



**Should we worry?
A business view ...**

Dr. Robert Neuhauser, Siemens
Feb 2018, Birmingham

**This time I'm not going to talk
about HR ...**

**Siemens is an early mover in the heart
of many fascinating B2B disruptions:**

From “one size fits all” and mass production in manufacturing ...



... to built to order - based on its digital twin

**From centralized
power generation ...**



**... to decentralized and fluctuating
power generation**

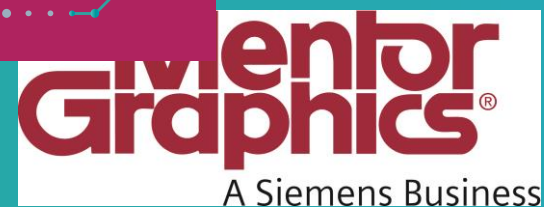




**From fixed interval
maintenance ...**

... to real-time online services

**Siemens has just announced
another record year with extremely fast
growing digital business**



**Cool ... but what's the challenge –
and what did we need to learn ?**

A new digital growth opportunity ...

Technology



A new digital growth opportunity ...

Technology

AI, Deep Learning,
Analytics, Cloud
... etc



A new digital growth opportunity ...

Business
Model

Technology



A new digital growth opportunity ...

Business
Model

Operations

Technology

EB
32
07

60
8B
1A

A new digital growth opportunity ...

Business Model



Operations



Technology

Here is the problem !!



A new digital growth opportunity ...

Business Model

- new processes
- new skills
- new beliefs
- new structures
- new "balance of power"
- new orgs
- ...



Operations

Here is the problem !!

Technology



A new digital growth opportunity ...

This is like building a new company

- new processes
- new skills
- new beliefs
- new structures
- new "balance of power"
- new orgs
- ...

Business Model



Operations



Technology

Here is the problem !!



**-> massive consequences in
Sales, R&D, Service etc.**



DEATH OF A (B2B) SALESMAN



- Traditional Sales
- Traditional R&D
- Traditional Marketing
- ...
- *(HR)*

...and in general management ?

... the fundamental General Management Challenge

Business
volume

Traditional
B2B Business

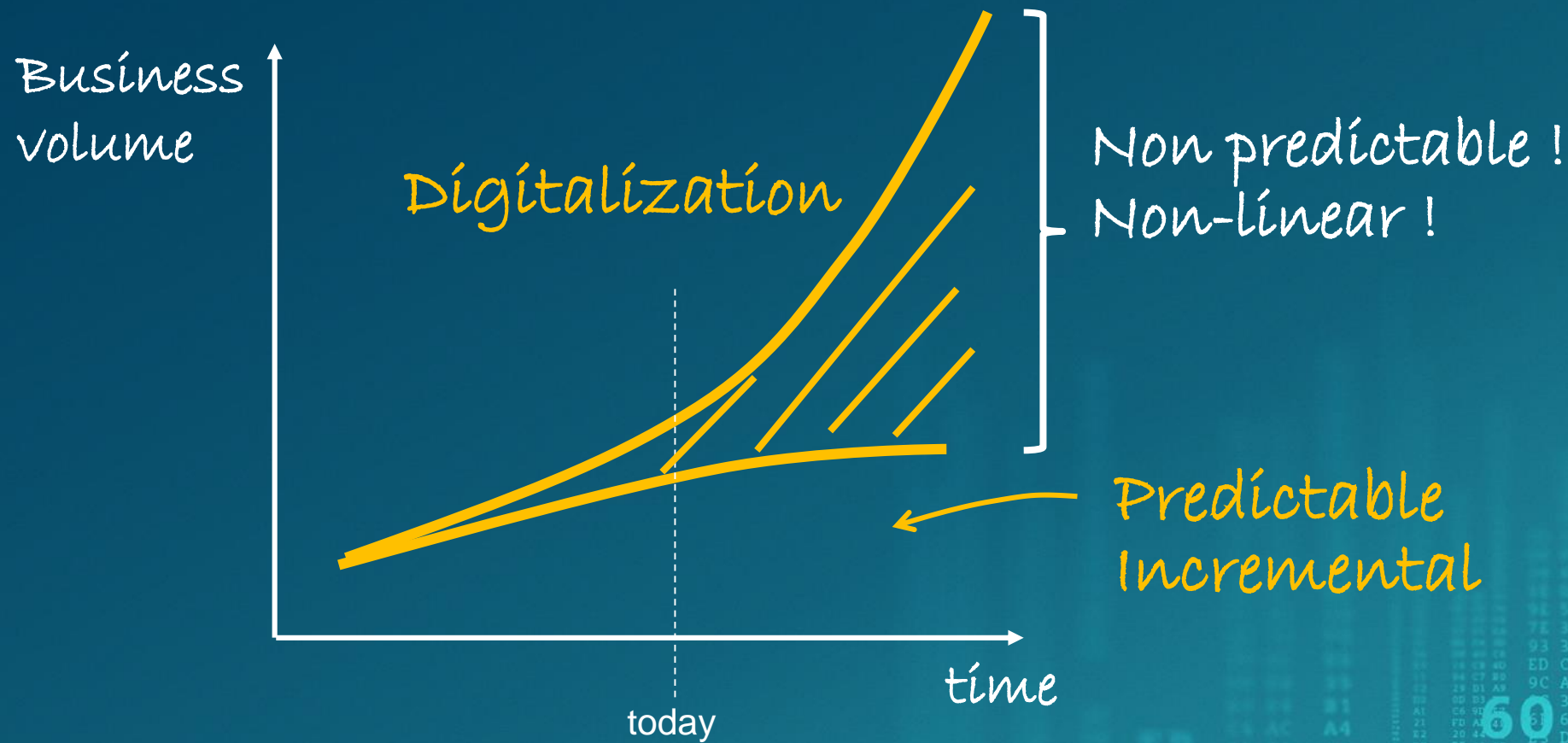
Predictable!
Incremental!

today

time

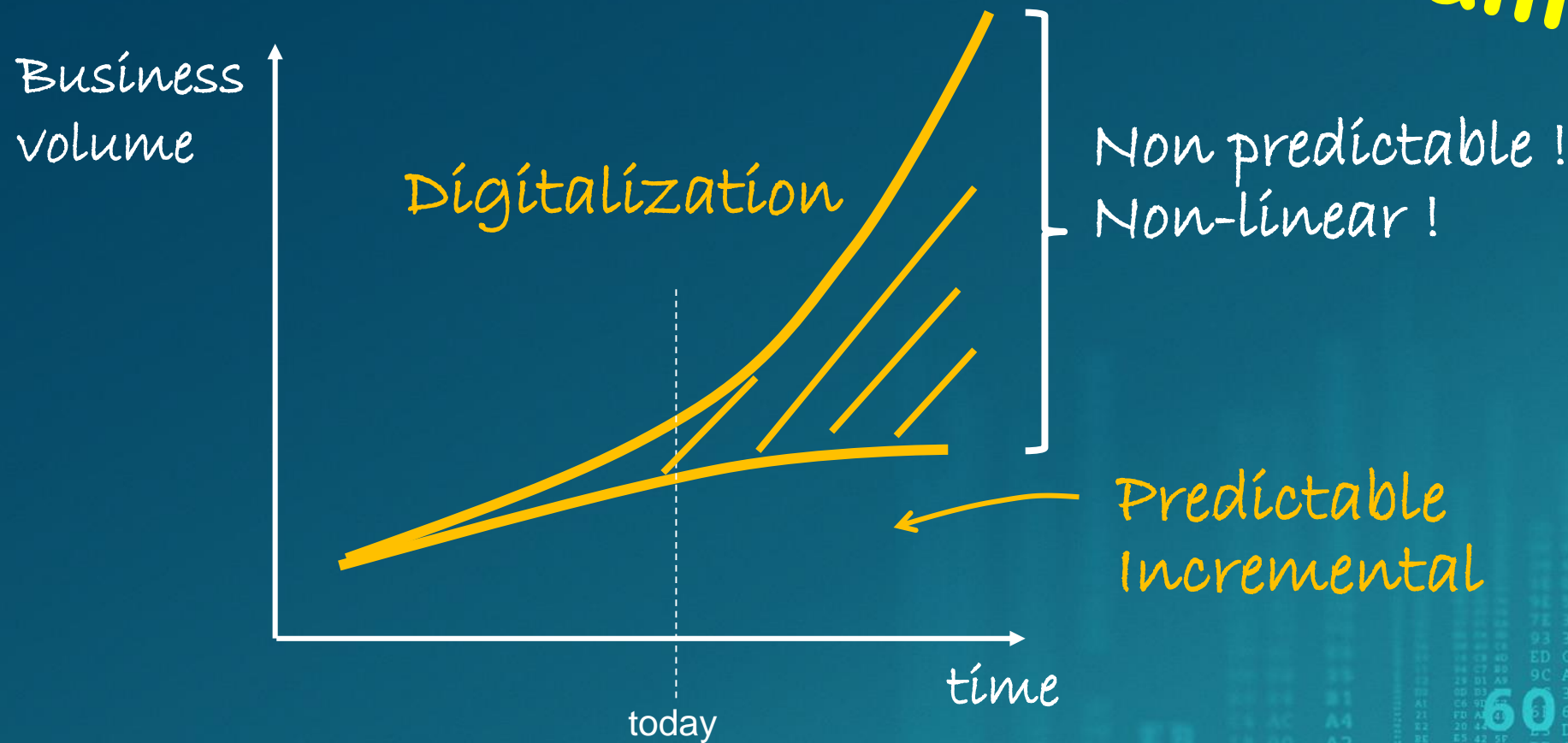


... the fundamental General Management Challenge



... the fundamental General Management Challenge

Fundamental !!



finally it all comes back to HR, again...



**We're running
out of leaders.**

**Collaboration
stops at
department
borders.**

**Our DNA
isn't really
digital yet,
nor agile.**

**Leaders
lead the
old-school
way.**

**We love
processes
more
than people.**

**Diversity
and
inclusion
are still
just nice
theories.**

**So what
to do?
Big things
start small**

...



**One-size-fits-all
doesn't fit
smart
individuals.**

**HR is
not an
enabler
and
pacemaker.**

**Some selected aspects that we are
working on ...**

We designed and initiated the Siemens Operating Model Initiative 4 years ago – it is changing the company from the inside out.



Using the power of communities ...

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Using the power of communities ...

Butt also closer to our traditional HR heart....

SIEMENS
Ingenuity for Life



Now we massively
speed up
early careers.*

* e.g. by introducing analog Obeyas and closely accompanying top talents using rolling vacancy and talent forecasts



Now we
get our management
back into learning mode.

* e.g. by introducing mandatory continuous learning programs for all of our top managers and redesigning our talent development programs/journeys



Now
**we open up
the full universe of
opportunities.***

* By providing Open Job Markets. Starting in 2018 with open job postings for senior management. Continuing in 2019 for everyone.

Now
**we put
humans first.***

* e.g. by introducing people-centric HR IT systems

Now
**we help
people change
views.***

* By rolling out Unconscious Bias Trainings – for all 372,000 employees worldwide



Now
we make
learning
digital.*

* e.g. by providing a fully
embedded digital learning
world – for anyone,
anytime, anywhere

Now
we reduce the power
of status thinking*

* e.g. by introducing level-less
for senior management

and more ...

- **B2B Business gets disrupted – in its core**
- **HR is impacted - twofold and massively**

...fascinating times for innovating HR

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