



Accompanying the launch of a talent spotting system

COMPANY

ALTANA develops, produces and sells high-quality innovative products in the specialty chemicals business. The company offers innovative, environmentally compatible solutions with the matching specialty products for coating manufactures, paint and plastic processors, the printing and cosmetic industries, and the electrical and electronic industry. These products are manufactured by approximately 5,000 employees worldwide and are sold in more than 100 countries.

PROJECT TARGETS

As part of the newly established TEP (Talent Evaluation Process), ALTANA intends to ensure, through targeted talent development and the placement of talented employees across different divisions subsidiaries and locations, that

- talents get in-depth feedback on their development opportunities and receive targeted and individual support
- managers can accurately identify their direct reports' strengths and areas for development and make personnel decisions more transparent
- more vacancies can be filled with internal candidates

FRAMEWORK CONDITIONS

- In a first step, the TEP will be launched at ALTANA's company locations in Germany (2,900 employees).
- The TEP was developed internally by an in-house project group that consisted of HR representatives and members of the works council.
- The potential assessment is made by managers, based on their observations of the respective employee in day-to-day work.
- Consequently, approximately 500 managers have to receive in-depth training on how to implement the TEP.
- As part of the TEP, so-called “screening meetings” (known as “TEP conferences”) are organized. The aim of the meetings is to ensure that the managers’ individual assessments are translated into an objective overall assessment. They are chaired by an experienced facilitator.

If the employee and the manager disagree on the potential assessment, the employee will still have the opportunity to be assessed in a TEP conference.

SOLUTION

- Accompanying the work of the project groups as sparring partners.
- Efficient one-day training courses for managers who receive – prior to the training session – an animated presentation file illustrating the TEP.
- Standardized trainings, a small team of trainers and constant group to clarify any open questions – this ensures that the TEP is communicated consistently within the company.
- Facilitation of TEP conferences by consultants during the first year and training of future inhouse facilitators.
- Design and delivery of external TEP procedures for making complementary assessments in situations where the employee and the superior have not reached an agreement on the potential assessment.

IMPLEMENTATION

Concept design phase

In that phase, regular meetings with the project managers from the HR division take place. During these meetings, questions of the project group are clarified, and the group reflects critically on the TEP concept. Moreover, Profil M provides input on examples and ideas from similar projects.

Communication

Jointly with the ALTANA project managers, Profil M develops a communication plan for all relevant target groups in Germany. Moreover, the Profil M team assists ALTANA in creating an information brochure for all employees and managers and various presentations for the internal communication of the TEP to different stakeholders and target groups.

Preparation of trainings

Profil M develops an animated presentation file, which is sent to the managers concerned, including the invitation to the training course. The file provides detailed information about the TEP so that the TEP process and instruments do not need to be explained during the training. Therefore, a one-day training session will be sufficient.

In addition, Profil M develops a detailed schedule to ensure consistent implementation of the concept by the trainer team and, above all, identical communication of all the important information on the TEP.

All training materials and handouts for participants will be coordinated closely and agreed jointly with the project team.

Structure of the training session

At the beginning of the session, any open questions that have arisen from the animated presentation are clarified.

Afterwards, the session focuses on the practical application of the TEP instruments (how to use the assessment scale etc.) There will also be a “refresher session” on discussion techniques that can be helpful in conversations with employees.

The key contents of the TEP training are printed on index cards, helping participants to memorize them and brush up their knowledge when implementing the TEP once per year.

Facilitation of the TEP conferences

Profil M creates a guideline for the facilitation of TEP conferences. In a one-day training session, internal facilitators are taught how to use this guideline, and practice approaches for dealing with difficult situations. During the first year, the TEP conferences are facilitated by Profil M consultants upon ALTANA's request. The facilitator manages the process and is also responsible for ensuring that the TEP is implemented correctly and may, for example, also challenge the participants' assessments.

External TEP procedures

For situations where the employee and his/her superior disagree on the potential assessment, Profil M develops individual assessments for various target groups in the company. The procedure, which lasts between half a day and a full day, are implemented exclusively by a Profil M consultant. This consultant acts as observer in order to come to an independent external assessment.

If the consultant confirms the employee's self-assessment, he or she will participate in the next TEP conference and present his assessment of the employee.

RESULTS

- Over a four-month period, approximately 500 managers were trained. Their feedback was very positive.
- A high percentage of participating managers (approx. 80-90%) had prepared very thoroughly for these training sessions.
- The assessments presented in the TEP conferences show that the people involved have developed a very good understanding of the process and the assessment system.
- During the first round of implementation of the TEP, 25 employees and 5 managers were identified as talents, which illustrates that there has been no inflationary use of the term “talent”.
- During the TEP conference, there were several cases where managers amended their original assessments. This illustrates that the conference helps to reach additional critical and more objective assessments.



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