



Client Project: Selection Processes at the Top-Management Level

Deutsche Bahn AG is one of the world's leading mobility and logistics firms. Active in more than 130 countries, it employs over 300,000 people, of whom about 195,000 work in Germany. Throughout Europe, the company transports more than 12 million passengers per day in both trains and buses. In the freight and logistics sector, it transports almost 280 million metric tons of goods yearly by rail and around 100 million shipments by road using its own European network. In addition, worldwide networks handle air and sea freight.

Key challenges to the company are posed by change processes related to digitalization as well as the need for sustainable growth and the new demands of client groups. A further challenge is represented by the cultural shift to a product-oriented and regionally coordinated structure and orientation.

Since the end of 2013, we have been offering continuous support to the group management corporation as well as to various business areas in connection with staffing processes on the board, managing-director and division-manager levels.

In internal interviews, pre-chosen candidates undergo a one-day individual assessment, in which their suitability for the position in question is examined. The basis for the management diagnostics is the role model DB Leadership Roles, which summarizes the requirements associated with executives. Based on a briefing with the respective client as well as a requirement analysis, the diagnostic tools are compiled to take into consideration the demands connected with both the level and the specific position. The systematic approach allows for a direct comparison of the candidates.

We summarize the insights gained from the assessment in an informative report, which includes success factors as well as development needs, possible risks each candidate poses in light of the requirements of the position in question, and a well-founded staffing recommendation. In addition, individual development recommendations or tips on how to familiarize the candidate with the new position are provided. The results of the assessment are discussed with an internal panel that accompanies the staffing process and supports the decision-making procedure.