

HOW WILL YOU

**CHANGE  
WIRELESS**

TODAY?



**REVOLUTIONIZING  
HR FOR A  
WIRELESS  
REBEL**

**Ben Bratt**

**VP, Human Resources**

**T-Mobile US, Inc.**

**NASDAQ: TMUS**

2011-2012

AMERICA'S  
**FASTEST**  
**SHRINKING**

WIRELESS  
COMPANY

-2.2M CUSTOMERS

All results are pro forma combined.

# AMERICA'S FASTEST GROWING WIRELESS COMPANY 2013-2015

OVER 1 MILLION NET ADDS 11 QUARTERS IN A ROW

SINCE  
UN-CARRIER  
**+ 30M**  
CUSTOMERS

**Doubled**  
**Network**  
**Footprint**  
Network Expansion

**14%**  
REVENUE  
GROWTH

**34,000** TO  
**50,000**  
Employee Growth

Total Shareholder Return +250 %



# A NEW COMPANY FOR A NEW MOBILE ERA

**We're not like other wireless companies.** And to be quite honest, why would we want to be? Unlike them, we're not in the phone company business...we're in the changing-the-phone-company business.

We are unapologetically the Un-carrier:

Unwilling to play by the ridiculous rules they so fiercely protect.

Unsatisfied with the status quo.

Unafraid to innovate.

**We have started a wireless revolution.** A revolution in which everything they do, we undo. One that is based on listening to consumers and having the guts to change-abolishing the arrogant and oppressive practices on which the other wireless companies rely. The restrictions, the runarounds, the overages and over-promises.

This is a consumer revolution, and it ruffles the feathers of the bloated wireless companies that fight for the status quo. We would love nothing more than for these companies to follow our change...but they don't. They would rather dig in their  
with inferior knockoffs.

**IT'S THIS SIMPLE**  
**WE FOCUS ON THE**  
**CUSTOMER**



# CHANGING WIRELESS FOR GOOD



**We're still a wireless company.**

**We're just not going to act like one  
anymore.**

**A customer-focused revolution...**

**But now the T-Mobile workforce  
must deliver the reality of that  
simple proposition.**



The image features a dark background with a repeating geometric pattern of small, light-colored cubes. In the foreground, several incandescent light bulbs are suspended by black cords. One bulb in the center is brightly lit, casting a soft glow. Other bulbs are dimly lit or unlit, creating a sense of depth and focus on the central illuminated bulb. The overall mood is one of quiet illumination and transformation.

# The Quiet Big Bang

**Yep, we HR leaders  
all see the need to  
shift.**



**If T-Mobile, the Un-carrier and wireless industry transformer, had no HR function...**

**How would you build one from the ground up?**

# A NEW DIRECTION

- HR's customers are 50,000 employees & managers and all our job candidates
  - What are their desires, needs and pain points?
  - What should be their experience?
- As a function, you focus on what you see
  - Administrative processing
  - Risk, compliance, procedures...avoiding “negatives”
  - Engagement, performance, development
  - What ratio do you have? What ratio do you want?
- Is HR strategically aligned with the business?
- Equip managers to be a “force multiplier” as they engage our workforce



A black and white photograph of a middle-aged man with a beard and hair, wearing a dark suit jacket over a light-colored shirt. He is smiling broadly and holding several sheets of paper in his hands, with more papers floating in the air around him. The background is a plain, light color. The image is overlaid with a semi-transparent grey band containing text.

**We're still an HR function.**

**We're just not going to act like it.**

# IGNITE

Plug-in, have fun, succeed and be yourself.

**HR Purpose:** Helping employees and managers get results for themselves and for the business.

**HR Service Promise:** Smooth systems, simple solutions and innovative approaches.

## HR Transformative Principles:

### Be Yourself and Rock It

We set the stage for every employee to succeed fearlessly and confidently at T-Mobile.

### Simplicity

We simplify the employee experience by focusing on what matters.

### Manager Mastery

We equip managers with the development and tools they need to make good people decisions.

### Employee Focus

HR collaborates and performs as a whole to deliver on our service promise with every HR team member playing a critical role to make it happen.

# Smooth systems, simple solutions, innovative approaches

1

## AMP:

ACCELERATING MY PERFORMANCE

Changing Performance and Rewards to support a dynamic organization; employees can reach their full potential.

2

## EMPLOYEE VOICE

New ways to enrich real-time measurement of engagement via quick, simple pulse surveys, snapshots of employee impressions trending on Yammer, other social media.

3

## RE-THINK "TALENT"

Innovative technology to mobilize and attract diverse talent, create transparent, no-BS experience for job seekers, employees.

4

## ReCharge

New technologies for core HR systems to simplify processes, tools for people managers, employees.



# What's different about AMP?

TRADITIONAL

AMP

About ratings  
and pay

Rich  
conversations

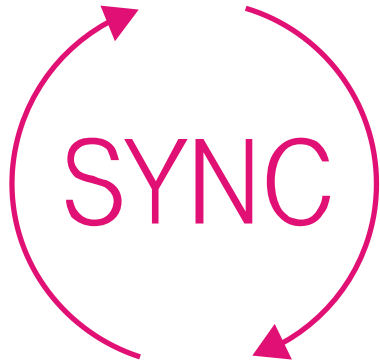
Time-consuming and  
“one size fits all”

Personalized  
timing

Structured,  
administrative process

Flexibility

AMP is about **meaningful conversations** to maximize performance and invest in your talent.



Informal, ongoing check-ins between managers and employees.



Providing the right learning opportunities, recognition and compensation for each employee.



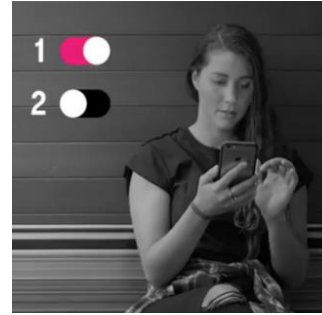


# Employee Voice



## GOOD-BYE:

- BORING AND LENGTHY
- LONG WAIT FOR RESULTS
- MANDATORY ACTION-PLANNING

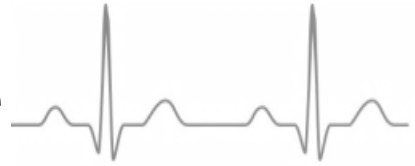


## HELLO:

- MOBILE AND EASY
- TIMELY, RELEVANT RESULTS
- MORE FREQUENT INFORMATION



# Surveys Un-bundled: Pulse



12

simple **QUESTIONS** that take about **THREE MINUTES** to answer

Provide leadership with an open channel to hear how employees are feeling about our company on a regular basis.



Mobile-enabled,  
3-minute survey



Results available  
within a week



No formal  
action planning  
required



Monthly data, with  
1500-2500 written  
comments

# Re-Think Talent

Creating the Un-carrier experience demands that we **attract** people who can deliver that promise to our customers ...everyday.



ELIMINATE CANDIDATE  
PAIN POINTS

**Simplify** candidate  
experience

Provide increased  
**transparency**

**Realistic** idea of life  
and T-Mobile

# JOB SEARCH

- ➔ Responsive job search portal optimized for mobile, tablet and desktop experience
- ➔ New job descriptions with updated tone and messaging
- ➔ Super simple, no-BS ways to help people select in or out themselves

# STUFF WE'LL TRUST YOU WITH

## YOUR RESPONSIBILITIES

- Customers pay a visit to your retail store location—some may be browsing, and some may be ready to buy

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## YOUR QUALIFICATIONS

- Customer service or sales experience will make a huge difference in your ability to take on this challenge
- When it comes to communication skills, you're off the charts, with the ability to carefully listen and make every customer feel valued and welcomed
- Tech savvy people wanted—and that includes the ability to smoothly find your way around a computer
- If you're a born problem-solver, even better
- A high school degree or GED is essential

If you've read this far and feel like this is the challenge you were meant to take on, then it's time to talk rewards for all your outstanding work. We offer:

- Competitive base pay plus outstanding commission potential
- Benefits for part-time and full-time associates
- Medical, dental and vision benefits
- Matching 401(k)
- Generous paid time-off programs
- Phone service discounts
- Education reimbursement
- Serious growth potential for your career

This is the opportunity to do something special, and be part of a company revolutionizing the wireless industry. And we couldn't do it without someone like you. So what do you say? Isn't it time you explored what could become the career move of a lifetime? We invite you to apply today!

# STUFF YOU TELL PEOPLE AT PARTIES

## Realistic Job Previews



## GET THE PERKS



**HEALTH BENEFITS**  
Medical, dental, and vision are just the start. We also offer health pro consultants, flexible spending accounts, and more.



**REST & RELAXATION**  
Kick back with paid time off. We want you to have flexibility, convenience, and control over how you recharge.



**LEARNING & DEVELOPMENT**

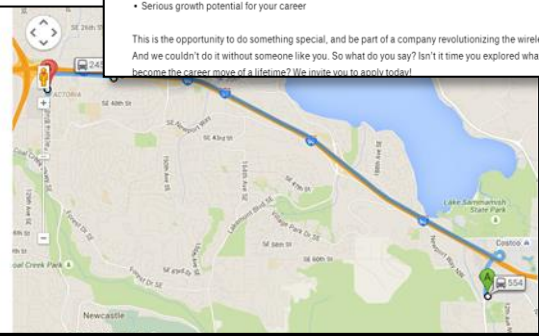


**MOBILE SERVICE DISCOUNT**  
Naturally, we offer steep discounts on our consumer rate plans and all the fantastic accessories we carry.



**FAMILY ASSISTANCE**  
Kids rule. But child care, adoption, and surrogacy aren't cheap. We're happy to help reduce those burdens.

**JOB LOCATION**  
3720 D 128th SE  
Bellevue, WA 98006



**CHECK YOUR COMMUTE**

Driving     Bicycling  
 Walking     Public Transit

Issaquah, wa

Estimated travel time:  
**23 mins / 6.8 mi**

## ETA to Work

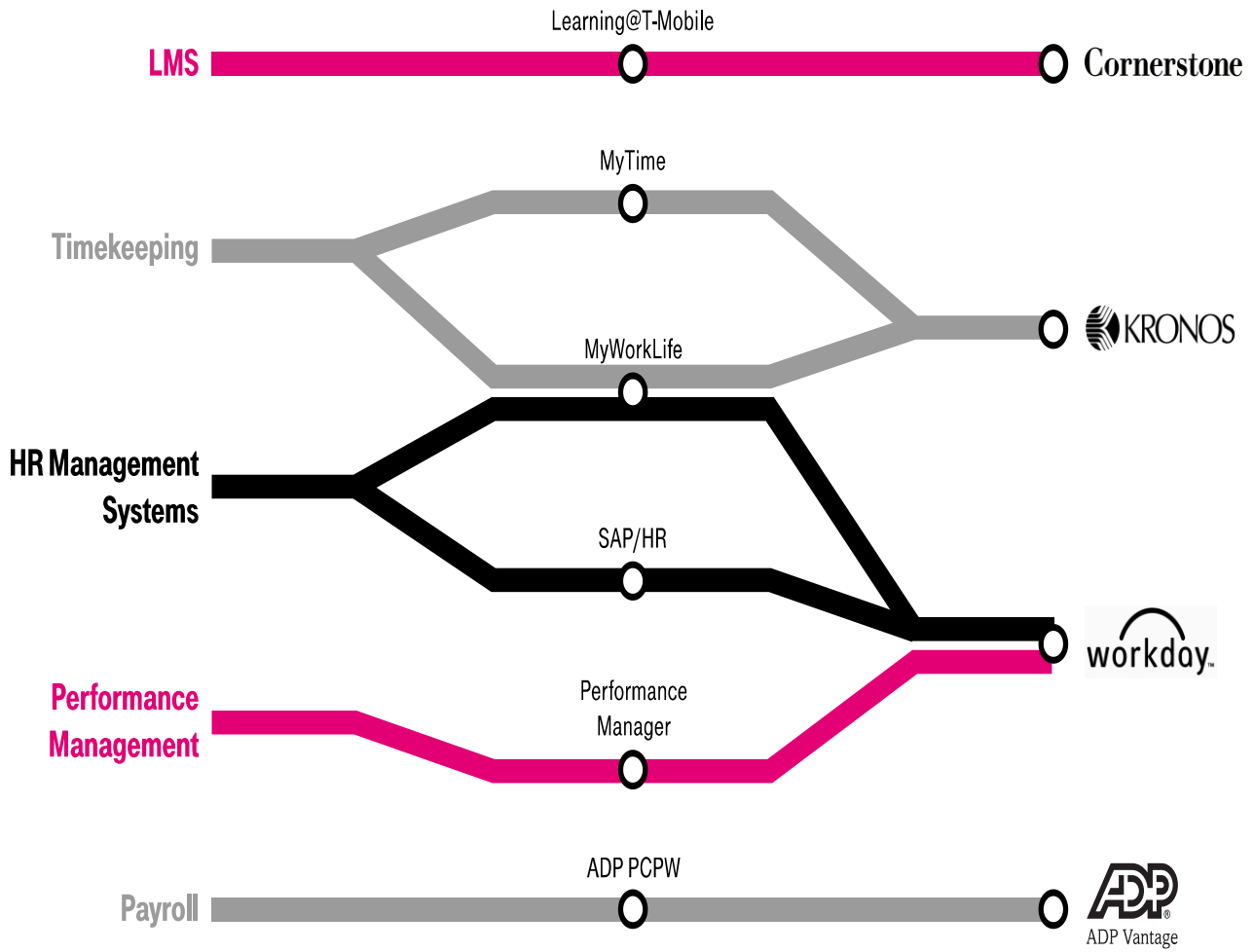
## Company Reviews

**"Great company that genuinely cares about their employees."**

Former T-Mobile Retail Sales Associate in Mesa, AZ –  
 Reviewed Mar 20, 2015

**Pros:** Opportunity to make really great money even when only working part time. The managers I have worked with were really good about accommodating schedules for school or other jobs. – Full Review  
[More T-Mobile Ratings & Reviews \(2,787\)](#)

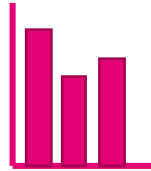
# Recharge



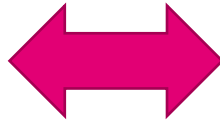
# The Offering



Designed and implemented in 12 months



High standards, but not perfection



Change Management vs Marketing



# What we discovered...

## The WHAT

- ➔ Our situation...our solution
- ➔ “Next” (rather than “Best”) practices
- ➔ Stimulating principles...with organic, pragmatic solutions
- ➔ Tap into empathy for our customers

## The HOW

- ➔ Total team ownership
- ➔ Commit to the journey, but move fast
- ➔ Question everything, including concepts like “program” and “process”
- ➔ Use powerful symbols of transformation

# Lather, Rinse, Repeat

5

## Un-carrier Welcome

Create a new hire experience that embraces the Un-carrier spirit, quickly grounds employees in our culture and increases their speed to productivity. Innovative, simple, inclusive...

6

## Well Being

Connect employees in a simple and efficient way to expert resources to help them be their best self and rock it every day!

7

## Candidate to Customer

Turn our recruiting interactions into opportunities to grow our customer base and revenue.

8

## Talent with a Twist

Improve business performance by ensuring that T-Mobile has access to the right internal talent, at the right time, to deliver on our business objectives.

9

## HR Vo⚡tage

New technologies for core HR systems to simplify processes and tools for people managers and employees.





# Expand the Innovation Eco-system

Jared Flynn, Sr. Director Talent Acquisition

**Purpose:** Test drive of 50 high quality MBA's while solving a current business challenge

## **Our Challenge:**

- Provide an innovative approach to measuring quality of hire, tailored for the Un-carrier culture

## **Outcomes:**

- Rapid and tangible solution development outside of “conventional” thinking
- Multiple perspectives on the same problem

**T-Mobile | UCLA Case Competition**