



Delivery of human resource development workshops

COMPANY

BSH Bosch und Siemens Hausgeräte GmbH is a corporate group operating worldwide. The group stemmed from a joint venture set up in 1967 between Robert Bosch GmbH (Stuttgart) and Siemens AG (Munich).

Today, BSH operates 42 factories in 13 countries in Europe, the U.S., Latin America and Asia. With its a global network of sales and customer service firms, the BSH family currently has 60 companies in almost 40 countries, with a total workforce of some 39,000 employees.

PROJECT TARGETS

Profil M's client at BSH is the human resources division. These are the project goals:

- Performing an individual, reliable potential assessment for talents who were identified in various company divisions in order to establish whether these candidates have the skills and abilities to take over greater responsibility in the respective product area.
- Giving the divisional managers in charge an accurate picture of high potentials in individual areas.

Creating a sound basis for translating the assessment results into individual human resources development measures for all participants.

FRAMEWORK CONDITIONS

- Initially, the HR development workshop was specifically designed for the stoves product area. As the initial two runs of the workshop were highly successful, other areas also signaled their interest in the workshop, which was then also implemented in those areas.
- The workshop is to be established as an ongoing procedure for developing high potentials in all group divisions.
- Ensuring maximum benefit for participants: Participants are to draw maximum benefit from the workshop and the detailed feedback they receive.
- Taking an international approach: The people participating in the HR workshops that take place in different areas come from different continents.
- Therefore, the workshop is frequently conducted in English. This international approach gives participants the opportunity to gather intercultural experience, build relationships with global contact partners and strengthen their networks.

Profil M managing the operational procedure: Profil M supports the HR area by taking over some of the process management tasks, e.g. providing the workshop material.

SOLUTION

The approach is aimed at gaining a comprehensive picture of the participants' potential. Therefore, the workshop focuses both on challenges relating to a managers' interaction with others, and challenges that put the participants' analytical and conceptual skills to the test.

IMPLEMENTATION

Concept meetings with HR and the respective areas

In concept meetings with the project managers from the BSH HR division and the respective areas, any questions relating to the workshop content and organizational issues are discussed and clarified in detail to ensure that the procedure is tailored specifically to the company's needs.

During the meeting, the requirements to be met by participants are defined in cooperation with the BSH project managers, based on the BSH competency model. This profile of requirements forms the basis of the exercises because these are aimed at providing an opportunity to observe the participants' performance against these requirements.

Developing the workshop exercises

All tools were designed on the basis of the concept workshop results and the BSH requirement profile. These were the tools:

- Interview guideline for the structured interview based on the competencies previously defined on the basis of the BSH requirement profile. The guideline includes some examples of questions regarding the competencies and an assessment matrix for each requirement, placing a special focus on behavioral aspects.
- All other exercises are based on the previously developed business scenario and are equally suited for all participants. They do not require any technical know-how relating to the participants' specialist field, ensuring that there is a level playing field for participants.
- Realistic business case with an entrepreneurial, strategic focus. The problems and issues that participants have to deal with in the exercise refer to different management situations. As a first step, participants work on their own and prepare for a project meeting during which they meet other project members played by other participants. Afterwards, each participant briefly presents his approach to the group. The group then discusses the different approaches, and participants have to reach a joint decision.
- Conflict discussion with a colleague working at the same hierarchical level. In this exercise, Participants demonstrate how they solve problems that they encounter in their cooperation with colleagues.
- First discussion with an employee. In this discussion, the participant plays the role of a divisional manager who has to give one of his team leaders some constructive feedback on his leadership approach.
- Second discussion with an employee. The participant once again steps into the divisional manager's role and is asked to give one of his junior managers some feedback on how he manages processes in his area.
- Case study with a focus on operational aspects. In this exercise, participants have to solve operational issues by identifying and establishing linkages between different documents.

Variable pool of exercises

Depending on the corporate division that has requested the HR development workshop and based on the division's specific requirements, different exercises are chosen from a pool of exercises.

Training of in-company observers

The observer teams of the HR development workshops in the individual areas are prepared for their tasks and their roles of interviewers and assessors in a one-day observer training. When it is difficult to find a date for a one-day workshop be- schedules, the observers are prepared for the HR development workshop in an individual training session that takes several hours.

Workshop implementation

Profil M accompanies the implementation of the HR development workshops. A Profil M facilitator supports the different observer teams during the observation process. Based on the observers' feedback, the Profil M facilitator draws up a results report during the workshop. At the end of the workshop, the Profil M facilitator or an internal facilitator from the HR division conducts a feedback round, discussing the results report with the participant.

RESULTS

- Individual development of talents in the company. In the final observers' conference, the Profil M facilitator helps to translate the results of the HR development workshop (learning areas with regard to specific dimensions) into individual measures to promote the participants further development.
- Increased visibility of international talents.
- Establishing the HR development workshop as a tool for honoring the participants' achievements in their career so far. When participants are chosen, they see this as recognition of their performance.



Michael Paschen

Managing Director of Profil M GmbH & CO. KG
michael.paschen@profil-m.de