



The KION/STILL 360 story: personal leadership feedback as an key-element in modern leadership processes

An overview

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Agenda



- **KION Group – STILL Group – that's us**
- A brief introduction into our leadership processes
- As-Is: something is missing
- New element: systematic integrated 360° approach

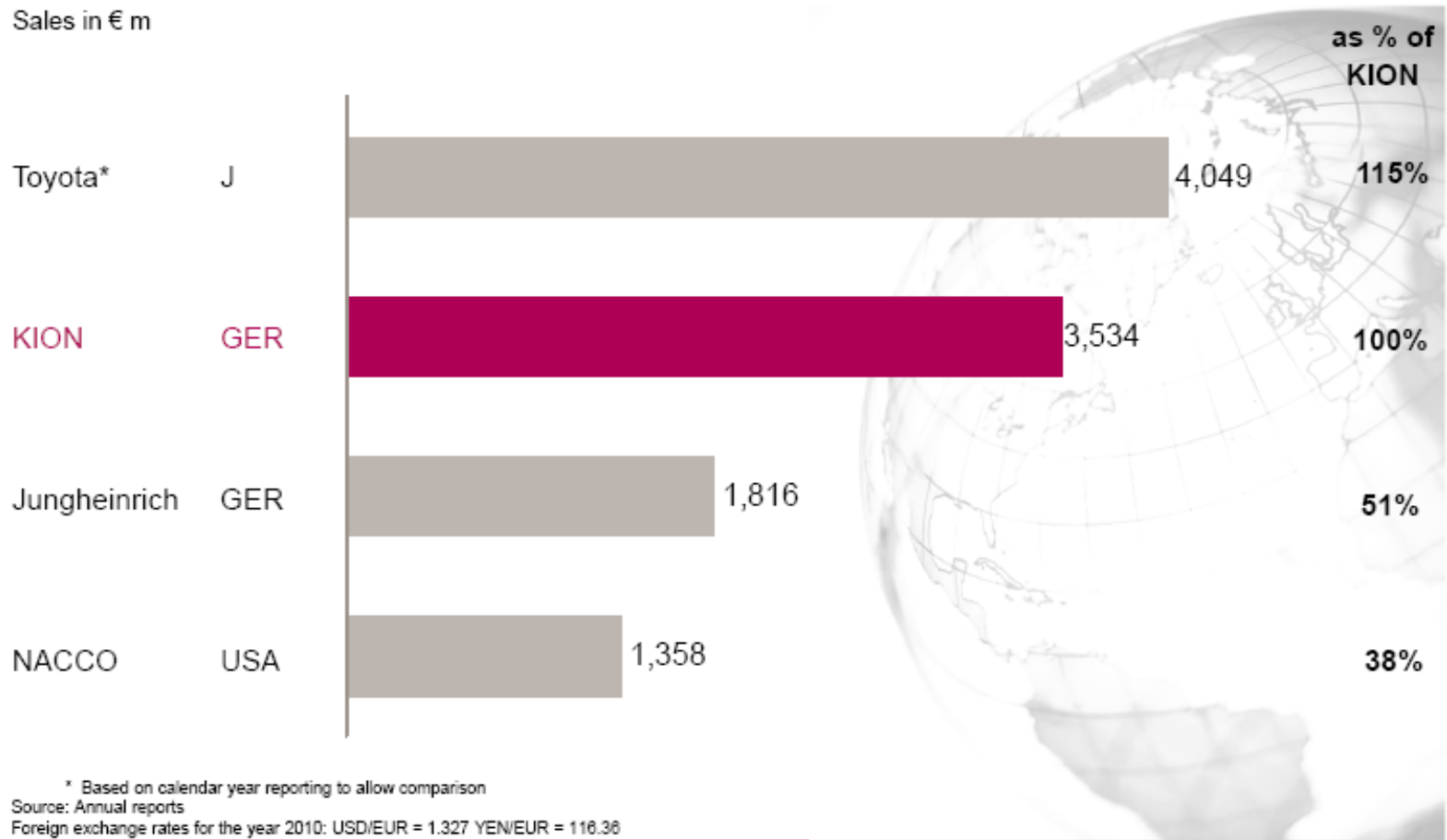
STILL Group – part of KION Group



Global Industrial Truck Industry KION Group Clear Global no.2



Sales in € m



STILL – facts and figures



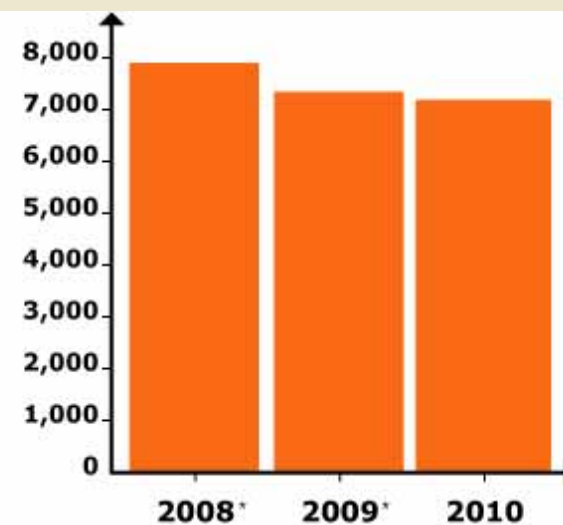
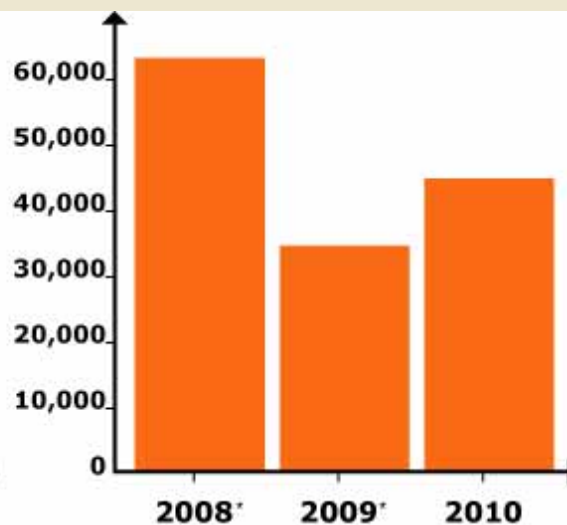
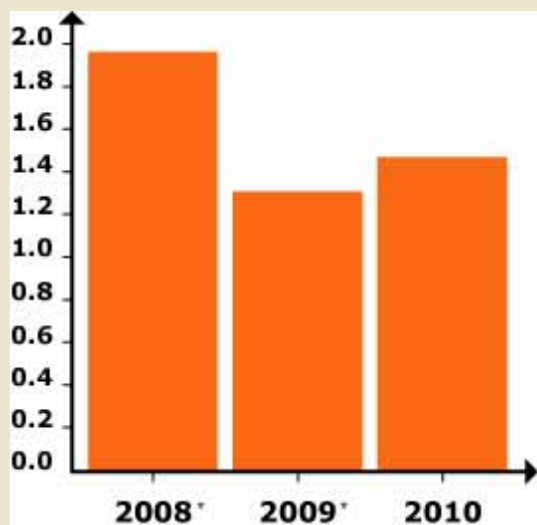
Turnover
(bn Euro)



Sales
(units)



Team



* STILL and OM cumulative

STILL - first in intralogistics



With excellent performance

we optimize your processes

we combine your warehouse trucks with software

we secure your availability

STILL's people keep it simple and transparent.

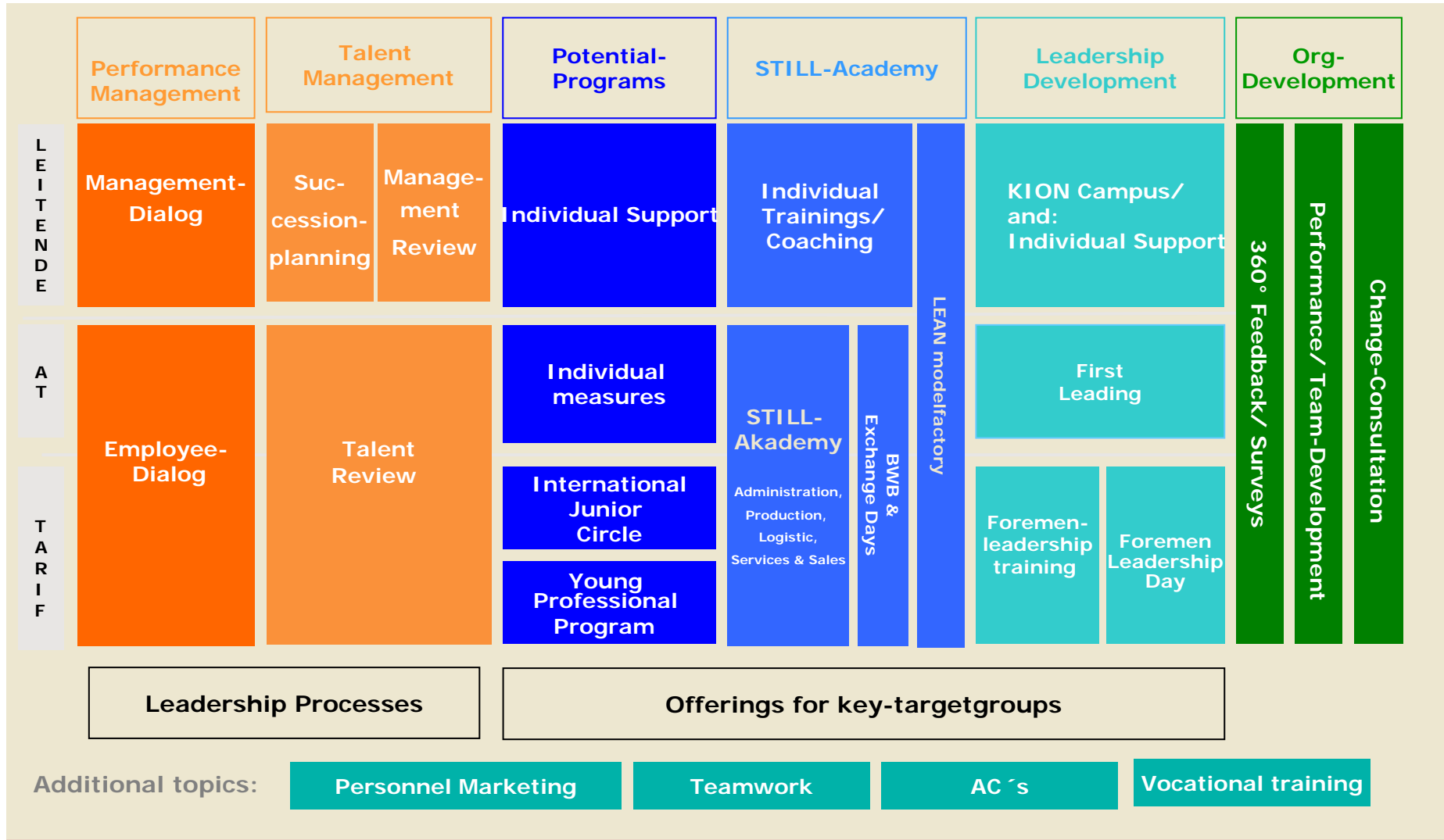


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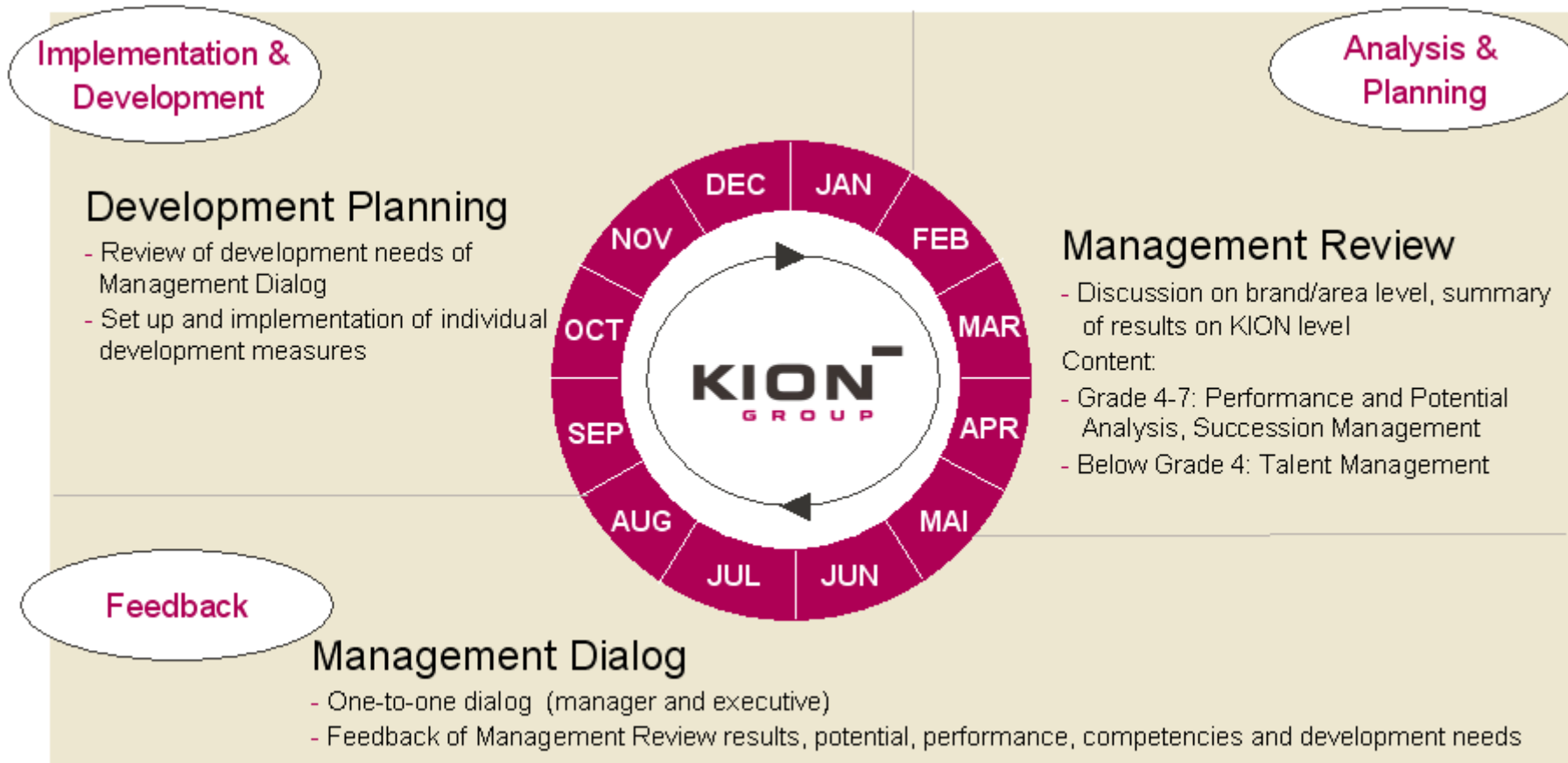


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Overview – STILL HR D Compass



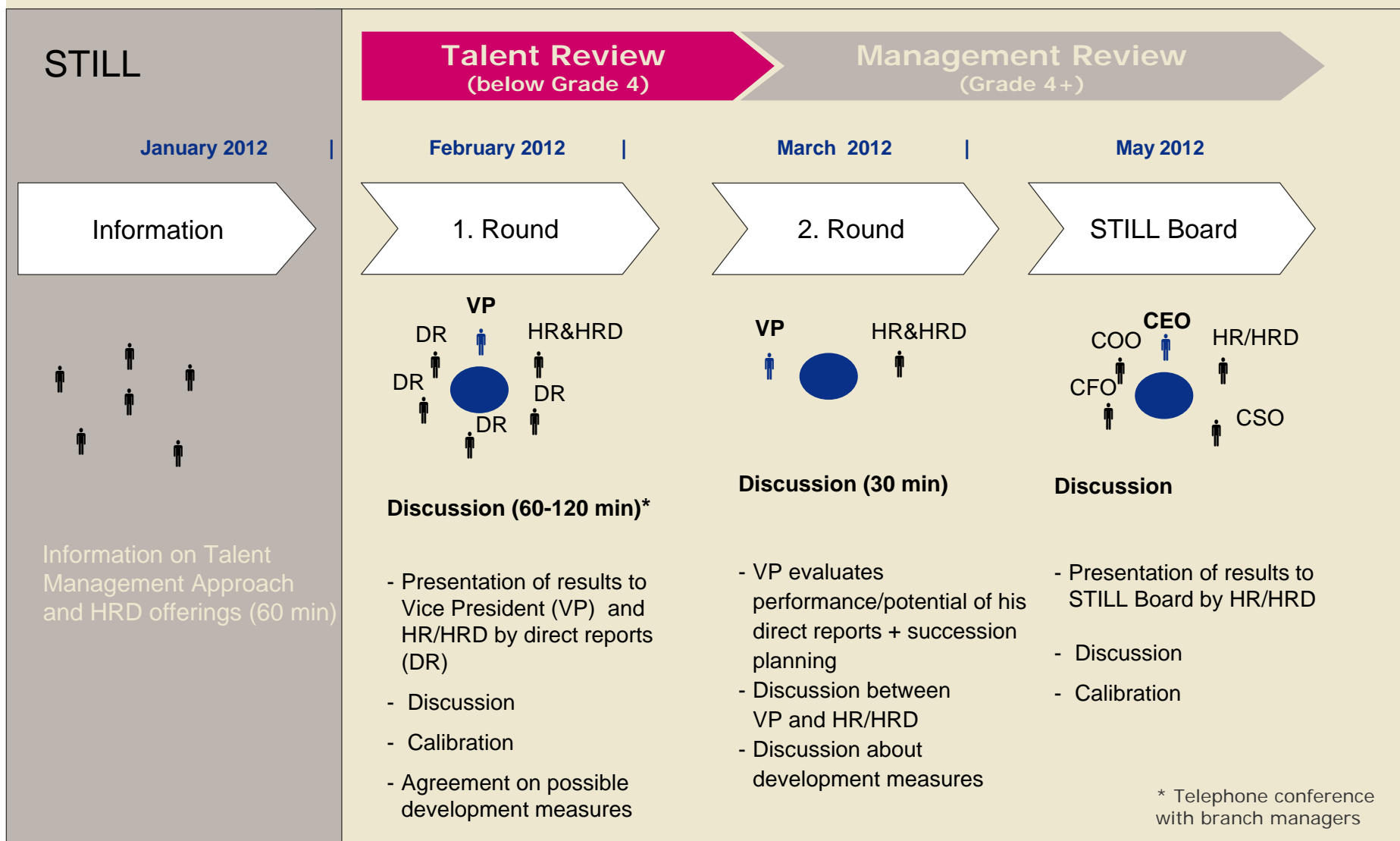
Leadership processes an overview



Targets of the talent- and management review

- ▶ Retention and development of potentials
 - ▶ Increased transparency of internal potentials and performers
 - ▶ Systematic identification and development of potentials
- ▶ Identification of critical know how
- ▶ Identification of general demand on development of employees

2. Talent Review – Process 2011



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STILL something is missing...

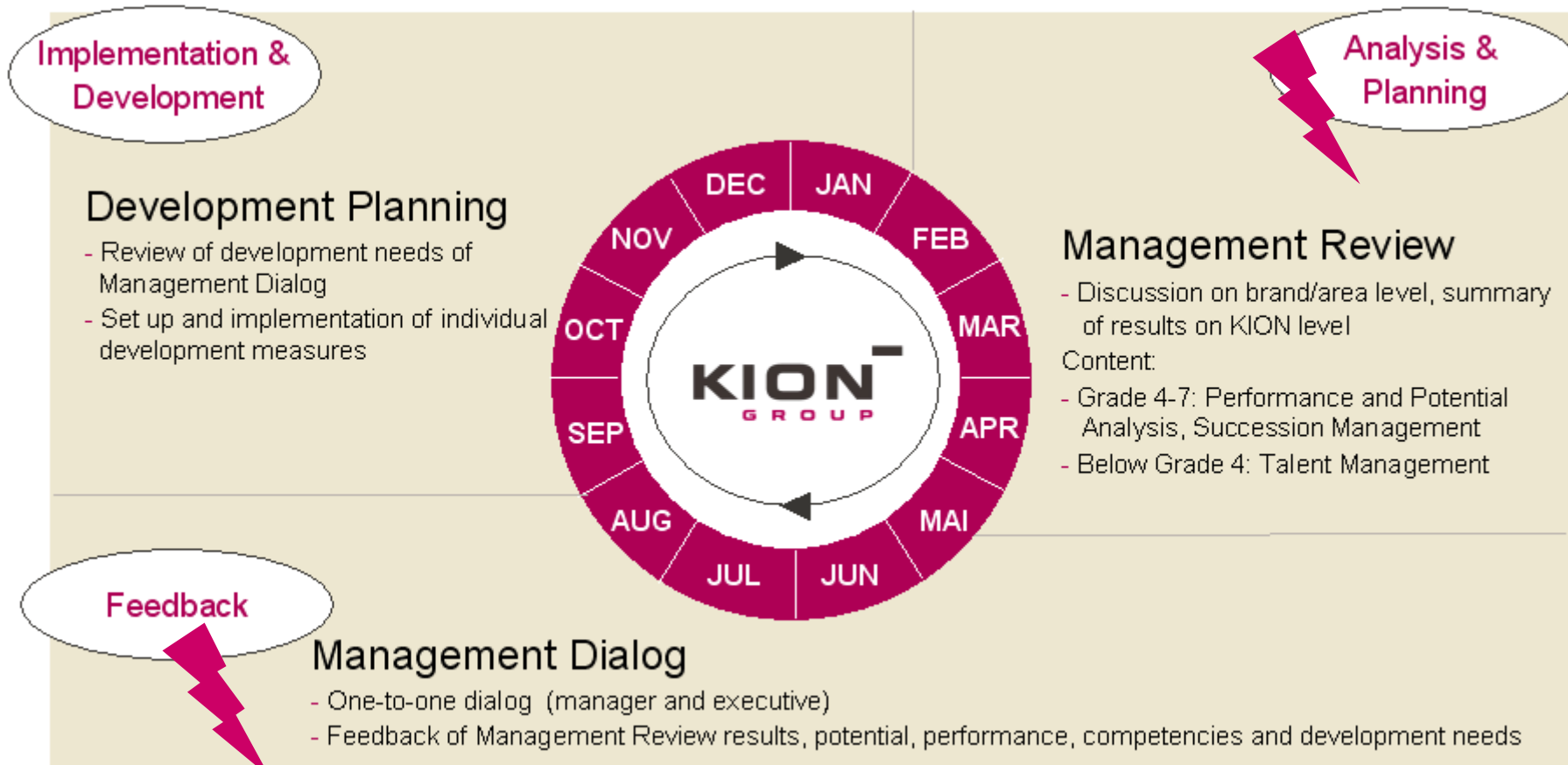
...despite a good basis in leadership processes



- Over the last four to five years, we developed a sound leadership culture of leadership talks and a fair level of open alignment on potentials/ performers across all levels.
- However, there is still some room for improvement, as the processes still have to be facilitated with some effort of HR
- There has been a focus on the “open” definition on potentials/ performers. However there is only limited experience in a consistent competency based feedback culture: There are different “competency languages” established.
- Though being pragmatic, this sometimes this hinders a differentiated approach to feedback

The missing link for further development:
a competency based feedback expertese

Leadership processes an overview



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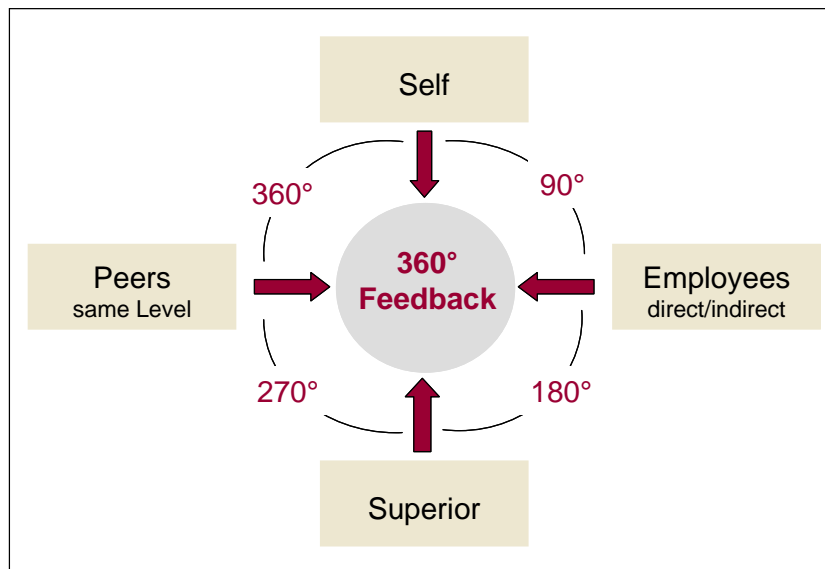


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360° Feedback

Our understanding

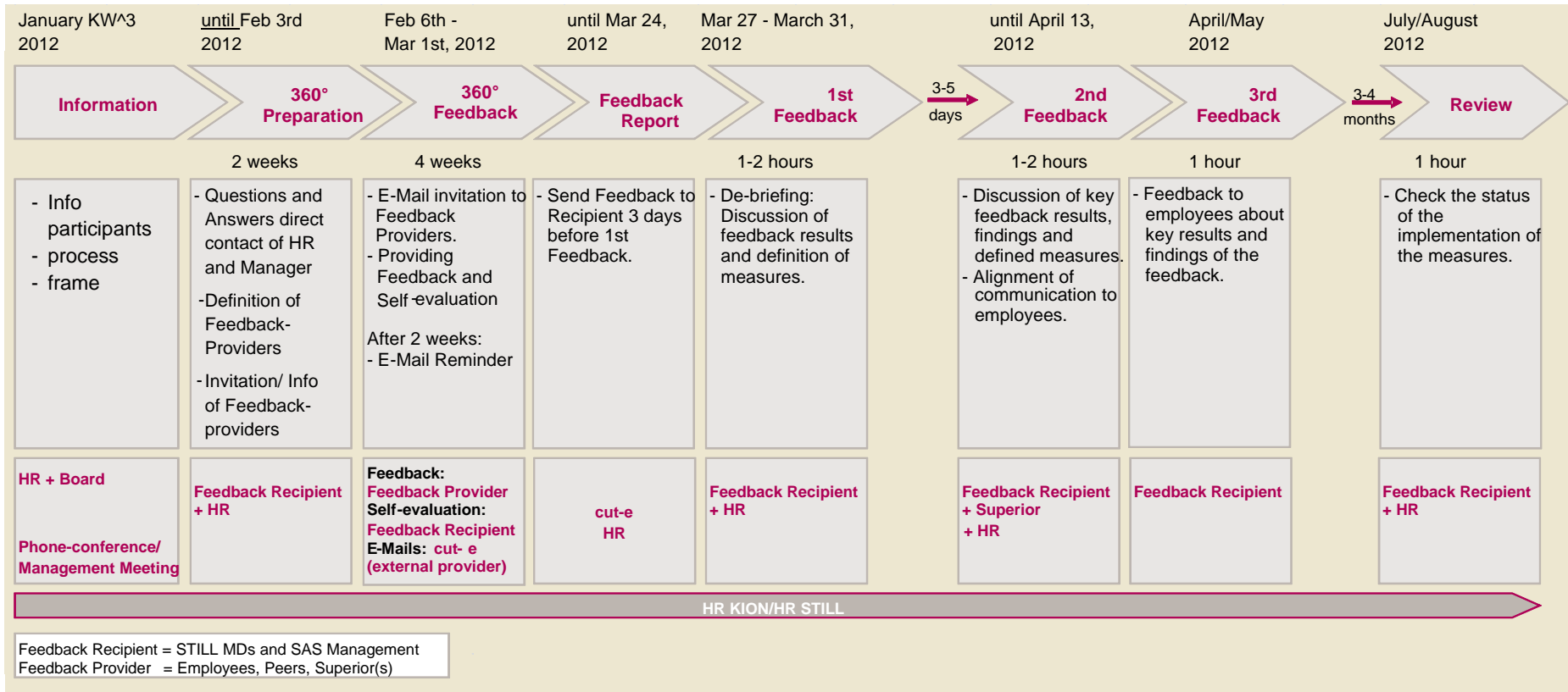
- The 360° will provide a status quo of how someone is seen by variety of sources at a certain period of time.
- It will offer a comprehensive insight in different perspectives and perceptions of different groups of feedback providers (employees, peers and superior(s)) about personal and relevant job related competencies.
- The comparison of the self assessment with the assessment of the other sources will show, where strengths can be identified and if there are areas of individual development and improvement.
- Therefore the 360° Feedback **enables reflection and serves the personal and team development.**



The idea behind:

- The process is a top-down approach across all management levels (executives only).
- The idea is to make the senior management advocating the experience of better and competency based feedback.
- The value added will decide, whether or not competency profiling will continue as well down the line
- **The 360° feedback process has been integrated into the leadership process.**

360° Feedback Process & Timing



360° Feedback

Selection & information of feedback providers

- Superior:** The one(s) the feedback recipients are reporting to...
... line manager/ direct superior
... e.g. members of the board.
... matrix-functions
- Employees:** Colleagues, who are reporting to the recipients directly or indirectly and of whom are expected open and valuable feedback – recommendation: 4 – 8.
- Peers:** Colleagues on the same level, the recipients are working with nationally, internationally and/or cross-brand to achieve a broader perspective in the feedback – recommendation: 4 – 8.

Responsible for selection: Feedback Recipient, consulted by HR

=> personal invitation of Feedback Providers by Feedback Recipients was required.

360° Feedback

Basis of the feedback (1/2)

Managing Business	
Professional Competence	Demonstrates comprehensive technical knowledge and expertise in own area.
	Keeps job-related technical knowledge and expertise up-to-date.
	Demonstrates thorough knowledge of the features and benefits of own products and services.
	Develops effective solutions to technical and professional problems.
	Makes efficient use of KION's methods and procedures.
Strategic Competence	Shares knowledge and experience with others.
	Defines strategy for own unit in alignment with the Group's strategy.
	Develops an ambitious but realistic vision and strategy of own unit.
	Provides a strategic perspective to others.
	Translates strategies into concrete plans and measurable objectives.
Business Competence	Maintains focus on strategic plans and objectives in everyday work.
	Develops alternative approaches to reach strategic goals in light of changing circumstances.
	Clearly understands market trends, business opportunities and competitor activities.
	Seizes business opportunities and acts upon them.
	Understands and considers the operational processes and structures of the business.
Implementation & Value-Added Competence	Shows strong focus on providing value to internal and external customers as well as process partners.
	Actively works towards achieving results despite barriers or changing conditions.
	Considers impact of own actions on profitability.
	Identifies the most cost-effective methods to reach a goal.
	Acts on own initiative to solve problems and overcome obstacles.
Implementation & Value-Added Competence	Introduces the best solutions with regard to quality, expenditures, and time.
	Makes timely, effective decisions.
	Takes responsibility for the consequences of own decisions.
	Defines realistic action plans and puts them into practice.
	Works effectively towards clear objectives and priorities.
	Drives and controls contribution of own unit to overall company objectives.

360° Feedback

Basis of the feedback (2/2)

Managing People		
Leadership Competence	Ensures individual roles, objectives and responsibilities are clearly defined.	
	Gives others the power and latitude to tackle delegated tasks in a responsible and independent way.	
	Challenges and supports others effectively in order to make the most out of their potential.	
	Gives others recognition for their contributions and achievements.	
	Regularly provides employees with constructive feedback.	
	Explains the rationale behind approaches, decisions and change initiatives.	
	Generates commitment and support of team members.	
Change Competence	Is able to attract, retain and motivate highly performing team members.	
	Challenges traditional approaches and structures.	
	Builds on innovative ideas without losing sight of the overall organizational context.	
	Assimilates the views of external or internal clients/ customers in order to derive new approaches.	
	Promotes change and innovation by demonstrating the related benefits and opportunities.	
	Creates a sense of urgency regarding changes in a way that overcomes resistance.	
Managing Yourself	Wins support for change initiatives by involving all affected people.	
	Actively puts new approaches and ideas into practice.	
	Interpersonal & Intercultural Competence	Is able to see issues from the point of view of other countries, group companies and functions.
		Works constructively in decentralized and diverse teams in the pursuit of business goals.
		Adapts communication style to meet the needs of the recipient.
		Actively listens to others and demonstrates an interest in their attitudes and views.
		Establishes appropriate relationships with critics and opponents.
		Manages conflict and difficult issues in a way that facilitates resolution.
		Seeks feedback on own performance.
	Modifies own behavior according to feedback.	
Role-Modeling & Commitment	Communicates own plans and objectives clearly.	
	Acts according to own announcements and promises.	
	Comes across as authentic and trustworthy.	
	Keeps emotions under control and remains positive during difficult situations.	
	Shows enthusiasm, drive and determination.	
	Provides support and encouragement during difficult times.	
	Puts own interests aside for the sake of the organization when necessary.	
	Understands and complies with the legal, contractual and personal obligations of own position.	

Experiences so far... ... and what we have learnt.

- The example of the start by the KION board – followed by the brand boards – has been extremely valuable to the entire process.
- Though being somewhat slow – it seems to fit to our speed in changing the culture of competency based feedback across all management levels.
- Key is a good and clear communication of the purpose (here: development only) and the promise to ensure this without any doubt!
- The decision to facilitate the feedback process by HR has been both:
 - ... helpful for the positioning of HR in this process and the learning of an open feedback culture
 - ... resource draining – it is a severe limit to the speed of the process further down the line.
- And of course: cut-e has again proven its value in reliably driving this kind of services to us:
 - ... reliable multi language approach
 - ... little demands on our IT-processes
 - ... good project management and support