



第二十四届中国学习与 发展年会

2020年10月28-29日，北京





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重塑发展

——如何让传统企业
焕发新的活力，长久
保持生命力和竞争力？

华威 高级学习顾问
西门子（中国）有限公司

重塑发展

——如何让传统企业焕发新的活力，长久保持生命力和竞争力？

创新的业务模式
需要创新的管理体系
和人才体系支撑

管理体系
如何迭代持续改进？

人才发展理念如何创新？

创新的业务模式
需要创新的管理体系和人才体系支撑

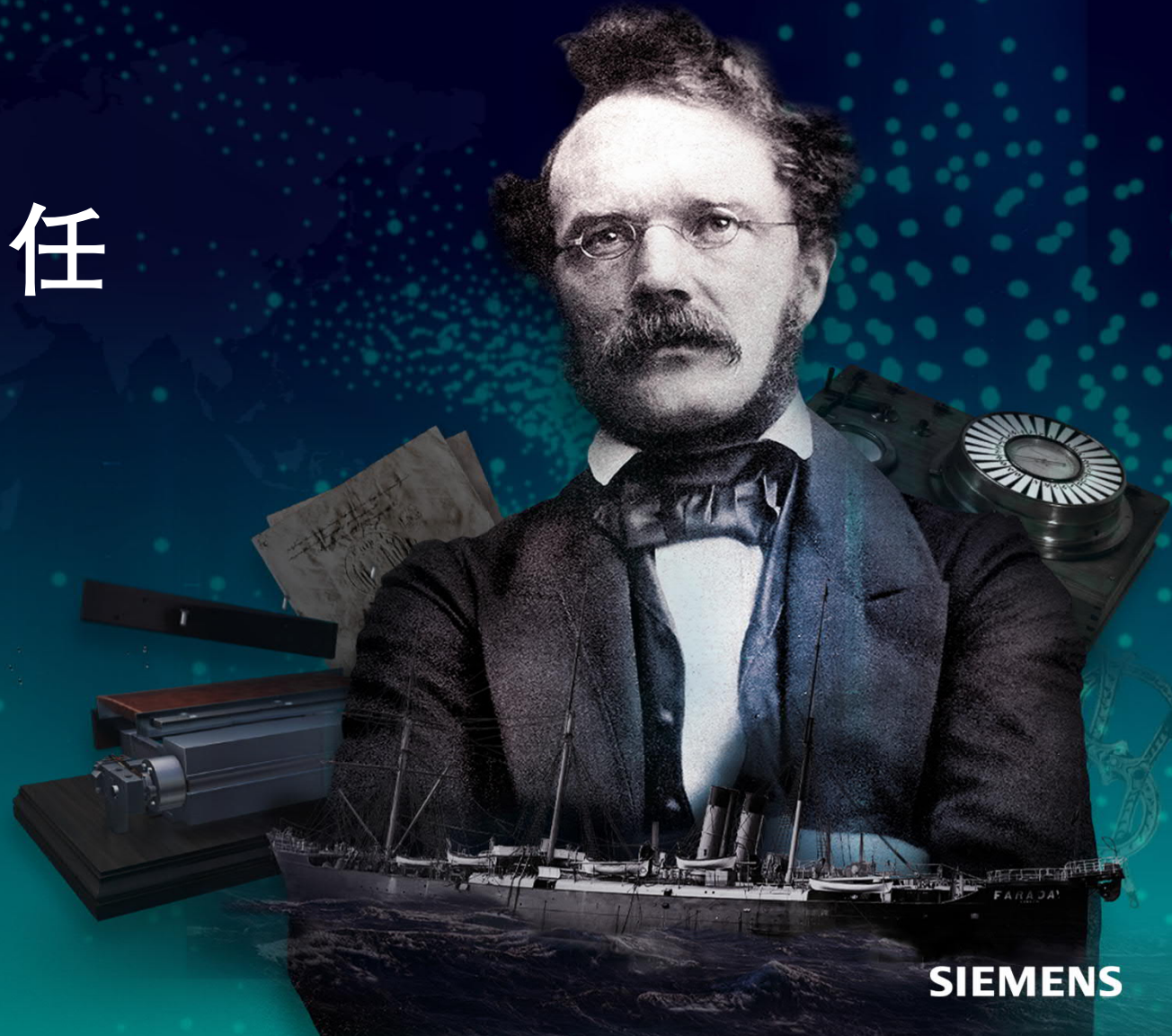


170年前

西门子建立在一个强大的理念上：一个公司不应该只关注利润最大化。它还应该为社会服务——用技术，用雇佣实践，用它所做的一切。这个想法至今仍然存在。服务社会，同时做成功和盈利的业务是西门子战略的核心。这是我们公司的最终目标。”

– Joe Kaeser, President and CEO of Siemens AG

173年的社会责任



Siemens 创新 173年历史上的 里程碑

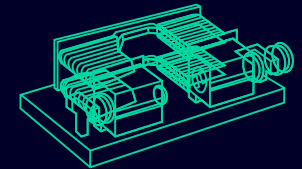
1816 – 1892

Company founder,
visionary and inventor



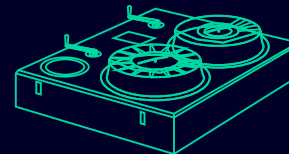
1866

The dynamo makes
electricity part of
everyday life



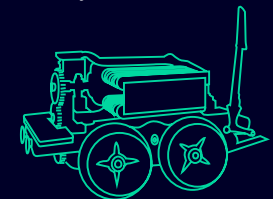
1847

Pointer telegraph lays the
foundation of Siemens as a
global company



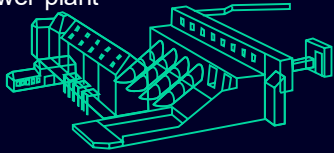
1879

World's first
electric railway



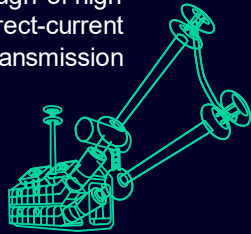
1925

Siemens electrifies the Irish Free State with a hydroelectric power plant



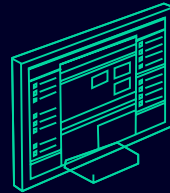
1975

Breakthrough of high-voltage direct-current (HVDC) transmission



2010

TIA Portal takes automation a stage further



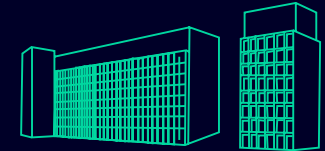
2016

MindSphere, the cloud-based IoT operating system



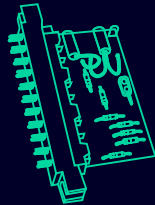
2019

Launch of first project for Siemensstadt 2.0



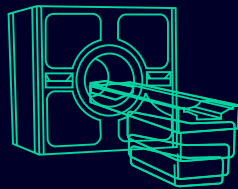
1959

SIMATIC revolutionizes automation



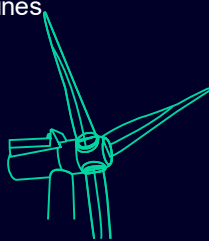
1983

First magnetic resonance imaging scanner



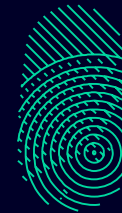
2012

Test operation of the world's largest rotor for offshore wind turbines



2018

Charter of Trust: a joint initiative for a secure digital world



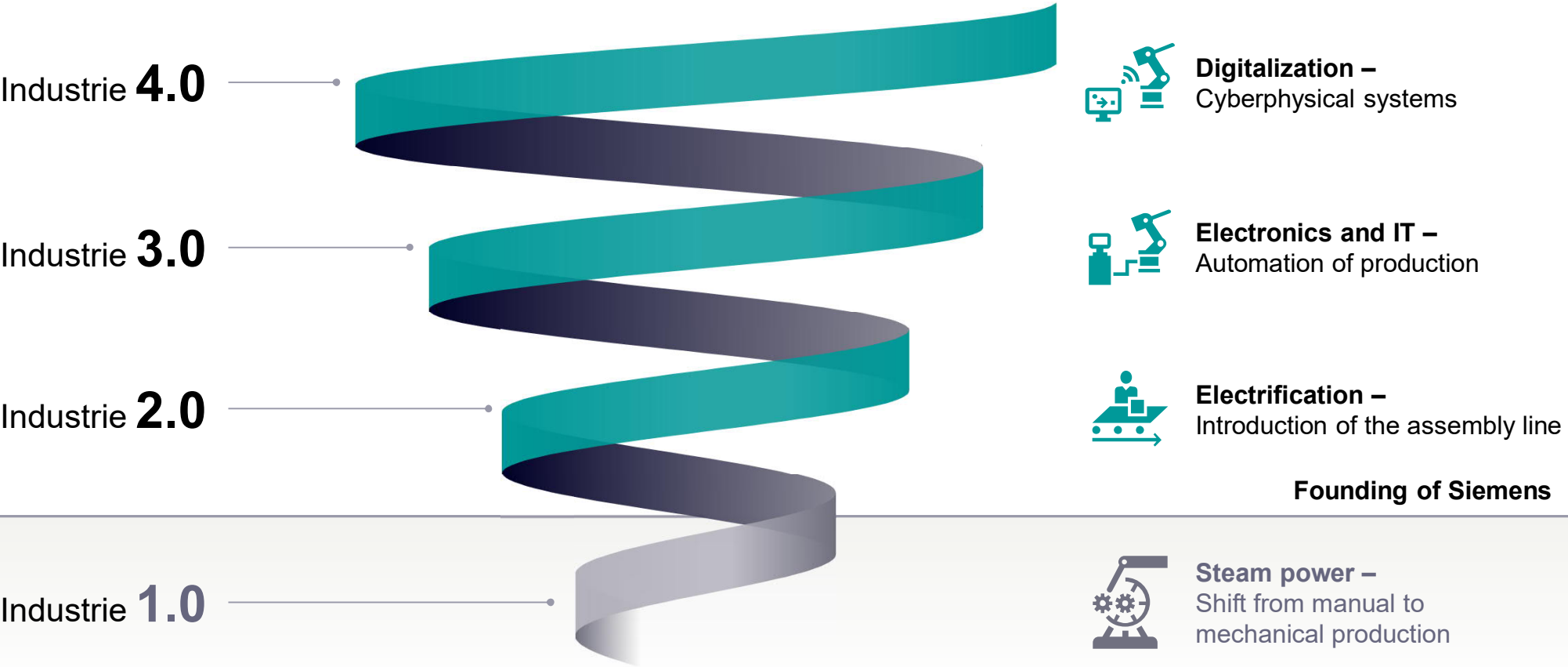
2020

Comfy workplace app makes it safe to return to the office during the coronavirus pandemic



Siemens has been shaping industrial revolutions ever since its founding

自成立以来，西门子一直在塑造工业革命



一个强有力的 生态系统

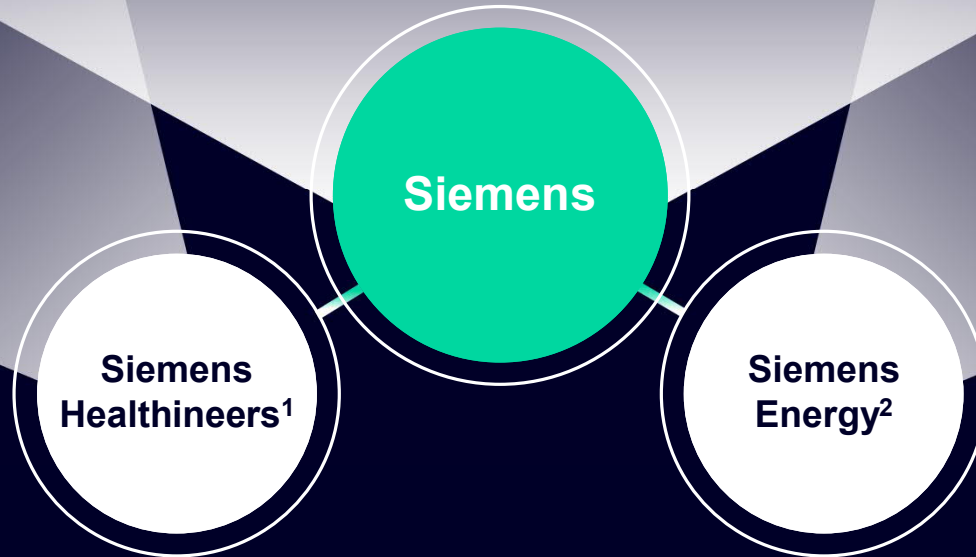
With our solutions, we're addressing the greatest challenges of our time
 通过我们的解决方案，我们正在应对我们这个时代最大的挑战

**Digital transformation of industry,
 infrastructure and mobility**

Healthcare system

Energy transition

Aging society	Population growth	Competitive industries	Efficient infrastructure	Economic growth	Reliable supply	Increasing demand
Personalized healthcare	Increase in chronic diseases	Productivity	Sustainable use of resources	Prosperity	Distributed energy systems	Climate change / CO ₂ emissions
Affordable healthcare						Decarbonization



1 Publicly listed subsidiary of Siemens | 2 Publicly listed associate

A new chapter in the history of Siemens AG

Company setup as of October 1, 2020

2020年10月1日，西门子股份有限公司开始了新的历史篇章

Businesses

Digital
Industries



Smart
Infrastructure



Mobility



Siemens
Advanta



Portfolio
Companies



Siemens
Healthineers¹



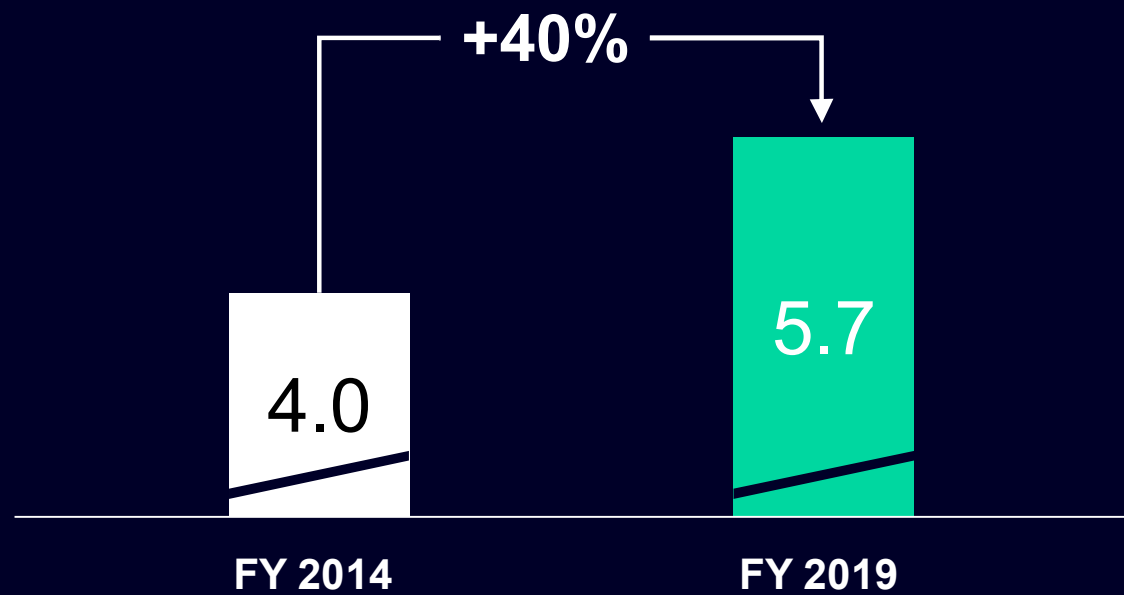
Countries

Service & Governance

¹ Publicly listed subsidiary of Siemens; Siemens Healthineers with its own setup for Countries and Service & Governance

创新 是我们成功的 基础

研发的投入



All figures including Siemens Energy

The areas our research and development is focusing on 研发专注的领域

Additive
manufacturing
增材制造

Autonomous
Robotics
自动机器人技术

Blockchain
Applications
区块链技术

Connected
(e)mobility
互联的智能交通

Connectivity and
edge
边缘计算

Cybersecurity
信息安全

Data analytics,
Artificial intelligence
数据分析人工智能

Distributed energy
systems
分布式能源

Energy storage
能源存储

Future of
automation
自动化未来

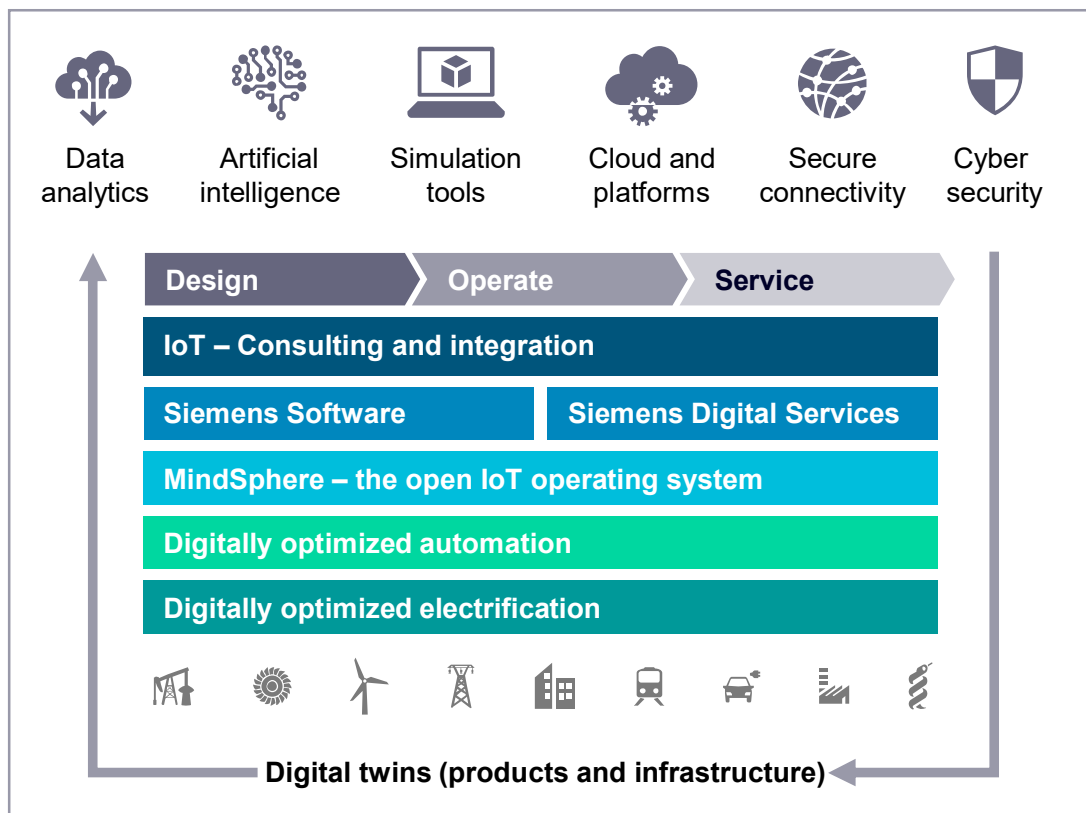
Materials
新材料

Power electronics
电力电子

Simulation and
digital twins
仿真和数字双生

Software systems
and processes
软件系统和过程

Our digital portfolio 我们的数字化产品组合



€10 billion

invested in digital companies in the past 10 years¹

20

MindSphere Application Centers set up globally¹

Top 10

Siemens is one of the top 10 Software companies¹

~530

digital offerings¹

~1/3

of all new patent applications are in digital technologies²

~40,000

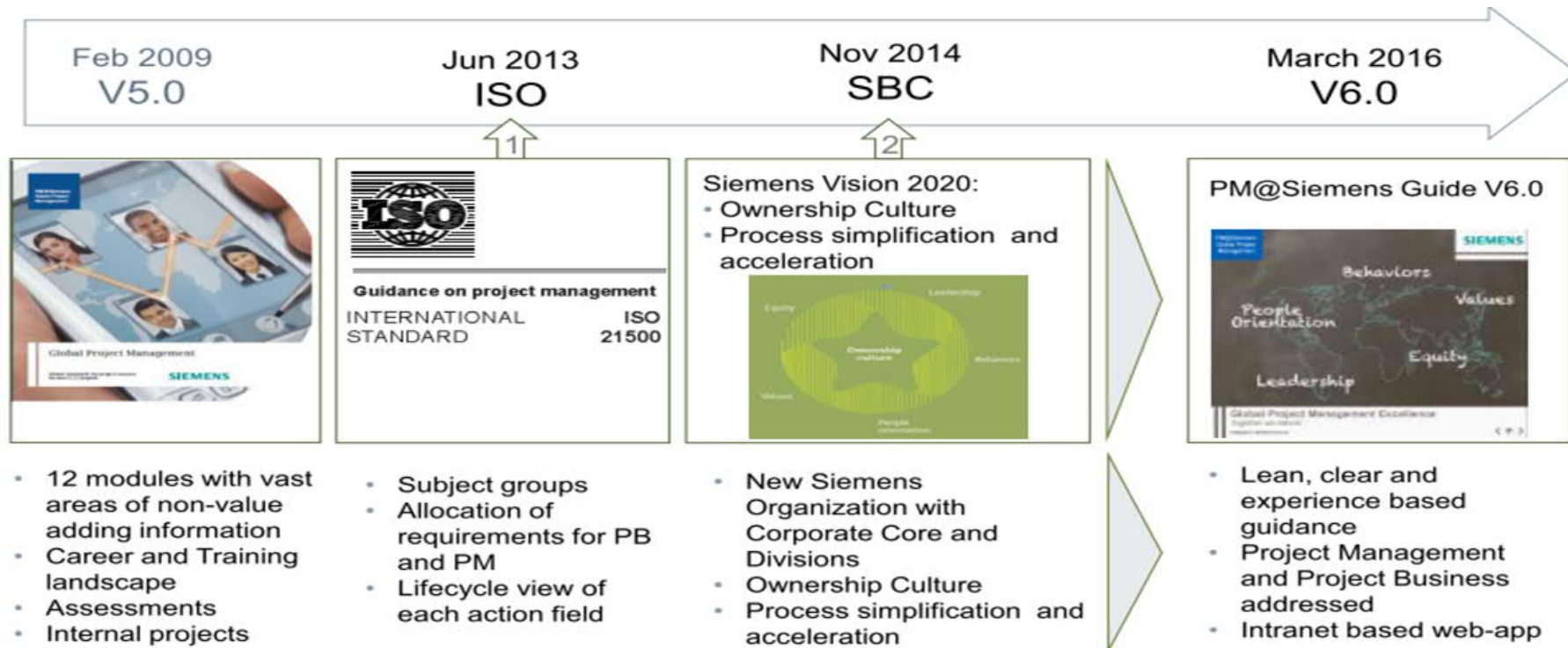
Employees in digital jobs at Siemens³

¹ As of September 30, 2020 (including Siemens Energy) | ² In FY 2019 (including Siemens Energy) | ³ As of September 30, 2019 (including Siemens Energy)



管理体系如何迭代持续改进？

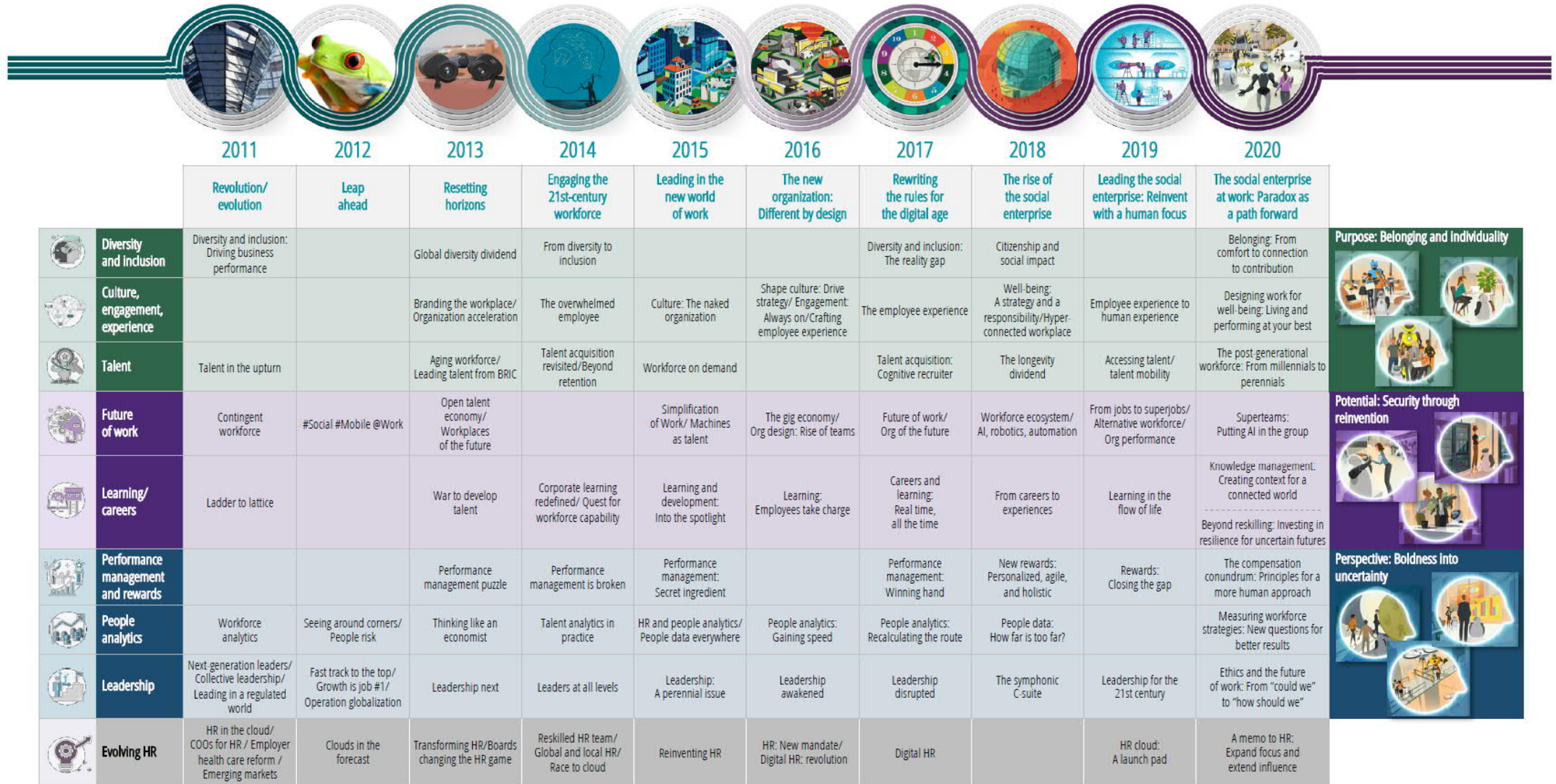
示例：项目管理体系的发展和持续改进



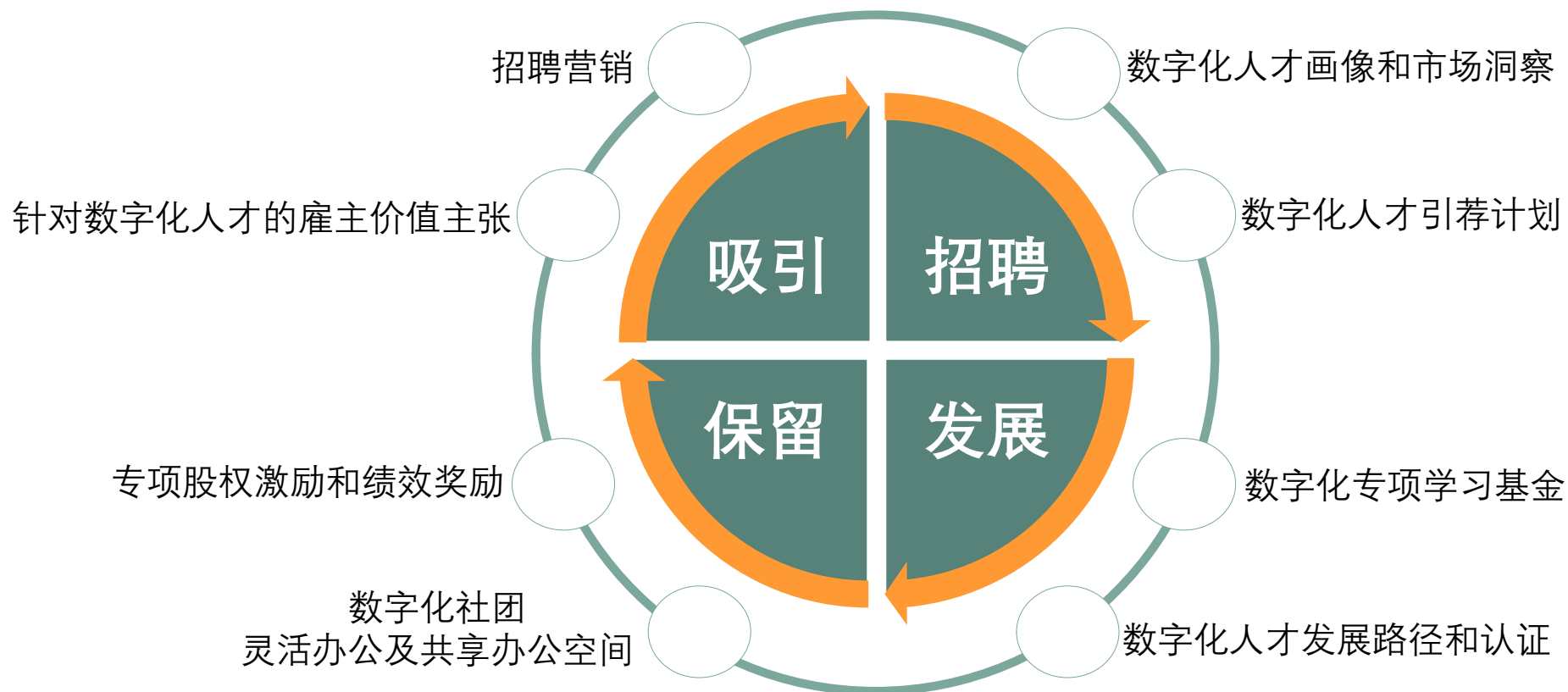
Source: SBC 2015, Joe Kaeser: "We're simplifying and accelerating our processes while reducing complexity..." (Vision 2020)

人才发展理念如何创新？

A decade of Human Capital Trends



数字时代的人力资源战略需要通盘考虑且密切关注业务成效



引入代际研究

认知差异大

在调研中发现，95后与BOSS们在很多认知上差异较大，这不同世代的成长环境差异所致。在今天几代人共存的职场中，如果双方不尝试着调整认知，则会产生很多冲突。

激励诉求转变

通过95后激励因子常模与中国人口激励因子常模对比来看，95后们更喜欢和谐的环境（包括办公和关系环境）；同时更在意“投资回报率”。

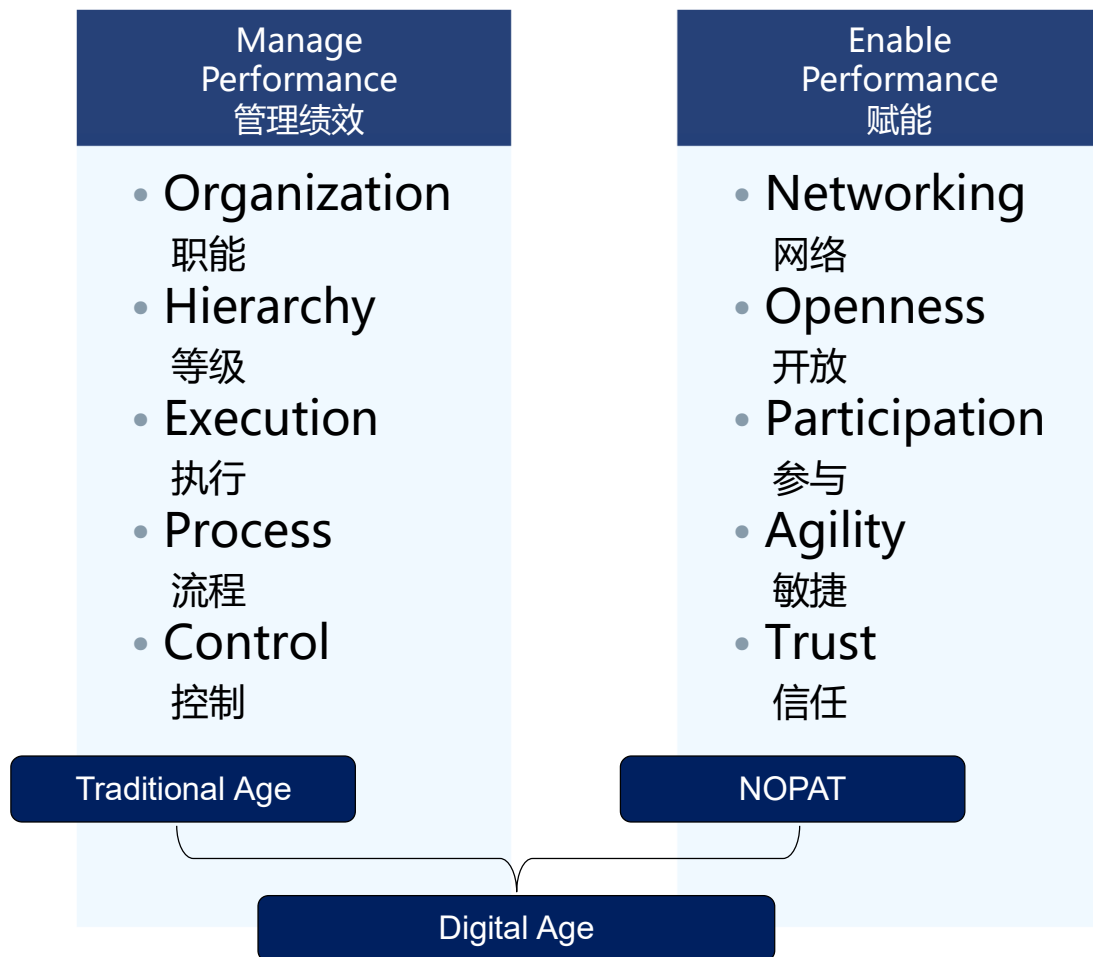
理性看待工作

在调研中发现，95后对工作及BOSS的评估角度多是从学习成长出发的，没有网络评价的那么感性。同时95后的稳定性与80、90后无明显差异，冲动性离职可能只是个例。

95后的
职场需求



平衡领导力模型





共享办公空间

The future of work at Siemens
Siemensstadt 2.0

70 ha

the Spandau district
of Berlin

€600 m

invested in new
residential and work
space

Research centers

foster collaboration between the business and
scientific communities

SIEMENS



Mobile working

as a key element of the “new normal”

Mobile working **two to three days a week** will be a worldwide standard

远程办公成为常态

about 4,000 employees¹ at more than 25 locations in 43 countries

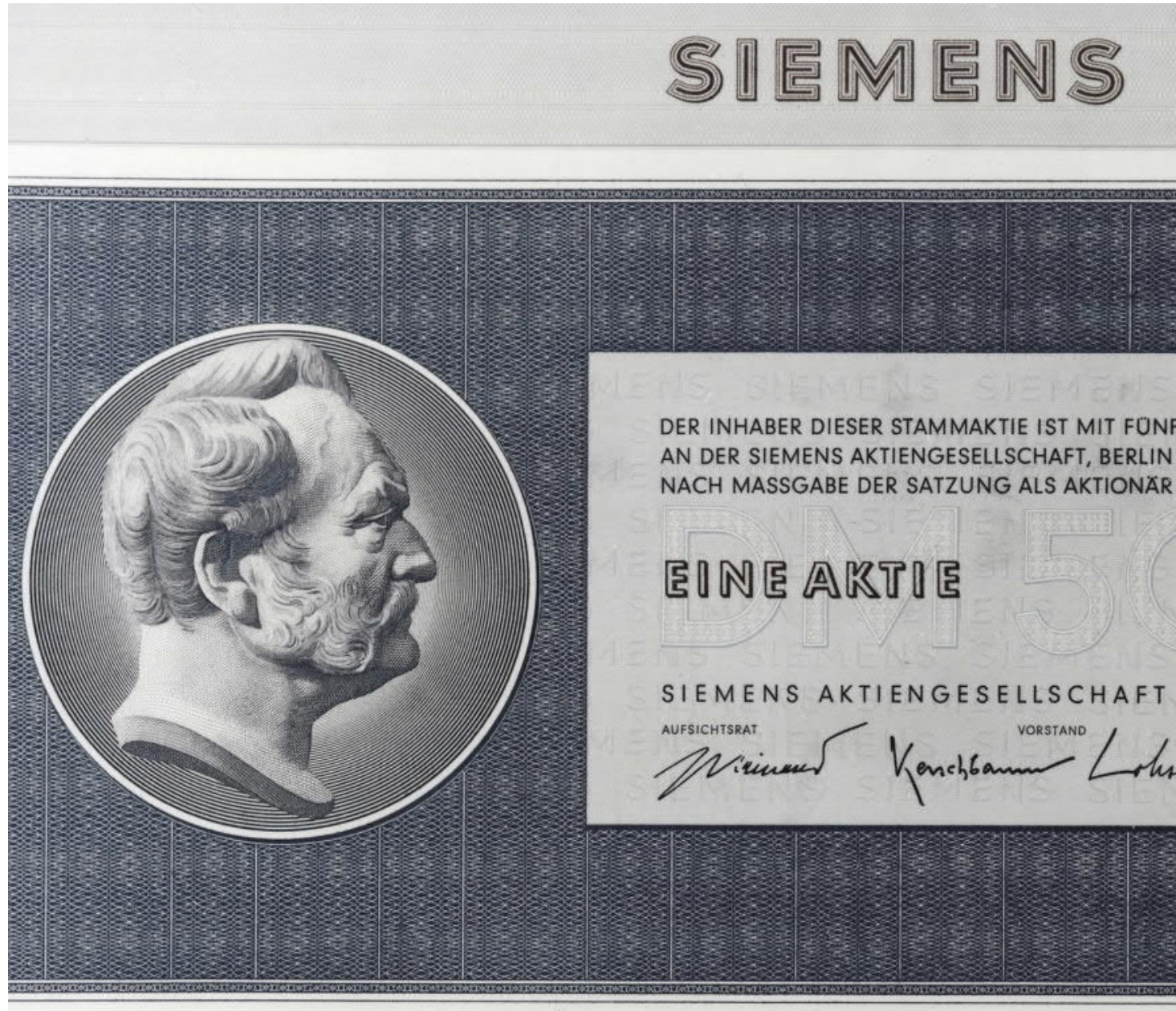
The New Normal Working Model will enable employees to choose – following consultation – to work wherever they can be most productive. This change also accommodates the employees’ desire for more flexibility and personalized approaches when it comes to choosing where they work.

¹ Number of job profiles that are suitable for mobile working.

~200,000

加入员工持股计划
强化主人翁意识

As of September 28, 2020 (without Siemens Energy)



数字化人才白皮书发布



200+深度访谈



5年人才数据积累



1000+调查问卷



20+数字化公司的最佳实践

1 人才——企业数字化转型的基石

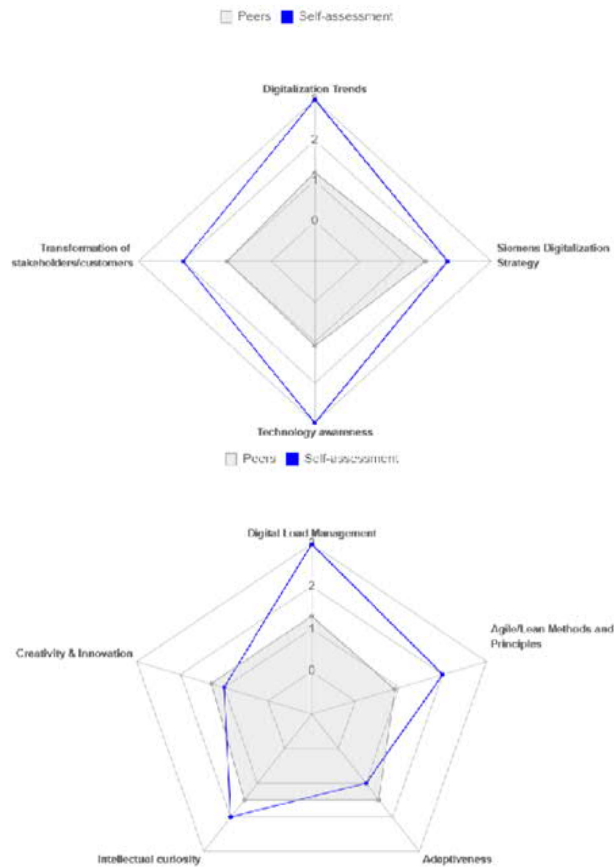
2 按图索骥——企业的数字化岗位图谱

3 从“1”到“π”——数字化人才能力模型

4 全周期覆盖——建立数字化人才管理体系

5 数字化人才发展的跟踪和迭代

数字化能力评估



Strategic Awareness		Communication		Digital Enablers	
Siemens Digitalization Strategy	Technology awareness	Social Media	Content creation	Digital Footprint	Digital Device Usage
Transformation of stakeholders/customers	Digitalization Trends	Information security	Virtual Communication and Collaboration	Digital Load Management	Cross Platform Usage
Digital Mindset		Environment / Infrastructure		Data interpretation	Data visualization
Knowledge Management	Agile/Lean Methods and Principles	Hardware & Software exposure/availability	Mobile/Flexible Working Environment	Embracing change of processes	Enabling international and virtual collaboration
Adaptiveness	Intellectual curiosity	Offer of training measures			
Creativity & Innovation					

Facilitate upskilling amongst digital community in China by enhancing utilization of the Digital Learning Sponsorship



Concept for Digital Learning Sponsorship 2.0

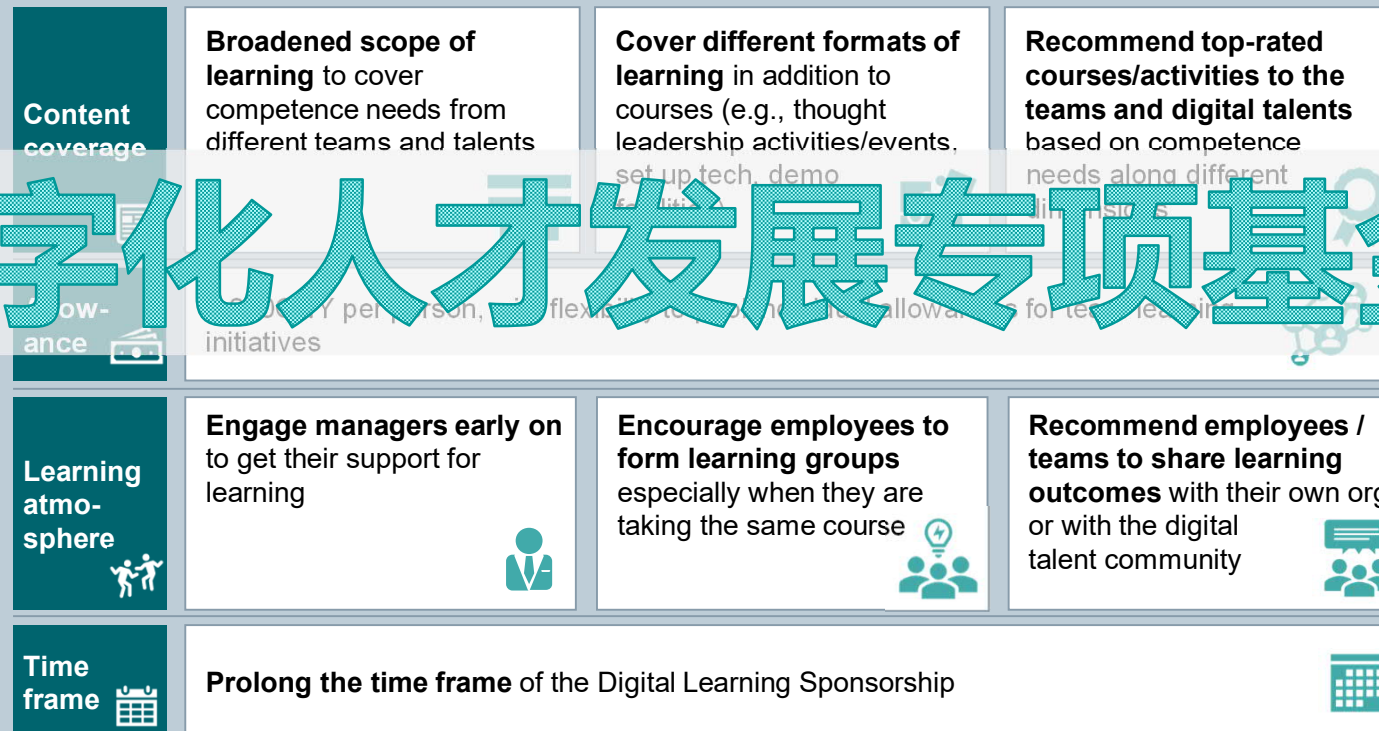
Responsible: Learning Campus

Objective

- Further encourage employees to **proactively learn** and **bridge** competence gaps
- Enhance utilization of the Digital Learning Sponsorship by optimizing the current setup

数字化人才发展专项基金

Framework of Digital Learning Sponsorship 2.0

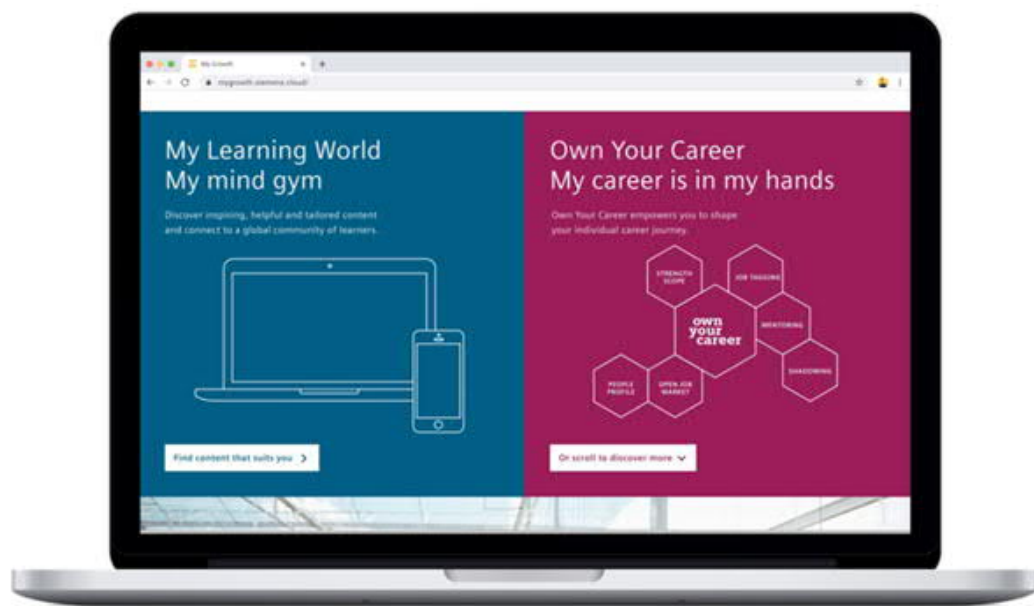


Key success factors

- **Promote** Digital Learning Sponsorship 2.0 to digital teams & talents with effective course recommend. Learning culture & transparency between managers and digital talents



人力资源部开发的新的人才管理平台倡导 主动学习，自主发展，关注个人成长的人才发展文化



由西门子管理学院提供线上线下的混合式学习 持续提升技能，强化全员的数字化能力

- 任何时间
- 任何地点
- 手机、电脑、PAD
- 一站式登录
- 30,000+免费学习资源
- 7,000+数字化相关
- 60+线下学习项目





内部创业计划

Next47 powered by Siemens

Next47 is an independent, global venture firm backed by Siemens AG. We combine capital with hands-on business development capabilities that help our portfolio companies grow revenue through the Siemens ecosystem. Next47 works with start-ups that use deep and frontier technologies such as artificial intelligence, augmented and virtual reality, cybersecurity, autonomous driving, IoT, robotics, and advanced manufacturing to solve the most difficult and fundamental industry challenges facing Siemens and Siemens customers.

Next47 is also an enabler of “intrapreneurialism” within Siemens. The Next47 Accelerator, a program built in partnership with Alchemist, aims to identify and nurture big, breakthrough ideas within Siemens with the goal of empowering internal talent to create new business opportunities for the company.

