

The Telstra logo is positioned in the upper left corner. It features a stylized orange 'T' icon to the left of the word 'Telstra' in a white, bold, sans-serif font. The background of the entire image is a dark blue gradient with numerous bright blue, glowing fiber optic strands radiating from the top right towards the bottom left, creating a sense of depth and connectivity.

Telstra

Agenda

- TE&G Business Context
- Talent profile in TE&G
- Talent systems
 - Selection
 - Management
 - Development
- Lessons
- Next Steps

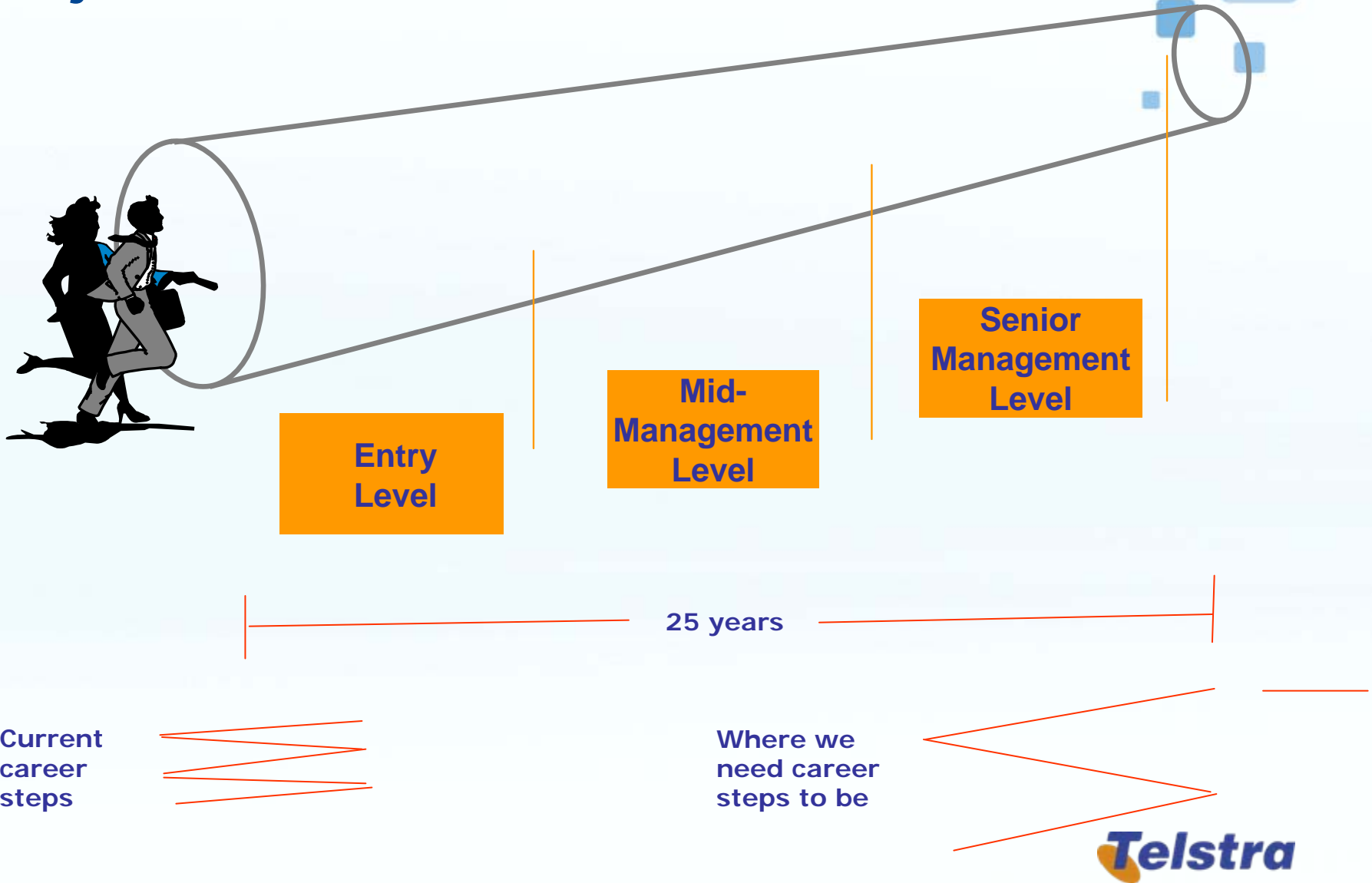


When Talent Management is an everyday language, rather than a Program

- Large complex matrix business
- Significant change to industry
- Convergence
- Large scale internal changes
- Workplace Relations Agenda



Our leadership pipeline needed some adjustments



We have broken the Talent practices into three areas:

Assessment

Calibration with an eye on the future

Management

It is all about performance management and a feedback rich environment

Development

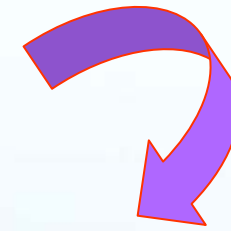
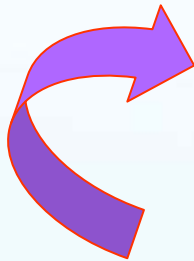
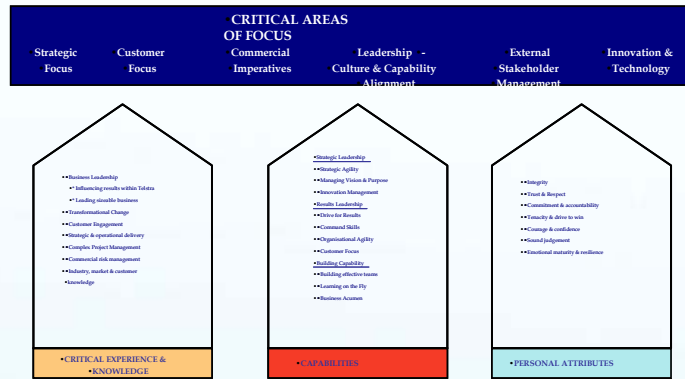
Learning is non negotiable



Assessment: Firstly we needed to recalibrate

Developed success profile

•TE&G Leadership Success Profile



Feedback / development and career plan



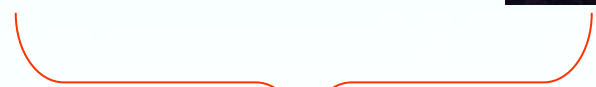
Assessed

360



Verbal & numeric

Interview



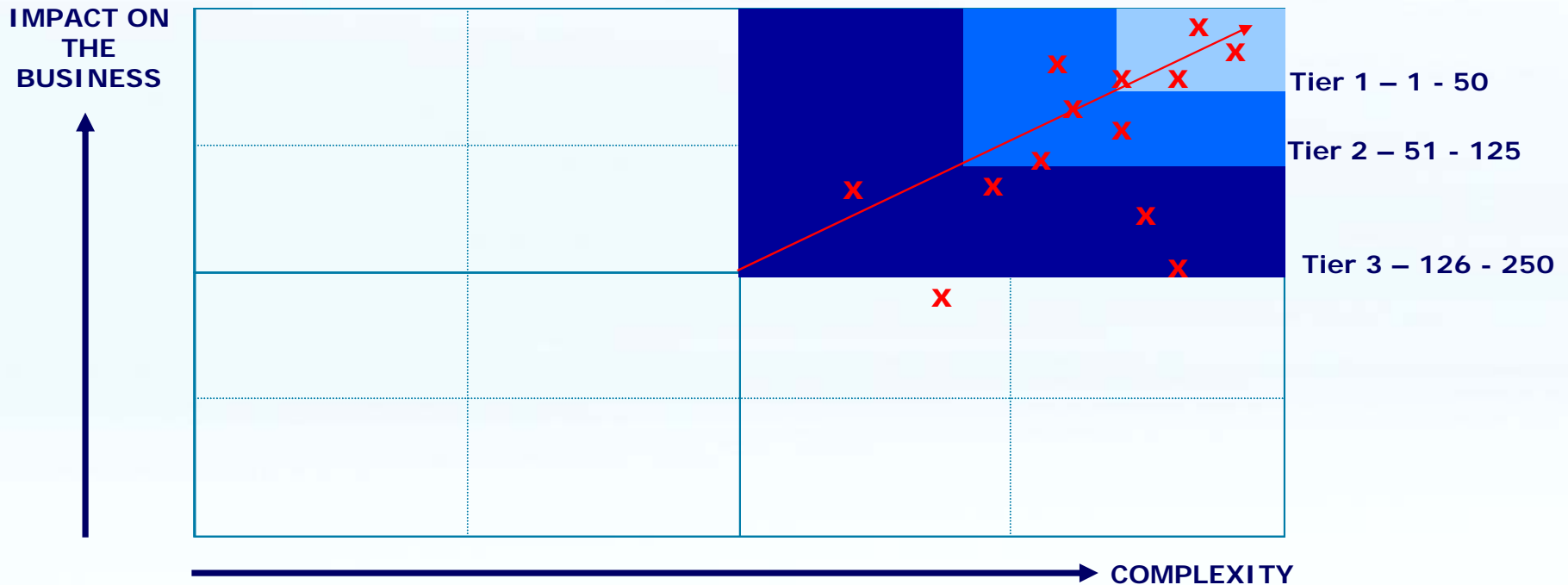
Company Report



Management: Next we looked at defining critical roles and introduced the concept of top grading

How do we define 'Critical Roles'?

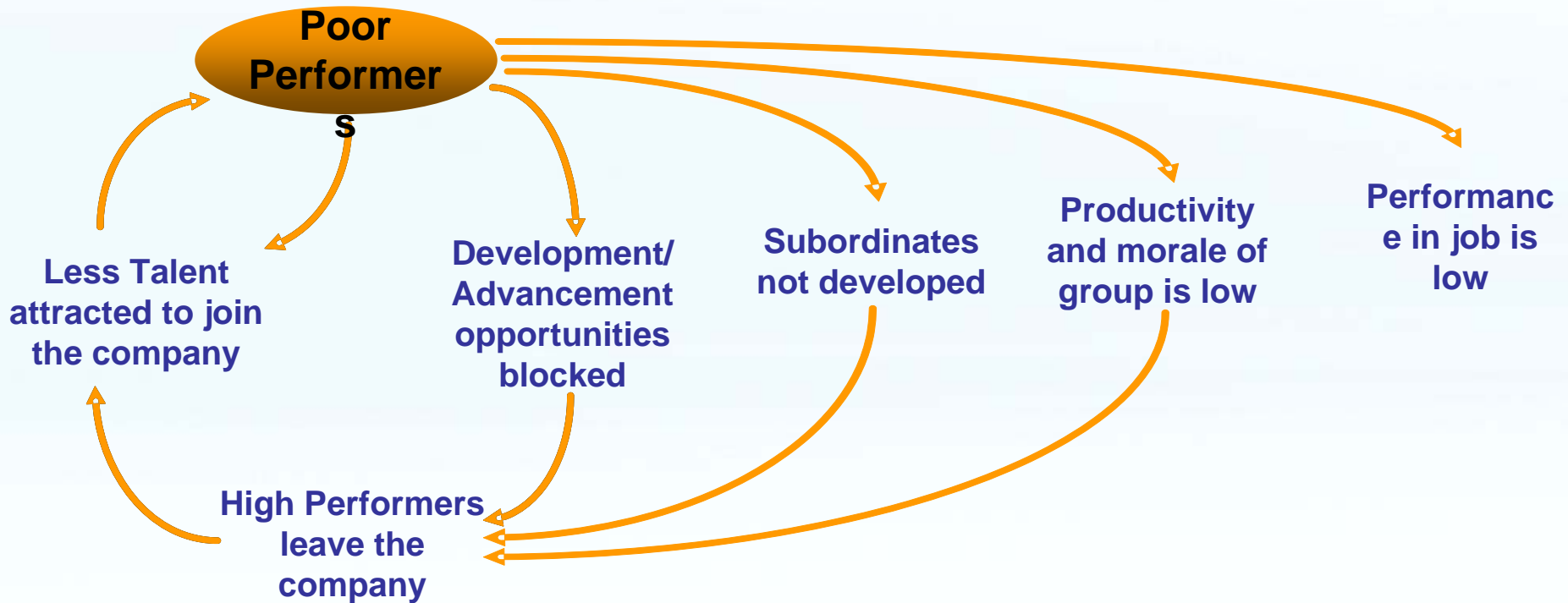
- 'Criticality' is the degree that a role impacts the business and the degree of complexity of the role



Management: We focused on managing both ends of the performance spectrum



The downside of keeping poor performers:



Management: We introduced core metrics and regular reporting to line management



Management & Development: Use of core competencies

DRIVE FOR RESULTS (Delivering Results quicker and more efficiently). Pushing the boundaries to do things better and striving for challenging goals to deliver the best possible outcomes requires a passion for excellence and quality. It also requires innovative methods, processes and the application of new ideas. We have a focus on continual improvement in order to do things better, quicker and more effectively.

Positive Behaviours

Examples of how leadership capability can be seen in action

Hands On / Individual Contributor	Manager / Specialist	Senior Manager and Principal Specialist	Executive
<ul style="list-style-type: none"> Meets agreed timelines and quality standards. Knows what needs to be done and gets on with it. Seeks ways to work effectively to reduce costs and deliver increased levels of services and products. Collaborates with team members to achieve the best results for Telstra and the customer. Understands priorities and key milestones for own area of responsibility. Works to resolve issues quickly with the best outcomes for Telstra and the customer. Accepts accountability for own actions. 	<ul style="list-style-type: none"> Holds people accountable for actions and behaviours through effective utilisation of the performance review process. Provides clarity and consistency on the most important business priorities and objectives Provides regular feedback on achievement of objectives and milestones. Removes obstacles and empowers others to act on the vision. Manages poor performance immediately. Assigns clear authority and accountability. Ensures front-line employees are empowered to deal with customer needs and concerns. Does not allow obstacles to impede results 	<ul style="list-style-type: none"> Sets challenging goals to substantially improve performance. Delivers results and meets agreed timelines and quality objectives. Conveys a sense of urgency. Is decisive. Makes effective and timely decisions on difficult or complex problems. Helps remove barriers to high performance Places Telstra's success above individual or Business Unit needs. Effectively balances competing priorities. Understands the customer's value proposition. Makes tough decisions when people, businesses or initiatives are not performing. 	<ul style="list-style-type: none"> Delivers results. Establishes a clear purpose and sense of urgency for transformation. Leads change processes that result in employee engagement and commitment to deliver superior business results. Measures results based on financials, delivery of strategy, leadership and development of talent. Regularly reviews business metrics and provides coaching to achieve higher levels of performance. Integrates efforts across functions and business units. Encourages planning across the business units and the removal of silos.

Example

Red Flags (skill is under or over used and requires management or development)

- Goes for results at all costs without appropriate concern for people, teams, due process or ethics
- Fails to set priorities or changes priorities for no apparent reason.
- Sends mixed messages regarding the authority people have.

- High turnover due to pressure for results
- Unable to push through barriers to get things done.
- Wastes time and resources pursuing non-essential projects or activities

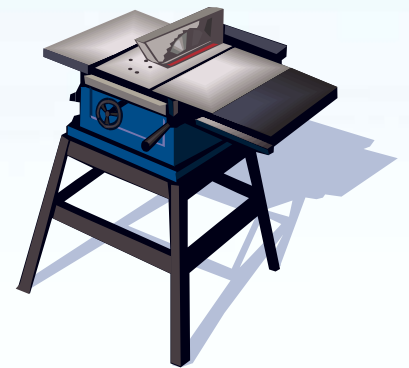
- Overly perfectionist and fails to complete tasks within agreed timeframes.

Lominger Competency No. 53



Management : Improved our recruitment practices

- Integrate success profile traits into interview
- Train recruiters in identifying potential
- Triangular method of recruiting
- Advertising roles and placing talent
- Career Centre

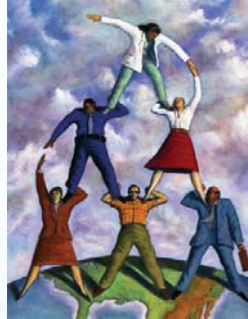


Development: We then put in place a number of unilateral and tailored development processes

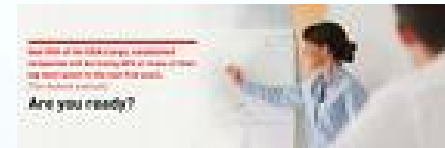
Speaker series



Leadership Program



Focus on development @ talent reviews




Rotational Roles



1/3 of Leaders time on People Management



Individual Development Plans

Shaded boxes have drop down lists available			
TELSTRA HIGH POTENTIAL NOMINATION FORM - draft for discussion			
First Name	Joe	Surname	Sample
Job Title	Manager Director xxxxx	Business Unit	xxxxx xxxxxx
Manager		Line of Business	
Location		Mobility	Local only
Retention Risk	TBC	Employee No.	
Performance Rating		Talent Rating	
Factors to consider:			
- Delivery/Achievement of results	2004 TBA	2004	
- Consistency	2005 TBA	2005	
- Performance relative to others	2006 TBA	2006	
LEADERSHIP (RESULTS AND PEOPLE) CAPABILITY			
Strategic Leadership	Current Rating (Drop down list)	Gap to reach next skill level (Drop down list)	
Strategic Agility <i>(Understanding and interpreting future trends)</i>	Unskilled	Significant / Focus of development	
Managing Vision and Purpose <i>(Achieving Telstra's vision and strategy)</i>	Equal to most	Low / Not a high priority for development	
Innovation Management <i>(Questioning traditional methods and looks for new opportunities)</i>	Slightly trailing	Significant / Focus of development	
Results Leadership			
Customer Focus <i>(Understanding the customer and their environment)</i>	Equal to most	TBA	
Drive for Results <i>(Achieving Results quicker and more efficiently)</i>	Slightly trailing	TBA	

Discuss Open positions & moves with SLT weekly



Lessons learnt

- Start small and grow quickly
- Elite does work, content of program must be “something special”
- It takes a lot of initiatives before it becomes engrained
- Look for symbols - Story telling in announcements, face to face meetings
- Where are the evangelists in the SLT?
- Generally, it is not that people don't want to do it they just don't know how
- Be careful with positioning until you know you have talent in the talent group
- Put everything into getting the people on the talent program promoted
- Have to manage the bottom and the top
- Alignment - robust performance management, recruitment, R & R



Where to from here Work In Progress

- Capability mapping
- Future workforce
- Experience profiles
- On-line

Moving from good to great...

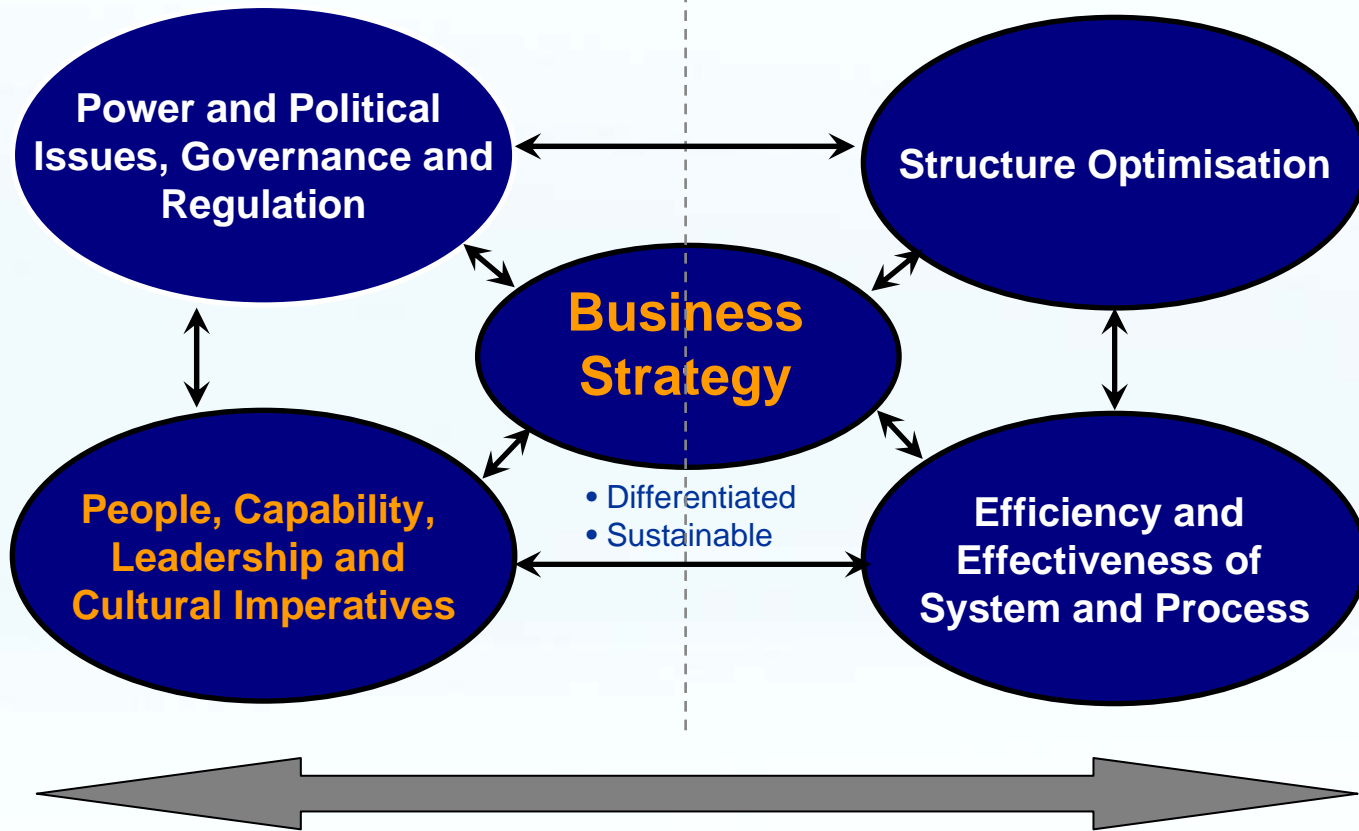


A Systems Approach to Talent Management



People and Behavioural Dimensions

Structures, Systems and Process Dimensions



Metrics, Measurements and Resource Allocation