

# Organizational agility at HCLTech

Guiding organizations through  
rapid change & re-imagined  
talent strategies



# People-fueled **transformation**

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This means true organizational change only happens when impacted workforces are mobilized and engaged during their own transformation. No matter the technology or budget involved, transformation success stories are made by thoughtfully and strategically engaging the people who will execute the organizational change management properly and operate within the end state.

HCLTech's Organizational Agility practice combines deep expertise in technology enablement, change management, human capital management, agile practices, and experience design to create transformation success stories alongside our clients.



## Why work with us?

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### **Scope:**

We bring a comprehensive focus across all people aspects of transformation in human capital management and change management from workforce design through facilitation of the change

### **Experience:**

We have 700+ digital consultants in change management and human capital management including 80+ OCM/OA practitioners with an average of 10+ years of experience

### **Presence:**

We currently serve Global 2000 clients across the US, Europe, APAC, and ANZ regions

### **Growth:**

We are continually growing our talent, most recently with the acquisitions of boutique firms Strong-Bridge Envision and the DWS Group

### **Method-Agnostic:**

We combine proprietary OCM and OD toolkits with certifications across PROSCI, ACMP CCMP, Kotter, ODR, and more to develop customized solutions

### **Innovation:**

We constantly upskill and challenge our own thinking to incorporate cross-discipline best practices from learning innovation, scaled agile, product management, and more

Our world-class team of professionals brings decades of deep problem-solving expertise along with empathy, creativity, and accountability to every client engagement.





## Our services

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Leaders today are facing unprecedented change. To maintain a competitive advantage, they must move beyond outdated strategies and master the art of creating organizational agility. This means instituting more frequent and thoughtful organizational change management and human capital management programs, building organization-wide internal change capability, and delivering an evolved, aligned, and engaged workforce. And this is where we can help.

With our proven organizational change and workforce transformation capabilities, we guide clients to make rapid change and to reimagine their talent strategies. Our services are designed to help organizations thrive in the digital age:

### Change Management:

Helping complex organizations enact transformation at scale through a human lens via the following:

- Change Capability Building
- Leadership Alignment
- Engagement and Readiness
- Adoption and Sustainment



### Workforce Transformation:

Strategizing how to organize and engage talent to prepare for the future of work and respond to shifting market realities:

- Organization Design and Workforce Strategy
- Experience and Culture
- People and Process
- Learning Strategy and Development
- Technology and Analytics



## Success story:

### Transforming to Create a Seamless Supply Chain and Superior Customer Experience

Leading a North American home decor company to its largest transformation

The company is known for their quality and innovation, with consultative sales by expert dealers, manufacturing, and fabrication all designed to deliver a premium, bespoke product bettering customer experience. Yet, the company was beginning to see the effect of certain legacy operational challenges.

The company needed help planning and road mapping a comprehensive digital transformation, in order to create transparency, standardize and simplify, and establish a seamless end-to-end supply chain. Through implementation, HCLTech also managed the change journey and the critical people and business- level change management required for an effort of this scale.



## The challenge

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Operationally, the company's ways of doing business had become burdensome and lacked critical transparency into sales and the supply chain. Duplicative systems, organizational silos, disparate processes, and fragmented data were just a few business impairments that were hampering efficiency, the ability to collaborate as a cohesive team and ultimately business outcomes. In short they needed a digital transformation.

01

Multiple instances of software systems and inconsistent data

02

Lack of financial visibility and transparency across multiple divisions

03

Collaboration hampered by organizational silos

04

Operational work arounds resulting in lost time and frustration

05

Slowing revenue growth and inability to properly integrate new acquisitions

06

Fragmented business processes preventing efficiencies

## The Transformation Journey

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The company understood this work would take time, planning, enterprise-wide commitment and patience. They were committed to a multi-year digital transformation that involved systems, data, processes, and people. Critically, they were aware of just how important the people aspect was both in the work the transformation would create and the value that engaging people along on the journey would bring.

Our contribution consisted of three workstreams, which overlapped: transformation planning, OCM leadership and delivery, IT Operating Model design.



Designed and implemented an enterprise-wide change management solution for 10,000 employees, centered around one set of rules, employee engagement and simplified ways of working



Contributed to the rollout of one business process blueprint, based on the industry's best practices, and the replacement of three instances of SAP with one enterprise solution to create a single fully integrated Supply Chain for North America



Developed the transformation outline, roadmap and business case



Reimagined the IT operating model to better operate in the new ecosystem

## The Impact

The outcome of this change management transformation was dramatic. And the people were at the center of it all: 14 divisions, 24 sites, and 10,000 employees. The results include:

### Improved Customer Experience:

End-to-end order visibility, comprehensive customer view, improved payments and tracking.



### Scalable Blueprint:

Master Data governance, real-time metrics and reports, integrated platforms.



### Accelerated Growth:

A common business platform, integrated sales and operations planning, improved information, enterprise visibility for better decision making.



### Decreased Costs:

Common technology and process platforms, lower inventory investment and supply costs, reduced internal transactions, reduced direct/indirect material cost.





## Organizational Agility Practice **Leadership**



**Leo Lin**  
Senior Practice Director

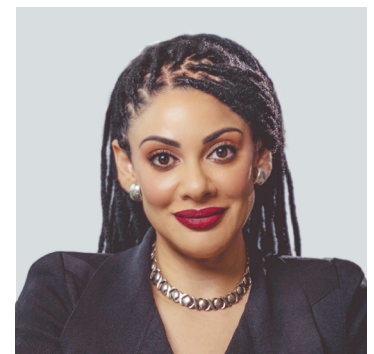
Leo is Business Transformation Specialist with a passion for implementing human-centered change. He has over 25 years in IT and Management Consulting, with hands-on experience in Organizational Change Management, Business and IT Transformation, Business Architecture, and Corporate Training. His international project experience covers the pharmaceutical, insurance, financial, and chemical industries, and includes leading large-scale organizational change and systems integration projects.

Leo is a Prosci Certified Change Practitioner and a Certified Change Management Professional™. He leads HCLTech's Organizational Agility Practice in North America.

Noha is passionate about connecting people, ideas, and their why in times of rapid change and ambiguity. With over two decades of experience, she empowers businesses to successfully deliver, embed, and sustain change, enabling them to drive growth and realize their strategic aspirations.

She loves the thrill of building high performance teams and contributing to purpose-led, high-growth, and changing cultures. As an authentic leader and communicator, Noha builds trust and influences diverse stakeholders on complex and strategically critical projects with energy, partnership, and effect. She leads the Organizational Agility Practice in APAC/ANZ.

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**Noha Salib**  
Senior Solution Director

# HCLTech | Supercharging Progress™

HCLTech is a global technology company, home to 219,000+ people across 54 countries, delivering industry-leading capabilities centered around digital, engineering and cloud, powered by a broad portfolio of technology services and products. We work with clients across all major verticals, providing industry solutions for Financial Services, Manufacturing, Life Sciences and Healthcare, Technology and Services, Telecom and Media, Retail and CPG, and Public Services. Consolidated revenues as of 12 months ending September 2022 totaled \$12.1 billion. To learn how we can supercharge progress for you, visit [hcltech.com](https://hcltech.com).

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