telus: a new way to work

Rotman Design Challenge 2017

Team Co
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John Pew
Telus aspires to be the best place to work in the world.
positively impact a large number of people
being happy in my day to day  solving difficult problems
work for an important cause  gain new knowledge
challenged mentally  professional development
make an impact  being productive
build a skillset  personal growth
have a creative outlet  impact others  be good at my job
give back  constantly challenged
feel professionally successful
the best place to work
the best place to work
flexible but precarious

gig economy

stable but monotonous

permanent work
or

?
project-based
MOSAIC

Infrastructure for project-based work within a global corporation.
MOSAIC

Infrastructure for project-based work within a global corporation.
Understanding & addressing sales team needs

Our HR department is looking for a sales team employee to offer perspective and collaborate on ways Telus can better support employees who work on commission.

Skills to leverage:
Strong familiarity with Telus Internal Sales

Learn more
Understanding & addressing sales team needs

Skills to leverage: Strong familiarity with Telus Internal Sales
Emily Wolf
Account Manager, Internal Sales
Small and Medium Business
Understanding & addressing sales team needs

TEAM MEMBERS

- 4 Sales
- 4 People & Culture
- 1 Technology Solutions

PROJECT AREAS

- Innovation
- Teamwork
- HR capabilities

KEY PERFORMANCE METRICS

SCHEDULE
Building on Key Strengths
Building on Key Strengths
### Set the Vision

<table>
<thead>
<tr>
<th>activity</th>
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Pave the Way

|                                    |                                                         |                             |                     |                                          |
|                                    | Developing the digital platform for a project-based culture |                             |                     | Design collaborative team-based learning program to support mentorship & development |
### Set the Vision

**activity**
- Establishing change purpose & leadership, orienting toward project-based work

**core capabilities**
- Organizational change, culture building & leadership development

**change agent**
- Transformation Office
- Corporate Leadership Team

**key risks**
- Organizational behavior risks

**mitigation plan**
- Promote corporate alignment with strategic goals

### Pave the Way

**activity**
- Developing the digital platform for a project-based culture

**core capabilities**
- Communication & technology infrastructure, digital transformation

**change agent**
- Telus Digital Labs
- HR Leadership Team

**key risks**
- Operational risks

**mitigation plan**
- Design collaborative team-based learning program to support mentorship & development

### Roll Out the Strategy

**activity**
- Executing the Mosaic platform across Telus business units and corporate offices

**core capabilities**
- Integrated implementation of process & metrics, leadership & organizational development

**change agent**
- Telus Transformation Office
- Telus Business Units

**key risks**
- Commercial risks

**mitigation plan**
- Prototype and test Mosaic in select business units
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<td>Roll Out the Strategy</td>
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<td>Expand the Network</td>
<td>Expanding Mosaic outreach to build a project-based ecosystem with Telus customers and community</td>
<td>Business development, project management &amp; implementation</td>
<td>Telus Transformation Office</td>
<td>Market risks</td>
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</table>
Employee Lifetime Value Model

Permanent Work

Economic Value to the Organization over Time (C) Bersin by Deloitte
Employee Lifetime Value Model

Gig Economy

Economic Value to the Organization

Time
Employee Lifetime Value Model

Telus Engagement

Time

Economic Value to the Organization

36
Employee Lifetime Value Model

Telus with Mosaic

Economic Value to the Organization

Time
attract
attract
develop
attract
develop
retain
attract
develop
retain
Process

- Analysis
- Synthesis & Ideation
- Research: Empathy & Need Finding
- Prototyping & Experimentation
Primary Research

Research Participants

Andrei
Student and UX Designer // Millennial

Becky
Customer Service Rep // Millennial

Karl
College Student // Gen Z

Ken
Freelancer & Uber Driver // Baby Boomer

Kiersten
Manager, HR & Operations // Gen X

Kyla
Program Manager // Millennial

Mathias
Marketer // Millennial

Meredith
Talent Acquisition Specialist // Gen X

Minghao
Business Student // Millennial

Peter
Entrepreneur // Gen X

Renee
Instructional Leader // Millennial

Sarah
Health Policy Analyst

Steve
Project Manager // Millennial

Suzanne
International Consultant // Baby Boomer

Yuliya
People Manager // Millennial

Experts & Advisors

Laura Forlano
Assistant Professor of Design, Future of Work

Tomoko Ichikawa
Senior Lecturer, Visual Communication

Larry Keeley
President & Co-founder, Doblin
Director, Deloitte Consulting

Anijo Mathew
Associate Professor, Digital Media & Technology

Hugh Musick
Associate Dean

Alexa Stern
Visual Communication Designer

Carlos Teixeira
Associate Professor, Complex Systems Design

Denis Weil
Dean
Innovation Executive
Secondary Research

Acker, B. (2016). How Telus used collaboration to change our culture and drive business results.


Schwartz, B. (2015a). Why We Work. TED.


Analysis

Era Map

Work

PAST

9 to 5
Workers check in at a certain time at a certain place and check out when their work is finished.

CURRENT

Mobile work
Advances in technology make it easier for workers to be more mobile and work from different locations.

EMERGING

Project based work
Future of work will be a network of people will different skills coming together to solve problems in a project based network of opportunities.

Attract and Retain Employees

PAST

Benefits
Employees were motivated by compensation levels and benefits. While this continues to be somewhat the case, more and more employees seek new experiences and levels of fulfillment.

CURRENT

Culture
Companies try and increase employee engagement by creating robust corporate culture. Ping pong tables in the office and free lunches to inspire workers. Employees want new experiences.

EMERGING

Fulfillment
Employees will no longer distinguish between personal and professional fulfillment and will seek careers to maximize their fulfillment. This includes constantly learning and seeking opportunities to challenge oneself.

Community Impact

PAST

Corporate Social Responsibility (CSR)
Companies seek to offset their negative impact on the environment and the community through CSR programs.

CURRENT

Shared Value Companies
Companies recognize they can create economic value by closely aligning with community needs and solving social problems.

EMERGING

Social Value Creators
Blurring of lines between business and community, companies no longer distinguish between creating value for themselves and the communities they live in. Primary goal will be sustaining human life and maximizing opportunities for personal and professional fulfillment.

Business Goals

PAST

Increase shareholder value
Companies main strategic goal is to increase overall shareholder value of their company regardless of market or societal conditions.

CURRENT

Engagement
Employee Performance Management. Managing careers.

EMERGING

Firms as a network
A platform of employees with skills creating value through a network that the firm reaps some benefit of.

Organizational Structure
# Synthesis

## Service Blueprint

<table>
<thead>
<tr>
<th>Physical Evidence</th>
<th>Job posting</th>
<th>HR/mentor counsel meeting</th>
<th>NN (neural network)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Employee State</th>
<th>Curious</th>
<th>Excited</th>
<th>Stressed</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Overwhelmed</td>
<td>Confused</td>
<td>Excited</td>
</tr>
<tr>
<td></td>
<td>Ambitious</td>
<td>Eager</td>
<td>Energic</td>
</tr>
<tr>
<td></td>
<td>Conflicted</td>
<td></td>
<td>Mixed-emotion</td>
</tr>
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<thead>
<tr>
<th>Employee Actions</th>
<th>Pre-employment</th>
<th>Application</th>
<th>Interview</th>
<th>On-boarding (training)</th>
<th>Earlier career (0-10 years)</th>
<th>Explore mode</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Middle career (10-20 years)</td>
<td>More focused</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Late career (20+ years)</td>
<td>Mentor</td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>Retirement</td>
<td></td>
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<tr>
<th>Telus Actions (Front Stage)</th>
<th>Virtual demo for curious employee</th>
<th>Application portal</th>
<th>Virtual/Onsite</th>
<th>Trainer (Field)</th>
<th>Options to choose from + suggestions</th>
<th>Strategic recommendations + support</th>
</tr>
</thead>
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<tr>
<th>Telus State</th>
<th>Welcoming</th>
<th>Thankful</th>
<th>Curious</th>
<th>Supportive</th>
<th>Harness energy</th>
<th>Supportive</th>
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<tr>
<th>Telus Actions (Back Stage)</th>
<th>Outreach, marketing recruiting efforts</th>
<th>Judgmental, critical selection</th>
<th>Evaluative</th>
<th>Developing Training</th>
<th>Community, Ihr partners</th>
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<tr>
<th>Support Process</th>
<th>Employee base</th>
<th>Predictive Analytics (future)</th>
<th>System generated</th>
<th>Machine learning (adaptive)</th>
<th>NN (neural network)</th>
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Synthesis
Ideation
Prototyping Concept
Prototyping
Mosaic UI
Concept Iteration

Concept #3 - TTP (Telus Talent Pool)
Telus collects information from potential talent, utilizes pool in different ways and over long periods of time.
For Telus recruiters who want to easily find and sift through top talent.
TTP is a recruiting platform that takes the manual out of finding candidates and allows talent acquisition to focus on who within TTP is right for the job.
For anyone who wants a job at Telus now or ever.

Concept #4: Telus U

Relevant trends:
- Increased automation
- "Ability to learn and progress" is a key driver in where Millennials want to work
- The future of the work organization is a network of teams

Early concepts
Mid-point concept
website prototype
Final concept
We have the courage to innovate
We have a passion for growth
We embrace change and initiate opportunity
We believe in spirited teamwork

TTO

flexible work styles
new mentorship model
onboarding & induction
career & talent services
project based culture
digital readiness & connected learning
predictive analytics tool
human data management
skill based development
teamwork intelligence
leadership & culture

effective team based company

Transformation Office Activity Map

TTO Activities

Mosaic Activities
Mosaic
Employee Lifetime Value Model

Mosaic ELTV

\[
T \sum_{t=1}^{T} \left( M_t \cdot \frac{1}{(1+d)^t} \right) - C
\]

- \( M_t \): Employee financial contribution
- \( C \): Costs associated with onboarding, training, development, and execution
- \( d \): Discount rate
- \( t \): Time period
- \( T \): Final time

Mosaic Workforce Value Analysis

- Flow
- Engagement
- Base

High-Value Added
Mid-Value Added
Low-Value Added

Mosaic Implementation Plan

**Set the Vision**
- **activity**: Establishing change purpose & leadership, orienting toward project-based work
- **core capabilities**: Organizational change, culture building & leadership development
- **change agent**: Transformation Office, Corporate Leadership Team
- **key risks**: Organizational behavior risk: resistance to change hard to overcome
- **mitigation plan**: Promote corporate alignment with strategic goals; Structure incentive goals based on employee economic value assessment system

**Pave the Way**
- **activity**: Developing the digital platform for a project-based culture
- **core capabilities**: Communication technology, digital transformation, predictive analytics, people training and development
- **change agent**: Telus Digital Labs, HR Leadership Team
- **key risks**: Operational risk: difficulty in laying out network infrastructure to support project-based skills for implementation
- **mitigation plan**: Soft-skill development; Design collaborative team-based learning program to support mentorship & development; Create analytical tool to support AI assisted career development paths

**Roll Out the Strategy**
- **activity**: Executing the Mosaic platform across Telus business units and corporate offices
- **core capabilities**: Integrated implementation of process and metrics, go-to-market strategy execution, leadership and organizational development
- **change agent**: Telus Transformation Office, Telus Business Units
- **key risks**: Commercial risk: front-end negatively disrupt ongoing commercial business operations
- **mitigation plan**: Prototype and test Mosaic in select business units; Design and implement new features to incorporate business and customer specifics

**Expand the Network**
- **activity**: Expanding Mosaic outreach to build a project-based ecosystem with Telus customers and community
- **core capabilities**: Business development, HR strategic management, project management and implementation, leadership and organizational development
- **change agent**: Telus Transformation Office, Key Business Partners, Community Organizations
- **key risks**: Market risk: market partners not attracted or lag on adjusting and adapting to a new project based work mode with Telus
- **mitigation plan**: Develop, package and market solutions to Telus customers and community business partners; Design ecosystem asset configuration and data management system