HCL Technologies, LTD

HCL Technologies is one of India's leading global IT Services companies, providing software-led IT solutions, remote infrastructure management services, and business process outsourcing. With 35 offices in 17 countries, HCL's customer base reads like a who's who in business.

The Challenge

HCL is recognized around the world for a legacy of entrepreneurship. *The Economic Times* called HCL "a breeding ground for entrepreneurial talent" when their study revealed that the organization had produced 100 CEOs in a 30-year span. And, while HCL is proud of this innovative record, it came with a price. The organization became a poaching ground for competitors and was losing top talent. Compounding the attrition problem was the fact that those who stayed were becoming less and less engaged. In addition, the attrition meant that 30 percent of their workforce each year was new hires, which made maintaining the culture difficult.

The Solution

HCL knew it needed to attack the issue from all angles so the organization created a philosophic and integrated model to bring about the needed changes. First and foremost was a belief that employees were the most important asset. The phrase "employee first customer second (EFCS)" was the cornerstone of the organization's new thinking from top down. This EFCS philosophy was also featured as a case study at Harvard Business School as an innovative people practice. Second was a paradigm shift from the philosophy of the office as a place of learning rather than a place of work. Third was that all learning should be stewarded by the organization's internal leaders and grounded in the business issues and environment at hand. And, finally, that customers, needed to identify and drive the skills that employees needed to gain.

Since a primary concern was to continue to develop the ranks of internal leaders, HCL sought a trusted, time-tested leadership model. Their search led them to The Ken Blanchard Companies' SLII® program as part of their solution, primarily because of the program's successful track record. As Anand Pillai, Vice President and Global Head of Talent Transformation and Intrapreneurship Development, puts it, "We chose SLII because it was the only leadership model used today that has survived three decades. It is so profoundly simple that it is simply profound."

In addition to providing training, HCL focused on getting top management buy-in from the start and creating internal champions to sustain momentum for the training. The organization also rolled the training out as a process wrapping the two-day training with follow-up and reinforcement, coaching, and mentoring.
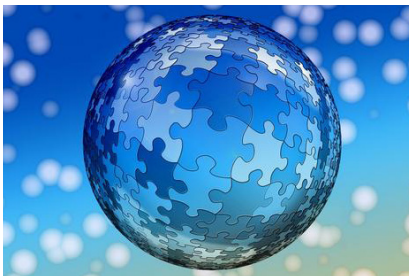
Results

HCL is pleased with the results to date. Employee turnover has decreased from 22 percent to 16 percent, and based on third-party research, HCL has gained high marks for employee engagement and satisfaction. The organization's managers have become champions for change, and while innovation and intrapreneurship are still hallmarks for the organization, they no longer drain the organization's talent pool. As a final benchmark, repeat customer business has improved from 74 percent to 92 percent, a testimony to the organization's focus on transformation.

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