



# CASE STUDY

2025

**steel-a-thon**  
Prove your Metal  
Season XII 2025

## Case Title

Steel-a-thon: Transforming  
together “Culture Code in  
Action”

Last year the Tata Steel Organization had embarked on a journey of creating “One Tata Steel- A Global entity with future ready culture”. Across the world, we operate in different geographies and cultures, yet at our core, we are one, connected by the same Tata Steel Values and Purpose. The aim is to co-create a truly global and integrated world class organization, drive greater synergy across our diverse geographies, enhance integration, and foster a unified culture of high performance with accountability. We need to balance global aspirations with local strengths.

To deliver this new organization, a cultural shift is required: A shift in how we lead, work and collaborate. Because change starts leading by example, the need was felt to come up with a new Culture framework with leadership expectations to drive this global transformation and unification. The new framework- 4C Culture Code is designed to create unity within (leadership) behaviours across the geographies, to encourage connection and deliver the best performance. It consists of four key ideals- Change, Connect, Contribute and Care which provides a consistent foundation across geographies to drive One Tata Steel Values, global performance and accountability.

The objectives of the 4C Culture Code are:

- Drives Strategic Goals
- Aligns Leadership Standards
- Builds Leadership Capability
- Enhances Decision-Making
- Promotes Accountability & Leadership Performance
- Supports Cultural Cohesion

Our four ideals are:

**Change:** We embrace change to drive a better future with clear vision, innovation, bold actions and continuously improving performance.

**Connect:** We collaborate with diverse perspectives, build authentic relationships, and focus on our stakeholders and customers, both internally and externally.

**Contribute:** We ensure alignment and accountability at all levels and drive continuous improvement.

**Care:** We care for self, others and society, because we believe in our contribution to a better and sustainable future.

**Problem Statement:** The challenge is to effectively communicate and implement the framework across all geographies, and drive a culture change in all layers of the organization, to deliver the One Tata Steel (Stronger Together) objectives and become the world class steel company we want to be.

Effective communication will ensure that our Culture Code will be understood and embraced in all geographies. Hence we need a clear communication strategy to introduce the framework at all levels and geographies. What are the innovative channels that can be used? How the message can be tailored for different groups and geographies? How can we make sure it will be embedded in our daily behaviors?

Continuous evaluation is equally important as it will help us assess the effectiveness, celebrate success, influence communication and also make timely improvements. What should be our evaluation strategy? What kind of (future proof) metrics can be used, in a way the evaluation tools are an implementation tool as well? How do we measure our implementation success? What are the short term and long term indicators should we use? How can we use data to refine the framework? And how can other global organizations that have gone through a culture change inspire us on their learnings on both topics? To not only measure the steps we take in our company, but also benchmark with the outside world.