

MANAGING WORK FORCE DIVERSITY AT HCL TECHNOLOGIES

(Sweats and struggles in maintaining the balance between two extremes)

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Abstract

Design/methodology/approach – Basically the research is qualitative research and its design is descriptive type. The researcher has adopted the case study approach in finding out real ground difficulties in managing the work force diversity.

Data collection : Personal interviews and observation is carried on the research

Findings – From my research I here to conclude that managing work force diversity is not process, it cannot be delegated, it requires complete cooperation among the employees as well as employers i.e., on whole organisation

Originality/value – This paper communicates assumptions that managing diversity and ways to resolve them

Keywords Cross-cultural management, Management research, Cross-cultural studies

Languages

Paper type - case study method

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Introduction

The very format slogan of India is “unity in diversity“. Due to the economic liberalization in India 1990 it provides a gate way for variety of people from their own culture and values to mingle with our domestic culture , Man collects data/information through 5 senses and mind. These senses and mind are baked in the furnace of culture, environment, bundle of experiences, abstract thinking, visualization and imagination, etc., In the cross culture working environment he has to struggle with already baked senses with the new market. It is the key role of HR manager to face the challenge in the form of diversified culture. To be successful, global companies must continue to look toward the future, and CEOs, senior line and HR management, and diversity leaders play a key role in that process. Workforce diversity cannot be delegated; it must be a partnership. Although the HR team plays the key staff role, total delegation from the top, without active involvement, is a recipe for failure. The corner stone in the partnership between senior line management and the diversity leadership must be their passion about the people working for their company and their customer. Now I am going to make a discussion about global IT company called HCL technologies, At 2005 the company was running in diminishing profit i.e., Although the company's revenues were growing by about 30% a year, it was losing market share and mindshare. Our competitors were growing at the rate of 40% or 50% a year, and the IT services industry was changing rapidly. Customers didn't want to work with an undifferentiated service provider that offered discrete services; they wanted long term partners that would provide end-to-end services. Could HCL become such a company?

History will tell you it did. How he did this? He didn't. One hundred senior managers and 55,000 employees, the people of the company, accomplished the transformation. By 2009 HCL had changed its business model, nearly tripled its annual revenues, doubled its market capitalization, been ranked India's best employer by Hewitt-and pioneered a unique management culture that I call Employees First, Customers Second (EFCS).

***VineetNayar is the Vice Chairman & Joint Managing Director of HCL Technologies Ltd. His "Employees First, Customers Second" (EFCS) strategy, which transformed HCL's business, through its inverted organizational structure which has helped create transparency and accountability within the organization and encourage a value-driven culture since its conception in 2005. “Employees first and customer second” basic beliefs of HCL(1) respect for the individual, (2) service to the customer, and (3)excellence must be a way of life. What the

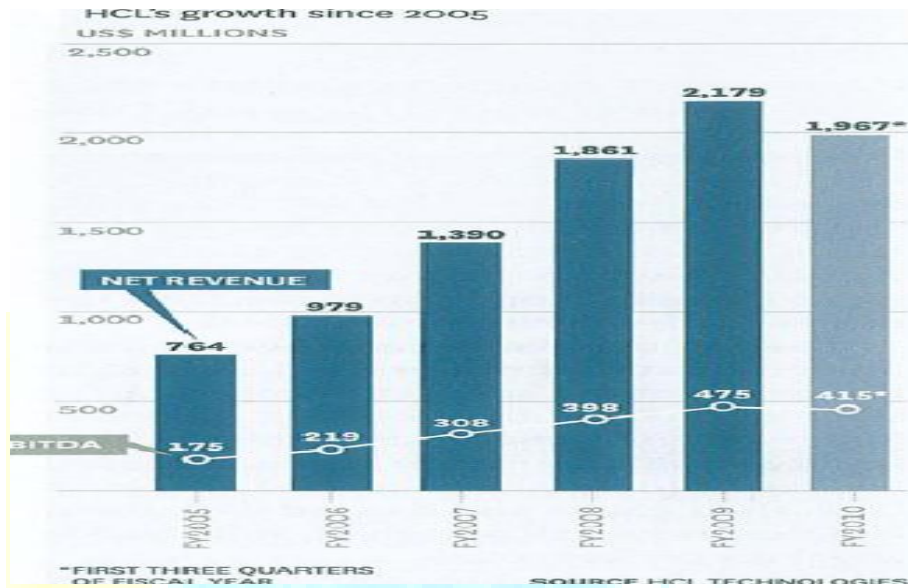
company believes a diverse and inclusive workforce is necessary to drive innovation and foster creativity. Multiple voices lead to new ideas and encourage out-of-the box thinking. In an entrepreneurial environment, diversity of thought, perception, and experience leads to the delivery of innovative solutions. We believe that inclusion enriches our business thereby creating a sense of ownership among employees across the globe.

Leadership by example:

In 2005, HCL met with a challenge that even though the company's revenues were growing about 30% a year, but it was losing market share because rest of their competitors were in the growing position of 40% or 50% growth a year. Now at this critical scenario what can be done? Vineet Nayar is telling in his words, I realized that no one would jump into the future until the organization acknowledged that we needed to do so. So I spent the first few weeks of my tenure visiting HCL's offices around the world, meeting senior managers in small groups and at larger gatherings. I discussed the company's current situation- Point A, I call it. Some people sensed no danger; they could see only our track record, the booming IT services market, and our past successes. Many had no opinion; they wanted to wait and see. A few believed that the situation was dire and HCL should have changed a long time ago. These meetings had a disruptive effect not because I'm a great orator who oozes charisma but because I presented facts and articulated opinions that had not been aired before. Although we didn't give a name to these conversations then, we codified the process and came to call it Mirror Mirror. I had held up a mirror to the company in a new way, forcing people to see the reality of our situation. Gradually, it became impossible for anyone to argue that everything was fine. Now, whenever the environment changes, we use the Mirror Mirror exercise to rethink HCL's position.

Leadership Qualities :

At HCL, they believe in a positive workplace where diversity goes beyond differences that stem from gender, nationality, culture, ethnicity, age, or the differing abilities of individuals. They believe that diversity is about recognizing the differences that exist within their employees, harnessing them, synergizing them, and creating an environment that is conducive to bring out the best in all. Diversity is nurtured at HCL by creating diversity frameworks, formulating diversity objectives, and referring relevant data points.



Keys for transformation

Mirror Mirror: Talk honestly. Face the truth. Enable people to see that a change has to be made.

Create trust through transparency: Find ways to build a culture of trust so that people will entertain the plan for change. Share financial data, good and bad, within and across groups. Use transparency as the oasis for a new approach to performance reviews and strategic planning.

Invert the organizational pyramid: Make support functions and executives accountable to frontline workers, rather than the other way around. Not only does this increase value but it brings clarity and meaning to the structure.

Recast the CEO's role: Transfer the ownership of change from the office of the CEO to employees. Allow the CEO to ask as many questions as he answers.

Women's position

Empower Women. The Gender Balance is required for stability and administration, the role of women in management of the organization is inevitable, the example can be quoted from our epic MAHABHARATA the one of the reason why kauravas met failure in gurushethram war is lack of women empowerment yes the kauravas decision making process is Patriarchal structure. Bhishma, Drona, Kripa, Dhrtarashtra, Vidur, Shakuni, Duryodhana, Karna, Duhsasana. No women in the decision making process. but in Pandava's decision making process is a Matriarchal Structure.

In Our country from September 1996 to 2013 hardly twelve years we are fighting for women one third of the seat reservation but in HCL to fostering a culture to enhance women's individual and professional growth contributes to the success of the company. Women leaders can be assertive and persuasive, empathetic and flexible and they demonstrate an inclusive, team-building leadership style of problem solving and decision-making. They want to provide opportunities for women to connect with other such women leaders to accelerate their development. These networking platforms aid women to share best practices, create role models for change, and build a pipeline of gifted women leaders.

Women Connect is a collaborative network that aims to advocate an inclusive and gender-neutral work environment where every individual has the opportunity to contribute, suggest policies, and lead change initiatives. Some of the interesting programs run for women include Café Coffee, Stepping Stones and coaching and mentorship programs through the Women Leadership Team, an affinity network for women leaders.

WORK FORCE DIVERSITY IN HCL

Globalization has made the world smaller. It has destroyed boundaries and reduced distances. This in turn has led to cross-pollination of people, cultures, and ideas. HCL believes inclusion is the future and including everyone and creating an inclusive environment is the way forward. In order to 'live inclusivity', HCLites are put through many sensitizing workshops and given access to tools that helps them sustain and build relationships based on mutual trust and respect. They have multiple sites in their intranet and social portals for employees to blog on their cultural experiences and learn from each other.

Facilitating Work Life Continuity

Work life balance is all about creating and maintaining a supportive work environment, which will enable employees to balance professional and personal responsibilities. Facilitating such an environment is critical to their organization's success. In order to support the employees in achieving work life balance, they have structured policies, processes, and support systems. Policies include flexi-hours, telecommuting, extended maternity, paternity and adoption leaves. Day care facilities for children are also provided. A unique platform called Genie provides concierge services such as helping employees find homes, make bookings, buy tickets, etc.

Life Coach

They consider employee wellbeing as an important sustainability parameter. Life Coach is a multi-pronged approach to providing support to employees and their families on their work life challenges. The coaches are sponsored and are reachable 24/7 via either email or telephone. Women HCLites can avail the special counseling facility to balance their work-life commitments.

Positive Work Environment

At every point in the employee lifecycle, we provide programs that build a culture of trust and transparency and enable their transformational journey. All employees are provided with information on our culture, code of conduct, channels for redressals, health, and safety norms, and other employee benefit programs on a regular basis. The redressal channels are available for all employees and cases are dealt with utmost confidentiality.

Employees can report any discriminatory/harassment in the work place through SECURE which is the Prevention of Sexual Harassment Workplace initiative. Any suggestions/ situations relating to code of conduct can be shared with ethicsdialogue@hcl.com, a forum to help employees manage ethical dilemmas.

How to manage the cross culture

Symphony Network for Cultural Assimilation

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Diversity Events

They are a member of the World Economic Forum and active in the task force relating to gender parity and social upliftment. A series of panel discussions on 'Rebalancing the Workplace for Sustainability', to discuss diversity and how to leverage diversity for tomorrow's company is conducted every year.

Heritage Months

They recognize the contributions of their employees across geographies, by marking Heritage months. We celebrate 'Black History' month and 'Hispanic Heritage' month with a themed series of programs representing the importance of these cultures and recognizing the significant achievements made by these communities in all aspects of the society. Through these celebrations, we educate our employees on the heritage and customs followed by people from different cultures

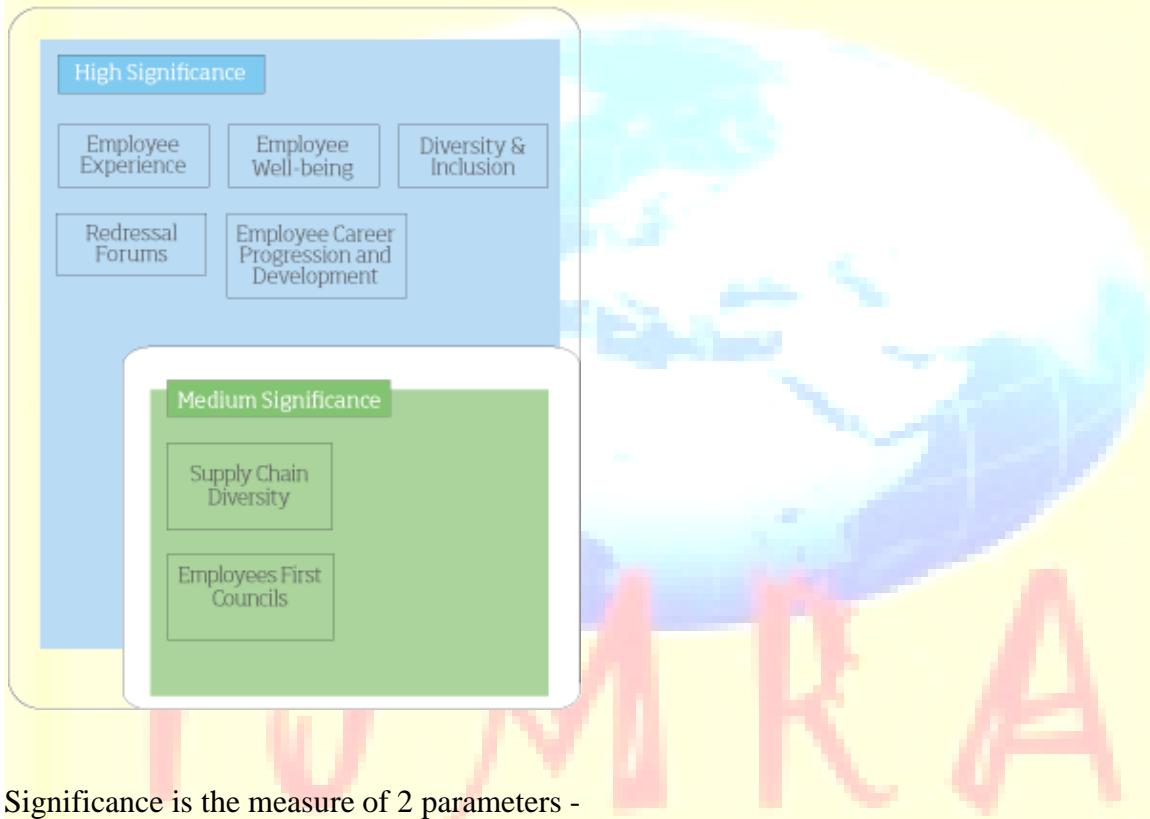
The inner fire is the most important thing mankind possesses **Edith Södergran- Finnish Poet** Fire, one of the most powerful elements known to us. Even the smallest flame illuminates, the slightest warmth comforts and when nurtured with care, fire powers the greatest ideas known. Inside every HCLT employee, there burns a passion to continually grow and succeed.

At HCLT, they continue to ask themselves- How do we kindle the 'inner fire' of our HCLT employees to facilitate their growth? How do we ignite their 'questioning minds' and sustain innovation? How do we catch the spark of a 'game-changing idea' to improve the experience of our customers ? HCLT's workplace practices include programs and platforms that offer everyday inspiration and new employee experiences. Founded on our 'Employees First' culture,

Redefined Workplace is a meeting ground of ideas, innovation and intellect. Not only are employees encouraged to work in ways that inspire each other, continuous opportunities for innovation and inspiration is provided in all stages of their careers.

Materiality Matrix

In FY 2011, we engaged with key stakeholders to identify materiality parameters for our Redefine Workplace vision. This year, we continue to focus on these parameters and the prioritization of activities are based on the Materiality Matrix. As an organization that believes in ‘Employees First’, all parameters related to our employee-life cycle is of high significance to us.



Significance is the measure of 2 parameters -

- (1) Importance to stakeholders (2) Importance to HCLT's business

Conclusions

Understanding the importance of cultural, gender, community wise differences is vital for successful growth of the organization. Being as a researcher I would like to conclude Diversity is becoming a key factor in helping to define leadership in today's marketplace. Workforce diversity is about effectively reaching customers and markets. As a company, they should clearer than ever before about their values and commitment to diversity. Without management of diversity survival in this tough competitive environment will be a challenging one. Still in HCL they advising the employee to sharpen their skills in intercultural management .

