EFMD Excellence in Practice Award Submission for Telstra BLP

Transforming Culture Through Connections

LIW™ Leadership, not just leaders

IT'S HOW WE CONNECT

Executive summary

LIW™ Leadership, not just leaders

IT'S HOW WE CONNECT

Telstra is Australia's largest telecoms and media company. It was established in 1901 as Australia Post and has evolved over the following century to become the largest national telecoms provider. The organisation is now going through its most dramatic transformation into a global telecoms, media and IT company. This is a new and highly-competitive market for Telstra with rapidly changing customers, competitors and technology. Telstra senior leadership recognises that success will require new and different strategic and leadership capabilities throughout the workforce. Furthermore, that workforce is increasingly located outside Australia, adding a further challenge of geographic and cultural diversity.

Telstra carried out a strategic review in 2013 and redefined its purpose and values to deliver in this new marketplace. The essence is connection: connecting people and technology, and this underpins the new leadership imperatives the organisation has defined.

Telstra's new CEO, Andy Penn, has supported this strategic direction and launched an initiative to:

- Redefine Telstra leadership in order to create the world-class performance required to deliver the strategy
- Create an agile workforce able to change and adapt quickly in order to thrive in a VUCA world

"Our vision is to make Telstra a world class technology company that empowers people to connect. It is a time of enormous opportunity."

Andy Penn, CEO, Telstra

Telstra and LIW started working together in 2013 and have together developed a suite of leadership programs to address all levels of leaders which are strategically aligned and with common themes and language. These programs span senior executives to frontline staff and the Business Leader Program (BLP) is designed for General Managers, with a population of 2,400 people. So far, around one quarter of the population has attended BLP with approximately monthly programs planned through the next few years.

Evaluation is carried out throughout the 20-week program duration, capturing feedback from both participants and managers. The team meets quarterly to review measures of relevance, satisfaction and application, as well as post-90 day measures of performance improvement and ROI.

Key program elements:

- 20 weeks duration to optimise embedding of behaviour change
- Pre-work and manager engagement to set individual business challenge.
- Two-day 'hot house' developing and practicing core Telstra leadership competencies, including individualised leadership simulation and actor role plays. Teams have observers to provide feedback and coaching.
- One day 'cool box' with time for reflection and planning to optimise outcomes
- Turning Learning into Action coaching to support and embed behaviour change

"The Telstra Business Leadership Program is a fantastic program for both LIW and Telstra. It delivers so much in terms of positive impact to so many different people. Both emotionally, and in terms of bottom line results. The participants love the challenge and the impact it has on them as individuals and their teams. In addition to the participants the facilitator, coaching and actor teams love delivering it, as it not only has a huge impact on their cohorts, but also on those people around the world who receive a 'random act of kindness' in terms of the ability to get access to a prosthetic hand that they would not have otherwise had. Finally – from an organisational perspective – the impact on the business is huge – and the exciting thing is – it continues to grow!"

Dan Meek, Account Director, LIW

Results for the BLP program have been exceptionally good. Key metrics include:

- NPS scores average +84.
- Post-90 days performance improvement 9% (reported by both participants and their managers)
- ROI average 150% which is three times the benchmark level

Participants have shared inspiring stories of impact since attending BLP, particularly in clear goal setting, coaching and developing team members, building networks for collaboration across business and functional boundaries, building business cases for change and communicating effectively with senior stakeholders to deliver strategic impact.

"The Business Leader Program not only enriched the participants in their own leadership journey, but provided them an opportunity to widen their network and connect with peers in other lines of business, across different locations. With this new connection, they can embark on their journey together, and concretely see how the work they do actually impacts Telstra's growth strategies, globally."

Anto Moreno, General Manager, HR Country Head, Telstra

"As a result of the program, we have agreed a re-structuring/ new engagement model for my team. We are more focused on business outcomes than process. We are managing our commitments and delivery far better while improving the personal well-being of team members."

Program participant

01

The challenge

Business need

Telstra's vision is to be a world-class technology company that empowers people to connect. It is on the cusp of a new era of growth and change – the biggest transformation in its history – moving from a traditional telecoms provider to a global IT services company driven by complex and changing customer needs and competitive challenges.

In 2013 Telstra's senior leaders acknowledged that as a business at the heart of the IT industry, achieving world-class performance in an age of relentless and disruptive change meant that they must be prepared to transform, evolve and adapt at pace with the environment. This full-scale review of strategy and underlying ideology led to the development of a new purpose and set of values for Telstra.

The new purpose is to "Create a brilliant connected future for everyone" – and the values that underpin the way they work together are:

- Better together
- Make the complex simple
- Show you care
- Find your courage
- Trust each other to deliver

In the past 15 years the digital technology revolution has turned the global economy on its head, opening up new business opportunities, creating new markets, transforming business models and workplaces, challenging legacy industries and changing consumer and social behaviours.

The great digital paradigm shift, and not for the first time in the history of business, means the future belongs to the nimble, the visionary and the innovative – and to Australian business, according to leading demographer and Adjunct Professor from Curtin University Business School Bernard Salt.

"I'm very positive about Australia's future," Salt says. "We are 24 million people with the resources of an entire continent, we should be a prosperous people for a hundred years. We simply need to be innovative and in fact create our own jobs of the future, and I think technology can actually deliver those new businesses, new occupations of the future."

The jobs of tomorrow will be enabled by and dependent upon excellent networking infrastructure, according to Christopher Smith, director of Telstra's Managed Network Services Practice…. "We're about to see a massive shift and acceleration in innovation in the network space, which means more agility and a greater ability to innovate for businesses."

Extract from Telstra IN-SIGHT Editor Rick Molinsky

This bold purpose and clear simple values have been embraced by the new CEO, Andy Penn, who is leading an initiative to:

- Redefine Telstra leadership in order to create the world-class performance required to deliver the strategy

- Create an agile workforce able to change and adapt quickly in order to thrive in a Volatile, Uncertain, Complex and Ambiguous (VUCA) world.

Specific leadership capabilities have been identified that will support Telstra's strategic objectives in driving an uncompromising focus on customer needs as well as developing leadership at all levels of the organisation to effectively deliver strategy and business results both now and in the future.

Those leadership capabilities are aligned to four key priorities:

- The drive to greater customer focus
- The current imperative to collaborate in order to execute for business results
- A recognition of the need to drive strategy and innovation for the future through engaged and smart people
- A focus on personal leadership and talent building to 'bring people on the journey'.

Target audience

The Business Leader Program is designed to support the largest and widest-reaching population of people leaders in driving transformational change and world class performance deep into the front line.

The BLP program is targeted at Telstra's Band 2 leaders, a population of approximately 2,400. Band 2 leaders have business unit and direct-report responsibility. They report to general managers who shape local strategy in alignment with enterprise strategic imperatives. Telstra Business Leaders are charged with balancing the strategic, the operational, and the aspirational – building for tomorrow while delivering on today, and developing people to their potential. These Band 2 leaders are key to driving transformational change and world-class performance deep into the frontline.

BLP programs run globally with participants coming from the core Australian business as well as the UK, USA, Asia and Europe.

Audience	For experienced Band 2 leaders looking at excelling in their current role or are pareparing to move into a more challenging role.
Intent	Support the largest, widest reaching population of Telstra People Leaders to apply self-awareness and achieve sustainable results through connecting with others and coaching people to their potential.
Focus	Engage, communicate and lead people through change. balance between operational and strategic priorities to achieve sustainable business results; understand self and impact on others.
Locations	New York, London, Hong Kong, Sinapore, Brisbane, Sydney, Melbourne, Adelaide, Perth

Business and behavioural goals

For each of the leadership competencies in the Telstra leadership framework we developed a description of the behaviours and actions appropriate to the Band 2 leader attending BLP. These competencies are explored, developed and practiced in the hot house.

The cool box provides participants with an opportunity to put competencies and behaviours into practice. They do this through peer coaching, working on and presenting their business challenges and working with a professional role player in a self-paced learning module (working on a personal interaction opportunity or challenge).

	Competency	Objective for Business Leader Program (Band 2)
1	**Customer Focus**	Enhancing customer confidence by role modelling and keeping the customer at the centre of everything I do
2	**Drive Strategy and Innovation**	Linking trends to strategies and action. Showing courage and creating space for my team to express their ideas and opinions
3	**Build Engagement and Understanding**	Initiating and supporting change within and beyond my immediate team; connecting them with our future vision
4	**Develop Self Awareness**	Awareness of my impact on my team and stakeholders. Identifying strengths and development opportunities to stretch myself. Seeking and accepting feedback from all stakeholders and adjusting my mindset and behaviour accordingly
5	**Build Confidence and Capability**	Developing individuals within my team in line with their goals and our values; providing feedback both positive and constructive; and leveraging the diversity of the team
6	**Collaborate and Connect**	Collaborating across the wider team; leveraging all networks, while flexing my style to suit my audience
7	**Translate Strategy Into Action**	Translating the strategic direction into prioritised and focused plans; encouraging the broader team to improve the delivery of results whilst being solution orientated

02

The commitment

(the partnership between LIW and Telstra)

Telstra selected LIW as its leadership partner in 2013. LIW's role was to design and deliver a number of leadership initiatives that could scale to be delivered to the enterprise. They were intended to have high impact on both program participants and on measurable organisational outcomes. It is key that these leadership initiatives are aligned in order to enable all people in Telstra to drive the cultural transformation together towards the same outcomes.

Organisation-wide strategy to develop world-class leadership

As a result four programs have been designed and are being delivered to different levels of leadership:

1 **Connected Leadership**
(now being re-designed as "Telstra Leadership" with an expanded agenda from a new CEO)
Designed for the Telstra Executive Team and Executive General Manager Group of approximately 2,000 people

2 **Business Leader Program (BLP)**
Designed for the General Manager (Band 2) group, with a population of about 2,400 people

3 **Emerging Leader Program (ELP)**
Designed for individuals who are about to or thinking of becoming leaders in the near future

4 **Core Competency Program – Coaching**
Designed for all Telstra employees in order to create a culture of coaching in the business

Each program has been designed for impact with a specific set of business and behavioural outcomes in mind for each level of the business. The result is a very different program for each group, but with common threads and a common language of leadership. (See 'The L&D initiative' for further information.)

Each of these programs has been though a collaborative design process involving many stakeholders in Telstra OD / HR as well as across the business, in order to properly align each element and ensure impact. The result is a series of high-impact programs that participants love and which deliver off-the-scale impact and feedback.

Relationship at all levels

Throughout the design and delivery phases, LIW and Telstra have developed a multi-level stakeholder relationship, from senior strategic leaders to the design, delivery, operations and reporting teams of both organisations. All parties know what we are trying to achieve as a collective group in terms of:

- Business transformation
- Business outcomes
- Behavioural change
- Employee engagement
- Participant engagement
- Participant journey
- Logistics and program management
- Commercials and account management
- Content and materials
- Facilitator styles
- Instruments and measures

We work exceptionally well as a team to run multiple programs at pace and at a very high standard. We come together regularly to review our dashboard measures and business impact and to discuss key team learning and improvements.

"Working with LIW feels like a true partnership with both sides focused on delivering a program to develop and empower leaders to drive the Telstra transformation. The alignment with other programs provides a consistent language and approach to leadership from senior executives to frontline leaders. Plus we have a lot of fun!"

Claire Devlin, General Manager, Capability and Leadership, Telstra

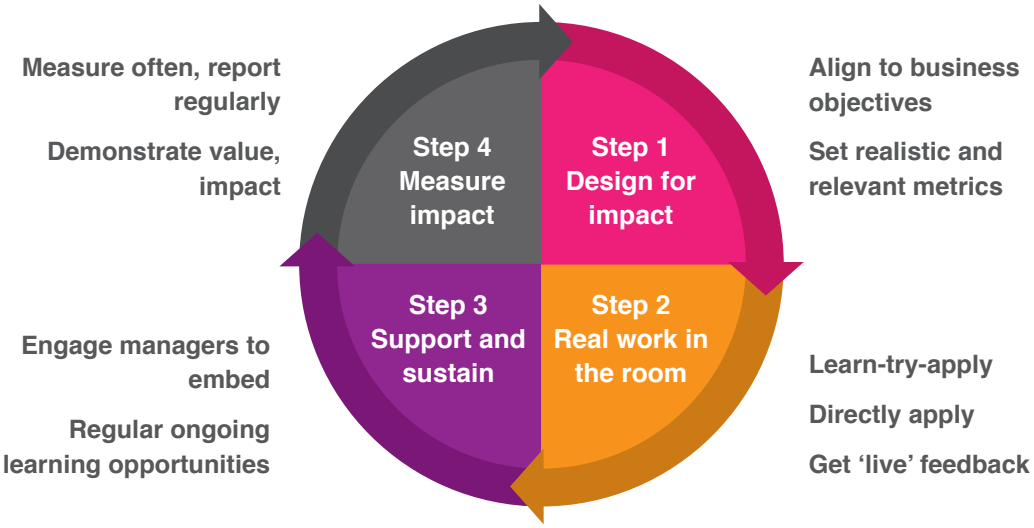
03

The L&D initiative

Design approach

Our design approach is a four-step process which optimises alignment to business objectives and supports leaders to practise and embed leadership learnings and behaviours. The process is underpinned by the Kirkpatrick methodology for learning evaluation so we design to optimise all four levels:

- Level 1: Reaction
- Level 2: Learning
- Level 3: Application (behaviour)
- Level 4: Business Impact



LIW and Telstra HR and business leaders worked in partnership on the design work.

Step 1

We discussed the organisation's strategic objectives and translated them into meaningful business outcomes for this group of leaders. We then identified the leadership behaviours required to drive these outcomes and, from these two sets of outcomes, developed a program design – the **Design for Impact**. This design includes specific metrics for success at each level of Kirkpatrick.

Step 2

For a leadership development experience to be effective, participants need to feel that they are working on real challenges, not hypothetical or irrelevant concepts. BLP participants are asked to bring a real business challenge to the program and all leadership concepts, exercises and activities are developed in the context of this personal business challenge.

"We knew this program would be effective, but even we were surprised by the exceptionally positive response from participants. It's quite different from most leadership development programs, really driving people to look at themselves and their own motivators as well as finding alignment with Telstra purpose and values."

Claire Devlin, General Manager, Capability and Leadership, Telstra

Step 3

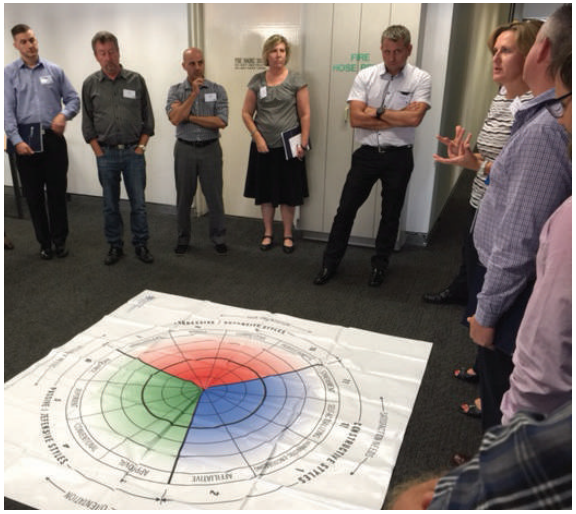
Manager participation is key to the success of the BLP program as they support participants to optimise their learning and to apply it after the BLP. Managers receive a briefing and work with their participants to identify a business challenge to work on throughout the program. In addition, the following mechanisms support and sustain learning:

1. Action plans with clear goals created throughout the program and the workshop
2. Individual learning transfer coaching to embed learning
3. Telstra Business Challenge – team projects which maintain the networks created through the workshop and sponsored by senior stakeholders

Step 4

Both Telstra and LIW are hungry for data and we have developed a strong partnership to support data creation, capture and analysis. In the design phase we set metrics for success and we capture and report feedback throughout the program.

Immediately post-workshop Kirkpatrick Levels 1, 2	Post learning transfer coaching Kirkpatrick Level 3	Post 90 days Kirkpatrick Levels 3, 4
Participant	Participant	Participant
Manager		Manager



BLP program design and flow

The BLP program spans a period of 20 weeks and is built around a core workshop, with varied activities before and after that workshop to embed learning and change.

TIMEFRAME 20 WEEKS + ONGOING

	6 WEEKS						DAY 1		DAY 2	DAY 3	10 WEEKS	ONGOING
EXPERIENCE	**WebEx** **Manager and Participant attend briefing**	**Manager and Participant Conversation**	**Complete LSI 360°** Life Styles Inventory 360° feedback tool completed by Participant and Participant-nominated Manager/s, Peers and Direct Reports	**1:1 Coaching Debrief with LSI Certified Coach (1hr)**	**Prework**	**Manager and Participant Conversation**	**Hot House** **2 Day Intensive Development and Leadership Simulations** **Executive Dinner**			**Cool Box** **Leadership Workshop**	**3 x 30min Coaching Sessions** Focused on action plan and leadership goals	**Tackle Business Challenge**
OUTCOME	**For Participants' Managers:** Set expected behaviours to reward and reinforce **For Participants:** Create personal development plan Establish Participant expectation on LSI 360° feedback tool Establish program context, benefits and process	Agree on career and leadership goals Determine business challenge Manager and Participant ensure business focus and strategic alignment of business challenge and leadership goals	Once surveys are completed by Participant and their nominated responders, a detailed report is generated outlining Participant's self-view and view of others' feedback Note: The tool and report are based on behaviour, not competence	LSI results are debriefed in context of Participant's current role, how they show up as a leader currently, and what this implies for their leadership goals Participants gain clarity on their level of self awareness and their impact on others, and use this to refine and focus leadership development goals	Self-paced review of relevant pre-reading, videos, Telstra's Purpose, Values and Strategy and Telstra Leadership Competencies	Finalise Business Challenge and confirm career and leadership goals	Increase self awareness and stretch boundaries Understand impact on others Engage people and lead through change Balance operational and strategic priorities	Opportunity to gain exposure to TET and ask questions about our strategy, share challenges and insights.	Increase self awareness and stretch boundaries Understand impact on others Engage people and lead through change Balance operational and strategic priorities	Reflection on how the Participant as an individual drives business impact in a complex and fast-paced environment Use facilitators to tackle Business Challenge Develop an action plan for coaching - select top 2 or 3 priorities for further development.	Participants are encouraged to share LSI and implications for career and leadership goals Participant driven coaching conversations aimed at supporting progress on action plan and the 2-3 prioritised development goals The Manager joins the final Coaching Session as a hand-over for ongoing support	Complete evaluation and assessment relating to business challenge Ongoing peer coaching **Optional:** Depending on ongoing individual development needs, Participants can choose to register for Core Capability Series, including: Coaching Driving Change Business Partnering Commercial Acumen Strategic Thinking & Planning

Pre-workshop

Pre-work commences six weeks before the workshop with a WebEx meeting to clarify the purpose and intent of the program, create a sense of cohort community and to answer any questions. The meeting is hosted by the lead facilitator of the upcoming program.

After this meeting and before the workshop, participants engage in an objectives-setting conversation with their direct manager, complete an LSI survey and nominate respondents for LSI feedback, complete an LSI debrief, undertake some pre-reading and check in with their direct manager again just prior to commencement of the workshop.

Workshop

Participants attend a three-day face-to-face workshop with peers from different business and functional areas of Telstra. The workshop is designed in two distinct parts:

Hot House

Two days of intensive development and leadership simulations to explore, experiment and develop leadership skills related to the role of the Telstra business leader.

Seven core leadership competencies are addressed and applied to the participant's business challenge. The goals of the workshop are to:

- Increase self-awareness and stretch boundaries
- Understand impact on others
- Engage people and lead through change
- Balance operational and strategic priorities

Cool Box

A one-day workshop that enables participants to reflect on individual behavioural development and implementation of their business challenge applying the Ola® framework. Key elements include:

- Reflection on how individuals drive business impact in a complex and fast-paced environment
- Facilitators support participants in tackling their business challenge
- Professional role players help participants practise leadership conversations
- Participants develop an action plan for coaching and identify priorities for further development

"This course was the best and most engaging leadership course I have ever attended..."

Participant, post 90 days

Innovative and High-impact Exercises

1. VUCA Purpose Exercise (Hands to Hearts)

Before any facilitator or participant introductions take place, participants launch into an interactive exercise. They're divided into teams of three and given a task to complete in a set period of time. They receive very little supporting information but they're told they are being observed.

The facilitators create a fast-paced and pressured environment in order to simulate VUCA. Initially participants approach the task as any other business situation but, as the challenge progresses, they're told that the purpose of the exercise is to build a real prosthetic hand that will be gifted to a land mine victim in a developing country.

The exercise demonstrates the impact of purpose on their levels of engagement, commitment and collaboration. It encourages leaders to be clear about why they are asking their teams to carry out their actions.

At the end of the exercise participant teams pack their completed hand in a decorated kit with a message to the recipient. A photo of the team accompanies the hand to the participant.

2. High Definition Leadership Simulation

This exercise builds confidence and develops competence in communicating with and influencing Telstra executives. This is also an opportunity for participants to use the LIW Organisational Leadership Architecture® as a framework to structure their conversations.

Participants break into groups of four or five and are accompanied by a facilitator or professional observer. A professional actor plays the role of a Telstra executive and participants take turns presenting strategies and actions for increasing the NPS score for broadband connections. The goal is for participants to practise skills developed through the hot house to effectively connect with the executive, demonstrate their own contribution to developing the solution and to influence the executive to provide valuable information to enable the project to move forward.

Each participant engages in the simulation and then receives feedback from their observing peers, the facilitator and the actor. A new actor (with a different demeanour or approach) is introduced for each participant. Although participants know the objective of the simulation they do not know the personality or the behaviour to expect prior to meeting the executive (actor).

3. Executive Connect

Hot house day one concludes with an opportunity for participants to apply workshop competencies in meetings with a Telstra executive in a social setting. Specific competencies are:

- Build confidence and capability
- Collaborate and connect
- Translate strategy into action

Drinks and canapes are served while participants take turns at three different 'town hall' style meetings with senior executives.

4. Self-paced Learning Module Actor Clinic

This session takes place during the cool box. Participants are divided into groups of three and work through a number of exercises which help them to build on their thinking from the hot house. They develop their Ola® and their action plan in order to be able to apply what they learn when they go back in to the business. One of the exercises includes a free-form conversation with a professional role player. The role player plays the role of someone back in the business who the participant wants to engage differently by applying a skill they have learned. It could be, for example, a difficult conversation with their manager or a coaching conversation with a team member. The participant describes the scenario to the role player and they then play out the conversation. The other two participants observe and provide feedback and coaching at the end of the session.

Post-workshop

Participants receive three individual coaching sessions by telephone to support them in delivering against their action plans. The participants' journey after the classroom is rich in opportunities to apply and learn – but the coaching provides additional objective real feedback on their action plans as well as support to drive their objectives forward in the face of day-to-day pressures.

"The program was fantastic and the content was as if it was made specifically for me."

Participant

04

The impact

Core to the BLP program is that leaders drive the Telstra cultural transformation to meet the new business challenges the organisation faces. Impact can be seen in both business outcomes and in leadership behaviours driving culture. Business outcomes and behaviour objectives are aligned across all four leadership programs to ensure consistency throughout the organisation.

Impact evaluation runs throughout the program, following the Kirkpatrick four levels of learning evaluation methodology and includes the following key steps:

The Telstra BLP team meet quarterly to review the program and track performance. In FY15 12 cohorts went through the BLP program and their results were tracked monthly to build up the quarterly reports and annual summaries.

1	Post-workshop surveys of participants to capture their reaction to the content in terms of relevance and understanding, as well as an indication of their motivation to apply the learnings to their work	**Kirkpatrick Levels 1 (Reaction) and 2 (Learning)**
2	Post-coaching surveys to measure progress against action plans as well as to capture ongoing motivation and examples of behaviour change	**Kirkpatrick Level 3 (Application)**
3	Post-90 days impact survey and case studies to capture longer-term behaviour change and resulting business impact and alignment to organisation objectives	**Kirkpatrick Levels 3 (Application) and 4 (Impact)**

Post-workshop results

The post-program review focuses on four metrics: NPS and three further metrics created from a collection of survey questions: satisfaction, relevance and application and scored on a 1-5 scale. **Satisfaction** reflects the overall program and learning experience. **Relevance** indicates the closeness of the content to the role of BLP participants and the relevance of the learning to their work. **Application** measures the likelihood and motivation of participants to apply the learnings to their work post program.

Monthly charts are provided in the appendix.

- NPS was consistently excellent: ranging from +63 to +94 and averaging +84
- Satisfaction scores were consistently high: ranging from 4.53-4.80 and averaging 4.66
- Relevance scores were excellent: ranging from 4.59-4.88 and averaging 4.75
- Application scores were also consistently high: ranging from 4.45-4.76 and averaging 4.62

Post-coaching results

BLP participants are invited to attend three coaching sessions after the workshop, to support them in embedding their learnings and new leadership behaviours. Once again, feedback is extremely positive with participants particularly valuing the focused attention on their individual action plan goals, and alignment of the coaching approach to the language of the program and to Telstra strategic objectives.

Throughout FY15 attendance at coaching sessions was 94% with 68% of managers accepting the invitation to attend the final coaching session.

NPS at this stage is even higher than post workshop at +87.

"Better strategic overview, more engaged with my team, better able to guide and drive work."

"I'm taking a more strategic approach to developing my team's capability and practices."

"I am much more aware of how I conduct myself and react to situations. Creating a more positive environment, leading to better performance."

"[The coaching] reinforced the model and tools from the face to face and each coaching session refocussed me … and reinforced that I was on the right track."

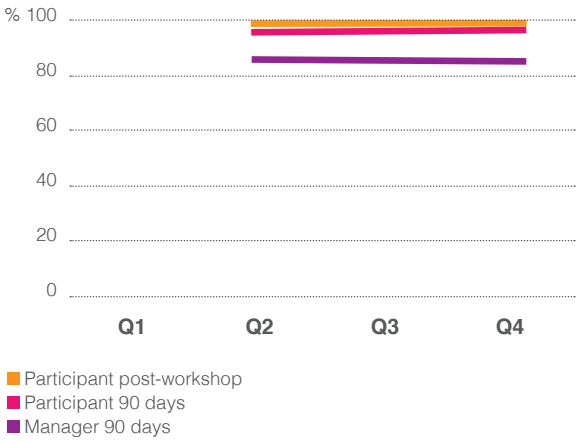
Participants report an 80% improvement in their action plan calibration (a measure of progress against goals) during the coaching period (two months) and estimate that the coaching has generated a 77% increase in their commitment to their action plan.

Post-90-days results

The whole BLP program was designed to optimize relevance and applicability and this is reflected in participants' and managers' estimate of skills application. Immediately after the workshop participants consistently rated this at 100%, and this only dropped to 97% three months later. Managers also recognised the relevance and applicability with a score after 90 days of 86%.*

*Managers do not have visibility of all the changes employees make, so we would expect their score to be lower than the participants.

Skill application: How much of the program content can you apply to your work?



Participants are asked a series of questions in order to determine the likely performance improvement attributable to the program. This combines a measure of the relevance and applicability of the content with an estimate of overall performance improvement and a filter to determine how much of the improvement has actually been driven by this program.

Average performance improvement is steady at 9.3% for both participants and managers. This is equivalent to almost an additional half day a week in improved efficiency. It is unusual for managers to report similar levels of performance improvement to participants since inevitably managers have limited visibility of their staff's leadership behaviour. In this program we were fortunate to have strong buy-in from managers, developed over time by the program teams within Telstra and LIW. This level of manager support is an important driver in participants fully applying their learnings and is reflected in the high ratings from managers for their performance improvement.

"All my team (3x Band 2 Field Managers) returned stating this is the best "management" course they had attended in their career (one of my team has 37 years' experience). The team commented that they had picked up more from the two days, than they had for the entire year from other training initiatives."

Manager, post 90 days

Both participants and their managers report performance improvement of over 9%

The performance improvement is driven by the participants boldly stepping up the leadership pipeline to more effectively leverage the work of their team in delivering business outcomes. In particular graduates of the BLP program developed a real understanding of Telstra's expectations of them as leaders and gained the confidence to behave as leaders whatever their role. This meant:

- Setting clear goals for their team aligned to Telstra's global objectives
- Providing coaching and support to team members to develop their own capability
- Taking initiative in cross–departmental/BU projects to connect and collaborate effectively with peers in other areas of Telstra
- Building business cases to demonstrate the value of work their team is doing or is proposing
- Engaging a wide group of stakeholders in their projects in order to develop the fullest understanding of the challenges and enable fact-based decision making
- Communicating effectively with senior leaders in order to gain support

ROI 150% three times benchmark

Post 90 days program ROI was 150% for both participants and managers. This is three times the benchmark from Metrics that Matter for this type of program.

Feedback from the client program team has been incredibly positive and this is echoed in the comments from participants and their managers.

"Great to finally attend a training course with practical methodologies and principles to apply in my role everyday..."

Participant, post event

Mini-case studies

Both these examples demonstrate BLP graduates driving Telstra's culture change towards collaboration, customer focus, accountability and evidence-based decision making.

Anthony is a Program Manager in Wireless Network Engineering, responsible for product development and infrastructure projects on Telstra's mobile and wireless networks. The BLP gave Anthony the tools and confidence to step into a more senior role, and to turn around a key infrastructure project which was failing because of a lack of collaboration.

Anthony applied the Ola® framework to create a shared vision and execution structure for the project. In particular he helped the team to clarify the over-arching goal of the project and each team member's role and responsibilities. He helped the team to build trust by allowing all participants to contribute and genuine discussion to emerge. Each team member brought their expertise and experience with evidence to demonstrate the value of their contribution to optimise the outcome.

Anthony then created an execution plan with revised timeframes. This structure identified accountabilities for all project members with delivery expectations.

Design is now agreed and delivery is ahead of new schedule. Key milestones are being met and internal teams are collaborating and communicating effectively.

Melita is a Technical Solutions Implementation Manager, responsible for implementing infrastructure projects in Telstra Enterprise Services. The BLP helped Melita to understand Telstra's expectations of her as a leader, and gave her the confidence to communicate and influence at senior levels within Telstra.

Melita embraced Telstra's culture change towards collaboration and customer focus and encouraged her team to do the same. The team contributed ideas to the Tiger Team established to automate IT requests, and the new cloud-based design is based on Melita's team's toolkit. The new system provides reporting to support resourcing decisions for IT projects.

Melita supported the team to focus on project goals and develop resilience when faced with challenges. They built trust by consistently delivering against promises.

The new system was delivered on time and will save time and cost for Telstra.

Melita and her team have positioned themselves as a trusted implementation team who are able to collaborate across Telstra and communicate appropriately to optimise outcomes.

Appendix

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IT'S HOW WE CONNECT

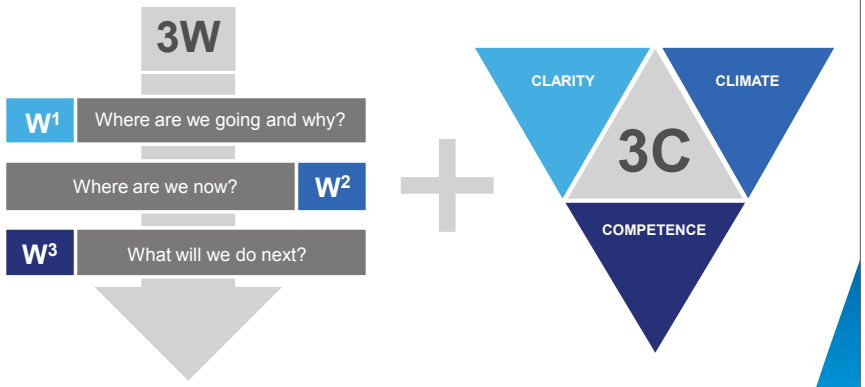
Journey map

TIMEFRAME 20 WEEKS + ONGOING

	6 WEEKS						DAY 1		DAY 2	DAY 3	10 WEEKS	ONGOING
EXPERIENCE	**WebEx** **Manager and Participant attend briefing**	**Manager and Participant Conversation**	**Complete LSI 360°** Life Styles Inventory 360° feedback tool completed by Participant and Participant-nominated Manager/s, Peers and Direct Reports	**1:1 Coaching Debrief with LSI Certified Coach (1hr)**	**Prework**	**Manager and Participant Conversation**	**Hot House** **2 Day Intensive Development and Leadership Simulations** **Executive Dinner**			**Cool Box** **Leadership Workshop**	**3 x 30min Coaching Sessions** Focused on action plan and leadership goals	**Tackle Business Challenge**
OUTCOME	**For Participants' Managers:** Set expected behaviours to reward and reinforce **For Participants:** Create personal development plan Establish Participant expectation on LSI 360° feedback tool Establish program context, benefits and process	Agree on career and leadership goals Determine business challenge Manager and Participant ensure business focus and strategic alignment of business challenge and leadership goals	Once surveys are completed by Participant and their nominated responders, a detailed report is generated outlining Participant's self-view and view of others' feedback Note: The tool and report are based on behaviour, not competence	LSI results are debriefed in context of Participant's current role, how they show up as a leader currently, and what this implies for their leadership goals Participants gain clarity on their level of self awareness and their impact on others, and use this to refine and focus leadership development goals	Self-paced review of relevant pre-reading, videos, Telstra's Purpose, Values and Strategy and Telstra Leadership Competencies	Finalise Business Challenge and confirm career and leadership goals	Increase self awareness and stretch boundaries Understand impact on others Engage people and lead through change Balance operational and strategic priorities	Opportunity to gain exposure to TET and ask questions about our strategy, share challenges and insights.	Increase self awareness and stretch boundaries Understand impact on others Engage people and lead through change Balance operational and strategic priorities	Reflection on how the Participant as an individual drives business impact in a complex and fast-paced environment Use facilitators to tackle Business Challenge Develop an action plan for coaching - select top 2 or 3 priorities for further development.	Participants are encouraged to share LSI and implications for career and leadership goals Participant driven coaching conversations aimed at supporting progress on action plan and the 2-3 prioritised development goals The Manager joins the final Coaching Session as a hand-over for ongoing support	Complete evaluation and assessment relating to business challenge Ongoing peer coaching **Optional:** Depending on ongoing individual development needs, Participants can choose to register for Core Capability Series, including: Coaching Driving Change Business Partnering Commercial Acumen Strategic Thinking & Planning

Core Leadership Models Used

The Leadership Mindset and Creating the Conditions for Success
3WS AND 3CS



The Organisational Leadership Architecture
3WS AND 3CS

	CLARITY	CLIMATE	COMPETENCE
W1 Where are we going and why?	What are the team's: **Vision/Goal** – what you want to achieve **Purpose** – why you want to achieve it **Values** – what you believe in **Strategy** – how you will get there **Roles** – who will do what	What are the optimal **Culture** **Structure** **Systems and processes** **Resources** to ensure the vision will be achieved?	What knowledge, skill and behaviour and attitude are required to achieve the vision? What Leaders Example is required?
W2 Where are we now?	Do the team members understand: What they are trying to achieve? Why they are trying to achieve it? How they will achieve it, their plan/strategy? What their individual role is?	Does the team have: The structure and processes? The right resources? The culture to support them?	Does the team have: The skills and technical knowledge to be successful? The right behaviour and attitude to be successful The opportunity to learn and develop The right example of leadership to follow?
W3 What next?	What needs to happen to build understanding? Visioning workshop Aligned communication by leaders Closed loop feedback Management by objectives	Alignment of resources, processes and systems to meet the goal Creation of a 'common language' at all levels	Developing people through: **Education** , **Experience** **Exposure** Always aligned to appropriate level of the vision/goal

Organisational Leadership Architecture (OLA)®

Create the Conditions for Success™

	Clarity	Climate	Competence
Align the Leadership Mindset			
Where do we want to achieve and why?			
Where are we now?			
What next?			

The Leadership Mindset: 3Ws

3Ws Model

W1 — Strategic Direction

What do we want to achieve and why?

- How does this link to the wider organizational strategy? To higher order priorities?
- What is required to support the overall strategy, long term success and sustainability of the business?
- What are the measures for success?
- What are the task and role responsibilities?

W2 — Current Reality

Where are we now?

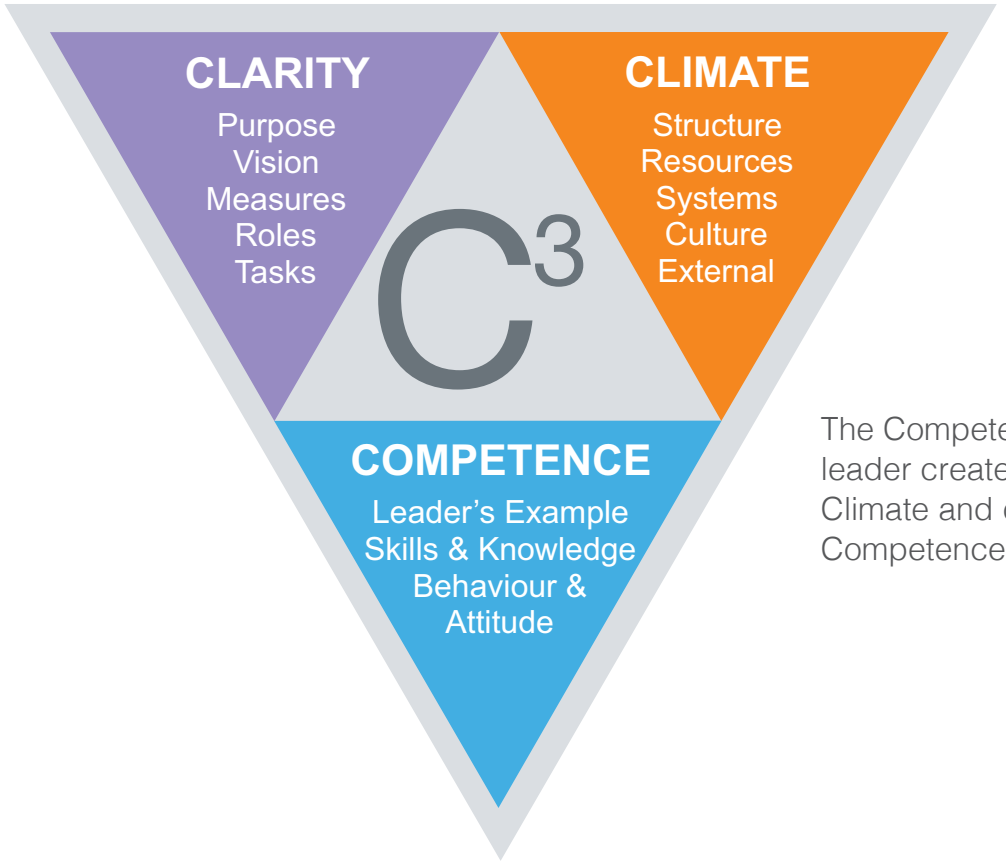
- What capacity exists within the business now?
- How does this map to what is required?
- Are we being objective and appropriately optimistic?
- How is our behavior, as leaders, contributing to the current situation and perspective?

W3 — Future Action

What next?

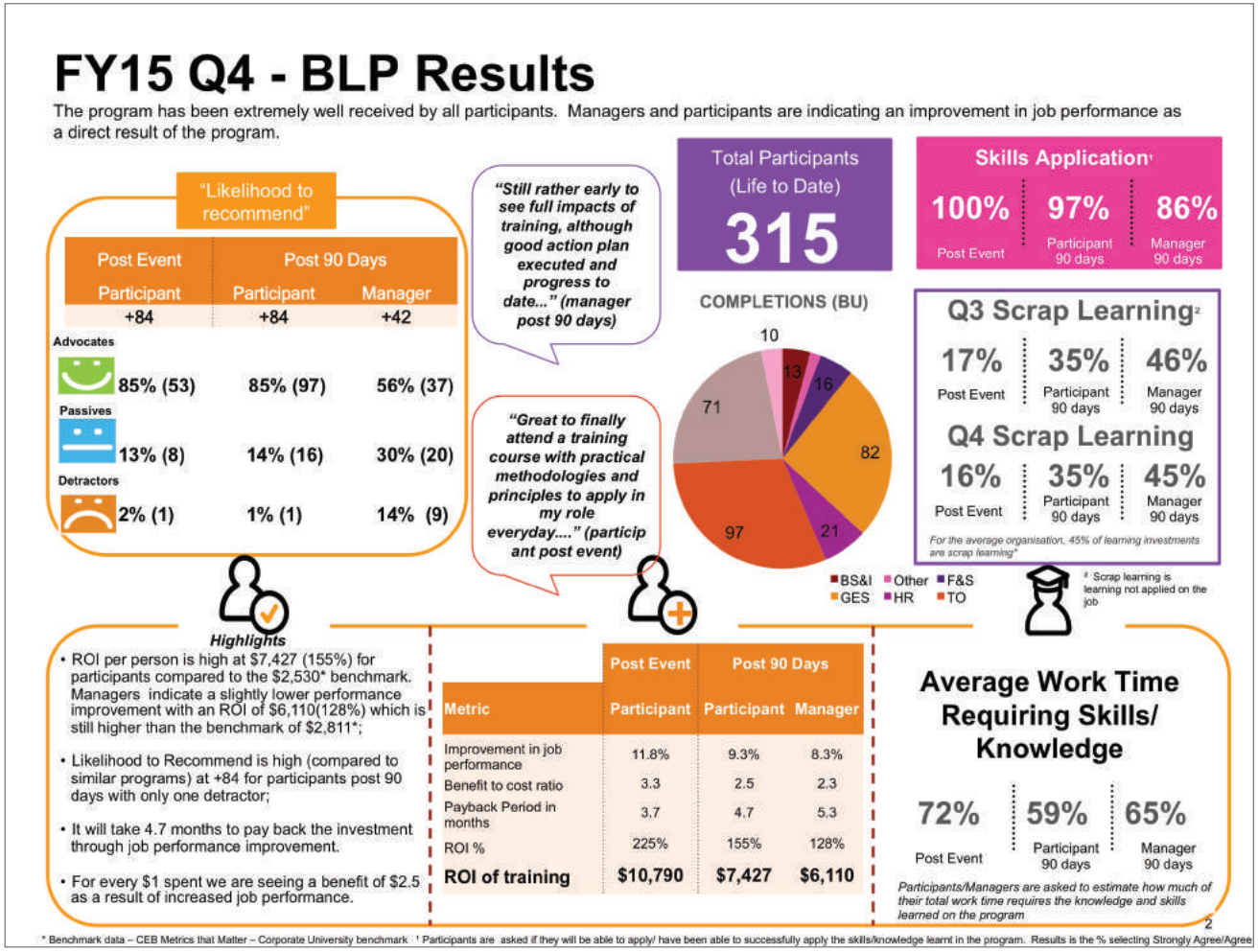
- Design a suitable intervention to bridge the gap between W1 and W2
- Test and implement intervention
- Create the conditions for others to execute

The Conditions for Success: 3Cs



The Competence of the leader creates the Clarity, Climate and develops the Competence of the team.

Example of Quarterly 90 Day Results Report



FY15 Q4 - BLP Results

The program has been extremely well received by all participants. Managers and participants are indicating an improvement in job performance as a direct result of the program.

"Likelihood to recommend"

	Post Event	Post 90 Days	
	Participant	Participant	Manager
	+84	+84	+42
Advocates	85% (53)	85% (97)	56% (37)
Passives	13% (8)	14% (16)	30% (20)
Detractors	2% (1)	1% (1)	14% (9)

"Still rather early to see full impacts of training, although good action plan executed and progress to date..." (manager post 90 days)

"Great to finally attend a training course with practical methodologies and principles to apply in my role everyday...." (particip ant post event)

Total Participants (Life to Date)

315

COMPLETIONS (BU)

Skills Application[1]

100%	97%	86%
Post Event	Participant 90 days	Manager 90 days

Q3 Scrap Learning[2]

17%	35%	46%
Post Event	Participant 90 days	Manager 90 days

Q4 Scrap Learning

16%	35%	45%
Post Event	Participant 90 days	Manager 90 days

*For the average organisation, 45% of learning investments are scrap learning**

[2] Scrap learning is learning not applied on the job

Highlights

- ROI per person is high at $7,427 (155%) for participants compared to the $2,530* benchmark. Managers indicate a slightly lower performance improvement with an ROI of $6,110(128%) which is still higher than the benchmark of $2,811*;
- Likelihood to Recommend is high (compared to similar programs) at +84 for participants post 90 days with only one detractor;
- It will take 4.7 months to pay back the investment through job performance improvement.
- For every $1 spent we are seeing a benefit of $2.5 as a result of increased job performance.

	Post Event	Post 90 Days	
Metric	Participant	Participant	Manager
Improvement in job performance	11.8%	9.3%	8.3%
Benefit to cost ratio	3.3	2.5	2.3
Payback Period in months	3.7	4.7	5.3
ROI %	225%	155%	128%
ROI of training	**$10,790**	**$7,427**	**$6,110**

Average Work Time Requiring Skills/ Knowledge

72%	59%	65%
Post Event	Participant 90 days	Manager 90 days

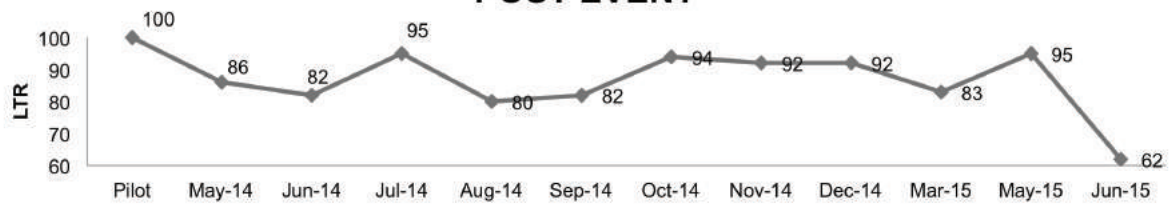
Participants/Managers are asked to estimate how much of their total work time requires the knowledge and skills learned on the program

2

* Benchmark data – CEB Metrics that Matter – Corporate University benchmark [1] Participants are asked if they will be able to apply/ have been able to successfully apply the skills/knowledge learnt in the program. Results is the % selecting Strongly Agree/Agree

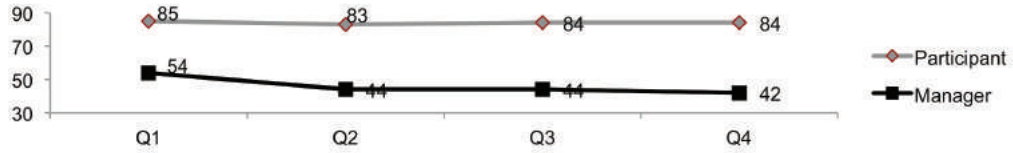
"LIKELIHOOD TO RECOMMEND"

POST EVENT



The "likelihood to recommend" results since launch had seen a reduction over May and June with a significant 13 point increase in July, it has remained relatively consistent over the last 2 quarters except from May to June where we are seeing a significant decrease.

POST 90 DAYS



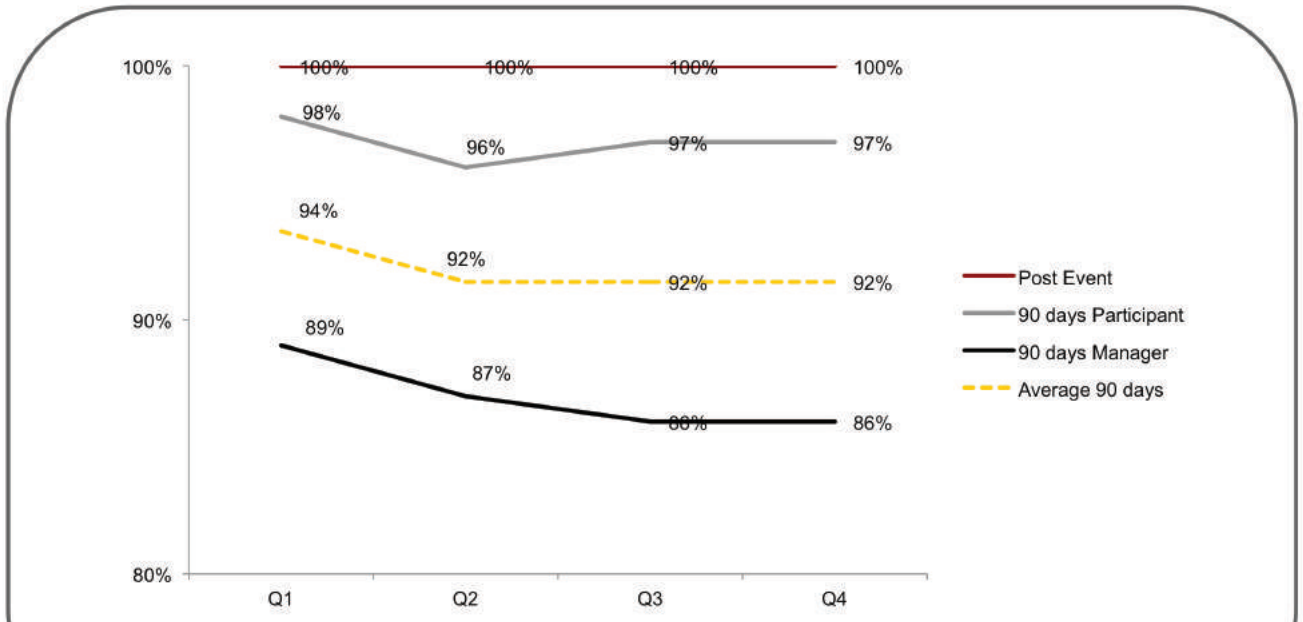
The "likelihood to recommend" results has seen a 12 point reduction from managers in Q1 to Q4. Results for participants has remained fairly constant.

IT'S HOW WE CONNECT

Telstra Unrestricted

3

APPLICATION



Motivation/Intent/Actual application of skills and knowledge has remained consistent over Q1 to Q4.

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4

Definitions

Improvement in Job Performance (adjusted for self bias)	This is a ratio articulating the average percentage increase in job performance as a **direct** result of the program. +Average performance gains for companies: -not measuring learning is 6%. -measuring learning is 10%
Benefit to Cost Ratio	This is a ratio articulating the monetary value in hard and soft dollars of the benefit of training relative to the cost of training. For example, a benefit to cost ratio of 2 means that for every dollar spent on training you receive 2 back in hard and soft dollars in increased performance isolated to training.
ROI Percentage	This is the percent of net value(benefit less cost) in monetary terms for hard and soft dollars attributable to the increase in performance relative to training. For example, an ROI percentage of 100% means that for every dollar invested in training you doubled it in hard and soft human capital performance benefits.
Payback Period (months)	This is a time based ROI indicator. It states how long, in months, it takes the original investment to break even. For example, a payback period of 2 indicates that the original cost of the program pays itself back in 2 months in terms of hard and soft human capital performance benefits.
Scrap Learning	Learning that is not applied on the job. *For the average organisation, 45% of learning investments are scrap learning

+*[CEB Metrics that Matter – Confronting Scrap Learning Whitepaper 2014]

IT'S HOW WE CONNECT

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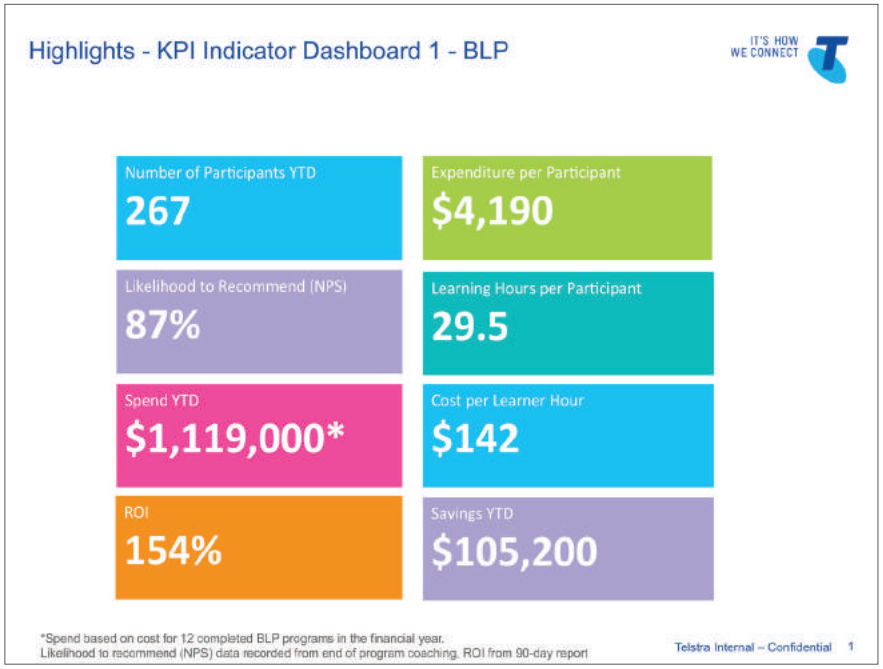
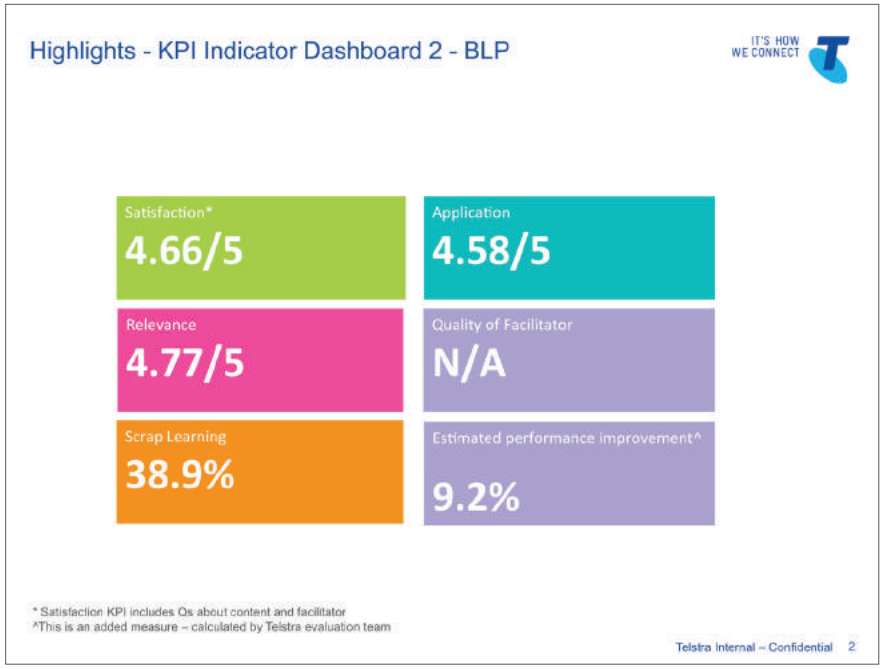
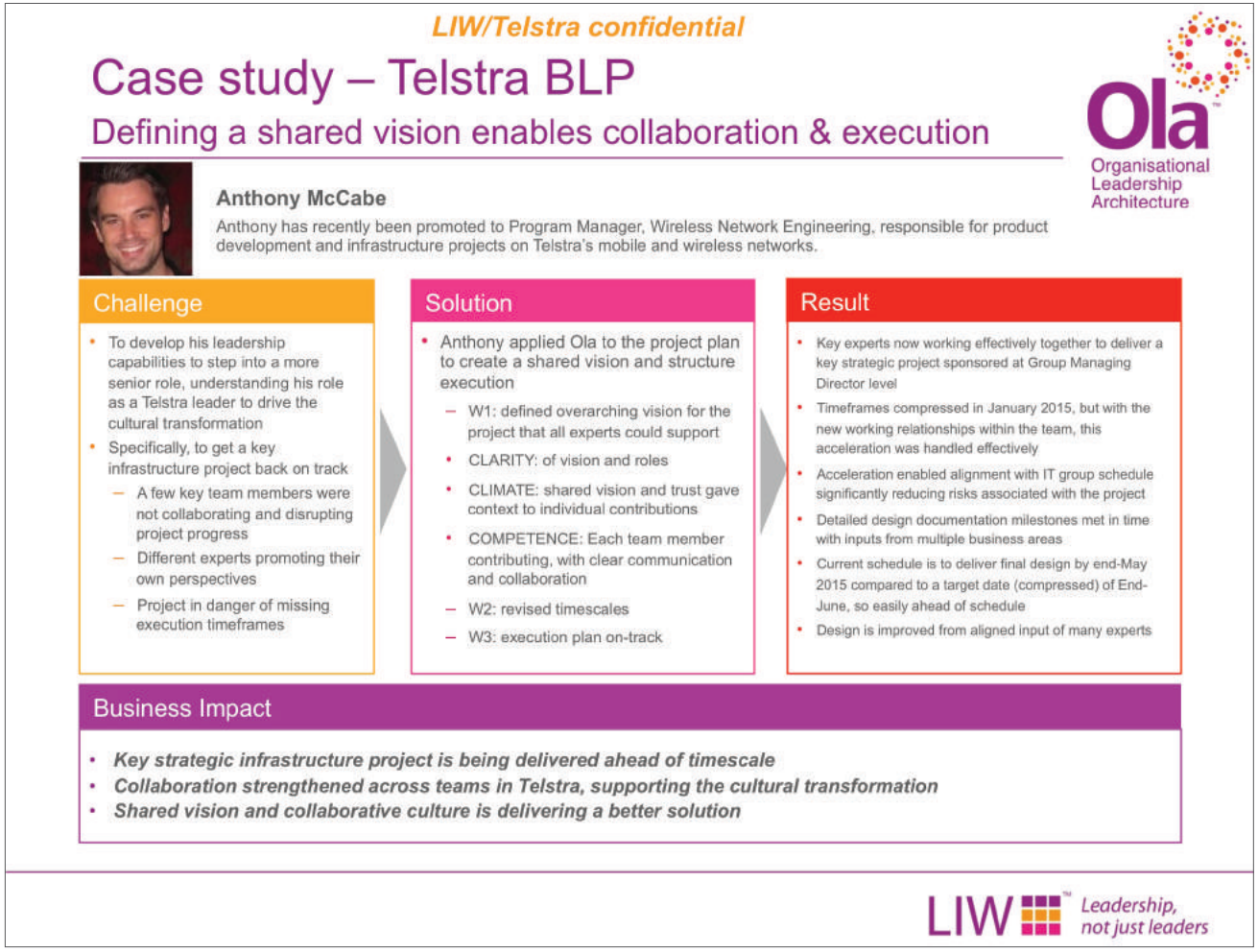
QBR Report July 2015





BLP Case Study