

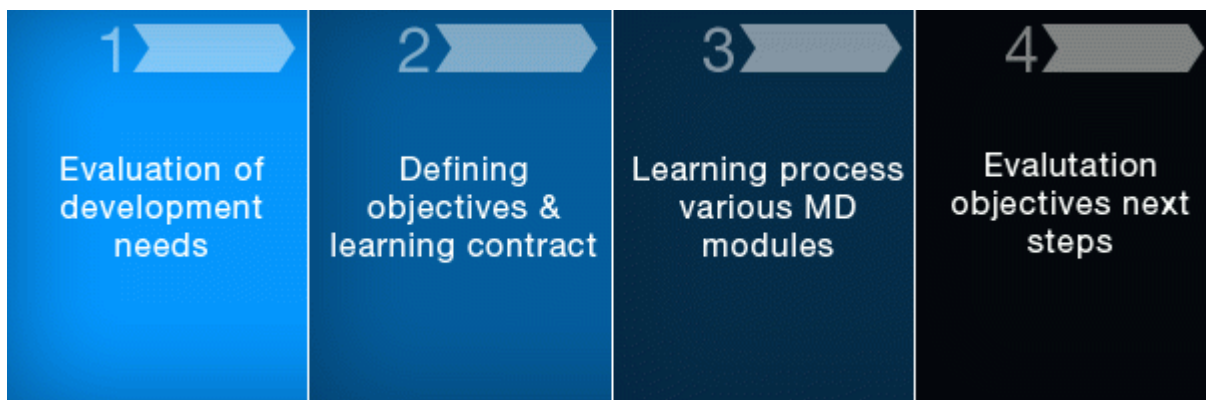


## Development centre

### Management – a continuous learning process

Your employees and managers are your most important asset. They hold the key to the successful implementation of your corporate strategy. Constant rapid change marks the 21<sup>st</sup> century, which places high demands on your management. In order to meet these high expectations and deal effectively with an increasingly complex environment, high-level personnel need to continuously develop themselves. Appropriate instruments to evaluate the potential of your managers are required. The following are a few of the key possibilities.

### Management development process (MD Process)



The value of a professional management development process has long been known. Large companies, and an increasing number of SMEs, have been successfully implementing MD processes for many years. But not all enterprises have the necessary internal resources and/or know-how to develop and implement a professional MD process.

We offer you support with this important task. We will work with you to develop processes which are tailored to your specific needs. Together we can develop the management competencies of your managers, carefully considering their individual requirements.

### Commitment is essential to success

Development measures often fail to be effective in the long term because of a lack of commitment. We therefore recommend the involvement of the appropriate line manager and your HR department during the development of learning objectives with each of your individual managers. This creates a binding framework and ensures that your investment pays off.

### Learning on- & off-the-job

Holistic management development (MD)

#### 1. Evaluation of training needs / definition of training objectives

Thanks to careful evaluation of various management competencies, you will be in a position to formulate personal training objectives together with your managers.



The following evaluation instruments can be used to define training objectives:

- A full day development assessment
- 360 degree feedback
- A personal appraisal by the line manager
- A psychometric personality questionnaire
- A professionally structured interview

## 2. Training contract

“SMART objectives“: With the involvement of line management and HR professionals, specific and binding training goals will be agreed upon, and their success will be evaluated at the conclusion of the process. Line management commits to accompanying the learning process by acting as a coach and/or “sparring partner“.

## 3. Indoor/outdoor seminars, on-the-job training

In line with the training objectives agreed upon, your executives will attend various off-the-job modules (indoor/outdoor seminars and training sessions) and active on-the-job training, all of which will be logged in a learning journal. Naturally, you will be involved in determining the mix and type of training.

## 4. Project work

During the MD process, the participants work individually or as part of a team on a practical project of their choosing.

## 5. Coaching

Regular coaching by line management and feedback from MD specialists support your executive employees both in developing and implementing their objectives and development plan.

## 6. Evaluation

At the end of the agreed time period, with the involvement of your line managers and HR professionals, the effectiveness of the training measures in meeting the objectives will be evaluated.