THE CHALLENGE AND STRATEGY

The talent management strategy aimed to remain agile, whilst retaining top talent and fostering a high-performance culture. Amidst technological advancements and evolving market dynamics, the focus shifted toward identifying and nurturing potential talent beyond traditional performance metrics. This involved embracing servant leadership principles, prioritizing employee growth, and leveraging creative platforms for learning and development.

The initiative was aligned with the organization's goal of maintaining a high-performance work ethic and staying competitive in the face of vendor group competition. High attrition rates posed a significant challenge, exacerbated by the global phenomenon of the 'great resignation' post-pandemic.
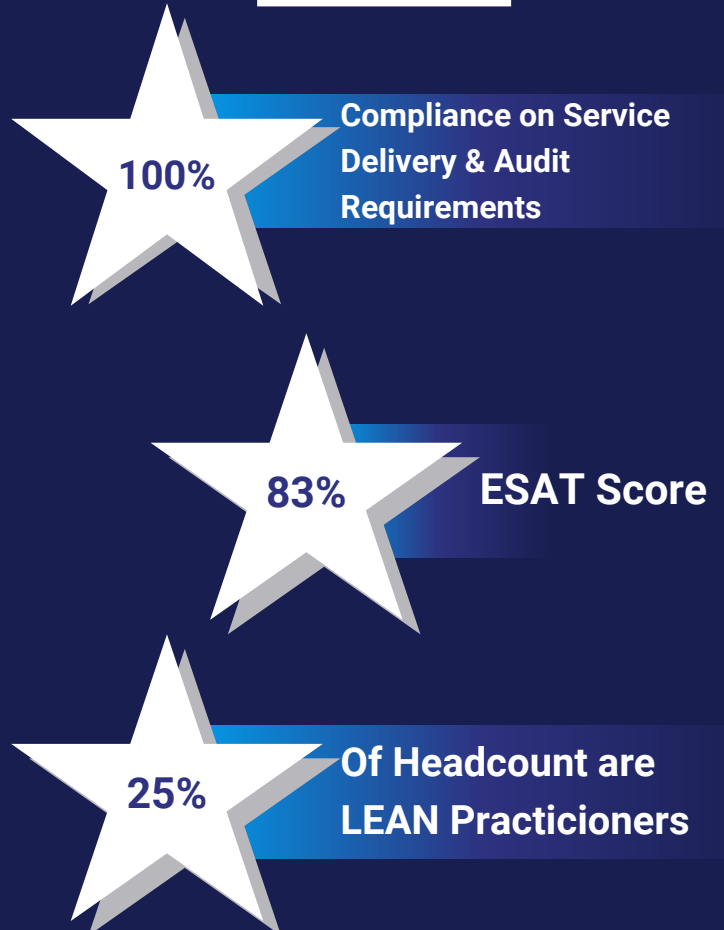
Recognizing that employees are most effective when practicing empathy and authenticity, the strategy emphasized leadership interventions and reskilling programs tailored to business needs. With T-Mobile experiencing rapid growth and organizational changes, retaining and upskilling key resources became critical to supporting business expansion.

The challenges addressed by the strategy included improving employee engagement, gaining a better understanding of business complexities, and fostering effective communication. Additionally, the evolving technology landscape and shifting expectations within T-Mobile's business necessitated continuous upskilling efforts to equip employees with the digital capabilities required to succeed in a hybrid work environment.

CREATIVE TALENT MANAGEMENT IMPACT AWARD:

Infosys
T Mobile

RESULTS

100% — Compliance on Service Delivery & Audit Requirements

83% — ESAT Score

25% — Of Headcount are LEAN Practicioners

THE PROJECT IN BRIEF

To bolster resource planning and talent attraction, job descriptions were realigned with evolving customer requirements, leading to a restructuring of team structures for increased efficiency and purpose-driven roles. Performance management underwent a significant overhaul, transitioning from periodic appraisals to real-time feedback and emphasizing development conversations over performance evaluations. Talent identification efforts focused on building a ready-to-deploy pipeline while nurturing employees towards higher competency levels and subsequent promotions.

Development initiatives included talent acceleration programs to incubate managerial competencies, alongside the Skill Tags program for skill identity building. Reskilling efforts targeted over 50 employees in new-age skills. Skill gap analyses informed training plans spanning domains like business consulting, communication, automation, and analytics. Mindset shifts were fostered through design thinking integration across all levels, with extensive utilization of Infosys' digital learning platform LEX.

Retention strategies included flexible hybrid work environments, tailored incentive programs, and robust engagement initiatives such as Mood-O-Meter pulse checks, client engagement activities, and employee-centric events and sessions. Regular pulse surveys and HR-led forums further ensured employee voice was heard and acted upon promptly.

BENEFITS ACHIEVED

⭐ Talent Pool Creation

Over half of improvement projects were led by reskilled talents. Additionally, the certification of six Black Belts, twelve Green Belts, and twenty-two Yellow Belts in Six Sigma underscores the depth of expertise within the talent pool.

⭐ Accountable Empowerment

Internal promotions filled all management positions, demonstrating a culture of accountability and internal growth. A 50% reduction in talent acquisition costs and best-in-class attrition at 8.1% illustrate effective retention strategies.

⭐ Company-Level Strategic Benefits

Infosys BPM's improvements have elevated its standing within T-Mobile's vendor group, leading to endorsements as a preferred business partner for key outsourcing projects. Additionally, cross-functional best practice sharing has enhanced service delivery stability and facilitated adoption in other engagements.