

Individual Development Planning at BASF

2021

 **BASF**
We create chemistry



Who we are

BASF in North America – 2020 performance

~150

production
and R&D sites



17,000

Employees



+1,400
new hires

\$18.7B

sales



28%

of worldwide BASF
Group sales

NA Headquarters

Florham Park, NJ



Who we are: BASF businesses & products

AGRICULTURAL SOLUTIONS



Agricultural Solutions

INDUSTRIAL SOLUTIONS



Dispersions & Pigments, Performance Chemicals

SURFACE TECHNOLOGIES



Catalysts, Coatings

NUTRITION & CARE



Care Chemicals, Nutrition & Health

CHEMICALS



Petrochemicals, Intermediates

MATERIALS



Performance Materials, Monomers

Research & Development

Approximately 2,500 employees at more than 40 sites



The Business Case for IDPs



SATISFACTION & ENGAGEMENT



RETENTION



PRODUCTIVITY



What does Employee Development mean in BASF?

Life-long Learning

Development means life-long learning: New technologies, new processes and a fast-changing environment require both leaders and employees to keep up with the latest progress. Staying fit in the job has become one of the major challenges of our time.

Personal and professional growth

Development also means developing and expanding everyone's individual and professional skills. Identifying employees' individual strengths, interests and motivators and matching them to their tasks will help to form the best team. Hence, development means a lot more than changing positions, taking over a leadership role or earning more money.

Our Employee Development Cycle has three phases

Phase 1

Initial Development Meeting

Self-reflection of the employees and exchange with the manager on qualification and development aspirations

Phase 2

Talent Review

Manager's assessment of the employees and review of meaningful development actions with peers and HR

Phase 3

Development Planning

Feedback of results to the employees, agreement on development actions and follow-up



INITIAL DEVELOPMENT MEETING
Self-Reflection

TALENT REVIEW
Assessment



DEVELOPMENT PLANNING
Follow-Up

A great Development Plan is 70-20-10 ... and 100% You!

Employee's role

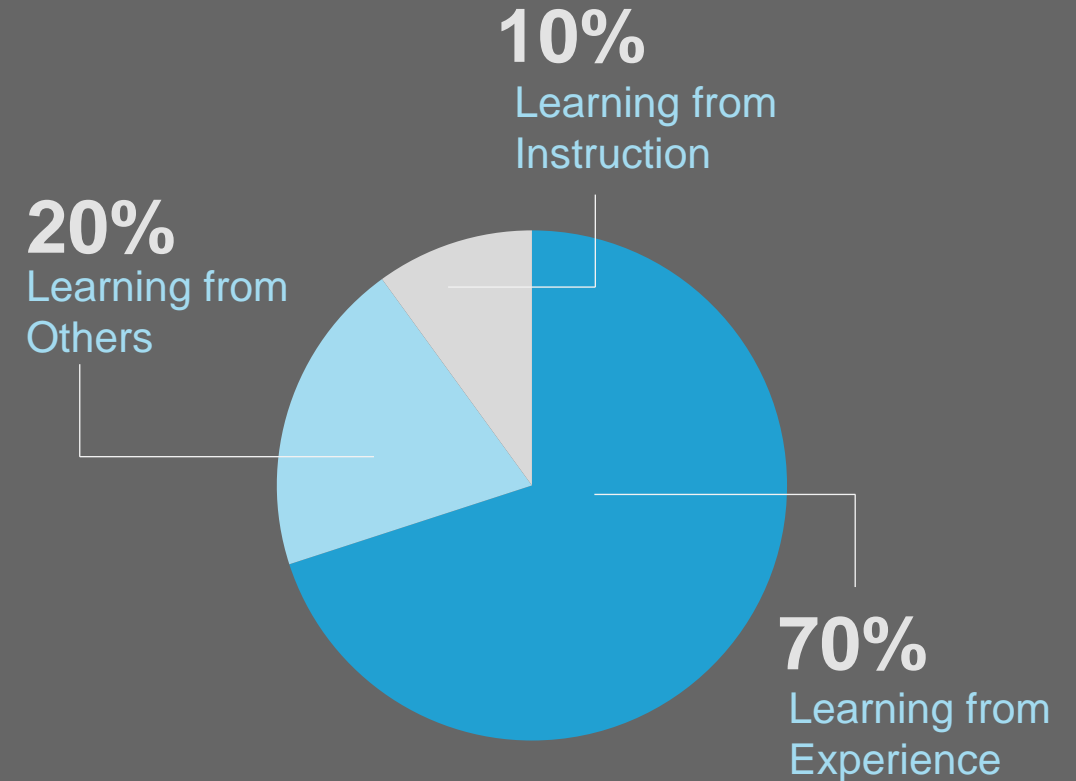
- Play an active role during target setting. Prepare for the Target Agreement meeting and discuss your targets and/or core responsibilities with your manager during the meeting
- Regularly review your achievements and progress towards the 'What' and the 'How' including personal development measures
- Actively seek feedback and constructively participate in review discussions during the year

Manager's role

- Articulates clear performance expectations on the 'What' and the 'How'
- Provides regular, constructive feedback on performance and coaching for development throughout the year
- Takes ownership for the Performance Assessment and calibration
- Appropriately communicates the process and the linked consequences during performance feedback


HR's role

- Provides advice, guidance, facilitation, and training for managers and employees on performance and development measures




IDPs have to be meaningful and Development Actions SMART

 Development Goal (short & long-term)

 Development Actions (70/20/10)

 Status

 Due Date

Specific





Measurable

Attainable

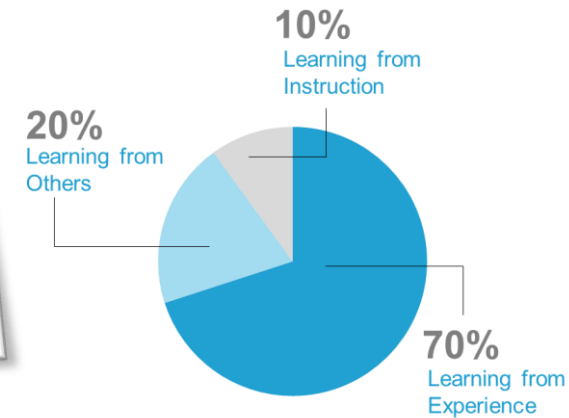
Relevant

Time bound

Examples of Development Measures

		70% Learning from Experience	20% Learning from Others	10% Learning from Instruction
Drive Sustainable Solutions		<ul style="list-style-type: none"> Do a benchmark analysis and identify measures to improve the market position Conduct a competition / risk analysis of BASF products or services and examine the long-term implications on the particular area of work 	<ul style="list-style-type: none"> Exchange with experts who have worked in strategic projects on development of solutions and methods for developing strategies Seek feedback from managers or colleagues on analytical and strategic thinking 	<ul style="list-style-type: none"> Training on strategic management Read BASF's strategies (e.g. corporate strategy, divisional strategy, regional strategy) Training "Health Oriented Leadership"
Develop Self and Others		<ul style="list-style-type: none"> Onboard and integrate new employees Lead a project or a task force Manage team meetings Plan and conduct a workshop for customers 	<ul style="list-style-type: none"> Conduct a 360° feedback Get help by coaches Be a mentor for someone else Make use of the feedback of colleagues 	<ul style="list-style-type: none"> Leadership curriculum Training for Employee Dialogue Training for cooperation and teams Read biographies of successful people
Act with Entrepreneurial Drive		<ul style="list-style-type: none"> Take on responsibility for activities / projects with (more) freedom of decision making Work on a project to reduce costs Do a competition analysis and identify chances and risks of BASF products / services 	<ul style="list-style-type: none"> Join a business network Seek feedback from managers on entrepreneurial action, striving for achievement and work management Use internal company blogs for cross-functional exchange 	<ul style="list-style-type: none"> Study business models and figures Read annual reports from BASF and other companies Value Based Management training Take part in a BASF Business Simulation
Demonstrate Customer Focus		<ul style="list-style-type: none"> Analyze internal and external customer needs regarding specifications, special services, etc. Visit different customers to gain a comprehensive insight into customer relations Conduct a customer satisfaction analysis 	<ul style="list-style-type: none"> Seek feedback from customers after a introduction of a product / service Participate in company-wide customer and industry focus groups Exchange with colleagues and customers on how customer focus can be improved 	<ul style="list-style-type: none"> Use the "perspectives" training program Read cultural /company reports and webpages for a better understanding of the customer's background Conversation training

Joshua Speros – 2021 Development Plan



■ Development Goals (1-5 years)

- ▶ Secure a position in a **customer-focused** role with **direct reports** and an emphasis on technology
- ▶ Improve **people management and leadership** skills with an emphasis on decision making and confidence building
- ▶ Develop **business acumen** as it pertains to the technology sector

■ Development Actions for 2021

- ▶ Complete 1 module/month in LinkedIn Learning or Harvard ManageMentor with emphasis on business and management topics (10)
- ▶ Have at least 1 conversation/month with representatives with BASF operating divisions (20)
- ▶ Serve as the assignment manager for a leadership development program participant (70)
- ▶ Capitalize on my position at CARA to interact/introduce startups to BASF and deepen key customer relationships (70)
- ▶ Use Lux, Salesforce, and Pitchbook access to stay current on business and technology trends (70)

Summary – You are in charge of your career



Identify your Goals	Self Reflection	Have a Development Discussion	Determine Actions	Grow your Career!
Define what success looks like for you	Interests and Strengths	Be transparent with manager	Shadowing opportunities	Improve skills and understanding
Career Roadmap Tool	Work Priorities	70-20-10 Development Plan	Mentoring	Develop new ideas and proposals
Research roles	Specify desired role / responsibilities	Receive feedback	Networking	Increase productivity and quality of work
	Identify skill gaps	Have informational interviews	Small projects	Prove yourself with new roles & responsibilities
		Identify courses	Take courses	Build your brand & reputation
			Join communities / ERGs	Monitor internal job board
			Follow-up and check-ins	Advancement
				Rinse and repeat!





We create chemistry