

# INTERSECTIONS


A NEWSLETTER FOR ERICSSON EMPLOYEES IN LYNCHBURG

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*Wishing you  
a wonderful  
holiday season!*



ERICSSON 



Ringin' in' the holidays—Back Page.

## Branching out for tomorrow through employee competency

*It's not a program. It's our future.*

Could you have imagined where you'd be right now, 10 years ago? Think about it. Given the tremendous rate of change in today's world, few of us could have ever guessed we'd be doing the things we're doing, armed with the knowledge we have, in tune with the issues of our time.

Beyond business, the world itself has changed. Who really foresaw the emergence of the Internet or wide-spread wireless communications?

Now consider where you'll be in another five years, or even three. What will you do? What will be expected of you? What knowledge will you need to bring added value to your business or your profession?

As today's rapid rate of change continues, we'll all face a brave new world filled with opportunities we have yet to imagine. But will we be ready for our new challenges when they arise?

### ***Branching out for tomorrow means nurturing deep roots today***

At a very strategic level, Ericsson has been involved in the process of planning, predicting, anticipating the types of knowledge, skills, and expertise we'll

need throughout the organization to maintain world leadership in our markets. This process is called Managing Competencies and it will affect every employee within Ericsson worldwide.

In Lynchburg, much of the salaried workforce has already been involved in assessing the skills and expertise they will need to be successful in the future. Human Resources is working tirelessly in helping employees identify their gaps and develop ways to close those gaps.

According to Site HR Director Charlie Kelly, it will be equally critical that Lynchburg manufacturing associates get involved in their own gap analyzes to ensure that they, too are prepared for what's ahead.

"The world is obviously going to be different in the next couple of years," said Charlie. "We must be equipped with the skills and competence we need to stay competitive."

"In the coming year, we can all count on Ericsson being more dedicated than ever before to individual employee development and opportunities for lifelong learning, but proactive involvement at the individual's level is critical for our success."

In 1998, manufacturing teams will identify the competencies

they will need for the year 2000 and beyond and map out career paths for individual goal setting and measuring.

Managing Competencies isn't a short-term program with a beginning, middle, and end. It's one of the most important strategic decisions the company has made this decade. In choosing the initial set of key competencies, it gives us all focus. And this is just the first step. Over time, competence management will become a way of organizational life; the stronger we develop our roots, the stronger we—both as individuals and as an organization—will grow.

Managing competencies enhances our capabilities and opens up a whole new world of possibilities. It's an opportunity to make ourselves more valuable as individual contributors to the continued success of Ericsson.

Here's what you can do now to prepare for what's ahead:

- Read and study any materials relating to managing competencies, and the future of your profession and our business.
- Talk about competencies with your colleagues and managers.
- Find ways to incorporate the thinking behind this into your daily routine.

