

Strategic Executive Planning Gets a Lift

Active executive management at Lufthansa

To be commercially successful, a service provider must consider its employees as its most important resource. "For this reason, systematic and targeted management development is absolutely essential," says Dr. Sylvia Branke, Director of Executive Development Strategies, describing the main challenge in terms of human capital facing an aviation group with worldwide operations like Deutsche Lufthansa AG. "The available leadership qualities, competencies, and technical expertise must be in synch with strategic corporate plans and objectives," adds Branke.

These days, one of management development's objectives is to have a transparent overview of the group's human resource potential at all times so that any vacancies can be quickly and immediately filled with in-house personnel. Another key task is to further develop executives in a targeted manner to support succession and career planning. Within the scope of its 'Structure' (Executive Asset Management) executive development system, Deutsche Lufthansa is using StepStone's ETWeb™ software to administer and monitor potential- and performance-related data of its executives and junior managers.

In a flexible and multifunctional manner, the tool helps to compile and generate reports pertaining to human capital, including the capability of carrying out ad hoc analyses. With a few mouse clicks, one can assess the state of management capital for the individual job families. One can also identify any upcoming shortages as well as potential candidates among current executives and junior managers in the group. By comparing job specifications against individual qualifications, human resource managers can locate suitable talent that can be prepared as potential candidates for a given position using specific skill and competency acquisition training. The program also lets one gauge the effects of position changes at any time and determine the ranking of suitable candidates to ensure the proper succession of key functions.

In order to implement the steerable group-wide executive development system she designed, Branke went looking for an efficient Talent Management solution. After thoroughly examining the various possibilities, she quickly opted for StepStone's ETWeb™. The totally Web-based solution impressed HR specialists and IT experts with its selection of features. In addition to its general functionality, the StepStone solution was a favorite thanks to its userfriendly operation and flexibility as well as configurability in regard to process management and creating layouts for forms and reports using Deutsche Lufthansa's corporate design. Another significant criterion was its integratability with SAP, a standard solution used by HR within the Lufthansa Group to periodically reconcile data.



Lufthansa



Key Facts

- Lufthansa uses StepStone ETWeb™ to run its 'Structure' executive development system.
- To date, the "Executive Development Strategies" department has implemented the solution in the business areas of Passenger Airlines, LH Technik, LH Cargo, LH Systems, Lufthansa Flight Training (an affiliated company), and other head office units.
- Diverse analysis capabilities provide current charting of management potential and all job families.
- Data management for 800 C-level executive and junior manager positions.
- Capability of keeping information updated thanks partially to the Self Service functionality.
- Modules implemented: HR Management, Skills & Competency Management, Career & Succession Planning, and reporting.
- Integration with the SAP system.

Essentially, we have created an executive development steering system that gives us transparency over management potential in the group and its development. At any time, StepStone ETWeb™ can analyze the effects of job changes, generate a ranking for suitable candidates, or project excesses or shortages in job groups.

Dr. Sylvia Branke, Director of Executive Development Strategies, Deutsche Lufthansa AG

Using a top-down approach, software implementation began in 2002 with senior management and then, after close coordination with the individual divisions, worked its way down to include other management levels.

In the central database, StepStone ETWeb™ currently maintains information pertaining to competencies, strengths, special skills and similar characteristics of about 1,200 employees at the executive and junior manager levels groupwide. Besides setting up the system within the company, Lufthansa also plans on introducing StepStone ETWeb™ components to generate organizational charts. This will enable company decision-makers to better visualize the relationships between organizational structure, management capital, and position-occupancy scenarios.



Deutsche Lufthansa AG

Deutsche Lufthansa AG is one of the world's largest airlines. The aviation group focuses on its core competencies in the following six business areas: Passenger Airlines, LH Cargo, LH Technik (aircraft maintenance, repair, and overhaul), LSG Skychefs (catering), Thomas Cook AG (travel agency), and LH Systems (IT services). In 2005, Lufthansa posted sales of €18.1 billion, an increase of 6.5 percent. The operating profit increased by 50.7 percent to €577 million. The Group's results after taxes improved by 12.1 percent to €453 million. By the end of 2005, the Group had 92,000 employees worldwide.

Challenges...

- A need for transparency and the capability to compare information pertaining to management potential within the Group
- A need to perform quantitative analyses pertaining to position vacancies and potential in the individual job families groups.
- Manual procedures

...and Solutions

- IT-supported navigation system pertaining to executive development and potential with a multifunctional analysis capability
- Active, forward-looking executive development
- Targeted assessment in regard to potential vacancies in executive positions
- Transparent and standardized database including data about the potential of executives and junior managers

StepStone Solutions

StepStone, a pioneer in the area of online e-Recruitment products and solutions, delivers a powerful complete suite to reinforce each element of the recruitment and retention process from the initial pre-hire attraction of candidates, through on-boarding to Total Talent Management of employees post-hire including HR Management, Performance Management, Compensation Management, Skills & Competency Management as well as Career & Succession Planning, Training & Development Management and Organisational Charting.

StepStone's fully web-based software solutions have been deployed by more than 800 companies such as Akzo Nobel, Audi, Bacardi, BASF, Bayer, Beiersdorf, Cable & Wireless, Carlsberg, DHL, Lufthansa, McDonald's, Novartis, SGS, Siemens, Smurfit Kappa Group, Swisscom IT Services, randstad, Swiss Re and Volkswagen. StepStone's worldwide offices in Europe, North and South America, Asia and Australia, its partners and distributors guarantee customer proximity.

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