

Coaching Services @ SAP

Public

Customization, Simplification and Standardization

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SAP SE – a German Success Story since 1972

As market leader in **enterprise application software**, SAP helps companies of all sizes and industries innovate through **SIMPLIFICATION**.

From back office to boardroom, warehouse to storefront, on premise to cloud, desktop to mobile device. SAP applications and services enable customers to operate profitably, adapt continuously, and grow sustainably

CUSTOMERS

- SAP serves > 282,000 customers in 190 countries
- > 80% of SAP customers are SMEs

SAP customers include:

- 87% of the Forbes Global 2000 companies
- 98% of the 100 most valued brands
- 100% of the Dow Jones top scoring sustainability companies

Our customers produce ...

- 78% of the world's food
- 82% of the world's medical devices
- 69% of the world's toys and games
- 74% of the world's transaction revenue touches an SAP system
- SAP touches US\$16 trillion of retail purchases around the world



Bayer und Siemens überholt

SAP wertvollstes Dax-Unternehmen

Stand: 20.07.2016, 09:22 Uhr



Die Aktien der Walldorfer Softwareschmiede sind in diesem Jahr unter großen Schwankungen mehr oder weniger auf der Stelle getreten. Dennoch ist SAP inzwischen das mit Abstand wertvollste Dax-Unternehmen.

Der Konzern bringt inzwischen gut 90 Milliarden Euro auf die Waage. SAP verweist damit Siemens (79,5 Milliarden) und Bayer (76 Milliarden) auf die Plätze. Selbst der weltgrößte Chemiekonzern BASF schafft es "nur" auf eine Marktkapitalisierung von 65,5 Milliarden Euro.

Dass SAP den vorherigen Statthalter Bayer trotz insgesamt stagnierendem Kurs überholen konnte, erklärt sich schlicht durch den deutlichen Wertverfall der Bayer-Aktie. Sie hat seit ihrem Höchststand im April letzten Jahres fast 40 Prozent an Wert eingebüßt. Auch Siemens-Aktie notiert gut zehn Prozent unter ihrem Hoch vom letzten Jahr, während SAP ganz nah an seinem Allzeithoch notiert.



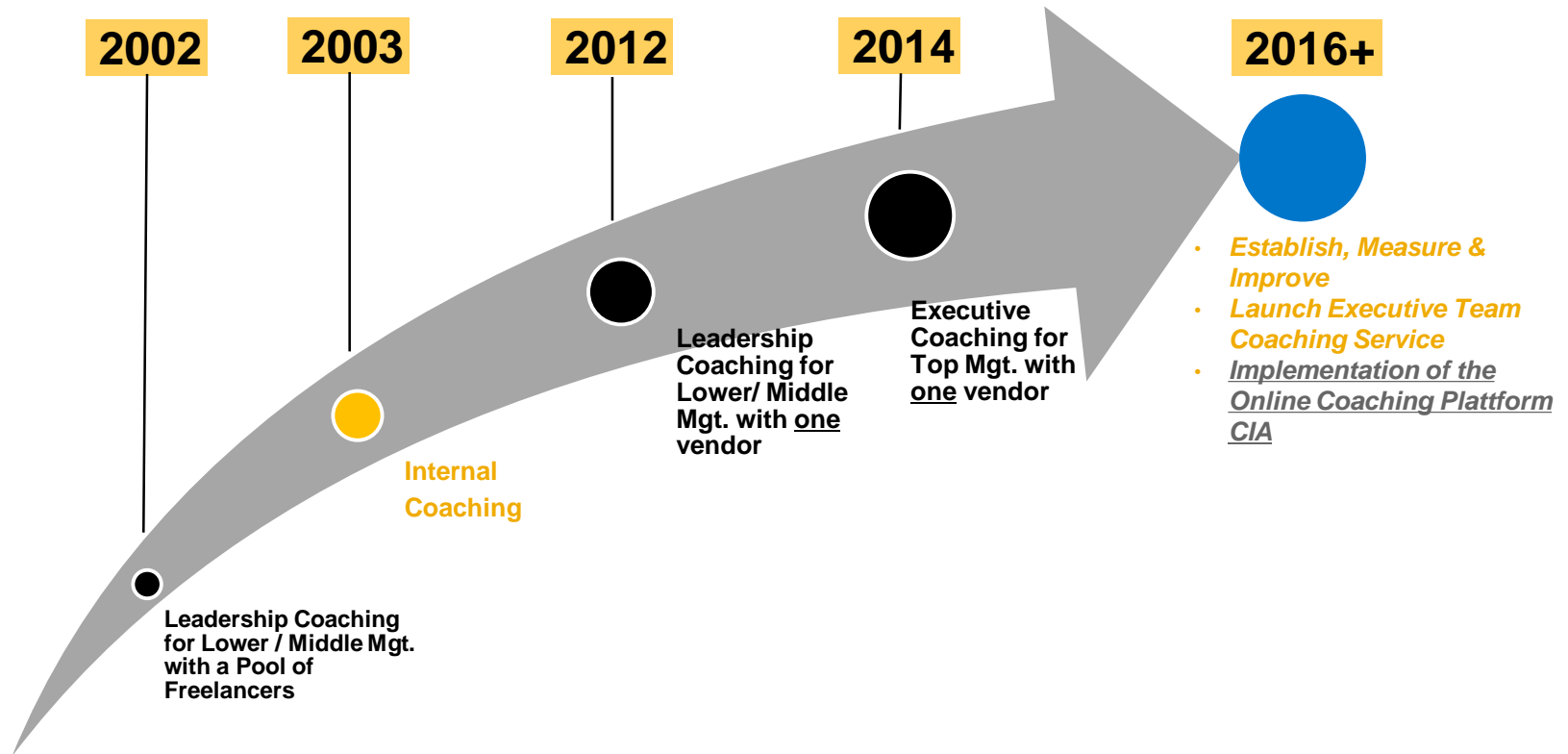


Topics

1. The **Journey** and Development of different Coaching Services at SAP from 2002 on
2. **Background** of the SAP way to design Coaching Services
3. **Profile** of Coaches working at SAP
4. **Process** to get a Coach at SAP
5. **Reporting** of Coaching Services

SAP's Journey of Coaching Services

A long Way to Customization, Simplification and Standardization



Target Groups:	Lower Mgt. → Lower Mgt. + Top Mgt.
Delivery:	Local → Local-Global → Global
Vendors:	Freelancers/different companies → One resp. two preferred vendor
Evaluation:	Different Approaches → One approach

Coaching Services @SAP in 2016 at a glance

Customized Services - THE Criteria for Success

**External Coaching
Service for Executives**
(charged with 3rd party costs)

Board (6)

GET / SET
(160)

Executives / Senior VP
(380)

**Internal
Coaching
Service**
(free of charge)

**External
Coaching
Service**
(charged with
3rd party costs)

Middle Manager (MMM / VP; 1800)

First Line Manager (MMT 4900)

Employees (77.000)

How do the Coaching Services differentiate for the different Target Groups?

Target Group	Employees, First Line & Middle Mgt.	First Line & Middle Mgt.	Executives/ Top Mgt.
Coaches	Internal Coaching	External Coaching for Leaders	External Coaching for Top Leaders
Professionalism	+/- Experienced, internal part time Professionals	Experienced, external full & part time Professionals	Very experienced, external full time Professionals
Sourcing	Pool of Internal Coaches	One external vendor with a pool of Coaches	One external vendor with a pool of Coaches
Price for Target group	No costs	Medium / Standardized	High – Very high
Delivery	Local if possible (or Telephone Coaching)	Local if possible (or Telephone Coaching)	Globally local (or Telephone Coaching)
Matching Support	Self managed via SAP Coach Database	Partly personally supported by a central Coordinator	Fully personally supported by a central Coordinator
Volume	High	Medium	Very Small
Size of Target Group	About 77.000 persons	About 6500 persons	550 Executives

How do our Coaches differ?

Acceptance (& Competence) is key to build Rapport!

(LMM= Lower & Middle Mgt.)

Personality

- Mature, seasoned
- Highly Professional
- Self confident
- “Smart”
- Seniority (45+ years/
35+ years)

Other Skills & Competence

- 15+ (8+) years of experience as professional Coach
- Experience with Execs (“C-Level”) on the same level / in similar (global) Companies (DAX / Fortune 500) with more than 50K employees (LMM: No)
- At least *one* deep and long Coaching education and certification or a comparable background
- Fluent in English (“international background”)
- Optional: Teaches Coaches/Coaching (LMM: No)

SAP specific requirements

- Familiar with SAP Leadership Guidelines
- SAP 360° Degree Instrument
- Certified regarding the assessments selected by SAP*

Others

- At least national reputation via speeches articles, books etc. (LMM: No)
- One or two topics of a special expertise (e.g. Public Speaking, Networking, etc.)
- Dress code sensitive
- (Top) Management role in a company for a longer time (LMM: No)

* All other assessments need the approval of the Assessment Team!

Why SAP finally centralized and standardized the Coaching Services?

1. Pool of coaches has to be managed globally with **25 % of one person** of SAP
2. A quick and **easy two step-process** to contact your coach for the first time
3. **Consistent high Quality**: all Coaches are checked and picked regarding their coaching education , experience and professionalism
4. **Global availability** at nearly all bigger subsidiaries of SAP
5. **Standardized evaluation process** to measure and compare (!) the performance of the coaches globally and between the two companies
6. **Negotiated prices** for all regions and foreseeable costs due to pre-packaged services
7. **Legal Security**: Already signed NDAs, finalized SOWs, approved Data Protection/Security processes etc.
8. Alignment with Stefan Ries´ (CHRO) **strategic message** of “Simplification and Standardization (and customer orientation)” within HR – as well as Bill McDermott´s (CEO) message of “ONE SAP” and Simplification



Our Intranet Page to request a Coaching Service

An Easy 2-Step Process

SAP Employee Network

Corporate Portal

Access: Internal Quicklinks Favorites Personalisieren Hilfe

Company SAP Portfolio Employee Services Finance & Administration Manager Services HR Workspace COO **Executive Team** Mehr...

Executive Team Overview

Executive Team > Executive Team Overview > **External Coaching for Executives** ★

External Coaching for Executives

Coaching is a key element of learning and development at SAP. In a complex globalized working and living environment, coaching can be one answer on how to deal with uncertainty and lack of orientation. Coaching is a form of personal and confidential consulting focused on leaders to support them in reaching their professional goals. Based on a temporary interpersonal communication between a coach and client, coaching focuses on moving clients forward. Its focal aim is to enhance or restore professional effectiveness and thus help people to help themselves. This highly customized service is focusing only on members of the ET (Executive Team), SET (Senior Executive Team) and the GET (Global Executive Team).

Quick Access

[Request Coaching f. Leaders](#)

What Do You Want To Do?

Learn about coaching

An executive coach provides an outside perspective as well as substantial business experience and acts as a sparring partner. Thousands of leaders have hired a coach to:

- Recognize potential obstacles to success and overcome them
- Discover and leverage their values, passions and strengths
- Prepare themselves for the next big step on their leadership path
- Improve their resilience and stay on top of mounting responsibilities

Contacts

[SAP Executive Coaching](#)

Further Information

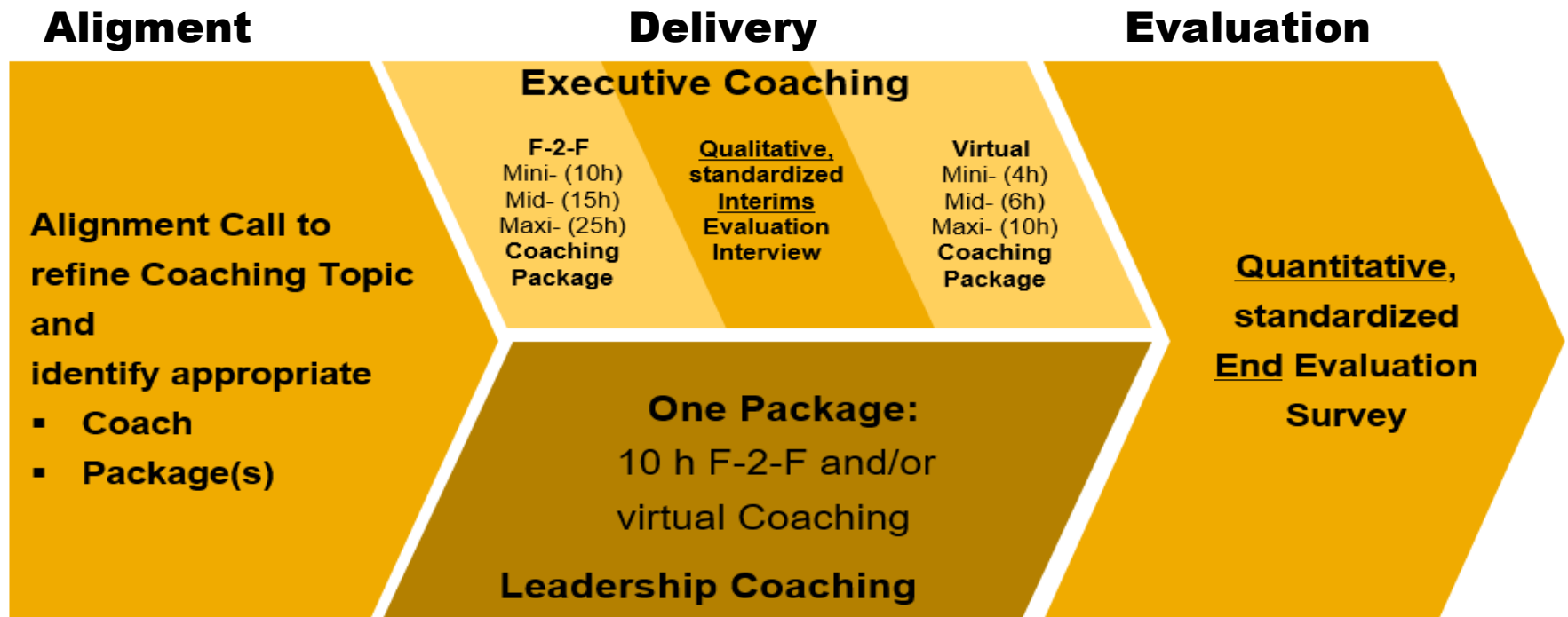
- [ExecCoaching Description](#)
- [ExecCoaching Pricing Model](#)
- [ExecCoaching Evaluation](#)

The following steps after the Request for Coaching

Select with the Consultant an appropriate Service Package and your Coach

The SAP Philosophy of Packages

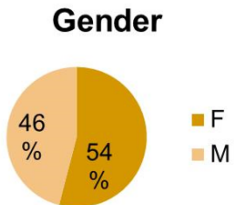
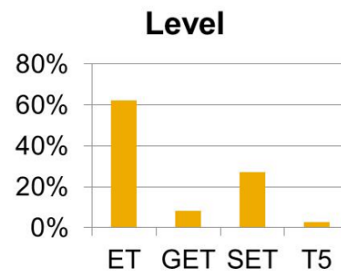
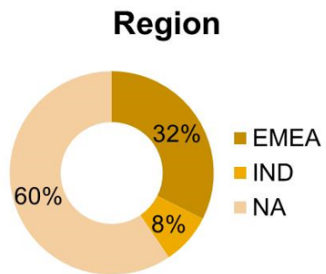
Coaching is a highly effective, efficient and limited SHORT time intervention. Goal and guiding principle is the independence of the Coachee from the Coach.



Reporting of Coaching Services

A blend of qualitative and quantitative Data

Overview Engagements after 12 months: 57



Average Quality Score
(Scale 0-10):

8,95

What our customers said...

"This coaching experience has had a substantial positive impact on my self-awareness and on my effectiveness as a leader"

"Flexible, professional, challenging, great"

"Awesome Coach!"

"Motivational. Insightful, actionable."

"I've never learned so much in such a short time"

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