



## «Ηγεσία Ανθρώπων στην Ψηφιακή Εποχή»

Νεκταρία Ειρήνη Καραμανή  
Siemens Ελλάδας

Υγιείς Εργασιακές Σχέσεις,  
Σύγχρονες Επιχειρήσεις

2<sup>η</sup> Συνάντηση Δικτύου  
Επαγγελματιών Εργασιακών Σχέσεων  
και Διεύθυνσης Ανθρώπινου Δυναμικού

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

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### Ηγεσία Ανθρώπων σε έναν ψηφιακό κόσμο

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*Ingenuity for life*



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## 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/>

90% of the data in the world today has been created in the last two years alone

45% of today's work can be automated with the technology of today

65% of today's students will be employed in jobs that don't exist yet

*Volatile*  
*Uncertain*  
*Complex*  
*Ambiguous*



WHY  
Hierarchy is “out”





## Diverse workforce

Diversity is a fact -  
**Inclusion** is a  
choice !

WHY





## Flexible Resources

# RETENTION

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

## Ισχυρή Κουλτούρα

HOW

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Behaviors	Respect	Create an open and honest communication environment where all team members have equal opportunities, are heard, opinions and ideas are shared and feedback goes both ways. Support each other in attaining both corporate and personal goals; Enrich our culture by <b>inclusion</b> . Enable balance between personal & professional life. Respect company's values and Culture. Self-respect & Politeness.
	Focus	Focus On Customer Understanding Successful. Focus on the forest and not the trees. Focus first on the Results we want to Achieve and then Plan our Strategy/ Actions. Assess self, self-awareness and personal effectiveness; do what you do best. Accept Failure, acknowledge mistakes, share best practices. Ask for help, in solution and alternatives. Do the share individual/team goals. Be open minded on the way to your goal. You win, we win, Siemens wins.
Leadership	Initiative and execution	Be a captain, take initiatives, be determined, think out of the box, benchmark practices with the competition and feel secure to get out of your comfort zone. Stay committed to execution and "just do it". Act today with future orientation. Be positive for results, don't hide under your desk. Do the first step, take the extra mile. Mobilize others to common goals/ new opportunities. Team wins, you win. You will be a group performer than a solo executor. React fast to market trends and be proactive to market needs... See solutions, not only problems.
	Bold, decisive and courageous	Focus decision making on the big picture thus avoiding analysis - paralysis leading to delayed decision. Forbid micromanagement. Tools & processes should be continuously questioned by a big relative ME TOO behavior blocking innovation. Enhance trust. Avoid cronyism. Order the people in your environment. Employees should feel empowered. Horizontal Leadership with open dialogue, honesty and team spirit. Things as they are and always be customer oriented. Willing to follow Siemens changes. <b>Do the</b>
People Orientation	Siemens Veterans	Motivated by Siemens values. Spread Company culture & trust. One Siemens Approach > Cooperate/ Respect & knowledge sharing across organization. Lead by example> Keep same standards for all. People Development > Ensure long-term success by creating successors. Take setting & Achieving own targets to the company / Focus on long-term success. Horizontal Leadership with open dialogue, honesty and team spirit. Things as they are and always be customer oriented. Willing to follow Siemens changes. <b>Do the</b>
	Motivation and Engage	Give full responsibility allocating tasks according to skills. Driving change / Enable knowledge learning. Reward performance and not only results. Take enough time to give creative feedback. Reward behavior out of comfort zone. Willing and able to cheer as a team. Give and seek appropriate information. Share knowledge/ success/ difficulties. Company's engagement in social activities. Positive dialogue on bright ideas.
	Empowerment and trust	Appropriate Tasks assignment and smart goal setting. Give room for personal development. Promote development and continuing education. Mentoring & Coaching. Give honest feedback. Enhance open dialogue. Support decisions made and new working ways. Promote initiatives, encourage out of the box thinking. Trust in capabilities and award efforts. Live success & Failure. Enable open communication, collaboration and volunteer organizers. Support initiatives and encourage people to take on challenges.
	Honesty, openness and collaboration	Together we do it. In the docs, we live together important people related to us (Mentors, Sponsors, Town Halls), we share knowledge and experience, we demolish silos and collaborate in every way. Let everyone ask you a question. If you see something wrong mention it, if you see something good embrace it. Leading by example. We share our future. Collaboration can be achieved only with honesty and openness. Management with Collaboration leads to a DREAM TEAM.

Ownership Culture Criteria  
part of our individual Targets



*Speed*      *Embrace Challenges*  
*Try, Fail, Learn*  
*Be resilient*  
*Think Non-Linear*

**HR Blueprint:**

Υποστηρίζοντας τους συναδέλφους να προσαρμόζονται σε συνεχώς νέες συνθήκες



One HR Team!		
Operational Excellence <small>Reduce Complexity/ Discipline &amp; Accountability</small>	People Excellence <small>Focus on employees and their potential</small>	OC Excellence <small>Respect/ Increase transparency</small>
<ul style="list-style-type: none"> <li>✓ Updated HR profiles</li> <li>✓ HR local policies update: Ownership Culture is embedded, less approvals, less driven by level</li> <li>✓ Payroll outsourcing</li> <li>✓ Siemens Social Networks, Circuit etc.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Siemens Mini MBA</li> <li>✓ Open Courses - Focus in Digitalization and Ingenuity</li> <li>✓ New approach on Potential Development</li> <li>✓ Own Your Career</li> </ul>	<ul style="list-style-type: none"> <li>✓ Digital Workplace transformation</li> <li>✓ Introduction of Home Office</li> <li>✓ Siemens Hackathons</li> <li>✓ Recognition Toolkit</li> <li>✓ Multi-source Feedback</li> <li>✓ Culture/ Wellbeing Events</li> </ul>
<i>Digitalization</i>	<i>Automation</i>	<i>Ingenuity</i> <i>Agility</i>

## HR Blueprint:

Υποστηρίζοντας τους συναδέλφους να προσαρμόζονται σε συνεχώς νέες συνθήκες

WHAT

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### 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

Operational Excellence <small>(HR Services, People &amp; Operations)</small>	People Excellence <small>(HR &amp; Business, HR for People)</small>	OC Excellence <small>(People, HR &amp; Business)</small>
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### (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

## HR Blueprint:

Υποστηρίζοντας τους συναδέλφους να προσαρμόζονται σε συνεχώς νέες συνθήκες

WHAT

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# Courage Adaptability Integrity



## HR Blueprint:

Υποστηρίζοντας τους συναδέλφους να προσαρμόζονται σε συνεχώς νέες συνθήκες

Less hierarchical & more agile

Fast and flexible

Simple and pragmatic

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## 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.*

Operational Excellence <small>(How we work, operate &amp; function)</small>	People Excellence <small>(How we attract, act for &amp; retain)</small>	OC Excellence <small>(How we create, measure)</small>
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The screenshot shows a Siemens internal communication interface. On the left is a navigation menu with 'HOME', 'PUBLIC SPACES', and 'PRIVATE SPACES'. The main content area features a post from 'Siemens Greece - My HR' with a video thumbnail of a hand drawing a rocket. Below the video is a poll titled 'Cultural Weekends' with options: 'Tatol Guided Visit', 'Parnitha Walk', 'Guided Tours in Museums', 'Old Observatory', and 'Stavros Niarchos Foundation Cultural Center'. To the right of the poll is a post from '12.06.2017' titled '#Ask Henning Koehler' with the text 'Got a question for the leadership team? With #Ask we want to increase access to our leadership team for the entire HR community, create dialogue and transparency.' The interface also includes a search bar, user profile, and a 'Helpful Links' sidebar.



## HR Blueprint:

Υποστηρίζοντας τους συναδέλφους να προσαρμόζονται σε συνεχώς νέες συνθήκες

**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.

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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.

Operational Excellence <small>Next course: Update &amp; Innovate</small>	People Excellence <small>Next course: Own Your Career</small>	OC Excellence <small>Next course: Innovation</small>
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### Inclusive group of Participants

30% Female, Age: 31-57, all locations/divisions/functions

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## HR Blueprint:

Υποστηρίζοντας τους συναδέλφους να προσαρμόζονται σε συνεχώς νέες συνθήκες



## Potential

describes the ability and aspiration of an employee to advance and to adapt to challenging new roles

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Cognitive Ability

People Agility

Change & Learning Agility

Motivation & Resilience

Operational Excellence <small>Next course: Update &amp; Innovate</small>	People Excellence <small>Next course: Own Your Career</small>	OC Excellence <small>Next course: Innovation</small>
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## HR Blueprint:

Υποστηρίζοντας τους συναδέλφους να προσαρμόζονται σε συνεχώς νέες συνθήκες

### Own your career

Description  
Own your career – we provide orientation, motivation and structure for every employee to grow and to take informed decision about education, training and career choices.

<b>Ready to Grow</b>  Where do I stand today - where do I want to be tomorrow?	<b>Performance</b>  Where do I stand today - where do I want to be tomorrow?	<b>Potential</b>  How can I advance into a new role?
<b>Find your way in Siemens</b>  Which development options do I have?	<b>Development Activities</b>  Where do I find information on development activities?	<b>Potential Development Programs</b>  Which potential programs are available for me?
<b>International Job Market</b>  Can I discuss my career ideas with someone more experienced?	<b>Working abroad</b>  How can I go and work abroad with Siemens?	<b>Mentoring</b>  Where do I stand today - where do I want to be tomorrow?

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### On the job development

Act as an ambassador see more...	Act as buddy see more...	Act as proxy / substitute see more...	Assignments see more...
Benchmarking see more...	Change function/ project see more...	Engage in customer visits see more...	Facilitate workshops see more...
Guest Reviews see more...	Job Enlargement see more...	Job Enrichment see more...	Participate in trade shows see more...
Project Work see more...	Rotate responsibilities/ topics see more...	Seek regular feedback see more...	

### People Experiences

Act as mentee see more...	Act as mentor see more...	Business Coaching see more...	Career Tandems see more...
Development Center see more...	Mgmt Meet & Greet see more...	Participate in online communities see more...	Participate/ speak at conferences see more...
Reflecting Team see more...	Shadowing see more...	Special Events see more...	Take part in formal networks see more...
Virtual Lectures see more...	Volunteer & engage socially see more...	360° Feedback see more...	

### Formal Learning

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## HR Blueprint:

Υποστηρίζοντας τους συναδέλφους να προσαρμόζονται σε συνεχώς νέες συνθήκες

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

Operational Excellence <small>Next generation process &amp; operations</small>	People Excellence <small>Next of employee, not just people</small>	OC Excellence <small>Next of tools, not just systems</small>
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Details | Map

Originator: Name: Karamani, Nektaria Eirini (HR RE) | E-Mail: nektaria.karamani@siemens.com | Organization: SIEMENS

EmployeeData: Company(\*)

Information: Date For Home Office (\*): | Additional Info: | Home Office(\*)

Confirmation: I have read and comply to the terms of Home Office Policy, including instructions on working in Home Office. I completed the web-based training on Home Culture for Employees.  
I Confirm (\*):

Approvers: Manager: Add...

Submit Request: Action(\*) Opened | Comments: | Attachments: Browse... Upload

Submit Exit

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Home Introduction Portfolio The Team Join Us! Innovations

Contact Deutsch

**#iDea.**  
The Innovation Company

**Previously...**

- SieDial App
- Napkin Marketing
- TaskMarket
- CircuitAsist Tool
- Barcode Frontend
- Hackathon

**March 17**

- Dragons Den Show
- CEO Digitalization Summit
- Hackathon WP
- Hackathon PS
- Toolbox (Technoweb)
- 4 Winners

**April 17**

- Hackathon DE FA
- Feldafing 2.0
- Database Cluster Hackathon
- Sony A10s StartUp
- Canteen balance app
- Kick-Off SieBay

**May 17**

- ChatBot
- Workshop „Game“
- Workshop PD KHE
- Synoplicity-Print
- 4H Venture
- VDI Workshop
- Hackathon Middle East
- Hackathon N-Erde

**Future**

- SieDial v2
- Bookmark Sync
- WYS Award
- PLM Hackathon
- University Partner
- Business Conduct
- Guidelines Tool
- Recruiting Game
- WYS Award Tool
- Event Market

**Vision**

- Internal Start-Up Factory
- Crowd Development Project „Werner“

## #iDea. The virtual Siemens startup

What would you do if there is a virtual company within Siemens where everybody can join and help making great ideas become alive? Would you join this company and assist beside your normal job? Currently 70 employees all around Siemens already said YES! We are the #iDea-Company and if you have a great idea or a talent that helps us to make great ideas become alive then join us! But what is a great idea? Well, we are in contact with SI and other Siemens teams. There we found a lot of cool ideas that just need to be implemented/coded. But beside that, as we are a team of creative people, we are able to create our own cool ideas and just release/develop them ourselves. More information about us can be found on the website below. Have fun!

**Innovative**

A team of young and fresh-minded employees that will help you in your innovation-finding process. The innovation Think-tank is ready to take your order!

**Creative**

You need to sell your product / portfolio to your employees? Portfolio marketing, video-marketing, online-tutorials are only a few examples of the services we offer.

**Get Ready!**

Unleash the full potential of your innovative spirit and creativity. Our team will guide you through the whole process.

## 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**

Operational Excellence <small>Real impact, strong Evidence</small>	People Excellence <small>Real impact, no. for others</small>	OC Excellence <small>Real impact, no. for others</small>
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## 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

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## HR Blueprint:

Υποστηρίζοντας τους συναδέλφους να προσαρμόζονται σε συνεχώς νέες συνθήκες



Operational Excellence <small>How do we do it better?</small>	People Excellence <small>How do we do it better for people?</small>	OC Excellence <small>How do we do it better for Siemens?</small>
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## When shall I use Multisource?



My question selection	My feedback
Nektaria Eirini Karamani values other opinions.	<b>4.50</b>
Nektaria Eirini Karamani gives me the freedom I need to do my job.	<b>4.38</b>
Nektaria Eirini Karamani cares about my development at Siemens.	<b>4.60</b>
Nektaria Eirini Karamani isn't afraid to speak his/her mind.	<b>4.70</b>
I feel respected by Nektaria Eirini Karamani.	<b>4.40</b>
Nektaria Eirini Karamani genuinely cares about the people he/she works with.	<b>4.40</b>
Nektaria Eirini Karamani gives me helpful feedback.	<b>4.00</b>
I would choose to work with Nektaria Eirini Karamani again.	<b>4.20</b>

Thank You !

- Contact me anytime at:
- [Nektaria.karamani@siemens.com](mailto:Nektaria.karamani@siemens.com)
- Or connect with me via
- Social Networks



Υγιείς Εργασιακές Σχέσεις, Σύγχρονες Επιχειρήσεις

