

Telecomms Sector Case Study



Nortel Networks was one of the leading Telecommunications companies in the world, expanding quickly, with a high proportion of technically qualified staff.

Background

Nortel Networks' CEO was concerned with the quality of people management, especially in first appointment managers. He wanted a mechanism that would develop effective people managers by identifying and meeting their needs and building on their strengths. To meet this important business need, Learning Partners designed and delivered a Management Assessment Programme (MAP), which over seven years assessed hundreds of potential people managers from all functions, professions and European countries. Nortel Networks successfully used the Management Assessment Programme (MAP) as a key element in deciding on the development of people going into first appointment manager positions.

Testimonial

"It has been a delight to work with Learning Partners over the last few years. Assessment Centres have been a great success, and have been organised very efficiently despite all the complexity involved. Your team all have outstanding people skills and have been of invaluable assistance with the very many hiring decisions we have made. I very much hope that we can continue to work with you."

Manager, Software Operations, Carrier Data Networks, Europe

Solutions

The approach adopted was for Learning Partners to develop a 2-day event including a series of simulations designed to assess the key skills of managing people in formal and informal situations. Over the seven-year period, Learning Partners detected a change in requirement within the business units and redeveloped the event, whilst maintaining the consistency of using Nortel senior managers as assessors. Learning Partners organised and ran the events, conducting all the administration, logistics and facilitation. Learning Partners trained Nortel managers as role players and assessors, and provided back up role players and assessors, often at very short notice! From the assessors' information Learning Partners produced reports that contained development activities to ensure the participants had the foundations to be managers. The assessors fed these reports back to the participants, who incorporated the development actions into their personal development plans.

Over the period, participants who attended as potential managers often returned as role players, and when they progressed to be senior managers returned as assessors. This reinforced the success of the event, which delivered demonstrable benefits in improving the quality of people management, based on sound principles of quality assessment and feedback. MAP became a key stage in the management development process within Nortel Networks. Senior managers gained confidence in their skills of observation and feedback and were motivated by giving something back to the company and the pleasure of seeing people develop their potential. Their support and expertise was key to ensuring the ongoing success of MAP. They also enjoyed the opportunity to network with colleagues and the Learning Partners team.

At the end of the project over 60 assessors and role-players gathered together at a celebration dinner hosted by Learning Partners to remember and enjoy highlights of the programme.

Learning Partners also acted as the design principal for the Core Management Training Programme for all managers across Nortel in Europe, and we delivered many of the modules. The programme was also adopted in North America. We were involved in designing and facilitating many hundreds of selection events for a wide variety of roles across all departments in Nortel, including European Graduate Recruitment where we helped to select hundreds of new graduates into many technical and non technical roles for more than seven years. We ran events successfully in France, Holland, Germany, Spain, Canada, US, as well as hundreds in the UK.

Competencies and Career Frameworks

We can help you to identify the behaviours that lead to a successful culture and create a career framework that links and communicates your business objectives and your culture. Career development will be clearly available and people decisions will be fairer ensuring that you engage and retain talent.

	Competency framework	Learning Partners worked with an in-house team from Nortel to design the competency framework. These were used for selection and development assessment, for performance reviews and for training programmes.
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Learning Events

We have an excellent track record in designing and delivering a variety of learning events for managers and individuals. These support the Integrated Talent Management Framework™.

	Graduate Development		Assessment Skills		People Skills
Learning Partners designed a series of Graduate Development Workshops to address gaps in skills highlighted by results from the Graduate Selection events. We trained Nortel managers as assessors for development and selection events. We delivered many training modules in people and people management skills.					

Talent Tools and Processes

We have easy to use tools and processes based on excellent research and practical experience. These support managers and empower individuals so that they create good Performance Relationships. We can successfully integrate them into your existing talent management processes.

	Selection Process and Guide		Assessment Events for Selection		Tests & Questionnaires
Learning Partners designed and facilitated many events to recruit graduates into all departments of Nortel across Europe and North America; to recruit project managers, bid managers, technical field services staff, HR, Finance and software engineers.					
	Performance Management Process and Guide		Development Guide		Development Reports
Learning Partners created a toolkit of development actions, classic techniques and classic books in a Development Guide, which was used in the 'MFA' (Managing for Achievement) process to provide individual personalised Development Reports. Participants and their managers used the guide and reports to plan targeted and tailored activities to assist in development on the job.					