Top Talente identifizieren und entwickeln

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SAP HR Learning & Talent Management
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Kein formeller Prozess notwendig im start up

„Talent Review Meeting @SAP 1973“
SAP AG in 2007 revenues: €10.25 billion ($16.05 billion)
- Around 75,000 companies run SAP software
- Providing more than 25 industry solutions
- 51,447 SAP employees (June, 2008)

12 million users in 120+ countries team with us to...
- Integrate their business processes
- Extend their competitive capabilities
- Get a better return on investment at a lower total cost of ownership

Unique partner ecosystem
- More than 3,850 partners
- Overall more than 180,000 SAP partner certificates
Ziele des Talent Review Prozess

“WE MUST BECOME AS GOOD AT DEVELOPING GREAT PEOPLE AS WE ARE AT DEVELOPING GREAT SOFTWARE.”
Vision 2010

SAP established an annual Global Talent Review:
- assess the talent we have internally to execute our business strategy today and in the future
- promote and foster the professional and personal growth of SAP’s High Potential and Top Talent employees
- commit to development actions to increase the readiness of our talent pipeline by developing their potential
- reinforce SAP’s competitiveness and increase our attractiveness for talent as an employer of choice
“Jahresuhr”

Development of High Potential and Top Talent

Grow into new positions

Performance results determine potential identification

Integrated Succession Management

High Potential and Top Talent nomination in Talent Review Meetings

Discussion of succession candidates for key positions
Bottom-up moderierte Kalibrierungs-Meetings
Verteilung der Talente im Performance/Potential Raster
First and foremost the talent himself has the obligation to proof his nomination by proactively embracing and identifying growth opportunities.

The Manager of High Potentials and Top Talents are responsible to especially support their career growth, even and especially outside their own responsibility.

To support both parties we have several units taking care of development programs. All of them share the same guiding principles:

- Strong emphasis on “on the job opportunities”
- Growing out of the comfort zone
- Providing new challenges
- Support to find coaching and mentoring
- Support regular feedback sessions
Top Talent Guiding Principles – Portfolio Ausschnitt

1. Define
   - Select career path(s)
   - Use self assessment and feedback tools
   - Define development steps with manager
   - ...

2. Train
   - Offer exclusive training opportunities for functional and managerial growth
   - Run on the job opportunities
   - Plan Peer learning and leverage on-demand courses

3. Discover
   - Look beyond boundaries of own group
   - Get out of personal comfort zone
   - Rotate to get to know additional cultures

4. Network
   - Expand personal network
   - Join online exchange platform
   - Run collaborative project initiatives across silos

5. Shine
   - Get visibility to the Board/Senior Management.
   - Attend formal and informal meetings
   - Join discussions about strategic topics
A Note From the HR

Dear Manager, Dear Top Talents

SAP’s most precious asset is human talent. Top Talents, in particular, are key to SAP’s future. They are identified in the annual talent review cycle as excelling in performance and potential. Therefore, SAP ensures, next to their professional development, that they take an active role in determining and shaping our strategy and ensuring our success.

Both managers and Top Talents can use this portal guide to get an overview. Managers can become better informed about how to foster the employees’ professional development as well as strengthen their “talent developer” abilities. Top Talents can gain an overview of the development opportunities available specifically to them to increase their job satisfaction, motivation, and career advancement.

SAP provides Top Talents many opportunities for professional growth. You can find an overview of these activities in the subsequent pages. However, we cannot stress strongly enough that Top Talents are responsible for their own development and that managers are responsible for ensuring that they identify, support, and guide their Top Talents. The Top Talent program itself can only serve as a basis to enable both involved parties.

If you have any questions, your LMI Team (Karl-Heinz Reitl) and your local HR Business Partners are here to help. We congratulate you on your nomination and wish you all the best for your future.

Sincerely,

Stefan Ries, Jochen Keller and Hartmut Hilbrand

*When referring to the term “Top Talent” we refer to all employees classified as either “High Potential” or “Top Talent” in the SAP Global Talent Management Review process. However, the activities mentioned in this guide are designed to meet at times different subgroups of the Top Talent pool (High Potential plus Top Talents) in SAP. Specifications can be found in the description of the activities in the text below.*
Transparenz und Reporting

Dashboards delivered via Corporate Portal
SAP – The Employer of Choice

Great Place to Work Institute
SAP Germany voted 1st place as best Employer in Germany for the 4th consecutive year.

Recruiting and Staffing Best In Class (RASBIC) Award 2006 for SAP Labs India from Bharati Vidyapeeth’s Institute of Management Studies & Research.

Great Place to Work Institute
SAP Germany voted 1st place as best Employer in Germany

Special Award for Health

FORTUNE AMERICA’S MOST ADMIRED COMPANIES 2006

Industry: Computer Software

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Thank you!

Questions ? Comments ?
Expanding our portfolio for small and midsize enterprises
Powerful and affordable solutions for the unique needs of every business

Empowering business users
Improving performance management with trusted data and built-in analytics

Enhancing our offerings for large enterprises
Delivering innovation without disruption, maximizing the value of current investments and aligning IT with strategy

Establishing a new IT architecture for business
Business process platform solutions leveraging enterprise SOA for improved adaptability, reliability, and overall TCO
Employee Services - Career Success Center

CAREER SUCCESS CENTER

Quicklink: Explore Career

Welcome to your source for learning and development.

Know the Business Better

Apprenez davantage sur les affaires - c'est la base pour la construction d'un plan de réalisation gagnant.

Managers’ My Performance

Apprenez comment gérer plus efficacement votre performance - le déroulement d'une carrière réussie commence par une performance réussie dans votre rôle actuel.

Explore My Career Options

Etablissez vos objectifs de carrière en vous familiarisant avec les options possibles, en optimisant les ressources internes et en apprenant comment construire votre profil.

Look For Internal Opportunities

Trouvez les perspectives d’emploi chez SAP et apprenez comment vous préparer à une intéressante.

Plan My Development

Créez un plan de progression réussi en découvrant des façons de demander et de recevoir des informations de retour et d'évaluer les capacités dont vous avez besoin pour construire une carrière réussie.

Learn

Obtenez l'information dont vous avez besoin, quand vous en avez besoin, pour vous perfectionner et progresser.

Related Links

- Access My彭Document
- My Career Story
- Talent Review
- Career Success Center
- Frontback
- Share Your Success Story

Guided Tour

- Get your tour of the Career Success Center