

# Performance Profile Case Study Nortel Enterprise EMEA Directors

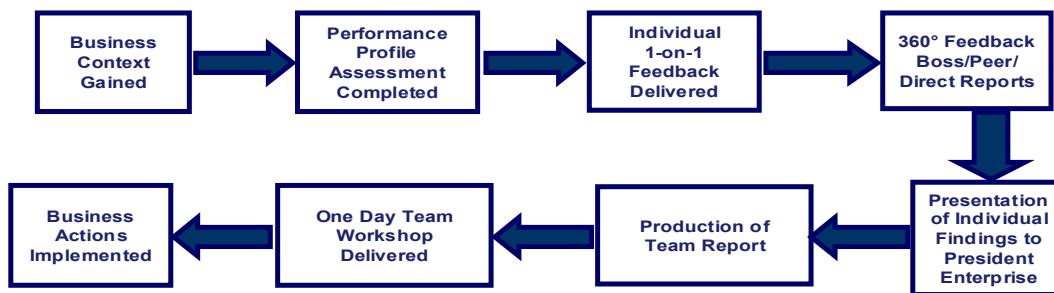
## The Business Objectives

To improve productivity within the \$900 million, Nortel Enterprise Business by improving the learning and development focus of the employees starting with the 16 Senior Directors spread across Europe.

It was acknowledged that there was no formal development mechanism in place for mature and seasoned Directors of this level looking to move into a Global VP role.

By really investing in people they in return can invest in their own self-development and their direct reports career and succession planning, resulting in an increased zeal to tackle the strategic issues that really matter to the business.

## The Project Process



## The Business Outcomes – Individual Level

- ✓ All 16 Directors have a clear self-development plan which focuses on specific actions to improve productivity. All are acting on these now!

*“This has given seasoned professionals the opportunity and the vehicle to improve themselves in the now. They are more self-aware and know what journey they need to take in readiness for their next role.”*

(HR Director)

- ✓ Blocking behaviour which inhibits performance has been identified and accepted by all individuals with a clear action plan to reduce these behaviours.

*“An excellent project which drives real individual and collective acceptance and accountability for driving behavioural change.”*

(President – Nortel Enterprise)

| The Connor Consultancy

"We see things differently"

- ✓ The process passed the “so what” test.

*“We were looking for something that went deeper than telling you what you already know. Performance Profile achieved this and was an excellent vehicle for intelligent dialogue with experienced Directors and flushed out a couple of people in denial.”*  
(President – Nortel Enterprise)

## The Business Outcomes – Business/Team Level

- ✓ Four strategic business actions emerged as a result of this project, which are already having a significant, positive impact on productivity.

*“We have achieved more in one afternoon as a management team that we have in the previous two years.”*  
(Operations Director)

*“The team sessions were excellent and highly productive, they gave us practical and business grounded actions that now play a pivotal part in our business.”*  
(President – Nortel Enterprise)

- ✓ Improved the effectiveness of Director Cabinet Meetings which now focus more on strategic business issues rather than discussing numbers.

- ✓ Improved team working across the European region.

*“It brought the whole group together and drove team actions grounded on the business benefits rather than purely teaming for teaming’s sake.”*  
(President – Nortel Enterprise)

- ✓ Gave the team a common language.

*“The project has had a profound impact. Even our most cynical Directors have embraced it and started using the language.”*  
(HR Director)

- ✓ Succession plans in place. The project has helped the Directors with the succession planning process and they have rolled the project down to the next layer of management with their direct reports.