



Delivery of management development workshops at the Business Area Steel Europe

COMPANY

ThyssenKrupp Steel Europe AG is one of the world's leaders in steel production and processing. The company focuses on the attractive and fast-growing market for premium carbon steel flat products. Worldwide, it has 36,000 employees.

PROJECT TARGETS

The management development workshop is an HR tool that is aimed at achieving the following objectives:

- Identify high potentials who can take on further challenges in the Steel Europe business area.
- Establish a basis for creating individual development plans to promote and support staff with management and leadership potential.
- Develop an appealing HR development offer for the subsidiaries of ThyssenKrupp Steel Europe AG, which can also send their staff to the workshops.

FRAMEWORK CONDITIONS

- The divisional board members are involved in the assessment of participants. At least one of the divisional board members of the Steel Europe business area is present in each management development workshop to underline the importance of the procedure and to answer participants' questions on the business area's strategy during an informal discussion.
- Many top managers from the Steel Europe business area attend and support the workshop as feedback givers and observers.
- The selection of participants is embedded in a systematic HR development program for the entire Steel Europe business area. This concept is the overall platform that all feedback and development tools are based on.

SOLUTION

- The workshop is designed as a development center and includes a broad range of different types of exercises. It is therefore suitable for participants from diverse functions and at different development stages.
- Each two-day workshop is attended by 12 participants and an equal number of observers from the respective business area. The participants complete various exercise modules and case studies.
- As a last step, the observers draft a short written report during the workshop and make a final recommendation which is embedded into the structure of the overall HR development concept applied throughout the Steel Europe business area.

IMPLEMENTATION

Concept design and revision workshops with representatives of the HR development division and line managers

During a concept design workshop with human resources developers and senior managers, the specific workshop processes and exact content were defined. After two years, the workshop was revised and adjusted in a second meeting with a similar group of participants.

Design of workshop tools

All the tools used were developed on the basis of the workshop results and the ThyssenKrupp AG competency model. These were the tools:

- Interview guideline and observer forms for the management development workshop
- Exercise concept for a complex strategic case study
- Exercise concept for a presentation by participants on their successes and achievements in their areas of responsibility. The participants are asked to prepare this presentation prior to the workshop
- Role player instructions for difficult employee and conflict discussions

Informing participants about the workshop

All participants are informed about their invitation to the workshop via comprehensive information leaflets and internal meetings.

Implementing the management Development workshops

Generally, 12 participants who have been identified as high potentials by their supervisor and confirmed by the Executive Board using the HR development system are invited to each workshop.

After an in-depth welcome and introductory session on the first workshop day, one-to-one interviews are conducted with all participants. At lunchtime, at least one divisional board member of the Steel Europe business area joins the workshop who, after saying a few words of welcome to the participants, will be acting as observer during the workshop and will also spend time with participants during an informal chat in the evening.

On the second day, the divisional board member will no longer be present. On the morning of the second day, the simulation exercises are concluded, and in the afternoon the observers present will start preparing the feedback for the participants. This feedback is shared with each participant in one-to-one meetings facilitated by a Profil M Consultant in the early evening of the second day.

Profil M summarizes the workshop results in a report which will form the basis of an in-house development discussion involving the participant's supervisors up to the divisional manager. During this meeting, the participant's development goals and specific measures to promote his further development are discussed.

RESULTS

- The management team and the HR development division at ThyssenKrupp Steel Europe AG believe that the workshop is an extremely valuable tool for identifying and developing talent within the company. Many senior managers of the Steel Europe business area are interested in participating as observers, which underlines the perception that the workshop has become an important human resource development tool.



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