

GTAP Services Manager Study Findings

March 2008

Global
Talent Acceleration
Program



Survey Methodology & Respondent Profiles

- Phone study conducted Feb 12-March 5, 2008; 1:1 discussions, approx. 30 minutes duration
- Respondents included Managers and Directors in AS Delivery and WWTP-EM
- Total # respondents = 13 (1 contributing via email)
- Discussions topics included:
 - Profiling 'normal operations' – typical work day scenarios, # of simultaneous engagements, types of engagements, use of partners in work fulfillment, current team skill sets
 - Respondents' beliefs about organizational goals and priorities
 - Respondents' current opinions about GTAP
 - Respondents' input on how GTAP candidates should best be integrated, needs around properly ramping them to do customer-facing work, resources needed to achieve success
- Participants in this study would like a summary of the learnings – or somehow to be told how their input will be acted upon

Top Line Findings

- **We need a bridge from where we're at to where we collectively need to be**

Everyone is supportive of the GTAP concept and sees a strong need for and value in training new resources
BUT ... Managers do not feel ready to receive GTAP graduates – they are not prepared for ramping junior resources, are consumed with other priorities & increasing pressures, and are very time deprived

- **Respondents want very specific guidance on what to do – a formal integration plan, prioritization of responsibilities**

They are looking for someone to tell them the answer, but still leave flexibility on use of resources

There is no consistency of ideas on how to use Graduates, how to put them to work, or the correct progression of ramp-up activities

A detailed transition plan is needed asap

Mentoring is critical to successful intake

WWTP managers seem better prepared and less concerned about student intake than Delivery Managers

- **Time and Money are big concerns**

Everyone is feeling increased margin and productivity pressure – given that, being forced to train junior resources becomes a significant cost burden

- Incumbents' time to train new resources cuts into billable hours & customer demands

- Junior resources lack value in customers' minds – won't pay for them, or won't pay much

- New senior resources (not just GTAP grads) may be what's needed to meet certain customer demands – where will funding for these come from?

Respondents would like an 'investment' attitude and approach toward GTAP on Management's part

- **GTAP graduates *must* get customer exposure – there is simply no substitute; BUT respondents have very strong (and quite possibly legitimate) beliefs about when and how this is done**

- **[Mr. Program Manager] embodies GTAP –**

He is recognized as the primary information source, go-to guy

People are used to his briefings, presence and wait for him to come and tell them what's next

Integrating GTAP Candidates



Exposing GTAP Graduates to Customers

- All respondents strongly agree that ‘juniors’ should not be presented to customers, except possibly if shadowing senior NCEs or PMs
- Some see risk in revealing the presence of juniors at all – customers don’t want to pay for perceived OJT
- Managers believe that customers in Emerging Countries are particularly demanding
 - Have significant concerns about pricing
 - Demand highest value for the £ / € / \$
 - Quick to complain, push back on paying
 - Expect Company X quality, well beyond the capabilities of their own IT staff
 - Slow to trust – want to see people doing work
- **Flat rate for junior resources will be too high for customers to swallow**
 - Contrary to GTAP messaging about saving customers money while providing well skilled, local resources
- Juniors should not speak in customer situations – lack the right education to communicate with customers early on; this must be taught and learned
- Customer exposure should be reserved for when Graduates are able to deliver what AS delivers on a daily basis, peer with an existing team member and then could talk to customers
 - “Customers see Company X; we’re always the bottom line”*

How Partners Are Used

- MidEast managers report using partners in limited ways on engagements
 - Partners generally do lower level rack-and-stack or staging work OR they 'own' the engagement (i.e. a large integration project) and bring Company X in for specific needs – they may also act as facilitators or contractors
 - Partners are never brought in on Company X subscription services – Company X doesn't want to reveal high value-add network design best practices
- Very cautious to use partners in SA – fierce competition for talent; partner skills aren't very high; perception of mistrust
- Graduates can help to reduce partner costs on a project

Identified Issues (1 of 2)

- **All Managers interviewed expressed strong concerns about bandwidth and capacity to add new, inexperienced staff**

 - Current work demands are consuming – pressure to deliver high margin customer work is increasing

 - Senior resources are spread too thin

 - Many teams already have junior people that need development – they have no capacity to add more

 - Make allowance to help managers work with new team members; provide some relief from other operational pressures

 - Manager assignments for GTAP cohort members is underway and presumably positive; how it plays out in reality is to be seen

- **Respondents want specific guidance on GTAP integration**

 - No one in Delivery felt their organizations are properly prepared for intake; WWTP feel they can intake and mentor in very small numbers

 - Need a strong, detailed transition plan

 - Make the on-boarding and OJT process repeatable

 - Measure Graduates against milestones – need a structured ‘cook book’ for students – be fair to them

 - Need new hire training & preparation to get them from the classroom to the work environment without totally overloading them

 - Right attention on OJT phase is still needed; 3 month minimum OJT in country

- **Integration and ramping should start with the right students, who are self-motivated, independent and diligent**

Identified Issues (2 of 2)

- **Mentoring is critical**

 - Get classroom instructors in tune with 'real life' and have them share it

 - Must have on-demand go-to person *and* weekly 1:1s w/direct manager

 - The ratio of Graduates to mentors/seniors must be limited, but managers have mixed feelings on how this is done –

 - one dedicated resource per office who is not responsible for billable work

 - or

 - sharing seniors who do some mentor and some client work

 - Incubate in small groups in a well disciplined manner with hands-on attention

 - Build soft skills, i.e. presentations skills, handling tough customers

- **Centralized vs. localized responsibility**

 - Need central project manager to lead the effort – we have no time or bandwidth

 - Need GTAP coordinator to guide process in country, provide OJT training metrics

 - Address local P&L impact of Graduates, once in OJT or released to the local team – need GTAP management support to clarify P&L impact, i.e. cost offset of grade 6 person against other higher cost of grade 10 or partner staff to show advantage impact of GTAP people

 - Investment attitude is necessary – developing new people takes time and work that will pay off later

- **Tools**

 - Many tools already exist – use them! IP materials, wiki spaces, collaborative sessions with idea sharing

 - Web is too big, overwhelming

 - “Documentation is too complex – they wouldn’t understand it. They need several years’ experience to give real Company X value-add.”*

What Work Could Graduates Do Early On?

- Routine deliverables – Documentation, low level design, basic implementation support
- Train them on network implementation planning, staging, basic implementation
- Repetitive work modules, such as network implementation plans or network ready-for-use documentation
- Get really familiar with low level, practical work; move to more challenging work after some months
- Use them on operational augmentation work [augmenting customers' own ops teams] – this is hands-on and low risk
- Set milestones
- Explore the need for junior PMs, relationship managers – these can also be paths for graduates

What Others Have Done

- **WWTP has experience w/grooming aNCEs due to Bangalore program they ran**
 - Proper skilling up and OJT can be done with close mentorship, the right training and hands-on learning opportunities
 - The learning process can't be rushed
 - They had success training a small number of aNCEs
- **South Africa – brought on aNCEs two years ago; put juniors on subscription contracts, working on 1-3 simple TAC-like cases at a time; senior NCEs coached and mentored**
 - After 6-7 months, juniors were put on some low level transactional business – site preparation, staging, supervised by a senior
 - Worked well with right mix of senior/junior
 - Some customer pushback due to juniors, but SA team had to 'argue back' and in time it was accepted
 - Past efforts in SA have had no fixed curriculum – GTAP has a solid one!
- **One manager currently uses an employee log book to document goals and objectives for compliance to standards and procedures – reviews it with individual every few weeks**

How Should Company X Enter the GTAP Classroom?

Specific activities –

- Coaching – help pace students, encourage them, give insights into how busy OJT will get; emphasize getting certifications now! CCIEs are in demand
- Transfer of Information – share key learnings, real scenarios; teach students how to interact with customers
- Explain ‘day in the life’ experience, what to expect on the job
- Share default templates, explain standard methodologies
- Teach documentation skills – students need to learn to be analytical, methodological and precise
- Provide more technical training from highly qualified Company X experts

Process issues –

- Just have a Company X presence in the classroom – now they don’t see us, know us
- CLSP partners are training them – there is nothing special about that – anyone could do it; we need Company X people to train Graduates on Company X
- Never let the Company X presenter complain about what’s going on in their work life
- Respondents acknowledge the value of going into the classroom – good for presenting Company X, teaching about reality of work experience, relationship building, pre-selection of people and skills – BUT the lack the time to do anything more than the minimum – occasional short sessions
 - Video conference meetings could be a way to save time, travel, \$\$
 - Have a solid structure for sharing info, i.e. Seminar of the week

Where Does Communication Fit In?



Communication Reinforces Action

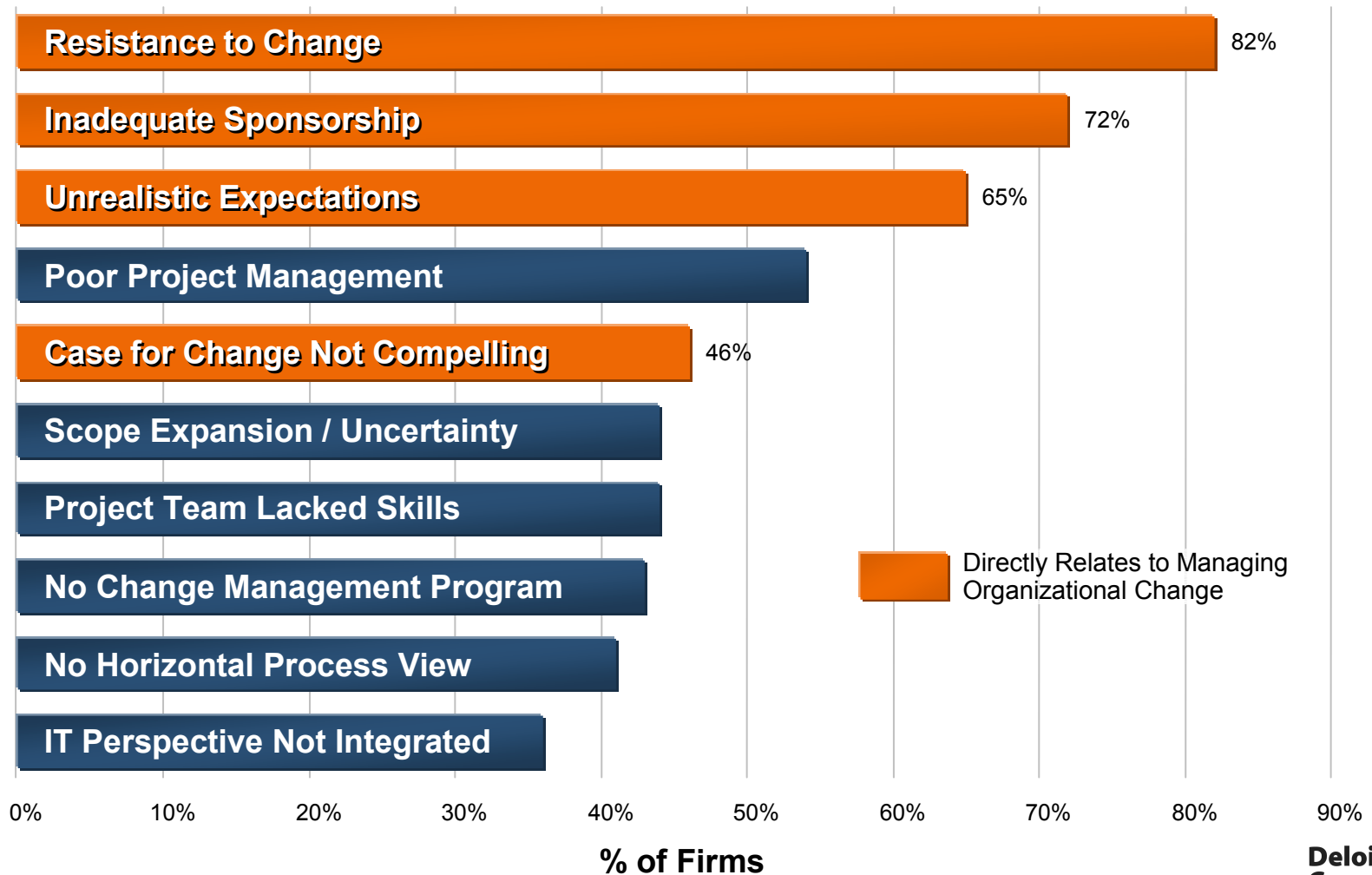
- Communication supports change management, but is NOT change management in itself
- Leadership may be well served to create and implement a change management / org adoption plan that incorporates formal and informal communication directly to the managers involved –
 - Sincerely acknowledge incumbents' situations, increasing job pressures
 - Open a regular dialog – get issues out on the table
 - Keep regular communication about org adoption 'on the ground' – pushing corporate edicts doesn't usually fly in the field
 - BUT
 - Do keep teams informed about corporate visibility
 - Compromise on something
 - Accommodate cultural differences – forcing 'western' ways might not work
- There is a current gap in GTAP change management
 - No resources identified
 - This will not come from OJT but is needed for OJT to be successful
 - Must come from Leaders with direct authority, reinforced by other influencers / change agents

Approaching Change Management



Barriers to Success for Organizational Change

Deloitte & Touche Survey of CIOs regarding Business Transformation;
Top 10 Barriers to Success

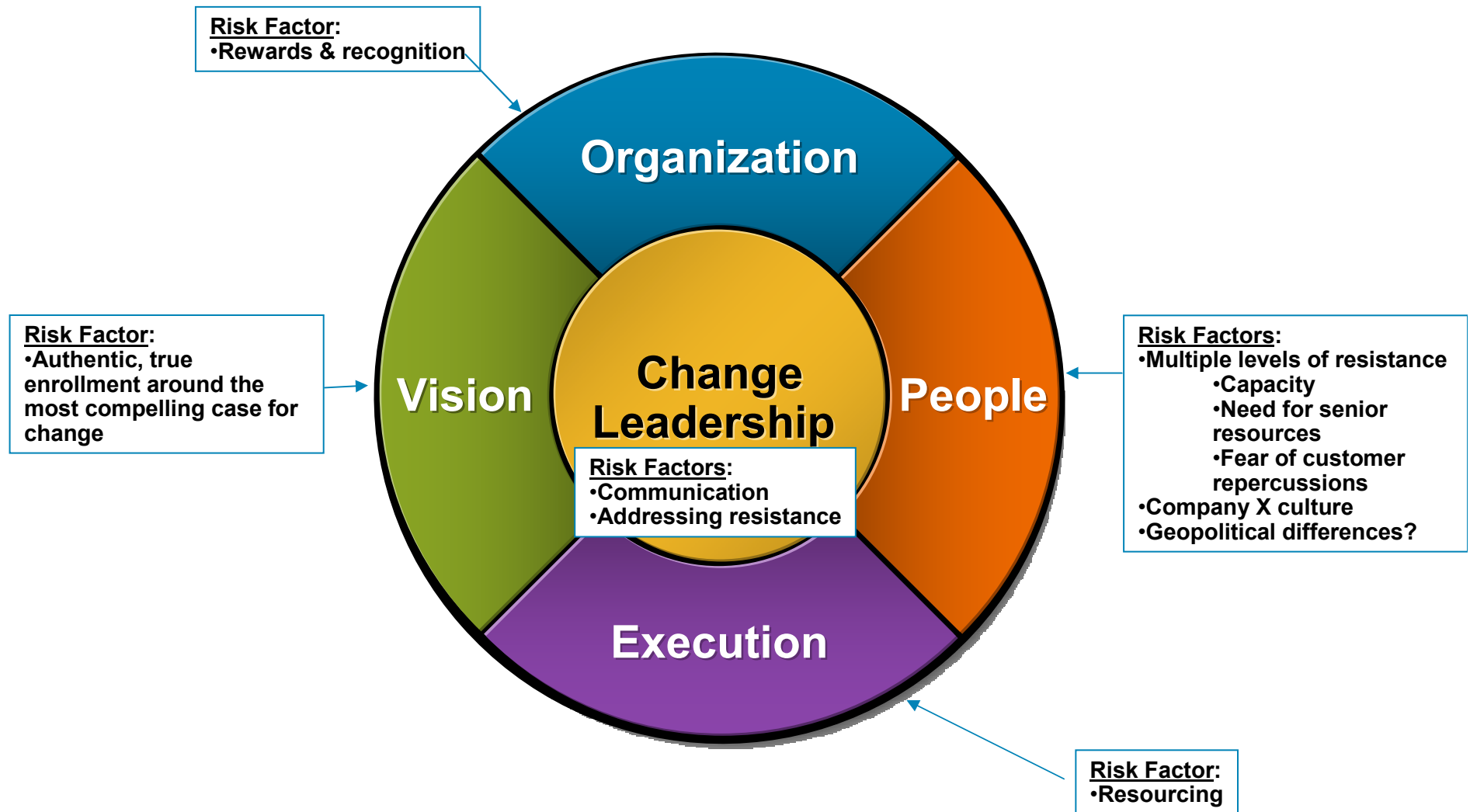


Change Adoption Drivers: Systems Approach to enable Optimized Results

Model based on the work of industry expert Daryl R. Conner, adapted by [Director], Company X Director of Organizational Development & Learning



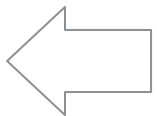
Change Adoption Drivers: Systems Approach to enable Optimized Results



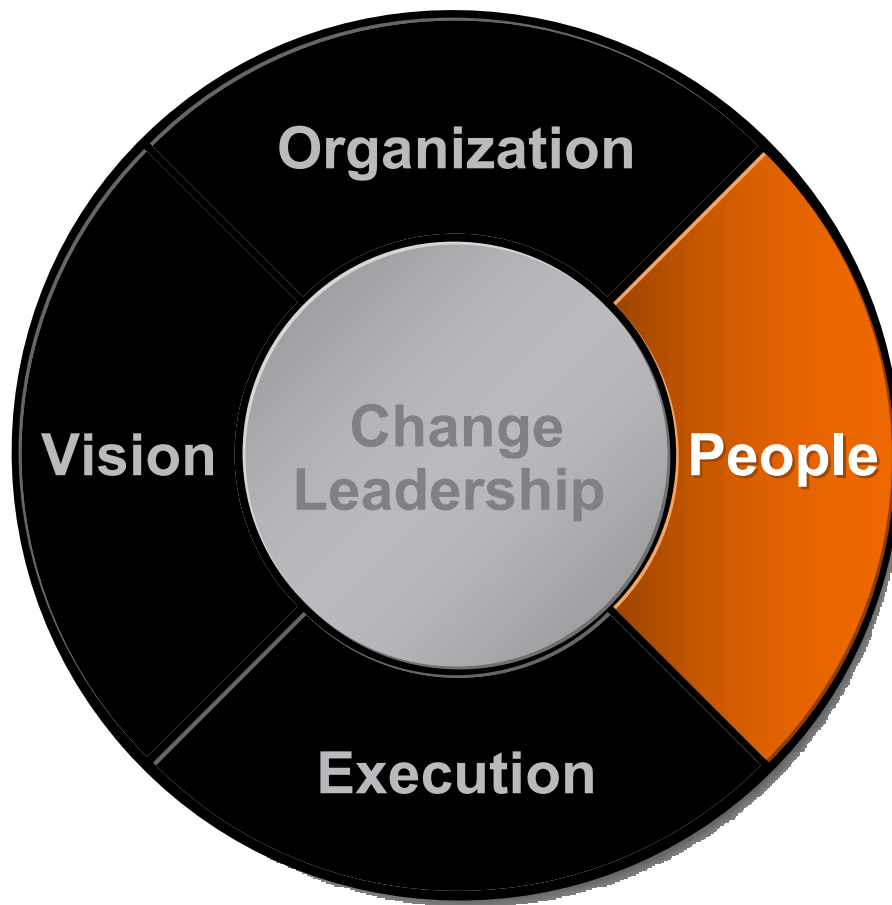
Vision



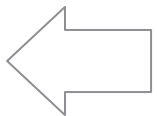
- Clarity: Clear, concise, well-articulated vision of the desired end result exists
- Alignment: Key leaders and groups are united around the vision
- Solution: A solid approach to achieve the vision exists
- Enrollment: Buy-in to the vision is cascaded throughout the organization
- Integrity: Original vision is maintained throughout the program



People



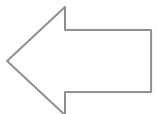
- Sponsorship: Leaders provide required level of support
- Capacity: People are able to absorb amount of change
- Culture: Culture is aligned with what is needed to succeed with the change
- Resistance/Resilience: Individuals display strong commitment
- Synergy: Strong level of collaboration exists between groups



Execution



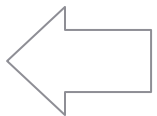
- Oversight: Timely and effective actions and decisions are made
- Portfolio: Connections among all projects that affect or are affected by this project are managed
- Critical Path: The critical chain toward achievement of goals is managed
- Resources: We have the necessary resources to implement the change
- Partnerships: Relationships with partners support achievement of vision



Organization



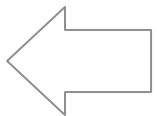
- Job Roles: Individual roles and responsibilities align to the change
- Performance Metrics: How people are measured supports the change
- Rewards & Recognition: People are rewarded for achieving elements of the change
- Cross-Functional Dependencies: Necessary support from other organizations is apparent
- Organization Structure: The structure of the organization supports the change



Change Leadership



- Outward-Looking: Identifies trends to drive change
- Structure: Creates structure to guide people through change
- Communication: Provides proactive, transparent communication
- Addressing Resistance: Anticipates and addresses resistance to change
- Decision-Making: Makes timely and effective decisions, changes course if needed



Recommendations



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Vision Risk Factor: Enrollment around a compelling case for change

- **Re-validate / reposition 'burning platform' from a market-driven perspective**
 - Urgency to change comes best from a perceived market condition to do so
 - Managers are currently motivated by intense margin pressure (internal, not market, motivated)
 - Integrate the idea of market conditions into interactions, messaging between Leadership and Managers

Execution Risk Factor: Resourcing; plus People Risk Factors: Capacity, Senior Resource Needs

- **Resolve the 'centralized' vs. 'distributed' management issue – Install adjunct GTAP management staff (for Amman & SA); OR transfer more ownership to localized GTAP 'point people'**
- **Appoint a dedicated OJT program manager to manage student assignments, project utilization, ongoing education and training, etc – centrally locate in Dubai; install in time for first cohort OJT period; this resource can handle other recommendations made here**
- **Handle the mentor issue quickly –**
 - Find a fair way to provide senior NCEs and Managers some relief to take on additional training responsibilities
 - Consider investing more in manager skills development, too - help them be better managers
- **Define a required curriculum for all placed GTAP graduates –**
 - Include types of work tasks and milestones they should be made to achieve in a given number of months
 - BUT
 - Still allow some flexibility and discretion among local teams on how/when/where to plug graduates in to real customer work; be particularly mindful of customer-facing opportunities
- **Install mechanisms to track GTAP graduate productivity; have quarterly reviews of progress; use this information to refine ongoing integration activities**

Recommendations

People Risk Factor: Fear of Customer Repercussions

- In today's world, young learners ramp quickly – ours will also have many technical certifications – encourage customer interaction as quickly as possible; enlist HR to help address older managers' fears, possible intimidation

People Risk Factors: Cultural Issues

- Began inculcating Company X culture into students while in the classroom
- Commit to a realistic and supportive on-boarding and ramp up process
- Adopt an investment attitude when and where possible
- Be open to possible cross-cultural (geopolitical) undertones, consider some external guidance...?

Change Leadership Risk Factors: Communication, Addressing Resistance

- Create and consistently implement a feasible change management / org adoption plan – driven by Program sponsors with direct authority – underscore this with consistent communication activities that reinforce the burning platform

Organization Risk Factor: Rewards and recognition

- Everyone wants the same end goal – work through the current challenges using inspiration and example – acknowledge respondents' concerns
- Cultivate a process for rewarding Delivery Managers who succeed in growing GTAP graduates into highly productive resources; showcase success often
- Do not risk customer satisfaction for margin – find a workable compromise to billing rate / productivity / resource level issues

Comparison with Baseline Survey Findings Dec 07

(study included Managers and Individual Contributors)



[From December 07 Study]

Respondent Ranking & Prioritization of Potential Service Organization Goals

Those independent rankings were not fully aligned with GTAP's goals

	AS Goal	1 st Priority	2 nd Priority
Only 47% of those aware of GTAP see this as a GTAP goal	Increase Company X EC customer satisfaction	37.8%	29.7%
79% of those aware of GTAP see this as the top GTAP goal**	Provide add'l high skilled Company X talent to address required EC deliverables	35.1%	24.3%
	Allow Company X to offer Advanced Services at a more economical price point for EC customers	13.5%	18.9%
	Improve Company X AS margins in ECs	5.4%	21.6%
	Increase Company X product sales in ECs	8.1%	5.4%

**Consider emphasizing improved customer sat in GTAP internal messaging



Feb 08 Phone study finding – margin issue is mentioned as #1 by all managers

[From December 07 Study]

Integrating GTAP into normal operations

- Average rating of team's readiness to effectively integrate GTAP engineers coming into their organizations = 3.95 [1 (low) to 5 (high) scale]
- Ranked value of different activities to integrate GTAP candidates –

1st	Detailed integration action plan with guidance on specific steps, given to team members by their management
2nd	Formal allowance from Management to reprioritize work to support GTAP candidate integration
3rd	Opportunities to informally interact with candidates
4th	Structured activities to professionally interact with candidates
5th	Opportunities to bring GTAP candidates into live customer meetings and phone calls ****

**** - indicates 'protectiveness' of customer interface, lack of trust in recruits

Data reveals a 'keep it inside' feeling where respondents can be in more control; consider a formal mentor program but also create input forums and team activities allowing incumbents to guide and accept new recruits

[From December 07 Study]

Integrating GTAP into normal operations (cont'd)

- Open feedback on the most important elements to include in a formal integration plan:

“Proper Plan for shadowing active NCE and have a clear plan to cross train and slowly engage ad train on customer interface”
“Exposure to Company X working environment”
“From experience the most important is to have a business that can host them, for instance a local FTS team.”
“Bandwidth in my team to support and mentor the GTAP candidates”
“Specific actions and guidelines on how to measure their performance”
“Mentoring and Company X culture. This should already occur during the GTAP program not at the end.”
“No targets please!”
“Business need. People who speaks the customer's language.”
“Arrange with top customers for onsite customer network 1) installation 2) support, under the supervision of a experienced engineer so that they gain practical experience in the shortest possible time”
“Communication and expectations”

[From December 07 Study]

Preferred Communications Channels for Getting Info on New Programs like GTAP

For those aware of GTAP

For those unaware of GTAP

Direct information from closest chain of command is most preferred	1st	Staff meetings with work team	1st	Staff meetings with work team
	2nd	Group meetings with Director	2nd	Email from direct manager
	3rd	Email from Director	3rd	Email from Director
	4th	Email from direct manager	4th	Group meetings with Director
	5th	Web site	5th	VOD
	6th	Voicemail from direct manager	6th	Podcast
	7th	Voicemail from Director	7th	Voicemail from Director
	8th	Podcast	8th	Voicemail from direct manager
	9th	VOD	9th	Web site

n = 38

n = 37

GTAP particulars should be incorporated into the dialog with managers of affected / involved teams