
WorkStyle Patterns[®] (WSP[™]) Report

The Telecom Faultline

**Trends in Regulated
and Entrepreneurial
Telecommunications
and Electronics
Work Environments**



WHITE PAPER

WorkStyle Patterns® (WSP™) – The Telecom Faultline

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Executive Overview

Telecom Trends & Success Factors

The McFletcher Corporation has gathered data worldwide on the Telecommunications (Telecom)/Electronics industries during the past 20 years. This report presents findings for Telecom/Electronics organizations to apply in the design of competitive work processes and for attracting and retraining the workforce.

Since the 1970s, the workplace has become increasingly complex. Rapid processing of information, greater integration of technology and globalization have all transformed the workplace. One consequence is that people need to work in a more integrated fashion, much as our technology does.

The cutting edge of the Telecom industry is comprised of cross-process, project based teams with highly technical talent. Managing this talent and encouraging high performance that moves beyond business goals is a challenge.

This report focuses on the requirements of the integrated Telecom industry with references to the Electronics industry and explores:

- The **movement** in the Telecom industry from a regulated/compliant environment with the vertical hierarchy of functional structures — to an entrepreneurial/competitive environment with a tipped hierarchy of integrated processes.
- A **Product Life Cycle** overview for the two groupings — regulatory and entrepreneurial and their distinctive differences.
- The **Telecom Faultline** causing a chasm between the two groupings and their vying for market influence.
- The **critical role**, contrary to popular thinking, of the Telecom middle manager and the leading edge the role provides.
- Workforce **alignment** and **retention challenge** of conflicting WorkStyles — a workforce preferring to manage own work with independence and creativity while actually working in highly exacting roles.
- **Work Alignment Recommendations** to build upon the past while unleashing creative potential for the future. This includes a salient **“Glue” Factors Checklist** that identifies the characteristics for a high performance Telecom work environment.

Our findings reveal an industry with positive attributes and strengths in both regulatory and entrepreneurial environments. The design of the work processes is similar, but not in alignment with the workforce preferences they (Telecom and Electronics) are hiring.

Many technical environments composed primarily of members who prefer to work autonomously fall into one of three pitfalls — they evolve into a technically-based hierarchy, become bureaucratic with rigid roles based upon technique or education level, or rely excessively upon leaders with strong personalities. Telecom industries can avoid these perils through the alignment of workforce preferences and work approach requirements with:

- Strength and presence of shared leadership and internal structures effectively directing the efforts of those whose WorkStyles are independent, self managing and creative.
- The combination of an informal, entrepreneurial work environment that is project and cross-functionally based to allow those with a preference toward an independent working style to find sufficient creative outlets in their work.
- The selection of employees who have differing work approaches to augment the independent workstyle and to support the informal and cross-function process work environment – while also providing flexibility and stability for the business unit.

Our organizational observations and WorkStyle Patterns® (WSP)TM research indicate that seven categories of strengths are crucial to success when employing a highly independent workforce — the workforce of the 21st century.

**Seven
Salient
“Glue”
Factors
for
Success**

- 1** Customer As Driver
- 2** Respected Leadership
- 3** A Sense of Community
- 4** A Valued Culture
- 5** Stable Elements of Knowingness
- 6** Individual and Group Accountability
- 7** WorkStyle Alignment

We welcome the opportunity to present these data findings to your organization to foster discussions, services and decisions that will positively impact the Telecom workplace of the future. For the full report, contact us at mcfletcher@mcfletcher.com, (480) 991-9497 (US phone number) or toll free 1-866-WKALIGN (1-866-952-5446).

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