



# adidas Group – HR Ausrichtung 2008-2010

06. März 2008

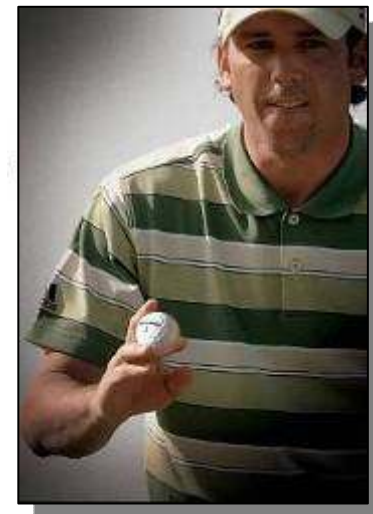
Thomas John – Vice President Group HR Development & Training

# Agenda

- ✓ Organisation
- ✓ HR Mission
- ✓ HR Delivery Model
- ✓ Strategischer Business Plan Group HR
- ✓ Talent Management: Instrumente/ Programme – Prozesse – System Unterstützung
- ✓ Recruiting Challenge
- ✓ Engagement Survey
- ✓ Zusammenfassung

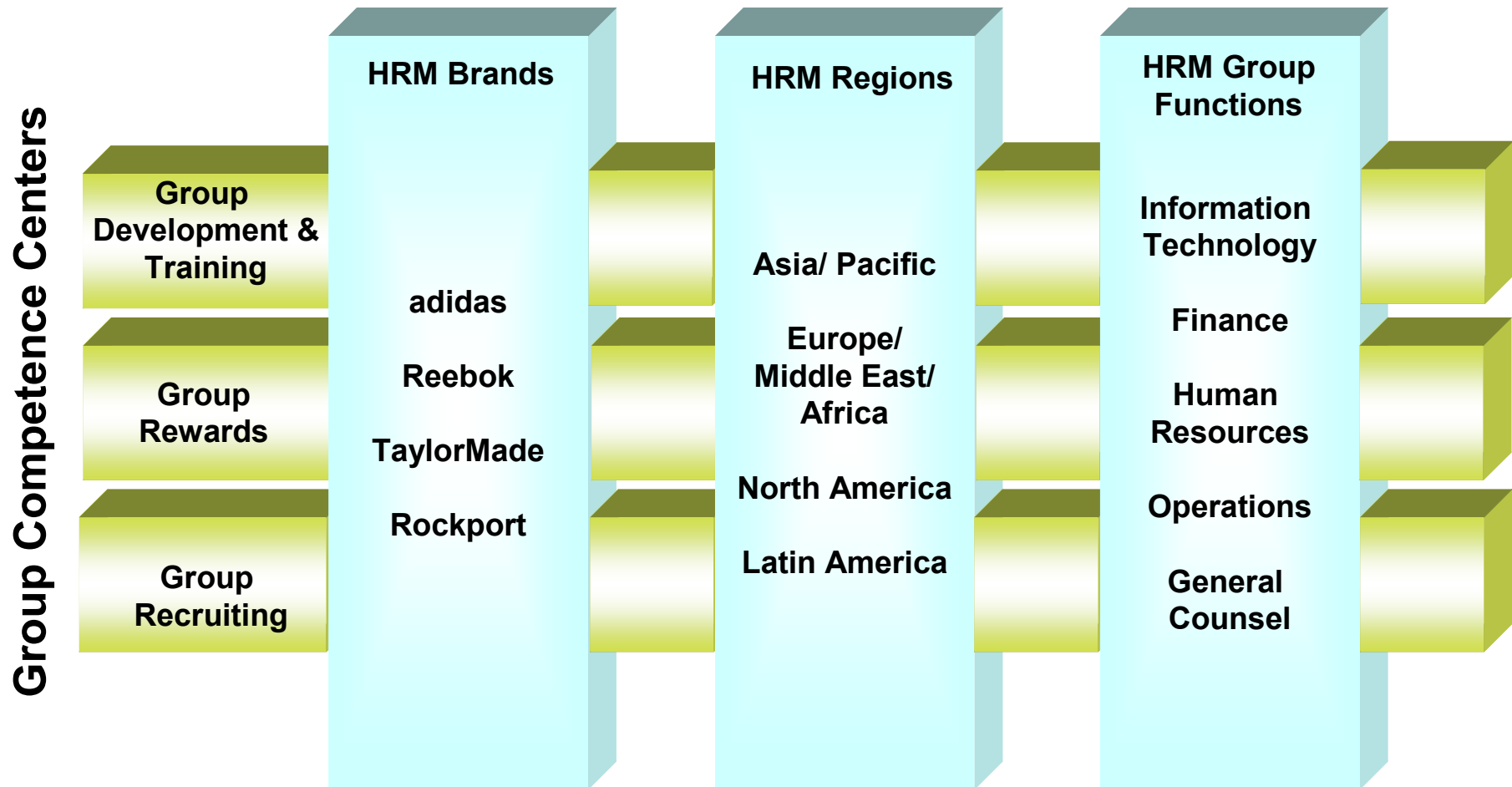
# Die adidas Group - Eine Multi-Brand Organisation

**adidas**<sup>®</sup>  
GROUP



# Organization Group HR

## HRM Business Partners



# Unternehmensvision und flankierende HR-Mission und Strategie

Um die Besten in unserer Industrie zu werden, schaffen wir den besten und produktivsten Arbeitsplatz durch

ein Arbeitsumfeld das Teamgeist, Leidenschaft, Engagement und Erfolg stimuliert



eine Leistungskultur, die auf Führungskompetenz basiert, und ein Umfeld für Sieger schafft.



Platzierung der adidas Group als employer of choice für unsere derzeitigen und potenziellen Mitarbeiter



# Group HR- Delivery Model



# Group HR- SBP Commitment 2008-2010

## In aller Kürze....

Group HR übernimmt die Verpflichtung die adidas Gruppe und deren Marken und Geschäftsbereiche zu einem .....

**Champion in Leadership/ Talent Management**

**Word Class Recruiter (speed, quality, cost)**

**Top (5) employer in every key market**

zu machen, um den nachhaltigen Erfolg der adidas Gruppe zu sichern.

# Umsetzung SBP bis 2010

Dies bedeutet für die adidas Gruppe.....

- ✓ Feste Positionierung in der internen und externen Wahrnehmung als Top Unternehmen auf dem Thema Führungsentwicklung.
- ✓ Gruppenweite Transparenz hinsichtlich der Nachfolgesituation und fokussierte Umsetzung der formulierten Strategien zur Sicherung der Nachfolge für Schlüsselpositionen (Bench Strength), anerkannt bei unseren Anteilseignern und der externen Finanzwelt.
- ✓ Erfolgreiche Veränderung von einer Beziehungskultur zu einer Leistungskultur durch die konsequente und gruppenweite Anwendung unserer Leistungsmanagement-Instrumente und -prozesse auf allen Ebenen.
- ✓ Bekannt (intern/ extern) aufgrund unseres "state-of-the-art" Talent Management Ansatzes mit dem klaren Fokus der Platzierung unserer internen Talente auf Management/ Executive Positionen und exzellenten Talententwicklungs-Programmen.
- ✓ Permanente Rekrutierung und Entwicklung von High Potentials basierend auf einer starken Arbeitgebermarke für unsere Zielgruppen (Schüler, Studenten, Hochschulabsolventen und "Young Professionals")



# Erfolgstreiber unserer Leistungskultur



# Warum Talentmanagement?

**Talente**

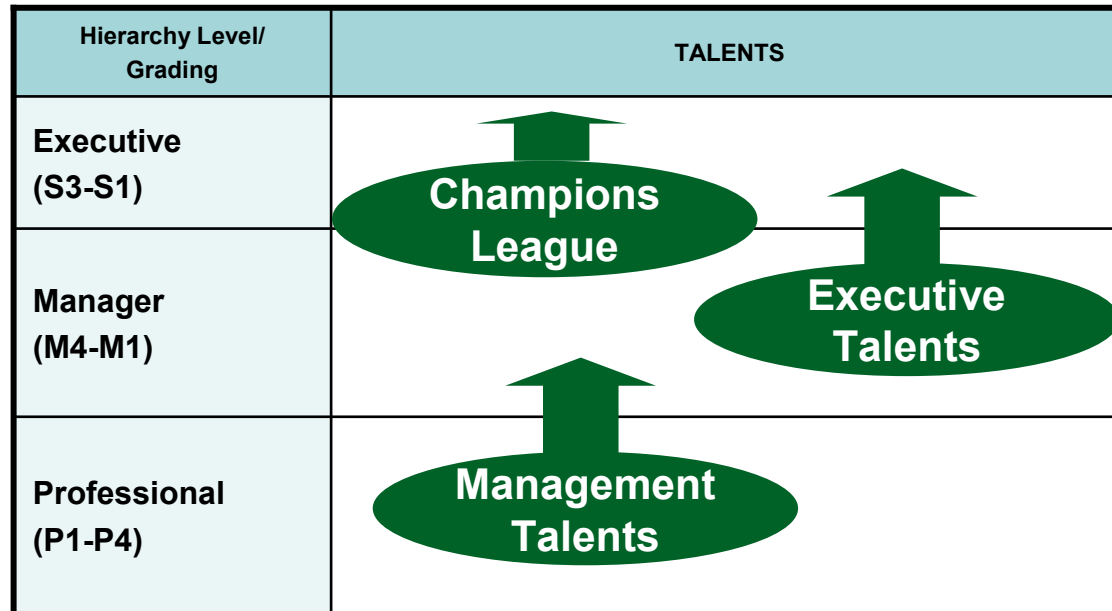
**Schlüssel  
Positionen**

**TM sichert unsere nachhaltige Wettbewerbsfähigkeit durch zeitgerechte Platzierung gut vorbereiteter Nachfolger aus unserem Talentpool auf Schlüsselpositionen. Gleichzeitig motiviert TM unsere Mitarbeiter zu Leistung und Entwicklung und gibt so Perspektive. Unser Haupt-KPI für erfolgreiches TM ist die zeitgerechte Platzierung von gut vorbereiteten internen Talenten auf Schlüsselpositionen und damit eine weitestgehende interne Nachfolgesicherung.**

**“Fit for Tomorrow”**



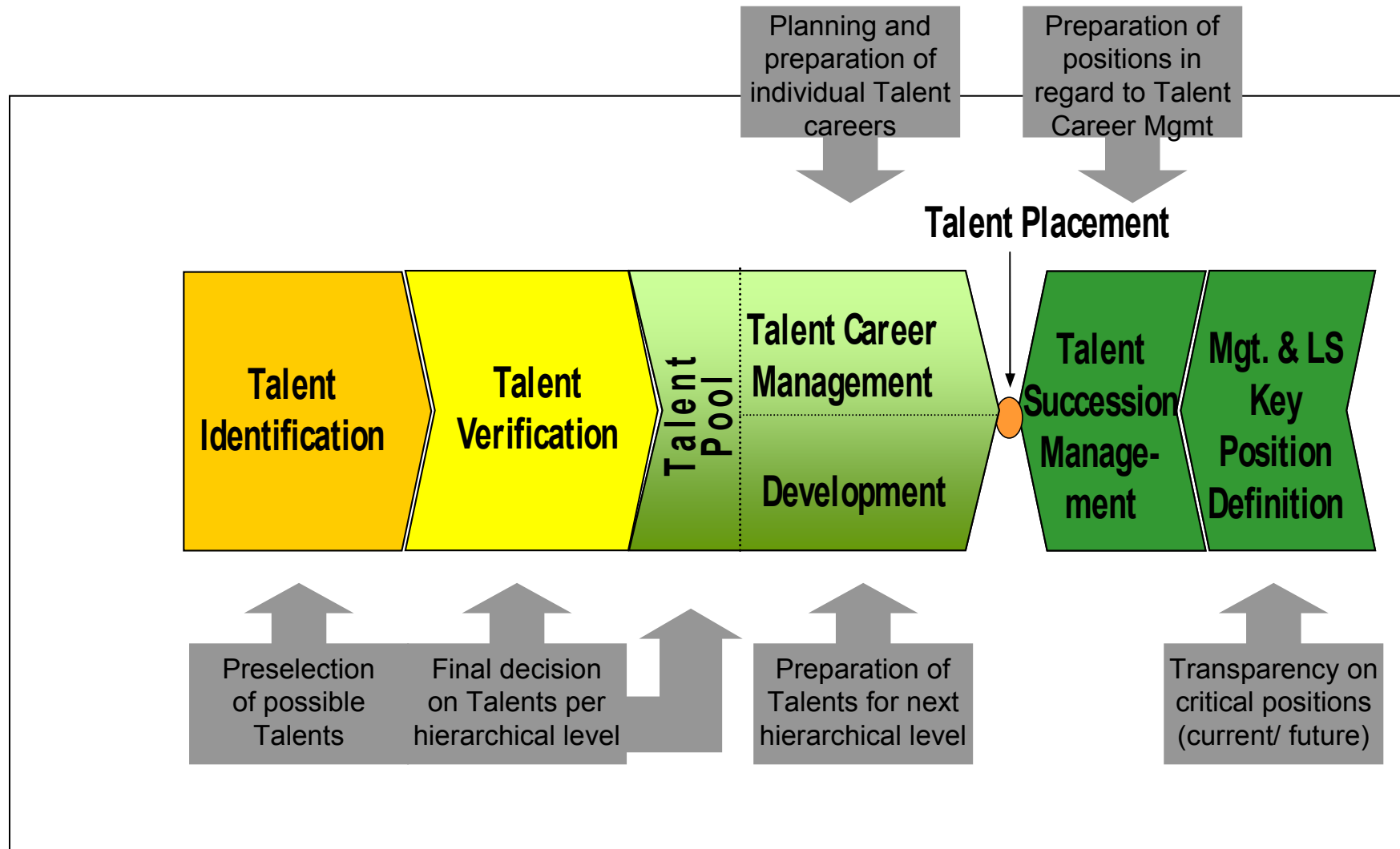
# Talent Management : CL/ EDP / MDP



**Our Talent Management Process  
helps us to identify our Talents.**



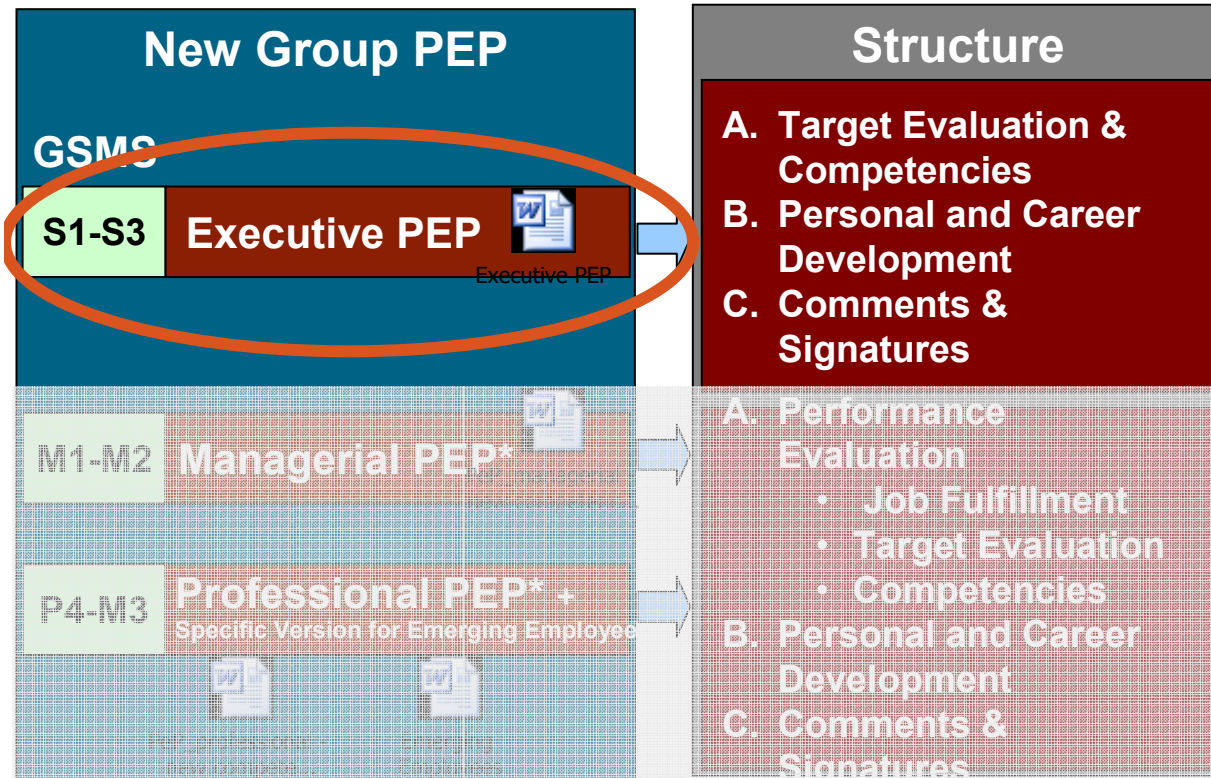
# Talent Succession Management Process



# Performance Management/ adidas Group Competency Model

GSMS Grade	Competency Level	Competencies per Level
S1 S2 S3	<b>Executive Competencies</b>	<ul style="list-style-type: none"> <li>• Big Picture and Visionary Thinking</li> <li>• Strategic Acting</li> <li>• Leading through Vision and Values</li> <li>• Develop Leaders and Manage Talents</li> <li>• Personal Impact</li> </ul>
M1 M2	<b>Managerial Competencies</b>	<ul style="list-style-type: none"> <li>• Manage Business (Processes &amp; Projects)</li> <li>• Manage and Develop People</li> <li>• Provide a Framework for Performance</li> <li>• ResultOrientation</li> <li>• Influencing Others</li> </ul>
M3 M4 P1-4	<b>Professional Competencies</b>	<ul style="list-style-type: none"> <li>• Communicate with Others</li> <li>• Manage Relationships and Diversity</li> <li>• Planning and Organizing</li> <li>• Analysis and Problem Solving</li> <li>• Learning and Self-Development</li> </ul>

# Performance Management / The Executive PEP



adidas GROUP PERFORMANCE EVALUATION AND PLANNING - EXECUTIVE

GROUP

Employee's Name: \_\_\_\_\_ Department: \_\_\_\_\_

Position: \_\_\_\_\_ Review Period: \_\_\_\_\_

In Position Since: \_\_\_\_\_ Reason for Evaluation: \_\_\_\_\_

Manager's Name: \_\_\_\_\_ Position: \_\_\_\_\_

OVERALL STRATEGY BUSINESS PRIORITIES (3-5 YEARS)  
(1-0 highest target; deduced from business strategy. These targets have a mid-to long-term perspective and will therefore be carried forward to next year's PEP form. A yearly update of the target is possible.)

RELEVANT TIME PERIOD: \_\_\_\_\_

2) PERFORMANCE EVALUATION

TARGETS  
(Based on individual job scope related to the overall strategy target; up to 3 targets should be proposed per target field, up to 3 targets altogether)

Financial Targets (In this area the focus is on key figures to achieve financial targets: net sales, profit, costs, cash flow, etc.; new hires, market share, etc.)	Strategic	Operational	Personal	Professional	Development	Competencies
Target 1: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: _____						
Target 2: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: _____						
Target 3: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: _____						
Customer Targets (This area focuses on internal and external customer targets: brand awareness KPI, service, product quality, customer satisfaction, delivery reliability, etc.)						
Target 1: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: _____						
Target 2: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: _____						
Target 3: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: _____						
Operational/Process Targets (This area concentrates on internal process targets: process lead time, process quality, control cycle and efficiency of processes, etc.)						
Target 1: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: _____						
Target 2: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: _____						
Target 3: _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comments: _____						

**PEP: Current position**

\*Target setting stays the same for Professional/Managerial PEP

# Performance Management – Action Steps

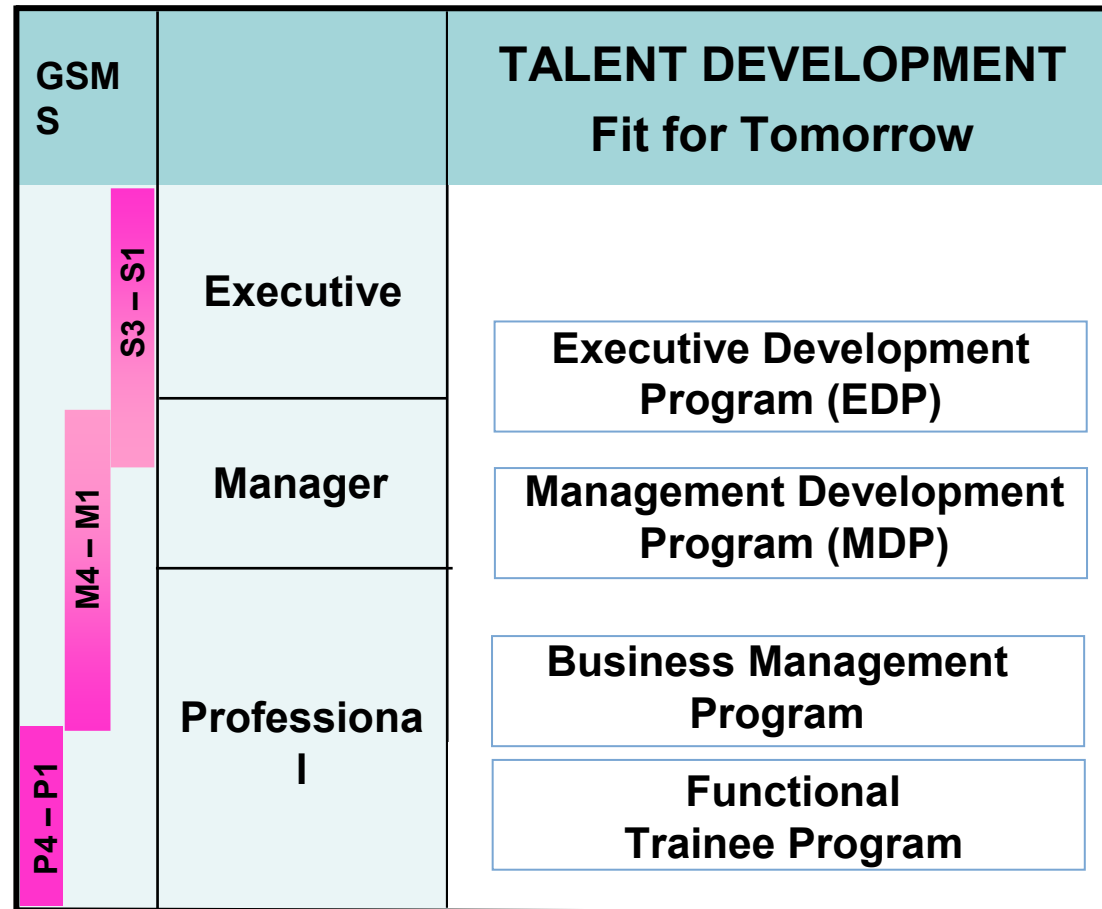
## adidas

<p><b>Planning</b></p>	<ul style="list-style-type: none"> <li>● Develop clear job descriptions (role + responsibilities, duties/ tasks)</li> <li>● Set performance expectations and objectives linked to Strategy</li> <li>● Establish standards for performance appraisal by providing respective concepts, tools, processes and systems and train employees on them</li> </ul>	<ul style="list-style-type: none"> <li>• Target Setting</li> <li>• PEP/ TLU training</li> </ul>
<p><b>Monitoring</b></p>	<ul style="list-style-type: none"> <li>● Continually measure performance and provide feedback towards reaching an objective</li> <li>● Option to change unrealistic objectives/ address poor performance</li> </ul>	<ul style="list-style-type: none"> <li>• PEP/TLU tools</li> <li>• Online PEP</li> </ul>
<p><b>Rating</b></p>	<ul style="list-style-type: none"> <li>● Evaluation of performance/target achievement/fulfillment of competencies for entire appraisal period</li> <li>● Discussion of PEP ratings between Line Manager, Superior, HRM prior to the appraisal period</li> </ul>	<ul style="list-style-type: none"> <li>• PEP/TLU tools</li> <li>• Online PEP</li> </ul>
<p><b>Developing</b></p>	<ul style="list-style-type: none"> <li>● Identify strengths and deficiencies in performance and provide employees with trainings or development offerings</li> <li>● Strengthen job related skills and competencies</li> </ul>	<ul style="list-style-type: none"> <li>• Fit for Today</li> <li>• AMT</li> <li>• Customized</li> </ul>
<p><b>Recognizing</b></p>	<ul style="list-style-type: none"> <li>● Reward employees for their contribution with effective compensation and recognition systems</li> <li>● Address poor performance</li> </ul>	<ul style="list-style-type: none"> <li>• Salary review</li> <li>• Bonus</li> </ul>





# Development Framework of the adidas Group



# Manager's Dashboard KPI Reports

## Reporting on KPI's

- Positions with successors immediately ready to be placed
- Positions with successors ready to be placed 2 years
- Positions with planned successors
- Designated successors placed
- Internal placements vs. external placements
- Percentage of successors planned on not more than 2 positions
- Retention rate of managerial talents
- Retention rate of executive talents
- Percentage of talents placed after development program



# Global HR EE Sourcing Strategy

## External supply overview: relevant sources

2

In process!

**Media** (e.g. career magazines and supplements) – articles and/or ads

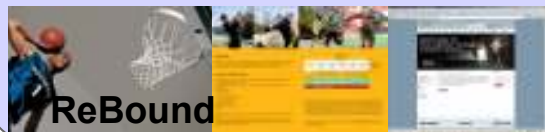
Selected Examples:



In process!

**Direct communication** with our target group, e.g. interns, ReBound, Internet.

Selected Examples:



1st step!

**Higher Institutions of Education** (e.g. universities)

For Germany in process!



2nd step!

**Foundations**, who offer scholarships, support, etc. to students.

Selected Examples:



2nd step!

**Student Platforms & Networks** by Agencies

Selected Examples:



3rd step!

**Student organizations** (e.g. student consulting “companies”)

Selected Examples:

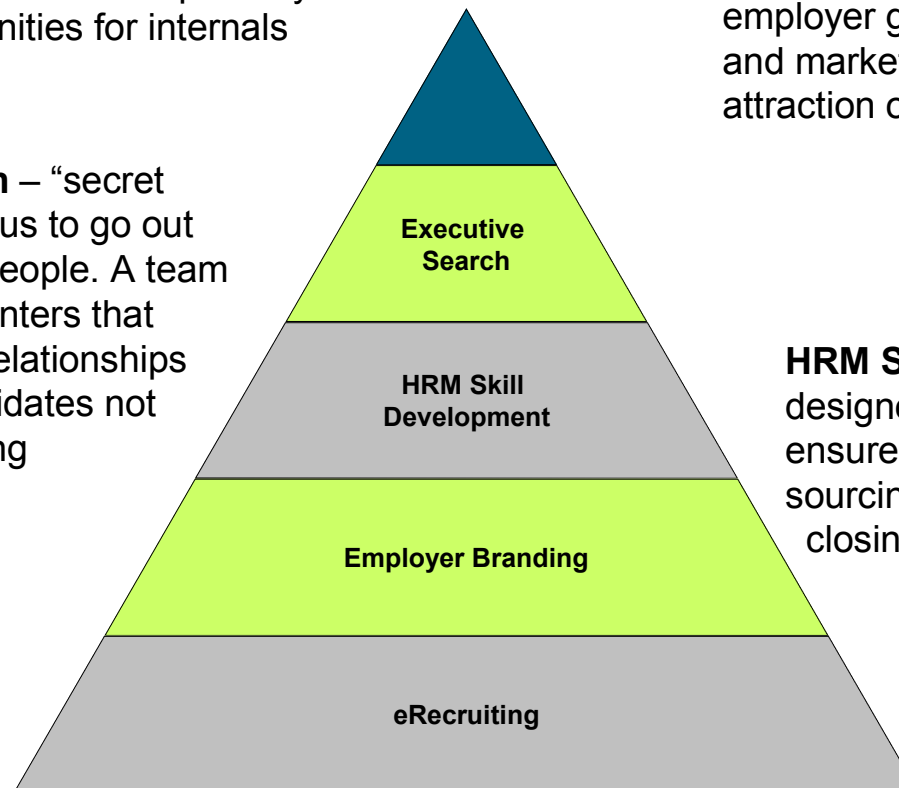


To utilize all relevant sources to leverage our case!

# Recruiting Challenge

**eRecruiting:** increases transparency into global job opportunities for internals and externals.

**Executive Search** – “secret weapon” allowing us to go out and get the best people. A team of internal headhunters that proactively build relationships with passive candidates not looking but listening

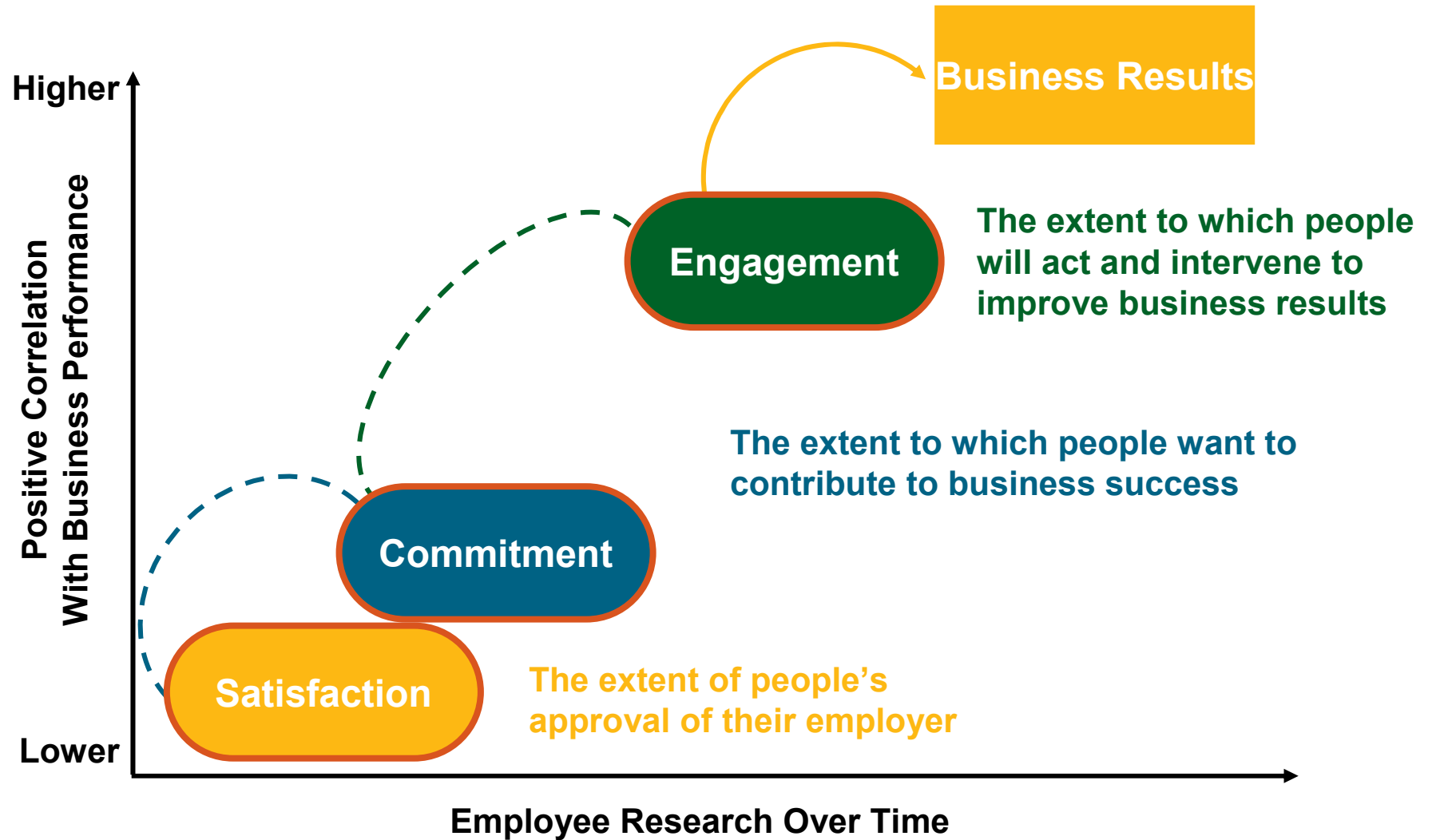


## **Employer Branding:**

Communicates adidas Group as employer going beyond products and market success. Enabling the attraction of top candidates

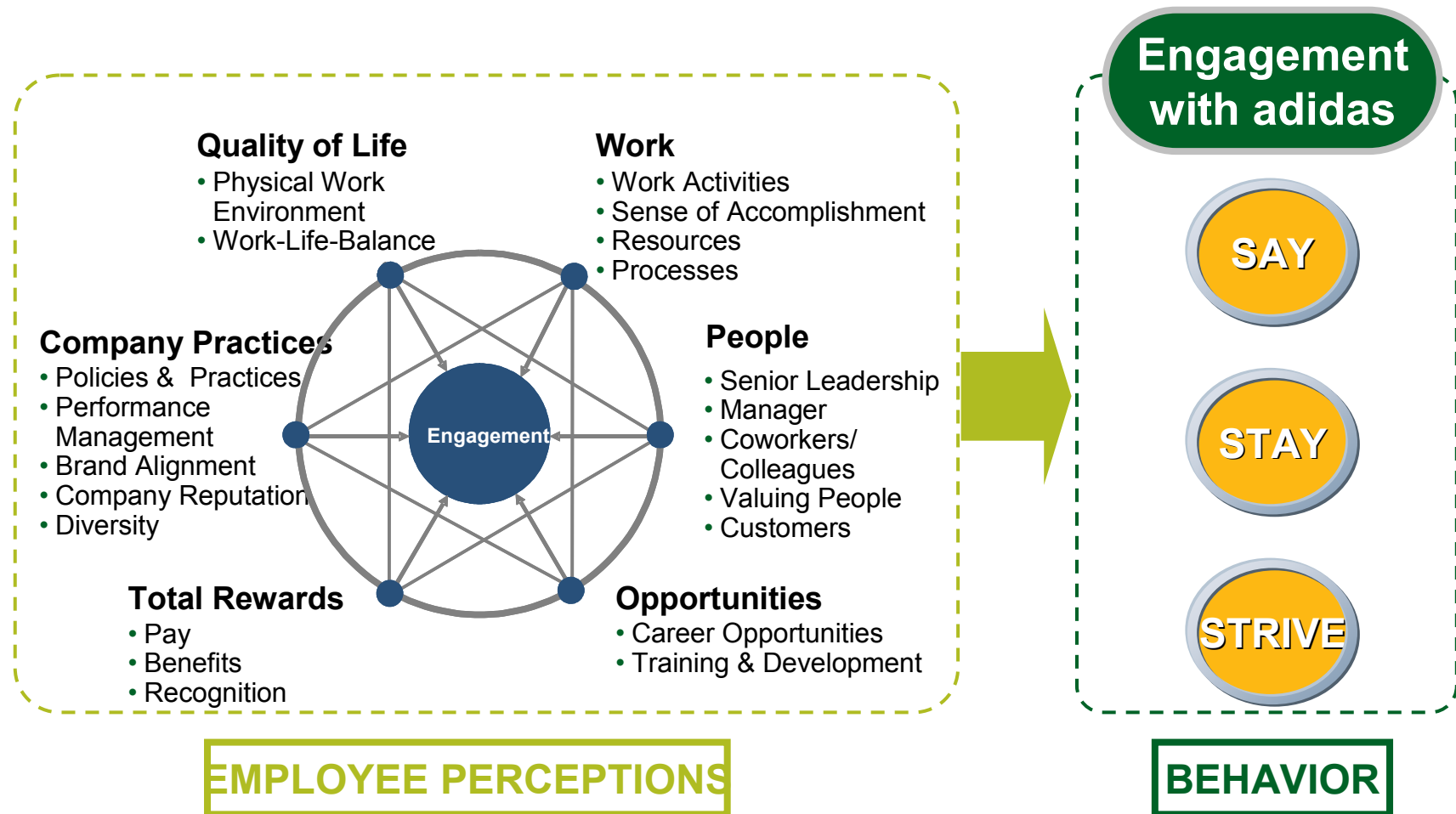
**HRM Skill Development:** training modules designed for HRM & recruiters to ensure the fundamentals around proactive sourcing, interviewing, assessment and closing the best candidates.

# Engagement is More Than Satisfaction — it's about Results



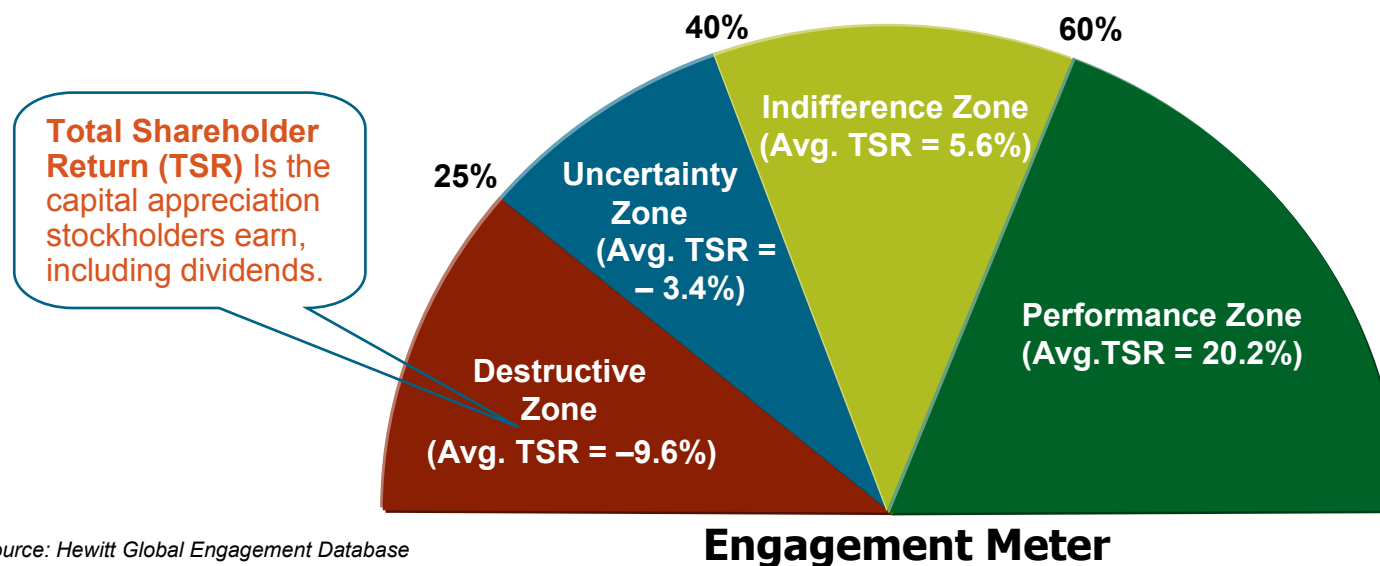
# Engagement Drivers

## Hewitt's Employee Engagement Framework



# Looking at the Engagement Zones and What They Mean

- **Performance Zone:** The majority of employees are engaged and actively contributing to business performance. The result is a higher-than-average TSR. (Represents 20% of companies in the database.)
- **Indifference Zone:** With average levels of engagement, employees are somewhat indifferent, having a wait-and-see attitude about the business and its future. The result is lower TSR. (Represents 35% of companies in the database.)
- **Uncertainty Zone:** Employees are unsure of their or the company's future; often a result of significant and/or constant change that may not be perceived as positive. Result is negative TSR. (Represents 30% of companies in the database.)
- **Destructive Zone:** With more than three-quarters of employees disengaged from the business, value is eroded. Result is negative TSR. (Represents 15% of companies in the database.)



Source: Hewitt Global Engagement Database

# Voraussetzungen für erfolgreiches Talent Succession Management

- ✓ Verankerung im Strategischen Business Plan abgesegnet durch den Vorstand
- ✓ Passung der HR Orga-Struktur und des “HR Delivery Models” bezogen auf die HR-Strategie und den Bedarf des Unternehmens.
- ✓ Führungskräfte – beraten von HRM - sind die Treiber des Talent Succession Managements unterstützt durch HR.
- ✓ Gruppenweiter Talent Succession Management Ansatz (Talent Definition, Instrumente, Prozesse, Systeme), welcher eine gemeinsame und einheitliche Umsetzung gewährleistet
- ✓ Gemeinsames Verständnis, daß Talent Succession Management eine immer wiederkehrende Aufgabe ist, welche in der Organisation nachhaltig verankert bleiben muss.
- ✓ Verpflichtung leben die gemeinsam getroffenen Talent- und Nachfolgeentscheidungen konsequent umzusetzen
- ✓ Jährliche “Executive Summary” auf den Themen Leistungsmanagement, Talent- und Nachfolgemanagement basierend auf definierten KPIs (Manage – Monitor – Measure)
- ✓ Roadshow (Chief HR Officer/ VP D&T) für die Führungsteams der Marken, Regionen und Gruppenfunktionen mit Fokus auf der Group HR Strategie.



Vielen Dank für Ihr Interesse!!!



adidas<sup>™</sup>  
GROUP