



individual | international | innovative

BUSINESS SUCCESSION PLANNING

Individual Development Program

DB Rail Academy

Succession Planning

Most transport organizations consider their employees the main assets to their businesses. To have a prosperous, competitive, and growing business, employers should attract, retain, and motivate qualified employees which will consequently, lead to more profitable and productive business. Thus, talent management is a constant process that involves identifying, attracting, and retaining high-quality employees, developing their skills, and continuously motivating them to improve their performance. It includes identifying, attracting, and recruiting the competent workforce based on their suitability and fulfillment of the job requirement.



The Program



Assessment & Status Quo

The successors' current level of proficiency will be determined through a comprehensive assessment. The evaluation process is a valid aptitude diagnostic procedure that is successfully implemented within Deutsche Bahn Group for the systematic selection of candidates for higher level positions. It consists of different components to identify the level of technical expertise, managerial and leadership competencies as well as professional and behavioral aspects required for the selected position.



Individual Development Program

Based on the results and the determined readiness level of the candidate, a targeted and individual development program will be designed. Each successor will undergo a program of three years under technical and professional guidance to ensure a timely transition of responsibilities. The program will consist of different components such as job specific trainings, shadowing, site visits tour as well as different guides and coaches for managerial and leadership skill development.

The Components



Requirements Analysis:

Specific requirements for the target function are identified based on the impact areas by defining the relevant competencies, personality traits and proven track report to archive the defined business targets.

Assessment methods



Interview

Interview with DB Top Managers in an equivalent position and two psychologists under usage of a guideline based on the requirements analysis and success-critical characteristics.



Psychometric Test

Online procedure identifying career-relevant personal preferences as well as testing cognitive performance. Focuses on analyzing how work relationships are preferentially shaped, which strategies are preferred for accomplishing tasks, and which are the sources of individual energy and motivation.



Project Assignment

Aims to identify the candidate's professional expertise and managerial competencies through the development and creation of a technical report. Based on a case study or scenario a hypothetical case is simulated in which decisions or problems are described. Its objective is to discuss and analyze the strategic situations that will potentially arise to the candidate in the future.



Scoring

Based on a system of categories representing the target profile, variables and their respective values are defined. The results of the different assessments are allocated to the respective categories and the total result calculated based on the mathematical algorithm. The final score is a percentage of how close the candidate fulfills the predefined categories. Based on the scoring the candidates are clustered into different categories that reflect their readiness level.



Individual Development Plan

The individual readiness level will be described in a development roadmap consisting of different development measure(s) to prepare the successor for a full transition.



Development Measures

- Business Game** Game concept that serves to gain an entrepreneurial mindset whilst acting in a playful and fun way. The participants are divided into teams and assume entrepreneurial responsibility for the successful management of a (simulated) company.
- Coaching** Accompanies employees with a coach in the development and implementation of personal and professional goals. The employee is supported individually and professionally with various methods and consulting concepts.
- Horizontal Change** Systematically changing position, workplace, and tasks within the same level of hierarchy and with leaving the current department to establish knowledge and expertise in breadth. With this, a change in perspective can take place and so gain a comprehensive understanding of the overall functionality of the company, its organization, and interfaces.
- Interim Management** Temporary representation of an executive or higher positioned manager for a period of usually three to twelve months. Either first management tasks are actively taken on or it is temporarily switched to another management function to gain experience with a different team in another environment.
- International Study Tours** Guided tour within an international company with technical visits to different facilities, interactions with high experienced international professionals and insights into the business, processes and activities of the company.
- Job Enlargement** Gives additional upstream or downstream activities to the employee that are at the same requirement level as the current tasks. This can relate to specialist tasks by taking on additional subject areas, working on specialist projects or taking on more responsibility with greater decision-making authority or greater strategic scope.
- Job Enrichment** Expands the employee's scope of duties. The additional tasks are not at the same level, but at a level with a higher demand. The employee is given new tasks, more decision-making power, competence and responsibility.

**Job Rotation**

Systematic change of workplace or task for a period of three to six months. The 1:1 exchange enables to get to know the work processes of another department and to take over the specific tasks in the day-to-day business of the exchange partner.

Job Shadowing

Accompaniment of a partner in another department or another function. This can be done in the respective professional everyday life. During this time, the employee observes the colleagues, has work processes explained to him/her and takes part in meetings.

MBA in International Rail Management

Master of Business Administration that combines general management, personal competency development and the fundamentals of business administration with a specialization in rail management.

Mentoring

Support relationship between two people over a long period of time. An experienced person passes on specialist, informal and experiential knowledge to a person seeking advice. Mentoring on a regular basis ensures a weekly guidance on job specific tasks and daily business.

Network Program

Internal tour through the company by establishing the individual's knowledge in organizational structure, departments, tasks, responsibilities, and other employees. It is an immersion in the daily work of different departments for one day per department within a timeframe of 6 months.

Peer Case Consultation

Structured procedure in which one participant in a group is advised by his/her peers about his or her specific concern. A set procedure with defined client, consultant, and observer roles provides structure.

Position Holding

Sharpens the employee's individual profile by deepening the knowledge and expertise in processes, tasks, areas of competencies necessary for the respective position. Accompanying measures can be planned to expedite the individual development.

Process Review

Analyzing a process in depth for a certain period or time to identify ways for optimization whilst concentrating on each single aspect. The results will be discussed and presented to the superior and/or to the respective process owner as part of a continuous improvement cycle.



Project Management

Working on complex projects or problems with a defined objective for a limited period of time and with limited resources and framework conditions. Modern project management methods are used to achieve the goals in a quality, cost effective, and timely manner.

Research & Presentation

Research on a precisely defined topic with a concrete problem definition. The findings should be presented including status reports, new ideas and suggestions for improvement, and approaches and concepts.

Service Days

Measure for managerial staff with focus on providing direct insights into a specific department, ideally with focus on the core business. It requires an active participation in the operational tasks and duties for one day by becoming a member of an operational team for a short period of time and supports managerial staff in broaden their perspective.

Site Visits

Site visits to internal and/ or external facilities for one day provide practical insights into the daily businesses and operational activities. With knowledge exchange between experts and employees, the understanding of the core tasks and responsibilities will extend.

Social Events

Regular participation in national or international events as well as in internal events provides a platform of sharing and exchanging knowledge about best practices, business tactics, and latest trends of the market, as well as to extend the network and to improve the credibility and reputation of the business.

Support Responsibility

Encompasses additional tasks which are assigned by a manager of a higher position. The tasks can be unique tasks or smaller tasks embedded in a greater process of which the employee will be responsible for its results to support the higher manager.

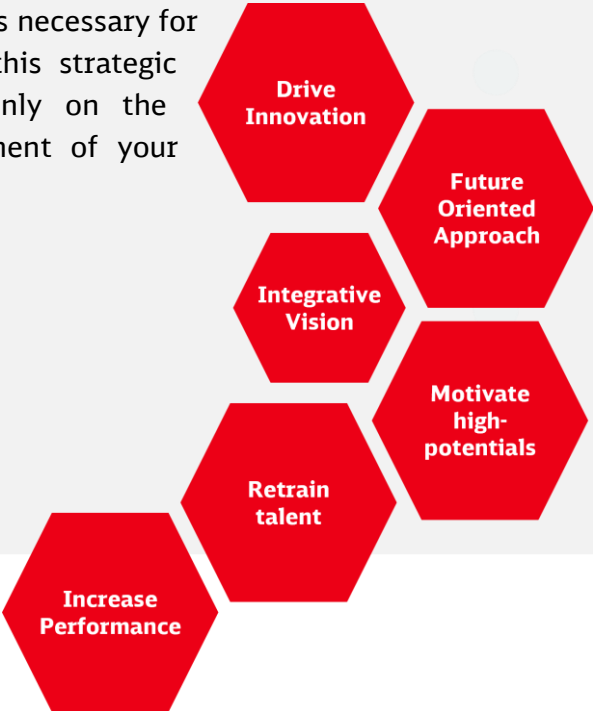
Training Course(s) & Programs

Accompanying measure for individual development and advancement. The subject of the training should be based on the employee's acute educational and professional needs. This can be professional training as well as training dealing with personality, behavior and working methods.

The Facts & Benefits

Systematic employee and management development is necessary for a future-oriented approach. A key component of this strategic succession planning is because it focuses not only on the organization's performance, but also the development of your employees and managers.

Duration*	3 - 6 Months
Legitimation	Official Nomination
Participants	Min. 3 Candidates per Position
Language	English
Costs**	6,500 €



**Duration includes only the process of assessing & developing the IDP plans & measures. Monitoring & implementation of the measures are not included.*

***Price indication per candidate. The more candidates there are for the more positions, the more favorable it become in price.*



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