

Case Study – Change Management Intervention

(The first large scale change intervention in power generation utility focused on co-creation of policy response)

The Client

A state government power generation utility with a workforce over 1000 employees, mostly highly qualified engineers

The Business Problem

The drastic reforms ushered in by the Government of India in the early part of this century in the power sector, caught many of the state utilities off guard. The reports of various consultants, each advising radical and sometimes diametrically opposite action, left them confused. They also had limited time to respond with newly appointed regulators on their back. They needed hand-holding to tackle the immediate problem of having to respond and the more serious one of crafting a sustainable policy response.

The Solution

Haselfrë held open ended workshops for different layers of management; each of the responses was incorporated in the next round and covered every single power generation station and their employees (both hydel and thermal). The resulting change intervention workshops achieved three objectives:

1. The staff felt elated they were being consulted and a team spirit slowly started evolving cutting across different technical silos (such as electrical, mechanical, civil etc)
2. All the staff got to know the gist of the reforms and the content in the various reports; the fear of the unknown was gone
3. Younger engineers got an opportunity to contribute with innovative ideas to tackle the issues, which was also appreciated by the seniors and found a place in the final in-house document
4. Above all, the utility crafted its own document (not just a response) but a whole new strategy for action.

The Outcomes

The organization implemented the change management strategy successfully that significantly increased the power generation capacity and increased profit for the utility.

Haselfrë mission

Our mission is “to promotes balance between performance and conformance”

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