

Henkel

A Brand like a friend

Management Development @ Henkel
Klann – 2007

Henkel Worldwide

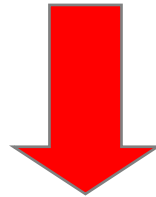


Three Areas of Competence, four Business Sectors

- Sales 12,740 mill. euros
- 52,000 employees
- 125 countries

Henkel Vision

To be a leader with brands and technologies that make people's lives easier, better and more beautiful.



HR Vision

We make Henkel a world class company because of the quality and commitment of its people.



HR Strategy

We create a competitive advantage by building a world class organization and by attracting, developing and retaining best performing people



Recruitment

We provide the best tools and processes to enhance the Human Capital of the company



**Development
Tools**

We foster the Henkel „Visions and Values“ by ensuring compliance with high ethical standards



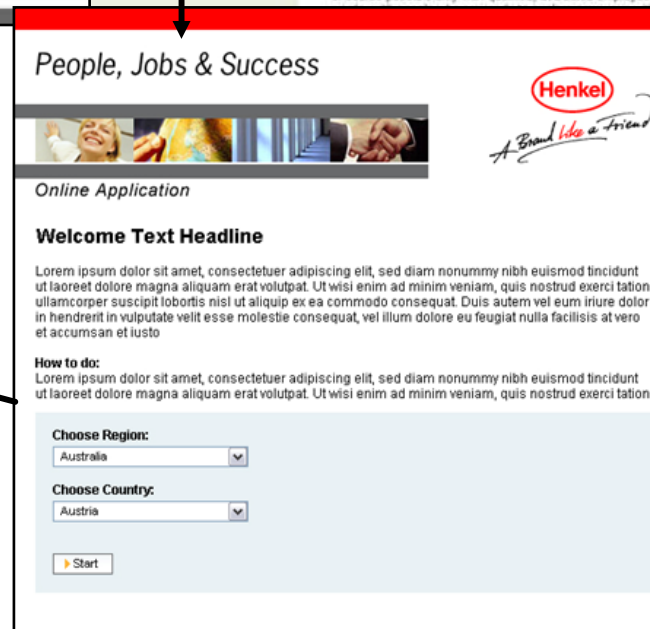
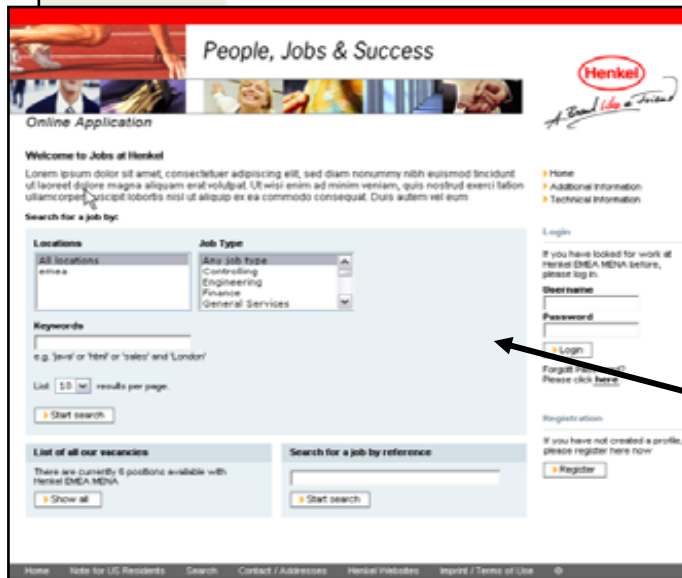
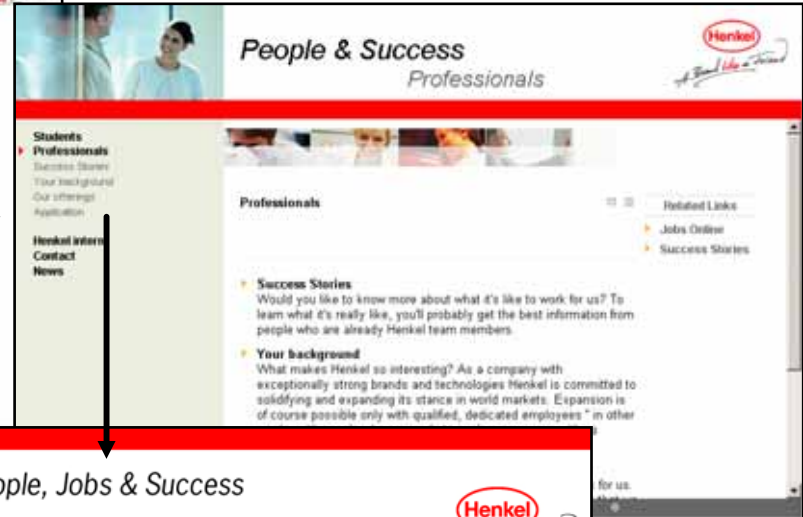
**„Visions
and
Values“**

.... **attracting**, developing and retaining
best performing people....



Recruitment

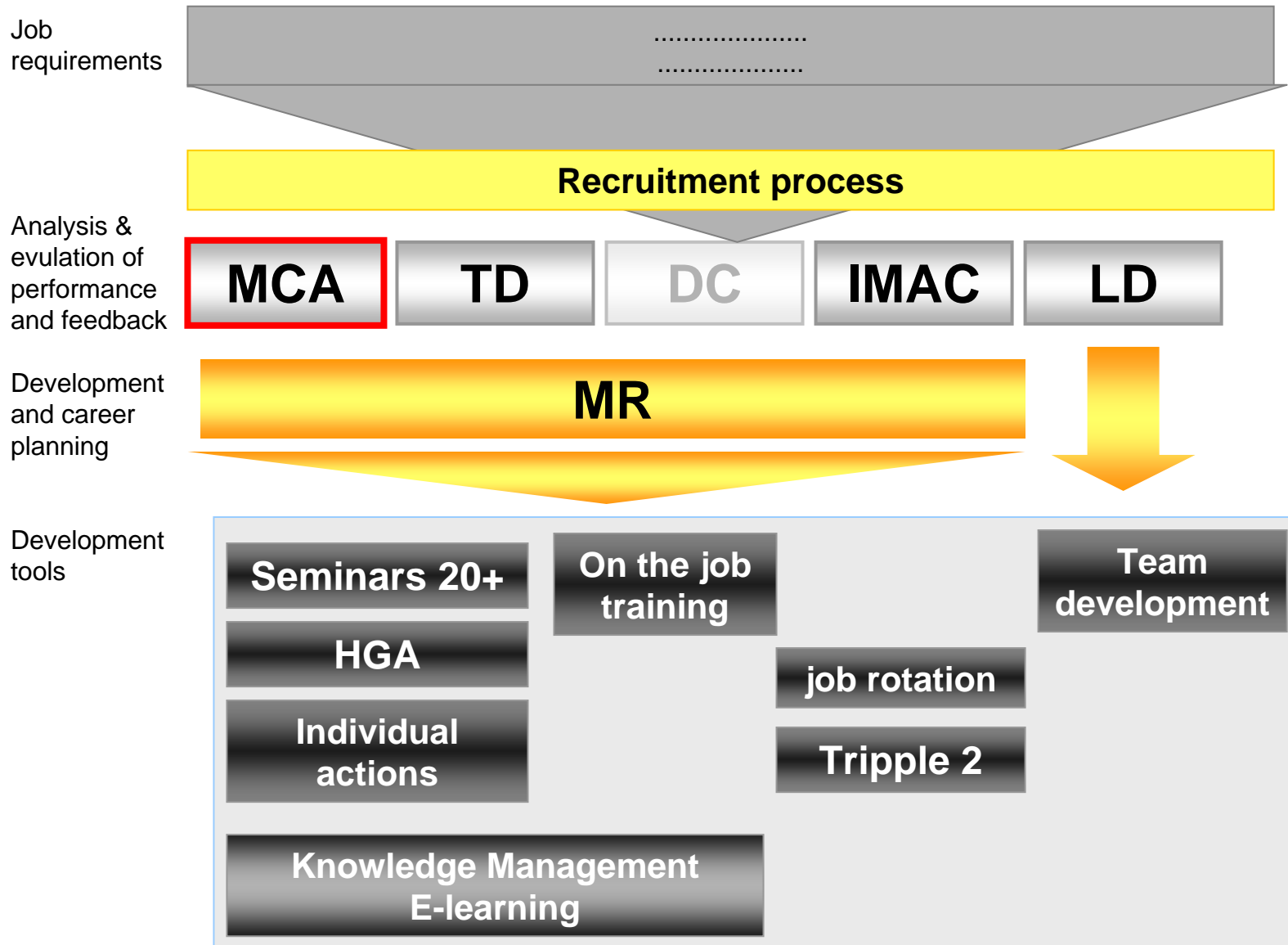
Online Application: I@pply



.... best tools and processes....

Development Tools

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Henkel Visions & Values, Code of conduct, Guidelines for Teamwork & Leadership

Management Competencies Assessment (MCA)



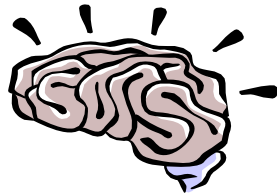
- Target group: manager of MC I – III
- Basis for the assessment:
 - concrete, discernable behaviour on a given task
 - the assessment is made on the basis of the current function for the full previous year
- Regular meeting once per year between supervisor and employee



Identification of development needs

MCA - Content

12 Management Dimensions



HAND → ENERGY

HEAD → PROBLEM SOLVING

HEART → PEOPLE MANAGEMENT

Skills / Attitudes

Professional Knowledge
Customer Orientation
Leadership Skills
Strategic Leadership

Major achievements in job during evaluation period

For both the support of the assessment and to derive development needs, it is helpful to set down the positive and negative outcomes of the last twelve months.

Development needs

Aligning needs with offers

MCA

Hand

Stability & Resilience

.....

Head

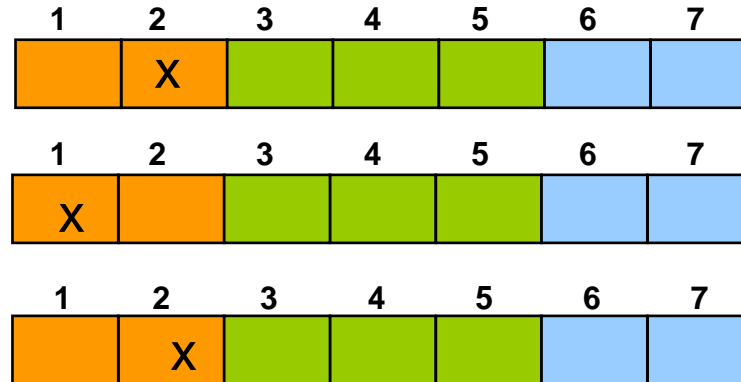
Planing & Organising

.....

Heart

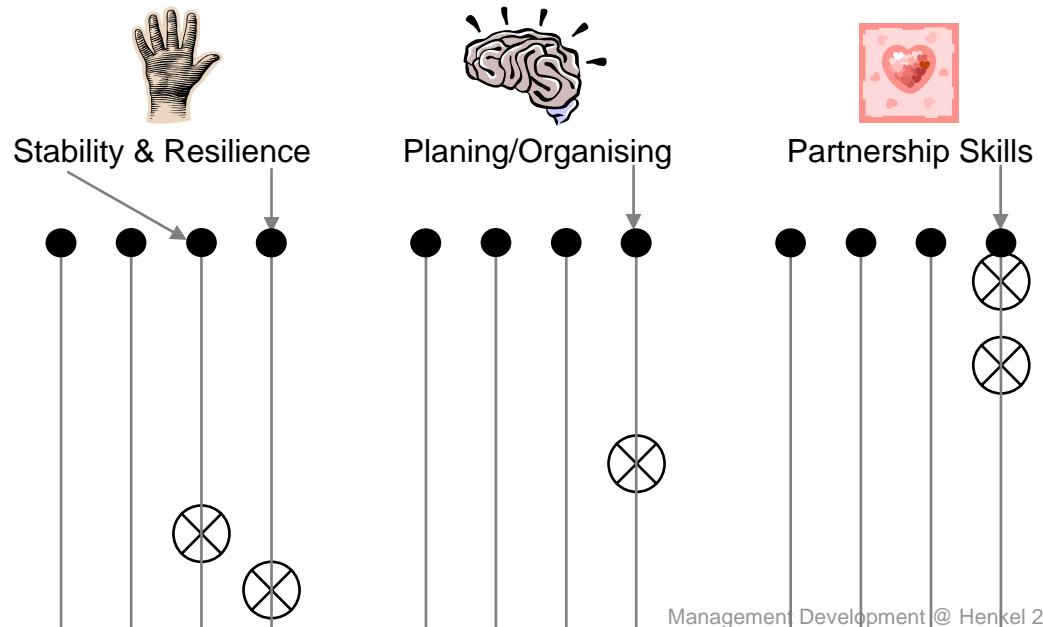
Partnership Skills

.....

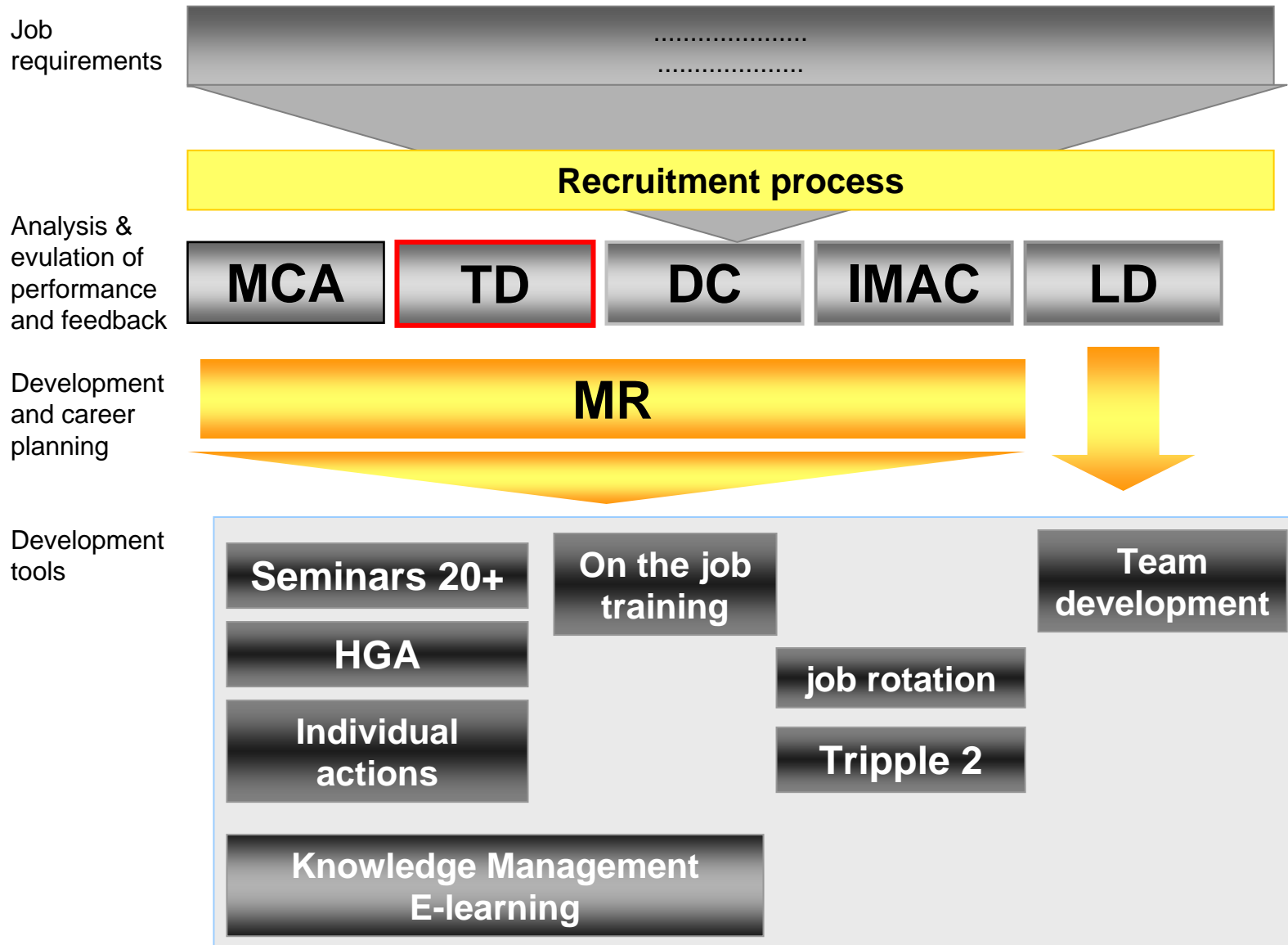


Seminars

- Communication Advanced
- Superior leadership through emotional intelligence
- Project Management
- Stress Management
- Negotiations Skills training



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Target Dialogue

- Standardized annual incentive plan applying to all MC I-III
- Dialogue between supervisor and employee to
 - measure the target achievement of the past year
 - agree upon the individual targets on the basis of the group and team targets for the ongoing year



**The purpose is to provide
incentive and reward for the
achievement of business and
individual objectives**

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Job requirements

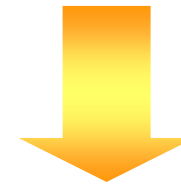


Recruitment process

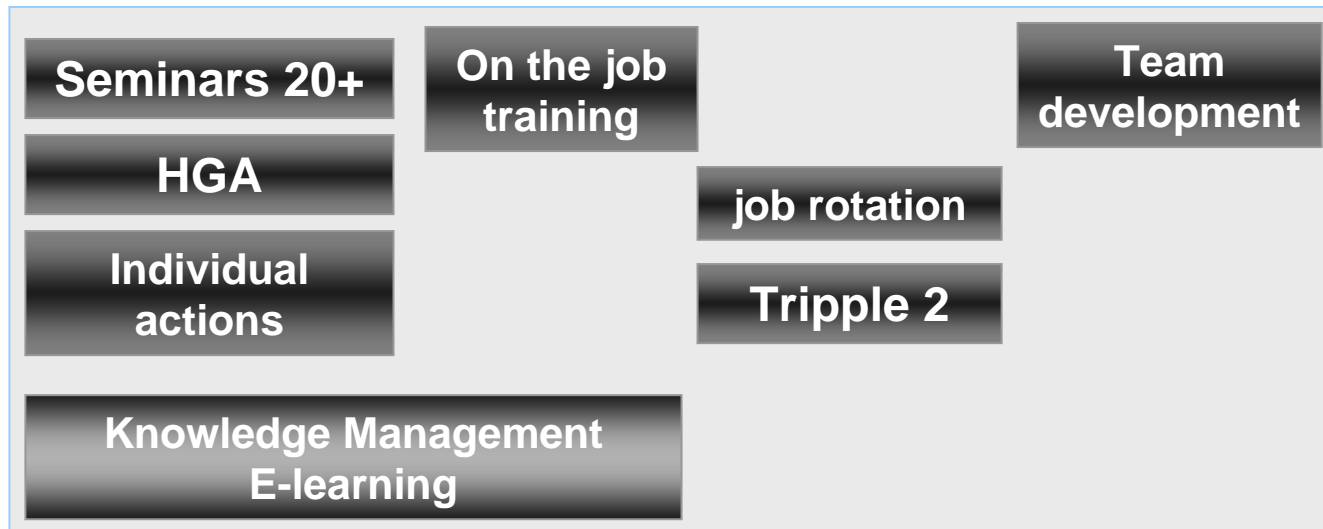
Analysis & evaluation of performance and feedback



Development and career planning



Development tools



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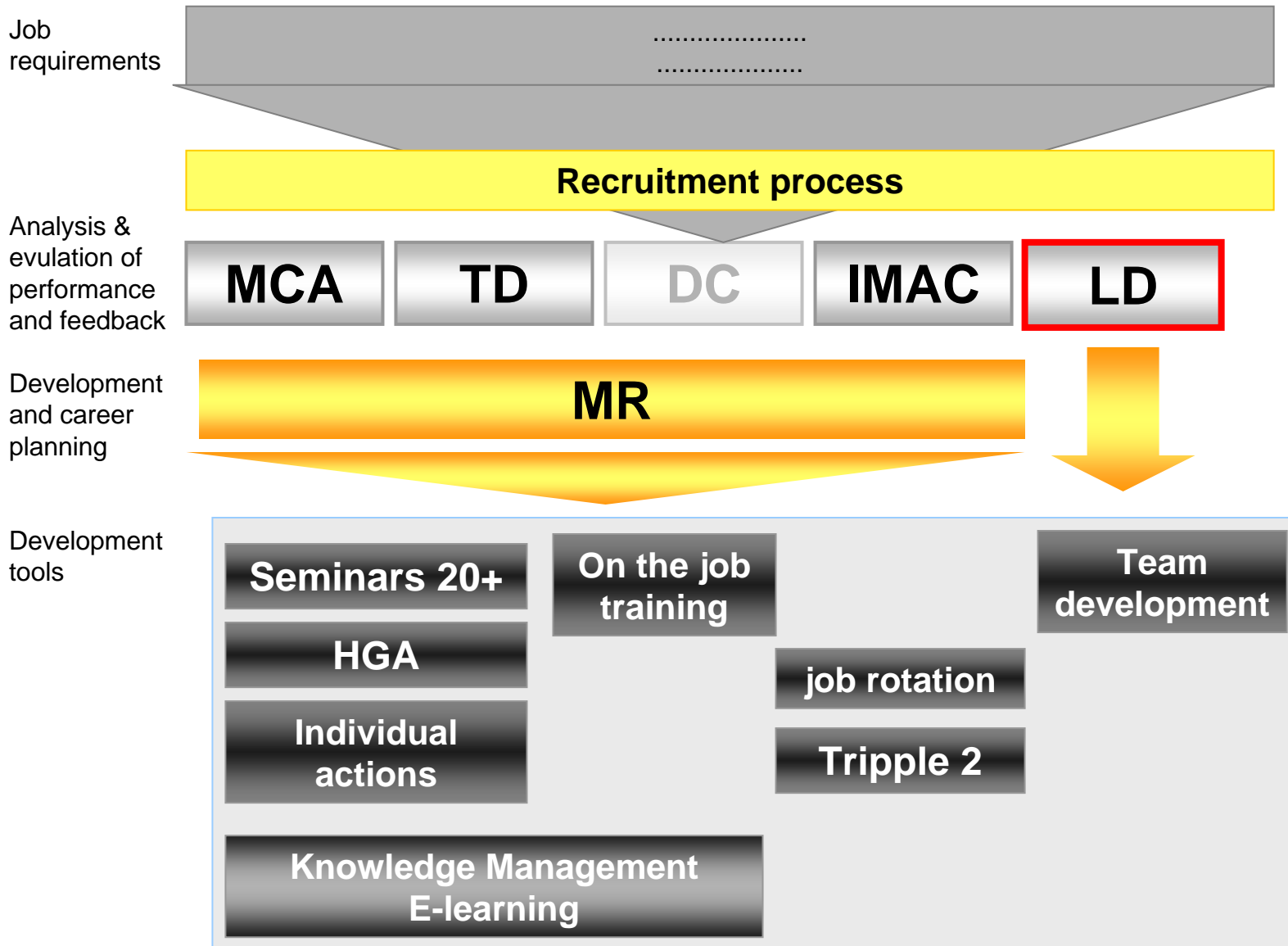
Philosophy

DC, IMAC, (MCA) -> Assessments

- AC is an additional predictor of job success (validity)
- AC is an opportunity to learn by feedback
- AC is a well-experienced method to assess strengths and weaknesses; report is the base for decision about individual development and career steps
- AC guarantees a high level of objectivity because well trained observers from the line managers and consultants are involved

- ➔ Evaluation of 12 management competencies (Hand, Head, Heart) with focus on the potential for the next level (psychometric tests, interview, role play, group exercises, case studies, presentation)
- ➔ Feedback (observation by external Consultants and MCI Observers, MCA superior)
- ➔ Development planning
- ➔ Controlling/ success measurement

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What is the Leadership Dialogue (LD)?



...to evaluate leadership where it is practiced

...to give the manager a systematic feedback judged by his subordinates

...to compare evaluation of subordinates with self-assessment

Why do we use the LD?

- To **improve the leadership style** within the Henkel Group
- To promote the “**Guidelines for Teamwork and Leadership**”
- To initiate **open communication** between supervisor and employees
- To improve the **effectiveness of teams** by focus on the relevance of soft skills
- Minimizing the effects of friction and frustration

360° - ToolBox

Leadership Dialogue

Obligatory for MC I-IIb with min. 5 direct / non-direct reports



MCA

Covers the supervisors' view of the 360° ToolBox.

Peer Dialogue

Obligatory for MC I-IIb who are not able to run a LD

Customer Dialogue

Voluntary for internal and/or external customers

Management Development at Henkel



Job requirements



Recruitment process

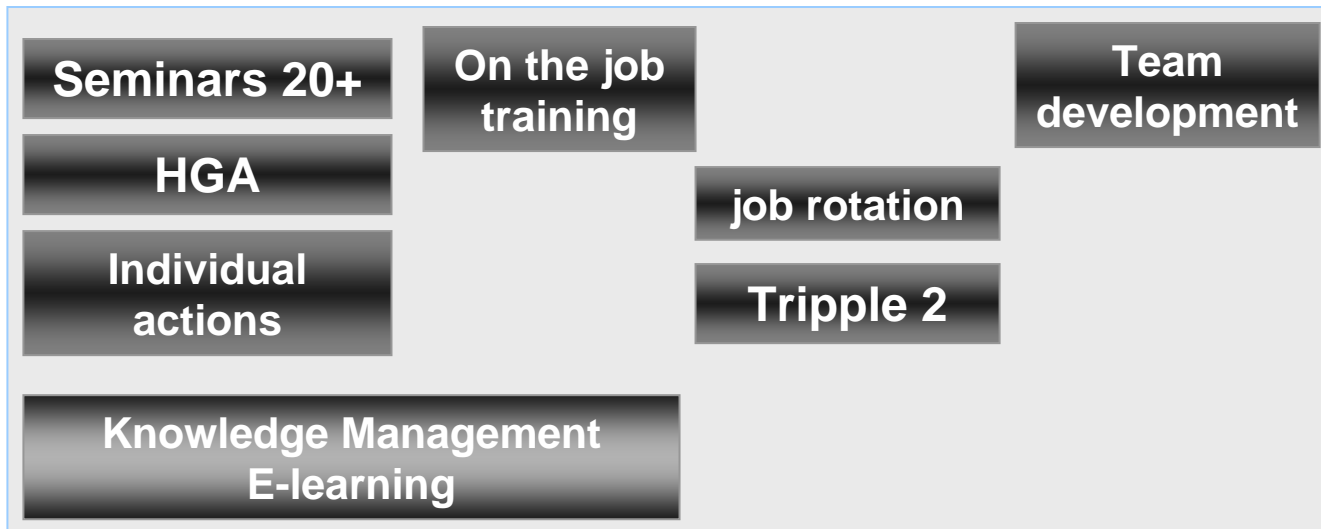
Analysis & evaluation of performance and feedback



Development and career planning

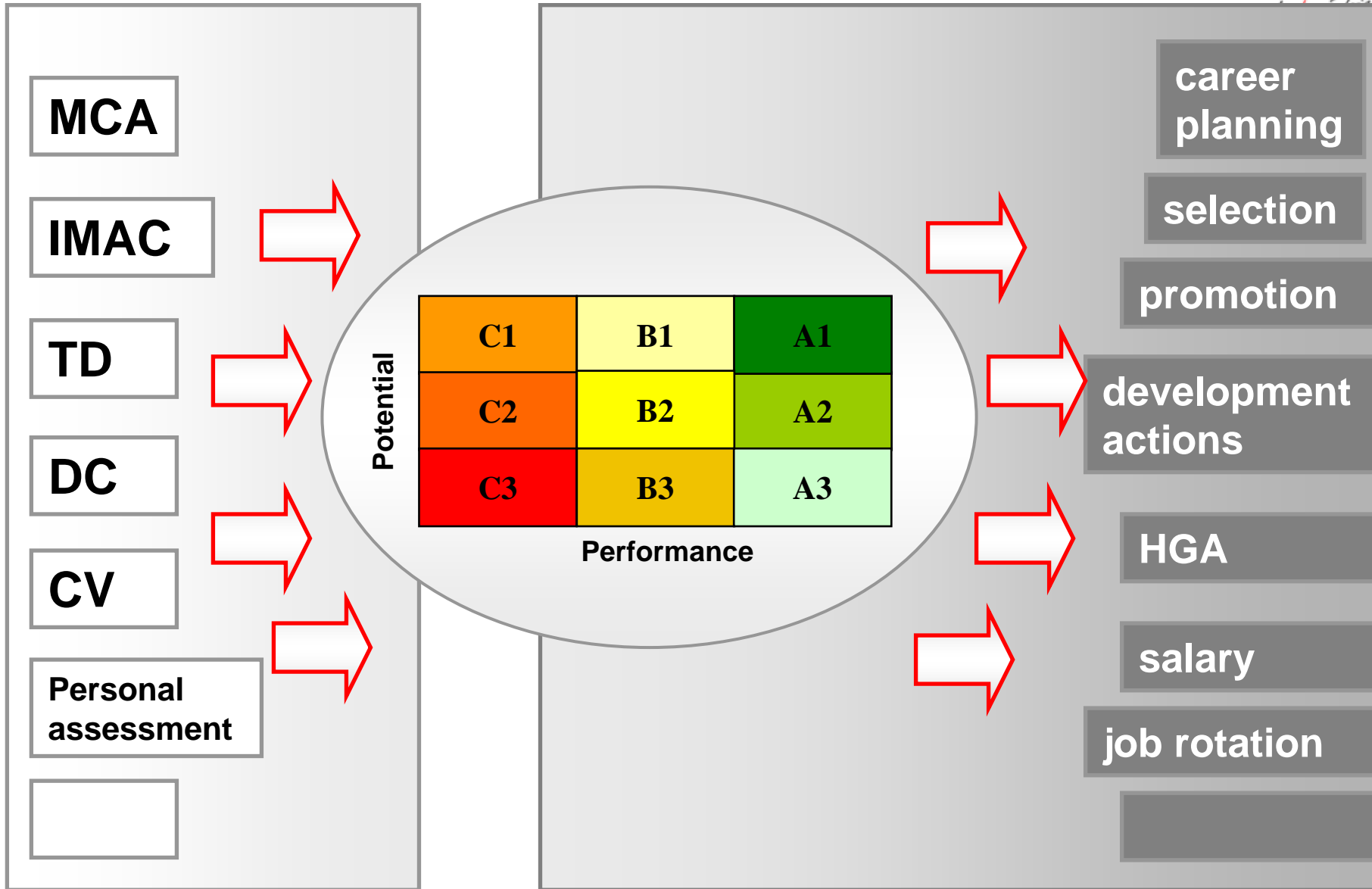


Development tools



Henkel Visions & Values, Code of conduct, Guidelines for Teamwork & Leadership

Management Review (MR) Input / Output



.... best tools and processes....



Talent Management



Outlook

Talent Management steps



Who can what?

Who can more?

Matching between talent and business need!



Integration of all tools in an overall TM-process and on one E-Solution

