



Leadership Edge

Nortel Networks is a global provider of communications capability, serving both telecom service providers and corporate customers in more than 150 countries.

Nortel utilised Novations' TalentDevelopment® for approximately 300 high potentials across the globe as part of their global Top Talent programme: *Leadership Edge*. This included 60 participants in the UK business.

Alongside this core TalentDevelopment element, Leadership Edge included a mentoring scheme, action learning projects, a tailored 5 day programme at London Business School, quarterly development review triads (participant/line manager/LE programme leader), virtual learning communities, networking and profile building events.

The participants in the programme were in the top 10% of performers and recognised as future leaders for the organisation. Typical duration of the programme for an individual was 12 – 24 months.

The aim of the Leadership Edge process was to enable these highly valued individuals to focus their development both on and off the job and prepare them for future leadership roles in the company. The TalentDevelopment material provided a really effective structure for gaining clarity and focus around personal development and career growth.

The outcomes included:

- Retention of LE participants at 94.9% vs. company average of 84.6%
- Employee Survey results: 84% rated 'High Satisfaction' (9% above Nortel average) and 80% 'Feel Valued' (28% above Nortel average)
- Effective, targeted & timely skills development & realignment of key talent to key customers/projects
- Integrated development and resource planning: outputs of development review sessions used to facilitate succession planning