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including an in-house magazine started in 1927, and Konosuke Matsushita's credibility and role modelling.

Matsushita communicated his own set of business principles to employees for the first time in July, 1933. These included: (a) service to the public through high quality goods and services; (b) fairness and honesty in all business dealings; (c) teamwork for the common cause and good; (d) courtesy and humility to support the rights of others and enrich the social environment; and (e) untiring efforts for improvement. Konosuke communicated his principles relentlessly and asked that they be spoken each morning. The specific content of this mission helped invoke an inspired response because he tapped into widely held human values.

Matsushita Electric fell on hard times again after World War II due to the restrictions the Allies placed on the firm for its military role during the war. Matsushita's commitment to the customer and strategic vision again put the company in a period of rapid expansion by 1951. He created an organisation that adapted phenomenally well to rapid growth, increasing technological change, and globalisation. In the 1970s and 1980s, he took on additional careers as author, philanthropist, educator, social philosopher, and statesman. Because he kept learning and reinventing himself with the times, he remained vibrant and an active part of society until his death in 1989 at the age of 94.

Box 6.4

V KRISHNAMURTHY: "Transformational Leader with a Midas Touch"

V. Krishnamurthy, known as the 'great helmsman', has remained a managers' manager. In this caselet, we will see how his Midas touch worked wonders for three major corporations—Bharat Heavy Electricals Limited (BHEL), Maruti Udyog, and Steel Authority of India Limited (SAIL).

Transformation of BHEL: Krishnamurthy's first assignment as CEO was Bharat Heavy Electricals Limited (BHEL). He assumed the chairmanship of BHEL in 1972, at the age of 46—the youngest chairman, unprecedented in the public sector.

When Krishnamurthy took over BHEL, it was deep in the red. This public sector heavy electrical company was seen as a leviathan, never likely to come up. Production levels were well below the rated capacity and operations were usually in bad shape. Criticism of BHEL and Heavy Electricals (India) Limited was high and these companies were the favourite whipping boys of the press and customers. Within the organisation, the limited career growth and a poor company image had led to low morale among the highly trained manpower.

When Krishnamurthy analysed the reasons of the situation, he found that there was little coordination and communication between the various plants of BHEL, which were at various corners of the country. As a result, the credibility of the company had gone down. Therefore, the first

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