

THE JOURNEY TOWARDS “BEST-IN-CLASS” STRATEGY EXECUTION IN SIEMENS FLOW INSTRUMENTS

SIEMENS FLOW INSTRUMENTS WORKS WITH LIVING INSTITUTE TO ACHIEVE CRITICAL REVENUE TARGETS THROUGH STRENGTHENED CROSS-CULTURAL COLLABORATION



"The strategic effort has led to a reduction in conflicts between functions across countries. Projects are to a greater extent delivered on time and within budget. There is a sense of community, loyalty and alignment at all levels of leadership - we know which way we are going."

Morten Kjær Hansen, General Manager & CEO, Siemens Flow Instruments

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SITUATION

Challenges

Strategic uncertainty and difficulties in collaboration across leadership teams mean critical revenue targets are not reached.

Siemens Flow Instruments is the centre of competence for flow measurement within the Siemens group and supports Siemens's role as the leading supplier of automation solutions to the industry. Siemens Flow Instruments develops and manufactures high-tech flowmeters used in process control, process optimization and billing applications worldwide.

Siemens Flow Instruments in Sønderborg is experiencing strategic uncertainty and the Danish leadership team in Sønderborg describes the collaboration with the executive leadership team in Germany as dysfunctional. The situation creates frustration among leaders and employees in Sønderborg resulting in business-critical projects not being delivered on time and crucial revenue targets not being reached.

SOLUTION

Siemens Flow Instruments in Sønderborg chooses LIVING INSTITUTE as their strategic partner in the change process that is launched to ensure stronger local anchoring of the overall business strategy and more consistency in operational decisions made in Sønderborg.

LIVING INSTITUTE delivers a strategy and leadership development program consisting of seven modules. In close collaboration with the Danish leadership team in Sønderborg, LIVING INSTITUTE crafts a local version of the overall strategy and coaches leaders in strategy execution to make sure important Danish revenue targets are reached.

The dysfunctional collaboration between the Danish leadership team and the executive leadership team in Germany means cultural intelligence plays a critical role in the program. The Danish leadership team acknowledges that collaboration challenges must be solved to increase strategic certainty and ensure revenue targets are reached.

Preparation prior to implementation of the program



Prior to launching the seven modules, strategic challenges and leadership challenges are identified. All members of the Danish leadership team complete a cultural intelligence test, a pre-assessment as well as an online cultural intelligence course. Altogether, these activities provide a solid foundation for the completion of the seven program modules.

Module 1: Cross-Cultural Leadership



Two-day module that enables leaders to think and act in culturally intelligent ways. Leaders learn how to understand cultural differences between Danish leadership style and leadership styles in Germany and other countries the Danish leadership team touches. Individual leadership styles are mapped out and leaders are given practical tools to effectively lead employees with a non-Danish cultural background. Finally, leaders work together to develop culturally intelligent communication strategies.

Module 2: The Strategic Leader



Two-day module where leaders develop a local version of the overall business strategy using **LEGO Serious Play®** - a recognized method used to synchronize leadership teams. Leaders are trained to strategize with an innovative mind-set, act strategically and finally incorporate local business strategy into each of their individual leadership styles. The strategy will later be presented to the executive leadership team and the board.

Module 3: Cross-Cultural Team Collaboration



Three-day module that enables leaders to apply cultural intelligence in practice in ways that create business value. Leaders are provided with tools to deal with typical collaboration challenges in teams consisting of people with different cultural backgrounds and leverage cultural diversity to create cultures of high performance.

Module 4: Transition Leadership



Two-day module ensuring the Danish leadership team feels it owns the change process as well as the new local business strategy. LIVING INSTITUTE facilitates workshops and provides feedback and coaching sessions – collectively and individually – all of which aims at preparing the leadership team to properly execute on the new strategy.

Module 5, 6 and 7: Real Life Change Management



Three-day module with the objective of anchoring the strategy at all levels in the organization - across all levels of leadership and employee groups. LIVING INSTITUTE participates in internal meetings and facilitates workshops ensuring the strategy is successfully implemented on all levels in the organization and helping everyone understand what their roles are in the ongoing implementation process.

RESULTS

Clarification of strategic and leadership challenges

LEGO Serious Play® is used to clarify strategic and leadership challenges across the organization. **LEGO Serious Play®** proves to be an effective method to break down barriers. It creates a strong willingness to collaborate and a mutual platform for understanding which is needed to improve business performance:



"LEGO Serious Play® is a powerful visual analysis tool helping us define and get to the bottom of our strategic and leadership challenges. The German leadership team was sceptical in the beginning – they simply did not think it was acceptable to return to the executive leadership team and tell that they had been playing with LEGO. Over time, softened up and LEGO Serious Play® created the basis for a more thorough understanding of the business challenges we experienced across the group."

Morten Kjær Hansen, General Manager & CEO, Siemens Flow Instruments

"Best-in-class" local execution of an overall business strategy

The strategy and leadership development program has set new global standards for local execution of Siemens's overall business strategy:



"Following the strategy and leadership development program, an assessor team visited us and pointed out that the strategic work in our part of the group is the most thorough, detailed and best visualized breakdown of an overall Siemens strategy they have seen to date."

Morten Kjær Hansen, General Manager & CEO, Siemens Flow Instruments

Reduction in cross-functional conflicts generate more efficiency

The strategy and leadership development program has resulted in a reduction in non-productive time in projects caused by cross-functional conflicts. The organization – across leaders and employees – is more aware of their roles and tasks generating increased efficiency:



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Increased loyalty and more ambassadors for good communication

The strategy and leadership development program has enabled leaders and employees to handle stereotypical attitudes and prejudices about not only German, but also French, Chinese and Spanish stakeholders internally. The program has led to a better understanding of cultural differ-



ences, improving loyalty to decisions made by top executives in Germany and France. Leaders now talk about "understanding before judging", creating a better working environment and increasing efficiency:

"More people have become ambassadors for good communication. In the past, people felt an obligation to talk critically and negatively about decisions made in Germany and France. Today, we have turned this around and instead ask: "Have you tried to understand the reason? You cannot say it is a stupid decision - you have to analyze it and evaluate better alternatives first – realistic alternatives."

Morten Kjær Hansen, General Manager & CEO, Siemens Flow Instruments

Improved international collaboration



The strategy and leadership development program has made us realize that work groups across borders are not competitors. We all work towards a common goal - to generate profit for Siemens. Particularly the focus on cultural intelligence has helped improve collaboration:

"There is not a German, a Danish and a French Siemens. We are a global company with colleagues from different cultures and with different leadership styles and the goal is the same for all of us – to complete projects and generate profit. This recognition has improved collaboration, increased efficiency and positively impacted our bottom line."

Morten Kjær Hansen, General Manager & CEO, Siemens Flow Instruments

Reliable communication



Finally, the strategy and leadership development program has contributed to increased credibility and transparency in external communication with business partners and clients. Previously, business partners and clients often complained about lack of communication. This has changed:

"LIVING INSTITUTE has provided us with tools to build mutual credibility through more strategic communication which has strengthened our relationships with business partners and clients. We have created a culture in which project delays are communicated clearly and in time. This enables the executive leadership team to consider an alternative solution before it is too late and we exceed the deadline. This helps us reduce cost."

Morten Kjær Hansen, General Manager & CEO, Siemens Flow Instruments

OM SIEMENS

SIEMENS

Siemens Flow Instruments is the centre of competence for flow measurement within the Siemens group and supports Siemens's role as the leading supplier of automation solutions to the industry. Siemens Flow Instruments develops and manufactures high-tech flowmeters used in process control, process optimization and billing applications worldwide.

Best execution of an overall business strategy seen in Siemens to date.

Increased efficiency, reduced non-productive time and more ambassadors, especially due to an increased focus on cultural intelligence.

Improved relationships with business partners and clients through increased credibility and transparency in external communication.

Situation

Siemens Flow Instruments in Sønderborg is experiencing strategic uncertainty and the Danish leadership team in Sønderborg describes the collaboration with the executive leadership team in Germany as dysfunctional. The situation creates frustration among leaders and employees in Sønderborg resulting in business-critical projects not being delivered on time and crucial revenue targets not being reached.

Solution

Siemens Flow Instruments in Sønderborg chooses LIVING INSTITUTE as their strategic partner in the change process that is launched to ensure stronger local anchoring of the overall business strategy and more consistency in operational decisions made in Sønderborg. LIVING INSTITUTE delivers a seven-module strategy and leadership development program with cultural intelligence as its most critical learning asset.

Results

The strategy and leadership development program leads to the best execution of an overall business strategy seen in Siemens to date. The program has reduced cross-functional conflicts and created more efficiency in projects, increased loyalty internally and created more ambassadors for good communication. International collaboration has improved and everyone works towards the same goal - to generate profit for Siemens. The program has increased credibility and transparency in external communication, strengthening relationships with business partners and clients.

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UNFORGETTABLE MOMENTS

LIVING INSTITUTE enables organizations to leverage diversity to meet and exceed business goals. Founded in 2004, we have delivered more than 2000 diversity programs across the world and are now considered a market leader in the field of applied diversity intelligence - the practical application of research-based knowledge to promote and manage diversity in a way that delivers tangible business results - at all levels.

Interested in finding out more? Visit our website at www.livinginstitute.com