



## **Integrated talent management at Commerzbank: Tailored online solution for systematic succession planning**

Cut-e Networking Event, Hamburg, 22nd March, 2012

# Agenda

---

**1. HR portfolio review**

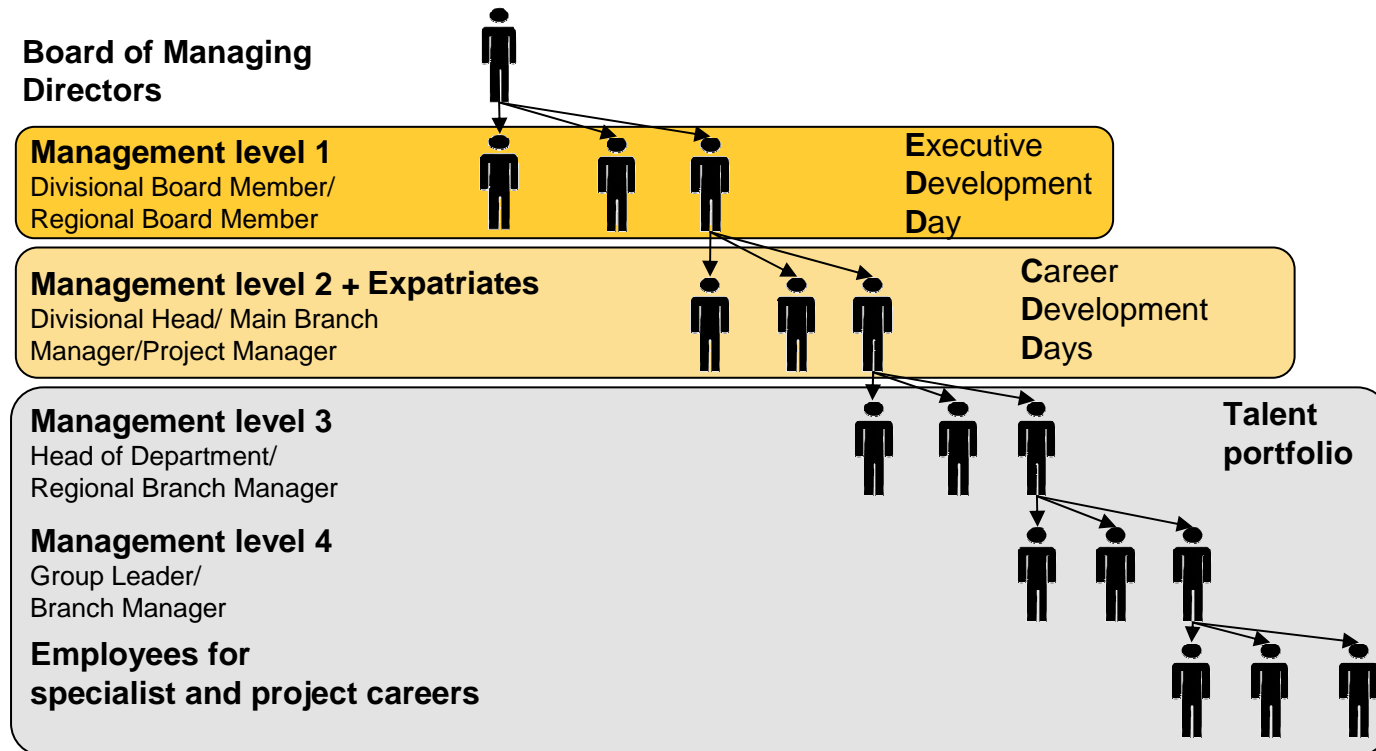
2. 360° Feedback

3. Executive Development Day (EDD)

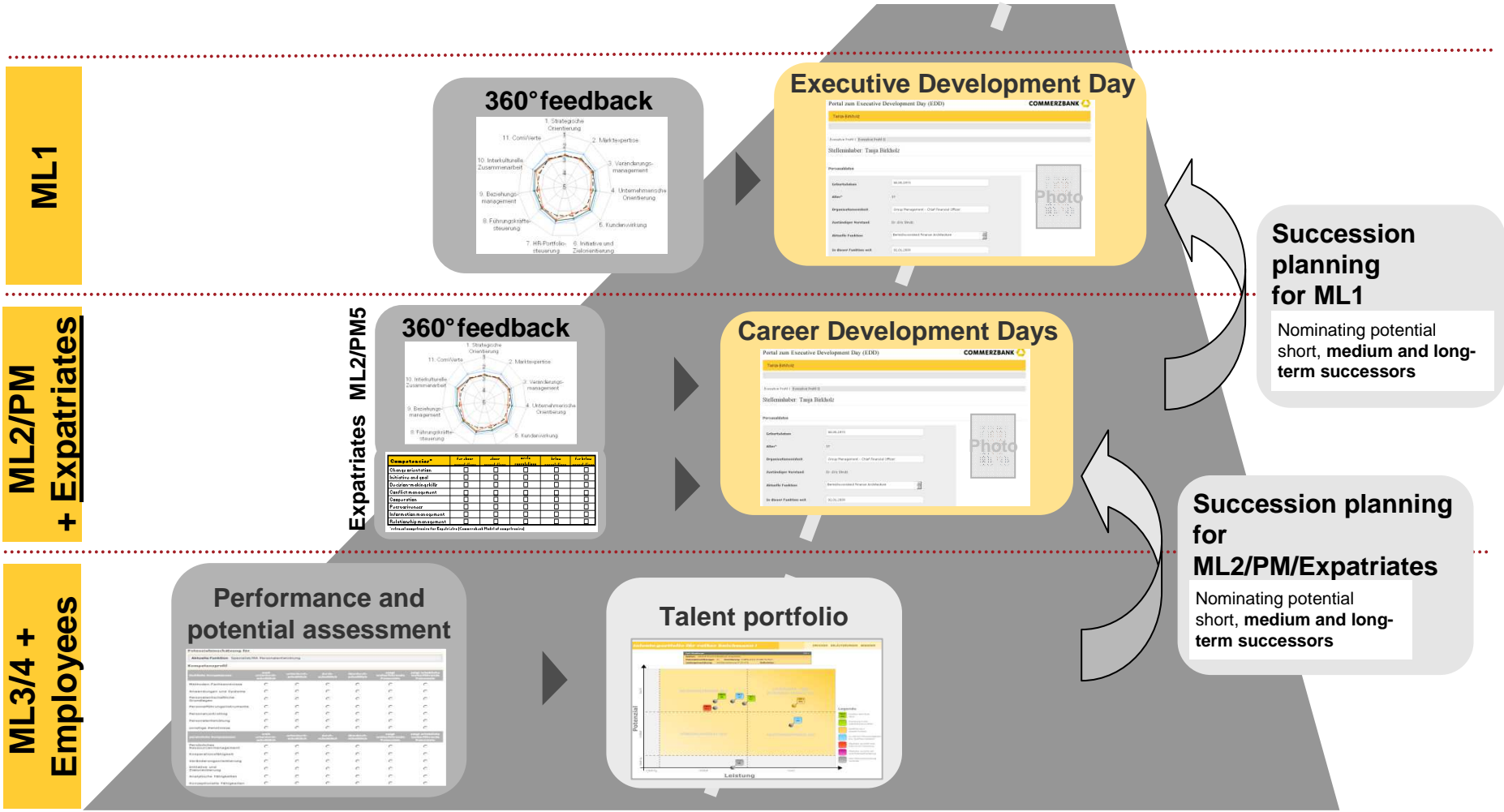
4. Career Development Days (CDD)

5. Next Steps

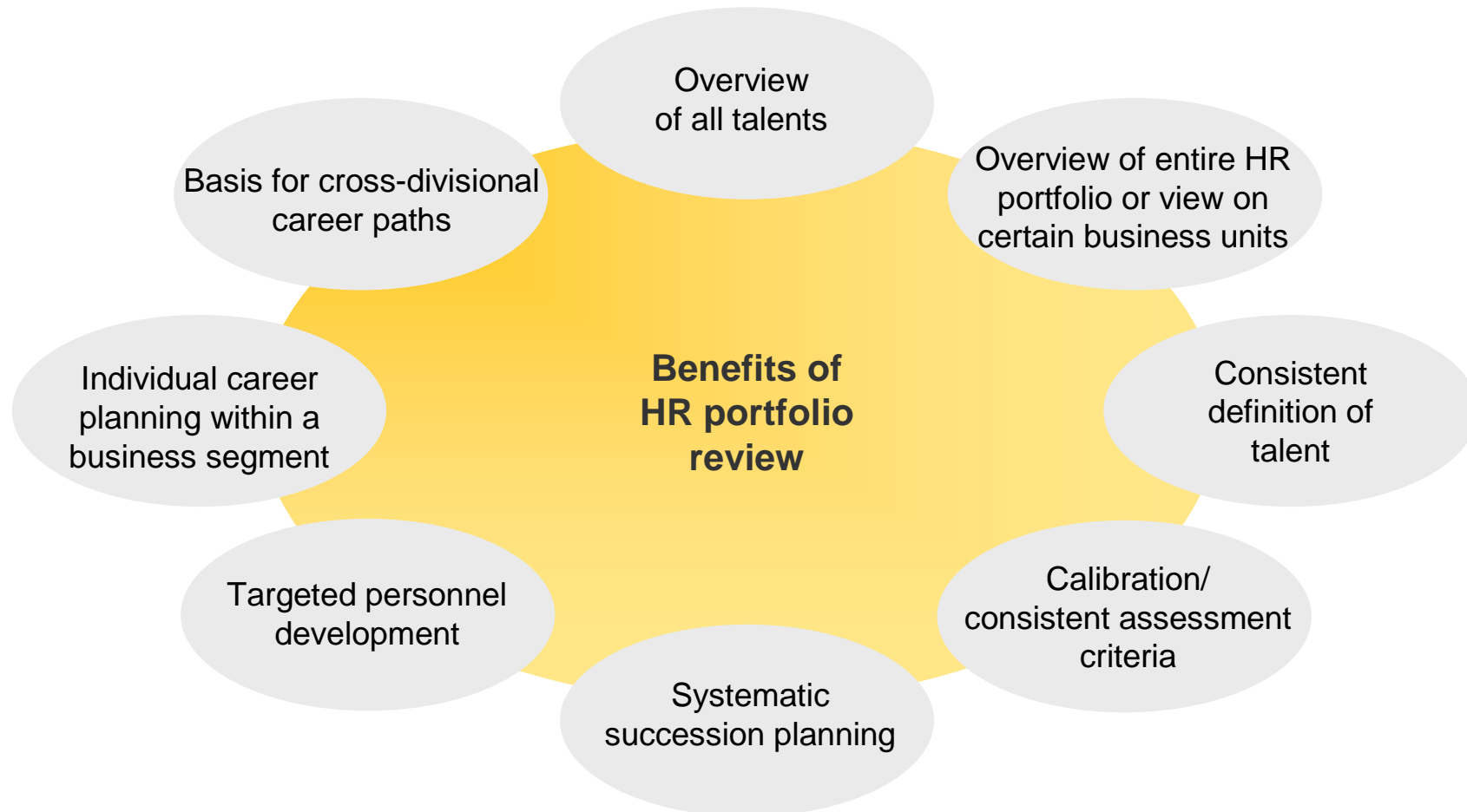
# The HR portfolio review is an annual process for all management levels and employees



# The HR portfolio review is integrated in a bottom up process in order to achieve a systematic succession planning across all levels



## The HR portfolio reviews are the basis for a targeted personnel development approach



# Agenda

---

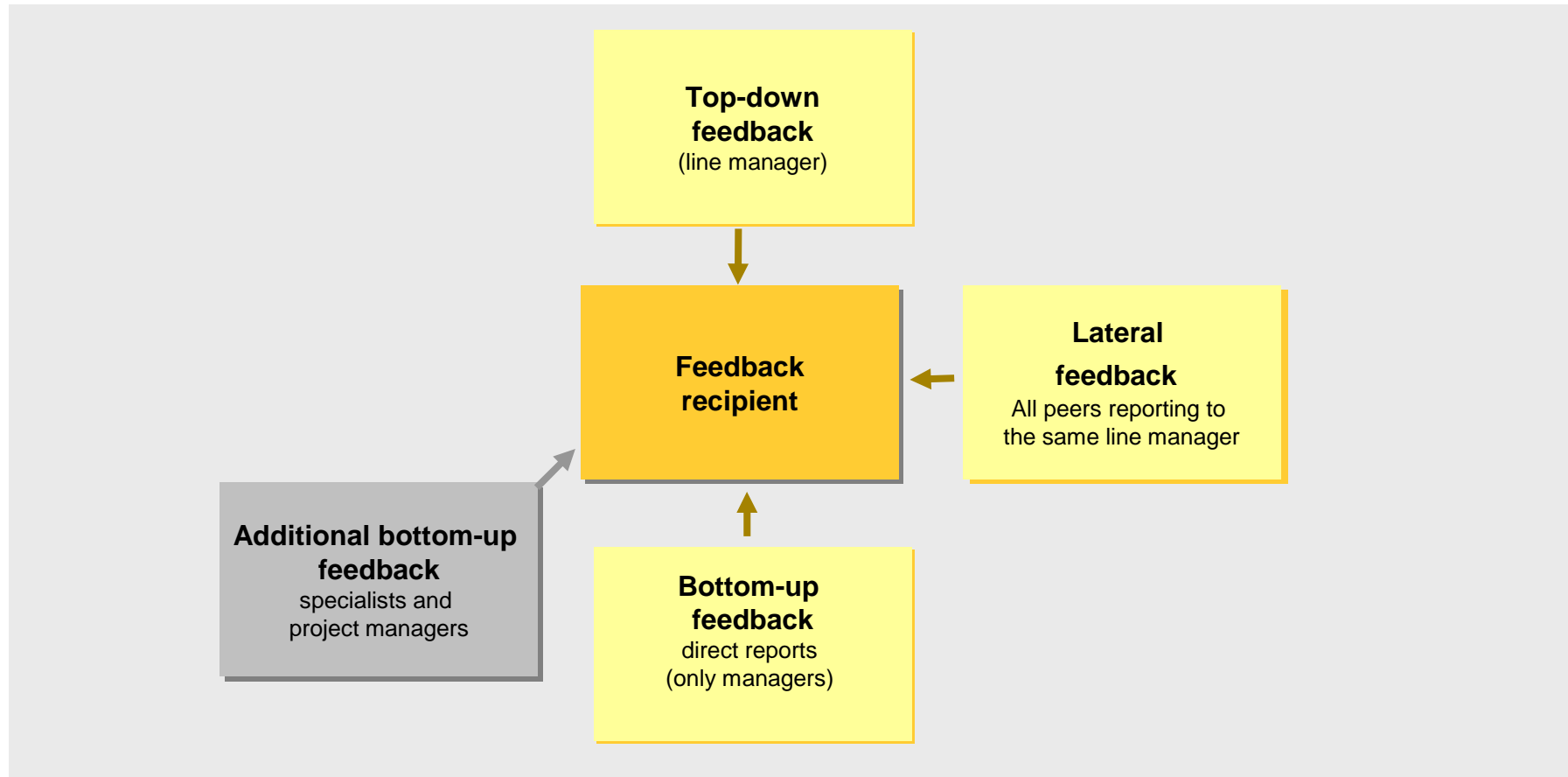
1. HR portfolio review
- 2. 360° Feedback**
3. Executive Development Day (EDD)
4. Career Development Days (CDD)
5. Next Steps

## 360° Feedback has been successfully implemented as a n annual development tool in 2007

- › 360° Feedback is taking place annually with a **positive feedback** and a **high participation rate**
- › Implementation of a regular process in order to foster an open **feedback and learning culture** at Commerzbank
- › Encouragement of an **open dialogue about leadership behavior** and leadership culture between managers and their line manager, on the basis of a common leadership understanding (with regard to: Commerzbank Model of Competencies)

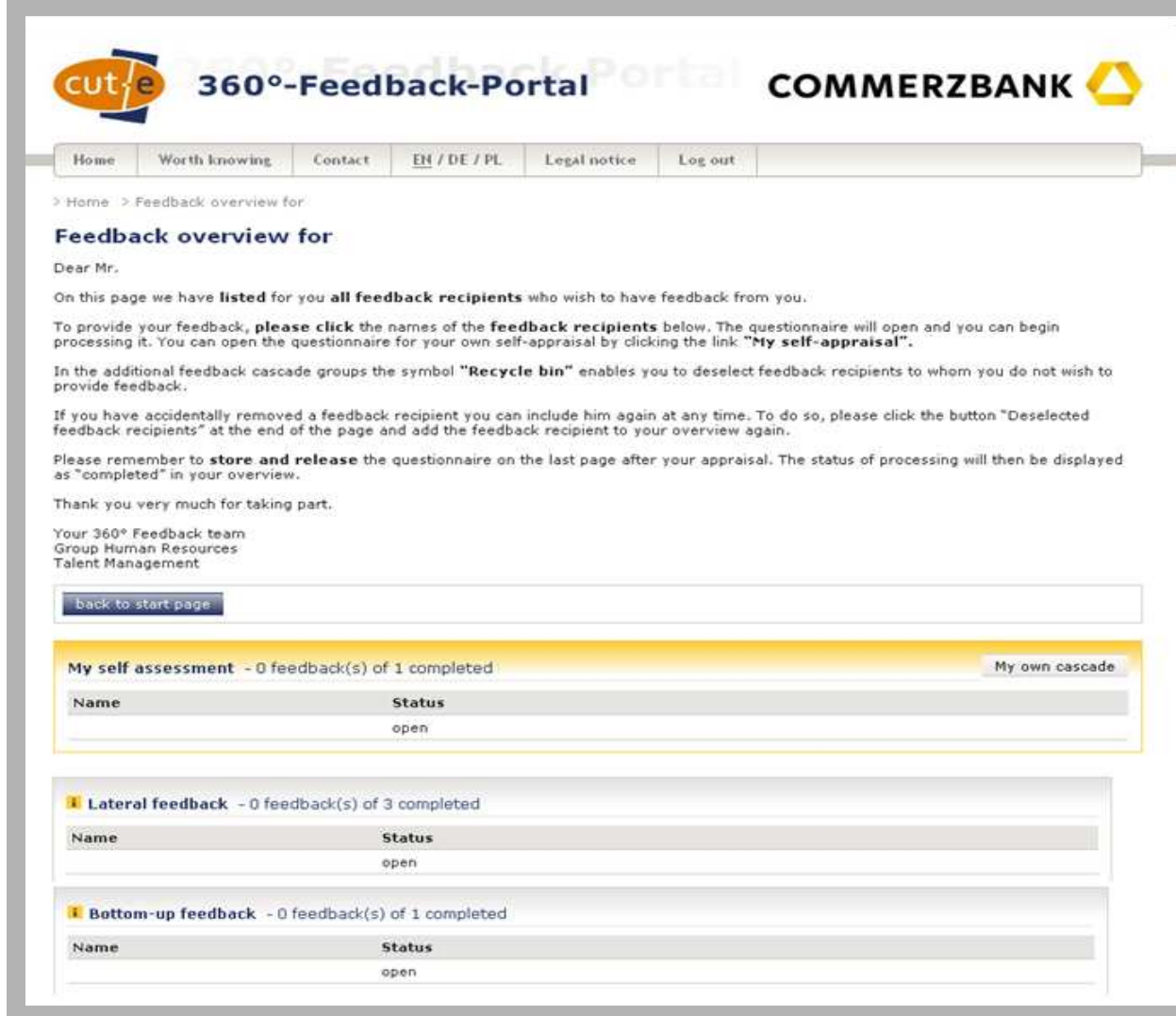



## Example 360° cascade for 2nd management level





# The 360° Feedback portal was tailored for the Commerzbank process



**cut:e** 360°-Feedback-Portal **COMMERZBANK** 

Home | Worth knowing | Contact | EN / DE / PL | Legal notice | Log out

> Home > Feedback overview for

### Feedback overview for

Dear Mr.

On this page we have **listed** for you **all feedback recipients** who wish to have feedback from you.

To provide your feedback, **please click** the names of the **feedback recipients** below. The questionnaire will open and you can begin processing it. You can open the questionnaire for your own self-appraisal by clicking the link **"My self-appraisal"**.

In the additional feedback cascade groups the symbol **"Recycle bin"** enables you to deselect feedback recipients to whom you do not wish to provide feedback.

If you have accidentally removed a feedback recipient you can include him again at any time. To do so, please click the button "Deselected feedback recipients" at the end of the page and add the feedback recipient to your overview again.

Please remember to **store and release** the questionnaire on the last page after your appraisal. The status of processing will then be displayed as "completed" in your overview.

Thank you very much for taking part.

Your 360° Feedback team  
Group Human Resources  
Talent Management

[back to start page](#)

**My self assessment** - 0 feedback(s) of 1 completed [My own cascade](#)

Name	Status
	open

**Lateral feedback** - 0 feedback(s) of 3 completed

Name	Status
	open

**Bottom-up feedback** - 0 feedback(s) of 1 completed

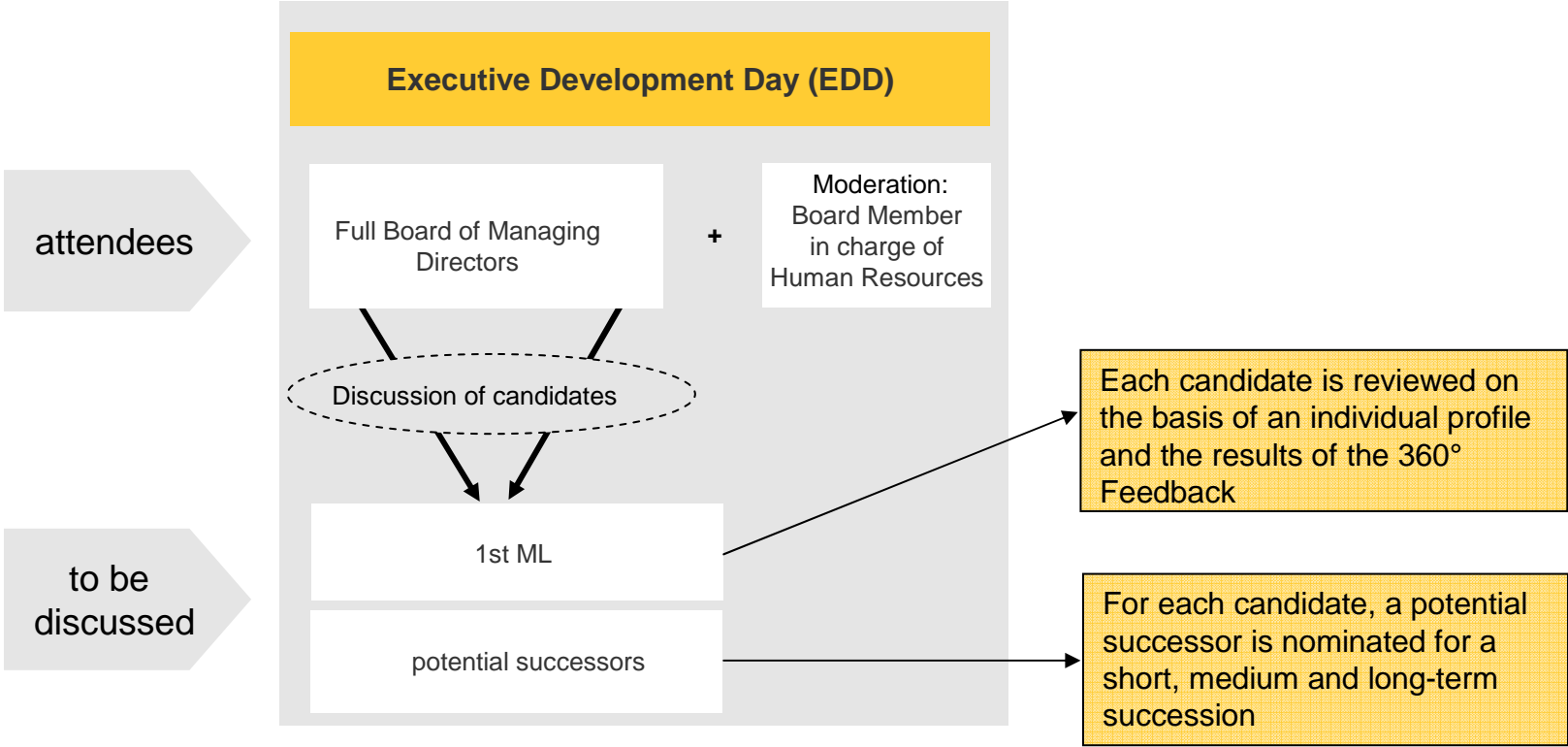
Name	Status
	open

# Agenda

---

1. HR portfolio review
2. 360° Feedback
- 3. Executive Development Day (EDD)**
4. Career Development Days (CDD)
5. Next Steps

# During the EDD, the full Board of Managing Directors reviews the 1st ML and their potential successors



# The EDD portal was tailored for the Commerzbank process

**1.** Page 1: To be filled in by HR and amended by the candidate

Max Muster

---

Executive Profile I Executive Profile II

---

**Personal data**

Date of birth: 15.03.1980

Age\*: 30

Organisation unit: GM-HR Talent Management

Resp. Board Member: Max Muster

Current Function: Spezialistin

Current function since: 2008

Date of entry: 2004

CMP/Führungskreis/LEP:

Target Compensation:

Mobility: World wide

Education: Dipl. P...

**Career History**

Period	Formation/Employer	Function
2008-heute	Commerzbank AG	Spezialistin

**2.** Page 2: To be filled by HR and Board Member

Max Muster

---

Executive Profile I Executive Profile II

---

**Development**

Target position:

Successor for:

Readiness: No assignment

Measures:

**Succession Planning\***

Short-term (immediately\*)

Medium-term (in 3 years)

Long-term (in 5 years)

\* Please note to regard especially women in your succession planning.

\* For data protection reasons it is not allowed to forward the reports to others or to store the reports on different devices

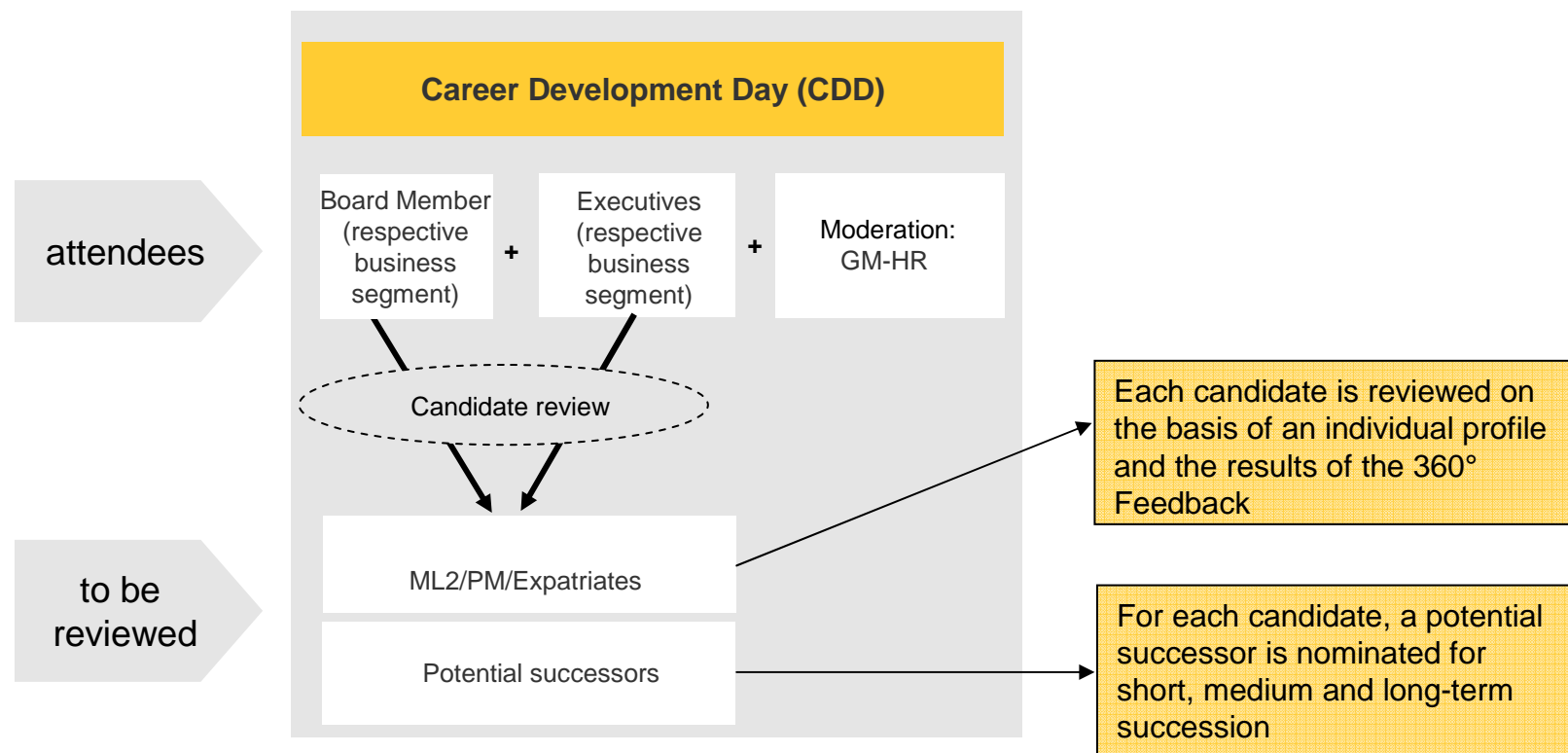
Comments:

# Agenda

---







1. HR portfolio review
2. 360° Feedback
3. Executive Development Day (EDD)
- 4. Career Development Days (CDD)**
5. Next Steps

## During the CDD, the Board Member and their Executives review the respective candidates and their potential successors



# The CDD portal was tailored for the Commerzbank process

### CDD Profile I / CDD Profile II

Career Development Day (CDD) Portal	Career Development Day (CDD) Portal
Sofia Laford*	Sofia Laford*
CDD Profile I   CDD Profile II	CDD Profile I   CDD Profile II
<p><b>Personal data</b></p> <p>Date of birth: 01.01.1970</p> <p>Age: 41</p> <p>Gender: -- Please select --</p> <p>Business unit : <input type="text"/></p> <p>Responsible Executive: Sofia Laford*</p> <p>Current role : <input type="text"/></p> <p>Current role since: <input type="text"/></p> <p>Date of employment: <input type="text"/></p> <p>CMP/ CPP (highest) : <input type="text"/></p> <p>ComMap: Ladder <input type="text"/> Level <input type="text"/></p>	<p><b>Talent Grid Rating</b></p> <p>Classification in box : -- Please select --</p> <p><b>Development Plan</b></p> <p>Development Plan: -- Please select --</p> <p><b>Successors</b>  </p> <p>Short-term (immediately*)</p> <p>Medium-term (in 1-3 years)</p>

# Agenda


---

1. HR portfolio review
2. 360° Feedback
3. Executive Development Day (EDD)
4. Career Development Days (CDD)
- 5. Next Steps**




# The next step is the integration of all the three online portals

Home | Abmelden

Control-Centre **Talent-e** COMMERZBANK 

Lorem Ipsum

---



Lorem ipsum dolor sit amet, consetetur sadipscing elitr, sed diam nonumy eirmod tempor invidunt ut labore et dolore magna aliquyam erat, sed diam voluptua. At vero eos et accusam et justo duo dolores et ea rebum. Stet clita kasd gubergren, no sea takimata sanctus est Lorem ipsum dolor sit amet.


**Bitte melden Sie sich an!**

Benutzername\*

Passwort\*

\* Pflichtfelder

**anmelden**



Lorem ipsum dolor sit amet, consetetur sadipscing elitr, sed diam nonumy eirmod tempor invidunt ut labore et dolore magna aliquyam erat, sed diam voluptua. At vero eos et accusam et justo duo dolores et ea rebum. Stet clita kasd gubergren, no sea takimata sanctus est Lorem ipsum dolor sit amet.

**360° Feedback**

Lorem ipsum dolor sit amet, consetetur sadipscing elitr, sed diam nonumy eirmod tempor invidunt ut labore et dolore magna aliquyam erat, sed diam voluptua. [➤ Mehr](#)

**Career Development Day (CDD)**

Lorem ipsum dolor sit amet, consetetur sadipscing elitr, sed diam nonumy eirmod tempor invidunt ut labore et dolore magna aliquyam erat, sed diam voluptua. [➤ Mehr](#)

**Executive Development Day (EDD)**

Lorem ipsum dolor sit amet, consetetur sadipscing elitr, sed diam nonumy eirmod tempor invidunt ut labore et dolore magna aliquyam erat, sed diam voluptua. [➤ Mehr](#)

**Helpdesk**

Noch Fragen? Dann schauen Sie bitte bei „Fragen & Antworten“ nach.

➤ FAQ

Oder schicken Sie uns eine E-Mail mit Ihren Fragen.

➤ Helpdesk

[Zum Seitenanfang](#)

**Gemeinsam mehr erreichen**

Copyright © 2002-2010, cut-s gmbh, cut-s and the cut-s logo are trademarks of cut-s gmbh.

## Contact

**Marco Jochum**  
**Group Human Resources**  
**Talent Management**  
**Head of Department Succession Planning & Talents**

phone: +49 (0)69 / 136-42069  
email: marco.jochum@commerzbank.com

Commerzbank AG  
Group Human Resources  
Talent Management  
Succession Planning & Talents  
Mainzer Landstraße 37  
60329 Frankfurt / Main  
Germany

---

*postal address:*

Commerzbank AG  
Group Human Resources  
Talent Management  
Succession Planning & Talents  
60261 Frankfurt am Main