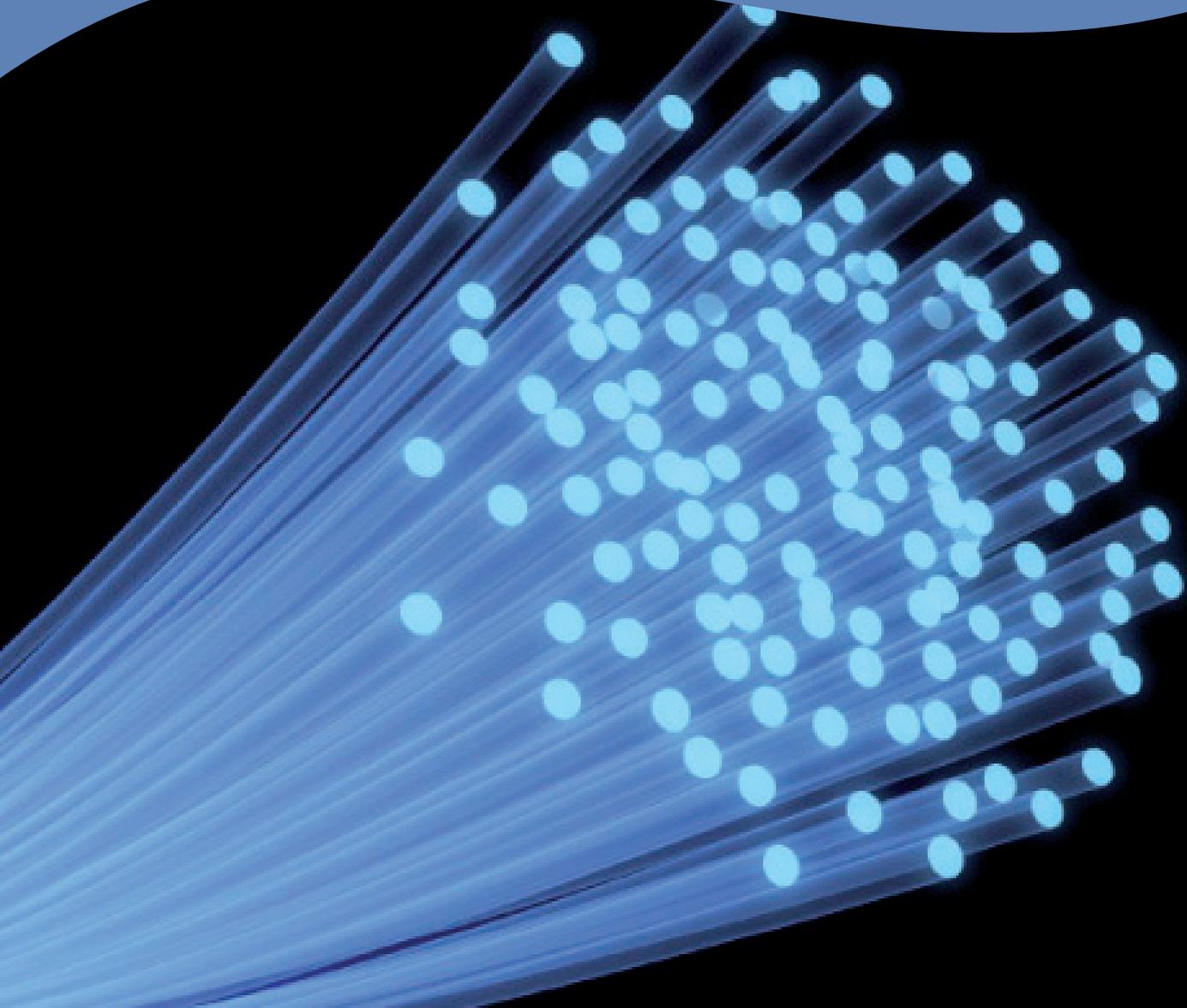


# Case Study

Deutsche Telekom



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## Situation

Deutsche Telekom is one of the world's leading integrated telecommunications companies with over 131 million mobile customers, around 37 million fixed-network lines and nearly 16 million broadband lines (as of June 30, 2010). The Group provides fixed-network, mobile-communications, Internet and IPTV products and services for consumers, and ICT solutions for business and corporate customers. Deutsche Telekom is present in around 50 countries and has over 251,000 employees worldwide. The Group generated revenue of EUR 64.6 billion in the 2009 financial year - over half of it outside Germany (as of December 31, 2009). Deutsche Telekom is committed to filling a 'talent pipeline' over the long term while strengthening its image as an attractive employer brand both internally and externally. Three years ago, Deutsche Telekom set out to enhance the capability of its IT staff via a professional development programme. Deutsche Telekom HR Development selected Henley Business School to design a unique, customer-focused, IT programme leading to a Masters qualification in Enterprise Information Management. Dr. Peter Körner, Deutsche Telekom's HRD Competence Centre Leader explains the company's approach to its professional development, 'Whereas some companies rely on regimented theory modules for talent development, we believe in letting talent prove itself through meeting real world organisational challenges, supported by a portfolio of excellent programs that integrate theory and practice. Henley demonstrated that it could meet this goal.'

## Approach

The programme provides IT professionals with a deeper understanding of business and the professional use of technology, rather than concentrating on the technologies themselves. The core programme is delivered in two stages; the first stage covers strategic development and the second stage covers execution through change programmes. Participants are challenged to think creatively and to cope with areas of uncertainty. Most modules are run at Henley's Greenlands site - noted for its beautiful and stimulating environment. The first run of the programme included a week long module on capability and sourcing at an IT supplier in India.

The Henley Programme Director, Professor Sharm Manwani has worked closely with Dr. Volker Schwarz and Scott Barbour, his counterparts at Deutsche Telekom to create the programme architecture, content design and effective delivery. Participants have particularly welcomed the business insights gained through presentations from senior DT executives. They also value the personal development elements of the programme that look at understanding personality types, cultural diversity and stakeholder negotiations. This innovative approach requires considerable interaction between a wide range of DT and Henley Business School experts, with strong input from the Group CIO as the overall programme sponsor and the CIO leadership team as module sponsors.

## Results

With DT having over 7000 IT professionals, they chose to select the high potential, top talent professionals for the Masters programme. Original high expectations have been met with a large international cohort all successfully completing the programme. Not only did the participants rate the delivery highly, but their managers observed significant increases in performance and capability. This was enabled through access to the latest knowledge in business use of technologies, targeted frameworks and case studies that led to applied organisation assignments. Given these impressive results, Deutsche Telekom had no hesitation in opting for a second cohort which started in November 2010 with an increased number of participants.

Dr. Steffen Roehn, Group CIO at Deutsche Telekom, comments on the results: 'We see the development of our IT professionals as a real enabler for delivering IT-enabled business change. Partnering with Henley Business School has led to several benefits including more capable IT professionals, organisationally relevant assignments and strong networking relationships. Henley offered us the expertise of a top business school and a program director, Dr. Sharm Manwani, who is a leading academic with a European CIO background. This program is recognised as best practice within Deutsche Telekom.'

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### For more information

This case study is an example of the bespoke development work Henley carries out with organisations in the UK and worldwide. Henley also offers a portfolio of open programmes that provide development opportunities for leaders at all stages of their careers.

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 For more information, please contact:

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