

Top Talente identifizieren und entwickeln



Karl-Heinz Reitz
SAP HR Learning & Talent Management
November 20. 2008

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

**“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**



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**

Development of High Potential and Top Talent


Grow into **new positions**



Technology

- 
Miller, Mike
Senior Development Manager
FTE: 13 HIPO: 7% >>
- 
Miller, Mike
Senior Development Manager
>>
- 
Mustermann, Max
Project Lead
Talent: SC PME >>
- 
Schmidt, Boris
Developer IV
Talent: SC ME >>
- 
Smith, Linda
Consultant
Talent: TT EE >>
- 
Waldkirch, Amanda
Developer IV
Talent: SC PME >>
- 
Huber, Andreas
Consultant

Portrait



D000345

Mike Miller

Senior Development Manager

Employee Data Sheet

Company (Location)	SAP AG (Walldorf)
Board Area	Henning Kagemann
Line Manager	Henning Kagemann
Organizational Unit	Technology
Employee/Manager Type	MMM
Position Status	Key Position
SAP Entry Date	2001.05.01. (6 years)
Current Function Start Date	2003.01.01. (4 years)
Employment Status	Full-Time (1.0 FTE)
Annual Target Salary (Pay Grade)	99.000 EUR (Z13)
Annual Fixed Salary	76.000 EUR
Equity	600 STARS + 800 SOPs
Actual Performance Ranking	Exceeds Expectations
Actual Talent Management Ranking	High Performer
Absence last 12 months	21 days (thereof 10 illness days)
Remaining Vacation Days	131 days (22 from actual year)

HR Master Data | Community | Org Unit

Global HR Org Applications

Global HR Org Applications

Org Unit Data

Org Unit ID	30005981
Naming	Technology
Hierarchical Assignment	HR Processes

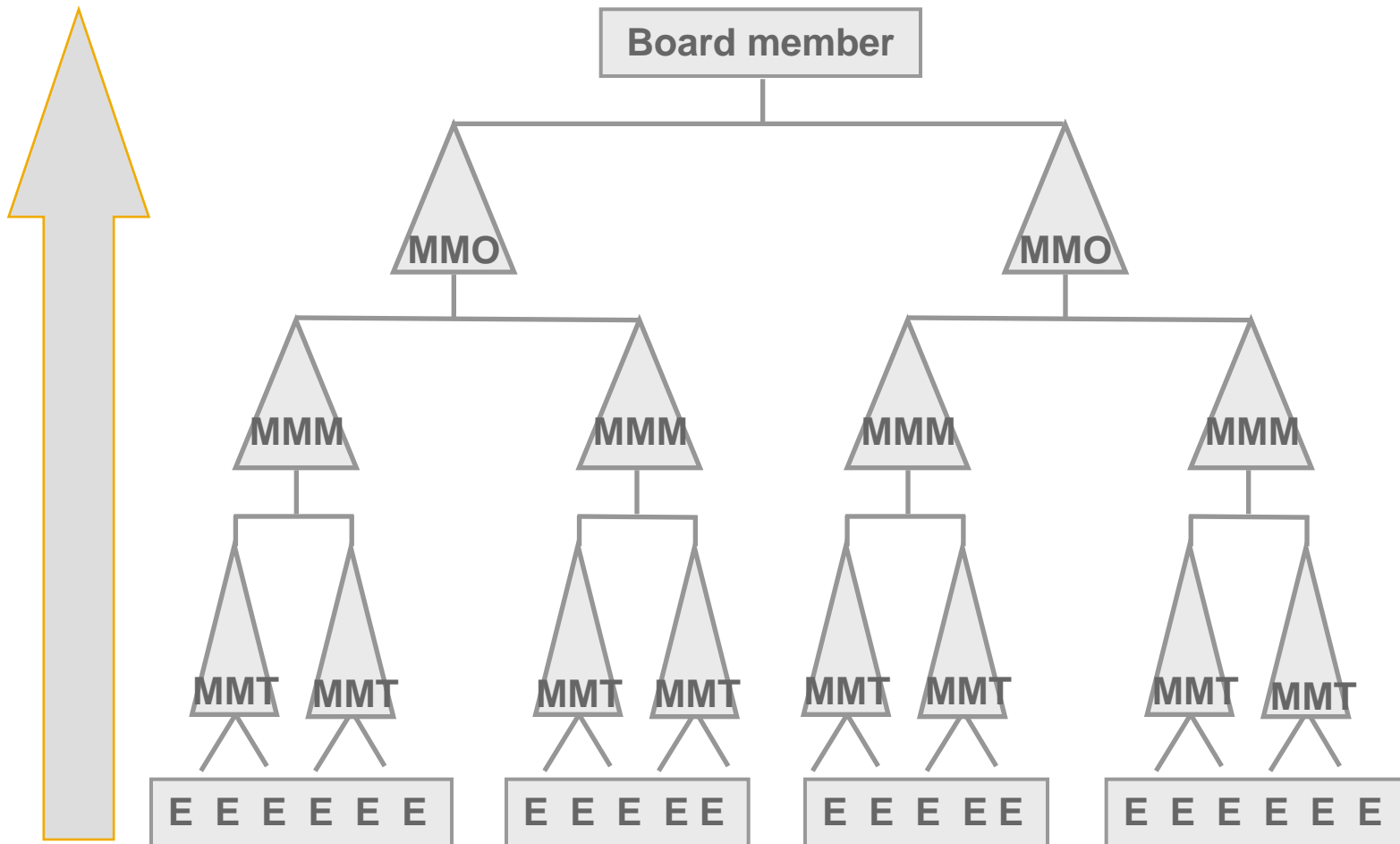
Position Data

Position ID	21027230
Position Title	Senior Development Manager
HC Relevant	Yes
Manager Type	MMT
Position Budget	1.00

- [Process Overview & Timeline](#)
 - [Guidelines](#)
 - [My Responsibilities](#)
 - [Setting SMART Objectives](#)
 - [Country specific Guidelines](#)

 - [Completed Bonus Letter 2006](#)
 - [Performance Ranking 2006](#)
 - [Completed Bonus Letter 2005](#)
- [Archive](#)

Bottom-up moderierte Kalibrierungs-Meetings



Verteilung der Talente im Performance/Potential Raster



Talent Review Meeting 2008

Talent Review Meeting 2008

Save Cancel Hide Agenda Confirm All

Agenda

3.1 Talents of Michael Gold

[Hide Agenda Topics](#)

1. Introduction
2. Last Year's Talents
3. Talents 2008
 - 3.1. Talents of Goll, Caroline
 - 3.2. Talents of Mohr, Julia
 - 3.3. Talents of Berger Matthias
4. Succession Planning
 - 4.1. Talents of Michael Gold
 - 4.2. Talents of Schlegel, Verena

Overall Grid

Compare Talents Side-By-Side

Smith, James

Compare... Remove all

<p>4. Performing 10%</p> <ul style="list-style-type: none"> Duffy, Marc Mayer, Maurice 	<p>5. Contributing 15%</p> <ul style="list-style-type: none"> Black, Elizabeth Cooper, Peter Rodriguez, Jennifer 	<p>1. High Flyer 20%</p> <ul style="list-style-type: none"> Johnson, Celine ↑ Thomson, Niklas ↗ Philipps, Rebecca ■ Smith, James ■ 	<p>3. Promising 10%</p> <ul style="list-style-type: none"> Cook, Robert Houston, Bill
<p>7. Processing 5%</p> <ul style="list-style-type: none"> Harrison, Patrick 	<p>8. Under-Contributing 0%</p>	<p>6. Latent 15%</p> <ul style="list-style-type: none"> Gauthier, Isabelle Lee, Hong Sanchez, Alberto 	
<p>9. Under-Performing 15%</p> <ul style="list-style-type: none"> Fisher, Marat McCarthy, Sandy Sullivan, Mike 			

Legend

- Confirmed
- Proposed

Rebecca Philipps
High Potential

Manager: Gold, Michael
Location: USA - Florida - Orlando
Mobility: Limited

PERFORMANCE

Verantwortlich für die Entwicklung bleibt der Mitarbeiter und sein Manager



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 off 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

Top Talent Program



TOP TALENT PROGRAM

FOR DEVELOPMENT, GSS AND CORPORATE FUNCTIONS

Quicklink: </go/top talent>


OVERVIEW


DEFINE


TRAIN


DISCOVER


NETWORK


SHINE

A Note From the HR

Dear Manager, Dear Top Talents *

SAP's most precious asset is human talent. Top Talents, in particular, are a 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 a very 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.



"Hide not your talents. They for use were made. What's a sundial in the shade?"
Benjamin Franklin

SAP provides Top Talents many opportunities for professional growth. You can find an overview of those 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 LTM Team ([Karl-Heinz Reitz](#)) 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 Hillebrand

* 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 sub-groups of the Top Talent pool (High Potentials plus Top Talents) in SAP. Specifications can be found in the description of the activities in the text below.

Transparenz und Reporting



Headcount Overview by Profit Center [FTE]

Filter: D | Drilldown

Key Date: 10.2007

Profit Center	Actual HC 12/2006	Δ Exposed Hires	Committed HC 12/2007	Δ Vacancies Open	Projected HC 12/2007	Δ Remaining FC Growth	Forecast HC 12/2007	Δ Remaining HC Budget	Budget HC 12/2007
Customer Solutions &	18,610.5	2,580.9	21,191.3	607.0	21,798.3	-434.8	21,363.5	1,765.1	23,128.6
Research & Breakthru	2,246.9	161.8	2,398.0	179.3	2,578.3	-166.4	2,409.9	324.4	2,734.3
Product Technology G	8,020.4	760.1	8,780.5	424.4	9,220.8	-294.3	8,926.5	934.9	9,861.4
Human Resources Pro	1,579.3	131.7	1,711.0	75.0	1,786.0	-30.4	1,756.6	220.9	1,976.5
Global Service & Sup	7,691.5	619.2	8,310.7	307.0	8,617.6	-195.6	8,422.0	871.3	9,293.3
Office of the CEO	263.2	16.6	301.7	26.0	326.7	-19.4	307.3	43.8	351.1
CFO Functions	903.6	125.4	1,029.0	94.6	1,123.6	-27.9	1,095.7	81.3	1,177.0
Board	21.0	-10.0	11.0		11.0		11.0	1.0	12.0
SAP Group Operative	19,305.3	4,344.8	43,740.1	1,720.2	45,460.3	-1,168.8	44,291.5	4,242.7	48,534.2

Hirings and Terminations by Profit Center [FTE]

Filter: D | Drilldown

Key Date: 10.2007

Profit Center	Hiring Rate 01-12/2007	Hiring Rate Prev. Yr (%) 01-12/2006	Terminations 01-12/2007	Turnover Rate 01-12/2007	Turnover Rate Prev. Yr (%) 01-12/2006
Customer Solutions &	4,765.3	23.63	19.49	2,190.2	10.86
Research & Breakthru	274.8	11.75	19.41	195.9	7.95
Product Technology G	1,844.9	16.82	20.37	666.7	7.29
Human Resources Pro	277.8	16.81	16.31	168.2	10.16
Global Service & Sup	1,172.2	14.51	21.69	659.0	6.17
Office of the CEO	34.2	12.89	21.16	24.0	8.91
CFO Functions	161.5	18.85	26.41	127.6	13.11
Board			4.87		4.87
SAP Group Operative	8,260.7	19.74	20.10	3,964.3	9.47

Organizational Fit by Profit Center [Head]

Filter: D | Drilldown

Key Date: 10.2007

Profit Center	Actual HC 10/2007	Turnover Rate (%) 10-12/2007	Non HC Rel. Employees 10/2007	HC to Non HC Rel. Ratio 10/2007	Number of Third Parties 10/2007	Third Party Rate 10/2007
Customer Solutions &	21,156	1.0	1,147	18.4	7,423	2.8
Research & Breakthru	2,400	1.1	379	6.3	276	0.7
Product Technology G	8,881	0.8	661	13.0	3,274	2.7
Human Resources Pro	1,735	1.3	599	2.8	1,362	1.3
Global Service & Sup	8,414	0.6	624	13.5	5,190	1.6
Office of the CEO	298	0.3	61	4.9	128	2.3
CFO Functions	1,068	1.5	227	4.7	763	1.4
Board	11		1	11.0	1	11.0
SAP Group Operative	43,960	0.9	3,719	11.8	18,417	2.4

Succession Management by Organization Unit [Head]

Filter: D | Drilldown

Key Date: 10.2007

Organization Unit	Position Pool 10/2007	Success Planning Fulfillment (%) 10/2006-10/2007	Strongly Sequestering Status (%) 10/2006-10/2007	Adaptability 10/2006
Board	6			0.0
Research & Breakthrough Innovation	84	29.8	3.8	1.0
Product Technology Group	254	55.3	11.8	2.5
Customer Solutions Group	622	37.6	6.9	3.1
Global Service & Support	171	52.8	5.3	0.8
HR Processes and Information	96	35.4	5.2	1.0
CFO Functions	10	50.0	5.8	
Office of CEO	28	42.9	7.1	7.1
SAP Group	1,279	42.8	7.1	2.9



Dashboards delivered via Corporate Portal

Span of Control by Profit Center [Head]

Filter: D | Drilldown

Key Date: 10.2007

Profit Center	Actual HC 10/2007	HC to Manager Ratio 10/2007	Span of Control (201 D) 10/2007	Span of Control (201 D) 10/2006	Max. Hight Layer 10/2007	Employees on level 2 10/2007
Customer Solutions &	21,156	6.1	205	1,209	11	5,741
Research & Breakthru	2,400	10.0	26	73	6	
Product Technology G	8,881	5.9	63	359	9	2,641
Human Resources Pro	1,735	5.7	15	176	8	81
Global Service & Sup	8,414	13.7	138	139	8	1,107
Office of the CEO	298	5.6	3	36	6	
CFO Functions	1,068	6.3	4	91	6	150
Board	11	11.0		1	3	
SAP Group Operative	43,960	8.8	404	2,053	11	9,700

Performance Management by Organization Unit [Head]

Filter: D | Drilldown

Key Date: 10.2007

Organization Unit	Actual HC 10/2007	PI Rating 2006 (over req. met. exp.) 10/2007	PI Rating 2006 (partly req. met. exp.) 10/2007	PI Rating 2006 (needs excp.) 10/2007	PI Rating 2006 (exceeds excp.) 10/2007	PI Rating 2006 (over. exceeds excp.) 10/2007	PI Rating 2006 (can't be assessed) 10/2007	PI Rating 2006 (not assessed) 10/2007
Board	10			1			1	16
Research & Breakthrough Innovation	2,339	2	35	619	603			672
Product Technology Group	8,828	4	131	2,395	3,043	739	14	2,602
Customer Solutions Group	21,103	36	939	5,560	4,903	1,699	99	8,269
Global Service & Support	8,434	3	203	3,031	2,524	557	31	2,065
HR Processes and Information	1,726		18	504	529	175	2	489
CFO Functions	1,075	1	23	340	269	65	3	374
Office of CEO	28		2	61	75	21	1	108
SAP Group	43,960	48	961	12,499	12,296	3,467	167	14,544

Talent Management by Organization Unit [Head]

Filter: D | Drilldown

Key Date: 10.2007

Organization Unit	Actual HC 10/2007	Talent Pool 2006 10/2007	Talent Richness (%) 2006 10/2007	Promotions Talent Pool (%) 10/2006-10/2007	Attrition from Talent Pool 10/2006-10/2007	Attrition Rate Talent Pool (%) 10/2006-10/2007
Board	10	2	15.1			
Research & Breakthrough Innovation	2,339	245	10.3	60	24	16
Product Technology Group	8,828	829	9.3	107	24	32
Customer Solutions Group	21,103	1,523	7.2	615	40	121
Global Service & Support	8,434	540	6.4	87	16	22
HR Processes and Information	1,726	173	10.0	66	38	11
CFO Functions	1,075	53	4.9	10	19	1
Office of CEO	28	21	7.3	5	38	3
SAP Group	43,960	3,380	7.7	1,043	31	200



Great Place to Work Institute

SAP Germany voted 1st place as best Employer in Germany for the 4th consecutive year



Capital



FORTUNE AMERICA'S MOST ADMIRED COMPANIES 2006

Industry: Computer Software

Most Admired

Rank	Company	Overall score
1	Intuit	7.70
2	Adobe Systems	7.35
3	SAP	7.28

Great Place to Work Institute

SAP Germany voted 1st place as best Employer in Germany

Special Award for Health



2007

Capital

Recruiting and Staffing Best In Class (RASBIC) Award 2006

for SAP Labs India from Bharati Vidyapeeth's Institute of Management Studies & Research.





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



CORPORATE PORTAL



Welcome Stefanie Schindler

Search

Advanced Search

Home Company SAP Portfolio **Employee Services** Manager Services Content Cockpit HR Workspace More...

Employee Services Overview | **Me at SAP** | Order & Purchasing | IT Services | Travel | Security | Support

- Overview Me at SAP
- Time & Vacation
- Life & Work Events
- Personal Data
- > Benefits & Health
- > Compensation & Equity
- > Career Success Center

Overview

- Know the Business Better
- Manage My Performance
- Explore My Career Options
- Look for Internal Opportunities
- Plan My Development
- Learn
- Global Mobility
- Diversity
- Recognition
- More Services

Employee Services > Me at SAP > Career Success Center > Overview

CAREER SUCCESS CENTER

Quicklink: [/go/career](#)

Bienvenue à votre source unifiée pour toutes les ressources dont vous avez besoin pour planifier, gérer et faire progresser votre carrière en fonction des besoins de l'entreprise. Employez cette ressource pour focaliser votre apprentissage et votre perfectionnement sur ce qui compte le plus pour le succès de votre carrière. Profitez dès à présent des différentes façons dont SAP investit en vous ! Car il est bien évident que votre futur sera celui que vous créez !



Know The Business Better

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



Look For Internal Opportunities

Trouvez les perspectives d'emploi chez SAP et apprenez comment vous préparer à une entrevue plaisante.



Manage My Performance

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



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.



Explore My Career Options

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



Learn!

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

Text size

FIND A TOPIC

Career Success Center

INDEX

HOT TOPICS

- Skills On Demand
- Skills On Demand Pilot Page
- Skills On Demand Evaluation
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- Skills On Demand 2
- Skills On Demand Pilot Page 2
- Skills On Demand Evaluation 2
- Classer entrées

RELATED LINKS

- Access My PM Document
- My Career Story
- Talent Review
- Career Success Center Feedback
- Share Your Success Story
- Classer entrées

GUIDED TOUR

Get your tour of the Career Success Center



Career Success Center Guided Tour - Microsoft Internet Explorer

I want to get more training at SAP

Where should I look?

Learn How to Learn

Since training is only one of the ways to learn, you'll maximize your growth if you begin by going to the **Plan My Development** area and checking out the section on **Learn How to Learn**. Here you will gain insight into all the different ways you can learn at SAP.

Area	Information
What to SAP? (HR) (HR) (Approvals)	What to SAP? (HR) (HR) (Approvals) is an interactive and flexible way to help HR solve business problems.

Go to the Career Success Center

Take your career into YOUR own hands.

14/11/07 18:29