



**LIFE IS FOR SHARING.**

## **Telekom CR-facts**

### **Change management**

Telekom wants and needs to provide its customers with excellent service at competitive prices, both on our domestic market in Germany as well as at our European subsidiaries and affiliates. That is why we are continuing our Group restructuring efforts. Our goal is to structure the company in a way that will make it as efficient as possible while providing maximum flexibility for our customers. That means our employees need to be ready to embrace the change. We introduced a change management system throughout the Group in 2009 to help our employees adjust to challenging changes during our transformation to the "new Telekom" and to firmly establish the new structures and the new corporate culture as part of their daily work. Our globally available Change Navigator, a kit of tools and information on the topics of change and change management, is intended to help create a uniform understanding of the transformation that is taking place throughout the Group. As a Group-wide best practice platform, the Change Navigator helps design appropriate measures for managing change projects and processes. We continue to advance the Change Navigator with the help of experience and feedback. However, this tool cannot replace the professional assistance of change experts. That is why Telekom offers certified on-site training programs where the HR Business Partners and managers at the business units can become change managers. We also make sure our change experts are networking effectively and communicating regularly through channels such as social media platforms and teleconferences.

Promoting agility, knowledge transfer and innovativeness - a new unit is leading the way

In January 2013 we began bundling activities related to cultural transformation at Deutsche Telekom and established the Group Transformational Change unit to manage these activities. This unit develops sustainable solutions and offerings for the world of the future - both professional and private. These solutions include new forms of internal and external collaboration, agile work models, improved innovation and service

orientation, as well as measures for promoting entrepreneurial thinking and action.

Instead of utilizing standardized training and seminar programs, Group Transformational Change applies creative approaches that address specific needs as they arise. The concept is renewing our corporate culture – not by merely following directives issued by headquarters, but rather through concrete measures and initiatives originating in the various Telekom business units.

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