



Science For A Better Life

Bayer: Empower all employees to be the best they can

Maria Bruni

Post-Congres Event / 25 September 2012



Introduction

Work Ability @ Bayer:

❖ Prevention:

- Nutrition
- Cardiology “Be well @ work”
- Security
- Survey and analysis on psychological well being factors at work

Today's Focus on Work agility and in particular Talent Management and Learning

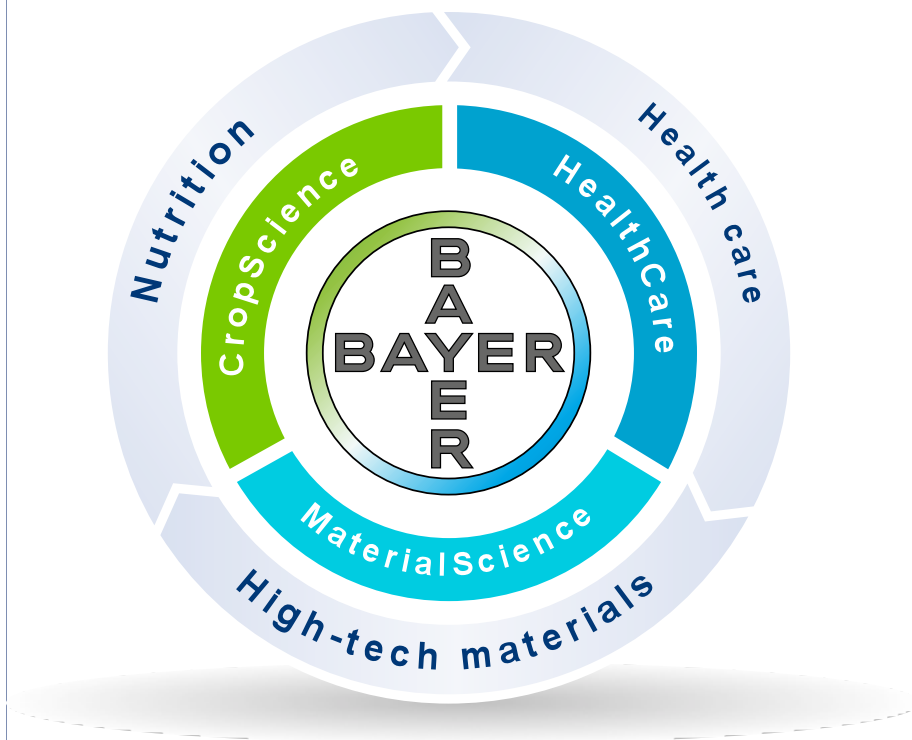


Science For A Better Life

Bayer in België



3 Business Areas



Bayer HealthCare

Bayer HealthCare is among the world's foremost innovators in the field of pharmaceutical and medical products. This subgroup's mission is to research, develop, manufacture and market innovative products that improve the health of people and animals throughout the world.

Bayer CropScience

Bayer CropScience, with its highly effective products, pioneering innovations and keen customer focus, holds global leadership positions in crop protection and non-agricultural pest control. The company also has major activities in seeds and plant traits.

Bayer MaterialScience

Bayer MaterialScience is a renowned supplier of high-tech polymers and develops innovative solutions for a broad range of applications relevant to everyday life. Products holding leading positions on the world market account for a large proportion of its sales.



Activities and locations in België

Bayer CropScience NV in Gent is the most important plant biotechnology innovation center of Bayer CropScience.

Bayer Antwerpen NV is located in the Northern part of the Antwerp port. In this location, high tech materials and precursors are produced for Bayer MaterialScience

Bayer Sheet Europe NV in Tielt produces sheet from hightech polycarbonate Makrolon®.



Bayer SA-NV in Diegem groups all the service departments and sales activities of Bayer HealthCare en MaterialScience. De sales activities of Bayer CropScience SA-NV are located in the same building.



Bayer in Belgium: facts and figures

- More than 100 years present in Belgium
- High brand awareness, strong reputation
- Activities in the 3 business areas
- Strategically important country for Bayer: Biotechnology innovation center in Gent, important chemical plant in A'pen
- 1,632 employees (115.000 employees worldwide)
- 481 mio € sales in 2011
- Focus on innovation (worldwide more than 13,300 employees work in R&D)

Our values



Science For A Better Life

LIFE

leadership flexibility
integrity efficiency



How does LIFE help us?



The LIFE values give us guidance on

... **conducting our business**

... **working together**

... **developing our people**

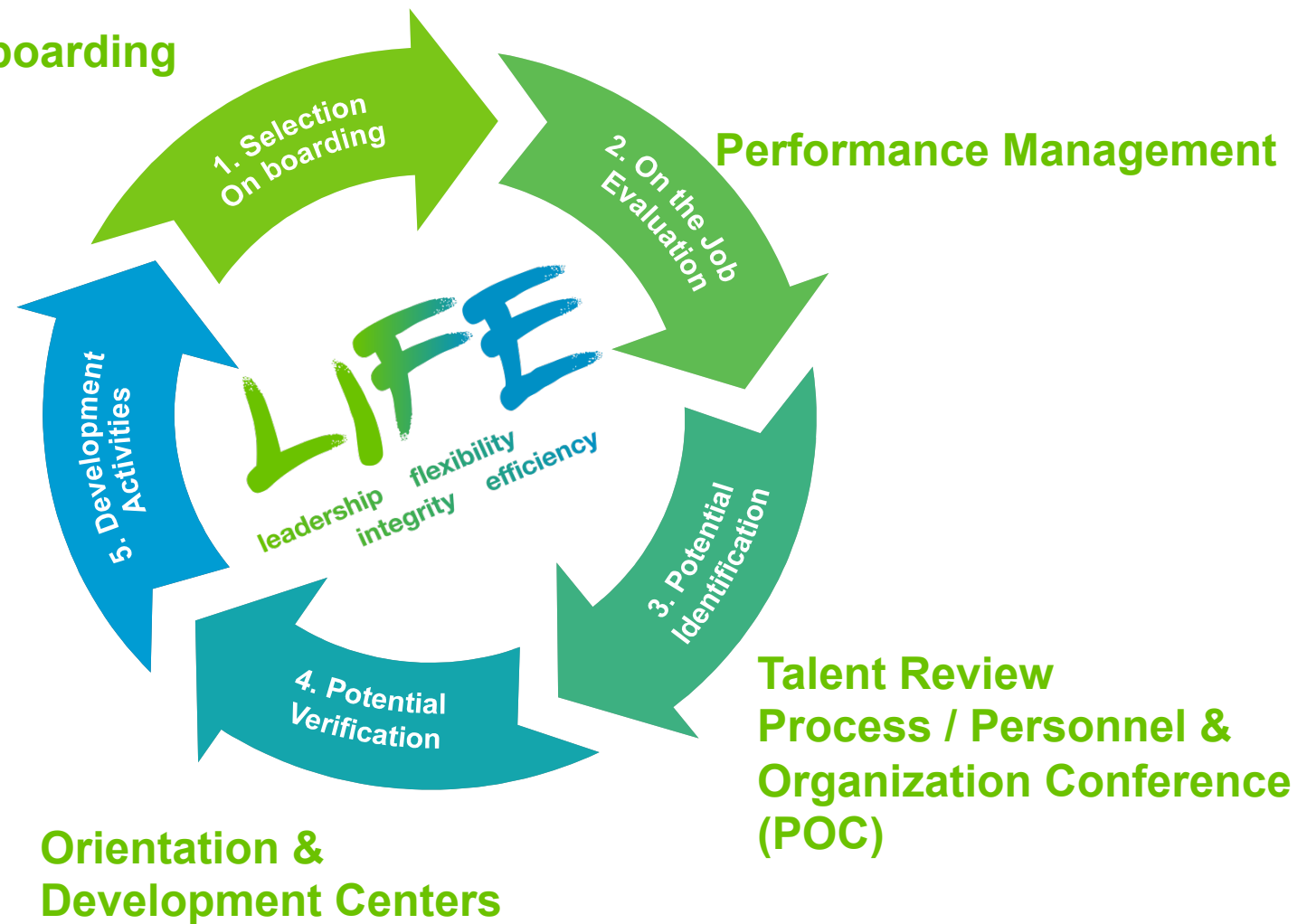
Our values help us to make the right decision.



People Development Cycle

Selection & On boarding

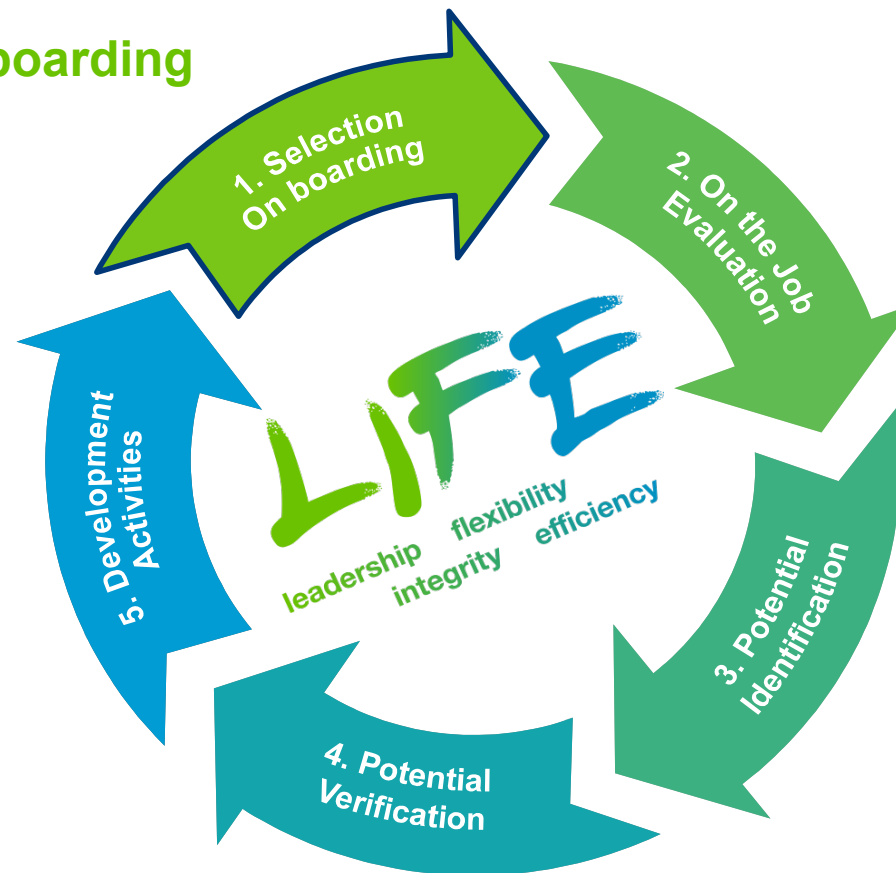
**Individual
Development**



People Development Cycle our Toolbox



Selection & On boarding





Selection / On boarding

Good Leaders...

- Select the right people and on board them effectively
- Select people with potential beyond the position they are trying to fill

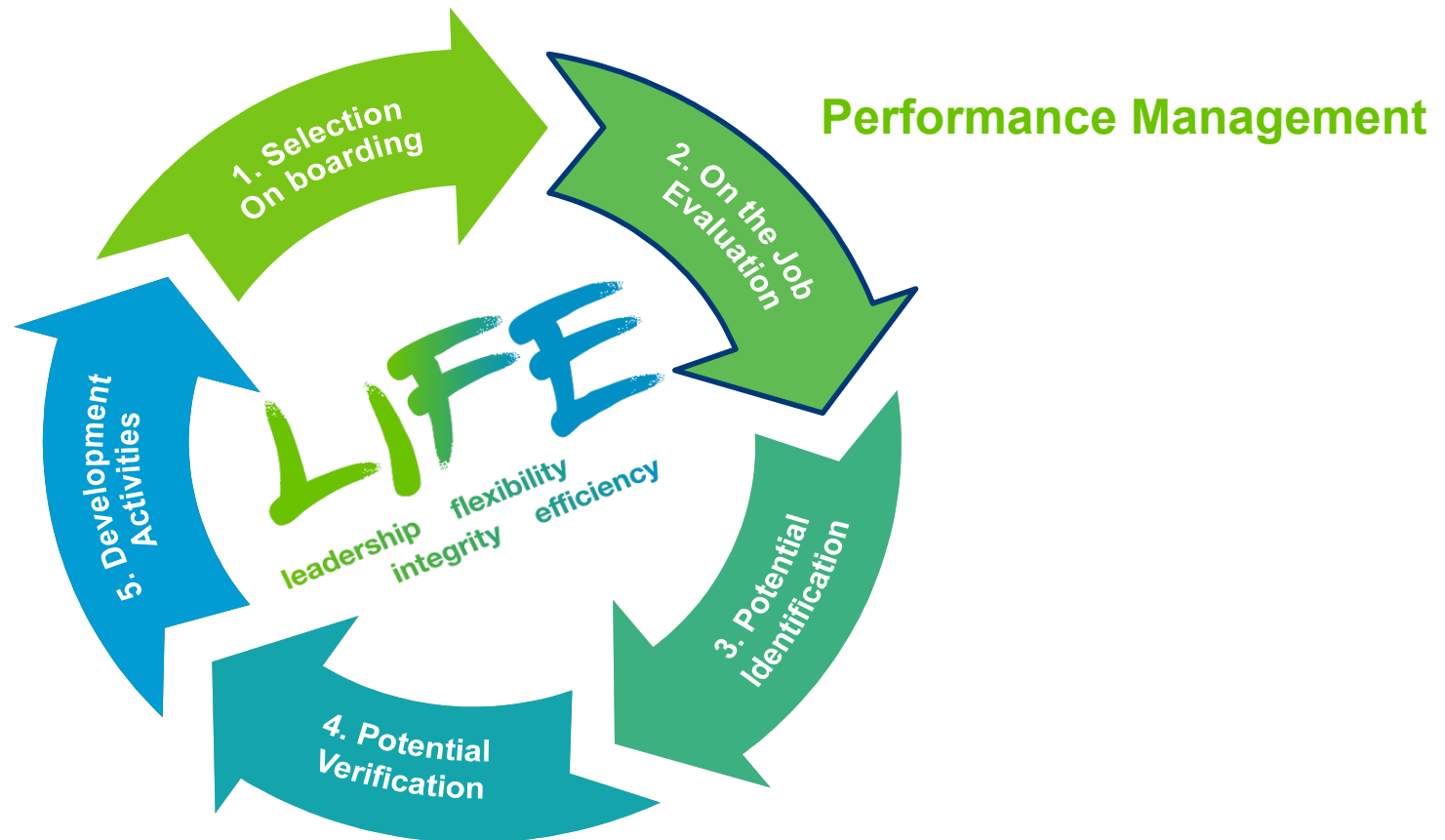
Selection

- Job descriptions / profiles
- Jobs postings
- Succession planning & succession pools
- Competency (LIFE Values) based interviews (with HR involvement)
- Selection Assessment Centers (e. g. Trainees)

On boarding

- New@Bayer:
Intranet based information including checklists for new employees & managers, company information and information on establishing networks
- Bayer Information Day (country specific)
- Discovering Bayer (e-learning & training)

People Development Cycle our Toolbox



Performance Management

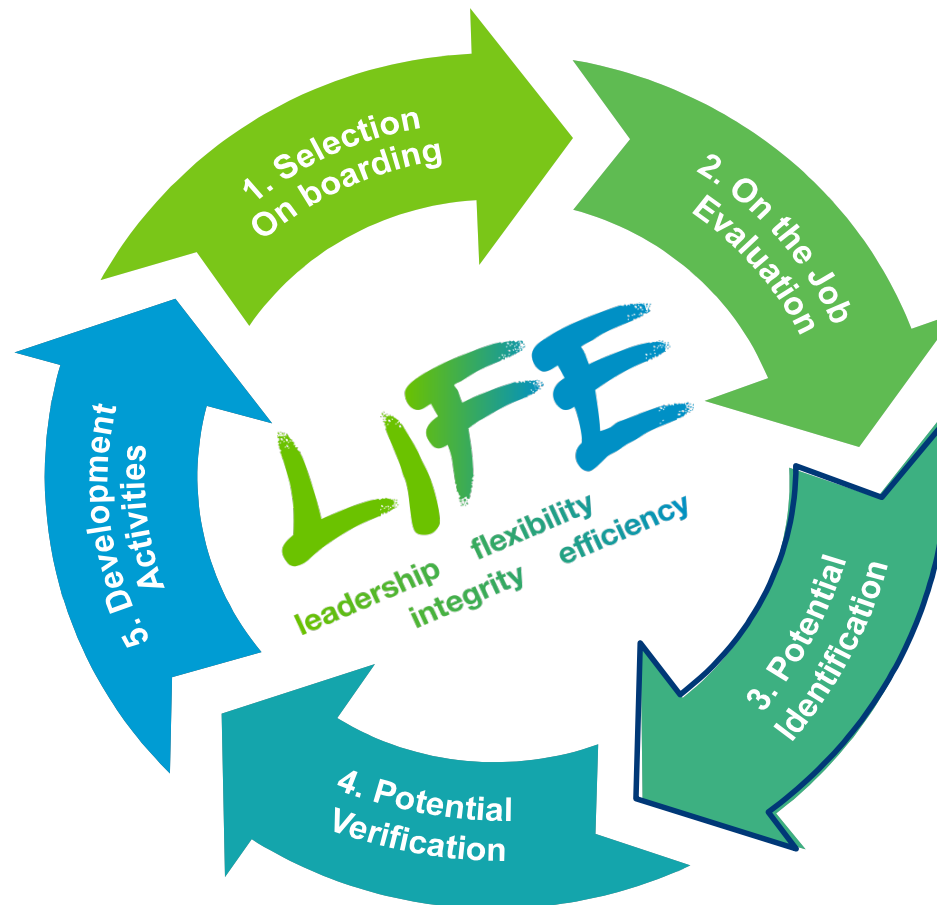
Foster the evaluation of the LIFE values



Good leaders...

- Know how to drive individual and organizational performance
- Clarify their expectations from the people who follow them
 - the expected results – the hard facts – the Business objectives
 - the expected behaviours – the soft skills – Living our Values
- Set SMART goals - Specific, Measurable, Attainable, Realistic, Timely
- Give regular candid feedback and performance coaching throughout the year
- Differentiate and effectively manage good and poor performance

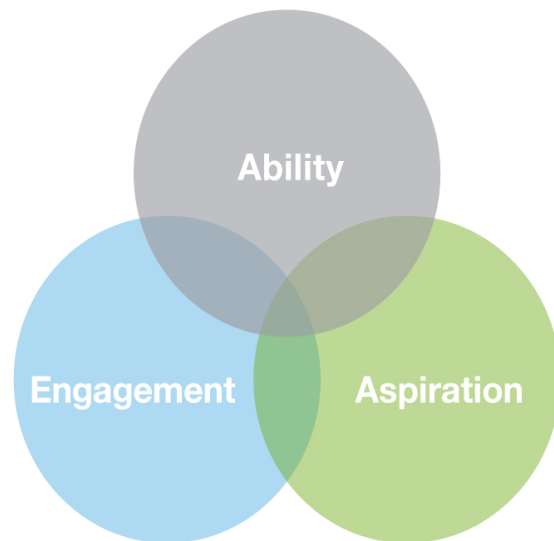
People Development Cycle our Toolbox



**Talent Review
Process / Personnel &
Organization Conference
(POC)**

Potential Identification

Definition of Potential



An employee's potential is determined by her / his:

An employee's potential is determined by her / his:

Ability ▶ innate characteristics/learned skills

Engagement ▶ commitment

Aspiration ▶ wants & desires

Why annually?

Potential is not fixed and changes over time

It is earned and evaluated every year

No guaranteed next step once identified

The organization continues to monitor / observe performance in order to assess readiness for career change when opportunities occur

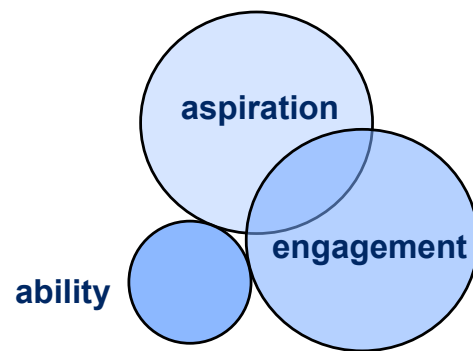


Potential Identification

Three ways High Performers fall short of potential

Most high performers fall short of being high potentials because they lack adequate levels of ability, aspirations, or engagement

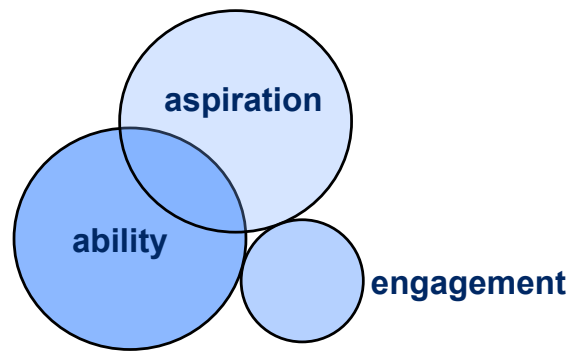
Type 1: Engaged Dreamers



Only average ability

Unless skills can be developed probability of success at the next level virtually zero

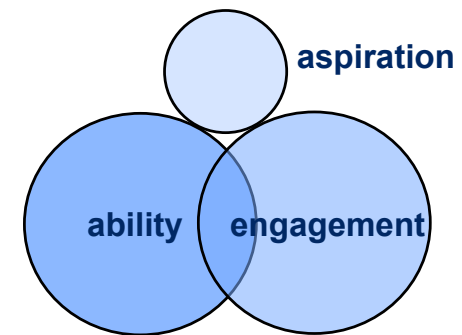
Type 2: Unengaged Stars



Lack engagement

Do not fully believe that working for their organization is in their own best interest

Type 3: Misaligned Stars



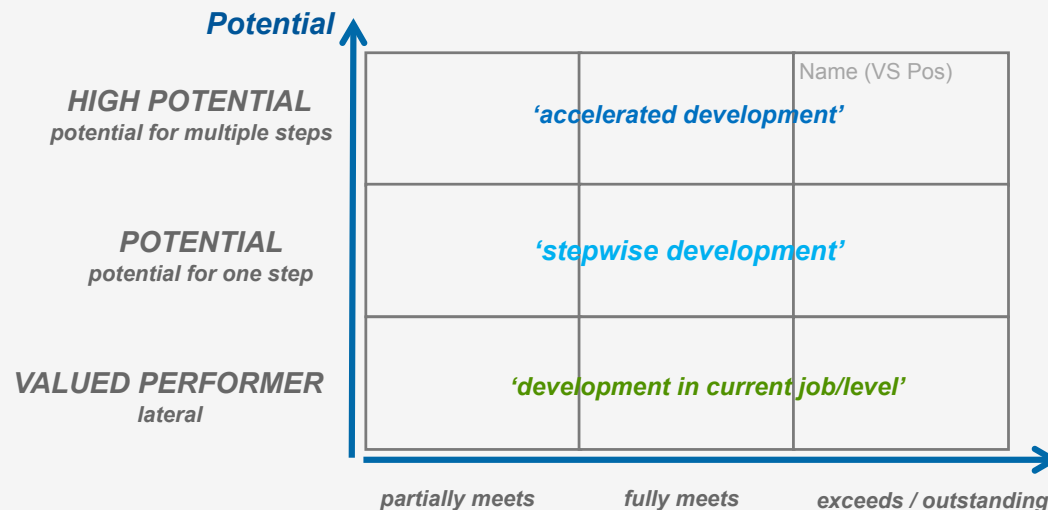
Lack drive and ambition for success at next level

Despite their outstanding ability and commitment, they simply don't want it enough

Source: Corporate Leadership Council – High Potential Management Survey, 2005
Upgrading the Organization's Talent Management Strategies, CLC Implementation Guides

POC Core Element: Talent Management Portfolio

Provide **holistic view of selected workforce** with regard to Performance & Potential



Overall Performance –
evaluated by R-Manager in PMP process

Potential –
evaluated by R-Manager as part of POC process

- High Potential
- Potential
- Valued Performer
- Re-Assign
- Problematic

Overall Performance

RE-ASSIGN

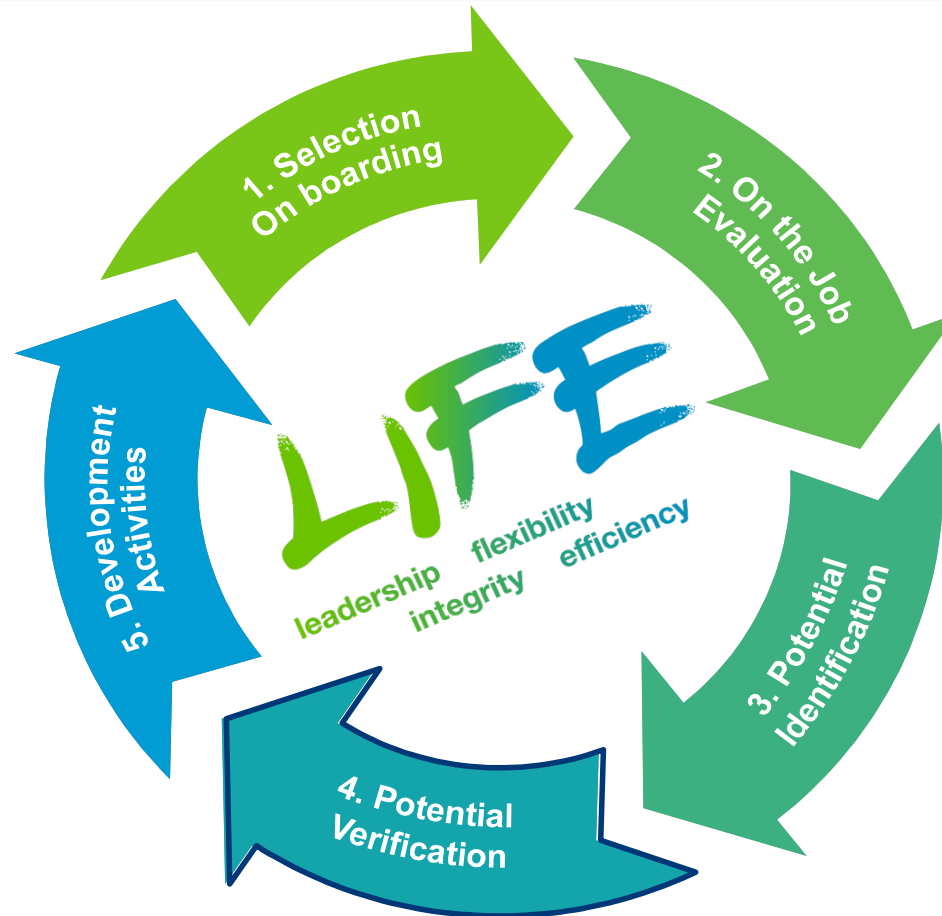
PROBLEMATIC (PMP 5):

Overall Performance: shows last available performance rating from PMP system

Potential: evaluated by R-Manager prior to POC; in future through ETWeb MSS following Development Dialogue

Portfolio: created by ETWeb based on last available potential and performance ratings; **different segmentation of employees in Portfolio possible via ETWeb filter** (direct reports of POC Participants, different VS grades, diversity criteria, etc.)

People Development Cycle our Toolbox



**Orientation &
Development Centers**

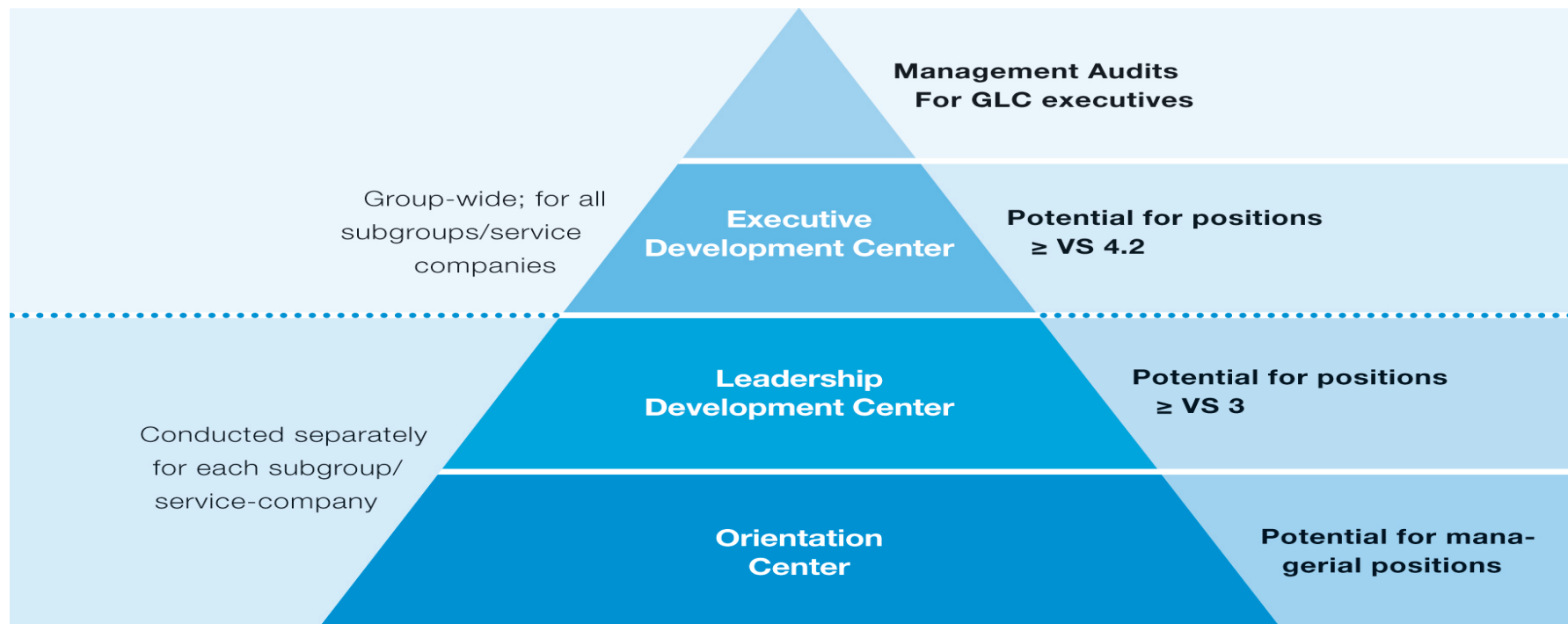
Potential Verification Development Centers



Is used

- to help in the further identification and verification of talents
- for orientation of employees for their further development

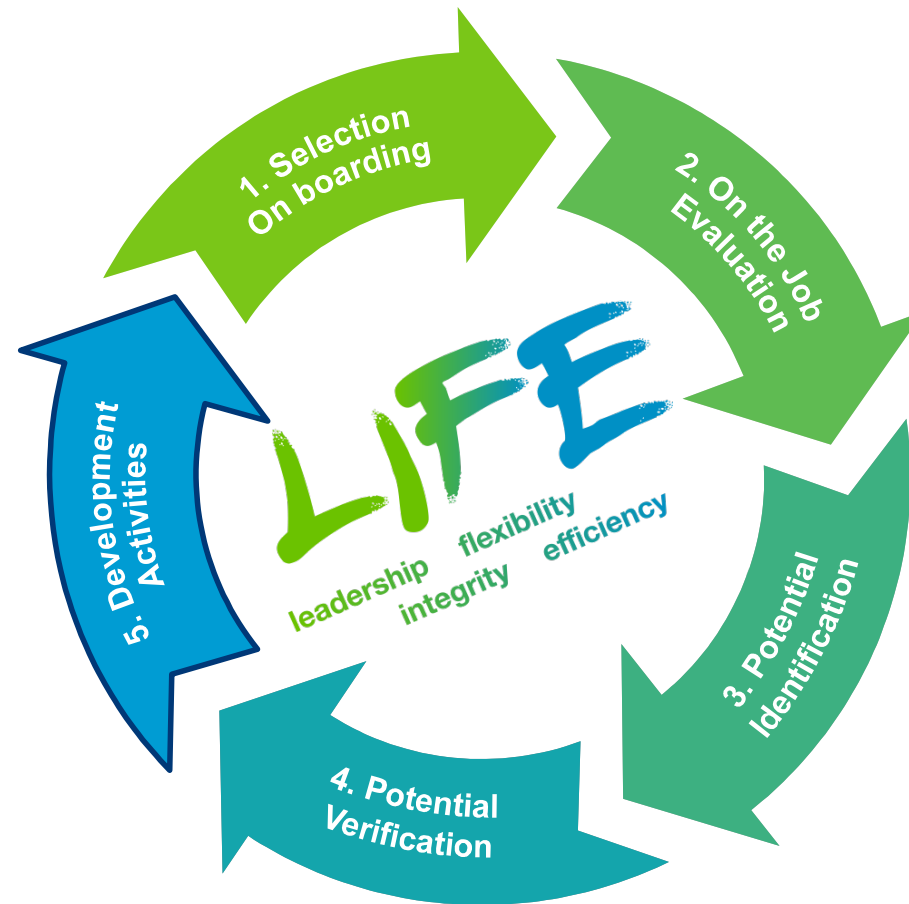
This instrument comes in the form of 3 different centers:



People Development Cycle our Toolbox



Individual
Development

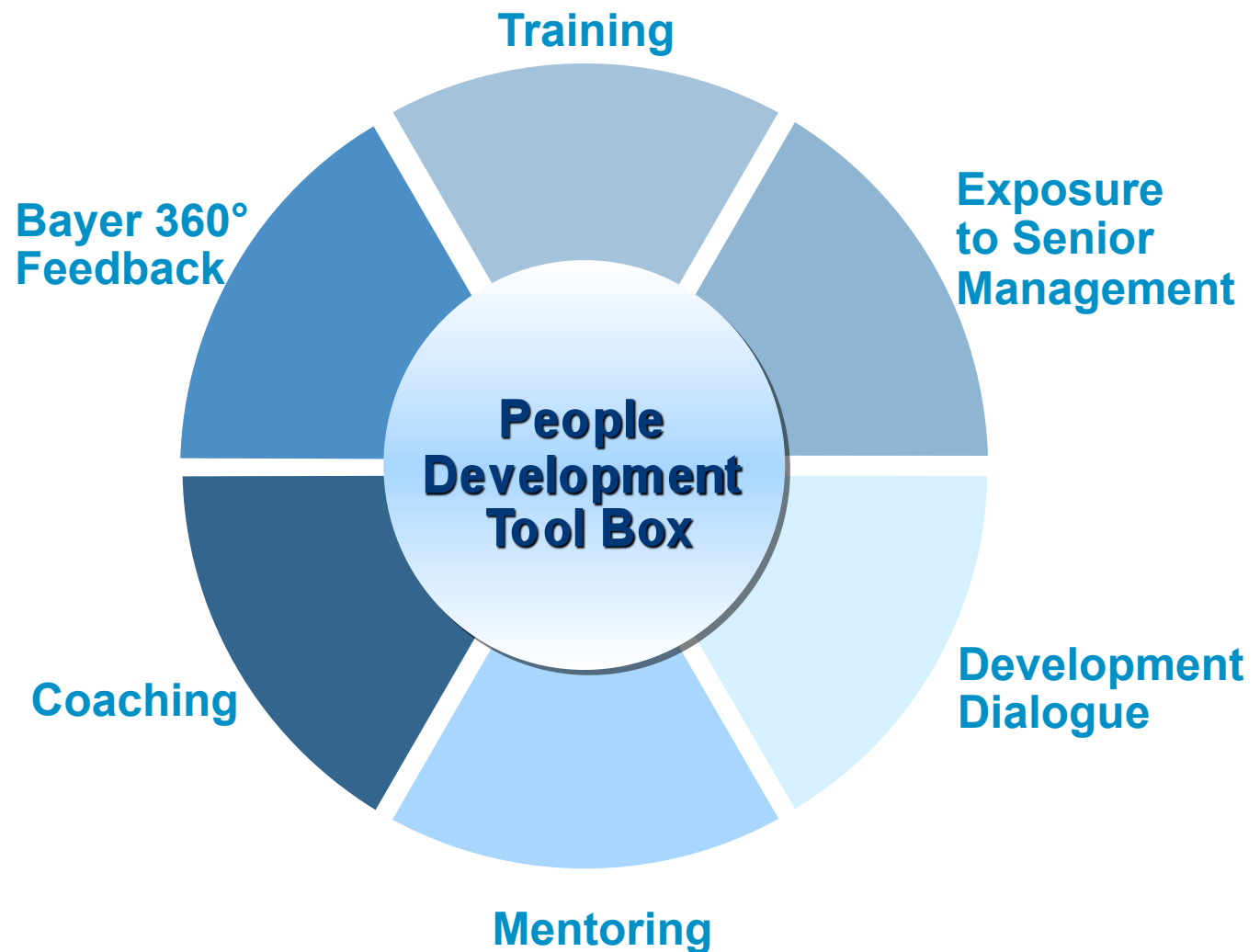




People Development Toolbox

Our focus is on the creation of a **harmonized tool box of initiatives** to support the development of talent.

Defining processes and offering advice pertaining to mentoring programs, coaching, feedback tools and the Development Dialogue.





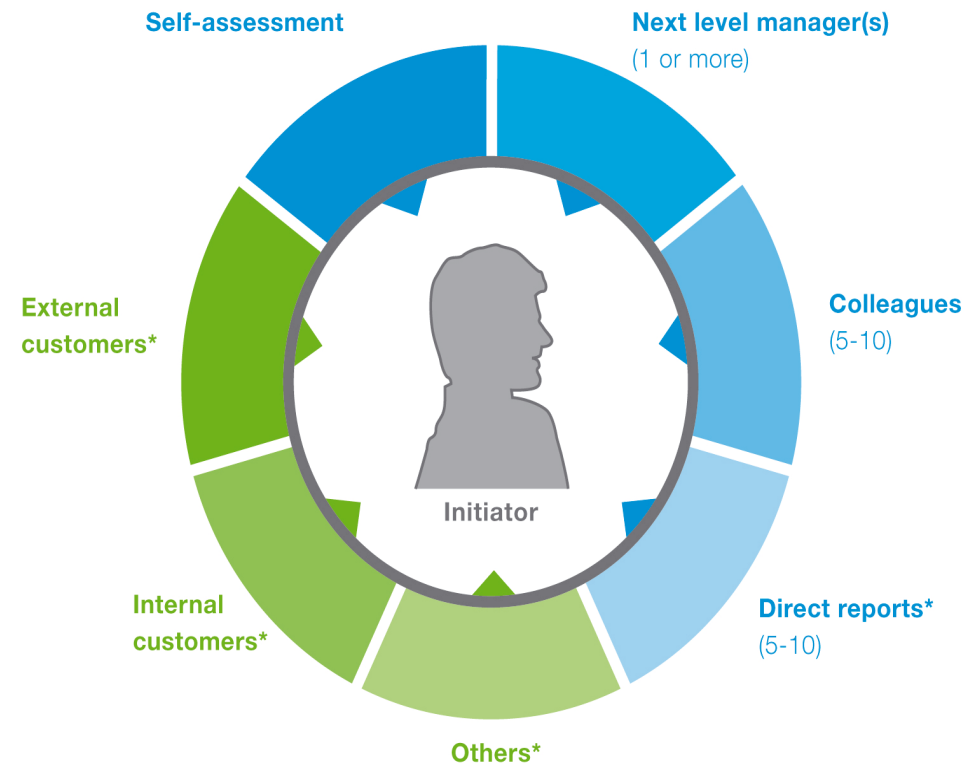
360 Feedback – based on LIFE

Personal perception and impact on others

The Bayer 360° Feedback is a measure to enhance leadership, performance, career development, and growth by providing feedback from a variety of different angles.

360° Feedback offers the chance to:

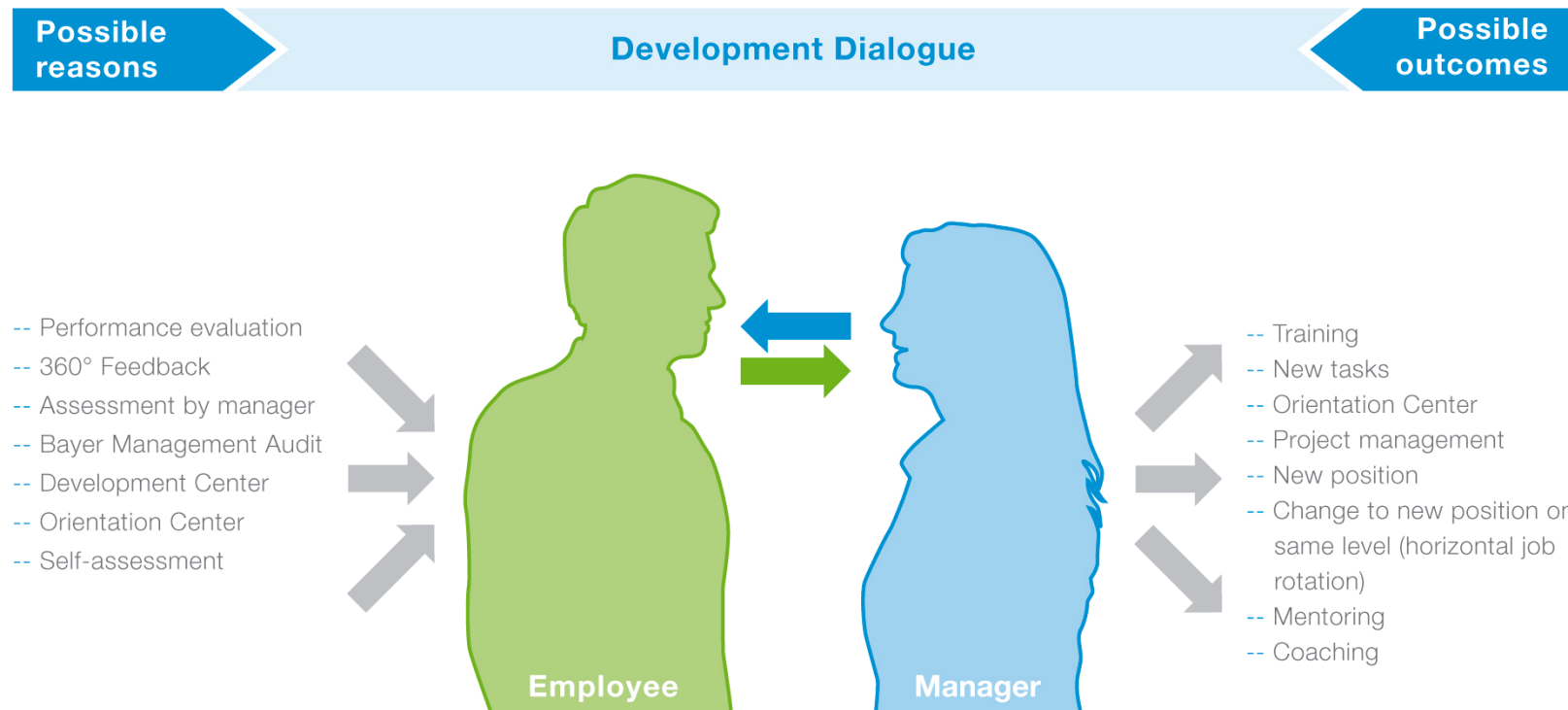
- Gain knowledge about and reflect own behaviour
- Learn about own strengths and development opportunities
- Increase own achievements as well as the performance of the team



* as appropriate

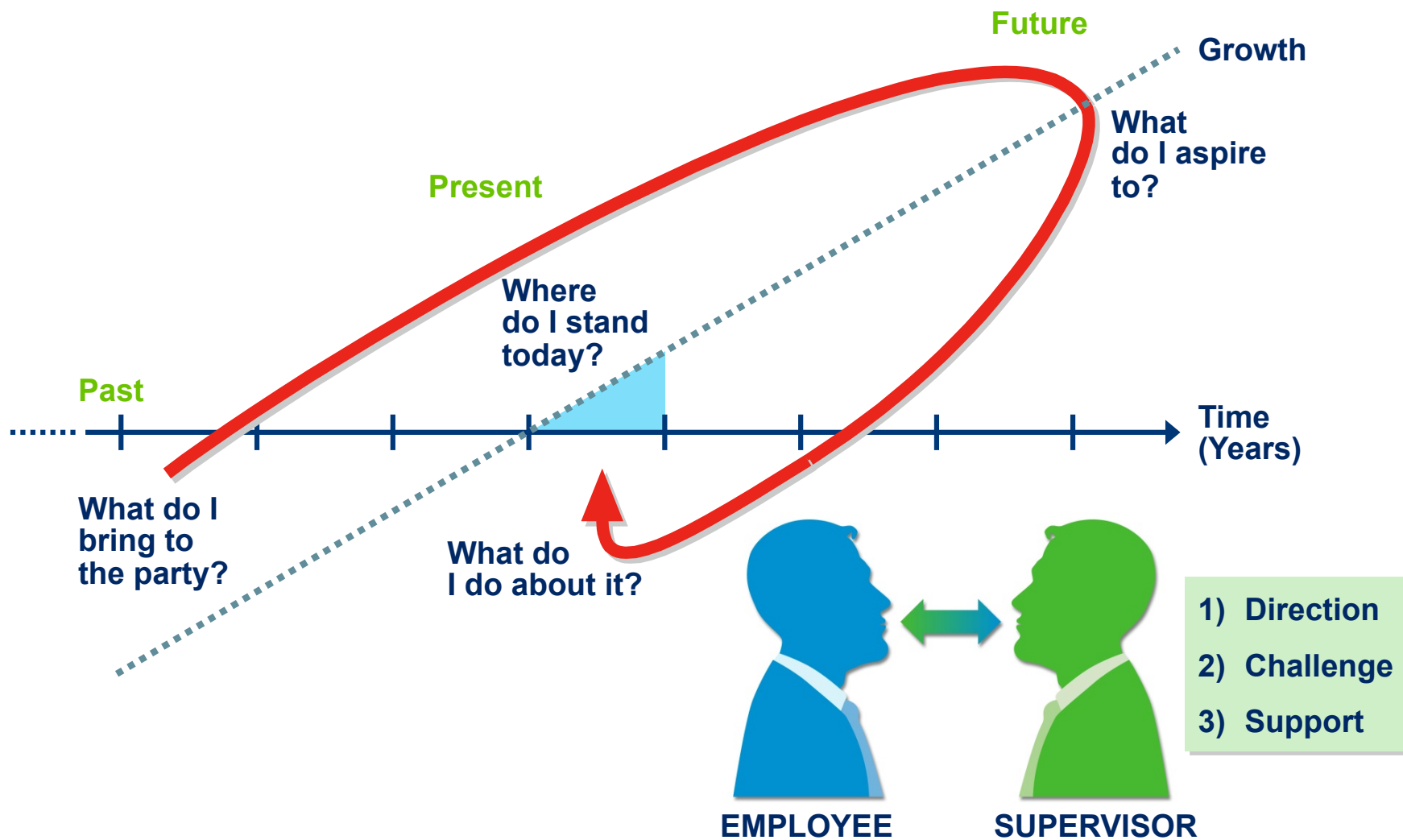
Development Dialogue

A structured discussion with the superior of personal development perspectives
 Employees' personal aspirations and expectations are an important element in personnel development. We recommend a regular Development Dialogue to ensure that managers are aware of their employees' objectives.





Development Dialogue





Global Training Overview

Skills & Knowledge Training

- Introduction & Onboarding
- Special Leadership Skills & Change Management
- Communication, Personal Effectiveness
- Business & Law
- Marketing, Sales & Customer Orientation
- Language & Intercultural Training
- Information Technology & SAP
- Production Operations

All employees

Responsibility
on functional / country level

Leadership Programs

Bayer Leadership Excellence III	When moving to position 4.2
Bayer Leadership Excellence II	When moving to position 4.1
Bayer Leadership Excellence I	When moving to position 2
Individual Leadership Competence	Middle Managers
BayWay®	Middle Managers
Learn to Lead III*	Junior Managers
Learn to Lead II*	Junior Managers
Learn to Lead I*	Junior Managers

General Management Programs

Bayer Management Excellence III	PL 2
Bayer Management Excellence II	PL 3
Bayer Management Excellence I	PL 4
CDH Program	Country Division Heads
MD Program	Managing Directors
External Programs**	All other target groups

Corporate Responsibility

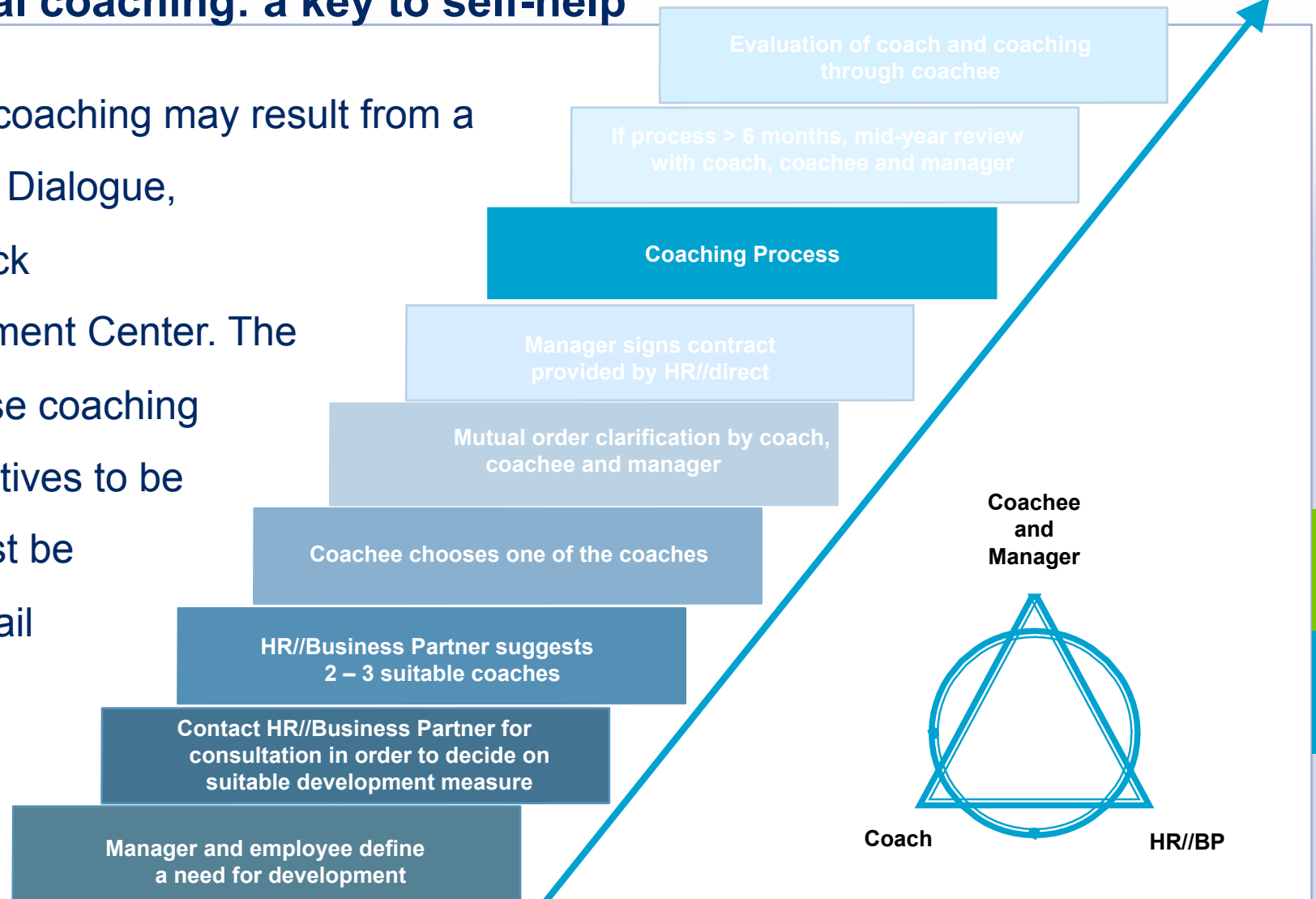
* Global design, delivery with adaption on country level

** External General Management Programs offered by local training providers / business schools (selected on a case-by-case basis for all other target groups)

Coaching

Professional coaching: a key to self-help

Professional coaching may result from a Development Dialogue, 360° Feedback or a Development Center. The decision to use coaching and the objectives to be achieved must be agreed in detail with the manager.



Mentoring



Share experience – gain new perspectives

The Concept:

Mentoring is a sustained and supportive relationship between an individual who shares his/her knowledge, experience and understanding of an organization with someone less experienced and willing and ready to benefit.

Mentee Role Definition:

Mentoring is part of the personal and professional development with the objective of enhancing the effectiveness in the current position through a continuous information exchange with an experienced manager of the organization.

Mentor Role Definition:

Mentoring is part of a management role. It involves fostering the development of younger staff and assist the mentee in enhancing her/his effectiveness in his/her current position.

Recommended Frequency:

To meet for 2 hours every 4 – 6 weeks for a period of one year. Mentees and mentors are completely free to shape their meetings as they see fit. After one year the Mentoring Program will officially finalize.

Possible topics for the session:

They may relate from a corporate context, career context, management context or networking context.



Science For A Better Life

Thank you