

Now at the final stage (Step 4), organizational leaders can seek to reinforce behavioral patterns. For that purpose, they turn to new structures and systems. That will be the subject of Chapter 6.

### Discussion Questions

1. What are the important differences between Step 2 (Help) and Step 3 (People Change)?
2. What are the main differences between hiring for task and hiring for organizational fit? When is each one most appropriate?
3. What specific recommendations would you make to an organization seeking to avoid training fade-out?
4. The author sees removal and replacement as a key element of aligning people with the requirement of a new strategy. Do you agree or disagree? Why?

### Case Discussion

Read "*Employee First, Customer Second*": Vineet Nayar Transforms HCL Technologies," and prepare answers to the following questions:

1. Explain how—or if—Vineet Nayar's new strategy for the company and his approach to people alignment reinforce each other.
2. Do you see potential problems implementing Nayar's people alignment initiatives within India?
3. Are Nayar's ideas about people alignment transferable to other industries and other countries?

## "EMPLOYEE FIRST, CUSTOMER SECOND": VINEET NAYAR TRANSFORMS HCL TECHNOLOGIES

Headquartered in Noida, a suburb of New Delhi, HCL Technologies competed in India's hyperdynamic information technology (IT) sector.<sup>27</sup> Founded in 1976, HCL defined itself as "one of India's original IT garage startups." For its first 25 years, HCL found success offering IT hardware. However, as the global IT industry shifted from hardware to software and to offering infrastructure services, HCL proved to be less than nimble.

In April 2005, the company looked within and promoted Vineet Nayar to the position of president. Nayar immediately set his goal for HCL: transformational change within the company in order to position HCL as a global leader in transformational outsourcing services "working with clients in areas that impact and redefine the core of their business."