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*Talent
Management*

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MTN Cyprus



Who are we???

- MTN is one of the largest telecommunications providers in Cyprus.
- Member of the MTN Group, a multinational telecommunications company which operates in 22 countries in Asia, Africa and Europe.
- Offer integrated telecommunications solutions for **mobile, fixed telephony and broadband services, providing pioneering solutions for private and business clients.**
- More than 363,000 subscribers.
- More than 8,500 business clients.
- Employ more than 380 professionals.
- 16 MTN Stores all over Cyprus.



MTN *invests in people*



INVESTORS
IN PEOPLE

Silver

MTN *invests in TALENT*



- A Talent can be anything special, often creative natural ability or aptitude
- Talent is a set of personal characteristics that enhance one's ability to achieve expertise in an accelerated manner.
- A power of mind or body considered as given to a person for use and improvement

Learning agility

Spark

TALENT =

Ambition

IQ

Charisma

Skills

Motivation

Self Awareness

Passion

What is talent for MTN?



Ability: The extend to which an employee demonstrates natural characteristics, learned skills and knowledge to function at the next level (CAN DO)

Agility: The speed with which an individual can adapt to significant changes and new changes (HOW MUCH PEOPLE ARE WILLING TO DO, MOTIVATION)

Attitude: The extend to which an employee demonstrates positive commitment to the organisation, displays a good culture fit and actively engages with the expected MTN Values and Vital Behaviours (HOW WELL PEOPLE WILL DO)



Reasons for implementation of a ***Talent Management Strategy***

- New strategy towards the new digital era.
- Redefine our talent management framework with greater focus on having the right people in the right positions at the right time.
- Have a transparent process between organisation (management) and its people.
- Have the same process across the 22 operations worldwide.
- Attract new talent to achieve the strategy.
- Maintain and develop core resources.
- Become an employer of choice.

MTN *Global Talent Standards* *(GTS)*



MTN launched the new **Global Talent Standards (GTS)** across the Group. Having engaged with several stakeholders from executive level, to line managers and the HR fraternity, the Global Talent Standards were conceived and developed.

It is against these standards that managers are equipped to make better quality people decisions and appointments.

MTN Standards

In addition to AAA...



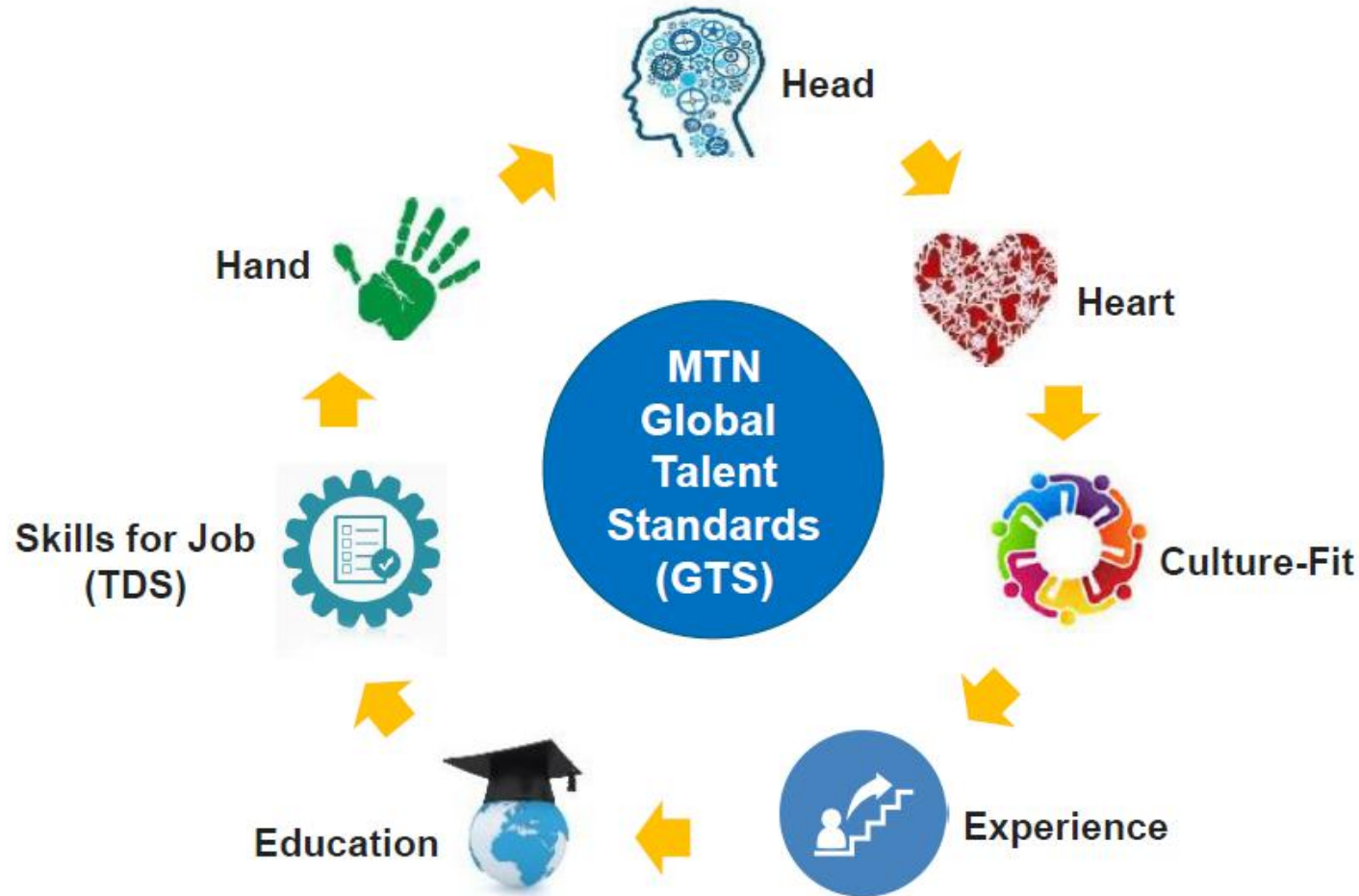
The **Global Talent Standards (GTS)** provide a robust framework for minimum entry requirements needed to be appointed into a position at a certain level.

The framework consists of **four distinct dimensions** which specify:

- 1) culture-fit**
- 2) education**
- 3) experience**
- 4) behavioral competency head, heart and hand**

Based on these standards individuals are matched to assess their potential and suitability to function at a certain level.

GTS Aims to look at the Holistic-Fit of a Person to a Role





Global Capability Standards

Vision & Strategy

Decisive Problem
Solving

Value Creation

Culture and Change

People Leadership

Stakeholder
Relationships

Operational Delivery
(Only L2-L4)

Results

Gate
3



Culture-Fit

- Match to MTN VBs
- Match to MTN Values

Experience Standards

Minimum Experience Required
for the Role

Gate
2

Global Education Standards

Minimum Entry Qualification
Required for the Role

Gate
1

Talent Development Standards

Approved L&D solutions
required to advance to next level

Global Standards: Manager (L3)

EXAMPLE



Primary Job Purpose: Responsible for determining best practice to achieve organisational goals within budgetary constraints through continuous improvement. Does this through co-ordinating available resources to best achieve organisational goals.

Global Talent

Head - Big Picture Focus (20)

- **Conceptual Thinker** - Executes tactical plans to achieve strategic requirements
- **Problem Solver** - Has the mental agility to identify and solve relevant business challenges
- **Improvement Driver** - Executes and identifies opportunities for commercial innovation and continuous improvement

Heart – Emotionally Intelligent (30)

- **Culture and Change Champion** - Role models ethical practices by living the MTN values and vital behaviours for others to follow
- **Supportive People Manager** - Is self-aware and supports team capability development through opportunity creation for realising potential
- **Relationship Manager** - Builds professional networks across teams through collaboration and co-operation

Hands – Results Focused (40)

- **Results Achiever** - Produces sustainable business results through ethical practices
- **Operationally Astute** - Sets priorities, plans, organizes and co-ordinates the work of others

Global Experience Standards (5)

- Minimum of 5 years' experience in a area of specialisation; with experience in supervising/managing others
 - Experience working in a medium to large organization

Minimum
Entry
Standards

Global Education Standards (5)

- Minimum of 3 year degree/diploma (May vary in accordance with specific country Opco qualification standards)
 - Fluent in English and language of country preferable



Integration of GTS across all HR Processes



1. Organisational Effectiveness

All role profiles need to ensure that Global Talent Standards are incorporated into the structure of the role design. Group Organisational Effectiveness will provide generic role profile templates to Opco's who will be responsible for localisation and role customisation. Group OE is also the custodian of the official Critical Positions list.

2. Talent Acquisition & Selection

All candidates applying for new positions need to be assessed and interviewed against GTS requirements. Opco HRBPs are responsible for interviewing prospective candidates using prescribed GTS aligned interview templates and need to track if candidates are sourced from top identified universities/organisations. Psychometric assessments are mandatory for all 3H and above critical positions.

3. On-Boarding

All new employees need to undergo an onboarding programme where the principles and application of the GTS requirements are explained. Opco's are responsible for running their own Opco specific onboarding programmes, using Group approved onboarding material.

4. Talent and Succession Management

GTS 's are to be used in the identification and selection of MTN talent pools and future successors. All identified successors will require matching against the standards to identify their suitability for the position and identify the appropriate talent strategy to remedy any succession risks.

Integration of GTS across all HR Processes



5. Global Talent Pool Mobility and Career Management

Differentiated and bespoke career management offerings will be provided for individuals high on GTS matching and culture-fit. This will include offerings to provide additional exposure and development through stretched assignments and mobility.



6. Learning and Development

Identified GTS gaps will inform individual's development plans and it is against these gaps that individuals will be given adequate time and support to meet GTS requirements in both their current and future roles.



7. Performance Management

All line managers are expected to have good knowledge of GTS requirements to ensure that staff meet up to the correct standard required for the role. Line managers need to ensure that they assess GTS competencies as an integral part of day to day performance capability and to inform developmental discussions to close gaps capabilities to to succeed in a role against role expectations.



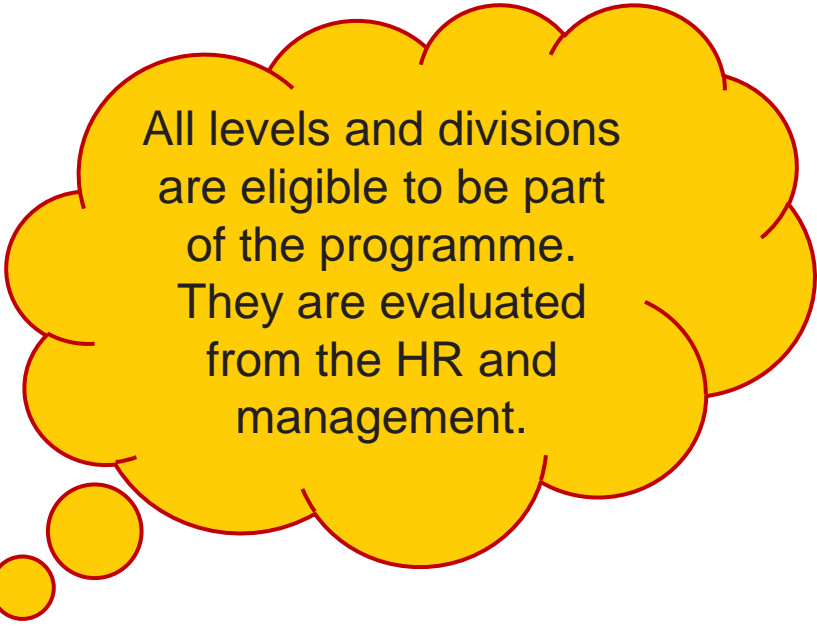
8. Rewards /Recognition and Retention

Individuals who exemplify a high match to GTS requirements must be recognised, rewarded and retained in accordance with appropriate MTN approved mechanisms. These individuals are prime resources and need to be safe-guarded.

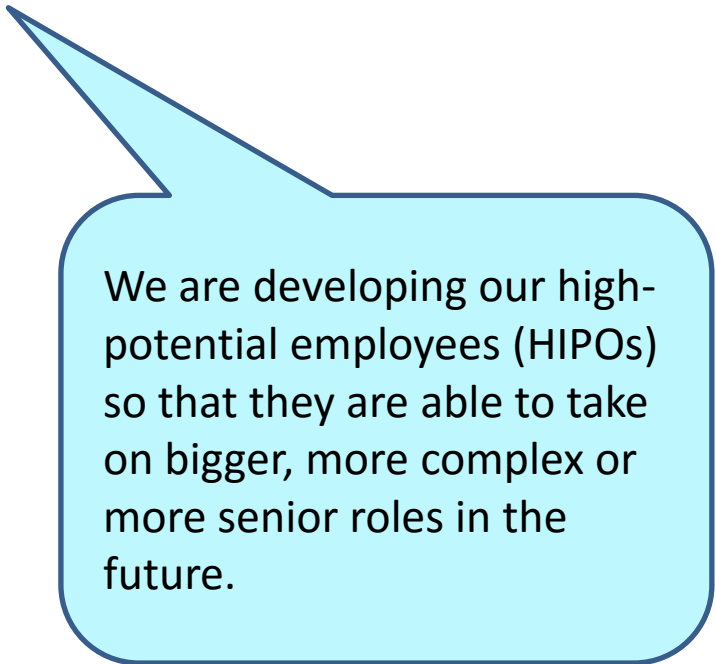
HIPO Programme



Our HIPO development programme is a **12 month** journey. It is creating a team of future leaders who embody our behaviours and develop the skills and confidence to lead us into the digital era.

A large yellow thought bubble with a red outline and three smaller yellow circles leading to it from the bottom left. It contains text about eligibility and evaluation.

All levels and divisions are eligible to be part of the programme. They are evaluated from the HR and management.

A light blue speech bubble with a dark blue outline and a tail pointing towards the main text. It contains text about developing high-potential employees.

We are developing our high-potential employees (HIPOs) so that they are able to take on bigger, more complex or more senior roles in the future.

Benefits of Talent Management



- Individuals are empowered to manage their careers more effectively.
- Develop confidence, motivation and capability.
- Enhancement of employee engagement and commitment.
- Transparency across the board.
- Low talent turnover rates.

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