



**Company:** HCL BPO Services

**Sector:** Service

**Project:** Problem Solving

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## HCL BPO Services Calls on Problems to be Solved.

This case study outlines the benefits gained by HCL in developing the practical skills necessary for the use and application of Problem Solving tools and techniques.

The objective of the course was to provide the required skills for effective problem solving so that employees could use these tools and techniques to drive continuous improvement in both daily situations and through team projects.

Introducing a wide range of problem solving techniques has resulted in:

- ✓ *More employee involvement in problem solving*
- ✓ *Practical solutions to problems and issues*
- ✓ *Assisting clients with Six Sigma projects.*

## ABOUT HCL TECHNOLOGIES

HCL is part of a large multinational company based in India. The company has two call centre facilities in Northern Ireland, one in Belfast and one in Armagh. The company employs over 2,000 people locally.

## THE PROJECT

HCL approached the Centre for Competitiveness to provide a two-day problem-solving workshop that would support its drive for continuous improvement. The Centre developed a bespoke course covering a variety of tools and techniques. The practicality of the course was essential so teams used real life business issues in their workshops with their findings presented to the wider group.

## ACTIONS TAKEN

To date HCL have used problem solving training to resolve issues on both a daily basis and their improvement team structure. A recent improvement team project required a team to look at the barriers to selling a main product line. The Team solved the problem by applying the knowledge gained on the problem-solving course, namely, barrier identification and cause and effect diagrams. The team's structured format led them to defining practical solutions that could be actioned quickly and thus resolve the issues faced.

“The two-day Problem Solving Course provided our people with the skills, knowledge and confidence to use the tools and techniques they learned in both daily situations and in the more structured improvement team environment. We can see a marked improvement in our employee's attitude to our business and its needs. We no longer use emotion to drive decisions but data and this has led to more co-operation and sharing of information amongst individuals and departments.”

Andrea Close  
Quality Manager

## OTHER BENEFITS

Since Problem Solving tools and techniques have been introduced within HCL, the company has noticed improvement in:

- ✓ Co-operation between departments
- ✓ Reliance on hard data and not emotion
- ✓ Employee commitment to continuous improvement
- ✓ Identifying further training and development needs
- ✓ Assisting clients with Six Sigma projects.

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