

SPEAKER'S NOTES.

Slide 1 - TITLE

I Want to See One Tattoo

Slide 2 - PRESENTATION CONTENT

The presentation looks at:-

- Telstra's business statistics & dimensions.
- A brief overview relevant history.
- The change dynamics Telstra faces and the impact these change dynamics have on our business model.
- How we are building our team of Project Professionals.
- Our critical success factors and measures.
- The benefits.

Slide 3 - BUSINESS DIMENSIONS & STATISTICS

Briefly some of the business statistics, to give you a feel or the dimensions of Telstra, and thus the magnitude of issues that we are dealing with.

- Telstra is the third largest Employer in Australia supporting in excess of 47,000 families
- Telstra generates 3.5% of Australia's Gross Domestic Product
- Within Customer Care we have around 1050 projects in hand at any moment in time, valued in excess of AUD \$1.9 billion
- Our mobile network carries 99M SMS messages per month

- We conduct around 10,750 field visits every day, we install around 8,550 services per day, and we restore over 17,000 services per day
- Telstra spends more annually on infrastructure across the Nation than the NSW Government spent on the entire 2000 Olympic Games

Slide 4 - THE ELEGANTLY SIMPLE BUSINESS MODEL

In the past Telstra has not needed to focus on or recognise the value of effective Project Management skills. Under the elegantly simple business model that Telstra enjoyed those skills were simply not a business imperative.

Telstra was a monopoly supplier, serving Subscribers, or a dominant player, in a market requiring standard telco style products or simple service activations.

The result was that Telstra did not, until very recently, need to consider:-

- The difference between product centric and project centric organisations
- How effective professional Project Management can and should add value
- What definable skills are required to be a Project Manager
- What tools and systems were required to effectively support a project centric organisation

However that has all changed!!!!

Slide 5 - CHANGE DYNAMICS

The changes that we have noted in our working environment are outlined below. These are having a profound effect on our business model.

There are several very interesting and obvious change dynamics in play at present. These are:-

- Privatisation
- Deregulation
- Technology Changes
- Move from standardised to customised
- The move from high volume to high value

These are by no means the only change dynamics in play however they are shaping the business operating environment and the future for Telstra and they are all happening now!

Slide 6 - BUSINESS TRENDS

After some consideration of business trends we formed the view that the business was moving, from product centric to project centric, and Project Management skills would play a major role in the future.

Whilst we had more than adequate skills for product delivery, it was the depth of true PM skills, that we didn't have, that was letting us down

Slide 7 - HOW COULD PM SKILLS HELP?

We noted that the solution business was growing very rapidly.
As a result of this view Telstra became aware that:-

- Modern Project Management skills have matured in leaps and bounds in recent years
- The focus on outcomes has improved, procedures have been refined, and tooling is now suitable for creation of a fully managed environment
- Project Management is capable of accurately defining scope, managing and minimising risk, delivering improved results often in less time, and dramatically improving productivity and profit
- Well applied Project Management can deliver consistent desirable returns, matched to business expectations and benefits

Of course that led to the question - So how do we do it?
What's the panacea solution for developing our Project Management capability?

Well there is no panacea solution!

Slide 8 - STRATEGY

We needed to strategise where we should go, examine the gaps, and then to see how we could get there, cutting through the labyrinth.

The vision that we set for the group was to be:-

- A centre of excellence for Project Management and Related Services
- Staffed with highly motivated, professional, competent and effective personnel, who are capable of delivering the customer's solution in an efficient and effective way
- Entirely consistent in work ethic, work approach, and values
- Setting standards in Project Management and providing services to all Telstra entities
- In touch with the market evolution and changing customer needs

Slide 9 - GETTING MORE WITH WHAT YOU HAVE

We compared our staff, to the standard expected in the external environment, to identify our strengths and weaknesses against PMBoK.

Our approach to developing our Project Management capability was to:-

- Decide clearly what we wanted from the exercise
- Set definitions about what Project Managers are and what they can/must do
- Align the individuals practising as Project Managers to professional external bodies

- Facilitate structured learning and development programs that allow individuals, customers and Telstra to gain benefit
- Recognise the value and achievement of individuals on those programs
- Provide tools and systems to support a fully managed environment

Slide 10 - DO YOU WANT FRIES WITH THAT

We then considered the opportunity to onsell PM services, as an incremental business stream, and to use those value add services as a lever to upsell our total solution offerings.

Slide 11 - PROFESSIONALISING OUR PEOPLE

We re-looked at what the Telstra roles really required individuals to do. We then clearly & concisely mapped these out, making reference to the industry standards and requirements for Professional Accreditation.

We then started taking our people through a structured program, working closely with suitable service providers, to meet our objectives, and allowing individuals to realise their full potential, as part of our cycle of continuous professional development.

Within the period 2001/02 we had

- 120 of our people enrolled in a number of dedicated continuous professional development programs, including project management studies to Australian Qualification Framework (AQF) standards

- A Continuous Professional Development plan is in place for 2002/2003, for a further 173 people

Slide 12 - CHANGED OUR CULTURAL VIEW

To support the effectiveness of our professional team members we changed our cultural view. We aimed to make the sale of our value add services an incremental review generator and a lever for onselling and upselling

We constantly strive to achieve effectiveness by:-

- Creating highly motivated individuals and continuing to develop them
- Empowering those individuals to control their own success by driving all decisions down to the lowest appropriate level
- We stimulate creativity in approach by tolerating failure
- We support our team with suitable robust Tools, Systems & Methodologies
- We balance workload nationally, and work virtually, to stimulate opportunities for individuals through a National Project Office
- We ensure individuals are continuously professionally developed, by making all project opportunities clearly visible, and matching needs through a skills database

Slide 13 - RESULTS AGAINST OUR CRITICAL SUCCESS FACTORS

We constantly monitor performance, at the project level and at the individual team member level

The measures that we use are:-

- Statistics in our continuous people development program
- Customer feedback survey returns
- Trend in total numbers of active projects overall vs workforce available
- Trends in total numbers of projects in "Traffic Light" excursion status

Slide 14 - THE BENEFITS FOR OUR PEOPLE

Having explained the philosophy of Professional Accreditation to the staff members we have noted a high degree of interest and motivation

We laid great emphasis on motivating our people to excel in their chosen career and we have facilitated extensive external and internal learning opportunities. We have created a stimulating and vibrant learning environment.

Within the period 2001/02 we had

- 25% of our staff achieve 100% score in examinations
- 95% achieved 95% or better in examinations
- Average results are either Distinction or Higher Distinction level
- Our people are highly motivated and Project Management course intakes are regularly over subscribed three fold

Slide 15 - THE BENEFITS FOR OUR CUSTOMERS

We have regularly sought feedback from our customers and we act on that feedback as part of our continuous development cycle.

We have:-

- Developed a customer survey process and rigorously deployed it to all customers.

From this we note that:-

- We now have a Customer Survey return rate averaging 85%
- The improved customer survey return rate, on > 50% of our customers surveyed, scored us at 8 out of 10
- During the 12 months to July 2002 the average result was 8/10, with 77% of the customer scores between 8/10 and 10/10

Slide 16 - BENEFITS TO THE ORGANISATION & THE ALL IMPORTANT RETURN ON INVESTMENT

- Overall Activity Growth - There has been an increase in the number of projects from January 01 (405 projects) to Sept 02 (871 projects).
- There has been a steady improvement in the health of projects. We can note a decrease in the number of projects at RED status during January 01 to Sept 02.

- There has been a steady improvement in the health of projects. We can note a decrease in the number of projects at YELLOW status during January 01 to Sept 02.

Slide 20 - THE OUTCOMES

We are:-

- Setting the benchmark standard within Telstra for Project Management
- Defining that standard in a way that makes it completely equitable with external Project Management services
- Professionalising our Project Management capability through external accreditation with a recognised body
- Creating opportunities for our people
- Delivering true value add services for Telstra Customers and additional revenue for Telstra

The forgoing should indicate what is driving the changes within Telstra. Why Telstra is recognising the need to develop a standardised approach to professional Project Management services. How we are achieving that goal and the measures that we apply.

It is though very much work in Progress and will be for some time!

Slide 21 - I WANT TO SEE ONE TATTOO!

Name one iconic USA motorcycle - Yes Harley Davidson.

Some of you will know that in an earlier life I use to crate up my Harley and ship it off to parts of the world to ride with like minded individuals on various adventures.

Now these people, that ride Harleys, are a very mixed bag - but what they have as a strong common thread is that they are like an extended family, that fiercely defends the cult and the culture, of what the Harley Experience is all about.

They wear with pride hats, T shirts, other apparel, and many have "Harley Davidson" Tattooed on their bodies.

So where is all this going - well it strikes me that if the AIPM could recreate just a small fraction of the Harley extended family culture, and replicate a similar cult status, we would have no trouble getting recognition for our profession.

So that's the challenge, that I lay down right here and now, for AIPM. To make AIPM the "must be in Institute" of the future.

How will we now when we have got there?

Well to convince me that we are "there"

I want to see one Tattoo - that says Australian Institute of Project Management.

Not henna or stick on - the real thing, real ink, on any part of the body - Ladies or Gents.

If AIPM can show me that one tattoo I will give \$1,000.00 to a registered charity for children - that's the challenge.

That's it you've heard it hear, live, and it's probably captured on video.

Ladies and Gentlemen thanks for listening to me.

Have a great life!!!!