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**EXCELLENCE
AWARDS 2024**

Turkcell Turns High-Potential Professionals into Tomorrow's Digital Leaders

Turkcell İletişim Hizmetleri A.Ş.

Best High-Potential Development

November 2024



Company Background



Company-at-a-Glance	
Headquarters	Istanbul, Türkiye
Year Founded	1993
Revenue	\$ 4.520 billion (1 USD= 23,70 TL)
Employees	24352
Global Scale (Regions that you operate in or provide services to)	Turkcell Group operates in 4 countries: Turkey, Ukraine (discontinued operations as of 2023 year-end), Belarus, and Northern Cyprus.
Customers/Output, etc. (Key customers and services offered)	Turkcell is a digital operator headquartered in Turkey, serving its customers with its unique portfolio of digital services along with voice, messaging, data and IPTV services on its mobile and fixed networks.
Industry	Telecommunications sector
Stock Symbol	TCELL / TKC
Website	https://www.turkcell.com.tr/en/aboutus/investor-relations



Budget and Timeframe

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Overall budget	1.200.000 TL
Number of (HR, Learning, Talent) employees involved with the implementation?	1 Employee
Number of Operations or Subject Matter Expert employees involved with the implementation?	1 (part-time intern)
Number of contractors involved with implementation	2 Employees
Timeframe to implement	9 Months (May-December 2023)
Start date of the program	May 4, 2023

Identification

Turkcell is a digital operator headquartered in Turkey, serving its customers with its unique portfolio of digital services along with voice, messaging, data and IPTV services on its mobile and fixed networks. Turkcell Group companies operate in 4 countries – Turkey, Ukraine, Belarus, Northern Cyprus. Turkcell launched LTE services in its home country on April 1st, 2016, employing LTE Advanced and 3 carrier aggregation technologies in 81 cities. Turkcell offers up to 10 Gbps fiber internet speed with its FTTH services. Turkcell Group reported TRY29.1 billion revenue in FY20 with total assets of TRY51.5 billion as of December 31, 2020. It has been listed on the NYSE and the BIST since July 2000, and is the only NYSE-listed company in Turkey.

The training and development programs of all employees, who are part of a large organization serving more than 36 million customers, are created by designing functional learning, technology-oriented learning, leadership development programs and personal development programs with a holistic approach. These programs are one of the intermediaries that make the most important contributions to Turkcell's journey to becoming a digital operator. In order to make this journey uninterruptedly sustainable, it is vital to back up roles within the company. Critical roles are determined by the Human Resources team and backup policies for these



roles are developed. The Turkcell Academy team within Human Resources designs a training and development program and supports the relevant people with learning programs.

YUPO-PRO are called "high potential professionals" within Turkcell. It refers to the process of backing up leaders with the title "manager", who are team managers at Turkcell. Employees who stand out within the organization with high job performance and distinctive projects and work go through a comprehensive evaluation process. This evaluation process is carried out together with the Human Resources team and relevant unit senior managers. This backup program, which is carried out for approximately every team, covers a large part of all units. Employees from each unit involved in this process are grouped according to their title levels and performance scores. They then go through a comprehensive assessment process. This assessment measures their work performance, intellectual knowledge, and soft-skill competencies, which we can define as non-technical skills that measure technical knowledge about the job they are responsible for. Following the comprehensive assessment results and interviews with the relevant unit managers, a list of substitute managers is created.

A comprehensive leadership development program is designed for employees on the list of manager substitutes determined at the end of the YUPO-PRO determination process, which is held every two years.

Turkcell Academy team analyzes the competencies that will be needed in the future according to the results of the World Economic Forum and many international research. As a result of this analysis, focuses such as lifelong learning, technology literacy, active listening, social impact and leadership, creative thinking and analytical thinking, flexibility and resilience are taken into consideration. In addition, a research process is carried out that highlights Turkcell's main strategies and business focuses. Development areas were determined according to Turkcell's needs and future strategies. The four different development focuses determined by taking into account the assessment results made by Human Resources are as follows: Discover yourself, manage with your influence, develop your business, inspire the future.

The four development areas cover the competencies that Turkcell and the organization as a whole need to have in their leadership team. "Discover yourself" is a development area where emotional intelligence, self-confidence, human-oriented approach and empathic communication come to the fore. "Manage effectively" is the field of leadership development that can establish work-life



balance, cope with internal concerns, develop effective relationship networks and manage these relationships. “Improve your work” is a development area that means having strong delegation skills, knowing how to appreciate, being brave in giving feedback, and being focused on your work and future ideals. Finally, “inspire the future” is the development area determined to create a leader who can see unique opportunities in moments of crisis, think strategically, get out of the comfort zone, and adapt to change by thinking critically. The development program, designed to cover all focuses, aims to support the development of the technology leaders that both Turkcell and Turkey need.

This designed development program aims to provide an effective learning experience that is holistic, inclusive, responsive to many learning needs, and focused on practice.

Preparation and Expectations

Use this area to discuss the design and delivery of high-potential development program and how it aligns with your talent management strategy and talent processes. Describe expectations and length of the program. What does successful completion mean?

DetailsThe program design centered on four development foci; Discover yourself, manage with your influence, develop your business, inspire the future. The development program designed to develop these competencies needed by Turkcell and the entire organization consists of three main headings. The first title is “Leadership Development Programme,” which covers leadership development areas. The second focus is “Learning Buffets” focused on personal development. Finally, within the scope of the program, a mentoring program was also offered optionally to all participants.

It is aimed to include both academic knowledge and industry knowledge effectively in the program in order to realize the development focuses during the design phase. This was an important goal to develop the ability of program participants, who step from professionalism to becoming leaders, to look at business and life from a broader perspective. A university and academic environment where industry, sector and academic knowledge are constantly and uninterruptedly fed from each other could meet the development need. Özyeğin University, one of Turkey's best foundation universities in the fields of entrepreneurship, technology and finance, offered solutions suitable for development needs.



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The design and implementation of the Leadership Development Program was designed and implemented together with Özyeğin University Continuing Education Academy. At the end of the program, participants who completed all training and practices were entitled to receive the certificate of achievement offered by Özyeğin University.

Program participants attended four different trainings within the scope of the Leadership Development Program:

- Recognizing Commercial Opportunities,
- Innovation and Creative Thinking,
- Covering Differences through Communication,
- Change Management and Learning Agility.

T₂Life | YUPO-PRO Leadership Development Program



The trainings were designed to adapt the program participant candidate leaders to the conditions of the technology world, which has changed and continues to transform after the pandemic, and to prepare them for the future. Turkcell is a critically important digital operator that contributes greatly to the transformation of technology in Turkey. Leaders of a company that must be prepared for global and regional crises and provide uninterrupted service must be conscious of "recognizing commercial opportunities" and be ready for these moments of crisis



with "innovation and creative thinking". While crises are difficult times, they also bring with them many opportunities. Leaders who can recognize these opportunities, analyze and evaluate them, and evaluate these opportunities with new ideas will carry Turkcell into the future. For this purpose, the first two trainings of the program were implemented on the Özyeğin University campus, in a place where start-up companies were also funded and active participation was required. The participants, who developed new ideas during the training and learned how to implement these ideas, learned the ways and intricacies of implementing a new business idea within a corporate company at the end of the two-day training.

Embracing the Differences w/Communication was a training that covered diversity, kept YUPO-PRO participants from being discriminatory against fundamental differences such as religion, language, race, gender, sexual orientation, and taught them how to manage these differences effectively. The training was completed with a half-day closing session held one month after the one-day theoretical training. In this training, participants learned the extent of the differences, the use of language, the effect of gestures and facial expressions, and what the differences will cause when separated. It is aimed to embrace differences as richness and to teach the practices required to create a more creative, innovation-supporting organization with this richness. For this purpose, the training participants studied how to transform the differences within many societies and companies into a more inclusive behavior and expression, with the homework given to them after the theoretical training.

Change Management and Learning Agility Training is designed to train leaders who need to adapt themselves, their work and their competencies to the changing and transforming world. In this one-day training, participants learned how to lead change. The learning experience was reinforced with the application studies carried out to understand what learning agility means and to become more agile and constantly learning individuals.

The "Leadership Development Program", consisting of four trainings, was implemented with training lasting a total of 4.5 days. The conditions for successfully completing these trainings, which were offered on different dates, were active participation in the training and doing homework and practice studies.

Simply supporting the technology and leadership development of YUPO-PRO participants may not have been an adequate learning solution. Designed to provide a more comprehensive solution to the needs of all participants, Learning Buffets were offered optionally to all participants. The "Learning Buffets" title offered within



the scope of the program consisted of four different trainings: Personal Brand Management, Storytelling in English, Captain: Crisis and Relationship Management, Effective Relationship Network.

These trainings were designed with different organizations and trainers. Each participant had the right to choose two trainings of their choice from the trainings available for selection on the Turkcell Academy LMS platform. After choosing the trainings, active participation and implementation were determined as success criteria.

Personal Brand Management Training was designed as a two-half day training, held three weeks apart. It is aimed to support the participants in rethinking their personal brands and their development as more effective and inspiring leaders. This training also included a well-prepared canvas study and practices on how participants should create a personal brand strategy and what they should do step by step.

Storytelling in English aims to enable YUPO-PRO participants to express themselves better in English. Turkcell aims to offer more competitive solutions in the global arena and to benefit more from the products, services and services of international companies. For this reason, it is ensured that leadership candidates are proficient in English and those who want to become more competent can benefit from this opportunity.

Captain: Crisis and Relationship Management Training is a special training planned separately with Özyeğin University. This training took place for a full day in the cockpit simulation at Özyeğin University, which has the most equipped pilot training school and pilotage department in Turkey. The professor, who is the head of the department and a retired military pilot, and an aeronautical engineer and pilot training instructor, presented theoretical explanations in the class. At the same time, the flight was made live in the flight simulator by connecting to the next class with cameras. The captain pilot, pilot instructor and an aircraft engineer were present in the flight simulator. 12 people who attended the training in a single group took turns participating in the simulation in the scenarios prepared for them. While the simulation was watched live from the other class, topics such as how to solve the crisis environment created by the scenario, what actually happened and what should be done were discussed. The training, which was carried out with the experiential learning method, was one of the most interesting and carefully followed trainings in the program.



Effective Relationship Network Training aims to provide YUPO-PRO participants, who are Turkcell's leading candidates, with certain methods to establish effective relationship networks with people within the Turkcell ecosystem. It is important to systematically support interaction in order to effectively transfer business practices and experiences within the ecosystem. This training also taught participants how to establish connections with professionals and leaders outside the Turkcell ecosystem. This training also provided the tools to create reputation in the industry through the effective use of social media platforms. Once effective relationship networks were established, the way was opened for the enrichment of the Turkcell ecosystem and the sharing and proliferation of information.

All these trainings were designed and implemented to raise leaders in line with Turkcell's strategies and focuses. It is aimed to raise leaders who are ready for the technology of the future, who can manage moments of crisis and see opportunities, who can turn the opportunities they see into commercial ideas, who can turn ideas into action, who keep innovation alive in every field, and who constantly learn by covering diversity and differences.



Participation

YUPO-PRO, which gives its name to the program, actually means "high potential professional". Candidates who work at Turkcell, are successful in their jobs, are experienced and have high performance, participated in a comprehensive evaluation carried out by Human Resources. This evaluation was carried out through performance notes, evaluation of the managers of the company, and comprehensive assessment study. Candidates who successfully passed these evaluations were selected as YUPO-PRO. YUPO-PRO participants, who are seen as the leaders of the future at Turkcell, were required to participate in the "Leadership Development Program" part of this program specially designed for them, carried out with Özyeğin University. Participants are experienced employees carefully selected from every unit within Turkcell.

The program designer and implementer are the program managers responsible for the leadership development programs in the Turkcell Academy team. According to the comprehensive assessment results carried out by Human Resources, a program that draws a future vision in line with Turkcell strategies was designed. There was a program manager who was responsible from end to end for this program, which was implemented together with Özyeğin University. After the program design was completed by the program manager, the purchasing process was completed by the Procurement unit. With the Kick-Off meeting, a catalog was opened on the LMS platform for the trainings to be held on different dates so that each participant could adapt to their own agenda. The program manager prepared the participants for the training by informing them via e-mail before each training. Preparations were made by considering details such as breakfast, lunch and coffee breaks as part of the learning experience. Transportation to the training locations and processing of participation information into the LMS system after the training were also completed as the work of the program manager. All this was done to provide participants with a unique learning experience. Having the leadership candidates experience a well-designed learning experience were the details that made the program easier, more enjoyable, and more special and valuable.



Transition

Use this area to discuss the process the organization used to help high-potentials transition into their new roles. Did your organization provide the appropriate transition support (continued development, coaching, mentoring, support tools, time with senior leaders, etc.)?

Details: In addition to all the previously mentioned trainings, YUPO-PRO participants are also offered a "Mentoring Program" that they can optionally participate in. The mentoring program, which supports the culture of learning from each other within the growing organization, strengthens the corporate culture, and ensures that different approaches and ways of doing business are nourished by each other, was carried out for 8 months during the YUPO-PRO Leadership Development Program. Program participants, who were matched with experienced managers within Turkcell, participated in the program by planning their own agendas. In order to successfully complete this program, where at least one meeting is required every month, a total of at least eight meetings must be held. With this program, leadership and management skills of candidate leaders were improved, and as candidate leaders, YUPO-PRO participants were made familiar with the in-house leadership culture. Program participants developed an in-house collaboration that will guide them and support their leadership when they are appointed as managers in the future.

Special interviews were held only for YUPO-PRO participants at the kick-off meeting held before the start of the program and at the graduation ceremony held after the program was completed.

Nil Karaibrahimgil, one of Turkey's most loved and creative artists, who became the brand ambassador of Turkcell years ago, participated in the kick-off program held at Özyeğin University campus for the launch of the program. Nil Karaibrahimgil, the daughter of a musician family, prepared a composition for an advertising song from the Turkcell marketing team while she was interning at an advertising agency during her university years. This composition was liked very much by Turkcell managers and was played in commercials all over the country. Nil Karaibrahimgil's career, who was the brand ambassador of Turkcell with the motto "Free Girl" for about 5 years and traveled all over Turkey and shot advertisements, has reached a completely different point with Turkcell. The interview talked about how the Turkcell brand, which was entrusted to the creativity of an intern whose career started with Turkcell while he was an amateur musician, was experiencing its brightest days. The interview, which was held to inspire



Turkcell's corporate culture that values creativity, its liberal structure and its egalitarian management that offers opportunities, was greatly appreciated.

Another conversation that would inspire program participants and offer them a different vision was held at the graduation ceremony. Hüsnü Özyeğin, who founded one of Turkey's largest banks, came to the fore with his investments in the international arena, and carried out philanthropic activities through foundations and associations, is also the chairman of the board of trustees of Özyeğin University. Expressing his regret for not making investments during Turkcell's founding years, Hüsnü Özyeğin emphasized the importance of leadership and work, the critical importance of competent management that gives the job to competent people, and the importance of creating a corporate culture where different ideas can be freely expressed.

YUPO-PRO participants, who come together with unique leaders and the most important people of Turkey in their fields through the mentoring program and interviews, will continue to support their development by being inspired by many different seminars and interviews held by Turkcell Academy.

Impact

YUPO-PRO Leadership Development Program was designed as a program that will enable its participants to adapt more quickly to the changing and transforming world and discover their leadership potential. During the program, YUPO-PRO participants, who were candidate leaders, were not given training on leadership practices such as team management, feedback, intra-team communication and motivation, performance management, and HR practices. The program prepared for the participants was designed as a business and career-oriented program that will focus on creativity, personal branding, seeing commercial opportunities, strategic and creative thinking. If these trainings were given to the participants who were candidate leaders before they were appointed as leaders or managers, there would not be sufficient space for the information and practices learned in the training. In this way, both the educational objectives would not be realized and the participants would be equipped with a lot of unnecessary information that they would not be able to use in business life. This would also cause a loss of intrinsic motivation. During the program, it was realized that good management by planning the area the participants focused on as the first steps of the journey towards leadership was an important part of this program.



In addition, the participant audience attaches great importance to the certification program carried out with a prestigious university. In this sense, the certification of the knowledge gained and the work carried out on the path to leadership is also very valuable. At the graduation ceremony held at the end of the program, the chairman of the university's board of trustees, Hüsnü Özyeğin, attended and held a conversation. Hüsnü Özyeğin, also the founder of one of Turkey's largest banks, an entrepreneur and a philanthropist, talked about his experiences in the business world and private life and gave advice to the participants.

During the program, follow-up studies could be carried out to implement the ideas put forward by the participants in the creative thinking and innovation training held at Özyeğin University to improve the business within Turkcell. Participants who learned the necessary steps to implement these ideas could have been given the opportunity to implement them, thus increasing their visibility within the institution. In this way, while taking the first steps of the journey of becoming a leader, one could also acquire the ability to manage the process by leading projects that add value to the business. YUPO-PRO participants, who will be appointed as managers as needed within the institution in the future, will participate in different programs to acquire the necessary knowledge and skills when they become leaders. Continuous development to manage and adapt to change is one of the most important criteria for being a leader at Turkcell.



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