Ηγεσία Ανθρώπων στην Ψηφιακή Εποχή

Νεκταρία Ειρήνη Καραμανή
Siemens Ελλάδος

Υγιείς Εργασιακές Σχέσεις,
Σύγχρονες Επιχειρήσεις

2η Συνάντηση Δικτύου
Επαγγελματιών Εργασιακών Σχέσεων
και Διεύθυνσης Ανθρώπινου Δυναμικού

Το έργο συγχρηματοδοτείται από την Κυπριακή Δημοκρατία και το Ευρωπαϊκό Κοινωνικό Ταμείο της Ευρωπαϊκής Ένωσης

Ηγεσία Ανθρώπων σε έναν ψηφιακό κόσμο

WHY + HOW = WHAT

Look outside Leadership job Our job
The Fourth Industrial Revolution is about empowering people, not the rise of the machines

https://www.weforum.org/agenda/2017/06/the-fourth-industrial-revolution-is-about-people-not-just-machines/

Volatile
Uncertain
Complex
Ambiguous
Hierarchy is “out”
Diverse workforce

Diversity is a fact - Inclusion is a choice!
Flexible Resources

Do you still measure it? Do you recognize and reward seniority?

Ownership Culture Criteria, part of our individual Targets
**Nέος τρόπος σκέψης: Agile, Non-Linear**

**Speed**

*Embrace Challenges*

*Try, Fail, Learn*

*Be resilient*

*Think Non-Linear*

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**HR Blueprint:**

Υποστηρίζοντας τους συναδέλφους να προσαρμόζονται σε συνεχώς νέες συνθήκες

One HR Team!

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<tr>
<th>Operational Excellence</th>
<th>People Excellence</th>
<th>OC Excellence</th>
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<tbody>
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<td>✔ Updated HR profiles</td>
<td>✔ Siemens Mini MBA</td>
<td>✔ Digital Workplace</td>
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<td>✔ HR local policies update: Ownership Culture is embedded, less approvals, less driven by level</td>
<td>✔ Open Courses - Focus in Digitalization and Ingenuity</td>
<td>✔ Introduction of Home Office</td>
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<td>✔ Payroll outsourcing</td>
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<td>✔ Siemens Social Networks, Circuit etc.</td>
<td>✔ Own Your Career</td>
<td>✔ Recognition Toolkit</td>
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Digitalization    Automation    Ingenuity    Agility
HR Advisor

• Advise managers on basic HR services and support in HR operations and projects.
• Acts as first point of contact for managers
• Personality Traits: Quality Orientation, Shows Respect, Resilience

(Senior) HR Business Partner

• Be a trusted partner and member of the executive leadership team.
• Be a key player in decision making of the business
• Be a strategy partner and play a key role in designing, orchestrating, and facilitating changes of organizational culture and structure.
• Translate business requirements into human capital imperatives.
• Personality Traits: Courage, Adaptability, Political and cultural savvy with integrity

WHAT

Courage  Adaptability  Integrity
Less hierarchical & more agile
Fast and flexible
Simple and pragmatic

Example from Business Travel
✓ Both the traveler and line manager must consider and align upon the necessity, efficiency, and cost effectiveness of each trip
✓ One approval from the Manager after the Business Travel/Expense realization
✓ 100% online E2E process

The digital future needs us to have the courage to explore new avenues and just try out new ways of doing things. Whether by using software robots or by challenging and streamlining established business travel processes. To gain efficiency, transparency and ultimately to gain time that our employees can then invest in new creative ideas.
**Siemens Mini MBA**: A state of the art learning program - 104h classroom, >104h additional homework, aspiring to create a fertile ground for Ingenuity for Life and a Siemens focused conceptual and business framework.

**In a country where the external environment does not currently offer opportunities for an innovative project, we decided to create one that will literally activate and cultivate all behaviors related to Ingenuity, Ownership Culture, Agility and will set best in class standards for the new mindset.**

**Inclusive group of Participants**: 30% Female, Age: 31-57, all locations/divisions/functions.

In addition to the standard Mini MBA modules we added some ‘alternative’ ones:

- The Era of Digitalization
- Self – Leadership, Personality and Emotional Intelligence
- Positivity & Resilience
- Managing Change Workshop
- Creativity & Innovation
- Collaborative Decision-Making Workshop

*We conducted these alternative courses also for the rest of the organization.*

**Potential** describes the ability and aspiration of an employee to advance and to adapt to challenging new roles.
HR Blueprint: Υποστηρίζοντας τους συναδέλφους να προσαρμόζονται σε συνεχώς νέες συνθήκες

WHAT

- Digital Workplace Transformation completed within 1y
- ~90% Smart Workers (the technicians are not)
- ~90% digitized paper-based forms and processes
WHAT

HR Blueprint:
Υποστηρίζοντας τους συναδέλφους να προσαρμόζονται σε συνεχώς νέες συνθήκες

What shall I recognize?

Exceptional Performance  (out of normal individual targets)

Exceptional behavior  – Role model for
Creative Behavior / Innovation / Taking Initiatives / Entrepreneurship / Collaboration with other Departments

Recognition Toolkit Options

- Special bonus award
- Education/ MBA/ Master’s funding
- Personal trip with Family/ Friends
- Personal Dinner with Family/ Friends
- Fit4Life personalized package
- Recognition personalized gift
- Other proposal presented by manager
WHY

WHAT

SIEMENS

Ingenuity for life

When shall I use Multisource?

My question selection

Nektaria Eirini Karamani values other opinions.
Nektaria Eirini Karamani gives me the freedom I need to do my job.
Nektaria Eirini Karamani cares about my development at Siemens.
Nektaria Eirini Karamani isn’t afraid to speak his/her mind.
I feel respected by Nektaria Eirini Karamani.
Nektaria Eirini Karamani genuinely cares about the people he/she works with.
Nektaria Eirini Karamani gives me helpful feedback.
I would choose to work with Nektaria Eirini Karamani again.

My feedback

4.50
4.38
4.60
4.70
4.40
4.40
4.00
4.20

Thank You!

- Contact me anytime at:
  - Nektaria.karamani@siemens.com

- Or connect with me via

  - Social Networks