

## Turkcell Global Bilgi Turns Leaders into Trainers To Change Culture

Tuckcell Global Bilgi  
Best Advance in Leadership Development  
December 2017



### Company Background

## TURKCELL GLOBAL BILGI

Company At-a-Glance	
Headquarters	Istanbul, Turkey
Year Founded	1999
Revenue	\$181.002.943, 2015 annual net sales revenues of M658 TR
Employees	12,000 (Management Team 644)
Global Scale	Turkey and Ukraine
Customers/Output, etc.	The company creates value in the fields of customer service, customer acquisition, telesales, technical support, customer retention and loyalty, collections, customer information management and analysis. Customers include Turkcell, Turkish Airlines, Sunexpress Airlines, BP, P&G, Coca-Cola, Media Markt, Migros, ADIDAS, Duracell, ING Bank, QNB Finansbank, Ziraat Bank, Akbank, Garanti Bank, Cardif, Ministry of Health, Ministry of Foreign Affairs.
Industry	Telecommunications
Website	<a href="http://www.globalbilgi.com.tr/en">http://www.globalbilgi.com.tr/en</a>

### Budget and Timeframe

Budget and Timeframe	
Overall budget	\$48.704
Number of (HR, Learning, Talent) employees involved with the implementation?	13 (HR: 2, Trainer Leaders: 11)
Number of Operations or Subject Matter Expert employees involved with the implementation?	2
Number of contractors involved with implementation	2
Timeframe to implement	April 2016- January 2017
Start date of the program	May 2016

### Business Conditions & Business Needs

Turkcell Global Bilgi (TGB), founded in 1999 as part of the Turkcell Group, operates in 18 locations in Turkey and the Ukraine and has more than 12,000 employees.

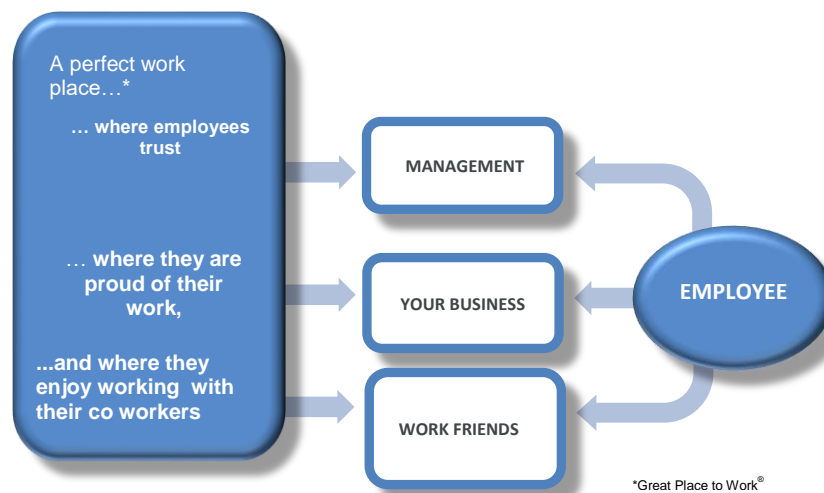
In addition to TGB's extensive experience in the telecom industry, the company provides customer-focused services in the public sector, finance, energy, and retail industries. The company creates value in the fields of customer services, customer acquisition, telesales, technical support, customer retention and loyalty, collections, customer information management and analysis.

TGB has an important place in the Call Center sector in Turkey and Europe, and its largest employee group is comprised of Customer Representatives. TGB has gone beyond being a call center and offers complete services to customers as a "customer experience solutions center."

In an organization where most services are provided with human resource involvement, it is important to create a corporate culture with leaders who foster success along with employee loyalty and happiness.

In 2015 and 2017, TGB earned a prestigious Human Resources Award from a Great Place to Work®, an international research and consulting organization that supports businesses who want to create a corporate culture that is attractive, motivating and encouraging. As the graphic shows, “management” has an important place in an employee’s perception of the workplace.

**Figure 1: Great Place to Work**



Source: Turkcell Global Bilgi 2017

At TGB, the role of a leader is critical in formation of the culture. Training and learning aligns with the corporation’s strategic priorities and employees’ needs. As soon as employees start, they are immersed in a culture based on teams that win and learn together. The goal is to continuously develop employees’ skills, knowledge, and competencies.

Turkcell Global Bilgi has 644 managers with an average age of 33 and 7.4 years of seniority. The average age of all employees is 28 and seniority is 2.8 years.

**Figure 2: Leaders**

	General Manager	Director	Manager	Unit Supervisor	Team Leader
Number of Leaders	1	7	31	108	497

Source: Turkcell Global Bilgi 2017

### Leadership Development Needs

Top management feedback and analysis show that leaders need to strengthen their competency levels and create, adopt, and spread the concept of joint leadership. TGB's multiple locations and 12,000 employees creates the need for leaders to demonstrate similar skills and attitude. Having the same perception brings with it the need to strengthen the leadership base.

1. **More effective leadership for a new generation.** The average age of employees at TGB is 28. A large percentage of them are customer representatives with learning needs specific to Generation Y. Among their main needs are effective, close communication, a sense of meaning in their work, and support for development. "Özde Lider" Leadership Development Program takes a generation-free leadership approach.
2. **Rise of performance focus.** Due to the competitive structure of the call-center sector and the need to monitor KPI's, leaders eventually situate themselves as performance managers. However, performance management needs to be precisely balanced with human management. This balance is very important for employee loyalty and customer satisfaction. Thus, a major focus is training for mid-level managers and team leaders, who are considered to be first-level managers.
3. **All leaders.** Using the 2016 studies, the "Özde Lider" Leadership Development Program was implemented for all leaders – first level to upper management – to help them adopt the joint culture and be more effective leaders.

The "Özde Lider" Leadership Development Program seeks to spread leadership behaviors with the assistance of TGB role-model leaders whose behavior is consistent with the company's leadership strategy.

### Overview

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Strong leadership is one of the most important building blocks of an enhanced corporate culture. The "Özde Lider" Leadership Development Program, inspired by corporate values and the Turkcell Group Leadership model, supports leadership competency and behavior.

Figure 3: Turkcell Group Leadership Model



Source: Turkcell Global Bilgi 2017

### Targets of the “Özde Lider” Leadership Development Program

1. **Develop and strengthen basic leadership competency.** TGB leaders are expected to provide a joint point-of-view while leading employees with different cultures and demographics. Therefore, the goals are to develop each leader’s common behaviors and strengthen basic managing competencies. The first step was to design a training program based on the needed competencies for every level of leadership.
2. **Encourage learning from one another.** A rule of organizational learning is to have experienced and voluntary “Trainer Leaders” who share their learning journey and support others as they make changes in behaviors and skills.
  - Trainer Leaders see the different points of view from other TGB leaders in other locations.
  - By training at different locations, Trainer Leaders gained more knowledge about the whole TGB. They reported that they learned where they had joint development areas and found out what topics needed additional support.
  - All leaders can use digital platforms to exchange knowledge. Such platforms are particularly important for GenY.
3. **Change the existing state.** When external training support was used, the consultant’s biggest hardship was the opposition to changing the existing state.

Discussion with realistic arguments were used to overcome such opposition. Leaders who received training from Trainer Leaders focused on solutions that turned up ideas on what they can do better in their own fields.

4. **Support from senior leadership team.** The upper management team held seminars on various topics related to leadership. Leadership culture is like a waterway that flows both up and down. For it to flow continuously, senior leader support is essential. In the “Özde Lider” Leadership Development Program, senior leaders became ambassadors of the leadership movement.

### Cultural and Organizational Development

1. **Consistent communication.** To ensure the consistency of upper- and middle-level management communication between each other and with their team leaders.
  - In the first year of the program, feedback and upper-management evaluations show important steps have been made to achieve this goal. Leaders have more interaction with each other and more opportunities to talk about leadership styles and differences in those styles. Participants in the program study about communication and leadership styles, discover what they can do to change their own styles, and create action plans to do so.
    - a. Action plans are evaluated in group coaching sessions, another step in the program. By evaluating conduct with a 360-degree concept, leaders have the opportunity to provide feedback to one another.
2. **Uncovering role-model leaders.** When expectations mean a change in conduct, role models show how the different behaviors make a difference out in daily life. In this leadership development program, Trainer Leaders become role models whose own changes in conduct impact the whole eco-system.
  - Trainer Leaders have been supported with an extensive development program strengthened with coaching training. As a result, other leaders recognize the difference in the Trainer Leaders’ competencies and more of them have asked to participate and become Trainer Leaders.
  - The satisfaction of groups trained by Trainer Leaders has been quite high. In addition, leaders have reported that they are pleased to have their managing leaders take part in the feedback processes.
  - Training Leaders’ observations during discussions in the “Özde Lider” Leadership Development Program have helped increase understanding of

existing culture and the employee experience. The information has been shared with the related units, creating development opportunities.

The leadership development program taught by Trainer Leaders entails two days of classroom training and one day of group coaching.

Besides in-class training and coaching, leaders are supported throughout the process with seminars, summits, long-distance training, social learning via a shared portal, and coaching. The Trainer Leader innovation is the flagship of this program.

### **Design and Delivery of the Program**

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Nowadays, employees prefer to work with a leader who stands by them and really understands them. In the TGB eco-system where 78% of the workers belong to generation Y, the leader's responsibilities are above and beyond the typical ones. In designing the "Özde Lider" Leadership Development Program, the question of "who is an Özde Lider, has been answered with the management team.

An "Özde" Leader is one who:

- Develops, raises, serves the employee.
- Sincerely listens, understands the employee.
- Bases actions on open, honest communication, offers solutions.
- Approaches the employee modestly.
- Enjoys sharing knowledge and experience.
- Provides the spreading of the leadership approach.

These definitions already appear at different levels in the leader ecosystem. However, the goal seeks to have all leaders demonstrate those approaches and have the teams he/she leads live the feeling.

### Program Mainframe

The program is based on three metaphors: Mirror, Magic and Enthusiasm.

To make it easy to remember, the words in the Turkish language create an acrostic that points to developing the behavior the slogan encourages.

1. **Mirror.** Points to the image the leader recognizes and interprets as self and the team. The leader, just like a mirror, reflects awareness of what is and the ability of communication to create trust.
2. **Magic.** The magic of leadership is to know when, where, and what kind of leadership to display, sometimes adding meaning to a job, sometimes supporting an employee, and sometimes having the employee look down from a higher place. An Özde leader's magic effect is hidden in situational leadership and coaching. And metaphorically, magic means providing effect by using what you have. It is possible for a leader to cause that effect by using power, competencies, and abilities.
3. **Enthusiasm.** Leaders cannot leave their hopes to luck. Instead, they need heartfelt enthusiasm to start an action and follow through. Coaching and continuous development will work for teams and team leaders.

In 2016, all leaders participated in the "Özde Lider" Leadership Development Program, which is built on six base activities. In addition, eLearning within the "Özde" Leader sharing portal, "I am reading" book summaries, and "Be with Me" are supportive development tools in the Coaching Platform.

**Figure 4: Six Base Activities**

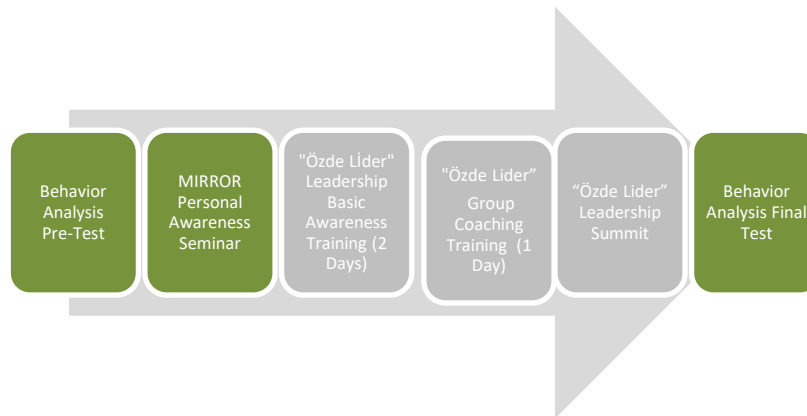


Source: Turkcell Global Bilgi 2017



### 1. Personal and organizational awareness.

Figure 5: Personal and Organizational Awareness

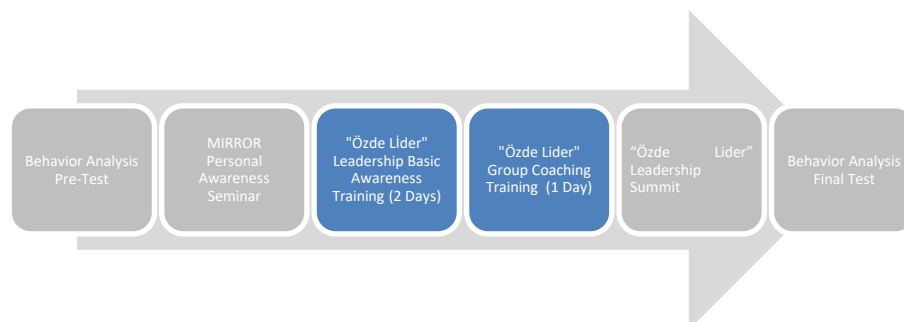


Source: Turkcell Global Bilgi 2017

- **360-degree evaluations.** Turkcell Global Bilgi created evaluation surveys to use before and after training in the "Özde Lider" Leadership Development Program. Leaders are evaluated regarding their "Özde" Leadership Competency by themselves and by superiors and reports who work directly with them. The evaluations aim to create personal awareness and uncover individual needs. Before participants attend classroom training, they are asked to prepare an action plan with their managers. The survey results were used in the program design.
- **Mirror Seminar.** "Özde Lider" Leadership Awareness/Mirror seminars were organized in seven locations with close to 500 leaders participating.

### 2. Awareness training and group coaching.

Figure 6: Basic Awareness Training and Group Coaching Sessions



Source: Turkcell Global Bilgi 2017

### Trainer Leaders

Planning for Trainer Leaders was the first step in the design phase of the three-day program. One of the strongest factors in the leadership program is that TGB's experienced leaders were involved. The teaching-leader process, the most innovative and striking feature of the leadership development program, has Trainer Leaders teaching other leaders.

In the Trainer Leader selection process, TGB leaders who wanted to share their leadership knowledge and experiences volunteered to spare time for the training sessions. Among the applicants, 11 Trainer Leader candidates were chosen. All Unit Supervisors and Managers with at least two-years seniority in their last position could apply to be Trainer Leaders.

The selection process followed these steps:

1. Participation in the application survey.
2. Acquiring feedback from references.
3. Application evaluation by upper management.
4. Monitoring compliance and competence in regards to the work taking place in the development phase.

Leaders who completed the selection process successfully are prepared by training consultants and the Training and Development Department to become effective Leader Trainers.

Trainer leaders started intellectual preparation by answering the following questions: "As TGB leaders, what exactly do we need? How are we in leadership? How can we show our strong sides better? How aware are we about our development areas? What do we need to do better? As Trainer Leaders what are our duties and responsibilities during this process? What do we want to achieve? How can we succeed together?"

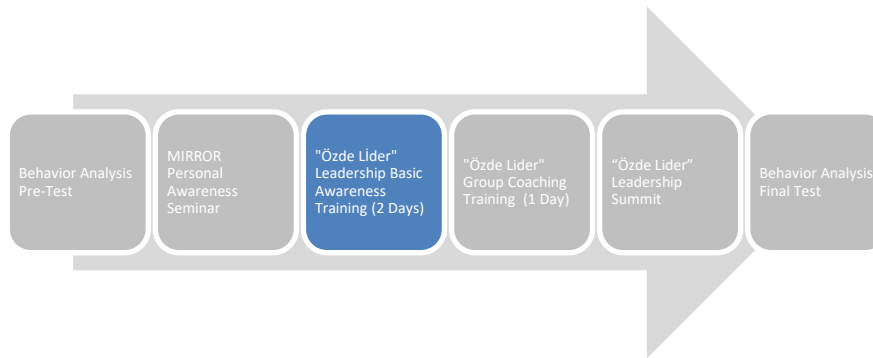
Other studies included the Trainer Leader role, responsibilities, and program targets, the learning process, and the importance of basic leadership-competence development and "Özde Lider" internalizing.

1. **Content design study.** The data from those studies became an important reference in designing the program to include establishing learning targets, developing training activities, designing tools to support learning (e.g. production, events, videos, articles, forms, participant books), and monitoring and computation processes. The training took a learn and apply approach, essential in

- the adult learning process. By the end of the course, participants have researched a topic and shared the information with their teammates, who collaborate to deepen the thinking around that particular topic, creating group coaching sessions.
2. **Assignment for deepening know-how.** During the learning process, various reading and individual studies reinforce theoretical knowledge.
  3. **Presenting of content.** An important competency for a trainer is the ability to transfer knowledge. In this training phase, each trainer conducts a special study on a topic, develops real-life applications of the topic, and then transfers the knowledge to colleagues in the Trainer Leader program. The other participants determine how or whether the knowledge was transferred to them. Trainer Leaders were tracked by an observer who provided feedback.
  4. **Receiving “Özde” leader training.** Trainer Leaders were the first to participate in the program built with their contributions. This phase provided important feedback related to application of the learning.
  5. **Monitoring training.** With program design completed, it was time to apply the training to real participants. Sample classes were set up with participants from every location. Plans were made for the consultant who participated in the design process to do the training with Trainer Leaders observing. Each Trainer Leaders observed two group-training sessions and evaluated them.
  6. **First training and feedback.** Next, the Trainer Leaders train real participants and are observed by the training expert or consultant. Evaluations covered teaching ability, understanding of the subject, answering questions, staying within the subject frame, making students do applications and supporting learning. Trainer Leaders were provided feedback. After this step, the leaders start teaching as real trainers.
  7. **Group coaching and group-coach observation sessions.** Trainer leaders receive group coaching during the program. Their teaching abilities are observed, and they receive feedback in group coaching. Each Trainer Leader is responsible for the group coaching sessions of the classes they teach and observing participants as they seek to fulfill their action plans.

Trainer Leaders are considered Turkcell Group's internal trainers as Turkcell Academy Trainers. To show appreciation to them for the value and devotion they bring to a development program while doing their existing jobs, they have been given the opportunity to receive training and become certified from the International Coach Federation. In 2016, Trainer Leaders provided 5,000 hours of training to 299 managers.

**Figure 7: "Özde Lider" In Class Training /2 Days**



Source: Turkcell Global Bilgi 2017

This highlighted section is the first module of the training program designed with Trainer Leaders and taught by Trainer Leaders to team leaders and unit managers. The Özde Leader Basic Awareness Training and Group Coaching session follows the 70:20:10 rule. Özde Leader Basic Awareness Training provides theoretic and practical knowledge by using real case studies, simulations, role-play situations, and individual evaluations. Participants leave the training with action plans.

At the end of training, participants are expected to reach the following learning targets:

**1. Effective listening.**

- Learn the importance and the benefits of effective listening.
- Experiment with effective listening with applications and consolidate.

**2. Efficient questioning.**

- Understand the importance of questions in communication.
- Learning how to ask strong questions and applying.

**3. Feedback → Feed forward.**

- Understand the importance of feedback.
- Learn how to give feedback for improvement.

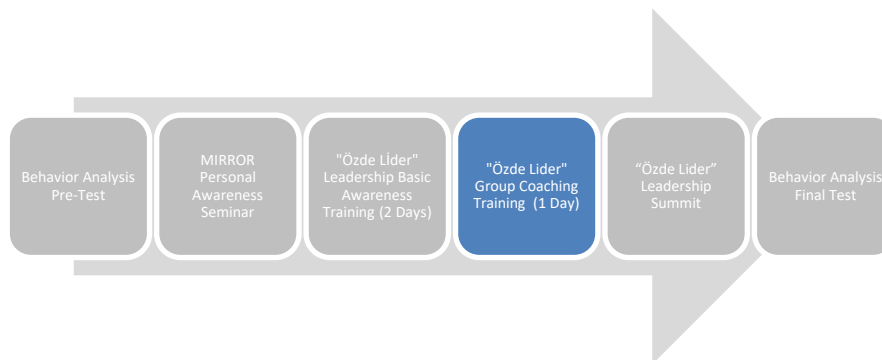
#### 4. Situational leadership.

- Comprehend situational leadership.
- Place your team in the situation-leadership matrix and determine the needs of each team member.
- Apply situational leadership with situations and simulations.

#### 5. Servant Leadership

- Understand servant leadership as a leadership concept.
- Build a relationship between servant leadership and TGB culture and understand how to apply it to the culture.
- Learn the steps of servant leadership and apply them.

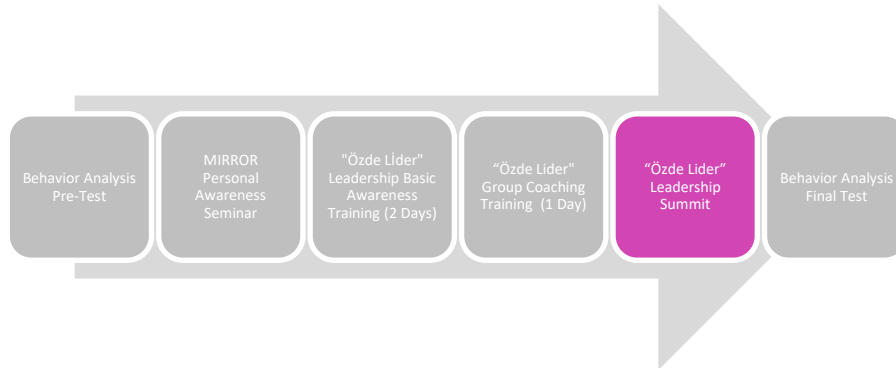
**Figure 8: “Özde” Leader Group Coaching Training (1 Day)**



Source: Turkcell Global Bilgi 2017

In the next module two months after the group coaching session, individual evaluation tools are used. Participants are expected to bring action plans and reflect on application of the basic leadership training. In this one-day session, participants share how they applied the learning and their difficulties and opportunities in doing so. They discuss methods of succeeding together.

Figure 9: “ÖZDE LİDER” Leadership Summit 2016



Source: Turkcell Global Bilgi 2017

At year end, leaders gathered for a 3.5-hour summit that is broadcast live online. For the summit, “Özde Lider” Leadership messages are consolidated, a summary of 2016 is relayed by the HR Director, and leadership development plans for 2017 are shared. TGB General Manager and a well-known speaker participated. Trainer Leaders were honored in a leadership ceremony.

The summit had an attendance rate of 90% and earned an average satisfaction score of 4.8 on a scale of 5.

Summit topics were Leadership from Within, To Be an Inspiring Leader, and Develop One's Self Continuously. The program will continue in the year 2017.

### Supportive Development Solutions

1. **“Be with Me” Coaching Platform.** A two-way application that allows leaders to detail coaching meetings with employees and create and track development plans, including their own action plans. Employees can reach their managers and track their own development.
2. **Internal Sharing Platform.** The “Özde Lider” internal page was built on the social sharing platform for the Turkcell Group. The page contains pictures from training, reading suggestions, improvement videos, coaching tools, sketches, tests, and other development tools.
3. **eLearning.** Short, simple, and professionally prepared e-learning tools provided in a supportive capacity. The eLearning uses the Turkcell LMS.
4. **I am reading.** Turkish book summaries “Özde Lider” topics are shared.

### **Launch and Application**

After receiving approval from the program's upper management, the program was launched with a video designed to arouse curiosity. The video was developed by internal sources.

The aim was to pull leaders under the Özde Leader roof and develop a common feeling about leadership. After the video, the Training and Development team received many emails, particularly from experienced leaders, and reactions showed that the video ignited the feelings it was designed to create.

The Özde Leader logo was created and placed at all locations. Through Mirror Seminars, the program was transferred to all leaders in person. An introduction video was shared with leaders who were not able to attend a seminar.

Classroom training was planned for up to 12 people, and a training booklet was printed for participants. Training groups continue to interact with mobile applications.

In addition, the Özde Leader approach lays the foundation for new manager programs that are spread over two years.

### **Adoption of the Program**

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Support by the General Manager, directors, and managers has been vital to its application and success. Leaders have made the program part of corporate strategies for 2017.

In addition, T&D team members have observed leaders demonstrating Özde leadership.

Some unit managers and team leaders have used the Özde leader approach to develop a new and voluntary process to improve the skills of customer representatives. The fact that the volunteer initiative carries traces of Özde leadership shows the behavior difference in the eco-system. In addition, leaders are making requests to use Özde leader tools in team meetings and individual projects.

Keeping continuity and sustainability alive carries a critical importance. The biggest difficulty has been the large number of employees and their geographic, demographic, and cultural differences. Such disparity causes learning and development to be perceived differently, and behavior ends up being either below or above expectation.

At this point, the most important groups are unit supervisors and managers. The belief and desire by the unit supervisors and managers to adopt Özde leadership must be kept alive. Top do so, the Trainer Leader process continues in 2017. Plans are being made to

invite leaders who are not Trainer Leaders to speak at various seminars. In addition, the role model concept and social learning – learning from each other – are being emphasized in 2017.

### Measurable Benefits

In the “Özde Lider” Leadership Development Program, measurement follows the four levels of the Kirkpatrick model. The success of the program has been evaluated separately from the leaders.

#### Özde Leader Development Program Evaluation

Figure 10: Phase: Reaction/Satisfaction Scale

Target KPI					Training Evaluation	Trainer Evaluation
1	2	3	4	5		
2,9 >	3-3,4	3,5-3,9	4-4,5	4,6 <	4,7	4,9

Source: Turkcell Global Bilgi 2017

The training program earned evaluations much higher than any leadership programs in the past. The evaluation surveys have been sent to participants via the LMS after the training. Participants have shared positive comments regarding the contents and the application style of the training program.

#### Kirkpatrick Level 2: Knowledge Measurement

In the pilot program, Trainer Leaders were graded on observation forms for their trial teaching. They received an average grade of 4.7 on a scale of 5 for “Theoretical Knowledge.”

#### Kirkpatrick Level 3: Behavior Measurement

The program’s development-action plans and behavior evaluation tests provide data on behavior.

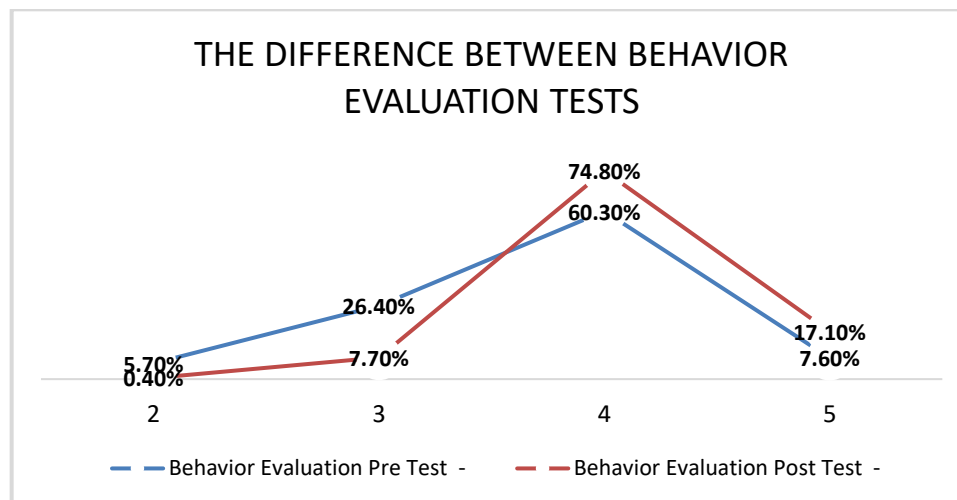
Participants collaborate with their managers to develop action plans in preparation for the leadership development program. Participants share their advances with the teachers. The preparation and presentation of action plans have been considered as 80% success KPI, and the final score is 85%. Group coaching sessions carry a supportive function in consolidating behavior.



Before the program, participants take a behavior evaluation test, the 270° Core Evaluation test. Nearly six months after the program, the 360° Behavior Evaluation Test was given. Both tests are similar in content and scope. Analysis of the differences shows a positive change in the perception of the leaders.

**Figure 11: Pre- and Post-Test Results Comparisons**

	Target KPI Actual				
	1	2	3	4	5
Behavior Evaluation Pre Test	-	5.70%	26.40%	60.30%	7.60%
Behavior Evaluation Post Test	-	0.40%	7.70%	74.80%	17.10%



Source: Turkcell Global Bilgi 2017

### Kirkpatrick Phase 4: Results/ROI

This phase shows the contribution of the training to TGB. A claim cannot be made that the program is independent from all other aspects of behavior changes, However, once the major effects are taken out, it can be said that there has been an important benefit of the training to TGB.

### Customer Satisfaction Results

At TGB, customer satisfaction is among the main targets of the training. After the “Özde Lider” Leadership Development Program, there has been a visible difference in leaders’ ability to communicate with employees and help them develop. Customer satisfaction results showed a significant increase from 2015-2016 to 2017 Q1.

### Cost Advantage

The Özde Leader Program is heavily based on using leaders and T&D experts' knowledge and experience and strictly belongs to TGB. By using internal sources and Trainer Leaders, the company gained nearly \$54,440 in savings compared to the cost of using external training consultants for the program.

In addition, preparation of the Behavior Evaluation test and system integration using less external-source content meant nearly \$32, 665. Related to outsourcing, the overall calculated cost advantage was \$87.105.

In the "Özde Lider" Leadership program, various studies are conducted regarding employee loyalty, situational leadership and servant leadership. Data collected on the percentages of employees who "leave due to manager" show a 47% decrease, and statistics show that turnover has steadily decreased to what is considered zero in 2016.

**Figure 12: Before and After Program Comparisons**

Period	Turnover/Person
January'16 - August'16	35
August'16 - November'16	15
December'16- March'17	8

Source: Turkcell Global Bilgi 2017

In TGB, internal promotion was 91% in 2016 YTD. Leaders cultivated from within the corporation are important in strengthening the organization and satisfaction of employees.

Leaders who base their work on Özde leadership have started to voluntarily provide support to their team members on their career paths.

Although the "Özde Lider" Leadership program targets to leaders, TGB expert staff have requested to become volunteer teachers. With those requests, a new program has been created using the slogan "It is our essence" to give staff the opportunity to share information in their fields of expertise. Thanks to this set-up, requests for training on 20 topics will be met by internal sources. This situation means a cost advantage, too.

### Trust Index

For the past two years, the Trust Index has been used to survey employees on Employee Loyalty and Great Place to Work. Sixteen questions are related to management and provide input for the Özde Leadership program evaluation. For managerial

communication, situational management, and leadership perception, there has been 3% average increase from 2015 to 2016.

When all data on perception, behavior, and benefit to the organization are considered, behavior is the most important priority. Strengthening leaders' knowledge, competence, ability, and leadership behavior will play an important role for increasing employee satisfaction, loyalty, and productivity.

## Overall

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In the field of knowledge and experience, TGB has strong human resources. While running their teams towards challenging targets, leaders also work as volunteer cultural-development envoys. The most important lesson from the "Özde Lider" Leadership development program was helping TGB see that the corporation has leaders with rich knowledge who are equipped to make a difference and will revolutionize the organization.

For leaders who received training from various sources over the years, training from leaders who are familiar to them, know their eco-systems closely, understand their daily problems, and provide practical solutions was very effective. Leaders appearing in front of the participants in a different role have reinforced faith and trust in TGB.

Leaders who receive training and leaders delivering it have developed an important awareness of differences in knowledge and application. As a result of the training program, leaders who felt they were adequate in communication, coaching, and feedback, discovered they still needed to improve. This awareness was reflected on their development action plans and interactions.

The "Özde Lider" Leadership Development program has three-year vision. In the first year, the program targeted developing basic awareness and main leadership abilities. The program's 2017 plan specialized in training and development solutions that have been designed for different levels of leadership bases on needs shown in the Trust Index survey.

For TGB leaders 2017 will be a year where leaders learn, develop themselves and others.

**Figure 13: 2017 Özde Leader Development Programs**

2017 Özde Leader Development Programs			
Team Leader	Unit Supervisor	Manager	Director
“Özde” Leader Workshops (In Class training, based on real events)	Unit Supervisor Development Program (Specific to leaders with GPTW linked catalogue training)	Turkcell Academy Turkcell Group Leadership Development Programs	
Coaching Office Application (In organization hands-on coaching)	Mentoring Program / Mentor	Mentoring Program /Mentor	
	"Every Manager is a Human Resource Manager" Development Program (Micro MBA, containing corporate culture, leadership, employee loyalty and HR applications)		
Competency Development Guide			
“Özde” Leader Seminars (Knowledge and experience sharing by TGB Leaders)			
Özde Leader Summit			

Source: Turkcell Global Bilgi 2017

In addition, new Trainer Leaders have been selected for 2017, and they will conduct the 2017 leadership workshops. The 2016 Trainer Leaders will serve as internal coaches.



## About Brandon Hall Group

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Brandon Hall Group is a HCM research and advisory services firm that provides insights around key performance areas, including Learning and Development, Talent Management, Leadership Development, Talent Acquisition, and HR/Workforce Management. With more than 10,000 clients globally and more than 20 years of delivering world-class research and advisory services, Brandon Hall Group is focused on developing research that drives performance in emerging and large organizations, and provides strategic insights for executives and practitioners responsible for growth and business results.

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- Systems Evaluation

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- Survey
- Process Integration

For more information, contact us at [success@brandonhall.com](mailto:success@brandonhall.com).