Top Talente identifizieren und entwickeln

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SAP HR Learning & Talent Management

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SAP

„Talent Review Meeting @SAP 1973"

Übersicht SAP

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 <u>annual Global Talent Review</u>**:**

- **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"

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

Determine & Cascade Business Objectives

December — January — February

Salary Review

Assessment by Additional Appraisers

Performance Feedback Discussion

Review/Planning
Optionally one/two talks

Succession Management

November

October

Performing & Individual Development

Performing & Individual Development

March

September

April

Talent Review Meetings

Succession Management for key positions

Optional Mid-Year Discussion

August

July — June — May

SAP runs SAP

Bottom-up moderierte Kalibrierungs-Meetings
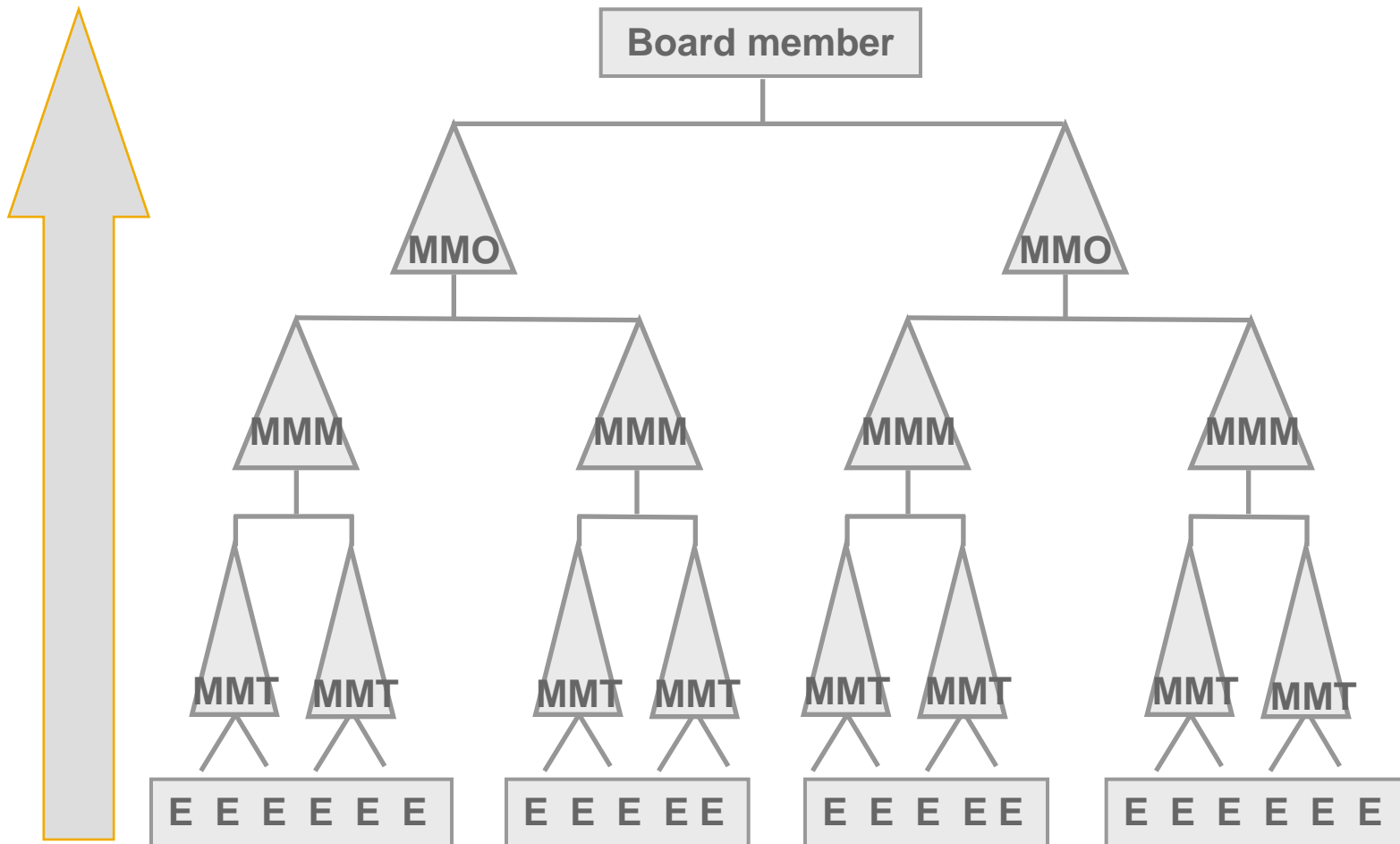
Verteilung der Talente im Performance/Potential Raster

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/toptalent

| 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

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

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

EMPLOYEES AT SAP

Great Place to Work Institute

SAP Germany voted 1st place as best Employer in Germany

Special Award for Health

DEUTSCHLANDS BESTE ARBEITGEBER 2007

Capital

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

RECRUITING STAFFING BEST IN CLASS AWARDS

Thank you!

Questions ? Comments ?

Our Strategy

→ **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