



SAP is the world's leading provider of business software, offering applications and services that enable companies of all sizes across more than 25 industries to become best-run businesses. With more than 92,000 customers in over 120 countries, the company is listed on several exchanges, including the Frankfurt stock exchange and NYSE.

Background

SAP UK Ltd was facing a number of issues relating to the behaviour and skills of some people managers and the impact this had on the business and on the individuals. A root cause was identified as a lack of consistency in approach and style of people management, and a primary emphasis on getting the job done, rather than managing people. Some of the symptoms recognised were a lack of engagement and ownership of issues; lack of empowerment; difficulties of dealing with performance in a remote workforce; misunderstanding of cultural differences and people working long hours that had a detrimental effect on efficient working and personal well-being.

Testimonial

“...The approach taken by Learning Partners to the SAP Management Excellence Programme really got to the root cause of the issues we were experiencing in the field, giving managers the tools and confidence needed to drive effective performance relationships, maximize team performance and ensure we had clear communication lines to all employees. The programme has made a significant contribution to our managerial maturity and therefore our success as a Services business ...”

Martin Ward, Field Services Director, SAP UK Limited




Solutions & Outcomes

Learning Partners focused on developing **emotional intelligence** as well as professional skills as they recognised that the population within SAP already had high IQ and professional/ technical knowledge. To reinforce this, Learning Partners introduced its concept of a Performance Relationship between manager and an employee, implementing a range of talent management processes and activities across the UK organisation and extended to Europe. These are described below and overleaf.

Results achieved were improvement in relationships, reduction of stress, increase in productivity and retention of key talent.

Strategy & Consulting

We can advise, facilitate meetings and events to help you develop a strategic approach so that you link talent management with your business objectives.

	<p>Talent Maturity Assessment</p>		<p>Organisation design & development</p>		<p>Facilitation</p>
<p>Learning Partners worked with the Strategic Leadership team to help them understand tensions within the business created by the organisation structures and culture. This resulted in restructuring of the business and a review of talent.</p>					

Business Services – Case Study

Talent Tools and Processes

	Career development process & guide		Learning maps		360° questionnaires
	High potential programme		Assessment events for selection		Development Reports

Learning Partners worked closely with the SAP HR department to develop the tools and processes above to support employees in their career development. Learning Partners also designed and facilitated assessment events for a number of critical senior vacancies.

Competencies and Career Frameworks

	Career framework		Performance profiles	
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Learning Partners developed a career framework for the consulting and pre-sales area of the business using the approach of performance profiles, using SAP's existing competency framework.

Learning Events

	Leadership skills		People management skills		Team leader skills
	Consulting skills		Team building workshops		Coaching & mentoring skills

Learning Partners designed and delivered a Management Excellence Programme and Team Leader Programme to complement technical skills with interpersonal people-related skills and professional task-related skills that enabled technical knowledge to be applied effectively when working with people e.g. customers and teams. Learning Partners delivered a similar programme to the consulting population. Learning Partners designed and delivered other specific workshops for teams and to cover specific skills such as coaching.

Coaching & Mentoring

	Coaching		Mentoring		Performance relationships mentoring
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Learning Partners coached many of the people managers within the business. The coaching style was adapted to suit the individual's needs and that of the business at that time. Managers experienced a reduction in stress levels, which enabled them to provide more appropriate support and management of their teams.

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