

**Traditional Annual Conference  
Quality of Vocational Education and Training (VET) 2019**

**Identification of talents and development of leadership and key  
competencies in VET**

**Good practice from Bosch-Siemens (B/S/H) enterprise**

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Slovenia

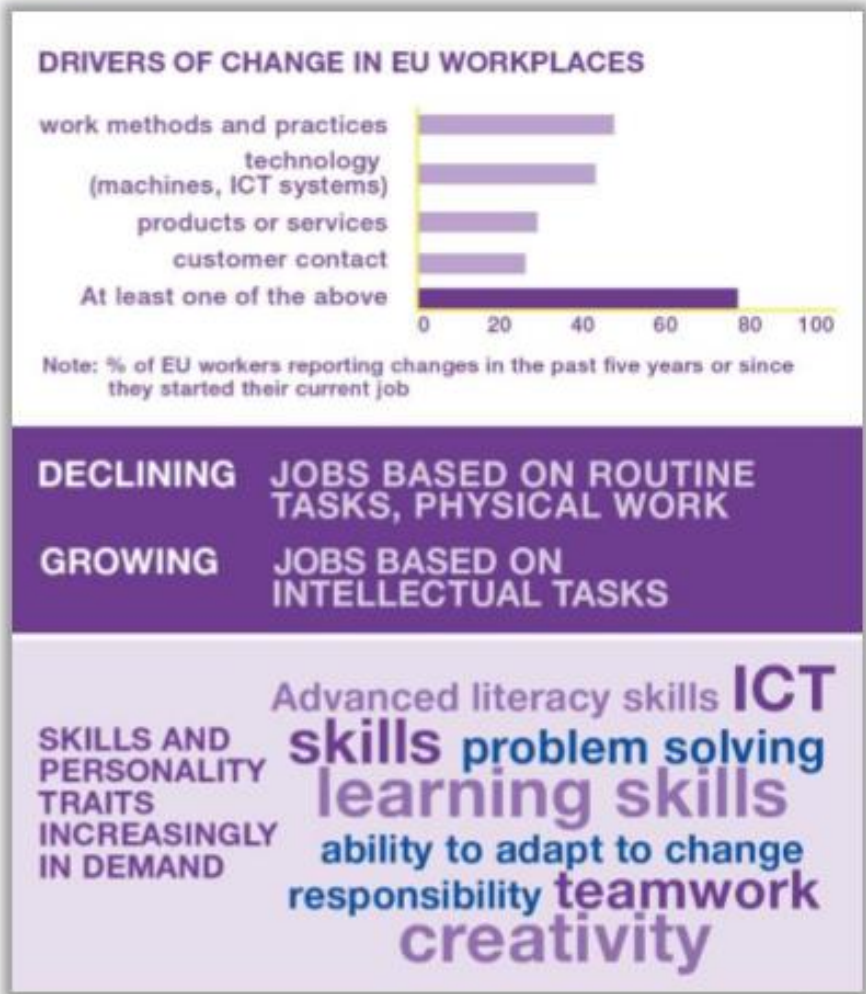
# Identification of talents and development of leadership and key competencies in VET

## The need of adaptation to new challenges



What competencies are important for the labor market?

BOX 1: CHANGING JOBS AND SKILL NEEDS



Source: Cedefop European skills and jobs survey (ESJS: see (2)) and

## **What competencies are important for the labor market?**

### **The Bosch Siemens Household Appliances Company (B/S/H GmbH) High Flyers Program**

#### **Junior Executive Pool (JEP) & International Management Pool (IMP)**

The program is designed to fulfill the following major goals for the participants:

- Enhance and/or acquire skills in using essential tools of effective business management: finance, decision analysis and marketing;
- Broaden their perspective on global business and modern management. The purpose is to enhance the participant's knowledge of how to exploit business opportunities and how to make the most of limited resources;
- Develop their leadership abilities, especially in a multicultural environment: understanding how to bring out the best in people, how to select and lead teams, how to build and maintain networks, how to encourage and lead continuous change.

# Identification of talents and development of leadership and key competencies in VET

## The process of talent identification and key commences development in BSH Gmbh

- a) The First Line Manager (FLM) identifies the 2<sup>nd</sup> Line Manager(s) with high potential.
- b) The FLM grants the consent of the employee(s) in order to initiate the process
- c) The FLM fills in the necessary documents and submits them to the HR department with his proposal of the 2<sup>nd</sup> Line Manager to enter the High Flyers
- d) The HR department coordinates the procedure for the approval / rejection of the proposal by the Board of Directors
- e) Since the approval is granted, the HR department updates the relevant SAP database of the company as well as the central database of the Headquarters in Germany.

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### The process of talent identification and key commences development in BSH Gmbh

- The 2<sup>nd</sup> Line Managers that are identified as talents through the above process they are called High Flyers.
- The High Flyers are structured under two categories: **Junior Executive Pool (JEP)** and **International Management Pool (IMP)**.
- As a prerequisite to enter the High Flyers the employee(s) needs to be available for international mobility within the group of companies of B/S/H Gmbh
- As an evaluation criterion of the FLM performance, is the number of proposed and approved High Flyers from their part

## **The five (5) key general areas of critical areas to become a High Flyer**

The FLM assess the 2<sup>nd</sup> line Manager under five (5) key general areas, in order to reach to the conclusion that the employee is a potential High Flyer:

- 1** • **Future development and possible deployment options within BSH**
- 2** • **Motivation / Commitment**
- 3** • **Systematic and analytical thinking**
- 4** • **Resilience and positive outlook**
- 5** • **Management Conduct**

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**A. Assessment criteria of Future development and possible deployment options within BSH**

- 1. Employee wishes a career development and agrees
- 2. Ability to take on more tasks
- 3. Ability to take on same task in another area
- 4. Ability to take on greater responsibility

		Yes	No
1	Employee wishes a career development and agrees		
2	Ability to take on more tasks		
3	Ability to take on same task in another area		
4	Ability o take on greater responsibility		
OVERALL IMPRESSION			
MAIN STRENGTHS		MAIN AREAS FOR IMPROVEMENT	



**B. Assessment criteria of Motivation / Commitment**

- 1. Wishes to build up new skills
- 2. Wishes to take on responsibility
- 3. Expands the scope of duties and works to improve it
- 4. Seeks professional success
- 5. Has set high standards in the day to day work
- 6. Seeks feedback from others in order to improve

		1	2	3	4	5
1	Wishes to build up new skills					
2	Wishes to take on responsibility					
3	Expands the scope of duties and works to improve it					
4	Seeks professional success					
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6	Seeks feedback from others in order to improve					
OVERALL IMPRESSION						
MAIN STRENGTHS		MAIN AREAS FOR IMPROVEMENT				

C. Assessment criteria of Systematic and analytical thinking

- 1. Understands and masters new tasks quickly
- 2. Understands complex situations quickly and can prioritize actions

		1	2	3	4	5
1	Understands and masters new tasks quickly					
2	Understands complex situations quickly and can prioritize action					
OVERALL IMPRESSION						

MAIN STRENGTHS	MAIN AREAS FOR IMPROVEMENT

**D. Assessment criteria of Resilience and positive outlook**

- 1. Carries on task even if difficulties arise
- 2. Is challenged and motivated with greater demand
- 3. Is self-confident and accepts new suggestions

		1	2	3	4	5
1	Carries on task even if difficulties arise					
2	Is challenged and motivated with greater demands					
3	Is self – confident and accepts new suggestions					
OVERALL IMPRESSION						

MAIN STRENGTHS	MAIN AREAS FOR IMPROVEMENT

E. Assessment criteria Management Conduct

- 1. Motivates others to achieve goals
- 2. Is accepted in the role of manager by other employees
- 3. Gets along with different or difficult people
- 4. Seeks- finds professional partners for mutual benefits

		1	2	3	4	5
1	Motivates others to achieve goals					
2	Is accepted in the role of manager by other employees					
3	Gets along with different or difficult people					
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OVERALL IMPRESSION						

MAIN STRENGTHS	MAIN AREAS FOR IMPROVEMENT



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**Final Results of the Employee Assessment by the FLM /Proposal for JEP/IMP**

In order for the employee to continue the process of being a High Flyer, the assessment results should be positive for all 5 key general areas of competencies:

RESULT OF ASSESSMENT IN FIVE CRITICAL AREAS FOR THE IDENTIFICATION EVALUATION OF JEP /IMP EMPLOYEES	YES	NO
FUTURE DEVELOPMENT AND POSSIBLE DEPLOYMENT OPTIONS WITHIN B/S/H		
MOTIVATION/ COMMITMENT		
SYSTEMATIC AND ANALYTICAL THINKING		
RESILIENCE AND POSITIVE OUTLOOK		
MANAGEMENT CONDUCT		

THE EMPLOYEE IS PROPOSED FOR :

JEP☐IMP☐

Date:

FLM:

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Assessment of specific employee’s competencies for becoming High Flyer

HIGH FLYER SPECIFIC COMPETENCIES		1	2	3	4	5
1	Mobility	NO		YES		
2	Leadership skills					
3	Organizational skills					
4	Self development /self motivation					
5	Analysis and perception skills					
6	Personal Commitment and company perspective					
7	Effectiveness and comprehensive performance ( Plan, deployment, result)					
8	Data management, results oriented					
9	Target setting					
10	Peers recognition, delegation					
11	Teamwork and cooperation					
12	Communication skills (persuasion, opinion justification)					
13	Creativity & innovation promotion					
14	Decision Making					
15	Database knowledge (SAP)					

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Final Decision of Assessment Committee

NAME OF EMPLOYEE
DEPARTMENT
FLM
DATE OF COMMITTEE MEETING

The Committee has consulted the assessment document and the proposal for the candidate Mr (s).....

COMMITTEE MEMBER A	YES	NO
COMMITTEE MEMBER B		
COMMITTEE MEMBER C		
COMMITTEE MEMBER D		
COMMITTEE MEMBER E		

In order for a candidate to be approved as a High Flyer (JEP/IMP) **all members** of the committee should have a positive assessment

FINAL COMMITTEE DECISION :

- 1. The candidate has been judged as sufficient for this stage
- 2. The candidate has been judged as insufficient
- 3. Further development of candidate’s competencies is proposed in the following areas: A..... B...

## Education and training of High Flyers

- The High Flyers are following a structured training program in **B/S/H Academy** in the Headquarters of the Company as well as in the various company's premises in every country.
- The aim of B/S/H Academy is to centralize and professionalize the existing training and personnel development at B/S/H, addressing newcomers, young talents and managers.
- The B/S/H Academy published a standardized training program each year. The Academy helps put together international project teams, gets together with departmental heads to analyze the training requirements for their respective departments, and develops individual training programs and project-specific concepts.
- The B/S/H Academy also organizes and contacts external trainers and coaches for in-house training courses.
- The B/S/H Academy portal was set up in 2004 and provides a quick and easy way for BSH employees around the globe to view the BSH Academy training portfolio.
- In 2005, e-learning was also set up as a location-independent training measure to complement the conventional classroom training.





**INTELLIGENCE IS THE  
ABILITY TO ADAPT TO  
CHANGE**

**STEPHEN HAWKING**