCP) - ISABS
- Professional Member – Indian Society for Applied Behavioral Science (ISABS) and National Training Laboratory USA (NTL)
- Visiting Faculty and SP Jain and NMIMS

Past Roles

- Chairperson Maharashtra – Intuitional Excellence Forum (IEF)
- Director – Royal Diadem
- L&OD Head (South and West) – Bennet and Coleman Group
- Lead L&D - Ugam Solutions (a global market research company)
- Executive to AM - L&D - Amubja Cement

Accreditations & Certifications:

- Interfaith Dialogue Facilitator – Seeds of Peace, USA
- Certified Organizational Culture Assessment, Cultural Transformation Consultant – Barrett Values Center, USA
- Systemic Consulting, Coaching and Constellations – Koenigswieser Network, Germany
- Entrepreneur Development Certificate – Goldman Sachs and Indian School of Business (ISB), India
- Organization Development Certification – Indian Society for Applied Behavioral Sciences, India
- Empathy Facilitator – Building a Culture of Empathy, USA
- Appreciative Inquiry Certification as a Practitioner
- Family Constellations – Spanda Consulting, Bangalore
- Achievement Motivation Practitioner – India
- Non-violent Communication and Restorative Circles – NVC Academy
- Gestalt OD – Gestalt Practitioner Consultants - Resonate Consulting, India
- Certified NLP Practitioner and Coach – ANLP, India
- Results Certified Coach – FranklinCovey
- MBA – HR

CORE LEADERSHIP TEAM



BHANUMATHY KC
Mentor

- 35 years of experience in Diversity and Inclusion
- Trained in Self- Differentiation from Weir Merrill Associates, US. She has worked as consultant in many Group Relations Conferences – GRC (Tavistock Model) in India since 1984 to 2004.
- Worked for major manufacturing, automobile and educational institutes
- Co-authored a book conceptualizing work in diversity and equity in Natural Resource Management –‘Reconstructing Gender Towards Collaboration’ which has been published by Swiss Development Cooperation (SDC).



PROBIR ROY
High Impact Advisor

- Probir is a serial entrepreneur in the technology-driven businesses.
- Topping off two decades of wide & diverse experience in Atomic Energy Dept and MNC organizations holding senior & leadership positions in Nuclear Energy, Broadcast Media, and Internet sector, as Division Head, VP, CTO, COO/CEO, etc.
- At Celebratory Network, he plays a pivotal role helping the organization look keep its growth focus and work toward new paths of leadership.
- Probir’s public profile involves being an Independent Director for Organizations, Chairman of Committees and Managing Trustee of a Non- Profit organization



SAURABH KARADE
Director

- 15+ years of experience in Technology and Market Research
- Thought leader in the area of new forms of technology and linking it to learning.
- Worked with major clients in various industries to bring technology and growth together.
- Expertise in the areas of Business Growth, Technology, Business Analytics

BUSINESS ORGANIZATION DEVELOPMENT

SYMPTOMS OF ORGANIZATIONAL CHALLENGES

- Roles become unclear
- Decision rights blur
- Processes don't keep up
- Founders' ways of working don't translate to larger systems

The business grows — the operating model doesn't.

- passive compliance instead of ownership
- avoidance instead of dialogue
- politics instead of collaboration

Unspoken dynamics start running the organization.

- micromanagement
- control patterns
- poor delegation
- weak succession

People outgrow roles — but roles don't evolve with them.

- new priorities
- digital transformation
- customer focus
- AI adoption

...but people still operate with old habits, incentives, and fears.

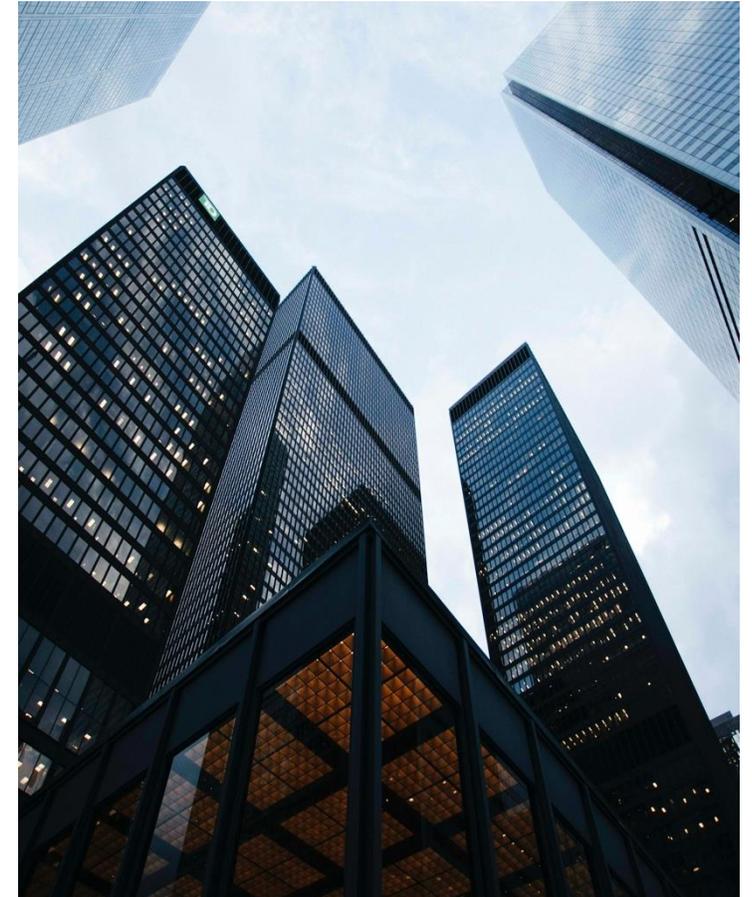
- new org charts
- new processes
- new tools

Without meaningful involvement.

BUSINESS ORGANIZATION DEVELOPMENT

Impact of Symptoms on the System

- Misalignment between strategy and execution
- Siloed functions and weak cross-team collaboration
- Low productivity / inconsistent results
- Difficulty scaling operations or culture during growth
- Unclear roles, authority, and accountability
- Command-and-control mindsets limiting empowerment
- Inconsistent decision-making
- Limited succession readiness
- Merger / restructuring integration issues



BUSINESS ORGANIZATION DEVELOPMENT

SYMPTOMS OF ORGANIZATIONAL CHALLENGES

- Roles become unclear
- Decision rights blur

- passive compliance instead of ownership

- new priorities

because...
change is done *to* people,
***not with* people**

- poor delegation
- weak succession

People outgrow roles — but roles don't evolve with them.



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OUR FOCUS – BUSINESS ORGANIZATION DEVELOPMENT

Systemic focus aligning the operating model and strategy to drive measurable results

MACRO FOCUS

- Culture driving the strategy
- Business goals ownership - move from compliance driven culture to ownership
- Drawing the purpose, norms, ways of work
- Enable leadership transition in new roles and business
- Large Scale Interventions

Culture becomes lived,
not laminated

BUSINESS / FUNCTION FOCUS

- Team and Cross-functional effectiveness
- Working with systemic dynamics of power – politics
- Team and Group Coaching

Clear priorities +
Collaboration

LEADERSHIP FOCUS

- Self – Role – System
- Leadership Development
- Leadership Coaching

Leaders shift from control
to enablement

WHY BUSINESS OD MATTERS?

In an era of constant restructuring and digital transformation, the elements of business like strategy, structure, business goals, focus on profitability often fail because the elements culture are not aligned.

Business OD provides the bridge between "Plan" and "Performance" by:

- **Aligning the "Shadow Organization":** Addressing the unwritten rules, egos, and silos that stop a new structure from working.
- **Managing the Human Impact of Change:** Reducing the anxiety caused by new technologies and cost-shifting to new geographies.
- **Scaling Wisdom:** Creating mechanisms where best practices are shared across business units rather than hoarded in "fiefdoms."
- **Sustainable Growth:** Moving from "firefighting" individual crises to building a systemic capacity for change.

CASE STUDY

REORIENT THE LENS



Multinational Conglomerate

CONTEXT AND STRATEGIC NEED

Organization was on a high-growth path, shifted to a Matrix Structure to enable business growth. However, the Chairman realized that while the boxes on the chart had moved, the mindsets had not. Individual business units continued to operate as "islands" or "fiefdoms.". This impacted the possibility of New business acquisition and project turnaround, organization wisdom was not cashed on

SYMPTOM

The Chairman noted that his CEOs were using his office as a mediation hub rather than resolving issues directly.

-  Lack of Collaboration
-  Hoarding Expertise
Best practices were not shared, despite clear opportunities for synergy.
-  Revenue Impact
The inability to work as a unified entity was hindering operations and scaling of the businesses potential.

“We have built world-class assets, but our culture remains fragmented. Our growth ambition requires us to think as one unified infrastructure powerhouse.”

CHAIRMAN
MULTINATIONAL CONGLOMERATE

PHASE 1

From Diagnosis to North Star

OBJECTIVES

- Impact of the Matrix Structure, what may be blocking the Collaboration today
 - Impact on the Parent organization and the Impact on the Sub-businesses
- Co-create a Shared Purpose and ways of work
- Leadership team to build psychological connect

KEY STEPS

- Conversations with the CXO & leadership team
- Diagnosis of the existing system dynamics and its impact
- Leadership intervention for Phase 1
 - Diagnostic Intervention
 - Designing the way forward

WORKSHOP OUTCOME

- Top 25 leaders across businesses aligned to bring one single strategic vision, set the EBITA target
- Actions for Phase 2
 - Pillars for the way forward
 - Pilot Projects to live the objectives

STRATEGIC WAY FORWARD

- North Star: ₹XX,000 Cr EBITA by 2030
- 12 Business OD projects identified
- 4 pillars identified to work on – Governance, Culture, Role Clarity, Empowerment.

PHASE 2

38 Next-in-line Leaders

The second key intervention in Phase 2 was including the next in line Leaders involving 38 leaders to deepen collaboration, transparency, and execution alignment.

INTERVENTION PROCESS

- Understand the ground level challenges of Leaders
- Business OD intervention
 - Progress and brining on board for the Business OD journey
- Dialogue about the un-speakables

KEY PROJECT THEMES

- Cut down bureaucracy within department
- Delegate authority and empower managers
- Improve accessibility to senior leaders
- Reduce decision-making cycle time
- Improve process efficiency
- Address trust deficit across teams
- Institutionalize CXO Monthly Meetings
- Enable structured data sharing across functions
- Strengthen communication strategy
- Encourage constructive questioning



“When the leader cannot think of the solution, we will have to think for him, and his team will enable him. The team needs to take accountability”

CASE STUDY 2

HR HEAD
CONSUMER ELECTRICALS MANUFACTURER

TRANSFORMING SCM EFFECTIVENESS - LARGE CONSUMER ELECTRICALS MANUFACTURER

ORGANIZATIONAL CONTEXT

- New SCM Leader with a strong technical supply chain background.
- Clear Mandate: Optimize logistics costs, identified as the highest cost line in the business.
- Leadership introduced sharper expectations on performance, accountability, and process discipline.

CULTURAL AND OPERATIONAL REALITY

- Deep-rooted history of informal, independent decision-making rather than systematic planning.
- "Sales at any cost" mindset dominating operational trade-offs, often sacrificing efficiency.
- Significant cross-functional misalignment impacting overall logistics efficiency and cost structures.

EMERGING CHALLENGES

- INTERNAL FRICTION - Growing friction within the SCM team adapting to new leadership.
- Escalating tension across key functions (Sales, Manufacturing, Logistics).
- RESISTANCE TO CHANGE - Difficulty in aligning the strategic mandate with day-to-day ways of working.

DESIRED OBJECTIVES

- To build shared Understanding of the current ways of work in SCM
- Bring awareness of the current challenges that are impacting the SCM mandate
 - Within the SCM Team
 - With Stakeholder Groups
- Bring focus to unspeakable and agree on how we can proceed with Openness, Transparency and Collaboration
- What individuals bring to the table as a shift in their doing and being

BUSINESS OD APPROACH

Strategic roadmap to SCM Effectiveness

Phase 1 Pre work and Discovery

- Joint dialogue with COO & HR to align on mandate and context.
- Conversations with SCM Head & COO to align objectives.
- 1:1 Stakeholder Interviews from Sales, Marketing and Logistics teams
- Focus group discussion with SCM team members.

Phase 2 Diagnostic Workshop

SCM TEAM INTERVENTION:

Diagnostic Dialogue

- Align on project objectives
- Dialogue on assumptions & challenges.
- Examine systemic impact of current ways.
- Define shifts in behaviour & accountability.
- Strengthen operational collaboration across Sales, Manufacturing & Logistics.

Phase 3 Continuity and Cadence

- Next level cascade across function
- Establish governance cadence to sustain momentum.
- Workstream meetings and Track actions agreed upon in the workshop.
- Periodic review of behavioural shifts and operational roles
- Leadership check-ins and reviews

PHASE 1 OUTCOMES

Defining the Path Forward & Operational Rhythm

THREE STRATEGIC WORKSTREAMS



One Team

- Strengthen internal trust and reduce friction.
- Encourage open dialogue on challenges.
- Build psychological safety for voicing concerns.



Decision Making

- Clarify decision on key processes.
- Reduce approval bottlenecks to improve velocity.
- Increase responsiveness to real-time business needs.



Collaboration and Transparency

- Improve cross-functional planning rhythm.
- Define clear information-sharing protocols.
- Create full visibility into logistics cost drivers

INTEGRATED ACTION PLAN

- Three workstreams to collaborate on a unified implementation roadmap.
- Define measurable milestones and clear ownership for each initiative.
- Create a progress matrix tracking behavioural shifts and operational activities

EXECUTIVE ALIGNMENT & GOVERNANCE

- Present final action plan to Managing Director & COO for sign-off.
- Review of the progress matrix with leadership.
- Agree on long-term governance and review cadence to ensure sustainability.



CASE STUDY 3



“We need to deliver business results, and also be accountable for how we work with our stakeholders, there is no either or. We are in service of a business, so ownership of the business is every employee's responsibility ”

CEO
CAPSULE MANUFACTURING ORGANIZATION

PROCUREMENT AND MARKETING – CHALLENGES OF COLLABORATION AND RESPECT

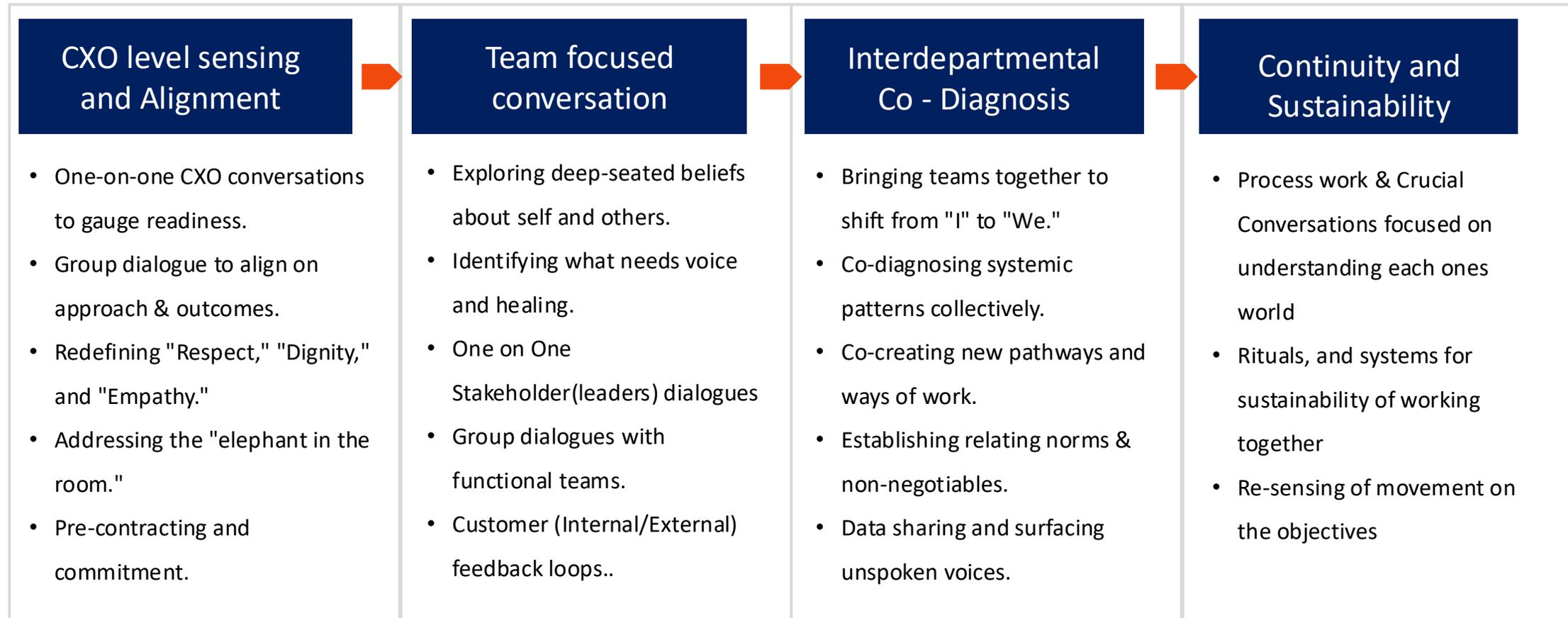
CONTEXT

- Current dynamics of work and relational patterns within corporate functions require immediate attention as system-level tensions emerge.
- While historically successful, these legacy patterns are now being questioned in light of changing business realities.
- Impact is visible across multiple functions, creating friction rather than flow.
- Internal consulting team engaged to facilitate healing, acknowledge deep-seated patterns, and co-create sustainable new ways of working.
- Strategic shift required from reactive, defensive patterns to healing and nurturing professional spaces.

OBJECTIVES

- Multi-Level Diagnosis: Identify enablers and blocks at Self, Team, Inter-team, and System levels.
- Deep Understanding: Understand what is truly at stake in how teams currently function and relate.
- Surface Dynamics: Bring interpersonal cushions (avoidance) and rough edges (conflict) to the surface for resolution.
- Alignment Check: Assess and build alignment towards a unified "ONE Organization" mindset.

We employed a multi-phase systemic intervention designed to move the organization from individual reactive patterns to collective co-creation.



CONNECT WITH US

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