

# Working Together Toward Professional Success

Building Blocks of Associate  
Development in the Bosch Group



**BOSCH**

Invented for life



# 1. Objectives and Principles of Associate Development

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„The business success of Bosch is based on qualified and motivated associates. Our associate development instruments provide the elements needed for a successful career. Please take advantage of the various development opportunities to shape your career within Bosch.“

*Wolfgang Malchow*  
Member of the Board of Management



The philosophy of the Bosch Group has always been to promote trust, creativity and innovative thinking, as well as create space for people to act independently. Associates are expected to be actively involved in the achievement of corporate objectives by forwarding their own ideas. Associates must be flexible and have a broad range of experiences to adapt to rapid technology changes and continuous improvement of the company. Having the right associates in the right places is crucial for the success of our company. For these reasons, associate development in the Bosch Group has always had high priority.

This brochure primarily describes the instruments, processes and measures of associate development (AD) in Germany. AD measures and instruments are sometimes adjusted to reflect cultural differences. You can obtain information about this from the responsible HR departments.

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### Further Information

#### Bosch Today – Information

This brochure can be obtained  
from all HR departments

### Associate Development is Everybody's Business

Associate development is a continuous process of maintaining and further developing associates' qualifications needed to cope with present and future challenges. This goes for all associates of the Bosch Group. Career growth is particularly important for those associates with the ability to manage assignments that contribute significantly to the economic growth of the company.

Associate development is primarily a management task, but it is up to all of us to take the initiative. Associates are also expected to be responsible for their own professional development. For example, they should be prepared to take on new assignments and participate in suitable training programs – both within and outside normal working hours. HR departments support all associates in this by providing suitable tools and advice on how to use them.

## 2. Guidelines of Associate Development

**1.** Associate development impacts all associates, in all countries, subsidiaries, and at all levels.

**2.** We are committed to equal opportunity. We will not tolerate discrimination against our associates, nor will we allow them to be denied development opportunities because of their origin, race, nationality, language, religion or gender.

**3.** Associate development decisions are made in the interest of the company and take into account the wishes of the associate. In the case of conflicts of interest, we look for a decision that is acceptable to all parties involved.

**4.** Associate development has two main goals. First, it aims to broaden specialist and personal experience by encouraging rotation between different functional areas – staff and line, and divisions and corporate headquarters. Second, it promotes lateral mobility in the company by encouraging transfers across locations – divisions and regional subsidiaries. Vertical moves up through “functional silos” should be avoided.

**5.** Associates’ performance assessments and the chance to pursue career advancement opportunities in specialist or leadership functions are dependent on personal and professional capabilities. No suitably qualified associate will be held back from pursuing another position in the company as part of his or her professional development.

**6.** At an early stage, Bosch challenges its associates and encourages them to make their own decisions. This promotes initiative, self-reliance and integrated thinking.

**7.** International professional experience is gained by taking on assignments for the Bosch Group outside one’s native country. This is an important element in the professional development of our specialists and executives, as well as our junior managers. Those candidates with international experience will be given priority.

**8.** On-the-job learning programs are among the most effective for associate development. They guarantee quick results and heighten motivation by providing hands-on experience.

**9.** Junior managers participate in special management and career advancement seminars in order to become acquainted with the leadership style of our company as well as with leadership tools.

**10.** Management performance is also measured on how a supervisor develops his or her team. Associate development is primarily a management task.

Our goal is a future-oriented associate development policy, true to the tradition and values of our company.

All associates should work to develop themselves and also be able to take on international assignments. They should be guided by company objectives and their abilities and skills. Together with each associate, we want to map out individual growth opportunities.

## 3. Steps to Success: Associate Development Instruments



Communication is a key aspect of associate development. Support and supervision of each associate is based upon structured discussions and setting long-term development objectives.

### The Performance Review Discussion (PRED/MAG)

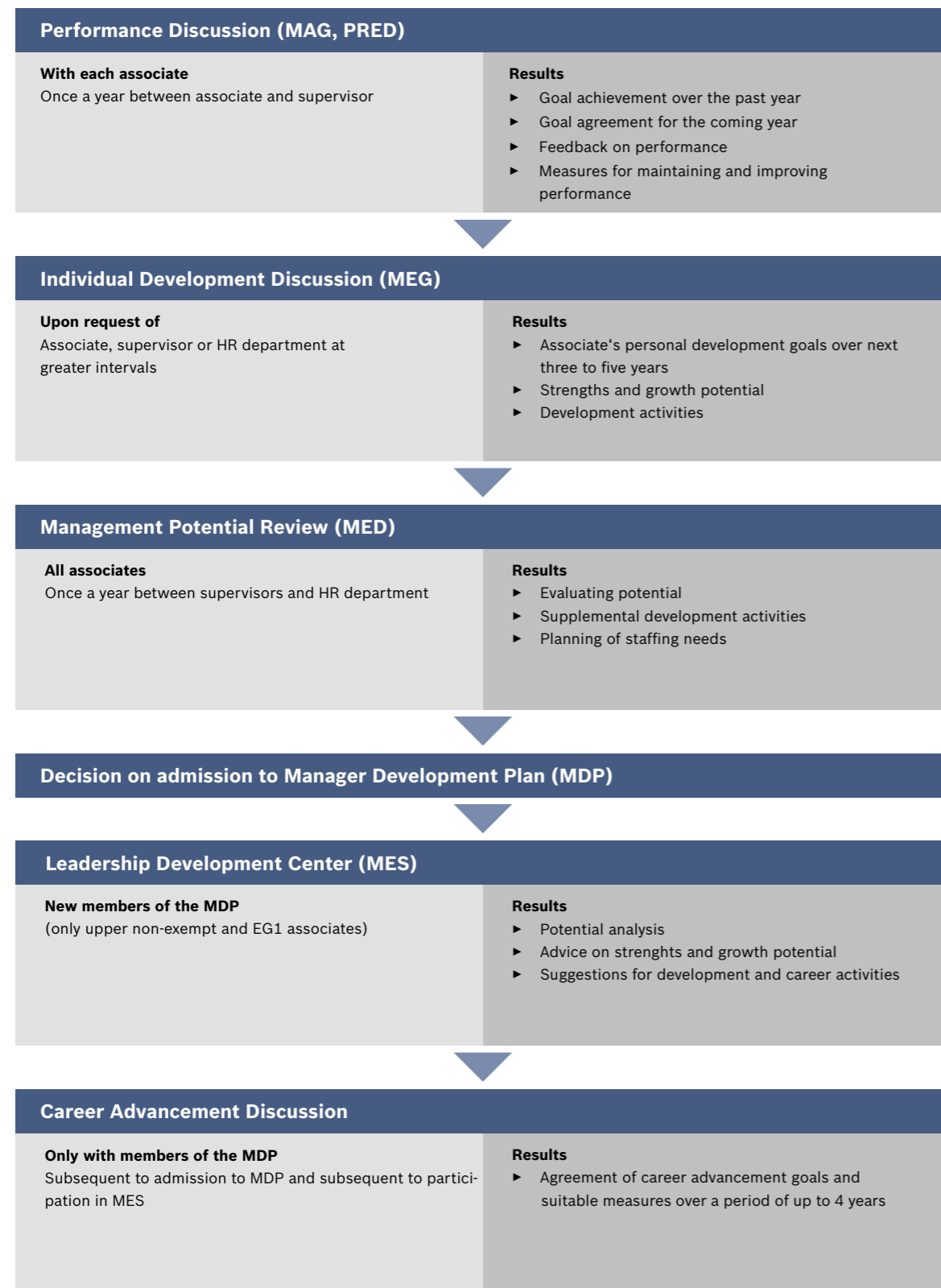
Once a year, and in a frank and open dialogue, the associate and his or her supervisor review goal achievement in assignments and projects over the past twelve months, and set the course for the year to come. Specialist and personal development potential of the associate plays a part in this dialogue, and the associate is also expected to show initiative and involvement here. The two parties agree on goals for the coming year and define measures designed to support the associate in achieving the goals and enhance the associate’s performance. This agreement supports Bosch’s idea of co-operative leadership and delegation of responsibility. If these goals change before the year is up, the MAG can be repeated as often as necessary.

### The Individual Development Discussion (MEG)

Upon request of the associate, a supervisor, or the HR department, a separate MEG can be held every two to three years. This discussion is dedicated solely to the professional development goals of the associate. The associate presents personal career goals over the next three to five years and discusses with the other participants how and when they can be achieved. If possible, this discussion aims at putting the associate’s self-assessment and the evaluations of the supervisor and HR department on common ground.

From this analysis of the associate’s goals, strengths, and growth potential, participants derive realistic development objectives. Together with recommended development activities, these objectives are recorded. This may be the transfer to a new functional group or department, acquiring a new task, career growth or identifying long-term development needs.

## Steps to Success: Associate Development Instruments



### The Management Potential Review (MED)

Participants of MED, which takes place once a year worldwide, are the supervisors of a given operating unit and the HR departments. The MED focuses on assessing the personal and specialist potential across the departments of the operating unit, co-ordinating development goals and measures, and recommending admissions to the Manager Development Plan. The results of MAG and MEG discussions between associates and supervisors provide the basis for the MED consultations. MED identifies individuals capable of taking on more demanding positions and advancing their careers. This ensures qualified specialists and managers are promoted from within the company.

Associate development and planning of staffing needs work hand in hand to ensure the Board of Management and Executive Management of Divisions are briefed regularly on management needs and potential. This allows them to make important future entrepreneurial decisions. In other words, they can make sure they have the right people they need when they need them.

#### Further Information:

##### Die Zukunft mitgestalten

Information concerning the PRED (MAG) / BVE 15611

This brochure in German can be obtained from all HR departments.

## 4. Recruitment and Career Advancement – Specialists and Managers in the Manager Development Plan (MDP)

The world-wide MDP is one of the most important HR tools for safeguarding our company's future. Candidates are people with above-average development potential for specialist and management assignments both in projects and in line positions. Once admitted to the MDP, they are systematically prepared to further develop their abilities and reach the next management level. The decision to admit an associate into the MDP is made during the MED-process. Associates should be nominated for the MDP as early as possible. This gives the associate a clear signal and allows advancement measures to be taken in a timely fashion.



### Candidates' Profiles

We make great demands on the members of the MDP. Entrepreneurial thinking, leadership and social competence as well as specialist and methodological know-how are in the spotlight. These skills are based on the Bosch Values and are integrated in the BeQIK company principle. One of the main criteria for admission is a positive assessment of an associate's personal development potential. This means the associate has the ability to deal with more demanding tasks and reach a position at the next management level within four years. A candidate with a strong personality, willingness to take on new assignments and greater responsibility, and preparedness to move on to other locations of the Bosch Group, at home or abroad, has a good chance of being admitted to the MDP.

### Leadership Development Center (MES)

The Leadership Development Center (MES) has been implemented at Bosch to support the feedback process between superiors and associates in the Manager Development Plan. The MES is a development tool with which MDP members are prepared for the challenges of the lower and middle management levels.

Based upon a strength and improvement potential analysis, the associate is given recommendations for individual training and development measures. These measures will then be reviewed during the Career Advancement Discussion with the superior.

Associates will be invited to the MES by their responsible HR department shortly after admission to the MDP – either on the non-exempt or EG1-level. Participation is especially critical for those targeting for a management or project career.

### Further Information

**Recruitment and Advancement –  
Specialists and Managers in the  
Manager Development Plan (MDP)**  
BVE 15716-2

This brochure can be obtained  
from all HR departments.

### Career Advancement Discussion

This discussion is held with all new members of the MDP. Apart from the associate, participants include the direct supervisor, his or her next level supervisor and a representative of the responsible HR department. When establishing development goals and career advancement measures, special consideration is given to on-the-job training, project tasks, international assignments or other demanding measures. The associate, his or her direct supervisor and the HR department are responsible for carrying out these advancement measures. MDP members provide annual status reports in the so called Advancement and Development Plan. Performance and results of career advancement programs are thereby controlled and additional measures can be agreed to if necessary.

### Career advancement measures in the MDP

Members of the MDP take part in special workshops and colloquia, some of which are compulsory. These latter events include the Manager Development Programs which are organised by corporate headquarters and are held in either German or English. The Manager Development Programs must be attended within the first 12 months following admission to the MDP. Here, participants can reflect on their personal strengths and weaknesses and establish relationships with other managers. Above all, they can develop the required intercultural competence. Key topics such as "Personality and Leadership" and "Change Management" are approached in discussions, case studies and workshops. Members of the Bosch Board of Management and other members of senior management from divisions and corporate headquarters give lectures and discuss issues of strategic importance together with participants.

Members of the MDP also undertake development programs on their own and consult with HR to select from a range of suitable programs offered both internally and externally.

## 5. Associate Development through Vocational Training



### Training for Every Need

As part of associate development, Bosch offers a wide range of training programs for every functional area and hierarchical level. The training offered is geared toward company strategy and to associates' individual training needs.

Support for the achievement of company objectives is provided by corresponding further training programs. These are tailored to the requirements of the target group concerned. Training programs for project managers, sales associates and technical-industrial trainers are just a few examples of such seminars. Apart from these courses, associates can obtain advice on the further training programs that are best suited to their needs. Whether leadership, software engineering or conflict management – the topics dealt with in these programs vary widely and are geared to the issues that crop up in everyday working life. The methods used range from one-on-one coaching to seminars and departmental workshops.

### Training Programs for Executives

Apart from activities as part of the Manager Development Plan, junior managers and experienced executives can choose from a wide range of seminars and ask us for advice (e.g. Leadership Development Program, LeaD). Throughout the various stages of their career, therefore, we support our executives' personal and professional further development.

The proficiency of our associates forms the basis of our success as a company. At Bosch, on-going training supports the development of associates and organizational units, ensuring that their skills can both keep up with the latest demands and be further improved.

### Support for International Tasks

As a company operating worldwide, Bosch is increasingly assigning its associates tasks outside their home country. To support these international assignments, further training includes seminars that are specifically tailored to international assignments: from language training and intercultural training to workshops for expatriates returning from abroad, associates and their families receive in-depth support with respect to their international assignment.

## Associate Development

### The Corporate University



Founded more than twenty-five years ago as one of the first German corporate universities, the Robert Bosch Kolleg (RK) pursues the aim of strengthening the company's competitiveness and innovative potential by university-level teaching of the latest know-how. University seminars, evening courses, study cycles over several weeks and an executive MBA program offer topics of relevance to the company and discuss the consequences and opportunities arising from new technologies, methods and knowledge for everyday corporate practice. Most of the lecturers are professors from German and foreign universities and research institutes. Topics range from engineering science, economics and jurisprudence to philosophy and social sciences. Apart from enhancing expertise and leadership skills, the RK is also a platform for international exchange of knowledge and experience, and thus actively encourages the formation of networks within the Bosch Group.

#### Contact addresses

Further information about the corporate Manager Development Programs and LeaD can be obtained from:

#### Robert Bosch GmbH

Corporate Department for Associate and Organizational Development with CIP-Coordination, Executive Development (C/HDE)  
P.O. Box 30 02 20  
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#### Further Information

about the Robert Bosch Kolleg and vocational training programs can be obtained at the intranet:

<http://www.intranet.bosch.com/c/hd/index.html>