Like many leaders of small companies, Hema Hattangady, Managing Director for Enercon Systems, wanted to accelerate Enercon’s growth rate while steering the company through challenging and competitive times.

She attended Leading Change & Organizational Renewal at Harvard Business School in May, 2002 and left determined to implement the frameworks and processes she had learned in her own company and to combine the learning with an internal change management process for developing managers that was just being started.

Hattangady immediately began working with a core team of twenty managers, educating the team using the LCOR program material and walking them through the process of identifying Enercon’s performance and opportunity gaps. She says, “I combined the learning at LCOR on innovation, leadership, and change with an internal change management process. Our internal trainers have now trained 200 employees on change, communication, teamwork, and innovation.”

Hattangady encouraged the formation of cross-functional and cross-hierarchical teams to solve problems, improve rates of growth, and challenge current ways of doing business. Most projects are closed and implemented within a fortnight and then new projects are initiated.

She urged the company’s manufacturing workers to visit customers, benchmark competing products, and come back with ideas for improving productivity, product aesthetics, and packaging. This was even more challenging because the company is already known in India as a leader in digital metering instruments, and there was a possibility that employees felt no immediate need to change or improve.

LCOR has been hugely successful in transforming Enercon’s culture from top-driven to participative. She has even set up a culture committee and implemented day-in-the-field concepts as shown in Harvard’s Southwest Airlines case study.

To provide Enercon’s Board of Directors with a context for discussing the company’s challenges and measuring the company’s progress, Hattangady also guided the Board through the LCOR CD-ROM. Armed with this context, they’ve been amazed at the corporate learning that has taken place in a short time.

Hattangady used the LCOR program as an opportunity to look at her role as CEO and her own performance. She was able to dispassionately see where she had gone wrong in “walking the talk,” and came back to her team with a frank self-assessment of areas
where she needed to learn and improve. This admission was perhaps the single biggest reason why her colleagues eagerly wanted to learn from LCOR material. In fact, one of her top aides in the company confessed that they were all amazed at the change in her approach and outlook!

In her annual address to Enercon’s vendors in December, Hattangady invited their CEOs to join the change process.

“The result,” states Hattangady, “is better deliveries, pricing, and quality.” Overall, she describes the changes in her company and in herself as “nothing short of a miracle.” She adds, “Since I attended LCOR, I have invested considerable personal effort and energy in training every last employee of the company in the values, mission, and vision of the company. Now, I can actually see these concepts in action!”

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