

Nomination: 9698

Creating an Example of Transformation Without Disruption

Page: General Information

Provide information about the company to be considered for the award. If you will be nominating an individual, specify the nominee's employer.

Name of Organization/Company

Globe Telecom

[REDACTED]

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Additional Contacts

I would also like to have others receive emails about the disposition of our entries.

Page: Entry Information

Entry Title

Creating an Example of Transformation Without Disruption

Category

B01 - B67 Achievement > B62 - Leading Transformation Award

Achievement Submission Format

Written Answers

a. Briefly describe the nominated organization: its history and past performance (up to 200 words). Required

Globe Telecom is the Philippines' leading telecommunications company. Driven by its purpose of uplifting the lives of Filipinos, it evolved from a traditional telco into a digital solutions provider. With this shift came a new challenge: how should the organization stay responsive to change while remaining anchored to what matters?

What kind of structure supports faster decisions? How do you redesign an organization without losing sight of its people and purpose?

These questions guided the work of Globe's Human Resources Business Partner (HRBP) and Change Management and Organizational Development (CMOD) teams. They developed the company's transformation approach: a common set of tools for organizational change, methods to support role transitions, and ways to track how each move supports broader business goals.

The HRBP and CMOD teams positioned Globe to respond faster and operate with greater focus. Their approach wasn't limited to one-time fixes, instead they operationalized transformation, embedding it into how the organization runs.

From 2023 through 2024, they supported seven major reorganizations, reassigned over 1,000 roles, and helped reduce structural friction across business units.

b. Outline the team's or organization's achievements since the beginning of 2023 that you wish to bring to the judges' attention (up to 250 words). Required

From 2023 to 2024, the HRBP and CMOD teams led a series of transformation initiatives:

Manpower Optimization - Over 1,000 employees were reassigned across business units. Each shift was supported by transition plans, manager toolkits, and employee check-ins. There were no labor cases or service issues. The company exceeded its USD 25.89M target, delivering USD 39.02M in 2024 savings, with USD 22.29M more projected for 2025.

Spans and Layers Review - The team worked function by function to refine team sizing and reporting layers. Rather than applying a one-size-fits-all model, they co-developed tailored structures with leaders and employees that reduced any kind of friction. Each shift was implemented with org maps and playbooks.

Shadow Board Program - High-potential Gen Z and Millennial employees joined leadership discussions, providing input on business challenges and surfacing new insight. Many participants were later tapped for expanded roles.

Specialist Career Track - Launched in 2024 to formalize growth opportunities for individual contributors. It helped retain key experts and guided Globe's shift toward skills-based mobility.

Change Management Frameworks - For every transformation, the team deployed tailored communication plans, transition tools, and 30-60-90 day pulse checks. These helped identify support needs and shaped leader actions post-implementation.

c. Explain why the achievements you have highlighted are unique or significant. If possible compare the achievements to the performance of other players in your industry and/or to the team's or organization's past performance (up to 250 words). Required

Globe's transformation efforts truly stood out for how its outcomes were achieved across multiple fronts: structure, mobility, talent development, and change enablement.

While many organizations treat workforce transformation as an external consulting project or a top-down redesign, Globe's HRBP and CMOD teams took on the challenge to build an internal model, which is grounded in business data and fully integrated into daily operations.

What could have been disruptive transitions became a well-managed shift, resulting in over 1,000 movements with zero labor cases and uninterrupted service -- a rare feat for programs of this scale.

Rather than relying on cost containment alone, the teams introduced initiatives like the Shadow Board and Specialist Career Track, designed to develop future-ready talent and retain talents of expertise. These aren't often found in parallel with reorgs in the same time frame but Globe saw them as essential parts of the same transformation agenda.

Feedback was a core component at every step. After each shift, the team deployed 30-60-90 day pulse surveys to understand how individuals were adapting. The insights gathered directly informed follow-up actions and necessary adjustments. Crucially, this wasn't work dictated from above, it was developed collaboratively with business leaders, ensuring it was precisely what teams truly needed.

This resulted in a sustainable transformation. In contrast to efforts that concentrate on structural changes or financial savings, Globe's strategy impacted the very way the organization moves, grows, and provides support for its people.

d. Reference any attachments of supporting materials throughout this nomination and how they provide evidence of the claims you have made in this nomination (up to 250 words). Optional

Webpage Link

[REDACTED FOR PUBLICATION]

link?

No

Supporting Document

No File Uploaded

Would you like to add an additional supporting document?

No

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