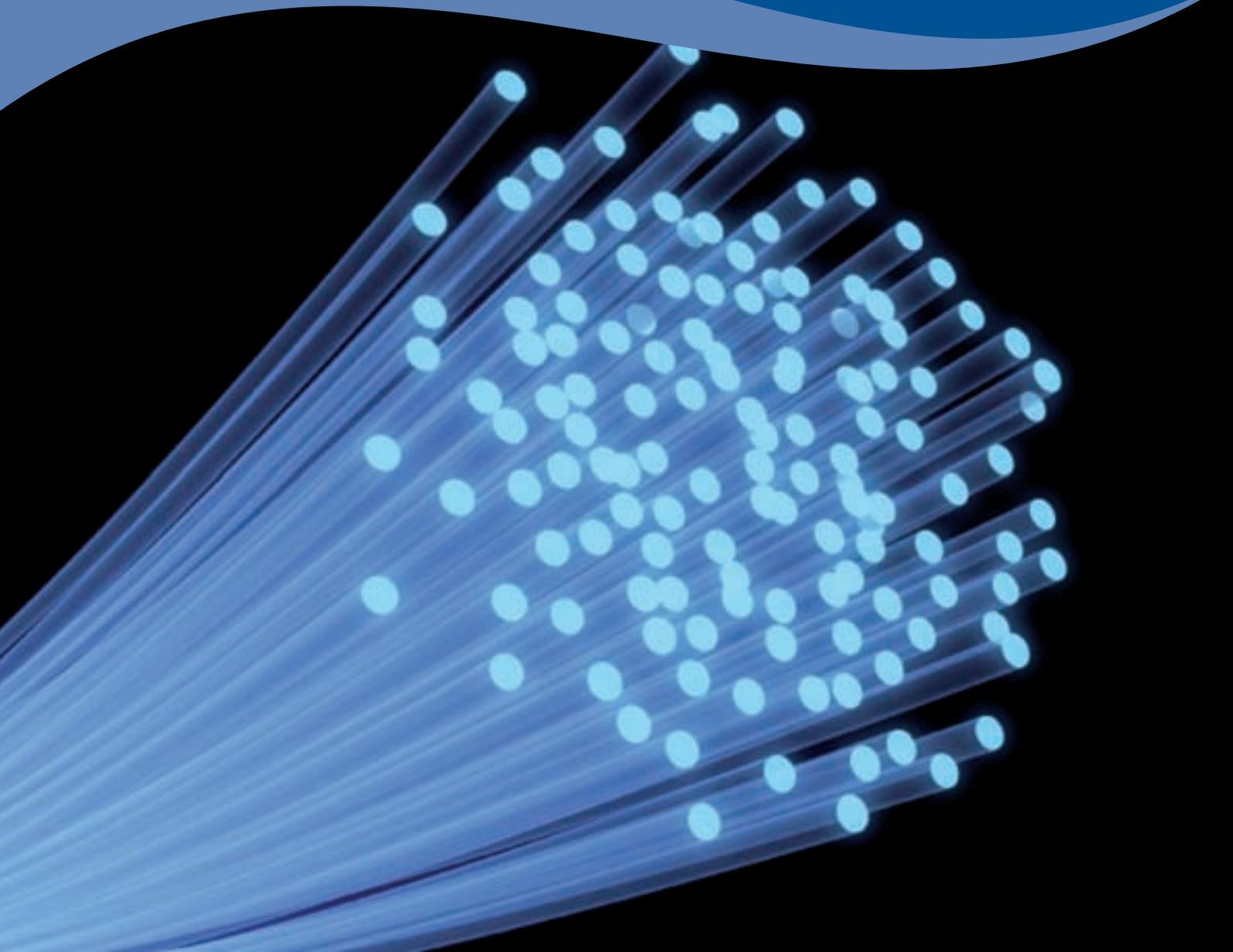


Case Study

Deutsche Telekom



'We wanted to ensure our medium to large transformation projects across the group were successful and to promote common standards and robust quality assurance practice that the entire internal change agent community would understand,'

Sarah Sandbrook

UK HR Director for T-Systems

Situation

Deutsche Telekom is one of the world's leading integrated telecommunications companies, with approximately 129 million mobile customers, 36 million fixed-network lines and more than 16 million broadband lines.

The company provides fixed-network/broadband, mobile communications, Internet, and IPTV products and services for consumers and information and communication technology solutions for business and corporate customers. It has a presence in around 50 countries, a staff of some 247,000 employees throughout the world and generated revenues of some EUR 62.4 billion in the 2010 financial year – over 50% outside Germany.

Recognising the need for change in order to remain successful, DT is evolving from a traditional telephone company into an entirely new kind of service company. The business has laid the foundations for this change with its strategy – 'Fix – Transform – Innovate'. To support this agenda for strategic change the Deutsche Telekom Group Change and Culture management (GCH) team sought to enhance the quality of internal change capability throughout the business.

'We wanted to ensure our medium to large transformation projects across the group were successful and to promote common standards and robust quality assurance practice that the entire internal change agent community would understand,' explained Sarah Sandbrook, HR Director for T-Systems, one of the business units taking part. 'The participants in these programmes will become Change Experts for the business – helping develop change capability throughout DTAG worldwide,' she continues.

The change management team selected Henley Business School as their partner to develop an approach to meet a range of tightly specified outcomes for both individuals and the business as a whole. Business outcomes were aligned with the business strategy and many were specific and measurable:

- Build an effective and scalable change management practice for the business
- Reduce costs of external consultants
- Deliver more effective business change projects
- Establish a clear benchmark and implement consistent quality standards for internal change consultants
- Create a more flexible resource that can be deployed across the group to projects more quickly
- Promote sharing of best practice and knowledge management
- Greater internal challenge for the business to ensure appropriate change and change management
- Strengthen collaboration across One Company, supporting the continued roll out of the One Company change.

Approach

Working in partnership with Deutsche Telekom, Henley developed an original, bespoke accredited programme that involved participants in a development journey over a 12 month period. This journey included pre-work, a fast-start Day Zero, two, three-day residential modules complemented by three webinars and additional supporting activities. Individual coaching by mentors, peer coaching, support and challenge group working and business change project work took place in the six months following the second workshop to help embed the learning. A written assignment of 5,000 words provided the opportunity for the participant to produce a critical analysis of the change project on which they worked. This work was then presented to peers and the HR leadership team and on successful completion participants received the Henley Certificate in Change Management.

The programme was run for two cohorts in 2011 and the third cohort of around 20 change professionals from across the business are currently completing the programme. Participants all have at least 3 years work experience in a business, OD or HR consultant role, some project management expertise and have worked on 2-3 medium/large change projects already and have 1-2 references from internal clients. Each must be active in a project that can be used as a basis for their written assignment.

‘The overall flexibility of the programme, its blended learning approach and the coaching element were all important factors in people agreeing to do the programme and really clicking with it,’ explains Sarah. ‘The fact the programme is accredited gave a credibility to the programme which is valuable in a culture like Deutsche Telekom’s. Change management is now seen as a discipline in its own right and this programme is part of an overall strategy for professional development.’

Results

Deutsche Telekom is rigorous in its approach to evaluation. Each module is evaluated against four measures; training efficiency, learning, individual behaviours and change success. The last two are measured by an Impact Analysis conducted 3-4 months after the end of a programme and collection of performance data on the business change projects. Reduced use of external change consultants is a tangible measure of success.

‘The first two cohorts were highly successful in their own right but evaluation has allowed us to make some important changes for 2012 including the fast-start Day Zero, changes to Faculty and a tighter nomination process, explains Sarah Sandbrook, ‘The close partnership between DT and Henley enables us to analyse what works quickly and sensibly – refining the programme for future cohorts.’

‘I have learned to focus on the business needs of change and to translate change necessities into the language of business.’

Participants tell us what was valuable for them about the programme:
'Intensive exchange with other Change colleagues and feedback of my "support and challenge group" was inspiring.'
'Designing appropriate "quality" questions by using systemic thinking.'
'I have learned to focus on the business needs of change and to translate change necessities into the language of business.'

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.

Case study Deutsche Telekom

 For more information, please contact:

Kathleen McFarlane

Henley Business School
Greenlands

Henley-on-Thames
Oxfordshire, RG9 3AU

exec@henley.com

Tel +44 (0)1491 418 874

www.henley.com/open

