T-Systems Ltd Consulting Essentials Programme

Our customer at a glance

T-Systems Limited is part of the Deutsche Telekom Group working in the IT and Communications sector. Due to growth and changes in customer expectations a new team of technical services engineers were required to apply a more customer-focused approach using consultancy skills. This is part of a strategic goal within the business to enhance consultancy capability across the organisation.

The Challenge

Due to growth and changes in customer expectations, a new team of T-Systems Technical Service Engineers were required to apply a more customer focused approach using consulting skills. This was part of a strategic goal within the business to enhance consultancy capability across the organisation.

The Solution

The new roles and team led to a training needs analysis that highlighted the requirement for a practical training programme to develop essential consulting skills. Through a consultancy-led approach, Ashorne Hill worked in partnership with T-Systems to understand the business needs, align objectives to business strategy and agree an evaluation criteria, in order to ensure the practice of new consulting skills were applied back in the workplace.

For the business need, there was a requirement for tailoring communication styles, providing a framework for a consultancy intervention, the skills for influencing and interpersonal skills, as well as business acumen and stakeholder management. The output from the initial consultancy and analysis clearly defined the new roles and their impact on the business. All Technical Service Consultants were required to enhance client relationships, to bring in new business via new clients, make proposals to expand business opportunities with existing customers and evaluating services in order to make improvements.

In aligning objectives to the business strategy, the customised T-Systems Consulting Essentials Programme was to provide a new team to look, feel and sound like consultants and to support the progression of individuals to more senior roles. All of the 28 technical team attended the programme, split into two cohorts and included three leaders as sponsors.

Ashorne Hill recognised that the T-Systems Consulting Essentials Programme required a design to incorporate different elements at different stages in order to fulfil the overall output and develop the core behavioural competencies and skill areas. As the participants were in new roles and with development time being limited, Ashorne Hill focused on the learning being as efficient and effective as possible using a blended approach with the emphasis on practical application.

The programme, therefore, had elements both on and off the job. Ashorne Hill worked in a collaborative partnership with T-Systems in both a design and delivery capacity, which meant that tailored programme materials were created. The T-Systems leadership team also attended all of the programme and helped facilitate different activities, such as deep-level listening.

The Result

The Ashorne Hill approach incorporates programme evaluation, providing T-Systems with feedback on the programme, recommendations and evidence against KPIs. The programme evaluation criteria was set from the beginning of the programme design involving the stakeholder group which set key performance indicators against Kirkpatrick's four levels:

• Level 1 – Reaction

• Level 2 – Learning

• Level 3 – Application

• Level 4 – Business Impact/Results

From the initial impact of the programme, several of the consultants have now started to be involved in new business proposals with the sales team. Several have also made compelling presentations to large audiences within T- Systems to 'sell' the concept of this team.

The team have gelled as a result of the networking opportunity, and in addition some consultancy practices have been produced such as a Team Communications Plan and a Team Charter. As more cohorts are delivered, the programme will enhance capability but also provide a collective new way of working within the business, providing a customer-focused consultative culture.

This programme has also led to a number of similar programmes being developed and delivered by Ashorne Hill across the business. The aim has been to develop a consultancy approach and culture within T-Systems for specific roles and groups of employees. E.g. enhancing your brand, Consulting Champions.

Testimony

"The Consulting Essentials programme that was developed by the Ashorne Hill team provided a great underpinning of core consulting skills. The programme was developed to include the improvement of core skills and was tailored to meet our internal processes and our ways of working at T-Systems."

Jackie Elliott - Head of Organisational Development T-Systems Limited