

Kukharchuk Oxana
Director Corporate University MTS

Leadership culture Development



Ты знаешь, что можешь!

MTS TODAY

> 100 mln clients
5 countries
75,000 employees

TOP-3 best employers

85% vacancies are
closed by internal
candidates

TOP-10 best
companies for leaders
in Russia



RUSSIAN C-LEVEL CHALLENGES

ROLE of the LEADER

Motivation of teams

Prepare for work in
the VUCA world

Self identity:
West vs East

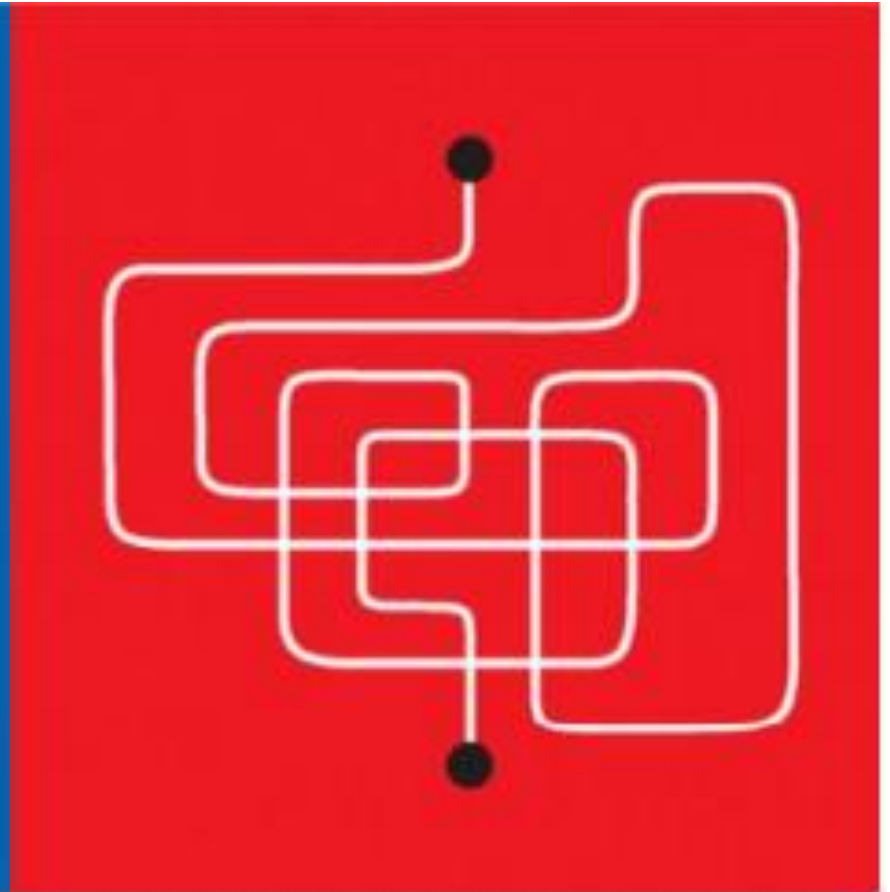


The way one explains his point of view

West

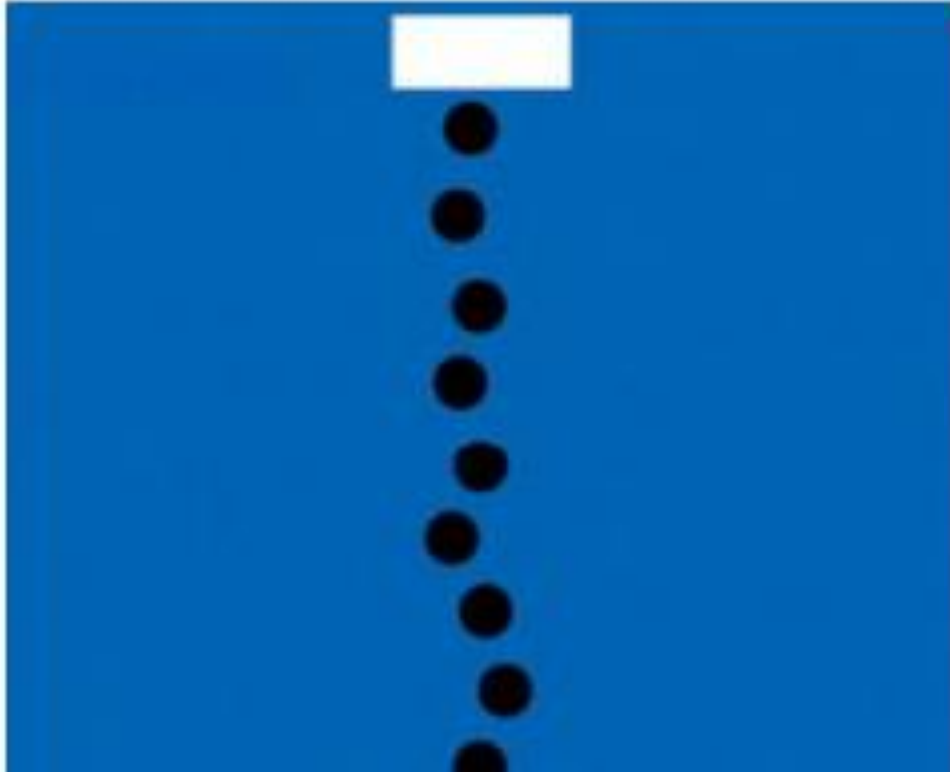


East



Behavior when cueing

West



East



Three sources of input for the current culture

Org DNA Profiler®



1'140 MTS and subsidiary employees responded

Exec Interviews



1to1 interviews with TOP management team

Management Workshops



Facilitated workshops with cross-functional teams



a step ahead

Finalized strong aspects and future development

Speed

Quality

Defined
responsibility

Aligned



Clear
leadership



Dependency

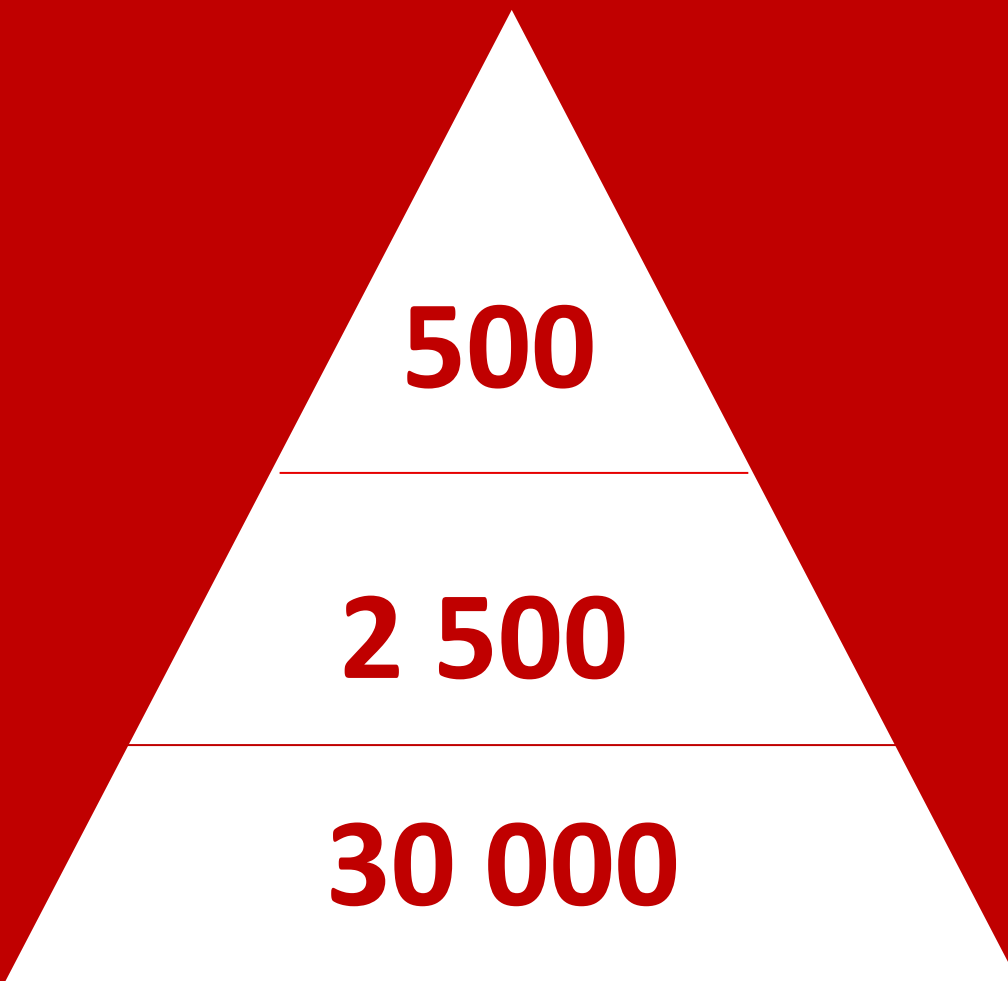
Proactive

Communication

Engagement

Silos

People




- Talent pool
- Art of management
- External providers
- Coaching, they are mentors

-
- Talent pool
 - Leadership ACADEMY, e-learning
 - Internal trainings / mentoring
 - Focus on projects

-
- Professional ACADEMIES (sales, technical, call center, etc)
 - Internal trainings, e-learning
 - Focus on hard skill

KPIs

Internal rotations
Budget vs coverage
Engagement



Leadership

Strategy

Innovation

єди

DEVELOPMENT PROGRAM

1

TOP team

- **Corporate MBA with Skolkovo** (Innovation– Strategy, Marketing, Finance– Leadership)
- **Regional Director**(Business accruement– Change management– Leadership)
- **Academy of leadership** (Innovations, inc Agile – Project management – Leadership)

2

Middle management

- Emotional Intelligence
- Team management, inspirational leadership
- Think out of the box

3

All employees

- Ideas from all employees
- Online education
- Digital Savvy

Whom would you choose as the BEST friend?

1



2



3



Emotional Intellect, MBTI

*self awareness, understanding others,
communication and motivation enhancement*

Body language







a step ahead

E-programs

Academy of leadership

- *9 months, 300*

Boost presentation skills

- *3 months, 50*

The energy of LEADER

- *3 months, 300*

Your break through year

- *21 day, 150*

iMBA

- *9 months, 400*

Sales coaching

- *2 months, 50 managers*

Coaching

- *6 months, 25*

HR Academy

- *12 months, 200*



a step ahead

Webinars

Strategy

Child physiology

How to detect a lie

**How to resist
manipulation**

*Is there a life after
Retirement?*

Fashion and
make-up
trends

EQ

Get ready for
marathon

MBTI

**Healthy
diet**

*Fast
reading*

«Out of business» development

Meetings with people from other industries: *doctors, firefighters, paraolimpic champions, etc*

Life styles CLUBS: *Women in business, Book-lovers, Story telling, English club, Creativity boosters, Theater, etc*

Self development via training others: *managers run trainings on leadership, finance, innovations (~200 managers, 10 000 employees participated)*

Mentors and corporate coaches *to develop others and unleash the potential*



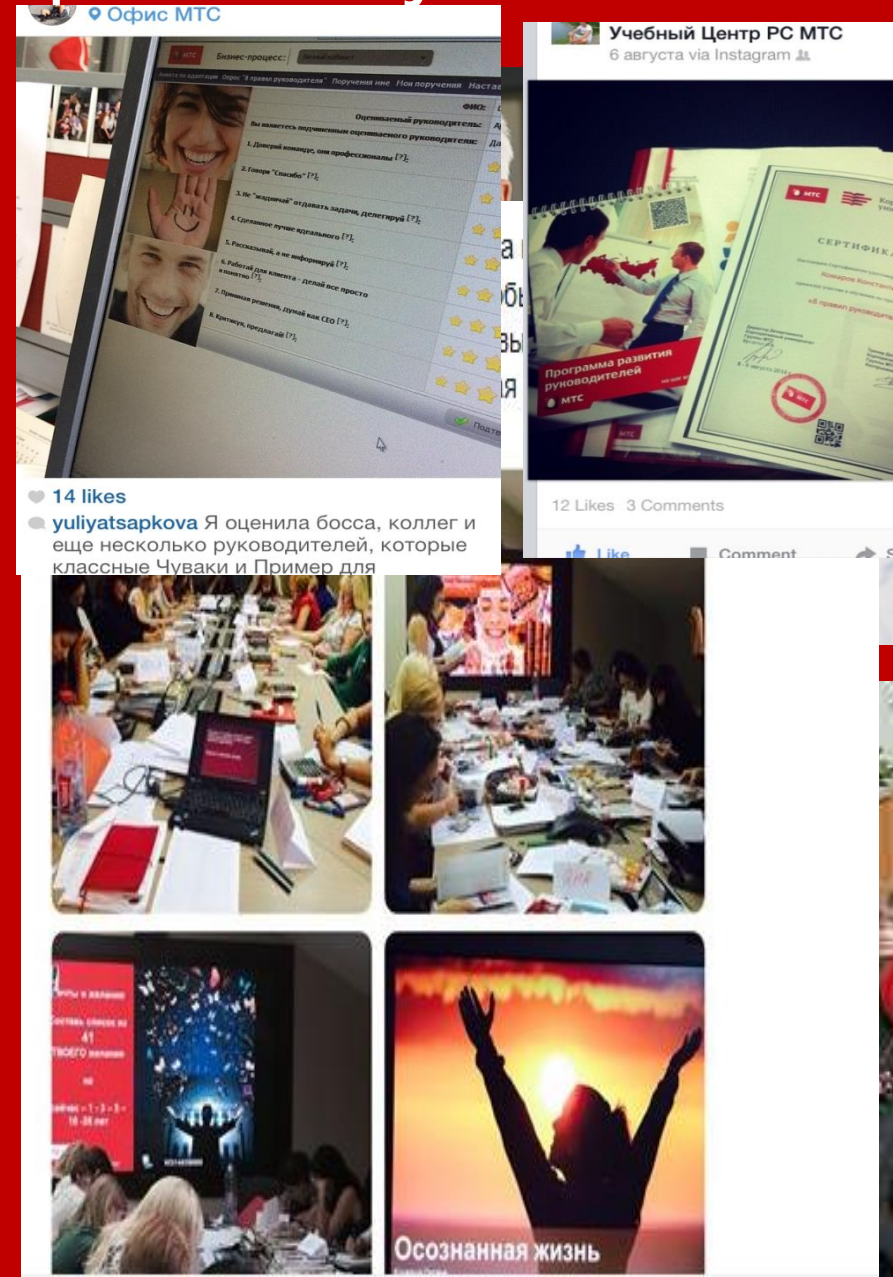
Social responsibility activities

Train high school students:
*MOBILY SAVVY how tech your
parents use on-line technologies*

**EDU centers for 50+: How
to use computers, internet, useful
apps for seniors**

Secure internet for kids:
*internet security and safety for
kids and parents*

Brand Ambassadors:
*employee trainings to do posts
in social networks*



Learning Engagement

STAR groups:

- Choose a topic to improve
- Brainstorm ideas
- Approve with business
- Implement

IDEA Factory:

- Offer improvement or innovation
- \$40mln profit

Peer2Peer:

- VIDEO, WEBINARS
- Lifestyle topics
- Knowledge sharing

Contents:

- BIG DATA
- Service improvement
- Online tools for B2C

Projects: obligatory in all leadership programs. VPs participate at the final defense.

THANK YOU

YOU know that
you CAN

*Oxana Kukharchuk
Director Corporate University, MTS
Kukharchuk.Oxana@gmail.com*