

Career Development at Nokia

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The Nokia logo is positioned on the right side of the slide. It consists of the word "NOKIA" in a bold, blue, sans-serif font. To the left of the logo is a large, abstract graphic composed of numerous overlapping, curved lines in shades of green, yellow, and light blue, creating a dynamic, swirling pattern.

NOKIA

Vision and Mission

In a world where everyone can be connected,
we take a **very human** approach
to **technology.**



NOKIA

Nokia at a Glance

- 1865-2007: from paper to mobile communications
- Continuous focus on renewal and innovative use of technology
 - Approximately 850 million people use a Nokia device daily
 - 11 phones manufactured each second
 - Awesome potential in connecting the 2 billion who do, with the 4 billion who don't

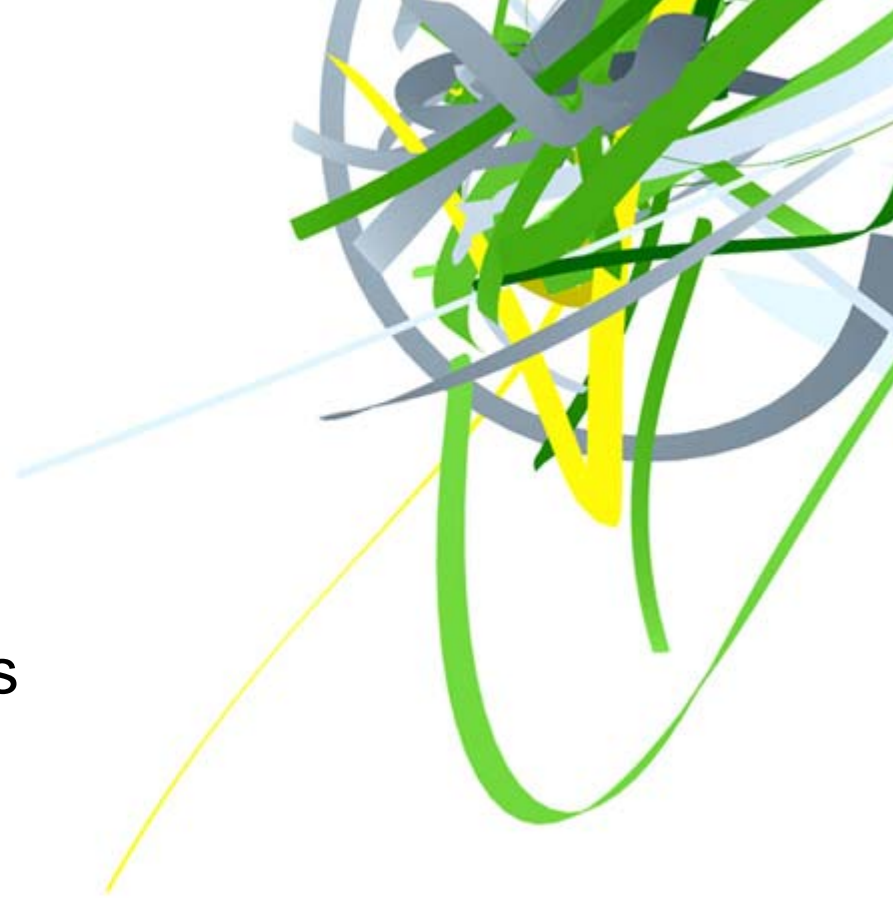
Career Development:

Key Principles:

- Career "self-reliance"
- "70-20-10" philosophy
- Career drivers and development paths

Implementation Tools:

- Career development workshops
- Personal development plans



Career “Self Reliance”

YOU

- Possess the overall responsibility for your own career
- Explore your interests & aspirations
- Investigate your options

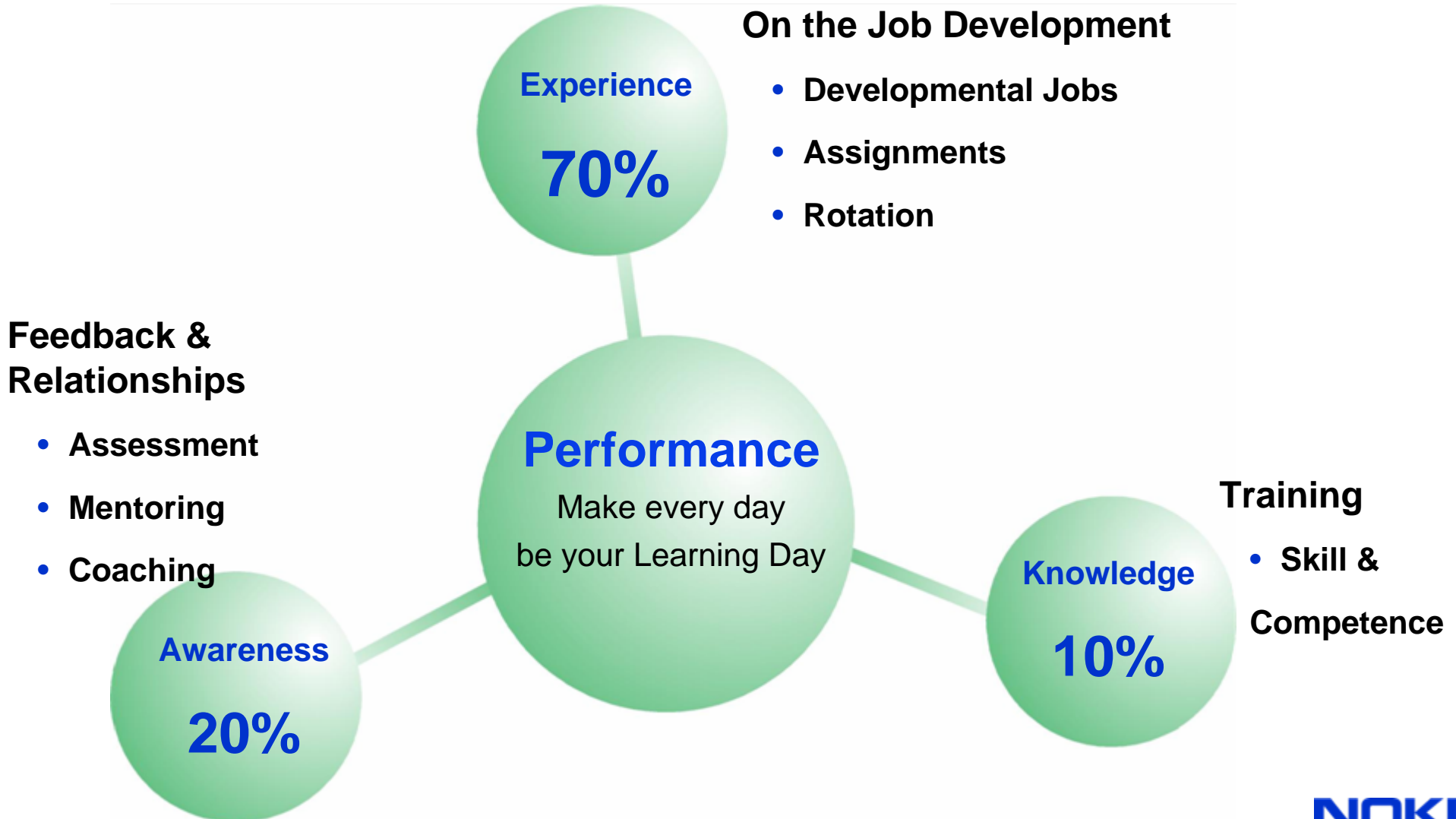
YOUR MANAGER

- Coaches and supports you for professional development & career planning
- Explores interests & aspirations, career paths and opportunities with you
- Provides you with feedback, keeps you alert and shares ideas

NOKIA

- Has ¹/₃ a true interest in your career and provides a comprehensive development environment

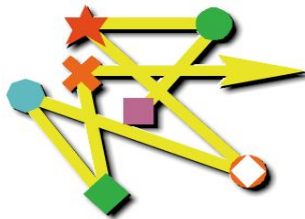
70 /20/10 Philosophy



Career Drivers and Development Paths

Personal Drivers

- Expertise
- Stability & Security
- Power
- Achievement
- Influence
- Personal Growth
- Creativity
- Novelty
- Independence
- People Involvement



Associated Career Development Paths

•Expert

- Life-long focus on one specialty

•Competitive

- Fast progression up the ladder

•Learning

- Lateral movement through different but related occupations

• Entrepreneurial

- Frequent moves between very different kinds of work

Career Development Workshops

- 2005 launch
- Global project targeting all employees
- Workshop run by HR after train-the-trainer
- Central framework – local customization and implementation
- Follow-up sessions to share experiences and optimize as we go
- Materials available on the portal
- 3 h session – very practical approach
- Link to personal development plan

Personal Development Plans

- Documented description of agreed development actions supporting both
 - success in current role (based on competency gaps) and
 - development towards long term professional aspirations
- Created in co-operation between employee and manager during their one-to-one discussion
- Reviewed and renewed at least once per year, certainly when the role has changed
- Focus on quality of the discussion

manager



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