



**Progetti “Action Learning” per HP
Management Learning Program**

30/03/06

Incontro G.I.D.P

be ahead
Management Learning
intranet.beAhead.siemens.com

© Siemens
AG
LC ML CoC
16.03.2012

SIEMENS ITALIA –HR TRAINING

***Siemens è uno dei leader
mondiali nell'elettronica
e nell'elettrotecnica***

Le sfide di HR

- Nella generalizzata crescita della competizione si pongono alle direzioni HR due fondamentali **sfide**:
 - ❑ **Essere promotrice di azioni volte allo sviluppo di competenze e conoscenze dell'organizzazione e del sistema mercato/cliente esterno**
 - ❑ Utilizzare razionalmente le risorse ,dimostrando l'efficacia delle azioni svolte in termini di sviluppo delle risorse e di crescita dell'organizzazione

Siemens HR : Training center

Una risposta alle sfide

***Management
Learning
Program***





The Corporation

MANAGEMENT EDUCATION

SIEMENS: BUILDING A 'B-SCHOOL' IN ITS OWN BACKYARD

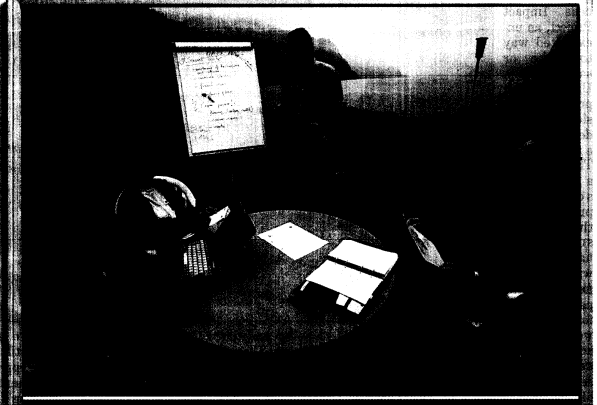
The company's execs are solving problems that would have required high-priced consultants

For Siemens, it bordered on the embarrassing. The \$65 billion German conglomerate makes 12 million mobile phones a year, but its own use of mobile-phone service was stuck in the wireless Stone Age. Managers in different units in Britain were acting like the Lone Ranger, buying phone service for their thousands of employees from a bevy of far-flung suppliers instead of huddling like a team to negotiate a cut-rate contract from one source. Co-workers were dialing each other up over costly wireless networks when they could have been patching calls through Siemens' own, less expensive network. One of the mobile-phone use manuals was prehistoric—it hadn't been updated since 1991. No surprise then that all this was wasting \$4 million a year.

IN-HOUSE TALENT. Usually when global companies find themselves in such straits, they hire a slew of high-priced consultants. But instead of tapping the brainpower outside of headquarters, Siemens executives started thumbing through their own worldwide employee directory. The problem, it turned out, was a perfect case study for "Siemens University." This is Siemens' in-house corporate training program, in which Siemens analysts and engineers act like MBA students and use Siemens' business problems as the case studies to be solved. For the

Munich-based giant, whose wide array of products includes semiconductors, washing machines, high-speed trains, offshore oil-rig equipment, and telephone systems, it's like having your kids pay back their college tuition upon graduation—along with a generous tip. Indeed, Siemens may be one of the only companies in the world whose management education program not only pays for itself but also saves the company money—about \$11 million so far this year, according to Siemens. "Why should management learning be a cost center?" asks Matthias Bellmann, one of the program's architects, who also heads up

human resources for Siemens' Information & Communication Products unit. "Why shouldn't it be a profit center?" The company isn't the first to link theory and practice in executive education. But the success at Siemens, a lumbering bureaucracy for decades, shows that nearly any business can unlock entrepreneurial spirit by getting managers to work beyond their accustomed roles instead of hiring outside help. Siemens CEO Heinrich von Pierer says the program is an important part of getting executives to be just as networked with one other as are the company's phones. "The interest we get [in



VALUABLE Siemens' management education program not only pays for itself but saves money—about \$11 million so far this year

SIEMENS UNIVERSITY "STUDENTS" MEET ON A ZURICH PATIO TO TACKLE A PROBLEM PLAGUING ONE OF THE COMPANY'S UNITS

The Corporation

the program] from all over the place is a good indicator that we are on the right track," says von Pierer.

Part of the program's success has to do with the way it takes a wrecking ball to the walls between the company's divisions, which have long operated as their own inefficient fiefdoms. Managers are thrown into teams with the "students," peers from other business units, often from abroad. That can make for a lot of diversity in problem-solving, since Siemens has 444,000 employees scattered across 190 countries. "To compete globally, they have to be able to share resources and share ideas," says James H. Vander Weide, a professor at Duke University's Fuqua School of Business, who teaches finance in the Siemens management learning program. "That's one of the purposes of this."

Just how does it work? The students identify what's known in the program jargon as a Business Impact Project, an unexploited way to make or save money. Usually the project is outside the students' area of expertise. They don't get a penny to solve the problems, so the only resource they have to start with is their ingenuity in other departments. The point is to force managers beyond the well-worn grooves and make them work across corporate lines of authority.

CONVERTING THE SKEPTICS. Gathering several times a year for weeklong trouble-shooting sessions in classrooms all over the world, the students debate ways to save or make money. When they're not meeting, the e-mail flies. To get to the root of the British unit's problem, for example, a team of six students, who were all midlevel Siemens managers, put the word out that they were devising ways to centralize the purchase of phone service. When suppliers got wind of this, they cut prices, says Chris Winfield, finance director for

a British Siemens unit and a student. The group also took its cost-savings microscope in-house, requiring that employees in Britain get bills detailing the cost of their own mobile-phone use. In one German office, mobile-phone bills fell 60% when employees realized how much money they were wasting on costly calls.

As with all the Siemens University projects, the big challenge for the students is always to win over the managers heading the scrutinized units—in this case the brass in charge of mobile-phone use. To convert the skeptics, the team drew up a presentation detailing the millions in savings. "We did a road

enterprise. In Sweden and Norway earlier this year, one team managed to get engineering, maintenance, and service units to bid jointly to build and maintain a processing facility for Swedish chemical maker Borealis. Although the bid is still pending, it was a first for the divisions.

The company's management learning program isn't as well-known as other aspects of Siemens restructuring plan, such as the move to spin off the Infineon Technologies semiconductor

AT SIEMENS, SCHOOL RULES

How the German giant uses its university to improve the bottom line

- ▶ About six managers from different divisions are given a "case study," a real-life business problem from a Siemens business unit different from their own.
- ▶ The team wins over the units' managers by showing them how much money they can save by implementing the team's plan.
- ▶ The students still have to do their regular jobs. They get no extra pay and not a dime to play with to help solve the problems.
- ▶ What's in it for the students? MBA-style experience and the cachet of being in the program: University students are seen as up-and-comers.
- ▶ Bottom line: Siemens says the cost cutting projects have generated \$11 million in savings so far this year.

LOOKING FOR WAYS TO SAVE MONEY Siemens restructuring plan, such as the move to spin off the Infineon Technologies semiconductor



unit next year. But slowly, investors are beginning to appreciate it. Meanwhile, shares have risen 37% in the last two years, to a recent \$90. But that's still a long way from GE's 109% share appreciation in the same period.

By next year, Siemens plans to be funneling 2,500 managers a year through the university. Participants still have to do their regular jobs, which leads to long hours; a peek at team e-mail shows them exchanging messages at 1 a.m. That leads to some grumbling, but to be tapped for the program is the equivalent to getting a career coach in the U.S.: It's a signal that you're an up-and-comer. The payoff can be big for the students—not to mention Siemens.

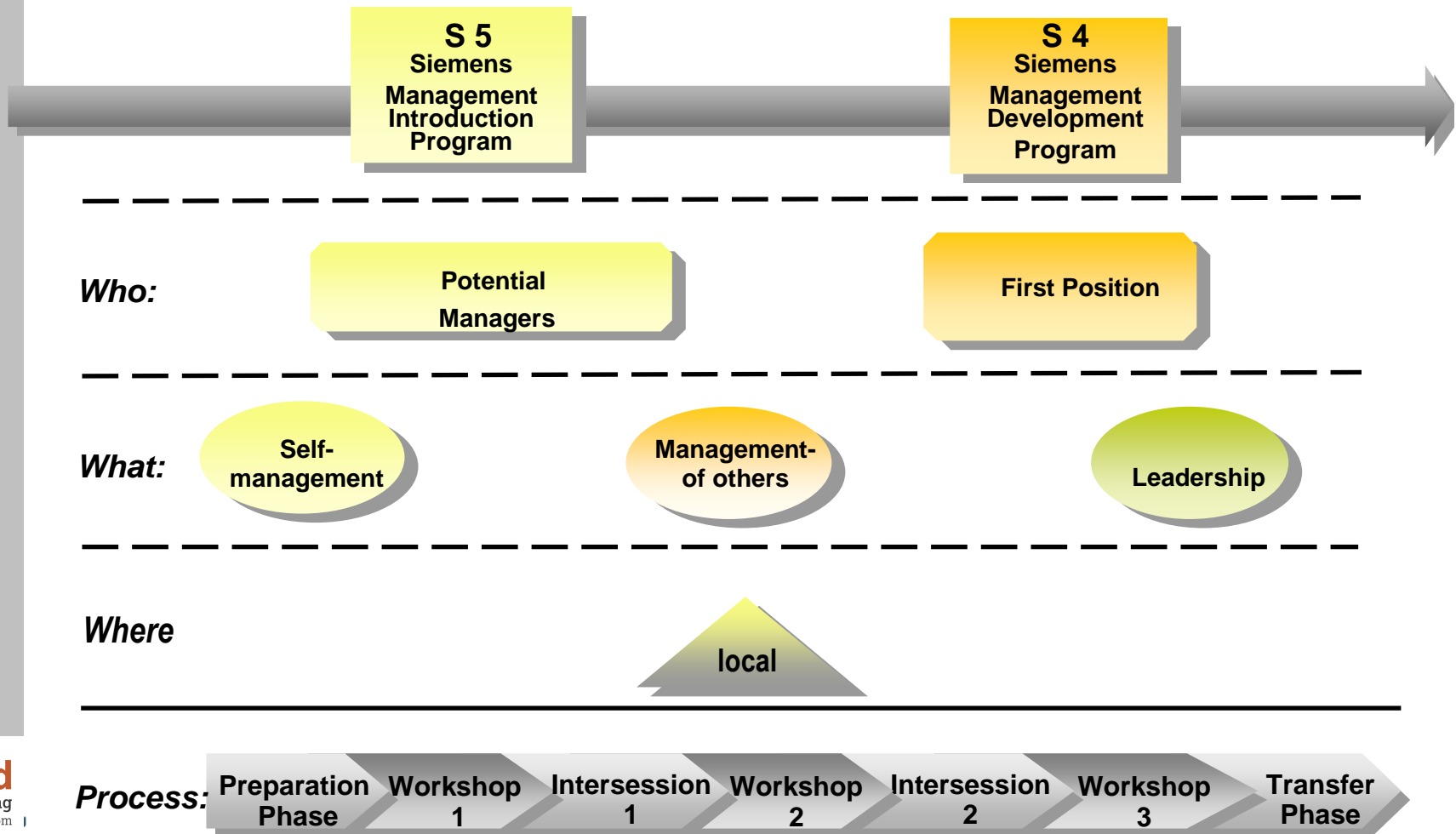
By Jack Ewing in Frankfurt

be ahead Management Learning intranet.beAhead.siemens.com

© Siemens AG
LC ML CoC
16.03.2012 - Seite 4



EFFICACI AZIONI : I Programmi ML



FY :05/06 Collaboratori coinvolti nel ML Program

S5 : 75 circa

S4 : 75 circa

24 PROGETTI

24 COACH

Management Learning: HR e Line al via.....



FASE 1 :

**SCELTA
DESTINATARI**

RUOLI COINVOLTI:

**Management
Sviluppo/HR
Training/HR
Business Partner**

Management Learning: HR e Line al via.....



FASE 2 :

**RICERCA e
PROPOSTA BIPs**

RUOLI COINVOLTI:

**HR Training
Partecipanti
Management**

Definizione di Business Impact Project (BIP)

- Il Business Impact Project è un progetto ad alto impatto sul business che avrà un **immediato, misurabile** effetto su qualche aspetto dell'organizzazione
- Ogni partecipante in ogni programma lavorerà in un team di 4 - 6 persone per raggiungere un **reale, tangibile, misurabile "business goal"** in **4 - 6 mesi !**

SMS in Italy

Corporate Development/SMS

Innovation

Progetto A A&D
Progetto B MED
Progetto C PG

.....
.....

Customer Focus

Progetto A
Progetto B
Progetto C

.....
.....

Global Competitiveness

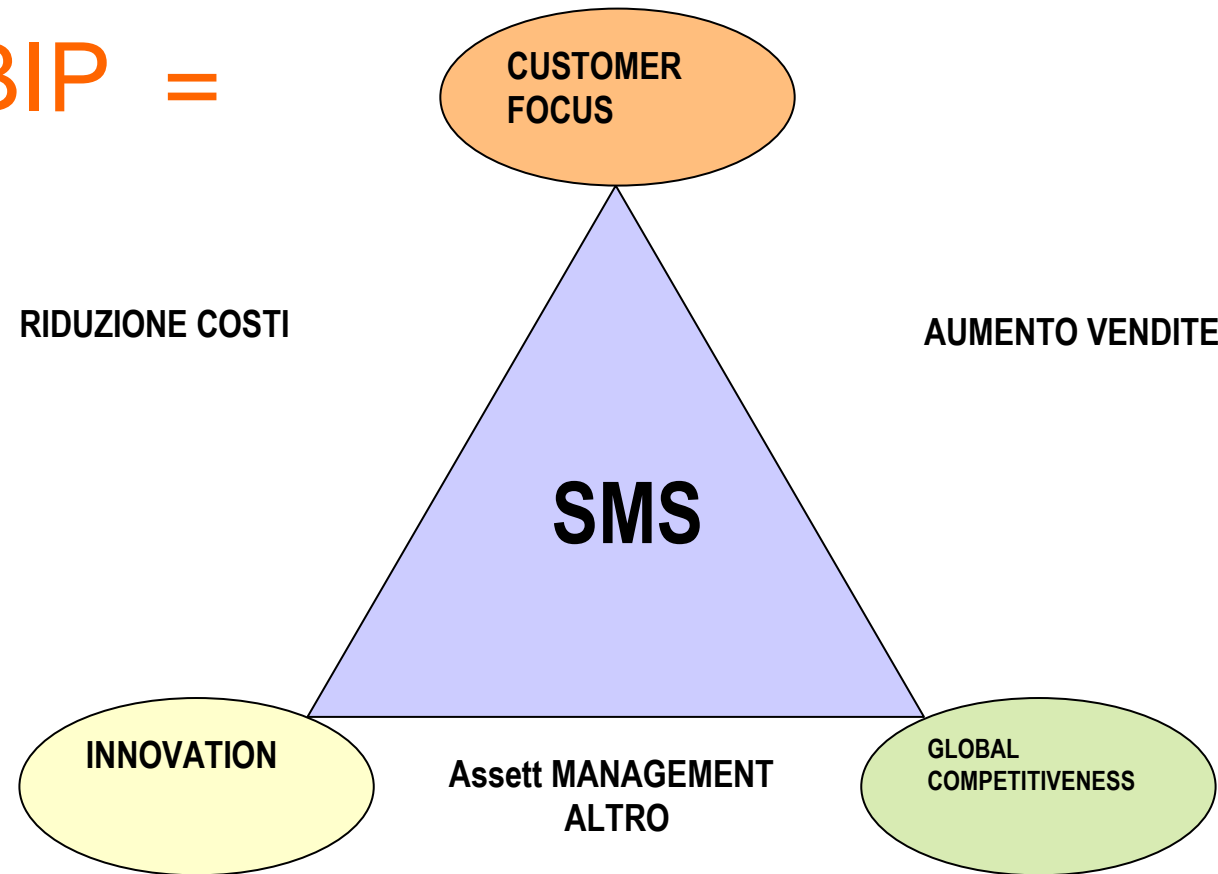
Progetto A
Progetto B
Progetto C

.....
.....

Business impact project

SMS e BIP

■ BIP =



**BIP A&D – Coach Enrico Sempì
-responsabile commerciale**

BIP

Individuazione di una strategia di vendita A&D . Analisi dell'opportunità di inserimento di figure di promozione responsabili regionali di società di ingegneria e clienti finali locali

BIP :Una nuova Utility: il posto di lavoro

Obiettivo:

Creare una offering che preveda
vendita ed erogazione dei servizi IT
legati alla postazione di lavoro , come
una qualsiasi utility

Management Learning: HR e management al via.....



FASE 3 :

INGAGGIO COACH

RUOLI COINVOLTI:

HR Training
Partecipanti
Management

MODALITA': In sede di individuazione dell'idea progettuale si identifica il coach/client del BIP.

SIEMENS

Coach

- Cliente
- necessità
- fornisce risorse
- incontri
- motivazione



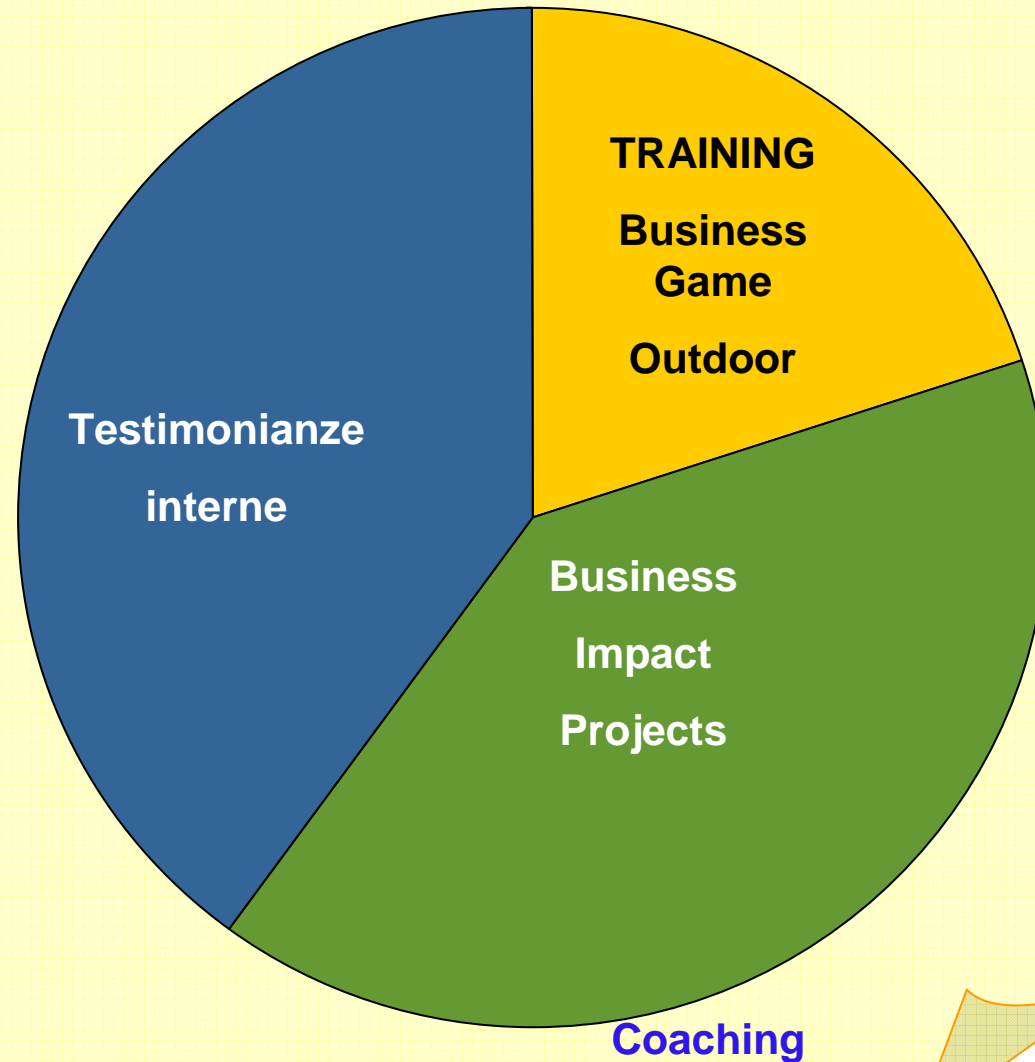
Programma S5
Milano, 19 febbraio 2003
12 - Moramarco

Management Learning: HR e management durante il percorso

FASE 4:

Quali

METODOLOGIE



Management Learning : HR e management alla fine del percorso

- Evento conclusivo di presentazione dei risultati progettuali
- Presenti: AD , responsabili delle BU su cui impattano i progetti, responsabili diretti dei partecipanti
- Consegna da parte dell'AD degli attestati di partecipazione
- Passaggio di testimone da team ML a coach che dà il via all'implementazione

Le sfide di HR

- Nella generalizzata crescita della competizione si pongono alle direzioni HR due fondamentali **sfide**:
 - ❑ Essere promotrice di azioni volte allo sviluppo di competenze e conoscenze dell'organizzazione e del sistema mercato/cliente esterno
 - ❑ **Utilizzare razionalmente le risorse ,dimostrando l'efficacia delle azioni svolte in termini di sviluppo delle risorse e di crescita dell'organizzazione**

Management Learning : HR e Management alla fine del percorso- Il KICK OUT MEETING

FASE 5

A 6/8 mesi dalla chiusura del percorso HR , coach e team si ritrovano in aula per una mezza giornata dedicata :

- 1) alla valutazione delle implementazioni e dei risultati ottenuti
- 2) alla valutazione dell'apprendimento

OBIETTIVI KICK OUT MEETING

-Narrare l'esperienza passata: sfida e interpretazione della sfida . Il BIP , gli obiettivi del Bip e la sua realizzazione operativa *(Il team)*

-Narrare il “passaggio di testimone” : quale implementazione *(il coach)*

-Valutazione dell'apprendimento (con particolare attenzione agli sviluppi dei progetti individuali di leadership e automanagerialità impostati nel corso del ML *(team, Neosharper, HR)*

Management Learning e SLF

- Iniziativa
- Creatività
- Orientamento al risultato
- Orientamento al cambiamento
- Decisione



- Capacità di apprendimento
- Visione strategica
- Capacità di analisi



- Assertività
- Comunicazione
- Relazioni interf.
- Attenzione al cliente



- Capacità di motivazione
- Teamwork



I laboratori di monitoraggio delle dinamiche relazionali sono un dinamico setting d'apprendimento sulle capabilities della SLF. I S

Grazie per l'attenzione !

Domande?

