



Lufthansa



Customer insight

Dynamic executive development
at Lufthansa nurtures group's
human resource potential





Nurture human resource potential

Deutsche Lufthansa AG understood the challenges it faced were a need for transparency and the capability to compare information relating to management potential within the Group. It needed to perform quantitative analyses on vacant positions and potential in the individual job families, but was hindered by manual processes.

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.

Setting the scene

Deutsche Lufthansa AG is a globally operating aviation group with around 400 companies and subsidiaries. It is active in five business segments. Passenger Transportation is the Group's core business activity. The importance of other business segments depends mainly on the extent to which, as service providers for essential production factors and infrastructure, they strengthen the core business segment Passenger Transportation's capacity for further development or constitute a significant "competence fit."

Logistics, MRO, IT Services, Catering and Leisure Travel are further segments of the group.

Inspiring solutions

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 Lumesse* Talent Management 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 on human capital, including the capability to carry out ad-hoc analyses. With a few mouse clicks, HR can assess the state of management capital for the individual job families.

HR 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 skills and competency training. The program also lets HR 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 Lumesse Talent Management.

“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, Lumesse Talent Management can analyse the effects of job changes, generate a ranking for suitable candidates, or project excesses or shortages in job groups.”

Deutsche Lufthansa AG

The totally web-based solution impressed HR specialists and IT experts with its selection of features. In addition to its general functionality, the Lumesse solution was preferred due to its user-friendly 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 integration ability with SAP, a standard solution used by HR within the Lufthansa Group to periodically reconcile data.

Using a top-down approach, software implementation began 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, Lumesse Talent Management currently maintains information relating 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 to introduce Lumesse Talent Management to generate organisational charts.

This will enable company decision-makers to better visualise the relationships between organisational structure, management capital, and position-occupancy scenarios.



In brief

Solution: Talent Management

- HR Management
- Skills & Competency Management
- Career & Succession Planning

Industry: Airline

Country: Germany

Employees: 117,000

Key Facts

- Lufthansa uses Lumesse Talent Management 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.
- Self Service functionality enables information to be more easily kept up to date.
- Integration with the SAP system.

About

Lumesse is the only global company making talent management solutions work locally. We help customers around the world to implement successful local talent management initiatives that identify, nurture and develop the right people, in the right place, at the right time. Our multi-cultural background and presence means we understand how to deliver talent solutions that work the way our customers work, as individuals and as teams, because no two people, organisations or cultures are the same. We regard differences as strengths, not as obstacles.

1,700 customers work with us in over 70 countries because they recognise that commitment, innovation and value only come from people. We help customers to unlock and inspire that human potential in their businesses. Our integrated talent management solutions are comprehensive, intuitive, secure and fully internationalised into over 50 languages.

We have Lumesse offices and partners in more than 40 countries, covering EMEA, the Americas and Asia-Pacific. To find your nearest office and talk to someone who speaks your language, visit:

www.lumesse.com/get-in-touch



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