

# NOKIA

## CLIENT RESULTS – CREATING WORLD CLASS CHANGE LEADERSHIP

### Challenge for Nokia Mobile Phones

5 years ago the development need identified as most important by Nokia Mobile Phone (NMP) leaders was how to effectively lead change. Nokia executives could see incredible change on the business horizon and decided to make a serious investment in their leadership despite the fact that they were already global market leaders. As a result, Nokia came to Changefirst to help build a “world class” change leadership programme.

This led to the birth of *Meeting The Challenge (MTC)*. It was a program for creating leaders “*who will lead the organization’s future changes and drive the transformation of the industry*”. Clear goals were to:

- build a clear understanding and deep insight of role as a leader and role model during change
- develop a capability to act as an agent of change
- learn how to plan, execute and report back on changes in the ‘way of operating’ in their organisation

### A partnership: Nokia and Changefirst

Changefirst tailored its proprietary PCI<sup>®</sup> implementation processes and tools to suit the need for speed and fast results in the mobile market and the Nokia culture. Over the next 4 years over 300 of the most senior managers in NMP “Met the Challenge” by participating in this 3-stage education, action learning and follow up programme. Changefirst practitioners conducted training, helped leaders develop plans and provided support on emerging implementation issues.

### Results: The benefits for Nokia Mobile Phones

1. Group of leaders prepared for the turbulence in the competitive handset market over the last few years.
2. Realistic execution plans built and followed through for many change initiatives.
3. Higher success rate on changes going through the MTC process.
4. Fast and tangible results on changes e.g. cycle reductions from 14 days to 3 days.
5. Improved cross-functional, cross-region co-ordination on major changes through shared language and approach.

The partnership did not end there. NMP continued the action learning approach for over 500 middle managers and technical specialists. The Nokia IT function adopted the approach and embedded it in their bespoke Project Management method and trained over 100 senior IT managers in PCI.



\* PCI<sup>®</sup> (People-Centred Implementation) is a disciplined process and a robust set of tools to transform how people operate and behave in an organisation

### About Nokia

Nokia is one of the world’s most successful mobile communications companies and is rated as the world’s 7<sup>th</sup> most valuable brand, employing over 55,000 people globally.

Its handset phones and multi media devices are used by hundreds of millions of people daily. Its network systems provide the technical backbone of serving mobile devices.

Nokia’s vision is “life goes mobile”.