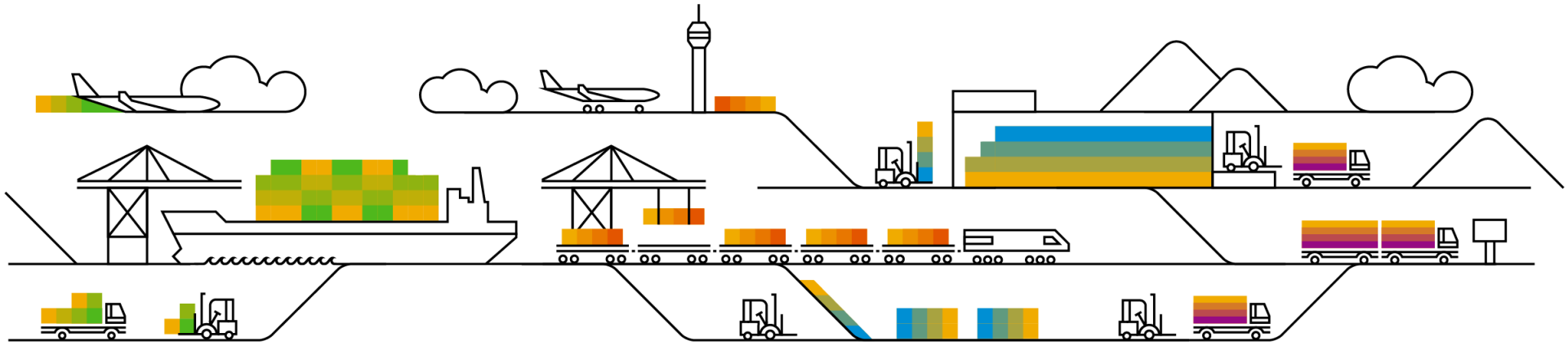


Retaining Top Talent

How to keep HIPOs engaged when there aren't enough promotions to go around

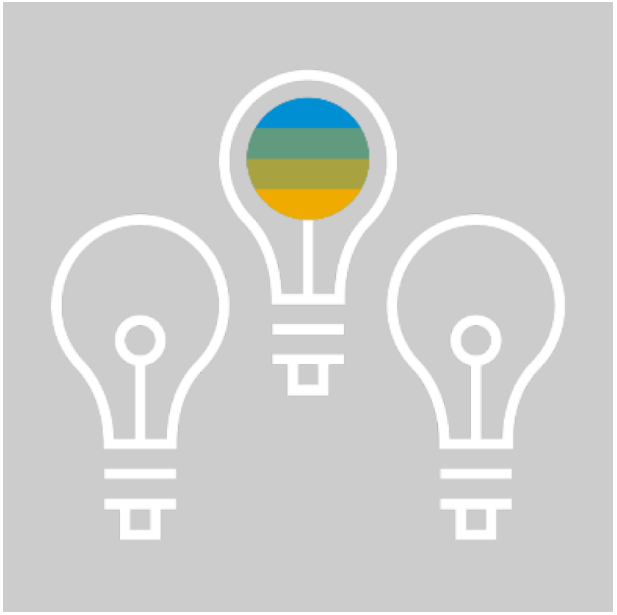
Julie Abel-Hunt,
VP, Global Learning and Development, SAP
Eliza Hines,
Senior Manager, Learning Delivery, SAP

December, 2018

SAP Run Simple

Defining the High Potential

Characteristics:
- Takes risks
- Easily Adapts / Agile
- Innovative / Big Picture Thinking
- Independent
- High EI
- Constructive Collaboration
- Plans for the Future
- Leads
- Takes Feedback



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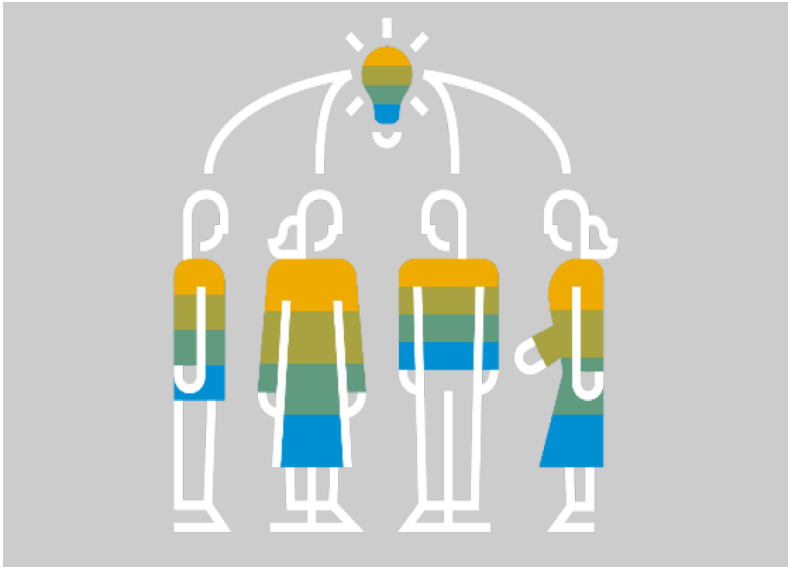
Retention | What The Data Tells Us

- Only **30% of employees** have a clear advancement paths.

- **One-fifth of employees** identified lack of advancement opportunities as reason for leaving.

- High-performance organizations are **7% more likely** than other organizations to provide informal career coaching.

- On average, the employee voluntary turnover rate is **6% less** for high-performance organizations than the turnover rate for low-performance organizations.



Sources: Brandon Hall Group 2018 Career Development Survey

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The Problem

When your best employees are not engaged, they are as likely to leave your organization as your employees who tend to have performance issues and are unhappy.

Source: Gallop Poll

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Culture | Making Good Better

Bill McDermott, CEO, SAP

We need real conversations in real time

To be agile in our ever-changing business landscape, we need to rethink our current annual performance management practices at SAP.

The best way to ensure accelerated company performance is through continuous growth and development of our employees.

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Motivating HiPos

Tips

- Invest in their Development
- Increase Visibility
- Encourage Flexibility
- Recognize Employees
- Peer Learning
- Social Responsibility

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SAP Talk

SAP Talk:
- Across all levels of leadership
- Move away from annual performance ratings
- Move toward authentic, frequent career discussions
-Coaching training for leaders
-Career coaching
-Mentoring

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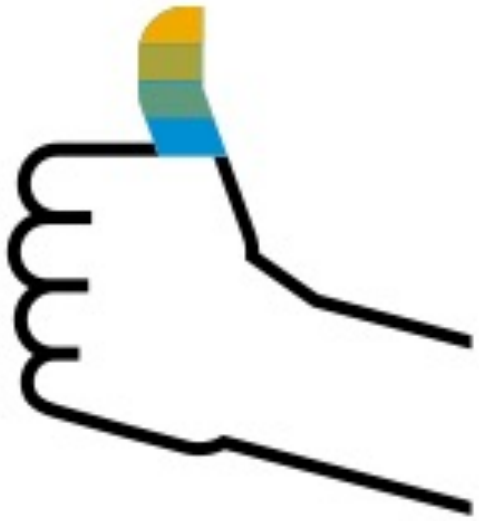
Retaining High Potential Employees

What works well:
- Alignment across all levels of leadership
- Authentic, frequent career discussions
-Formal programs: SAP Talk, Coaching, Mentoring, Shadowing
- Providing opportunities: team leadership, cross-functional projects, increased visibility



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Thank you.

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