

SAP's Coaching Journey

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SAP's Coaching Success

Passion

Focus

Patience

Agenda




- **NEW REALITIES AND SAP LEARNING CULTURE**
- **OVERVIEW OF SAP GLOBAL COACHING PRACTICE**
- **LOCAL IMPLEMENTATION**

- 
- **250,000+** customers
 - **98%** of the most valued brands

- 
- **€14.8bn+** SSRS Rev.
 - **25+** industries

- 
- **70,000+** employees
 - **120** nationalities

New Realities

A teacher with dark hair in a bun is leaning over a large digital tablet, pointing at the screen. Four students (two girls and two boys) are gathered around the tablet, looking at the content. The background shows a classroom with a world map and apple decorations.

**Knowledge workers
vs
Learning workers**

**How do you learn
best?**

Learning in the Workplace of the Future

**Learning
Culture**

**Content
Governance**

**Data &
Analytics**

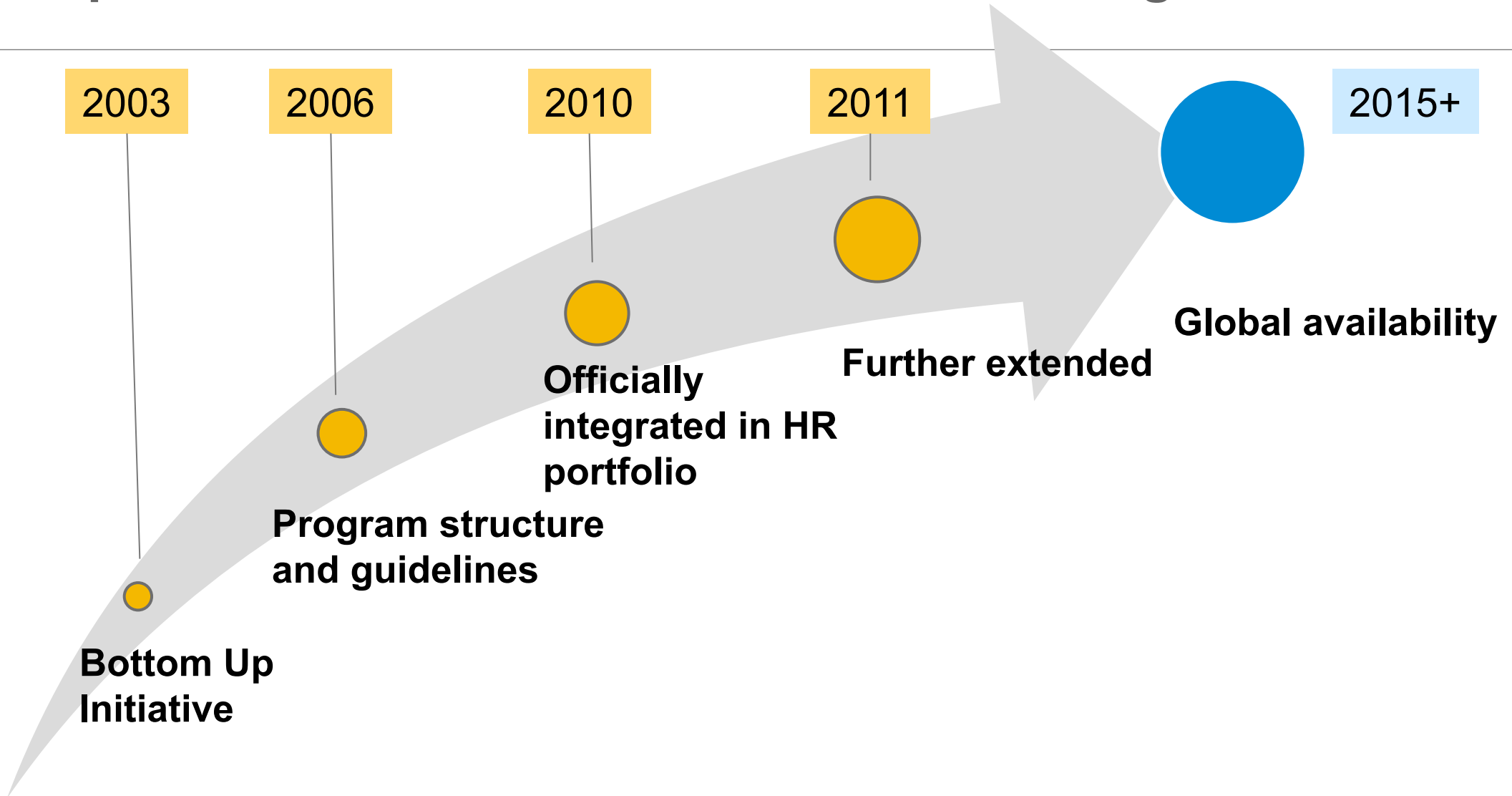
SAP's People and Learning Culture

Everyone
is a
Talent

Everyone
is a
Teacher

Everyone
is a
Learner

Developed from a Local Initiative to a Global Program at SAP



SAP Internal Coach Development Map

Junior Coach

- *External Education*
- *Quality Guidelines*

Coach

- *1-3 years since education*
- *3 coaching reflections*
- *Coaching Readiness Interview*

Senior Coach

- *Min 5 years since education*
- *10 coaching reflections*
- *Feedback conversations*

Communication

Further Development Offerings

Programs and Initiatives

2015 Results

239%

ROI

88%

Improved ability to
collaborate
with peers

85%

Increased
motivation &
job satisfaction

91%

Recommend
coaching
to colleague

Local Implementation



- INTRODUCED TO SUPPORT BUSINESS CHANGE
- POSITIONED AS DEVELOPMENT TOOL FOR HIGH PERFORMING COLLEAGUES
- COACHING AS MODEL FOR LEADERSHIP COMMUNICATION

Honorable mention



Thank you

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