



Pavel Chronc, Country HR Manager at ABB Bulgaria EOOD, September 30th 2014

Learning & Development Talent Management HR Conference, Sofia

Agenda

- ABB Group
- ABB in Bulgaria
- Importance of Learning & Development and Talent Management
- Yearly Performance and Development Appraisal
- Learning & Development
- Talent Management



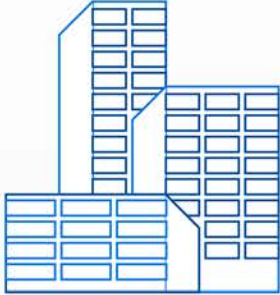
ABB around the world

Global leader in power and automation technologies

~145,000 
employees

 **\$42**
billion
In revenue
(2013)

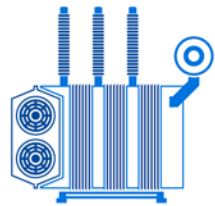
Present
in
+100 
countries

Formed
in
1988 
merger of Swiss (BBC, 1891)
and Swedish (ASEA, 1883)
engineering companies

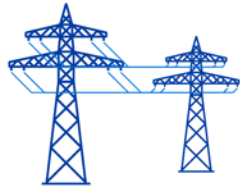


How is ABB organized

Five global divisions



**Power
Products**



**Power
Systems**



**Discrete
Automation
and Motion**



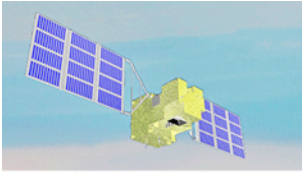
**Low Voltage
Products**



**Process
Automation**

Power and automation are all around us

You will find ABB technology...



orbiting the earth and working beneath it,



crossing oceans and on the sea bed,



in the fields that grow our crops and
packing the food we eat,



on the trains we ride and in the facilities
that process our water,



in the plants that generate our power and
in our homes, offices and factories

ABB in Bulgaria

One company with main office in Sofia, having offices and branches in five locations.



ABB in Bulgaria

What do we produce?



Assembling
ESB-Components



Assembling
Thermal
Overload Relay



DIN rail mounted
products



DIN Rail
Components



Low Voltage
Breakers
Components



Plastic
Enclosures



PPMV Breakers



Gas Insulated
Switchgears
(GIS)



Generator Circuit
Breakers
(GCB)



Metal Enclosed
Capacitor Banks
(MECB)



TriDry
Transformers for
MV Products

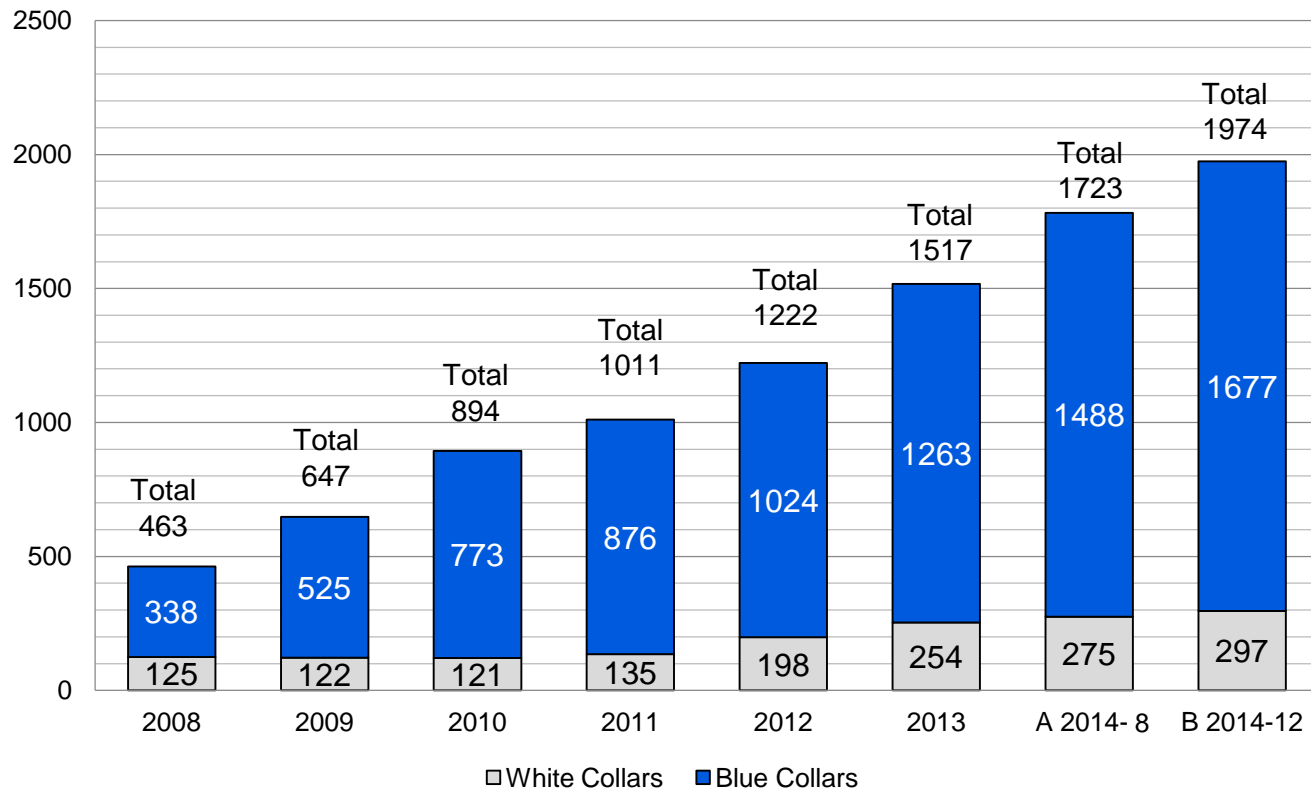


High Voltage
(HV)
disconnectors

ABB in Bulgaria

Number of Employees

Number of Employees 2008-2014



Importance of Learning & Development and Talent Management.

- People are key asset to any organization
- Companies have to adapt rapidly to changing conditions: market situation, new orders, new opportunities, demographic changes etc.
- Employees have to be prepared to fulfill companies objectives
- Companies have to be ready to provide employees the learning and development opportunities
- This is a task not only for HR, but mainly for line managers

Yearly Performance and Development Appraisal

How do you perceive Yearly Appraisal?



Yearly Performance and Development Appraisal at ABB

- Annual (biannual) discussion between employee and line manager about:
 - performance,
 - development
 - and career path.
- This is a true dialogue in which we seek to align employee interests and business needs.
- The whole process is run in HR Group Tools, ABB Global HR SAP System.
- One appraisal template through the whole ABB Group.

Yearly Performance and Development Appraisal

Link to other HR processes.

- Performance and Development Appraisal is linked with:
 - Annual salary review,
 - Employee's development and career plan,
 - Business unit's training plan preparation,
 - Succession planning,
 - Talent Identification process
 - and Global mobility.

Learning & Development

How do we learn?

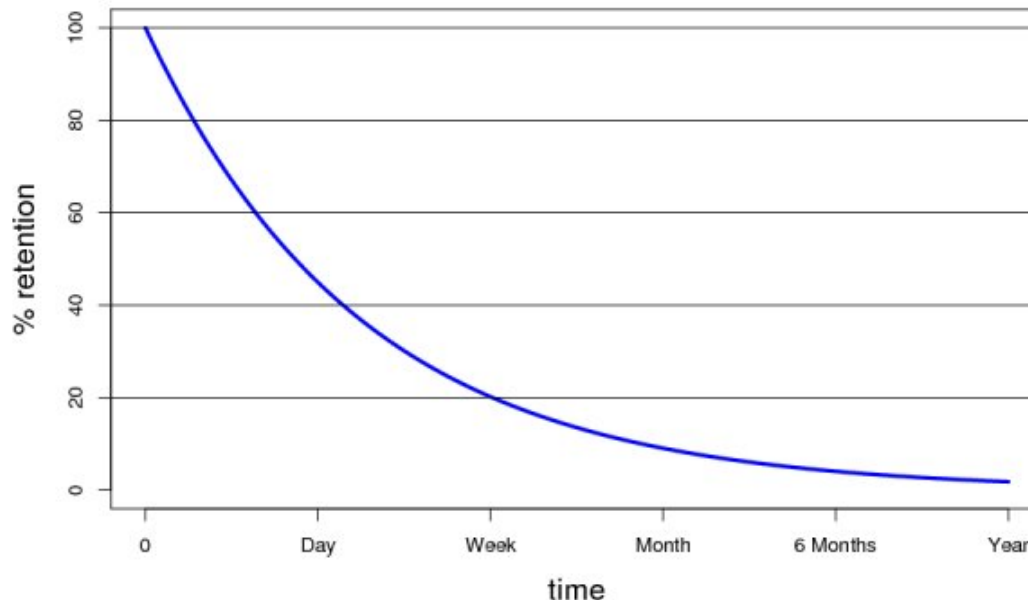
- How do we learn most efficiently?
- Is equation “Learning and Development = Formal training” right?



Learning & Development

How do we learn?

- Hermann Ebbinghaus, in 1885, extrapolated the hypothesis of the exponential nature of forgetting.
- The forgetting curve:



- In one day we forget more than 50% of we have learnt unless we have opportunity to practice.

Learning & Development

How do we learn?

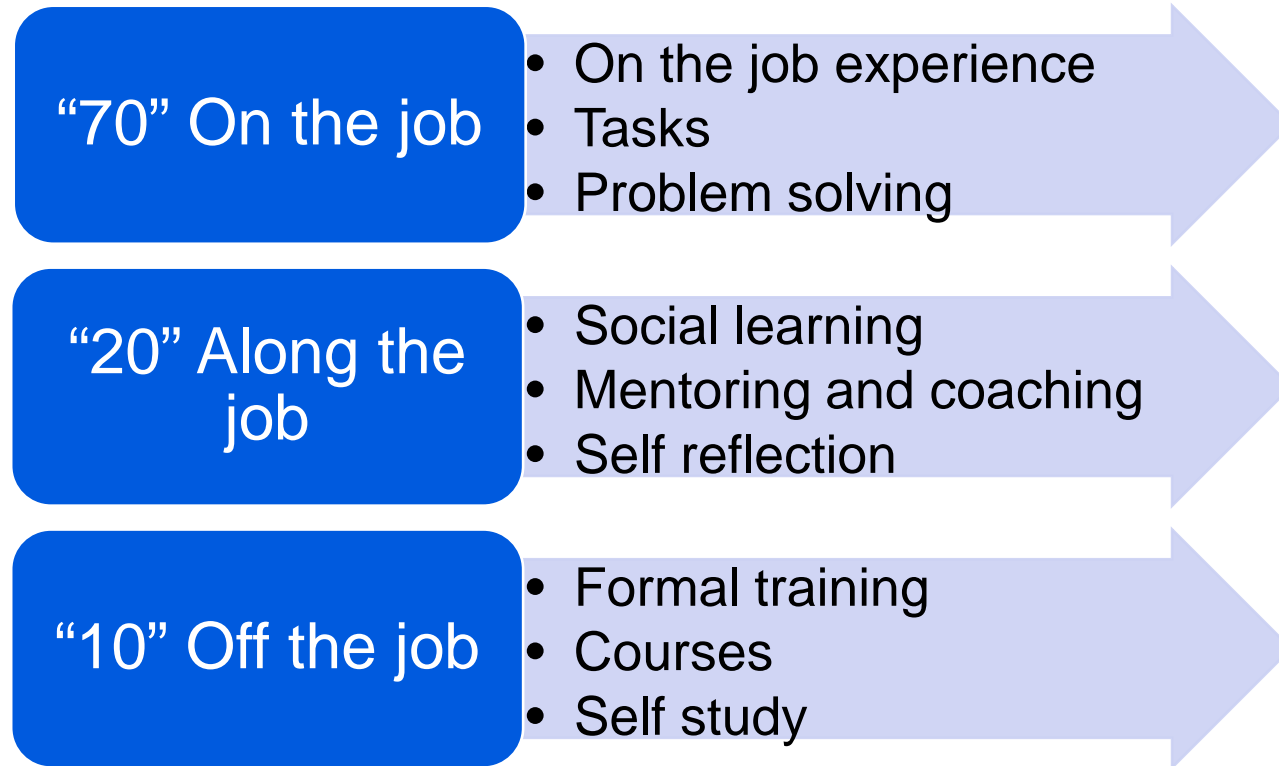
- Motivation
- Ambition
- Knowledge
- Practice
- Context
- Support



- ABB uses “70:20:10 Model” in Learning and Development.
- Development typically begins with realization of a need and motivation to do something about it.
- A blend of different learning approaches can provide powerful learning.

Learning & Development

70:20:10 approach



- **Managers have to be involved in people development**
- Informal learning
- New channels

Learning & Development

70:20:10 approach

- I worked in a situation with rapidly changing circumstances
- Something I was working on went wrong or failed
- I shadowed a co-worker to see how he/she conducted her work
- I worked with difficult customers or clients
- I filled in for your manager temporarily
- Job swaps / international experience
- On the job learning – using:
 - “Added activities”
 - “Existing activities”

Talent Management process

What are the Elements of Potential?

- Potential is predicting future performance in an advanced role (managerial, technical, functional)

- **Drive & Ambition**

- Self belief & motivation
- Appetite for greater responsibility and challenge

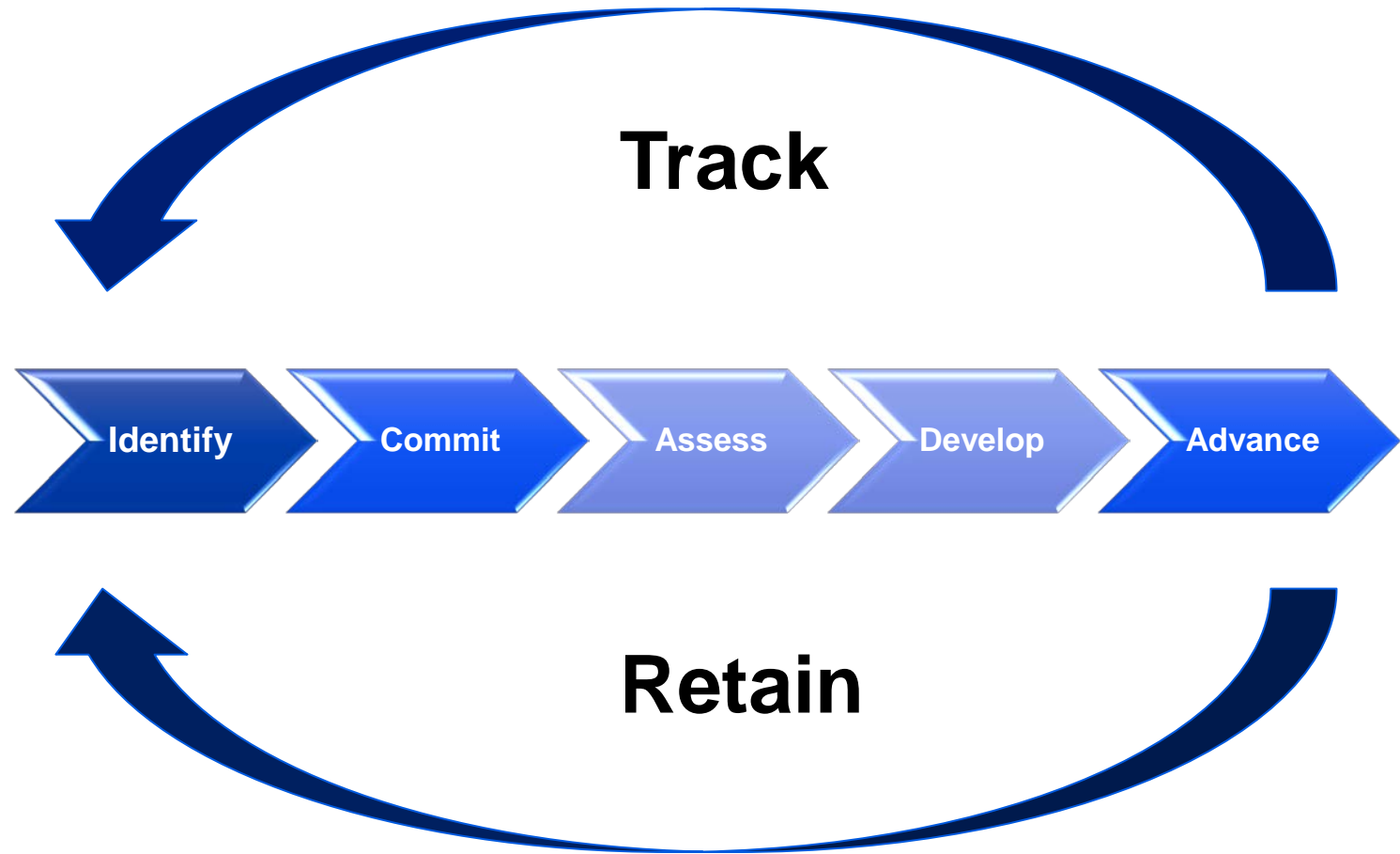
- **Learning Agility**

- Be able to reflect on situations and yourself
- Flexibility, openness to diversity of views and perspectives
- Continue to take risks, learn from mistakes

- **Capacity for...**

- Thinking long-term and systemically
- Initiating and managing change and innovation
- Dealing with people

Talent Management process



Talent Management process

Identify



- Manager: evaluates capabilities of his / her team.
- Employee: shows his / her interests and aspirations.
- Tools:
 - Talent Identification Process
 - People review sessions
 - Talent profiles

Talent Management process

Commit



- Manager: explains future business needs to his / her team and gains agreement on targets and priorities for development
- Employee: Commits to agreed plan
- Tools:
 - Performance and Development Appraisal

Talent Management process

Assess



- Provide feedback on employees strengths and development areas
- Tools:
 - Functional Competency Assessment – finance, sales, ...
 - Talent Development Assessment – individual contributors
 - Leadership competency assessments – first line, middle and senior managers
 - 360 feedback

Talent Management process

Develop



- Continuous development to increase individual and team performance
- Tools:
 - Personal Development plan (based on 70:20:10 model)
 - Group and local learning courses

Talent Management process Advance



- Managers: create opportunities and support their reports
- Employees: actively seek for the opportunities
- Tools:
 - Talent Launch Pool
 - Succession management
 - International assignments

Questions?



Power and productivity
for a better world™

