

Helping BT's new talent team hire business architects, and learn how to do it themselves

3 of 15

internal applicants hired
in six weeks

4

external candidates
presented in three weeks

3+ weeks

to offer for the external
hire

1

external hire needed; the
rest came from within

The challenge

BT wanted a combination of internal and external business architects. Its own people had very strong knowledge of the organisation, but had never worked in a business architecture function for a separate organisation, so their knowledge was limited to BT. It was BT's very clear intention to bring hiring in house, so Chief Architect Jose Smith asked Konvergent to work on the assignment alongside the newly set-up talent team, and help teach them how to hire architects.

HOW WE WORKED WITH THE TALENT TEAM

1

Define the roles together

We sat down with the talent team and outlined the types of business architect BT needed.

2

Split internal and external

The more process-oriented, detailed Business Process Architects would be internal hires. We looked externally for the Enterprise Business Architects.

3

Assess side by side

We worked with the talent team to interview and assess both internal and external candidates.

4

Agree interviews up front

The interview process was agreed and scheduled in advance, so candidates could move quickly.

The outcome

Three of the fifteen internal applicants were hired in a six-week period, and the internal candidates were strong enough that BT needed only one Enterprise Business Architect. Konvergent presented four candidates in three weeks and, because the interview process had been agreed and scheduled in advance, BT moved to offer in just over three weeks.



I was delighted with the openness of Ben and the Konvergent team in helping me learn about Architecture recruitment.

MANU AGARWAL · TALENT PARTNER, BT