PEOPLEfwd 2018

Individual Progress ▶ Collective Success

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FOCUS ON HIGH PERFORMERS

Stories of a Data Driven and Innovative Learning Organization

Celine Burgle

HR Learning & Development Consultant, SAP

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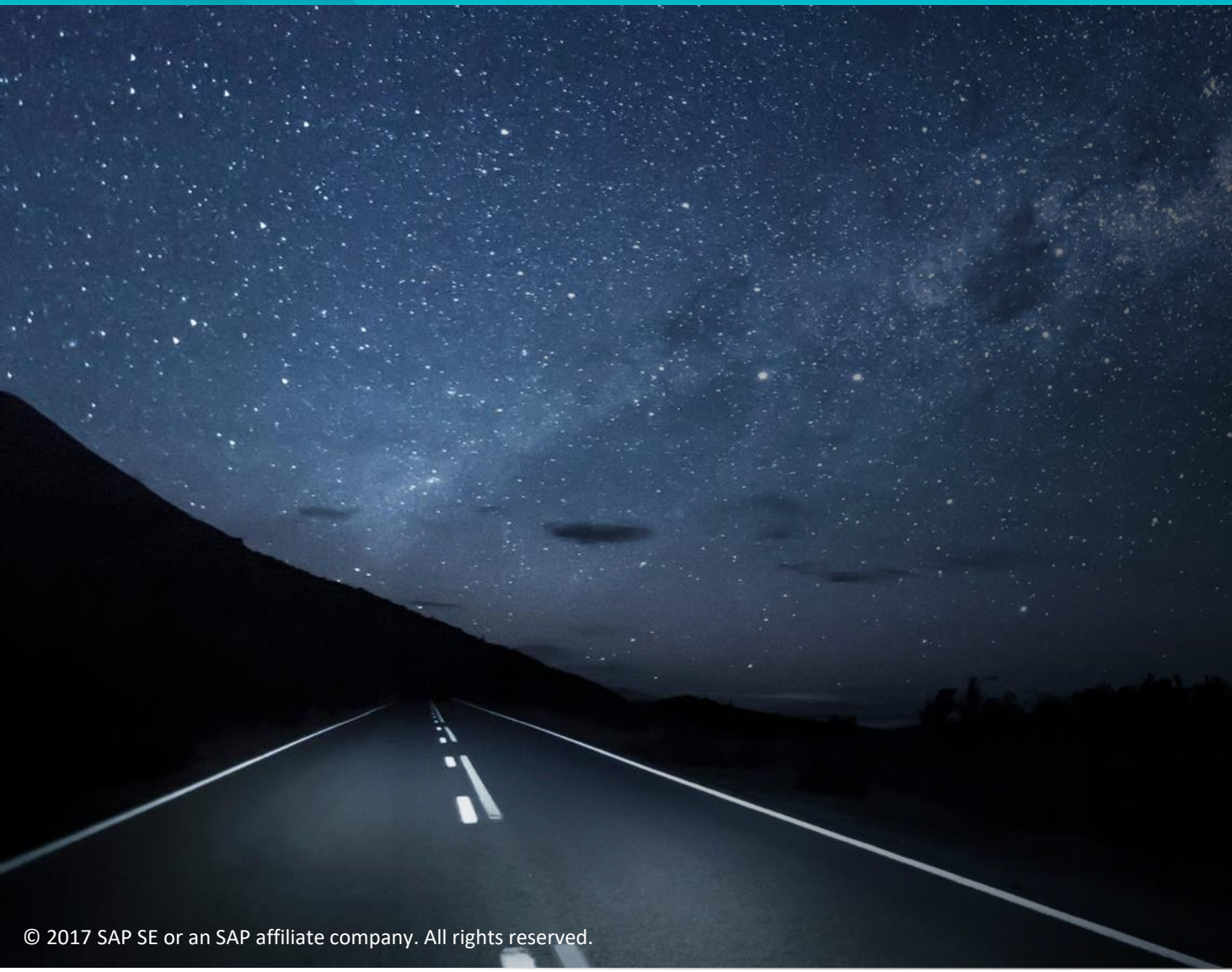

We need real conversations in real time

To be agile in our ever-changing business landscape, we need to rethink our current annual performance management practices at SAP.

The best way to ensure accelerated company performance is through continuous growth and development of our employees.

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Agenda

- SAP Talk
- Everyone is talent
- High Potential vs. High Performer
- What Success – and Failure – Look Like
- Learning offerings

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SAP Talk in a Nutshell

Continuous, future-focused conversations focusing on growth and development

Goal setting as an agile, ongoing process rather than an annual event

Identifying the best development opportunities for our talent

Our pay for performance philosophy remains but will no longer depend on ratings

Modifying our processes to be more simple and agile enabled by SAP's own tools

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Planning Your Career at SAP

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Breakout Experience

- Divide into Groups
- 5 minutes: High Performer
- 5 minutes: High Potential
- Presentation

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In Other Words

High Performer

- ✓ Put in the work, and do it well
- ✓ Learn from others
- ✓ Expect feedback
- ✓ It’s a mindset

High Potential

- ✓ Plan for the future
- ✓ Lead
- ✓ Feedback taken
- ✓ Big picture

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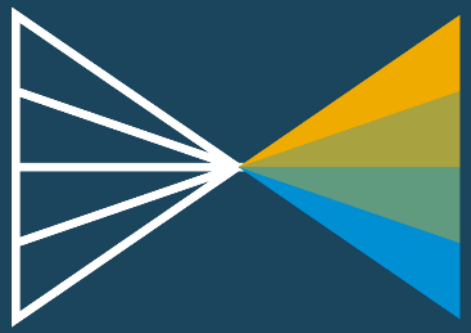
Focused Lens: Business Rationale

- Highest value
- Potential to grow

- Maximize contribution
- Talent pipeline

- Attract top talents
- Retain top talents



- Cross-pollination
- Build bridges, not silos

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A Consumer Centric Experience

Communication
- Beyond the cycle
- Contribution

Technology
- Solidify commitment
- Link HR processes

Visibility & Network
- Continuous dialogue
- LoBs & Executives
- Alumni

Mobility
- HR orchestration
- Interim & long term

Communication
- Roles & expectations
- Multipliers

Ownership
- Business owned, HR executed
- From perception to reality

Learning Content
- Development Plan
- Experiences
- Diversity

Recognition
- Transparency
- Exclusiveness

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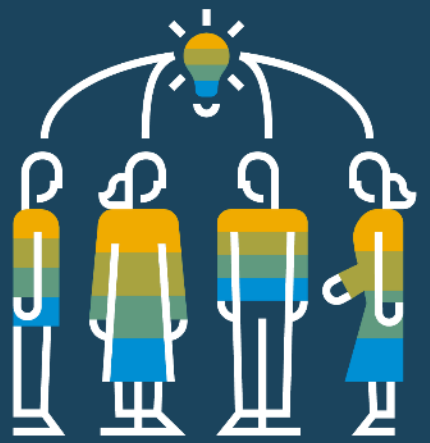
Learning Essentials



Build experiences

Know the business

- Fellowship
- Social Sabbatical
- RISE@SAP
- Strategy Insight

Learn from others

Learn with others

- Mentoring
- Shadowing
- Coaching practice
- Networking

Know yourself

Pace yourself

Self-awareness
- 360 Feedback
- MBTI

Mindfulness practice

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MBTI at SAP

40
Sessions

80 to 200
Participants per session

4 modules
From Intro to Step II

90%
Value to significant value

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MBTI Virtual Framework

This course is a prerequisite for all other MBTI courses

1 Know Yourself

Aims to increase self-awareness using the MBTI method

2 Communication and Leadership

Gives guidance on how your communication and leadership style can build stronger working relationships.

3 Stress and Conflict

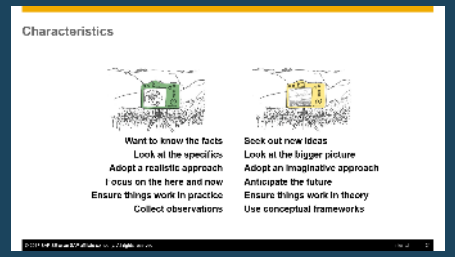
Helps you understand the influence your type has on how to deal with conflict and stress.

4 Step II

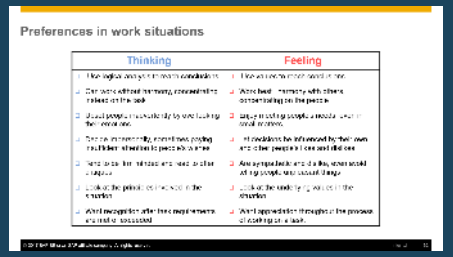
Shows you how to gain an additional level of understanding about how an individual expresses their type.

Activity

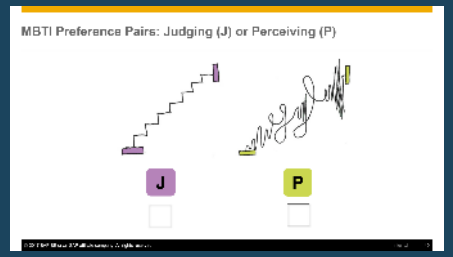
Characteristics



Work



Self-Assessment



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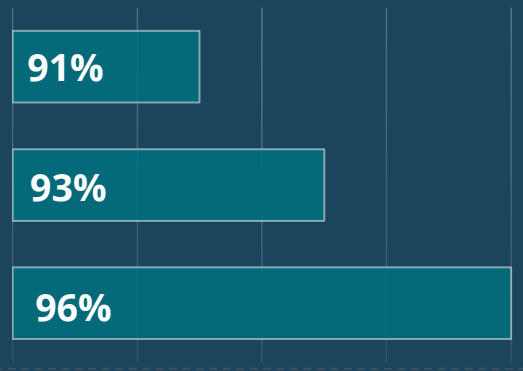
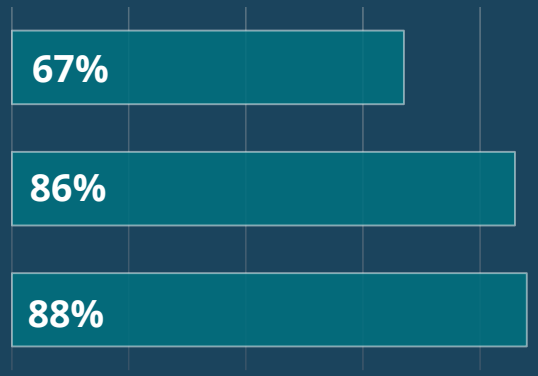
Social Sabbatical in Numbers

Participant Impact



Client Impact

SAP Impact



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My Social Sabbatical, Nairobi Kenya, 2014

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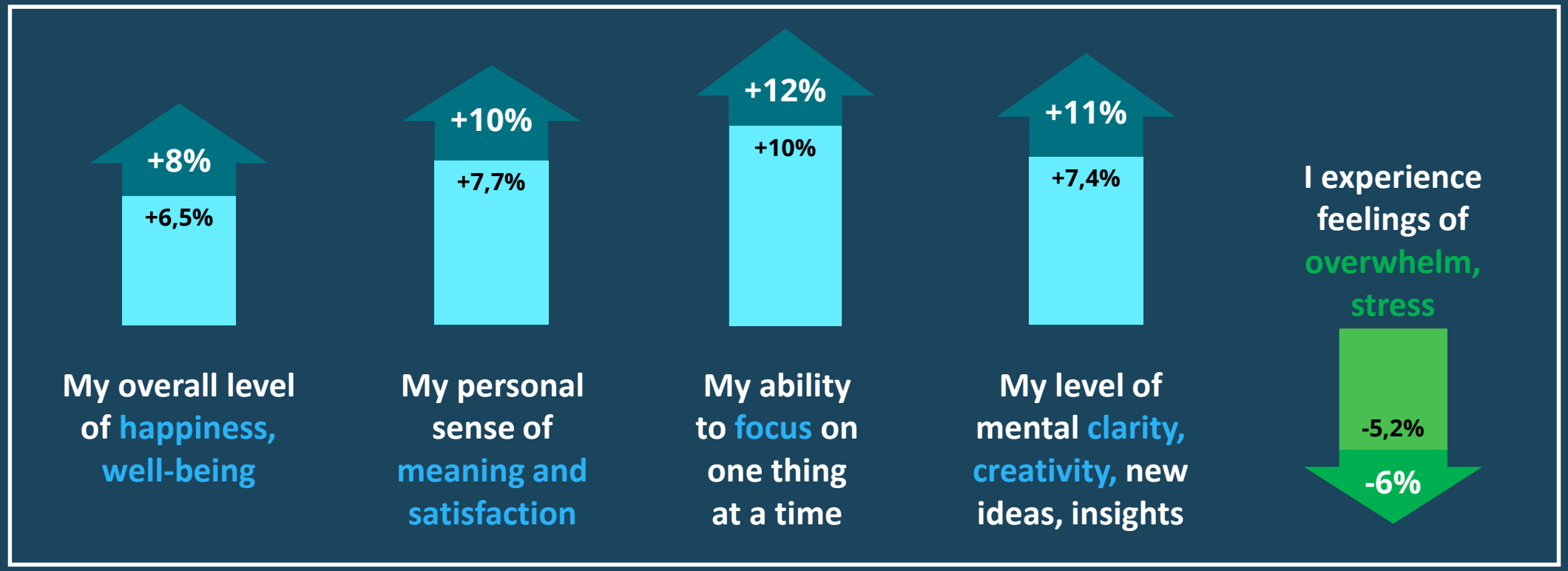
Business Impact Metrics

Mindfulness practice leads to improved well-being, satisfaction, focus, creativity and lower stress during the workday.



4 weeks and 6 months after the Training

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Based on survey data of 650 participants (2014-2015)

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Employee Engagement ↑

Leadership Trust Index ↑

Absenteeism ↓

+200%

Return on investment

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Based on time line analysis of 4.800 SIY participants (2015-2018)

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Thank You.

Celine Burgle
HR Learning & Development Consultant
SAP Vancouver, Canada

celine.burgle@sap.com

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