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Helping green shoots to bear fruit

Tim Bishop, Siemens
NCC Conference 2008





A little about Siemens in the UK

FOUNDED: 1843

UK TURNOVER: > £3.5B

UK EMPLOYEES: > 20,000

2007 figures

We keep one in five of all **cash machines** in the UK in good working order.

We process more than six million new UK **passports** each year.

We install, maintain and read **meters** in nearly 9 million UK homes and businesses.

Our medical equipment is used to screen 15,000 women in the UK for **breast cancer** every week day of the year.

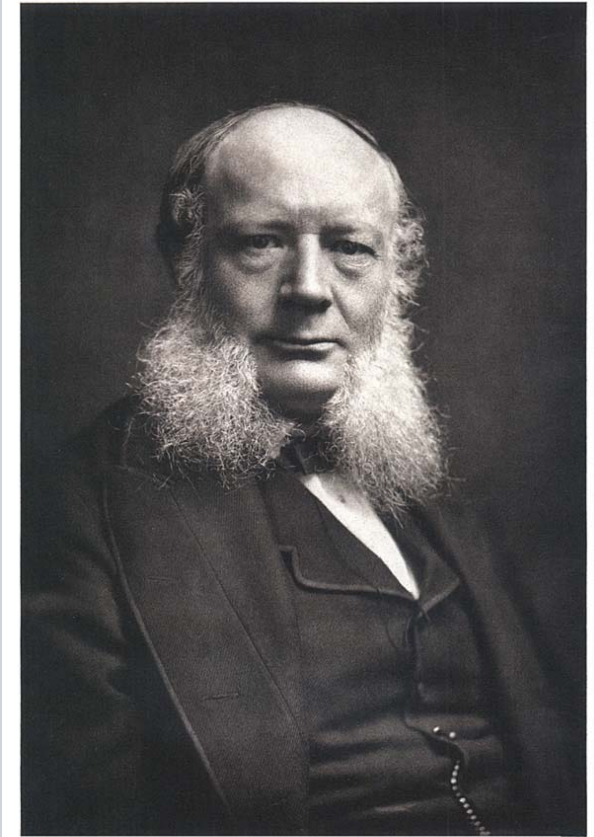
Every major **airport** in the UK depends on our baggage handling systems.

We are the largest supplier of **hearing aids** to the NHS.

A quarter of the **electricity** used in England and Wales passes through substations controlled by our systems.

Nine out of ten calls made on **motorway emergency telephones** are connected using our systems, and our technology gives **emergency vehicles** automatic priority at traffic lights.

We are deploying the single largest **enterprise IP telephony** solution in Europe, in excess of 110,000 users



Wilhelm Siemens

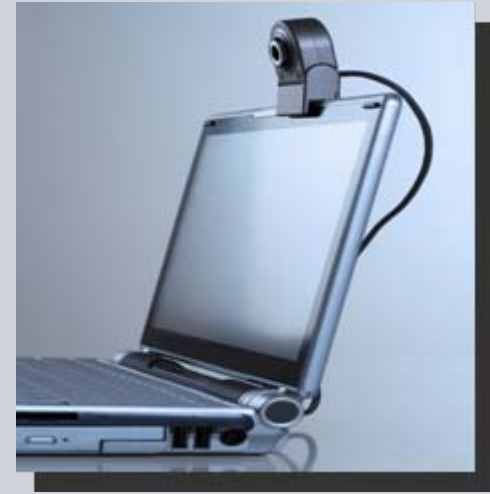
Photographische Gesellschaft in Berlin



The proposition

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**Computing and IT are an enabler
for greener organisations...**



**... but what makes the
organisation greener is the
behaviour of its people**



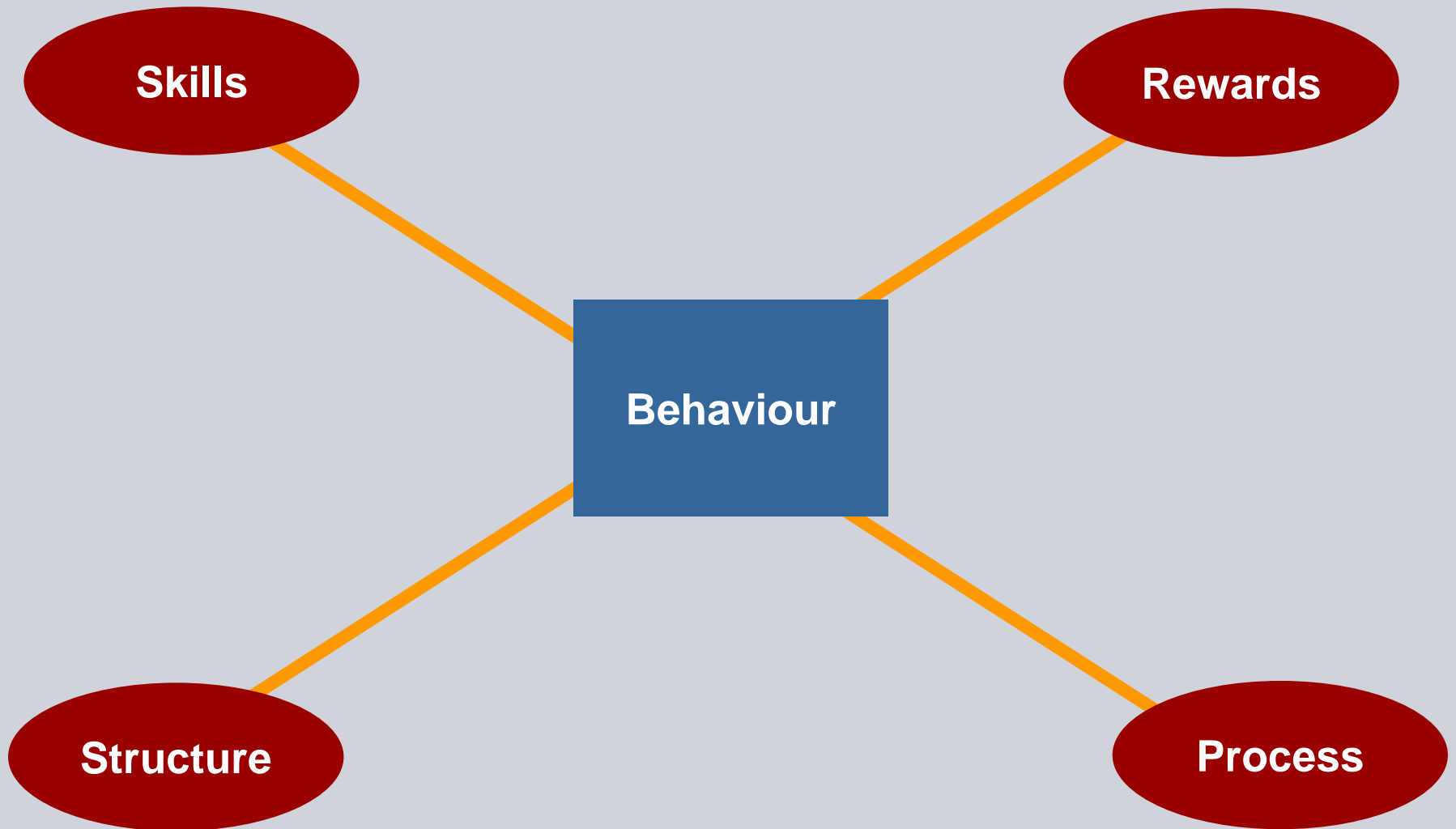
Lets just think about behaviour... it tends to be:

- **Based on habit**
- **Driven now by “here and now” stimuli**
- **Oriented around personal direct impact more than general indirect impact**
- **Influenced by peers and role models**
- **Only semi-conscious**
- **Difficult to change**
- **Difficult to maintain once changed**





Behaviour can be influenced





Working with other organisations we have found some success factors

- Focus – don't try and change everyone, focus on the high impact
- Understand the real motivation for current behaviours
- Be up front – work on the the personal impact & benefit
- Find influential role models
- Put in intensive care in early life – avoid excuse to reject
- Recognise the trade between utilisation and availability
- Communicate like mad



Within Siemens, we are living with virtual organisations

Siemens Enterprise Communications - £230m UK turnover

Sales offices

- London
- Manchester
- Milton Keynes – Head Office

18 Sales Managers - 3 office based

80 Sales People - 12 office based

28 Solutions Architects – 1 office based



The office

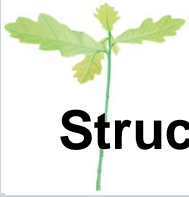
London Office

Then (2002):

- 2 floors
- Rows and rows of desks - 70% of floor space
- Demo centre
- A couple of offices, one with video

Now:

- 1 floor
- 5 smart meeting rooms incl videoconference
- 2 offices
- 16 hot-desks – 20% of floor space
- Wireless



Structure relationships

- **Daily calls**
- **Weekly audio**
- **121 - monthly meeting held face to face**
- **Team meetings – bringing the team together**
- **Allowing time for socialising**
- **More coaching**
- **360 feedback sessions**



The Manager becomes the Enabler

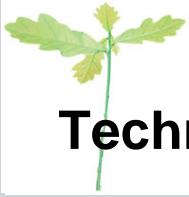
**Fostering relationships – building bridges between people
Opening doors for people, enabling
Navigating them through the organisation**

**Daily communication with each of the people
Developing personal relationships
All media, several times a day**

Communication is the enabler for everything

Diary planning – preserving time with support of PA

Customers place demands – we have to be responsive and agile



“With all the technology available to us, its never been harder to get hold of people”

Presence – virtual line of sight

One number - control of contactability

Secretary – can see when you’re busy

Mobile email

Fixed Mobile Convenience

Audio conferences

Video conferences



Walking into the office

Personal contact

Social aspect

Everyone wants a slice of you, you can get a slice of them

Body language

Allow for interruptions – they will happen

- **4 meetings in 15 mins**
- **You will get a lot done**



Communication – The key!

Technology

- Be First Newsletter – e-mail
- ETV
- Core brief
- Sales Brochure
- Siemens world

Face to face

- One to ones
- Team meetings
- Management cascade
- Directors briefings

1/2 year and full year conferences



Employing the right people

Not right for everyone

Strong indicators as part of selection

- Verbal / numerical

Managers

- need to be able to trust people
- Adapting our style
- Allow people to get on with it
- Embrace the technology
- Let go!



The Future Work Forum



Changing work patterns to reduce travel – compressed 9-day fortnight

Employees self-manage; self-organise

Managers trust

The role of Management varies by employee – to fit working patterns

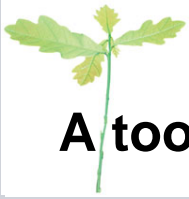
Face-to-face meetings are clustered; or avoided

Work practices are piloted, so concerns and needs are exposed in a controlled environment

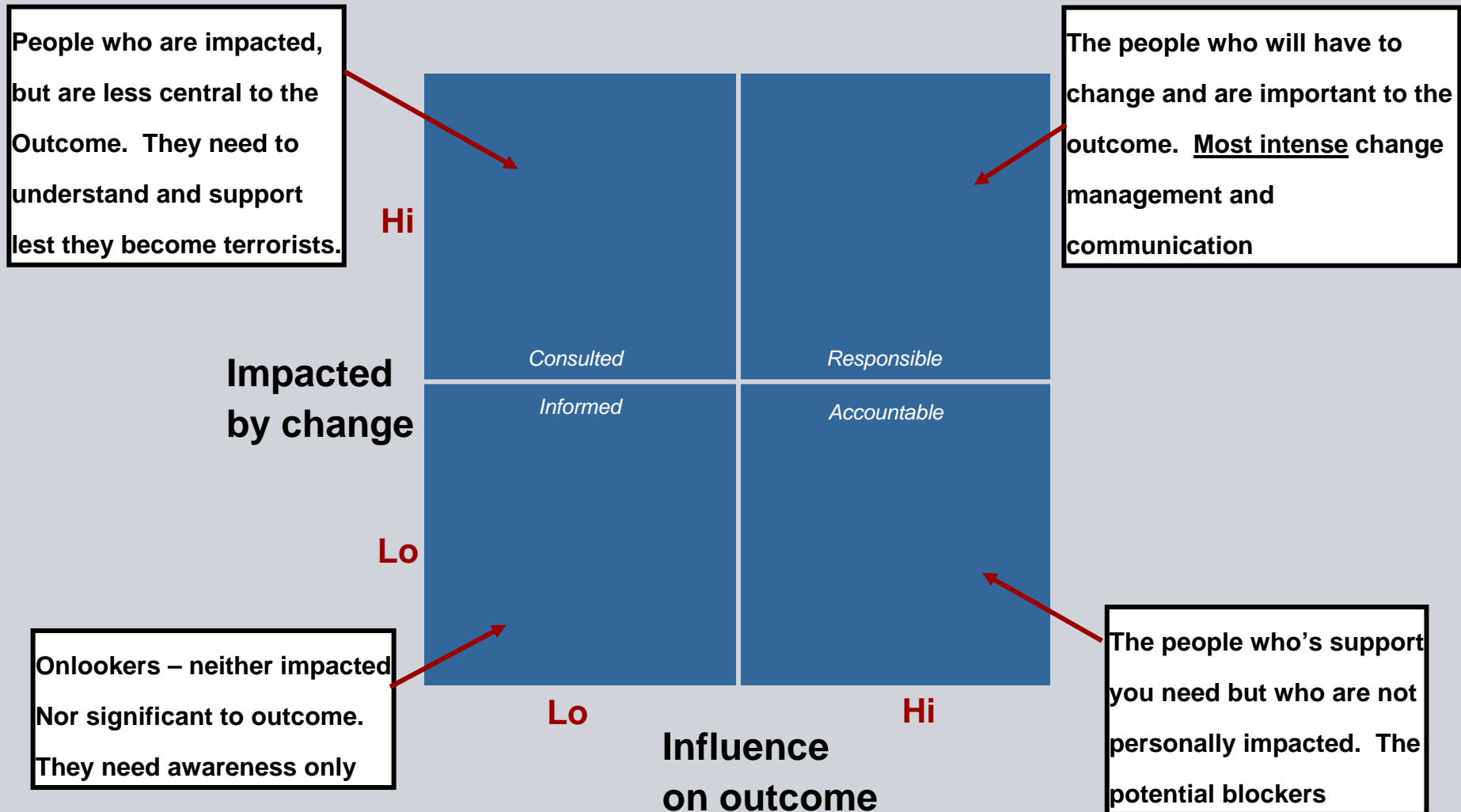
Clarity on when is face to face a luxury, when is it a necessity?



Peter Thomson



A tool that is helpful – based on RACI





Organisation for the 21st Century – Gary Hamel in the McKinsey Quarterly

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“Everyone says they have a shortage of talent. Talent is readily available if you’re willing to pay the market rate. The real challenge is making profits off those talented people.... The leading companies are combining talent and technology and organisation design to generate much higher profits per employee than was possible in the past.”





So, to wrap up...

Technology can enable, but people must change

A lot of behaviours are informal and take effort to change and sustain

There is evidence of success through focused, inclusive approaches

Supporting changed behaviours takes different management

There are potentially other pay-offs beyond carbon impact

... so your shoots might create more fruit than you bargained for!





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