



# **The Willis Harman**

## **Spirit at Work Award**

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Nomination of TELUS Mobility

Nominating Committee:

Karen Goodfellow

Linda Lewis

January 31, 2002

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# TELUS Mobility

The nomination committee of TELUS Mobility respectfully submits the following material in support of our desire of recognition as an organization that nurtures spirituality in the workplace. We are confident that you will find the attached supporting information both informative and inspiring. We are proud of the culture at TELUS Mobility and enclose a letter of acknowledgement (see attachment section) of the culture given by a departing team member.

*“The primary purpose of an organization is not to make a profit. It is to help human beings grow, express their creativity, contribute their life-source and make the world a better place. The purpose of an organization is to inspire the soul.” -- Lance Secretan*

## Who we Are

TELUS Mobility, a division of TELUS Enterprises Inc., is a Canadian wireless solutions provider. Its corporate head office is located in Scarborough, Ontario with regional offices in Montreal, Calgary, Edmonton and Burnaby. It has been a digital wireless provider since 1994 and has provided analogue wireless services since 1987. In October 2000, TELUS, a major player in the Western Canadian marketplace acquired Clearnet Communications who was a leader in Eastern Canada.

TELUS Mobility

200 Consilium Place, Suite 1600

Scarborough, ON M1H 3J3

[www.telusmobility.com](http://www.telusmobility.com)

Your primary contact person for this application is:

Linda Lewis - National Wellness Manager

(416) 279-3452 - business

(416) 279-7917 – fax

(416) 684-3452 – mobile

[linda.lewis@telus.com](mailto:linda.lewis@telus.com)

## What We Do & How We Do It

TELUS Mobility offers wireless voice, data and Internet services across Canada, bringing together the fresh and innovative approach of digital wireless. With approximately 55 MHz of spectrum in all major urban areas of Canada, TELUS Mobility is licensed to cover more than 30.7 million potential clients from coast to coast and has existing digital network coverage for more than 21 million potential clients from BC to Nova Scotia.

TELUS Mobility is the only Canadian telecom to operate two national digital wireless networks, Mike and PCS, providing creative wireless solutions for businesses and clients across the country.

### Our Mission

TELUS Mobility will efficiently develop future friendly wireless solutions that are easy to sell, buy and use and that deliver clear value to our clients, channels, employees and shareholders.

### Our Values

1. We embrace change and initiate opportunity.
  - Convey optimistic confidence in meeting challenges
  - Be aware of my ability to meet client's needs by taking initiative and being flexible
  - Be inclusive in my approach
2. We have a passion for growth.
  - Be supportive, yet relentless and ethical, in meeting the challenges that face our business
  - Be eager in learning to apply authentic knowledge and openness to grow TELUS' business and personnel
  - Create a culture of continuous change, growth and transformation
3. We believe in spirited teamwork.
  - Be respectful and dependable when communicating and working with others
  - Practice authentic appreciation and openness as a leader and team member
  - Judiciously and strategically act for the greater good, despite personal risk
4. We have the courage to innovate.
  - Efficiently deliver services and products based on understanding our clients

- Initiate creative solutions, correcting errors along the way with spirited teamwork
- Work with others to provide transformative innovation that betters the world around us.

## **How We Work**

The following operating principles enable our behaviours to reflect our values which, in turn, forms our culture and our competitive advantage.

Hard Work ~ Fun ~ Balance ~ Respect ~ Integrity

## **Our Team**

TELUS Mobility has more than 5,000 team members across Canada. Our future lies in recruiting, training and retaining the best and brightest people in the industry, investing in them and providing both the challenges and rewards that come from working at the highest level of performance.

## **Our Wireless Firsts**

First CDMA digital network in Canada

First multifunctional iDEN network in Canada

First commercial prepaid service in Canada

First to offer Wireless Web service on prepaid and in Western Canada

First Cellular Digit Packet Data (CDPD) network

First to offer wireless e-mail service

First wireless digital data and Unified Messaging service

First to offer per-second billing

First to do away with wireless contracts and activation fees

First to offer expanded wireless local calling areas

First to introduce no-surcharge U.S. roaming

First to offer real-time online phone activation

First to sell phones and accessories over the Internet

...and first to offer free local calling on client birthdays!

## **Enabling Spirit At Work**

To best describe the policies, programs and practices that explicitly promote and enable spirit at work, we have captured initiatives into several essential areas: Communications Practices, Personal Growth, Wellness Centre and Change Management.

## **Communications Practices**

### **Senior Leadership Communication**

Nature & Scope:

- TELUS Mobility operates in an extremely competitive and dynamic industry.
- C.E.O. of TELUS Mobility, George Cope, conducts all-employee meetings at least three times per year to share the business operating plans, review progress and competitive information, and to take questions from the employees.
- C.E.O. of TELUS Enterprises, Darren Entwistle, distributes weekly e.letters that keep team members across the enterprise up-to-date with initiatives, client solutions and success stories.

Spirituality Concepts:

- The organization is only as successful as the people who work there
- Teams are united by a common purpose, trust, shared vision, goals and values

Outcomes:

- Exemplifies open and honest communications
- Increased knowledge helps to provide quality and client service both internally and externally
- Greater “line of sight” for individuals by understanding how one’s role impacts the business
- Improved performance standards to meet corporate objectives
- Increases team member engagement based on their understanding and appreciation for the greater vision
- Employee Pulsecheck survey – 73% satisfaction rating of NEW quality of leadership; 72% employee engagement; 77% overall satisfaction rate for TELUS Mobility as a place to work

### **Igniter Sessions**

Nature & Scope:

- Since 1998, TELUS Enterprises saw tremendous change and growth resulting from several mergers, acquisitions and strategic alliances.
- As a new TELUS began to emerge at the beginning of 2001, Igniter Sessions were designed and implemented for over 5,000 team members to help them become engaged in and committed to the new organization.

Spiritual Concepts:

- Alignment of personal and organizational values as our touchstone

Outcomes:

- Team members appreciated the articulation of the clear strategic direction
- Increased enthusiasm to be part of a growth-oriented company with a greater appreciation of that the TELUS values and culture mean in terms of their day-to-day roles – inspiring team members to come to work each day
- Acknowledgement that positive efforts contribute positively to clients, suppliers and colleagues
- Reemphasizing that we work for more than just a pay cheque – personal satisfaction is also derived from friendships, achievement, fun and learning
- Employee Pulsecheck survey - 92% rating for “I am responsible for contributing to our profitability.”

### **Pulsecheck & Values Survey**

Nature & Scope:

- Second decade of an ongoing, independently conducted employee survey
- All results shared with employees and used by management teams to develop resulting action plans

Spiritual Concepts:

- People are our strongest asset and their feedback is paramount to ensuring we are the employer of choice

Outcome(s):

- 2001 Top 10 Employers in Canada (nationally and regionally)
- 

### **Rewards & Recognition Programs:**

Nature & Scope:

- RARE (Reward & Recognition for Employees) Program, Mobility-wide



- Team Machine – 2001/2002 recognition program, enterprise-wide
- Community Involvement Recognition – reward and recognize of team members for their community involvement (e.g., framed certificates)

Spiritual Concepts:

- Encourages peer recognition of efforts
- Less 'separation' between unionized and management members
- Inspires pride in achievement

Outcome(s):

- Increased engagement in rewarding positive behaviours, creativity, added-value efforts for teams and individuals by peers as well as support persons
- Increased morale and productivity
- Award-winning international quality team and organizational excellence

## **Personal Growth**

### **Charitable Giving Campaign**

Nature & Scope:

- Enterprise-wide initiative to encourage charitable donations
- Coordinated by local employee volunteer committees who plan and implement activities to create awareness and encourage participation

Spiritual Concepts:

- Shared commitment to helping other people less fortunate than ourselves and to serving others

Outcome(s):

- During the 1999 campaign, employees and retirees pledged \$1.5 million to charities.
- TELUS matched the pledges, dollar for dollar.

### **Educational Assistance**

Nature and Scope:

- Available to all full-time team members

- Allows for financial reimbursement for costs pertaining to external learning courses and programs beyond simply that which enriches a current job function.
- Offers assistance for courses that may help the team member achieve personal development and employment in a future job function.

Spirituality Concepts:

- Respects the unique needs and desires of the individual
- Life-long learning is essential in order to flourish in all areas of our work and personal lives
- Trusts that the skills and knowledge learned can be applied to current and future job tasks
- Supports the personal development of an individual without necessarily knowing the organizational benefit

Outcomes:

- Greater team member loyalty as the organization supports one's personal growth objectives for the future as well as the present.

## **Peer Coaching**

Nature and Scope:

- Provide opportunities where team members are their own leaders
- Longstanding team members are the resource for their peers and provide quality management, training, education and trouble shooting

Spiritual Concepts:

- Respect for the valuable contribution and sharing of team member's skills and knowledge and the pride of the team members participating in this program

Outcome(s):

- Leadership skills and transference of wisdom and knowledge

## **Personal Development Plans**

Nature and Scope:

- Available to all team members
- A formal process to encourage honest and frank career and personal development discussions between a team member and their support person.

- Regular meetings follow the progress of these plans that may be revised over time, as appropriate.
- Role of the support person is to support personal development by offering on-the-job and other learning opportunities while removing barriers preventing personal growth and transformation.

Spiritual Concepts:

- Accountability for career development lies with each individual for the TELUS Mobility organization promotes self-responsibility
- Learning is a life-long commitment towards mastery
- Trust and non-judgmental communication with collaborative action planning

Outcome(s):

- Manageable voluntary employee churn (turnover) rates
- Increased ability to promote from within – 450 internal transfers in 2000 (15% of population) with 226 promotions (7% of population)
- Over 80% of team members have a Personal Development Plan
- The internal training team, Continuous Learning, reported a 75% participant increase in courses offered in-house (2000 registrations over 1999)

## **Team Development**

Nature & Scope:

- Team wellness and group dynamics based on high performance team models
- Included functional, multi-functional and interdisciplinary teams and all levels
- Team relationship effectiveness, facilitation skills, problem solving and creativity thinking
- Empowered union personnel with skills and tools traditionally considered management's domain

Spiritual Concepts:

- Information is knowledge and wisdom is knowledge put into practice
- “Neither wise men or fools are good without tools”
- Make work meaningful

Outcome(s):

- Empowered work teams
- Deeper relationships resulting in more meaningful work

## **Transformation Workshops**

Nature and Scope:

- Annual call centre (500+ team members) personal development workshops
- Experiential sessions held off-site with internal and external facilitators
- Topics included: accountability, risk taking and stretching comfort zones, community and stress management

Spiritual Concepts:

- Empowerment of employees
- Self reflection and group sharing and experience process leads to growth

Outcome(s):

- Value and Effectiveness workshop ratings (short and long term) were above 80%
- Employee loyalty and retention evident by less than 2% turnover rates

## **Volunteer Program**

Nature & Scope:

- This TELUS Enterprise-wide program is designed to encourage, support and recruit employee and retiree volunteers for community service projects.
- Employees can volunteer on their own, as part of an employee team or with their family on community service projects.
- Some of the volunteer activities included: Educating children and seniors on how to call for help in emergencies; Filling and delivering Christmas stockings to women's shelters and seniors' homes during the holiday season; Refurbishing and delivering computer equipment to schools and libraries; Feeding the homeless; Cleaning up public parks; walking dogs at a local animal shelter at lunchtime

Spiritual Concepts:

- Inspiring team members to give back to the community in a positive, productive manner

Outcome(s):

- In 2000, TELUS employees and retirees volunteered more than 180,000 hours to charitable and community service projects in Alberta and B.C. In addition, employees and retirees fund-raised more than \$328,000, which was also donated to community initiatives.

## Wellness Centre

The TELUS Mobility organization embraces personal well-being as a vital and strategic component of its corporate responsibility. It employs a team of wellness professionals to manage and implement wellness programs. The wellness mission is: "At TELUS Mobility, we take a holistic approach to personal and organizational wellness. We encourage positive movement toward optimal well-being through opportunities for awareness, education and growth."

The following are examples of how the wellness centre promotes and enables connectedness to self (body, mind, spirit), family/relationships, community and work.

Outcomes:

- Achieved the "Heart Healthy Workplace Award", October 2000 as recognized by Toronto Public Health
- Interviewed and quoted in various magazines: Canadian Healthcare Manager, December 2000 "Wellness at Work"; Benefits Canada supplement, January 2001 "The Natural Approach"
- Profiled on external website: [www.speakwell.com](http://www.speakwell.com) Fall 2001 "Workplace Wellness ... the TELUS Mobility Wellness Program"

## Reflective & Inspirational Classes

Nature and Scope:

- Yoga, Meditation Group, Comedy Club, Self-defense, Latin Dancing, Nia and Tai Chi classes
- Available to all team members in Burnaby, Montreal, Toronto
- Classes on-site during lunch time or after work at minimal cost to those registered in 8-week sessions
- Focus was for participants to be given the tools to assist with elements of personal reflection, meditation, flexibility, mental focus, deep breathing and stress management

Spirituality Concepts:

- We are part of something greater

- Creation of a place of sanctuary within the working day and workplace
- We have control over our thoughts, reactions to situations and behaviours
- Promote intimacy within a team, group or class
- Nurtures self-expression and creativity

When Implemented and By Whom:

- Classes have been offered since January 2000
- In some cases, facilitators are qualified instructors from the local communities and in others, the instructors are certified TELUS Mobility team members who volunteer their expertise.

Outcomes:

- Team members feel more grounded and manage their stress more effectively
- Energy and decision-making capability is improved which increases productivity and their ability to respond to client needs more creatively.
- Participation rates support the continuance of these classes every 8-weeks

## **Awareness and Educational Opportunities**

Nature and Scope:

- Regular lunch & learn or educational workshops are offered by the wellness centre to promote personal growth and transformation. Such topics have included:
  - “What’s Next in My Life?” – An 8-week course to enable personal change using journal writing, visualization and meditation to re-image where one has been, where they are now and where they want to go.
  - “Unchain Your Brain” – Workshops and team meeting “juicers” that help team members revive a commitment to fun, risk-taking, communicating openly and responding to new and different situations with an open, creative mind.
  - “What is Meditation?” – A workshop designed to introduce participants to the benefits of meditation, the various forms of meditating with a focus on deep breathing techniques and visualization.
- The monthly wellness newsletter “The Wellness Path” includes an article or editorial that introduces or promotes topics around Spirituality in most issues.
- The wellness lending libraries include many titles on topics that include stories of personal journeys; self-esteem; relationships; communication; finding one’s ideal career; learning authenticity.

- Wellness home page on the corporate Intranet hosts healthy tips, links, fitness membership details, recipes, and newsletters.
- Annual health fairs, periodic screenings (e.g., blood pressure, cholesterol) and SpaDay events help promote lifestyle choices, complementary healthcare options and self-responsibility.

Spiritual Concepts:

- Promoting and improving self-reflection, self-esteem, self-concept and self-responsibility
- Developing personal authenticity and a willingness to undertake a transformational journey
- Promotion of balance (short-term and long-term)
- Developing respect for differing views and the many ways to see a situation
- Sharing of supportive resources and tools (e.g., journaling, visualization, community resources)
- Inspiring people to make changes in their life and embark on a journey toward optimal health

Outcome(s):

- Greater use of personal power, authenticity and intuition
- Improved team member satisfaction with the organizations overall and their role within the company
- Increased team member engagement in their personal well-being
- Increased overall utilization and participation in wellness initiatives by 47% (2000 over 1999) – about 30% of Toronto population participates in wellness
- Developed a wellness committee of over 40 volunteers across the country representing union and non-union, front-line to Director levels, all provinces, and all business units.

## **On-Site Clinical Services**

Nature and Scope:

- TELUS Mobility believes in a preventative approach to ill health and disease. As such, it provides on-site access for its team members to holistic healthcare practitioners
- Clinics offered in Burnaby, Montreal, and Toronto offices

- Some of the services provided are covered under the team member's extended healthcare benefits plan
- On-site services include: Naturopathic care, registered massage therapy, reflexology, natural nutritional counseling, aromatherapy and chiropractic care
- On-line appointment booking system via wellness home page on intranet

Spirituality Concepts:

- Promotes self-responsibility, preventative healthcare, personal choice, and healthy lifestyle behaviours
- Holistic in nature – looks at the entire person (mind, body, spirit) and not just the symptom
- Addresses emotional and spiritual dimensions of healthcare

Outcome(s):

- 18% of team members in Toronto have utilized the wellness clinical services
- While costs of services provided at the wellness centre (e.g., massage, acupuncture, naturopathy) increased in 2000 over 1999, the overall prescription drug costs and sick time costs were reduced about 16%.

## **Community Development and Fundraising**

Nature & Scope:

- Fundraising through corporate teams: For example, Heart & Stroke Foundation fundraising events (Ride for Heart; Mother-Daughter Walk); Terry Fox Run for Cancer Research; Sun Run for BC's amateur athletes
- Host site for Blood Donor Clinics: Clinic available to members of the community as well as TELUS Mobility team members
- Community Development: TELUS Mobility team members were trained in facilitation skills for team building and culture change. They then volunteered their new skills to the Heart & Stroke Foundation (B.C.)'s annual seminar on diversity.

Spiritual Concepts:

- Encouraging team members to find ways to "give back" to the community

Outcome(s):

- Friendships formed with those participating in these initiatives
- Personal growth and satisfaction



## **Team Activities, Sports Events & Fitness**

### Nature & Scope:

- In the Community: Dragonboat, Rowing Club; Ski Clubs; 24-Hour Corporate Relay
- Corporate Tournaments: Inter- and intra- departmental baseball, volleyball, golf and basketball tournaments
- Seasonal Parties: Company funded adult and children's Christmas parties; family picnics; corporate BBQs; recognition events; pancake breakfasts
- Fitness Memberships: On-site fitness facilities and/or discounted fitness club rates in local, community facilities

### Spiritual Concepts:

- Promoting fellowship and team spirit outside of the work environment

### Outcome(s):

- Improved team member satisfaction and development of camaraderie
- Improved energy and health benefits from physical activities undertaken

## **Change Management**

### **Leading People Through Change**

### Nature & Scope:

- 600 managers - integrating the culture of 2 provinces 1 year after merger
- Focus was for participants to be given the tools to assist leading employees through immense change and designing new cultures while simultaneously experiencing chaos themselves
- Experiential training including: self-reflection, team dialogue, visualization, values-kinesiology, trust building exercises, behavior change theory

### Spiritual concepts:

- no one wins until we all win (culture theory)
- our similarities are greater than our differences'(workshop)

- that which we resist persists
- personal accountability during chaos (self reflection and journaling that which we could be more accountable for) and the stronger our personal values the more resilient we are in chaos
- role of assumptions in cultural communication (global implications)

When Implemented and by Whom:

- February-April 2001
- Karen Goodfellow (RainbowWorks Consulting and Coaching for non –profits and Fortune 500 companies, Life on Purpose <sup>TM</sup> Coach)

### **Above and Beyond Culture Change**

Nature & Scope:

- Personal and team transformation workshops
- 1600 employees
- Adult learning methods: experiential training, self-reflection, team dialogue, workshop and theory
- Group process work, visualization, values-kinesiology, experiential trust building exercises, behavior change theory

Spiritual concepts:

- no one wins until we all win
- our similarities are greater than our differences
- those who trigger us are a reflection of that which we may want to work on
- the stronger our personal values the more resilient we are in chaos
- strength through diversity
- that which we resist persists
- personal accountability during chaos
- role of assumptions in cultural communication

Outcome(s):

- Course evaluation on effectiveness: 4.44 out of 5 and 4.34 out of 5, respectively

## The Nominating Committee

The following individuals form the nominating committee for the Willis Harman Spirit at Work Award:

1. Linda Lewis, National Wellness Manager – 416-279-3452
  - 4+ years of service with TELUS Mobility/Clearnet Communications
  - Former Manager of Continuous Learning with Clearnet Communications
2. Karen Goodfellow, Regional Wellness Coordinator – 604-2638-2287
  - Over 18 years of service as a team member with BC Tel and TELUS Mobility
  - Former independent consultant facilitating culture change and team development workshops to TELUS Mobility

## References

The following individuals have agreed to provide professional references, if desired:

1. David Wells – 416-279-3520
  - Executive Vice-President, Employee Services, TELUS Mobility
  - National, corporate cultural ambassador
2. Neil Cusati, 604-293-4566
  - Vice-president TELUS Mobility, B.C.
  - Regional executive sponsor of cultural development and employee wellness
3. Janet Groen, M.Ed., 519-570-0066, [Groenj@golden.new](mailto:Groenj@golden.new)
  - Candidate for Doctor of Education, University of Toronto – Organizational Development and Learning
  - Used TELUS Mobility as a case study for her doctoral thesis entitled “The Experience and Practice of Adult Educators in Addressing the Soulful and Spiritual Dimensions of Their Workplace”
4. Sue Brown, 416-289-5000 x3451

- Program Coordinator, Workplace Wellness & Health Promotion, Centennial College and former manager at Nortel Networks
  - TELUS Mobility employs graduates of this program and is a placement agency for students
5. Carrie Stephenson, 416-489-7111 x399 and
- Program Coordinator for the Heart & Stroke Foundation of Ontario
  - TELUS Mobility engages corporate teams for fundraising at the annual Ride For Heart and Mother-Daughter Walk for Heart & Stroke community events

## **Additional Resources**

### **Corporate websites**

[www.telus.com](http://www.telus.com) – TELUS Enterprise-wide website

[www.telusmobility.com](http://www.telusmobility.com) – TELUS Mobility website

### **Relevant Attachments**

- External website article “Workplace Wellness ... TELUS Mobility Wellness Program
- The Wellness Path newsletter – July 2001
- TELUS Corporate Social Responsibility Report, 2000
- Letter of appreciation from a departing TELUS Mobility team member