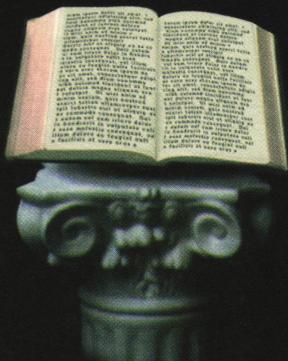




**NORTEL**  
NORTHERN TELECOM

NORTEL LEARNING INSTITUTE

1998  
**DEVELOPMENT  
GUIDE**



**NORTEL**  
*Learning*  
**INSTITUTE**



<<http://47.132.128.238/NTLI/>>



Date: October 15, 1997  
To: Nortel Managers and Professionals  
From: Paulette Kestelman  
Subject: 1998 Development Guide

On behalf on the Nortel Learning Institute, I am pleased to introduce the 1998 Development Guide. In response to your requests, we have improved this guide's format, modifying some information while returning features from previous years' editions that you have found useful.

You will find that our continuing support of the Nortel Business Model is reflected in the programs and services that we provide. At the Learning Institute, we are committed to identifying and addressing corporate, business unit, team, and individual development opportunities. Please review our Learning Architecture to familiarize yourself with our approach to providing total learning solutions for your improved business performance.

Our purpose at the Learning Institute is two-fold:

- To provide you with the very best of consulting services to diagnose business needs and opportunities, identify viable solutions, and implement successful action plans.
- To offer high quality programs and courses on an open enrollment basis to meet your career needs as an employee, team, or manager in our continuously changing environment. We also offer programs for work groups, teams, or business units upon request. From communications, to human dynamics, to project management, to team building we have a learning solution to meet your particular need.

I ask that you take a few moments to review the guide in relation to your goals and MFA objectives. We have packed this issue with in-depth information about our programs and services and have also included many tools to assist you in determining which program or service will help you to develop your skills and abilities.

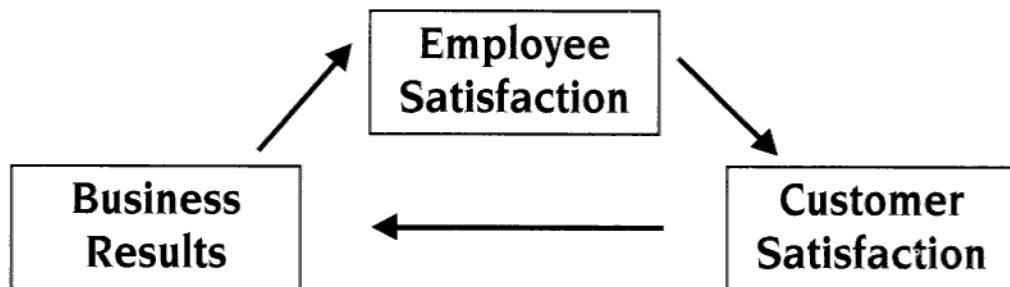
One tool you will want to access is the *Performance Dimensions Development Map*. This tool assesses your developmental needs in relation to specific performance dimensions that have been identified as critical to your success within Nortel. The Map is available on-line at <<http://47.69.135.95/cgi-win/pddm.exe>> or you may receive a printed copy of the Map by calling LI Registrars at ESN 295-SKIL until December 1, 1997 and at ESN 357-SKIL [7545] thereafter.

We will continue to develop new opportunities and will be informing you of them. Stop by our website at <<http://47.132.128.238/NTLI/>> for up-to-date information. We hope that you will find the Development Guide helpful in your ongoing development. Best wishes for continued success in 1998!

A handwritten signature in black ink that reads "Paulette Kestelman". The signature is fluid and cursive, with "Paulette" on the first line and "Kestelman" on the second line.

Paulette Kestelman  
AVP, Nortel Learning Institute

# *Invest in the future through Your development!*



Best-in-class companies act on the principle that employees who are satisfied in their work environment are more likely than others to satisfy their customers, and that satisfied customers are the key to sustained business success.

At Nortel, we are striving to earn our customer's loyalty by consistently exceeding their expectations. In today's competitive market place, customers who are merely satisfied could, potentially, be just as satisfied by another company. To earn their loyalty, we are asking our customers about what they value — in order to make improvements. Customers who are highly satisfied — and therefore more likely to remain loyal — tell us that their relationship with employees is key, and that they value Nortel employees' knowledge, attitude, accessibility, and responsiveness.

Each of us has a contribution to make to Nortel's success, and part of that contribution involves designing and implementing a personal development plan that will help us be as effective as possible.

## **How can you help Nortel deliver value to customers?**

1. Know who your customers are! Know what your customers need and value!

2. Know how your actions and behaviors deliver value to your customer!

3. Know how to demonstrate customer-focused behavior on your job!

4. Design work processes with a customer focus!

5. Know how to work effectively in your team to create customer value!

8. Build a Development Plan that increases your value through your ability to deliver value to our Customers!

7. Take responsibility to assess our own skills and identify gaps!

6. Build a people management system that drives high performance and customer focused behavior!

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## **Learning Institute Vision**

We lead the transformation of Nortel into an organization that unleashes human potential by being the best in the business of learning.

## **Learning Institute Mission**

We partner with our customers to provide valued learning solutions to develop the knowledge, skills, and attitudes to move Nortel to market leadership.

## **Equal Opportunity Statement**

Nortel (i) prohibits employment discrimination on the basis of race, color, religion, sex, age, national origin, sexual orientation, marital status, status as a qualified disabled individual or special disabled veteran or veteran of the Vietnam era, or any other legally protected status, and (ii) promotes affirmative action to ensure that employment actions are taken without regard to race, color, religion, sex, national origin, or status as a qualified disabled veteran, special disabled veteran, or veteran of the Vietnam era.

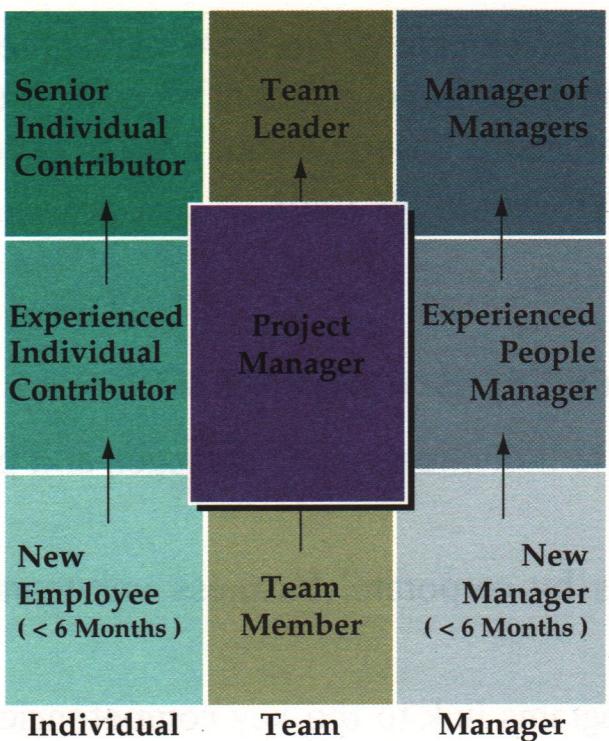
# *Development Planning*

To help you select the most appropriate development, we have highlighted the programs offered by the Learning Institute in a number of different ways. Please work with your manager to select development programs based on your level of expertise, current level of competency, as well as current and future roles.

## *In this section of the Development Guide are:*

- Development Tracks — programs linked to individual, team, manager, and project management roles
- Curriculum Matrix — listing of programs by corporate, business unit/team, and individual development needs
- Performance Dimensions — how our programs link to the key competencies that define success within Nortel
- Project Management — requirements for international certification
- People Management Curriculum — foundation skills training
- Business Management Assessment — the system used to enhance value to Nortel's customers and improve performance results
- Interpersonal Skills Curriculum

# ***Introduction To Development Tracks***



## **HIGHLIGHTED TRACK**

### **Knowledge and Skill Areas:**

This box shows **additional** knowledge and skills critical to the highlighted role. For example, skills in the "New Manager" box are those required for new managers. These knowledge and skill areas are general. Specific requirements will vary depending on the job and function.

The tracks are **progressive**. For each track, the skills shown previously in the model are also required.

Use the description of the tracks shown above along with the **1998 Curriculum Matrix** (pp. 72-73) to help you select development activities based upon your role(s).

#### **Suggested Programs:**

Learning Institute programs which will help you to develop the skills and knowledge required for the highlighted track. Please see the program definitions for more information. Since the knowledge and skills described by each level provide the foundation for skill development at the next level, it is important for you to refer back to the suggested programs of previous levels and consider their associated development activities.

#### **Suggested Development Methodologies:**

In addition to classroom training, there are many other ways to develop required skills. This paragraph lists some suggested methods that can be especially effective in developing incremental skills. We encourage you to be creative in preparing your development plan. For additional detail, please refer to the appropriate page in the Learning Institute *Performance Dimensions Development Map*, available by calling the Learning Institute Registrar.

# *Development Tracks*



## **Knowledge and Skill Areas:**

- General knowledge of company history, products, core values, quality initiatives, company policies and procedures
- Computer proficiency
- Effective interpersonal skills
- Communication skills
- Understanding of objectives
- Ability to learn quickly and manage information
- Diversity awareness and appreciation
- Quality focus

### **Suggested Programs:**

New Employee Program  
Assertive Communication  
Basic Telecommunications  
Building Loyal Customer Relationships  
Business of Telecommunications  
Diversity Workshop: Basic Awareness  
Effective Presentations

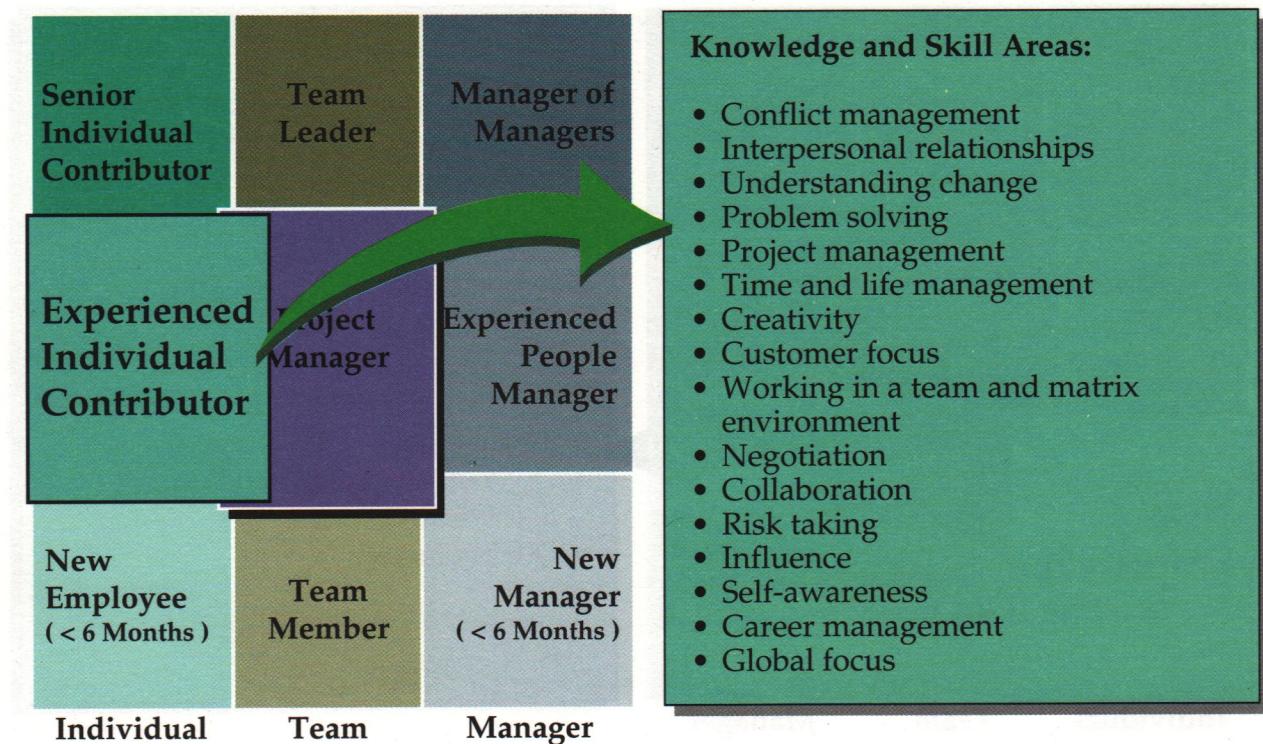
Excellence! Through Continuous Improvement  
Interpersonal Effectiveness and Listening  
Nortel Products Overview  
Objective Setting  
Wireless Industry Overview  
Writing Excellence

### **Suggested Development Methodologies:**

Hands-on computer training, tailoring job content to include tasks which help to develop new skills, reading, partnering with an experienced co-worker.

For suggested development activities, see the *Performance Dimensions Development Map*, for the dimensions of Analysis, Customer Orientation, Listening and Responding, Organizational Awareness, Self-Confidence, Technical/Professional Expertise, and Working With Others.

# Development Tracks



## Suggested Programs:

Basic Quality & Management Planning Tools  
 Benchmarking for Business Improvement  
 Collaborative Meetings  
 Competitive Analysis Techniques  
 Conflict Resolution  
 Dealing Effectively with Change  
 Diversity Workshop: Beyond Awareness - Valuing Diversity  
 First Things First  
 Global Perspectives  
 Human Dynamics, Parts 1 and 2  
 Influencing  
 Interviewing  
 Is Management for Me?

Management Assessment Program  
 Negotiating  
 NT Way To Sell  
 Problem-Solving & Decision-Making  
 Root Cause Analysis  
 Sales Presentations  
 Seven Habits  
 Seven Habits: Advanced Application  
 Stress Hardy  
 Telecommuting Effectively  
 ValuBase® Selling  
 Working Effectively in a Multi-Site Environment  
 WorkPower: Career Planning

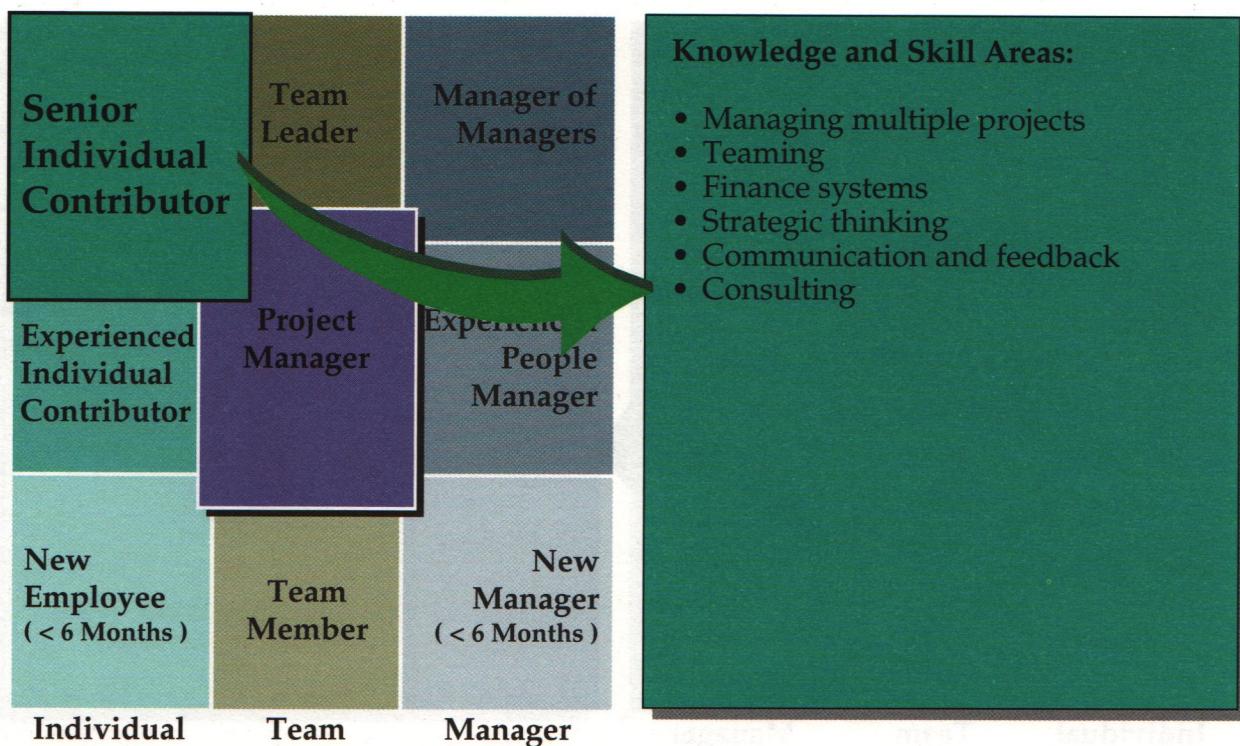
## Suggested Development Methodologies:

Being coached, role playing, increased responsibility for small projects, cross-functional team-work.

For suggested development activities, see the *Performance Dimensions Development Map*, for the dimensions of Applied Creativity, Building Trust, Change Management, Decisiveness, Influence, Initiative, Project Management, Personal Drive, and Working With Others.

The above suggestions are cumulative; please see previous tracks for other suggested programs and methodologies

# *Development Tracks*



## Suggested Programs:

Achieving Results Through Empowerment  
Competitive Analysis Techniques  
Competitive Products and Markets  
Consulting Skills  
Finance Fundamentals of Nortel

Giving and Receiving Feedback  
Global Leadership Forum: Achieving Shareholder Value  
Shareholder Value  
Strategic Business Planning

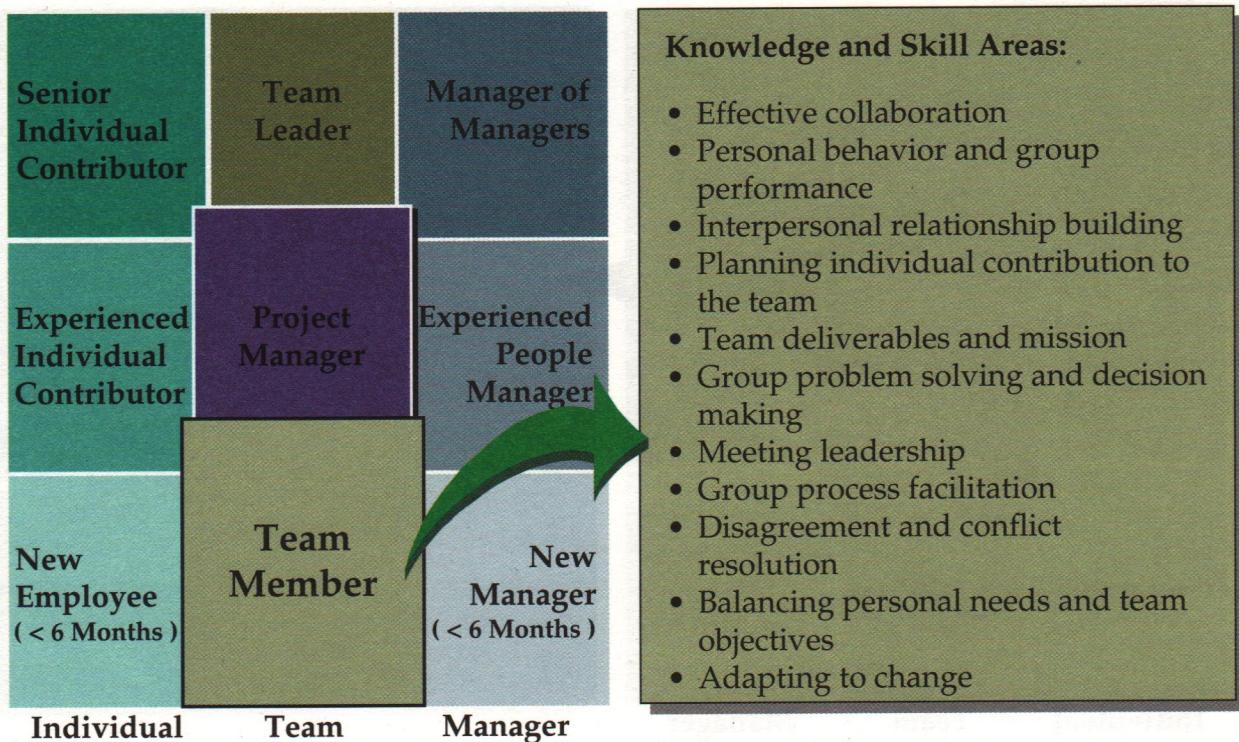
## Suggested Development Methodologies:

Mentoring, coaching, journaling, reading, strategic assignments.

For suggested development activities, see the *Performance Dimensions Development Map*, for the dimensions of Business Acumen, Developing Others, Influence, Organizational Awareness, Relationship Building, Technical / Professional Expertise, and Visioning.

The above suggestions are cumulative; please see previous tracks for other suggested programs and methodologies.

# Development Tracks



## Suggested Programs:

Assertive Communication

Basic Quality & Management Planning Tools: An Introduction

Building Loyal Customer Relationships

Collaborative Meetings

Conflict Resolution

Dealing Effectively with Change

Diversity Workshops: Basic Awareness and Beyond Awareness

Effective Presentations

Giving and Receiving Feedback

Human Dynamics, Parts 1 and 2

Influencing

Interpersonal Effectiveness & Listening

Negotiating

Objective Setting

Problem-Solving and Decision-Making

Root Cause Analysis

Stress Hardy: Intact Teams

Writing Excellence

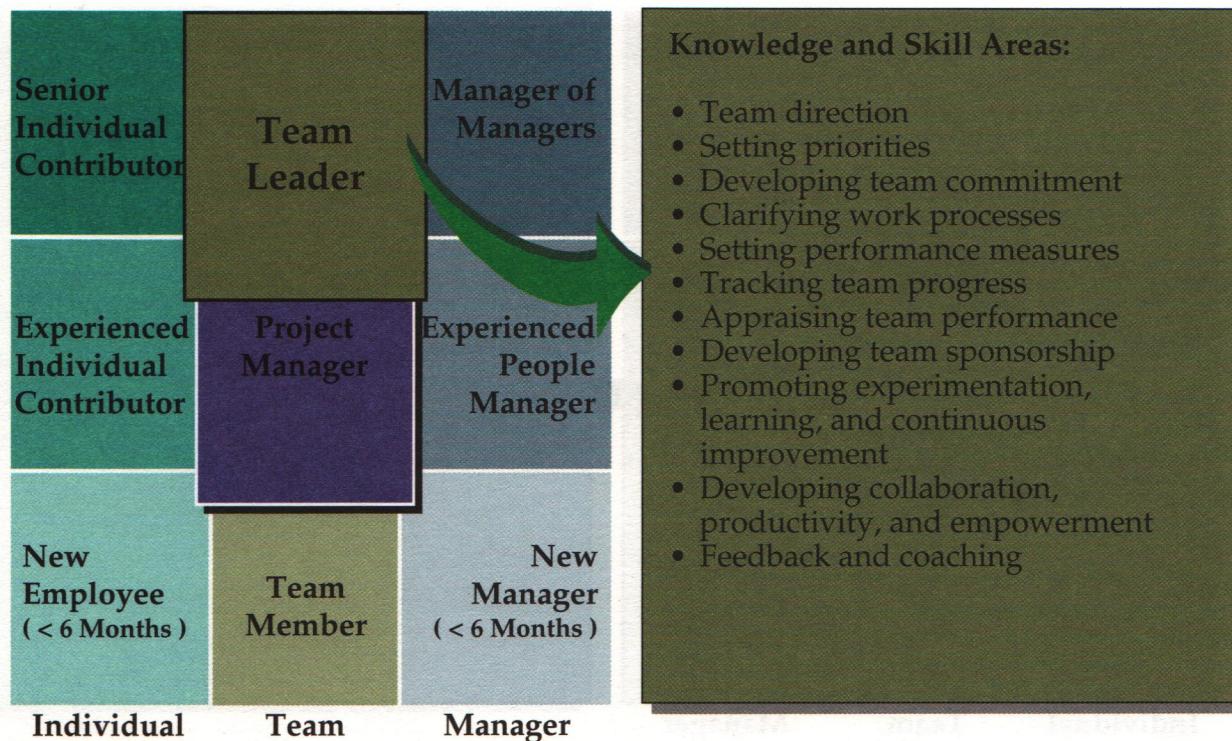
Working Effectively in a Multi-Site Environment

## Suggested Development Methodologies:

Take an LI program together as a whole team in order to work on skills the team needs to develop. Hold team meetings to review the quality of the group's teamwork and do action planning for improvement. Share team leadership for some part of the team's work.

For suggested development activities, see the *Performance Dimensions Development Map*, for the dimensions of Applied Creativity, Change Management / Adaptability, Decisiveness, Influence, Initiative, Listening and Responding, Personal Drive, Relationship Building, and Working With Others.

# Development Tracks



## Suggested Programs:

Achieving Results Through Empowerment  
 Benchmarking for Business Improvement  
 Collaborative Meetings  
 Diversity Workshop: Valuing and Managing Diversity  
 Facilitation: Team Process Skills  
 Finance Fundamentals of Nortel  
 Giving and Receiving Feedback

Global Perspectives  
 Interviewing  
 Managing for Performance  
 Objective Alignment & Development Planning  
 Situational Leadership  
 Team Performance Appraisal  
 WorkPower: Career Development Planning

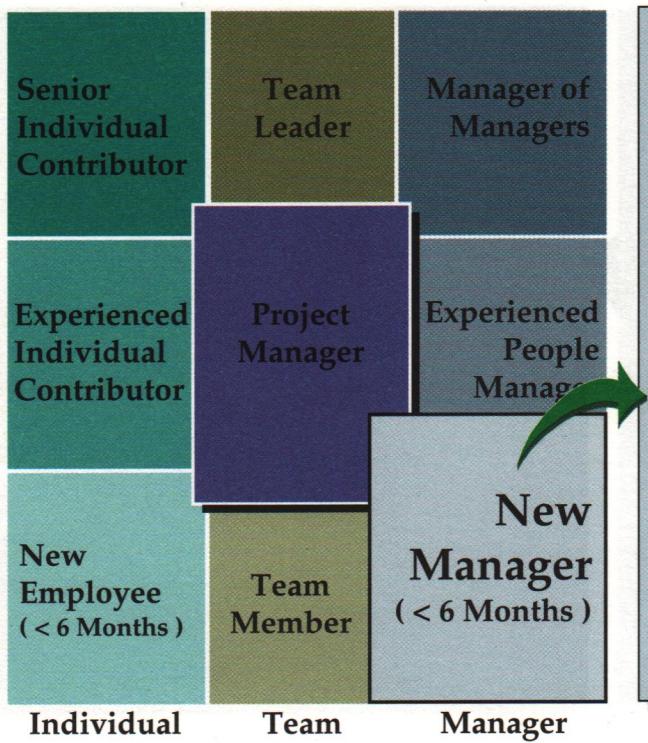
## Suggested Development Methodologies:

Undertake a team development activity with the assistance of a trained facilitator (contact the Learning Institute for assistance).

For suggested development activities, see the *Performance Dimensions Development Map*, for the dimensions of Developing Others, Organizing Work / Project Management, and Visioning.

The above suggestions are cumulative; please see previous tracks for other suggested programs and methodologies:

# Development Tracks



## Knowledge and Skill Areas:

- Organizational structure, processes, and systems
- Legal aspects of management
- Administration
- Leadership
- Team management
- Excellence tools
- Performance management
- Delegation

## Suggested Programs:

Basic Awareness Diversity Workshop

Facilitation: Team Process Skills

Foundation Skills Training:

- Workshop 1: Managing the Self
- Workshop 2: Managing the Individual
- Workshop 3: Managing the Team
- Workshop 4: Managing the Environment

Giving and Receiving Feedback

Human Dynamics, Parts 1 and 2

Objective Setting

Management Leadership Forum 1  
(just prior to promotion)

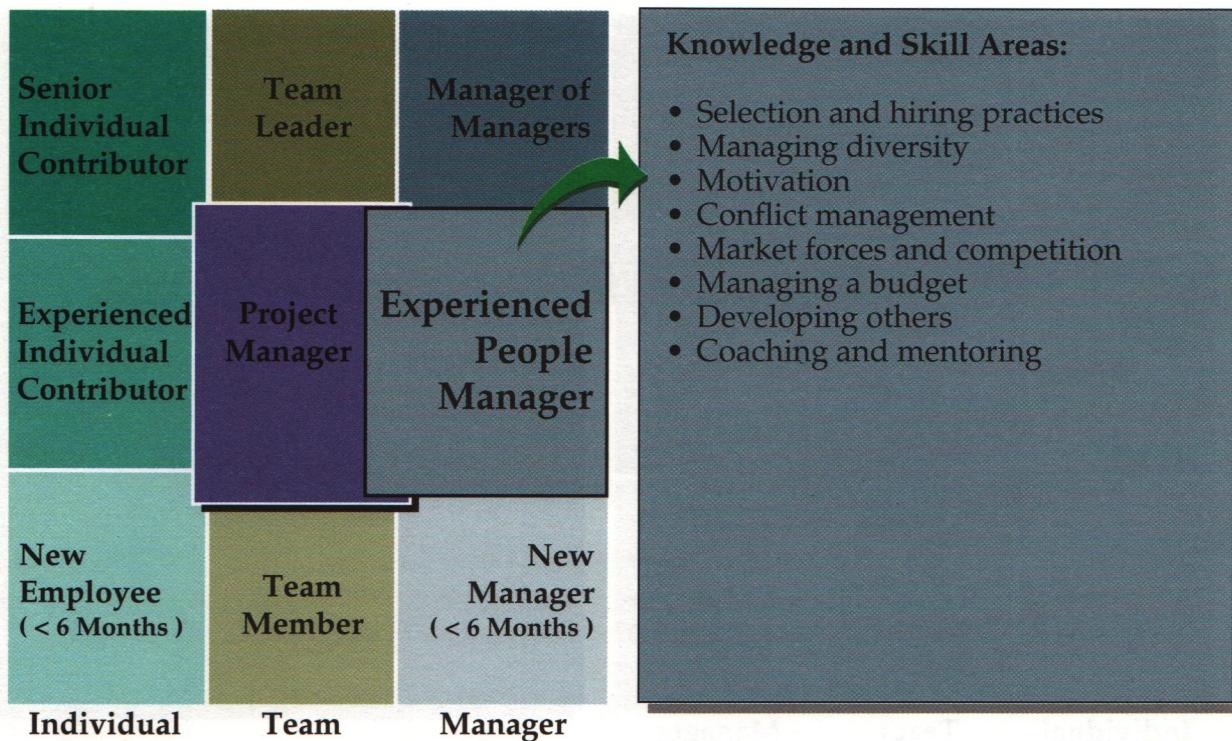
Managing for Performance

## Suggested Development Methodologies:

Being mentored, coaching, journaling, reading.

For suggested development activities, see the *Performance Dimensions Development Map*, for the dimensions of Building Trust, Decisiveness, Directing Work Through Others, Influence, Listening and Responding, Project Management, Self-Confidence, Team Leadership, and Working With Others.

# Development Tracks



## Suggested Programs:

Achieving Results Through Empowerment  
 Business Management Assessment Team  
 Workshop  
 Competitive Products and Markets  
 Consulting Skills  
 Finance Fundamentals of Nortel  
 Interviewing

Objective Alignment and Development Planning  
 Performance Leadership  
 Shareholder Value  
 Situational Leadership  
 Team Performance Appraisal  
 Valuing and Managing Diversity

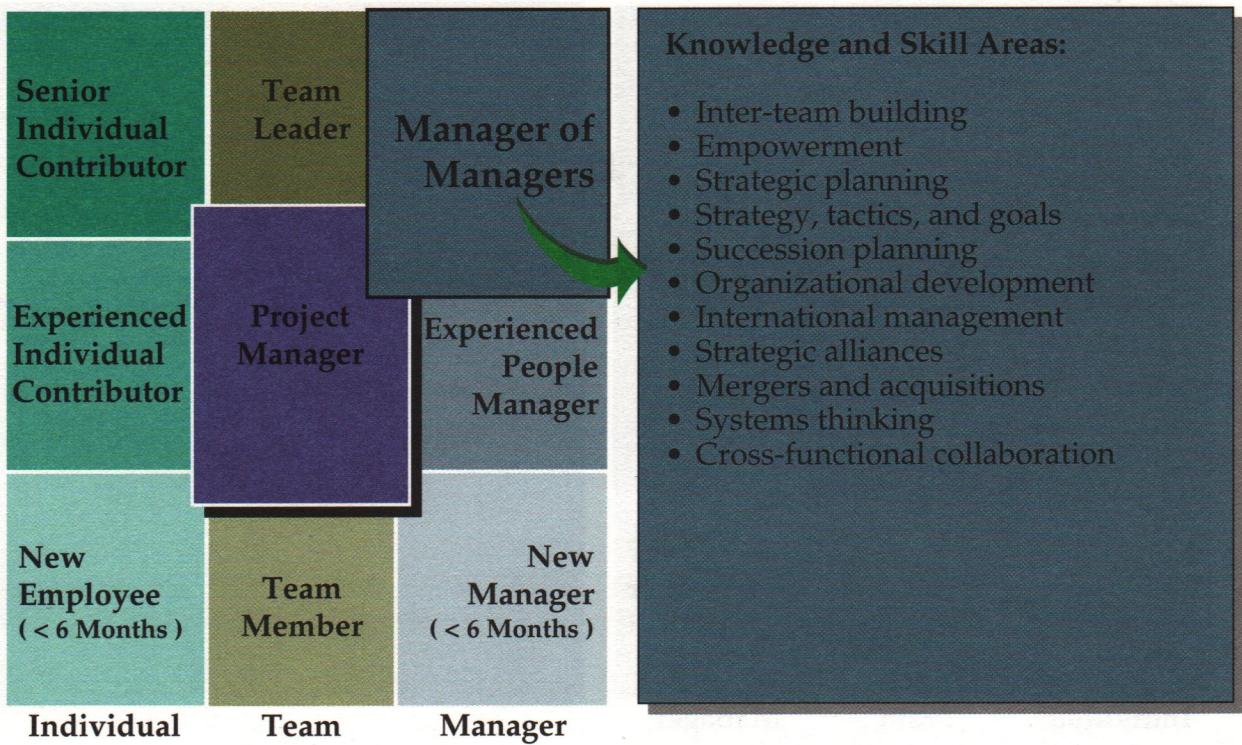
## Suggested Development Methodologies:

Mentoring, coaching, journaling, reading, strategic assignments.

For suggested development activities, see the *Performance Dimensions Development Map*, for the dimensions of Business Acumen, Change Management, Developing Others, Relationship Building, Technical / Professional Expertise, and Working With Others.

The above suggestions are cumulative; please see previous tracks for other suggested programs and methodologies.

# *Development Tracks*



## Suggested Programs:

Achieving Business Excellence  
Management Leadership Forums 2 and 3  
Business Management Assessment Team Workshop  
Global Leadership Forum Series: Achieving Shareholder Value

Global Perspectives  
Performance Leadership Inventory: 2nd Generation  
Strategic Business Planning

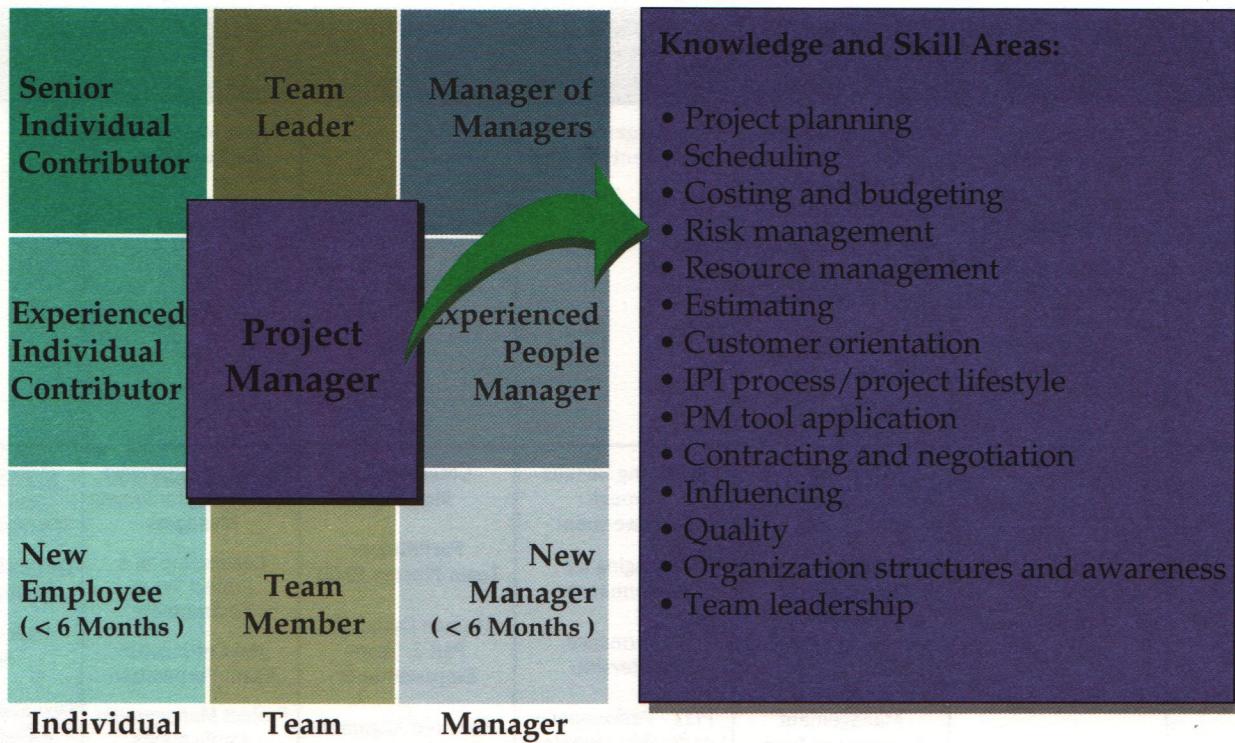
## Suggested Development Methodologies:

Mentoring, coaching, journaling, reading, challenging strategic assignments.

For suggested development activities, see the *Performance Dimensions Development Map*, for the dimensions of Organizational Awareness, Relationship Building, and Visioning.

The above suggestions are cumulative; please see previous tracks for other suggested programs and methodologies.

# Development Tracks



The role of Project Manager overlaps all other roles. Therefore, these programs are recommended concurrently with programs taken for a specific job junction.

## Suggested Programs:

PM: Contracting For Project Managers  
PM: Leadership in a Project Team Environment  
PM: PMI Certification Exam Preparation  
PM: Project Management Applications  
PM: Project Management for Executives  
PM: Project Management for Team Members

PM: Project Management Tools Basics  
PM: Project Planning Analysis and Control  
PM: Project Planning Workshop  
PM: Quality for Project managers  
PM: Strategic Project Management  
PM: Tools and Applied Techniques

## Suggested Development Methodologies:

Mentoring, coaching, journaling, reading, strategic assignments. For suggested development activities, see the *Performance Dimensions Development Map* for the dimensions of Analysis, Customer Orientation, Judgement, Organizing Work/Project Management, Team Leadership, and Technical/Professional Expertise.

For additional information, see Project Accreditation Track on page 77.

# 1998 Curriculum Matrix

## Corporate Level and Business Unit/Team Level

	Corporate Culture Building	Business Acumen	People Management	Team Performance	Project & Process Management	Individual Growth & Awareness
Corporate Level	Management Leadership Forum 1 Management Leadership Forum 2 Management Leadership Forum 3 New Employee Program	Global Leadership Forum (GLF): Achieving Shareholder Value Global Leadership Forum (GLF): Joint Ventures	Management Assessment Program		Project Management for Executives	
Business Unit / Teams Level		<u>General Business</u> Achieving Business Excellence Programs  Business Management Assessment Leadership Workshop  Business Management Assessment Team Workshop  Strategic Business Planning	Achieving Results Through Empowerment  Managing for Performance  Performance Leadership  PLI2 - Performance Leadership Inventory 2nd Generation	Collaborative Meetings  Facilitation: Team Process Skills  Human Dynamics Part 2: Team Empowerment  Objective Alignment & Development Planning  Stress Hardy: Intact Work Teams  Team Performance Appraisal  Working Effectively in a Multi-Site Environment	<u>Project Management:</u> Contracting for Project Managers  Leadership in a Project Team Environment  PMI Certification Exam Preparation  Project Management Applications  Project Management for Team Members  Project Management Tools Basics  Project Planning, Analysis, and Control  Project Planning Workshop  Quality for Project Managers  Strategic Project Management  Tools and Applied Techniques  <u>Quality/E! Related:</u> Basic Quality & Management Planning Tools: An Introduction  Basic Quality & Management Planning Tools: Train-the-Trainer  Benchmarking for Business Improvements  Root Cause Analysis	<u>Diversity-Related:</u> Basic Awareness Diversity Workshop  Beyond Awareness - Valuing Diversity  Race Awareness Seminar  Sexual Orientation as a Business Issue  Valuing & Managing Diversity  <u>Career Development:</u> WorkPower Plus: Career Coaching

# 1998 Curriculum Matrix (Continued)

## Individual Level

	Corporate Culture Building	Business Acumen	People Management	Team Performance	Project & Process Management	Individual Growth & Awareness
Individual Level		<u>Finance &amp; General</u> Finance Fundamentals of Nortel  <u>Global Perspectives</u>  <u>Shareholder Value</u>  <u>Products &amp; Industry:</u> Basic Telecommunications  Business of Telecommunications  Competitive Analysis Techniques  Competitive Products and Markets  Nortel Products Overview  Wireless Industry Overview  <u>Sales &amp; Marketing:</u> NT Way to Sell  Sales Presentations  ValuBase® Selling  <u>Customer Related:</u> Building Loyal Customer Relationships  Consulting Skills	Dealing Effectively with Change  Giving & Receiving Feedback  Interviewing  Objective Setting  Situational Leadership		<u>Project Management:</u> Project Management  <u>Process Improvement:</u> Business Process Management  Excellence! Through Continuous Improvement  Problem-Solving and Decision-Making	<u>Career Development:</u> Is Management for Me?  WorkPower: Career Planning  <u>Formal Communication:</u> Effective Presentations  Writing Excellence  <u>Interpersonal Competency:</u> Assertive Communication  Conflict Resolution  Human Dynamics Part I: Fundamental Understandings  Influencing  Interpersonal Effectiveness & Listening  Negotiating  Telecommuting Effectively  <u>Personal Responsibility &amp; Integrity:</u> Seven Habits: Advanced Applications  Seven Habits of Highly Effective People  <u>Stress Management:</u> Stress Hardy  Stress Hardy Audio Conference  <u>Time Management:</u> First Things First

## *Performance Dimension / Program Matrix*

See page 76 for information regarding Performance Dimensions in Nortel

# Performance Dimension / Program Matrix

LI Program	Performance Dimension																				
	Analysis	Applied Creativity	Building Trust	Business Acumen	Change Mgmt/Adaptability	Customer Orientation	Decisiveness	Developing Others	Directing Work Through Others	Influence	Initiative	Judgment	Listening and Responding	Organizational Awareness	Organizing Work/Project Mgmt	Personal Drive	Relationship Building	Self-Confidence	Team Leadership	Tech/Prof Expertise	Visioning
Management Leadership Forum 3												X									
Managing for Performance								X X		X							X				
Negotiating	X		X																X		
New Employee Program													X			X			X		
Nortel Products Overview			X															X			
NT Way To Sell	X X		X					X		X											
Objective Alignment and Development Planning										X									X X		
Objective Setting										X				X							
Performance Leadership							X						X				X	X	X		
PL12 - Performance Leadership Inventory 2nd Generation																					
Problem-Solving and Decision-Making	X											X									
Project Management																			X		
PM: Contracting for Project Managers	X									X X											
PM: Leadership in Project Management Environment		X		X					X		X				X				X		
PM: PMI Accreditation Exam Preparations																					
PM: Project Management Applications																					
PM: Project Management for Executives																					
PM: Project Management for Team Members	X					X					X							X			
PM: Project Management Tools Basics																					
PM: Project Planning, Analysis and Control	X		X		X			X		X X X				X	X	X X					
PM: Project Planning Workshop																					
PM: Quality for Project Managers	X					X					X X								X		
PM: Strategic Project Management	X X			X X						X											
PM: Tools and Applied Techniques																					
Root Cause Analysis	X														X						
Sales Presentations																X X					
Seven Habits Advanced Applications			X							X X						X					
Seven Habits of Highly Effective People		X								X X					X						
Shareholder Value			X																		
Situational Leadership							X X											X			
Strategic Business Planning														X X							
Stress Hardy	X		X								X X										
Team Performance Appraisal						X					X								X		
Telecommuting Effectively													X X X				X				
ValuBase® Selling	X X		X		X			X		X X											
Wireless Industry Overview				X														X			
Working Effectively in a Multi-Site Environment													X		X				X		
WorkPower Plus: Career Coaching					X		X								X						
WorkPower: Career Planning					X									X X							
Writing Excellence						X		X											X		

# **Performance Dimensions: Not Just For Development**

Performance dimensions (PDs) can be used in a number of ways to help organizations, groups, job or role "families" and individuals become more effective. For more information on these tools and details on how to order them, visit the LI Web site at <http://47.132.128.238/NTLI/> or contact your local LI prime.

## **Organizations/Groups**

### **Introducing PDs — The Video:**

An animated, light-hearted introduction to performance dimensions. 6 minutes.

### **The Competitive Advantage Tool:**

Provides a method for identifying PDs most critical to achieving competitive advantage so that development, resourcing, reward, and other culture-building activities are aligned to the business.

### **The Focus Group Workbook:**

A step-by-step method for working through an issue or debate (such as Employee Survey results) to identify underlying behavioral elements.

### **360° Feedback:**

A new survey for middle managers to provide structured, anonymous feedback from peers, direct reports and supervisors. Survey results can be aggregated to show group strengths and development needs.

## **Jobs / Roles**

### **PD Role Profiling Cards:**

A simple, fast process for groups to use in identifying a profile of the behaviors critical for a job or role. The resulting profile(s) can then be used for many purposes, such as input for interviews and development planning.

### **Interview Guide:**

A guide for how to ask interview questions based on PDs. Helps ensure that people hired have demonstrated the PDs critical to success.

## **Individuals**

### **The Role Clarifier:**

Provides a structured method for employees and managers to compare and reach agreement about expectations and preferences. Clear expectations can avoid miscommunication and disappointments. Helps applicants see how well they fit with the hiring managers expectations. Also can be used to help identify development needs.

### **PD Card Sort System:**

Provides a structured method, based on a deck of cards, for selecting PDs most important to your individual success, prioritizing your development activities, and establishing a framework for feedback and dialogue.

### **The Performance Dimensions Development Map:**

A booklet to use for selecting critical PDs for your role, assessing your current level of mastery, and selecting appropriate courses, books and practical activities to develop any gaps. (An interactive online version of this tool is available online. Check the LI website at <<http://47.132.128.238/NTLI/>>)

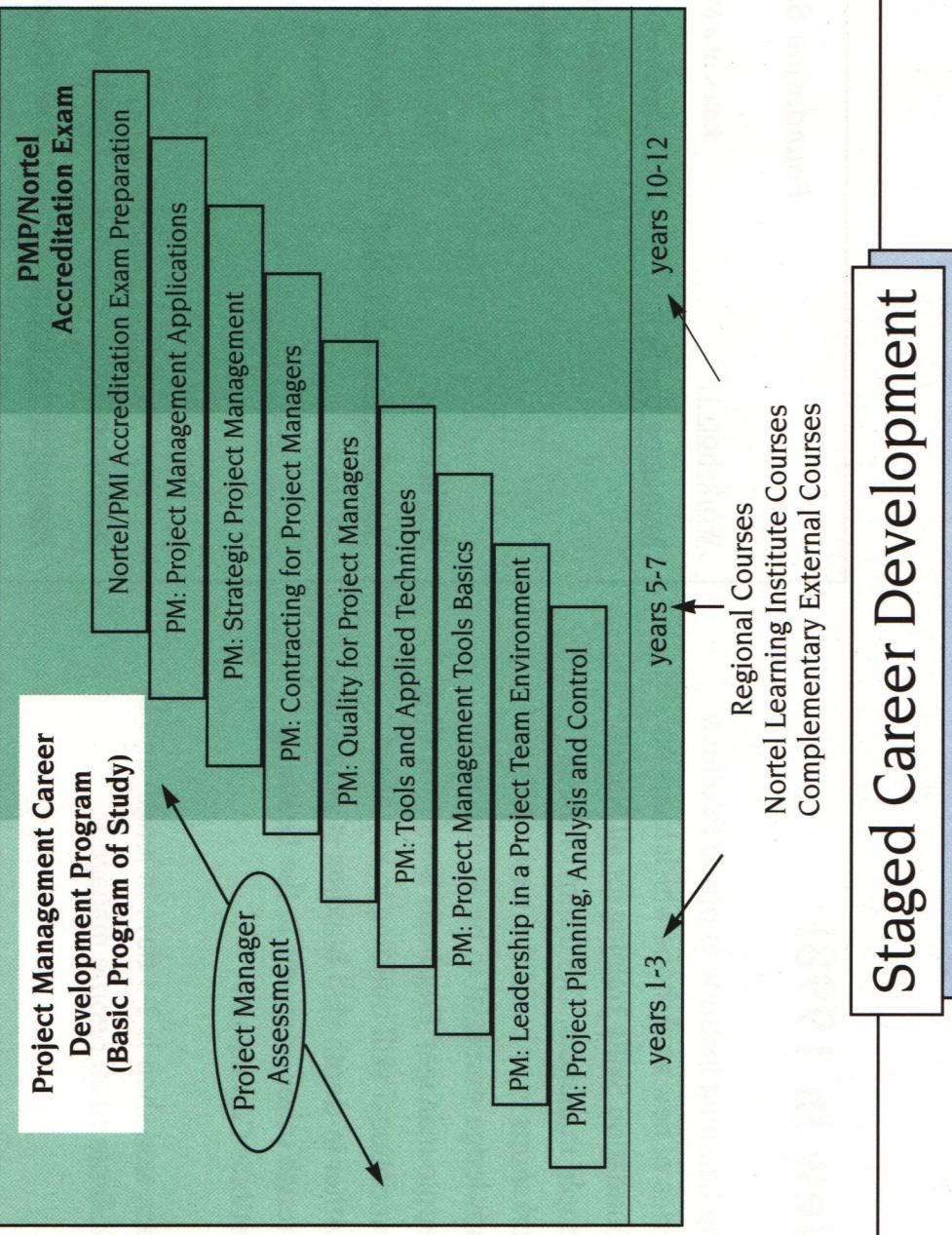
# Project Management Career Development Program

## Careers

Level 3 - Project Manager

Level 2 - Project Manager

Level 1 - Project Manager



- **PMI Nortel Accreditation Requirements**

- **Qualifying Education**

Individuals must have a minimum of a four year university degree or equivalent to enter the Nortel Accreditation Program.

Individuals must successfully complete all the programs in the Basic Program of Study as described in the diagram. Program Management courses require participants to pass an exam at the end of each course.

Individuals must pass the PMP Accreditation exam. The PMP exam is administered by the Project Management Institute.

- **Qualifying Experience**

Individuals must obtain 10 to 12 years of practical experience in Project Management prior to obtaining accreditation.

- **PMI Accreditation Requirements**

To achieve PMI's professional designation, Project Management Professional (PMP), a person must meet specific requirements in education, experience and service, as well as pass a written examination. The Nortel accreditation process prepares an individual to meet the education and experience requirements of the PMI Accreditation process.

*People Management Curriculum: Foundation Skills*

New in 1998!

The Learning Institute is proud to offer a series of new workshops which focus on Foundation Skills Training for all Nortel people managers. The intent of these workshops is to build the basic skills and knowledge essential to be an effective people manager. Emphasis is on providing foundational skill building in key areas. Further in-depth skill building is available through other programs in the Learning Institute Curriculum.

Foundation Skills Training

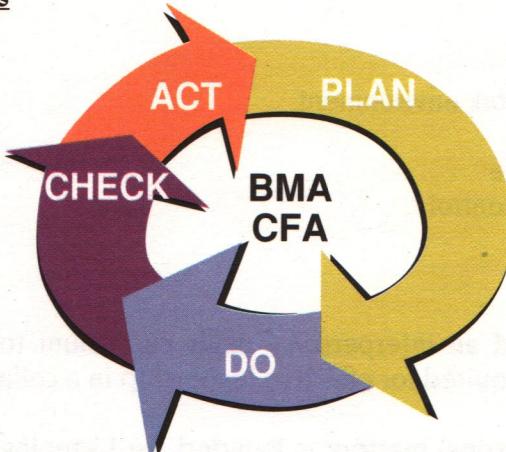
Foundation Skills Training							
Workshop 1: <u>Managing the Self</u>		Workshop 2: <u>Managing the Individual</u>		Workshop 3: <u>Managing the Team</u>		Workshop 4: <u>Managing the Business</u>	
Roles of a Manager	Influencing	Job Profiling & Interviewing	Performance Improvement	Team Performance	BMA/Baldridge	Taking Business Risks	
Effective Communication	Building Trust	Objective Setting	Rewards & Recognition	Team Dynamics	Customer Focus	Leading Change	
Personal Impact	Delegation	Employee Development	Compensation	Conflict Resolution	Writing a Business Case	Employment Law	
Myers-Briggs Type Indicator	Time Management	Feedback	Empowerment		Budget	Security & Safety	
		Coaching	Situational Leadership				

# **Business Management Assessment**

**A management system for achieving business leadership**

## **Implementing BMA Feedback Results**

- Excellence! Through Continuous Improvement (E106)
- Root Cause Analysis (E116)
- Benchmarking for Business Improvement (E123)
- Business Process Management (E124)
- Developing Customer Market Requirements (Coming Soon)
- Consulting Support



### **Calibrate Results**

- CFA application
- site visits
- external audits
- CFA Examiner training

### **Conduct the BMA**

- BMA Team Workshop (E111)
- Feedback Reports/Application Preparation (Coming Soon)
- Consulting Support

## **Implementing the BMA System**

- BMA Leadership Workshop (E122)
- BMA Orientation (package)
- BMA Readiness Check (document)

The Business Management Assessment system is currently being adopted by many of Nortel's business leaders as a means for enhancing value to their customers and improving their operational performance results.

The Learning Institute provides education, training, and consulting activities to support the adoption and implementation of the BMA system.

The BMA support system includes core, support, strategic, and ancillary programs. Core programs focus on assisting businesses in understanding the requirements of the BMA criteria and implementing the BMA process.

Support programs are a result of identified areas for improvement common to many of Nortel's businesses and functional groups and focus on key elements of the BMA criteria. These include: Root Cause Analysis (E116) for addressing preventive approaches, Benchmarking for Business Improvements (E123) to focus on competitive and comparative practices and results, and Business Process Management (E124) to address managing the businesses' key processes.

Strategic programs involve integrating the BMA system into the basic operations of the business over the long term. The programs focus on building their overall capability through internal and external award calibration processes such as **Nortel's Customer First Award**, and developing employees as BMA/CFA examiners.

Ancillary programs include topic areas relevant to business improvement activities but may not be specifically included in the BMA criteria requirements such as Project Management (C112), Basic Quality and Management Planning Tools (E107B), Interviewing (C139), and PM: Quality for Project Managers (E752).

Consulting support is available to assist business and functional groups through all phases of the BMA system. Consulting staff experience and background includes Malcolm Baldrige National Quality Award examiners, Tennessee Quality Award examiner, and consulting and training with over forty Nortel business and functional groups. For more information on consulting support, contact Richard Skrubé, Director BMA/CFA Services, LI, ESN: 222-5760.

# ***Interpersonal Skills Curriculum***

A substantial and significant portion of the challenges we face in Nortel are *not* technical in nature — they involve the quality of our relationships with colleagues and customers. These challenges include:

- being heard
- building trust
- creating a non-defensive work environment
- standing up for good ideas
- dealing with difficult people
- influencing without direct control
- negotiating
- managing conflict

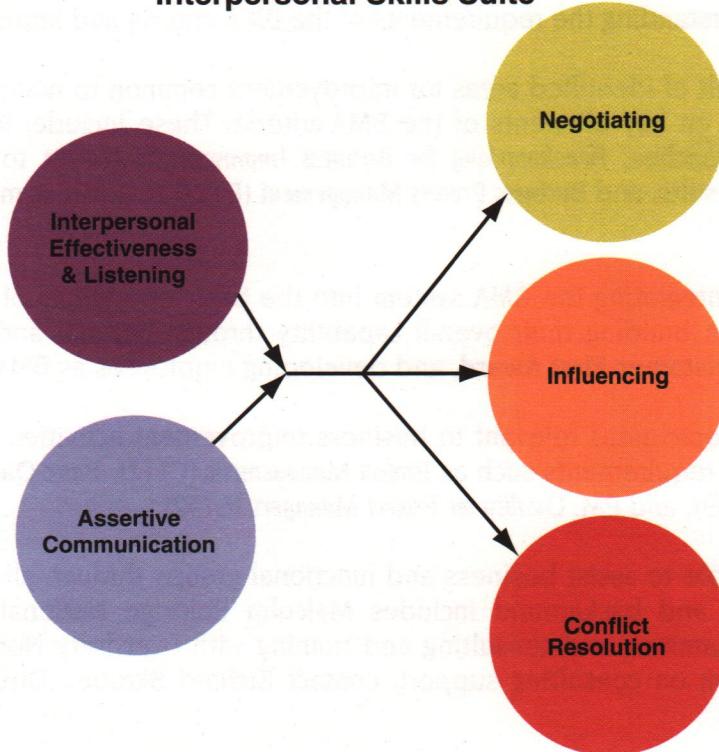
The Learning Institute has designed an interpersonal skills curriculum to enable employees to acquire the progressive interpersonal mastery required for effective leadership in a collaborative organization.

The basic skills upon which interpersonal mastery is founded are Listening and Assertion. The more advanced skills of Conflict Resolution, Influencing and Negotiation build upon these foundational skills. The interpersonal skills curriculum has been designed to provide a logical, progressive track to interpersonal mastery, and to support the work of mindset programs like Covey's Seven Habits and Performance Leadership, which have had significant penetration and positive influence in Nortel in recent years.

The complete 10-day interpersonal skills sequence can be completed in as little as one year if pursued aggressively, or can be spaced over a 1-3 year interval.

The interpersonal skills track involves completing both Interpersonal Effectiveness & Listening and Assertive Communication (in any order) before progressing to the more advanced programs — Negotiating, Influencing, and Conflict Resolution — which can be taken in any order once the basic programs have been completed.

**Interpersonal Skills Suite**



# **NORTEL VISION: A \*NEW\* Training Option for Interactive Distance Learning (IDL)**

Improved access to employee training and corporate communications is one way Nortel can attain its vision of bringing customers and employees closer together through "A World of Networks."

NORTEL VISION, by Global Enterprise Services (GES), is a network solution that is based on our own broad-band Digital Video Network technology. This new service seeks to increase customer and employee satisfaction through the innovative application of video network technology to traditional training and corporate communication practices.

Interactive Distance Learning (IDL) is just one training solution that promises to provide high quality and consistent training to a globally dispersed employee base. IDL is positioned to move Nortel into the 21st century by addressing the increasing need for timely and easy access to employee and customer training and product line presentations.

## **Type of Programming to be Offered**

Courses which offer a high-level overview are ideal for IDL delivery, for example, *Nortel Products Overview*. Other ideal candidates are sales and marketing training programs and product introductions. IDL is most cost-effective for those core programs which are standard across the corporation and where a consistent message is one of the objectives.

## **Key Benefits of Interactive Distance Learning**

- Provides a stimulating teaching environment
- Creates opportunities for team teaching with subject matter experts
- Enables greater peer interaction
- Provides improved access to subject matter experts
- Fosters a broader understanding of corporate-wide issues
- Reduces travel and living expenses

## **Impact of IDL training on course design and delivery**

The modular design of IDL training adds to its effectiveness. Broadcast video technology enables many Nortel sites to become one virtual classroom. This often enhances the learning experience and also can provide increased access to just-in-time training.

IDL comes in two flavors; one-way video (with two-way audio feed) and two-way video. Each has its own applications for training. Increased attention to course design enhances both instructor presentation skills and learning effectiveness.

NORTEL VISION in partnership with the Learning Institute (LI) offers "broadcast quality" video service to training centers and customer presentation centers (CPCs) throughout the corporation.

NORTEL VISION just may be the solution you've been looking for.



**NORTEL VISION**  
*Interactive Video Network*

For more information on producing an Interactive Distance Learning course, contact NORTEL VISION at ESN 295-7833, (919) 859-7833, [changes to ESN 357-7833, (919) 997-7833 starting December 1, 1997] or check the Web site at <[http://47.73.32.34/nortel\\_vision/](http://47.73.32.34/nortel_vision/)>.