Deutsche Telekom AG.
Integrating online assessment in our Selection Process.
September 30, 2010
Corporate vision.

We aim to become a global leader in “Connected Life and Work”.
Deutsche Telekom is represented worldwide in around 50 countries. As one of Europe’s largest telecommunications providers, Deutsche Telekom has a footprint in the key markets in Europe, Asia and the United States. As an international corporate group, it employs about 258,000 people across the globe (as of March 31, 2010).

As of May 2009
Deutsche Telekom and its products and services for consumers and corporate customers.

**Voice**
- Call Comfort
- Country flat rates

**Internet/Data products**
- VDSL
- Call & Surf rate plans (double play)
- T-Online portal and services

**IPTV**
- Entertain
- LIGA total!
- Videoload
- High Definition
- 3D

**Innovative applications**
- Cooperation with all major Internet service providers
- (Mobile Surfing on the open Internet)
- web’n’walk widgets

**Standard solutions for Business Customers**
- Modular solutions for connected work
- Top offer for connected work is DeutschlandLAN: Integration of communication media behind a uniform user interface
- The Deutschland TelePresence service: A complete service package for live conferencing
- VPN Business: Connecting company sites securely and flexibly

**Innovative devices**
- iPhone
- T-Mobile Pulse
- BlackBerry
- Netbook
- Web’n’Walk Stick Business

**Powerful network**
- VDSL coverage expanded to a total of 50 towns & cities and ADSL2+ coverage to a total of more than 1,000 towns & cities in Germany
- Only operator with nationwide EDGE coverage offering 260 kbit/s
- World's largest WLAN network: more than 8,000 HotSpots in Germany, over 40,000 HotSpots worldwide
- HSDPA with at least 7.2 Mbit/s across the entire UMTS network
- Installation of first LTE base stations in Brandenburg
- Excellent voice quality
- Winner 11 times in succession of the connect magazine readers’ award for Best Mobile Provider
History of Deutsche Telekom. From the discovery of voice telephony to a liberalized market.

1861
The German physicist Johann Philip Reis builds the first device that is capable of electrically transmitting the human voice. He names his invention the “telephone”.

1950
In West Germany, the “Deutsche Bundespost” is established.

1990
First phase of national postal and telecommunications reform creates “Deutsche Bundespost Telekom”.

1995 - 1996
Second phase of national postal and telecommunications reform creates the joint stock company “Deutsche Telekom AG”. In November 1996, the company went public in Germany.

2001
T-Mobile becomes the first transatlantic GSM operator with the takeover of the two U.S. mobile communications providers Voice-Stream and Powertel.

2006
On November 13 the Supervisory Board of Deutsche Telekom AG appoints René Obermann as the new Chairman of the Group Board of Management.

2009
DT expands its Board of Management adopting more regional focus with greater emphasis on integration.

2010
DT announces its new strategy „Fix – Transform – Innovate“.
The way to an international group.
Proportion of revenue generated outside Germany.

International Revenue (billions in € /% of total revenue)

- Matav (HU)
- one2one (GB)
- max.mobil (AT)
- debis
- Slovak Telekom (SK)
- Tele.ring (AT)
- PTC (PL)
- Orange (NL)
- SunCom (US)
- OTE* (Full consolidation since February 2009)

Major first-time consolidations

Q2 / 2010: 56.9%
2010: 56.9%
2008: 32.8%
2006: 28.9%
2004: 23.9%
2002: 18.4%
2000: 7.8%
1998: 2.4%
1996: 2.1%
Deutsche Telekom’s responsibilities.

**Employees**
- Employees are a major factor in success
- Guiding Principles as values

**CR/Sponsoring**
- Responsible for ensuring sustainable actions
- Responsible for promoting culture and sports

**Data privacy/governance**
- Leading role in data privacy
An example: Selection of mid-level manager at Deutsche Telekom.
Our selection content and methods – General Process.
An example: Selection of mid-level manager at Deutsche Telekom.

Our selection content and methods - General Overview

Principle: Multimodal and multi-method approach

- Competencies are assessed in various situations (test, interview, role plays), through various sources of information (self-assessment, external assessment) and by various observers (manager, HR BP, RTS)
- Realistic simulation: Portrayal of an overarching corporate scenario
  - Embedding of the simulation exercises (case study, meeting simulations) in a corporate context
  - Aim: To make it easier to get to grips with the role plays
An example: Selection of mid-level manager at Deutsche Telekom.
Our selection content and methods - Competency/Module matrix.

<table>
<thead>
<tr>
<th>Competencies</th>
<th>AC modules</th>
<th>Test</th>
<th>Self-presentation</th>
<th>Interview</th>
<th>Case study</th>
<th>Project manager meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer focus</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Value orientation</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Ability to work in a team</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Performance orientation</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sense of responsibility</td>
<td>X</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Intercultural skills</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ability to communicate</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results orientation</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Willingness to change</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>
An example: Selection of mid-level manager at Deutsche Telekom.
Our selection content and methods – 1. Testing

Test procedure

- The test procedure will be held before the AC and carried out beforehand.
- The PC-based, adaptive format enables fast and efficient recording of the relevant dimensions of the competency model.
- The results will be made available in writing to the observers holding the AC in advance.
- The participant will receive another version of the result report.
An example: Selection of mid-level manager at Deutsche Telekom. Our selection content and methods – 2. Setting the Framework

Communication Solutions AG - one of the most important telecommunications providers in Europe

- Around 244,000 employees
- Based in Stuttgart
- Annual turnover of €55 billion
- Product range in business solutions, software, services and BPO (Business Process Outsourcing), from systems and servers, through software, to BPO services for major companies
An example: Selection of mid-level manager at Deutsche Telekom.
Our selection content and methods – 3. Self Presentation

The self-presentation contains an introduction of the participant's professional and biographical career.

- Competencies observed:
  - Customer focus
  - Performance orientation
  - Ability to communicate
An example: Selection of mid-level manager at Deutsche Telekom.
Our selection content and methods – 4. Competence Interview

The interview is semi-structured and competency-based.

- Competencies observed:
  - Ability to work in a team
  - Sense of responsibility
  - Leadership
  - Intercultural skills
An example: Selection of mid-level manager at Deutsche Telekom.
Our selection content and methods – 5. Board Presentation

In the case study the participant gets to know the core problem of Communication Solutions AG, i.e., inadequate customer focus and service orientation, examples of which are provided in the form of various documents such as e-mail correspondence, survey results and reports.

- Competencies observed:
  - Customer focus
  - Sense of responsibility
  - Results orientation
  - Willingness to change
Starting situation:
- The participant takes on the role of project manager for the "Service first" project and conducts a meeting with a member of the project team (moderator of the procedure)
  - This collaboration turns out to be problematic because the team member does not deliver the tasks assigned to him/her on time and is not committed to the project.

Competencies observed:
- Value orientation
- Ability to work in a team
- Leadership
- Ability to communicate
- Results orientation
An example: Selection of mid-level manager at Deutsche Telekom. Our selection content and methods – 7. Feedback

- At the end of the assessment, the participant receives immediate feedback on…
  - the results of the test procedure
  - the strengths and areas of development observed during the procedure
An example: Selection of mid-level manager at Deutsche Telekom.

Our selection content and methods – 8. AC Reports

- The results are summarized by the moderator in writing and made available to the manager and the HR BP.
- In addition to the results profile and the recommendation, key core statements, strengths and areas of development are recorded and general information on the procedure is listed.
An example: Selection of mid-level manager at Deutsche Telekom.
Our selection content and methods – 8. AC Reports

Sample Report
Participant

Sample Report
Thank you for your attention.