

Success has many faces – Talent Management at MLP

Dr. Sabine Helling-Moegen,
Head of Human Resources, MLP AG

Munich, 15th September 2011



Corporate data at a glance

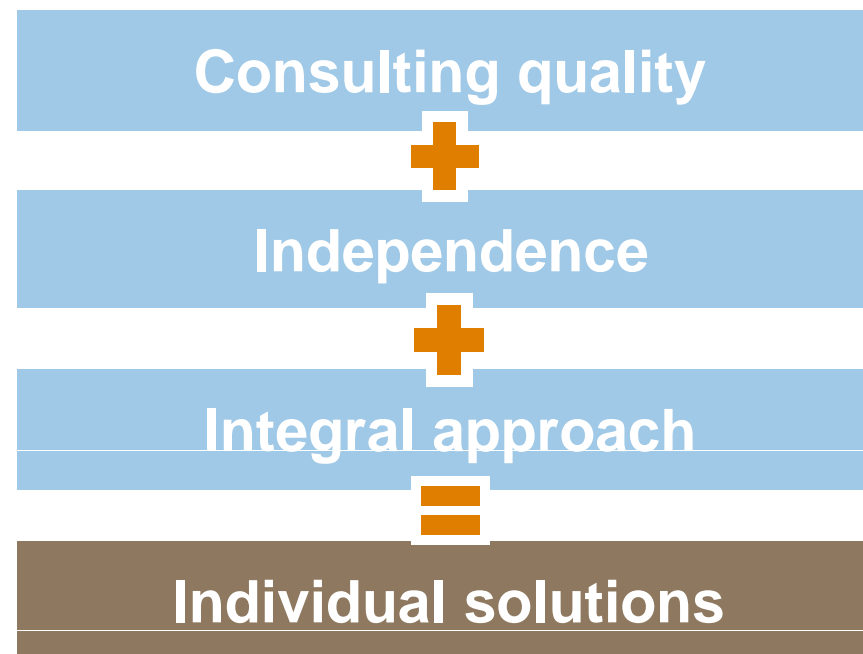
The MLP Group

- Independent financial and asset advisor for private and corporate clients
- Founded in 1971
- Total revenues in 2010: € 522.6 million
- 781,000 private clients
- More than 4,000 corporate clients
- € 20.6 billion of assets under management
- Number of employees and financial consultants: ca. 4,000



Extensive service advantages for private and corporate clients

The MLP Group



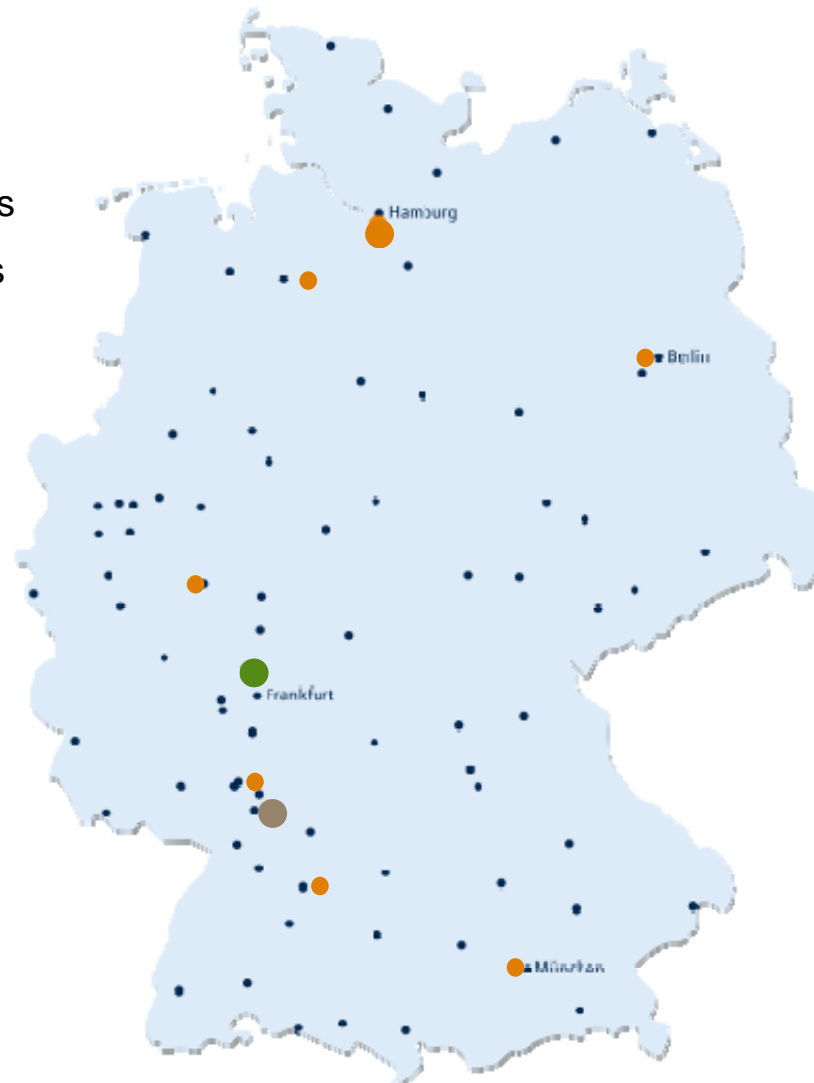
MLP – a broad-based consulting house



Nationwide consultation offerings for private and corporate clients

The MLP Group

- MLP Branch offices
- MLP Headquarters
- TPC
- Feri



International representations – Feri:

- London
- Paris
- New York
- Vienna
- Milan
- St. Gallen
- Luxemburg

International offerings across networks

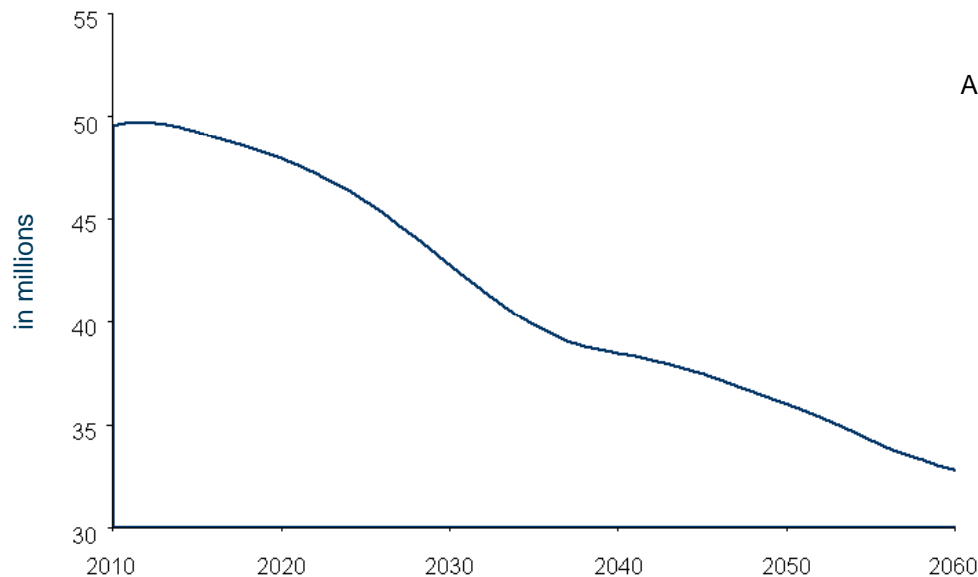
Agenda

- Framework conditions for personnel development in the financial services sector
- Differential Talent Management: consultant and employee development at MLP

Competition for talent is increasing

Workforce: Shrinking market, significant willingness to change jobs

Population development – Age group 20 - 65

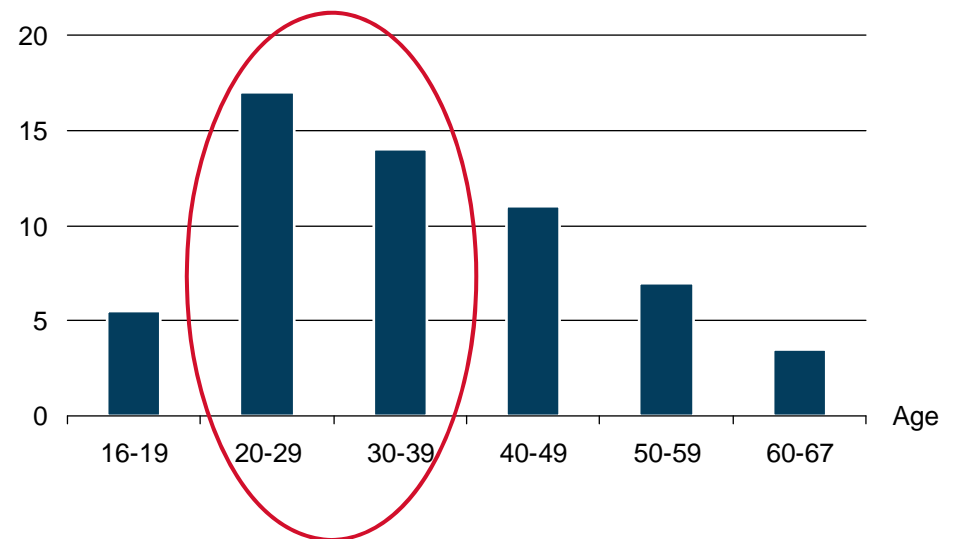


Source: Federal Statistical Office, 2009

Willingness of workers to change

“I intend to move to a new employer within the next 12 months in order to improve my working environment.”

Agreement in %



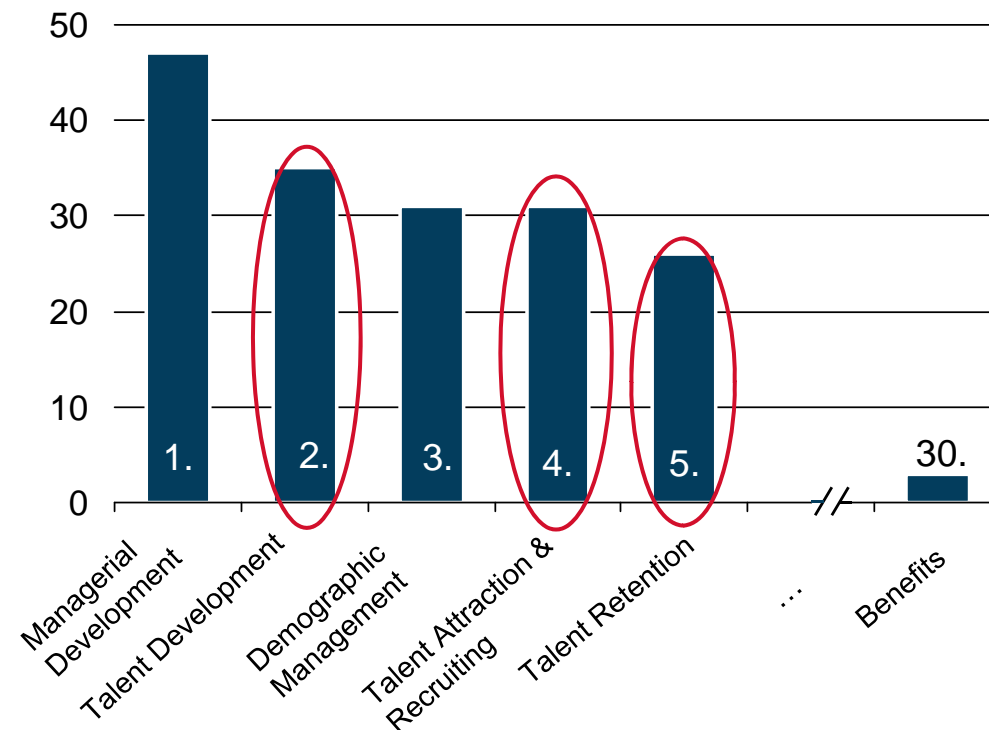
Sources: “Weiterbildung bindet“, HHL Executive, 2010

Companies have recognised the importance of Talent Management

Professional personnel development is becoming the standard

Strategic importance of specific HR topics for 2012

[Figures* in %]



Source: Capgemini Consulting, HR-Barometer 2011

*Multiple responses (max. 5) possible

Increasing regulation and an ever more complex product landscape

Demands on talented individuals are rising

Legal framework is constantly changing

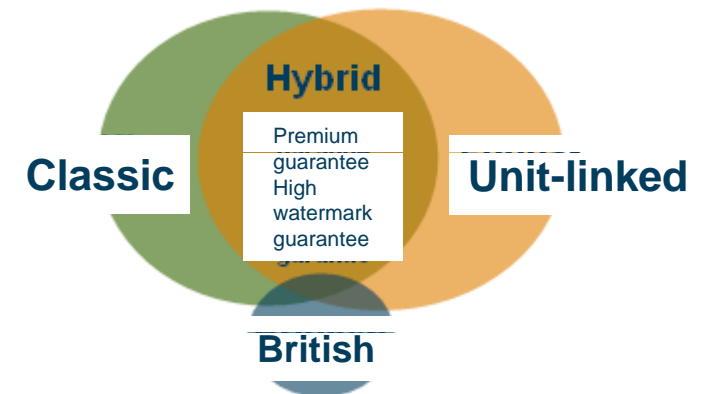
Product diversity in private old-age provision is increasing significantly

- 2005: Retirement Income Act
- 2007: Introduction of the insurance brokerage guideline
- 2007: Markets in Financial Instruments Directive (MiFID)
- 2008: Amendments to the Insurance Contract Law
- 2009: Introduction of withholding tax
- 2010: Amendment to German Bond legislation including the introduction of consulting protocols in monetary investment ...
- 2011: Investor Protection Act
- 2011: Revision of the financial investment brokerage and asset investment law
- 2012: Revision of the Insurance Mediation Directive

1990s



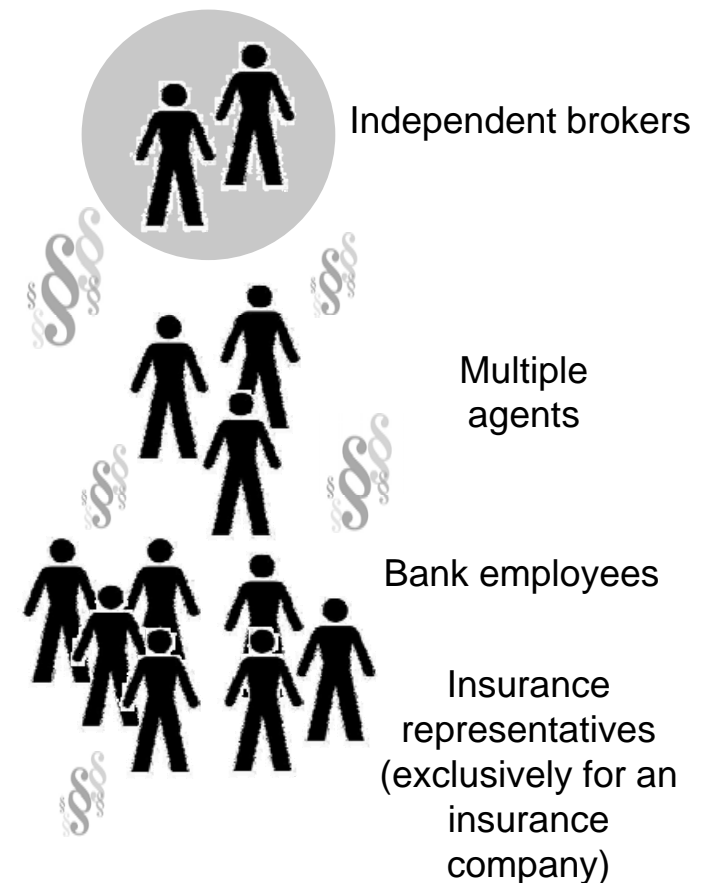
Today



Clients have difficulty in assessing the training and competence of consultants

Clearly distinguished job profiles and high training standards are missing

- The existing job profiles for financial consultants are not adequately distinct. Clients can barely appreciate who they are dealing with in their consultations.
- Sensible legal regulations sometimes only apply to specific brokerage groups – even though all participants operate in a common market.
- The level of training within the overall market is still far too low. The existing minimum requirements are inadequate for the increasingly complex and responsible sphere of activity of financial consultants.



Agenda

- Framework conditions for personnel development in the financial services sector
- Differential Talent Management: consultant and employee development at MLP

MLP Corporate University as a strategic success factor



Unique learning culture	<ul style="list-style-type: none"> • Intensive and personal training in small groups • Continuous learning • Systematic exchange of experiences through the current and future MLP generations • On-the-job and practically-oriented learning
Innovative initial and further training concept	<ul style="list-style-type: none"> • Comprehensive learning forms and styles (Blended Learning) • Modern and well-equipped training facilities • Effective teaching and learning methods
Highest standard of training	<ul style="list-style-type: none"> • Universal training base • Continuous further development • Systematic quality assurance
Fit for the future	<ul style="list-style-type: none"> • Effective knowledge management • Future-oriented initial and further training • Up-to-date knowledge • Flexible training concept



Attractive consultant training

Professional consultation requires a high level of qualification



3 months

6 months

24 months

Training at the MLP Corporate University

Basic knowledge

Taking account of the EU Insurance Mediation Directive

Financial knowledge

e.g. Provision, financial investment, health insurance, target group knowledge

Specialist knowledge

e.g. Business start-up, aspects of establishment, structuring of assets

Free further training

e.g. MBA or license for occupational pensions and wealth management

Certified Financial Planner

Corporate University (CU) registered for accreditation by the umbrella organisation FPSB

Strategic management development in sales

MLP Talent Programme

Step A	Pre-selection (within the framework of consultant training) <ul style="list-style-type: none">• Leadership motivation
Step B	Application process <ul style="list-style-type: none">• Application for the Talent Programme• Online assessment for establishing leadership potential• Decision concerning the participation in the MLP Talent Programme by “Sales Management Development” division and the responsible member of the Executive Board
Step C	MLP Talent Programme <ul style="list-style-type: none">• Individual support, commitment and mentoring
Step D	Start of the “Management” selection process (MLP branch managers) <ul style="list-style-type: none">• Candidate days• Feedback meeting• Branch manager basic training
Step E	Deployment as a manager

Training is geared towards long-term careers in the company

Employee development at company headquarters

Career orientation and qualification



15-18

and / or



19



Career entry



25

Specific personnel development

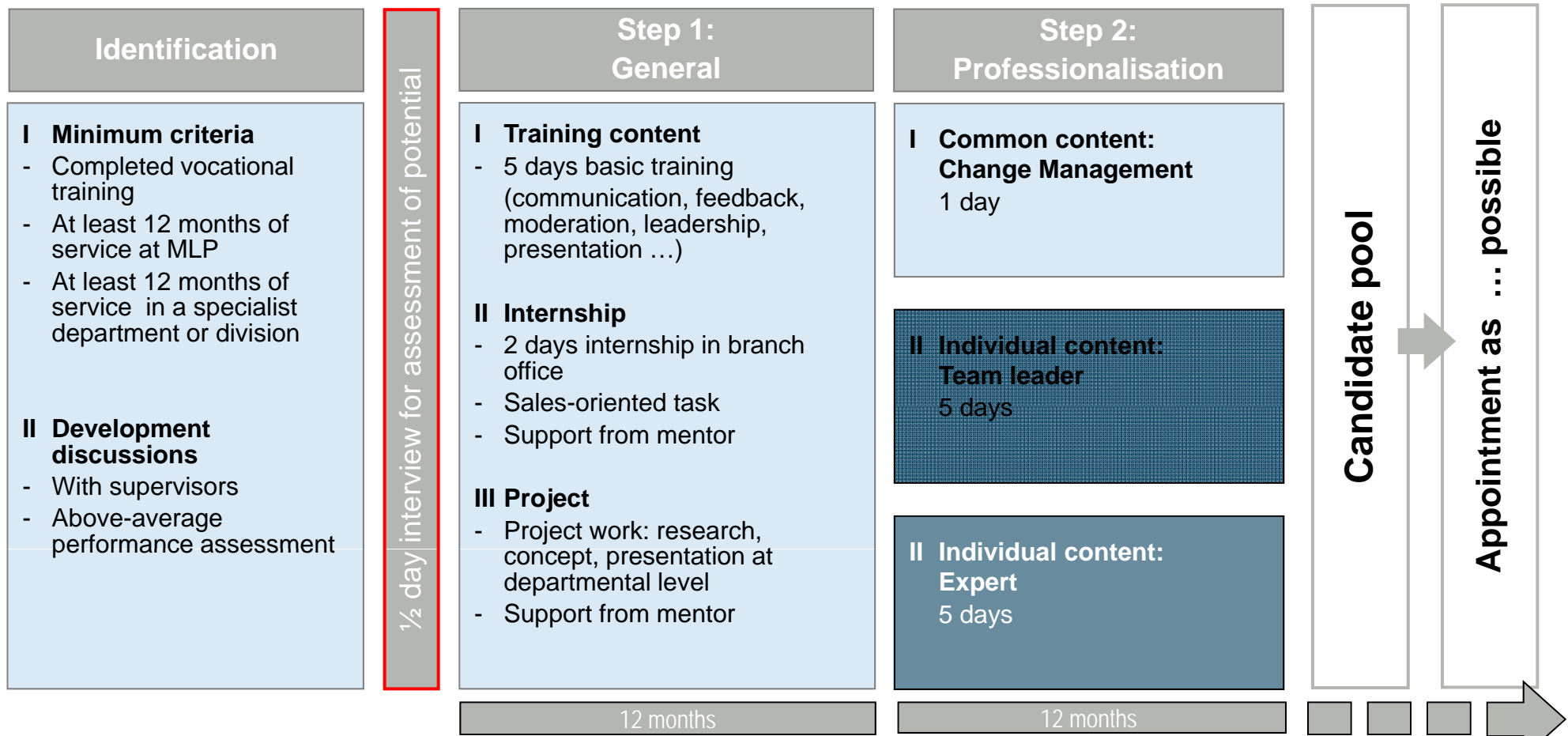


Support from the career orientation stage through to career preparation for training and career entry as well as further qualifications at the MLP Corporate University

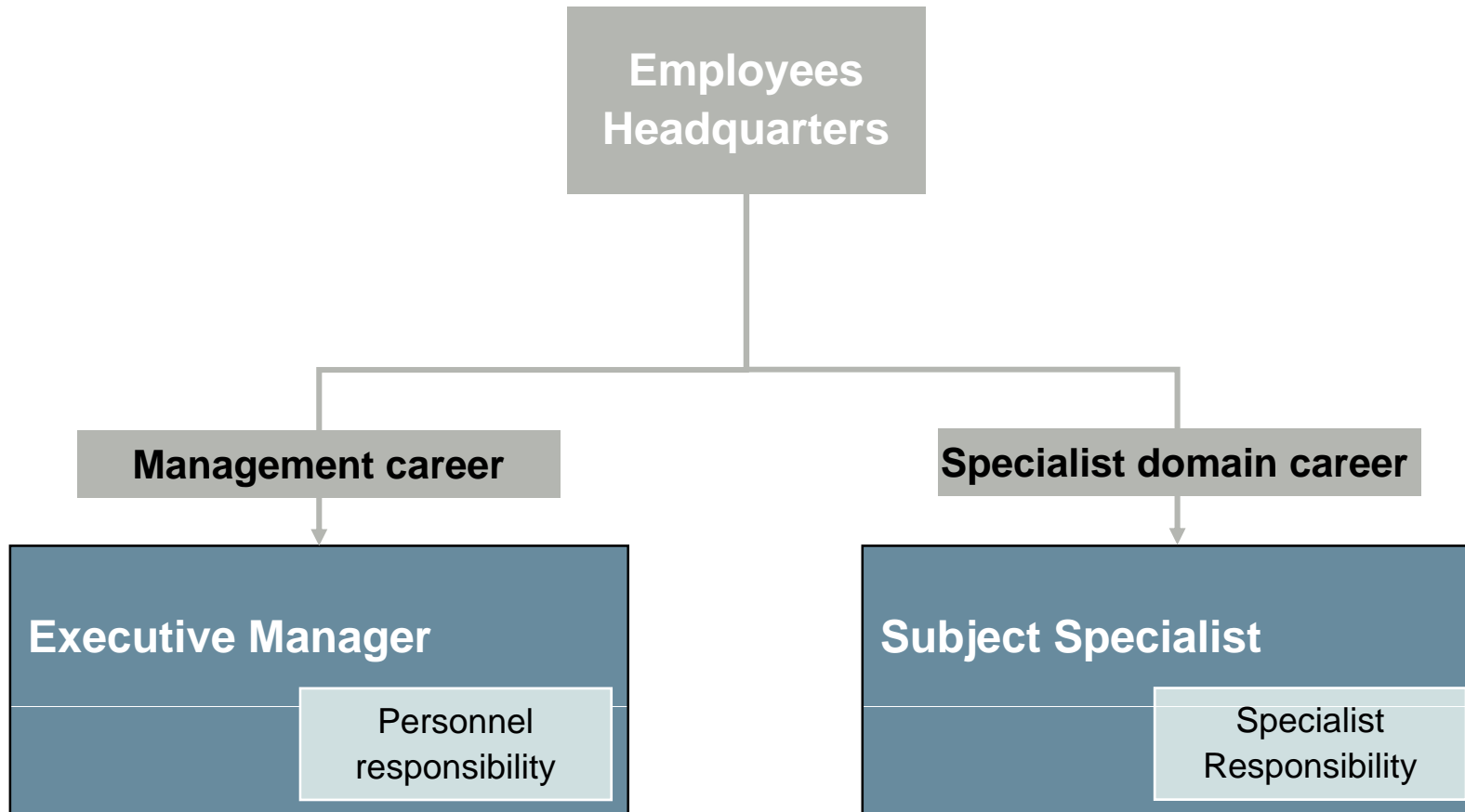
MLP talented employee development programme



Responsibility rests with supervisor
Support through personnel development



Digression: Careers at MLP



Digression: Specialist career @ MLP

Future activity profile

Theme Manager

Targetedly construct specialist topics ... communicate knowledge, in a practice-oriented manner and tailored to requirements ... create inward thematic impetus, identify sales opportunities and risks ... develop ideas and initiate innovation ... ensure knowledge exchange within the company ... function as a cross-divisional contact for specific aspects ... provide expert advice for the executive managers and the sales team ...

Process Manager

Support process improvement projects ... identify, initiate and lead improvement projects ... implementation of efficient and streamlined processes in own specialist area ... documentation of the processes in the own specialist area ... support for own team concerning improvement projects ... conduct training sessions in continuous improvement process methods (CIP) ... ensure acceptance of process improvements in the own area ...

**Networker
Innovator**

Job description

The image shows a screenshot of a job description document from MLP. The document is titled 'Stellenbeschreibung' and includes sections for 'Aufgaben', 'Anforderungen', and 'Voraussetzungen'. The content is organized into a table-like structure with various details about the role and requirements.

Digression: Specialist career @ MLP

Utility of the specialist career

... for employees:

- Positioning as expert and appreciation of the expert status
- Career without “having to be the boss”
- Long-term prospects in the company



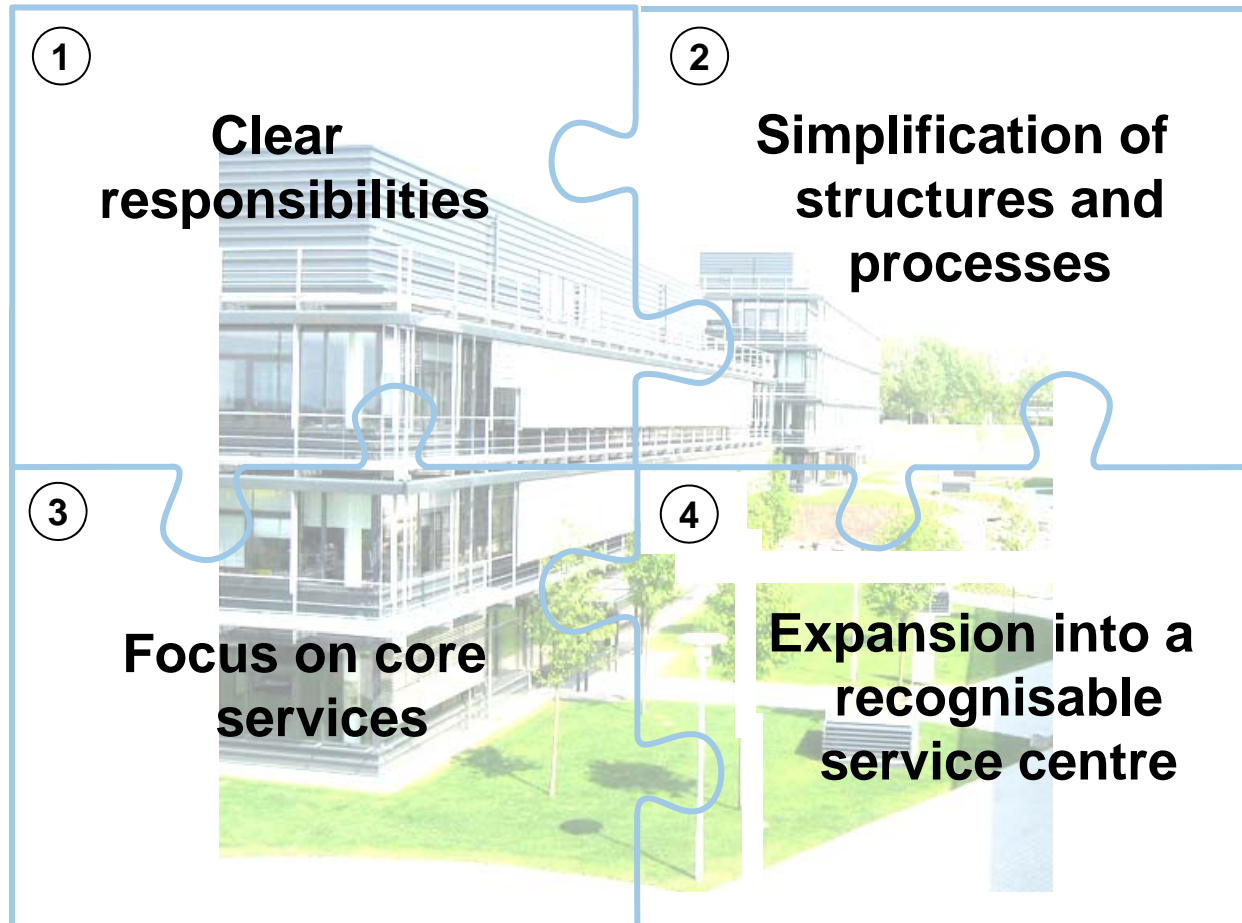
... for MLP:

- Identification and loyalty of the knowledge carriers
- Systematic knowledge building
- Less pressure on the management career
- Greater identification with MLP
- Attractiveness as an employer for potential applicants

... for managers:

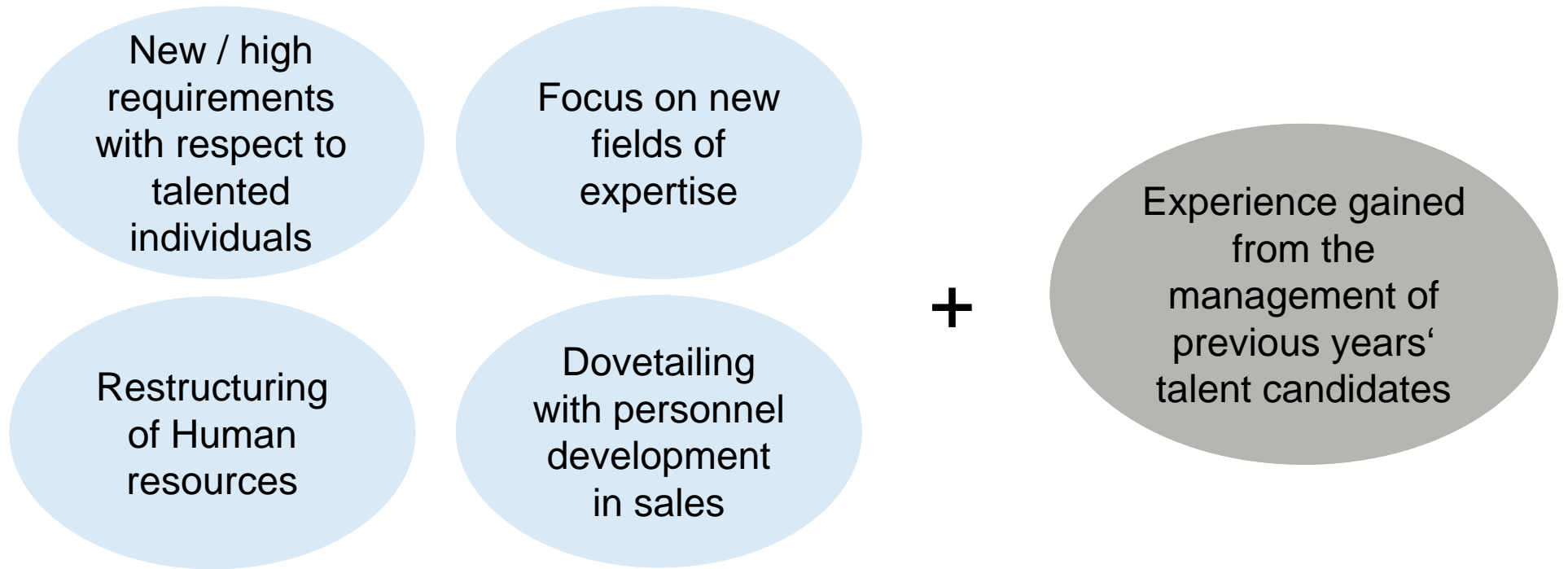
- Delegation of subject responsibility lessens the burden on day-to-day activities
- Expert function as instrument for strategic development of the own area
- Foundation for efficient employee development

Realignment at company headquarters



The company headquarters should actively **shape the future** and be an important **competitive advantage** for MLP.

Realignment at company headquarters creates new framework conditions for Talent Management



Redesign Talent Programme

Vision: Talent Programme at MLP

Joint concept encompassing the personnel development at company headquarters as well as personnel development in sales :

Talented employees from headquarters (candidates for management or specialist career) and talented individuals from sales (candidates for branch manager positions) undergo

- Joint training measures (wherever it makes sense content-wise)
- Mixed working groups

→ Networking of the talent candidates from headquarters and sales



No Talent Management without Performance Management

1

Leadership principles

2

Target agreement meeting



3

180° feedback for managers

4

Variable bonus system



Leadership principles

Leadership principles implemented in 180° feedback manner

The MLP leadership principles are based on our vision and strategy, our MLP values and our corporate guiding principle.

MLP managers:

- **are committed to the interests of our clients**
- **live out the MLP core values of “performance” and “trust”**
- **dedicatedly implement agreed targets and decisions**
- **proactively shape the future**
- **work together in an open manner and are team-oriented**
- **ensure systematic management and employee development.**

Framework conditions to promote motivation and exhaust potential

- Unique corporate culture, based on trust
- Reconciliation of career and private life: MLP covers 50% of its employees' childcare costs
- Reimbursement of costs for advisory appointments at family services.
- Flexible working hours
- Facilities at work: free drinks, MLP Lounge, basketball court, massage service
- Promotion of team sport: MLP Marathon, MLP cycling team
- Health management @MLP



Conclusion

Talent Management at MLP is geared towards the different requirements of consultants and employees – and is centred on the MLP Corporate University.

MLP is well prepared for the forthcoming challenges in personnel development. Our consulting training programme is the most sophisticated in the financial services market.

The importance of Talent Management as a strategic factor is continuously increasing as a means of attracting and securing the services (loyalty) of employees as well as serving as an instrument in the implementation of change processes.



Thank you very much!