

WASC 2060

WAI 535

'Fighting Fire with
the latest technology
- back in 1906'
Article in Siemens
newspaper April 2004

Not long after arriving in China to begin a three-year secondment, Toby Peyton-Jones went shopping in a Beijing superstore. Before leaving he asked - in his best Mandarin - for directions to the nearest toilet. After trailing behind an assistant for many minutes, he was finally shown an impressive display of bicycle padlocks. "The word for toilet is one of the first you're taught before you come to China," says Toby. "What they don't tell you is that it sounds very like bicycle padlock."

For the first six months, linguistic misunderstandings were commonplace. "My wife and I were forever saying 'You won't believe what happened to me today'. But fortunately China is set up to welcome people who don't speak the language and know little about the culture."

Although a keen traveller, Toby had never explored China. "When I landed I wasn't even sure what the landscape would look like. China today has a very fragmented culture: surrounded by skyscrapers in the cities, you could be in New York, and then two streets away you find a pig and a donkey tied to a lamppost. It's like being in the midst of an industrial revolution."

Toby left his job as Siemens plc's head of training and development in 2000 to take charge of the Siemens Management Institute in Beijing. Its 30 staff provide training for the 23,000 Siemens employees working in China, and they also sell their services to external customers.

"I wanted a new challenge, something totally different, and considered leaving Siemens," he admits. "Then this opportunity came up and it seemed exactly what I'd been looking for."

A big part of the appeal was the chance to introduce new approaches to leadership and management, and to turn the Institute into a profitable organisation. "It's also great to run a training business in a country that sees education as a critical priority," says Toby.

There are currently 173 UK employees on international secondments, ranging in duration from six months to four years. Siemens has made clear that those hoping to land top UK jobs will increase their chances by spending time overseas, and that's certainly the aim of most who decide to uproot and start life afresh in a different country.

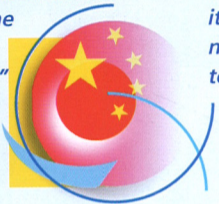
"I saw it as a way of opening doors," says Neil McCarron, who completed a two-year stint in Greece last year. "I knew when I returned to the UK that more options would be open to me and I'd be a more rounded person. I'm a lot more tolerant now; I've a broader perspective."

Having run a meter manufacturing plant in Oldham, he was asked to set up a similar facility in Corinth - the first task was clearing an olive grove to make way for the new building - and then to transfer meter production from the UK, Switzerland and Italy to Greece.

"I soon learnt how important it is to understand different cultures and ways of working, and that's already

Toby Peyton-Jones

spent three years in China, heading up the Siemens Management Institute which is responsible for training 23,000 local employees. He travelled with his wife and three children, then aged two, five and seven. "I'd prepared myself for a Chinese culture shock, but in fact it was being the only Brit in a German dominated management team that called for the biggest adjustment."



Neil McCarron

spent two years in Greece where he headed up a manufacturing plant. His job involved regular commutes to Switzerland. "The two cultures couldn't be more different. In Switzerland, the road can be empty but everyone still patiently waits at a crossing until the green man appears. In Athens, the roads are chaotic. Even if the green man appears, it's probably still not safe to cross."



Scott Macdonald

is currently on a three-year secondment in the United States. "What do I miss most? A good curry, a pint of bitter and chatting with colleagues about the weekend's football. But the quality of life in Atlanta is just fantastic. You get much more for your money when it comes to property - our furniture doesn't come close to filling the house we have here. But don't make it sound too good."



Robin Phillips

left Manchester to take on an international role in Germany. "I've learnt there's a huge world to explore outside the UK. I'm travelling to countries I never thought I'd visit." And the biggest adjustment? "Speaking German all day. I'm pretty fluent, but for the first six months the effort of communicating in another language still gave me a headache by three in the afternoon."



Brits abroad:



how to survive and thrive

If you're after a top job in Siemens, you may like to pack your bags and spend two or three years overseas: getting a broader perspective on life will almost certainly boost your career prospects. Four UK employees reflect on what they've gained from working in China, Greece, America and Germany.

helping in my new role as operators director at Siemens Business Services," says Neil. "I was in India last week and it's not unlike Greece. You find very bright people doing a lower level of job than they would in the UK, and a culture that doesn't challenge authority. You have to tap into that resource and encourage people to use their creativity."

He says his two young daughters thrived at the British Embassy school in Athens and that the whole family quickly warmed to the Greek way of life. "Swimming in the sea before work was a novelty that never wore off," he adds wistfully.

The discovery of a shopping web site for ex-pats gave access to comforts from home - "though we ended up taking back with us most of the cans of Ambrosia creamed rice we ordered" - but tracking down a good curry proved more problematic. "We finally found an Indian restaurant in the centre of Athens, but I wasn't ready for goat's brain madras."

Scott Macdonald is another man who's missing his curry, but says it's a small price to pay for the many attractions of living and working in Atlanta. He left Automation and Drives to move

to America with his wife and two children last June, just weeks after being offered the job of director of customer relationship management for the Energy and Automation business.

"The US saw what we'd done in the UK to improve the way we managed customer relationships, and they wanted to do something similar," he explains. "But although the principles of what I'm doing here are the same, the scale, complexity and the different sub-cultures - Energy and Automation has 9,500 employees - make it far more demanding."

He quickly learnt, he says, that communication skills need to be much sharper when your employees are so many miles apart that face-to-face meetings are rarely viable. "You don't get away with being a bad communicator in a country this size," says Scott. "You can't just call your senior managers in for a chat. You have to learn to communicate like never before."

His new corporate role is giving him an insight into many more aspects of the business than was possible in the UK. "I'm learning like crazy, which is why I came," he says. "I wanted a job

that would stretch me." But he's well aware he has to deliver. "It costs twice as much to hire someone from outside the States, so you have to bring something to the party. This is a competitive culture. People's expectations are pretty big, but that's only fair."

He's had no trouble adjusting to a better climate, a bigger house for less money, regular barbecues or making good use of the nearby pool, tennis courts and golf course: "Don't make it sound too good." He likes the directness of Americans, and was amused to get a 'Dear Scott' letter from George Bush, though he won't be taking up the invite to contribute to the President's election campaign despite being advised he can give \$4,000 tax-free.

Robin Phillips, who's half way through a three-year secondment to Germany, is yet to be approached by Chancellor Schroeder but says he's in with the local mafia: "I rent my apartment from the village baker and I live opposite a pub," he explains. "That's made me part of the community and it's given me street credibility."

The fact he spent an undergraduate year in Germany and is

a fluent German speaker may have helped him settle quickly - "you know you've cracked it when you can make a German laugh, in German" - but leaving behind his wife and four children has been tough. "We were all set to move out together, but had to change our plans because of illness in the family. It's not ideal, but I get back every couple of weeks, and they've had some great holidays over here."

Robin is convinced that anyone with a key job in the UK will benefit enormously from having worked in Germany, and it wasn't hard to tempt him from his position as finance director for Automation and Drives into taking on a global commercial role within the same business.

"Being at the centre and having the power to make things happen is very stimulating," he says. "I think understanding the way headquarters think is invaluable, but equally it's vital that the needs and views of the regional companies - and their customers - are understood in Germany, and that's very much my role. I've found people here are keen to learn and very receptive. There's not the resistance I expected."

He's especially enjoying the international aspect of the role. "In recent weeks I've travelled to Portugal, America, Malaysia, South Korea and China. I just walked out of my office and met a Brazilian and an Indian talking in English. We're pulling people in from all over the world."

The downsides, he says, are coping with German bureaucracy - "it's ingrained in the culture, though the government's trying to do something about it" - and being apart from family and friends. "They send me DVDs of *The Office* and *Phoenix Nights*, so I'm still in touch with British culture. But I'm also determined to cram in as much German culture as I can. Time's rushing by and it's all too easy to be too tired to take advantage of what's here."

What most of who have been on an international delegation will tell you is that it's a roller coaster ride. "There's a great sense of euphoria at first," says Toby Peyton-Jones, who left China last year to begin another secondment, this time in Germany, "and then a real down when you start missing family and friends. But that passes after a couple of months. The key thing is to go with an open mind and treat it as a great adventure, which it is."

His own adventure included coping with the threat of the Sars virus. "That had a big impact on business, because everything shut down - schools, restaurants, all public places. You could sense the fear all around you and a lot of people sent their families home." He refused to panic, though, and remained philosophical. "We felt pretty safe, and it didn't stop my brother's family coming to visit. At least the roads were empty when we went sightseeing."

When the time did come to leave China, there were mixed emotions. "We were excited to be coming home, but at the same time very sad to be leaving," recalls Toby. "And that's the way it should be."

Look through the '100 Best Companies to Work For' list published by the *Sunday Times*, says Trevor Bromelow, and you'll see most of the UK's top employers give their staff the chance to pick and choose the benefits that best suit their lifestyle.

"There's much more emphasis today on flexible working arrangements, so why not flexible benefits?" he asks. "People are used to having choices and increasingly expect them."

When Trevor took on the role of personnel director at Siemens Business Services two years ago, he drew up a plan that defined what the organisation must do to become an 'employer of choice'. One of the 42 items on his list was a flexible benefits scheme.

"Our employee opinion survey told us that people wanted greater influence over their pay and benefits package, and we also knew that recruiting the best people would be easier if we could offer them a flexible benefits scheme," he explains.

"But another big driver is our determination to build a common company culture. Contract wins last year resulted in the transfer of employees from 20 different organisations into Siemens Business Services, with 22 different sets of terms and conditions between them.

"People will always compare their benefits, and that can be divisive. With the flexible benefits policy we're planning, those differences will still exist but become less important, because each individual chooses their own personal package - holiday entitlement, healthcare cover or retail vouchers,

Pick 'n' mix:

choosing the benefits that best suit your lifestyle

ers, for example - from a list of options," says Trevor.

"One important message to get across is that people's original terms and conditions - the salary and benefits they currently have - will always be protected. They can try the flexible benefits scheme but still opt to go back to their current position, and of course they don't have to select any of the options at all unless it appeals to them."

Building a unifying culture and a strong employee brand is also a top priority for Jane Williams, head of personnel at Siemens Building Technologies. She joined the business 18 months ago and is well aware of the need to get its various divisions - once owned by five different companies - thinking and behaving as one organisation.

"We currently have many different terms and conditions,

Would you prefer slightly less pay in return for a few more days' holiday? Or are childcare vouchers more useful to you than private healthcare insurance? Three Siemens businesses are planning to give their employees the chance to choose from a menu of benefit options.

when what we need is a common framework for everyone, and that's what a flexible benefits scheme will give us," says Jane. Another big plus, she adds, is that it should help attract and retain the best in the industry.

"Retention is a big issue for us at the moment: our staff turnover rate is too high. We've spoken to other companies who say introducing flexible benefits has reduced turnover by four per cent. We believe we'll be the first in our industry to offer it, which should give us an advantage over our competitors."

Siemens Building Technologies sent out questionnaires and ran focus groups last year to gauge how its employees viewed the concept of flexible benefits. "Essentially they told us that as long as there was no question of their existing terms and conditions being eroded - which there certainly isn't - then they were interested."

She and her team are designing a scheme that she hopes will have broad appeal. "The focus groups made clear that it's not generally your seniority in the business that determines the sort of benefits you want, but your age. People of 25 think they're immortal: they're not excited by healthcare provision, but the idea of a few extra days' holiday, or retail vouchers, does appeal. People have different priorities at different stages of their life."

The flexible benefits schemes that both Siemens Business Services and Siemens Building Technologies are looking at follow the same basic principle of 'salary sacrifice': employees can choose to give up part of their

salary in return for other rewards.

Some of those rewards - like health screens and childcare vouchers - are similar to the Siemens 'Let's Connect' scheme, through which staff have bought subsidised PCs, in that there are tax and national insurance savings for both employee and employer. Other benefits - such as retail vouchers - are an example of Siemens using its collective buying power to negotiate discounts for employees at high street stores and supermarkets.

Both Jane and Trevor, once their schemes are underway, will be seeking early feedback from employees before deciding how to refine and enhance them. "In the first year we'll offer an interesting but limited mix of options to see what most appeals," says Trevor. "But we hope to design a scheme that 100 per cent of our employees will want to take up."

Peter Merrick, Siemens plc's director of corporate personnel, is another flexible benefits enthusiast. When Siemens Business Services and Siemens Building Technologies, along with Siemens Shared Services, launch their flexible benefits schemes he hopes other Siemens businesses will soon follow suit.

"It's time we moved away from a paternalistic culture - where the company decides what's best for its employees - to a more modern approach which allows people to make choices according to their individual circumstances," says Peter.

He also knows that many employees seriously undervalue their rewards package: a survey of Siemens Building Technologies employees revealed most assume

their benefits to be worth less than 10 per cent of their salary, when the real figure is closer to 25 per cent.

"Some employees leave Siemens for a higher salary, only to find that if they'd taken into account the complete benefits package they were getting - holiday entitlement, pension, healthcare cover and perhaps company car - then they're actually worse off. We need to be better at making people aware of the benefits of working for Siemens, and one advantage of flexible schemes is that they provide greater visibility of benefits."

Before the schemes can be launched, much work is being done to set up the all-essential IT infrastructure. Siemens Business Services is leading the consortium responsible for the total project, which includes PriceWaterhouseCoopers and 4th Contact.

"Managing a project this size is very challenging," cautions Jane Williams, who introduced a flexible benefits scheme in her last job, at Hitachi. "You need very slick IT processes to be able to model all of the benefit options that each of your employees may be interested in. There are so many variables and calculations to be made for each individual."

But she also knows from experience that introducing a flexible benefits scheme could be hugely beneficial to her business. "After the scheme had been up and running at Hitachi for six months, I did a telephone survey of our employees to see what they thought of it. It turned out to be the most positive initiative we'd ever introduced."

PAST TIMES

Fighting fire with the latest technology - back in 1906

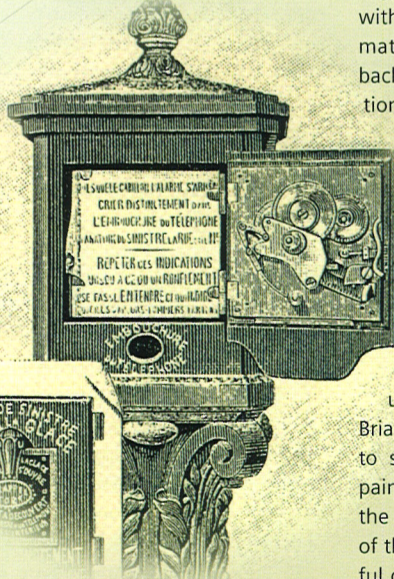
Enthusiasts who are restoring a 1906 fire alarm system manufactured by Siemens have been delighted to discover that a manual giving detailed descriptions of its operation is kept in the company's archive in Munich.

Andrew Morgan, national sales manager at Siemens Building Technologies, was contacted last year by a team of restoration volunteers working at the Royal Gunpowder Mills, a historic site in Waltham Abbey now open to the public.

The team had uncovered parts of the fire alarm system hidden in disused buildings, and were keen to lay their hands on any information that would help to get it working. "I spoke to the Siemens archivists in Germany," says Andrew, "and was amazed to receive a copy of 24-page manual, including photographs and wiring diagrams, three days later."

He's been equally impressed

by the sophistication of the 100-year-old system. "What's fascinating is that this is an 'addressable' fire alarm system. In other words, it didn't just tell you that there was a fire somewhere on the site,



but where the fire was. Addressable systems are thought to be quite modern, so Siemens was clearly well ahead of its time."

The fire alarm would have been raised by pulling a brass handle on one of the ornate red 'pillars' situated around the Royal Gunpowder Mills site. That action triggered a clockwork mechanism within the alarm box which automatically sent a morse signal back to the central control station. There, a series of dots and dashes were printed that identified the location of the fire, each alarm having its own unique sequence.

One of the cast iron pillars - several more are still in store - has been lovingly restored by volunteers Gerald Miller and Brian Clements. The first task was to strip off the many layers of paint that had been added over the years, to reveal the intricacy of the casting. "It's a truly beautiful object," says Gerald. "The last thing you'd call it is functional."

They then went on to master the workings of the internal mechanism. "We're hopeful we'll

get the control unit working too," says Brian, who had come across Siemens from his career in radiography but hadn't realised in quite how many other fields the company was involved.

Having a reliable and effective fire alarm system at a site dedicated to the production of gunpowder and explosives was clearly essential. The Royal Gunpowder Mills employed 5,000 people at its height during the First World War and used a network of railways and waterways to transport materials around the 175-acre site. The buildings were all designed to prevent the rapid spread of fire and to be resilient in the event of explosions.

The cost of installing the fire alarm system - which is thought to have been in use until the 1950s - at the Royal Gunpowder Mills is not known, but as the 1906 Siemens manual wisely concludes: "In view of the advantage of an alarm system, the cost should be of no great importance; one great fire will destroy more than many times the first cost."

The Royal Gunpowder Mills is open at weekends and bank holidays from 24 April. To find out more, visit www.royalgunpowdermills.com



Gerald Miller and Brian Clements with the 100-year-old Siemens fire pillar they have restored to its former glory.

WASC 2060 WA1 SBS

The pensioner who can't quite retire

It's seven years since Dave Jesinger took early retirement from his job as a research manager at Roke Manor Research and sailed into the sunset on a 44-foot ocean cruiser, fulfilling a lifetime's ambition. But half way round the world on a remote Fijian island, he's found his engineering skills are still much in demand.

Dave and his wife Di have covered over 25,000 miles since taking to the seas in their cutter rigged sloop and are now firmly locked into life in the South Pacific. They spend their days cruising between some of the world's most beautiful tropical islands - wisely taking refuge in New Zealand during the cyclone season - enjoying not just the exotic landscapes but the chance to mix with local people and learn about their culture.

Last year they spent several weeks on the Fijian island of Vanua Balavu, which a few months before their arrival had suffered serious cyclone damage. "Many houses had been destroyed and the almost complete defoliation of trees and crops left the people with little to eat," says Dave.

"By the time we arrived, the recovery was well underway, but one major problem still remained: they had lost contact with the outside world. The cyclone had taken out the VHF telephone system that linked up the remote islands through a series of repeaters."

Armed with a couple of multi-meters and a directional RF power meter, Dave set about rekindling some of his old techni-

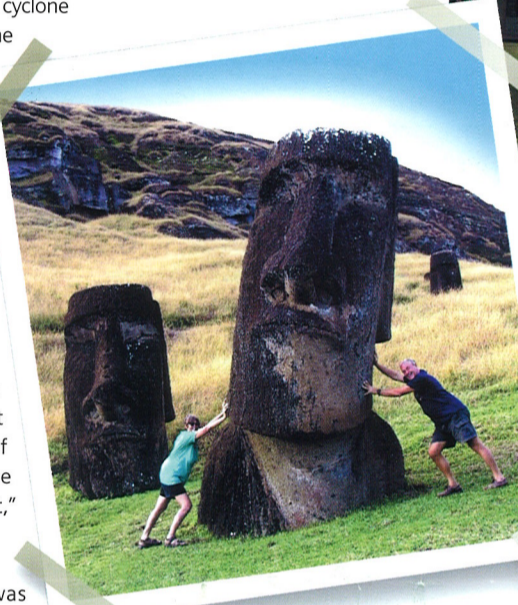
cal skills and within a couple of days had restored the communications link. A queue of people, anxious to exchange news with friends and family that they'd been unable to contact for five months, quickly formed. "To see the look of delight on their faces made it well worth the

effort," says Dave, "though I still don't know how such a poor community found the funds to pay the phone charges."

News of the arrival of a tame engineer spread rapidly and within days a growing collection of out-of-action televisions, videos and DVD players was heading



Siemens pensioner Dave Jesinger and his wife Di, with residents of a Fijian island whose communications link he helped restore. The radio telephone is housed in the only shop in the village of Bavatu, known as the Sometimes Store. "Sometimes it's open, and sometimes there's something to buy," explains Dave.



Dave's way. Eventually the stock of components he carried on the boat was exhausted - more rapidly than it might have been, he adds ruefully, due to the fact the school's headmistress was lending out her faulty portable generator which was overloading and blowing up equipment.

"It was certainly good to be able to help the community when they had no other source of technical support, but it did get rather

out of hand," says Dave. "When virtually every broken item that had expired over the last few years started to appear, we said our fond farewells."

Dave and Di's aim is eventually to circumnavigate the globe, but they're in no hurry. "After 25 years of sailing to a timetable dictated by work commitments, there's nothing rushed about this voyage. We're deviating as the whim takes us." They'll be sailing around the South Seas for at least another two years, but haven't begun to plan further ahead. "Who knows," says Dave, "whether we'll be seduced by a tropical island paradise and make it our home, or swallow the anchor, pack it all in, and return to gardening in the New Forest."

You can follow Dave's voyage on his web site, <http://members.aol.com/amonitas>

Congleton fundraisers make national television

Hundreds of local people turned out to support a Bring and Buy sale organised by Congleton employees, raising £3,500 for this year's Blue Peter Appeal. Mencap will use the money to train those who run after-school activities - like cubs, brownies and sports clubs - so that they can involve children with learning difficulties too.

It was the daughter of Congleton employee Andrea Jones who had the idea of supporting the Blue Peter Appeal. "The cause is very close to our hearts as both my sister and sister-in-law each have a child with learning disabilities. Megan said she wanted to do something that would help her cousins enjoy all the after-school activities that other children enjoy."

Children around the country have been fundraising for the appeal, but the amount that nine-year-old Megan helped raise was so impressive that Blue Peter presenter Connie Huq rang her live on air while the show was being broadcast to say thank you.

"A researcher called us at home half an hour beforehand to go through the questions, so we had a little time to prepare," says Andrea, who admits she's been stunned by all the media interest. "I was pretty nervous but Megan was brilliant. I'm really proud of her."



One of the latest Employees in the Community Awards is being used to upgrade the lights at a theatre company that provides acting and directing opportunities for young people. "It seemed especially fitting to ask Siemens for help, given the part the company played in lighting the Savoy Theatre in 1881, the first theatre in the country to be lit by electric light," says Lynn Johnstone.

Spotlight shines on the stage stars of the future

A £250 donation from Siemens is helping a theatre company for young people replace its outdated lighting equipment with a much more flexible and reliable system.

The Green Theatre Company, based in New Malden in Surrey, operates from a former village cricket pavilion. Although picturesque to look at, it requires regular love and attention if it's to host six or seven productions a year.

Lynn Johnstone, a translator at Siemens Shared Services, is the theatre's fundraising officer. "We've been raising money for a new lighting system for the last two years, and hope to have reached our target in a few months," she explains.

"The £250 from Siemens has made a real difference and will be

used to buy cabling, sockets and connectors. Our old system isn't compatible with modern lighting equipment, and that means we can't hire in extra kit to create special effects when we want to. Once we've got a new up-to-date system we'll have that flexibility."

The charity creates opportunities for young people to gain experience in all aspects of the theatre, from acting and directing to set design and stage management. Lynn got involved four years ago after seeing an advertisement in her local paper seeking back stage helpers for a forthcoming musical. She's since been stage manager for a number of productions.

"I used to help organise revue nights at university and getting back into the theatre again has been really rewarding," she says. "We all work really well as a

team and it's just very satisfying to see everything gradually come together in time for the opening night."

When stage managing, her task is to ensure that every part of the show runs smoothly. "I'm responsible for the props, the set changes, making sure all the actors are in the right place at the right time, and liaising with front of house. There's a lot of co-ordination involved, but nothing as stressful as appearing on stage."

A number of the 50 acting members, all aged between 14 and 25, plan to go on to drama school or would like a career back stage. "It's so much better for them to learn to operate a modern lighting system," says Lynn. "And it'll be better for all of us not to have the lights flickering at inopportune moments during performances."

Springtime deals on power tools, security systems and lawnmowers

As thoughts turn to some springtime DIY both indoors and outdoors, why not check out the latest offers from Bosch on its range of power tools, security systems and these great offers on Bosch, Atco and Qualcast lawnmowers?

How to order

Bosch has a dedicated staff sales team ready to answer any product-related questions you may have and to confirm availability for all products featured.

To enquire about the power tools and security system featured, simply call 01895 878181, fax 01895 839661 or send an e-mail to interbosch.de@uk.bosch.com

To enquire about the garden products featured and other garden offers available to staff, call 01449 742025, fax 01449 742217 or e-mail interbosch.stw@uk.bosch.com

To place an order, you will need to complete a special order form and fax or e-mail it to Bosch. The form is available by contacting Bosch as above or you can download it from the Policies and Benefits section of the Corporate Personnel intranet.

All Bosch offers featured are subject to availability and expire on 30 May 2004. Lawnmower offers are valid until 31 July 2004. All offers are also open to your friends and family.

Bosch 8-pack home alarm system

- Control panel with 8 wireless zones and digi-modem
- 3 wireless infrared detectors giving 12m x 12m coverage
- 2 wireless door contacts
- 2 remote controls
- White/blue strobe light bell box - 110 decibels
- 12v 2.2 amp battery
- Easy DIY installation
- Additional accessories also available

£334.88

saving **£28** on normal staff price and **£223** on high street prices



Dremel multi-purpose tool

- Cuts, grinds, polishes
- Engraves, sands, sharpens
- Supplied with 40 accessories

£47.76

saving **£22** on high street prices



Bosch PST 7500PE jigsaw

- 600 watts
- Pendulum action and adjustment
- Variable speed
- Quick blade change function
- Soft grip
- Adjustable blow facility

£38.89

saving **£10** on normal staff price and **£16** on high street prices



Great deals on lawnmowers

Save up to **40%** on all Atco, Qualcast and Bosch lawnmowers

* Save up to **£1000** on Atco lawnmowers, up to **£184** on Qualcast models and up to **£67** on lawnmowers from the Bosch range

Qualcast Classic Petrol 35 mower **£245.99**
Saving **£150** off usual high street prices



COMPETITION

Win a stylish Siemens cordless phone



A classy digital cordless phone, designed exclusively for Siemens by the leading Italian homeware specialist Alessi, is the first prize in this issue's competition.

A host of features are packed into the £250 handset, including a digital answering machine, voice dialling, hands-free and text-messaging functionality, and several ringer melodies and screensavers.

Four runners-up will each receive a set of stylish Alessi kitchenware items worth £50, comprising of the Cico Egg Cup, the Bunny Toothpick Holder and the Ship Butter Dish.



To enter the competition, simply answer the following questions correctly and return your entry by Monday 17 May to: **Rosemary Eatherden, Siemens UK, Siemens House, Oldbury, Bracknell, Berkshire RG12 8FZ.**

- At which site in Essex is a 1906 Siemens fire alarm system being restored?
- Which bank has extended its IT contract with Siemens Business Services?
- Name one of the three businesses looking at a flexible benefits scheme.
- Which Manchester hospital has cut its waiting lists thanks to Siemens technology?
- Who's not quite ready to face goat's brain madras?

Name

Business and site

Daytime telephone number

The winners will be notified on Tuesday 18 May and prizes delivered by Friday 21 May. All entrants must be current employees of Siemens in the UK, both at the time of entering the competition and when the competition is drawn. Only one entry per employee is permitted.

Competition winners

The winner of the last issue's competition to win a trip to Melbourne, Australia, was **Gordon McCall** of Siemens Medical Solutions, based in East Kilbride. Gordon answered all three questions correctly and his tie-break answer to guess the total number of Siemens UK competition entries in 2003 was closest to the correct figure of 3,777 entries.

The two runners-up, who each won a digital camera worth £250, were **Mel Lievesley** of Siemens Standard Drives, based in Congleton, and **Piers Wood** of Siemens Transportation Systems, based in London. The competition raised a grand total of £596 for the Railway Children charity.

During February and March, the following employees completed . . .

25 years' service

Gladys Ball, team member at Siemens Business Services, Blackpool

Christine Cook, secretary at Siemens Power Generation, Newcastle

Julie Carney, team member at Siemens Business Services, Blackpool

Michael Finlay, engineer at Siemens Traffic Controls, Belfast

Steven Forbes, polisher at Siemens Power Generation, Newcastle

Cecilia Folan, team member at Siemens Business Services, Glasgow

Ian Griffin, chief technical analyst at Siemens Communications, Beeston

Clive Harmsworth, data collector at Siemens Energy Services, Croydon

David Holmes, product executive at Siemens Automation and Drives, Manchester

Stephen Holt, team leader at Siemens Business Services, Blackpool

Peter Johnson, commercial manager at Siemens Communications, Wellingborough

Julie Johnston, trade business unit manager at Osram, Langley

Terry Johnston, maintenance engineer at Siemens Power Generation, Newcastle

Yola Kolendo, project engineer at Siemens Building Technologies, Uxbridge

Terence Lynch, process administrator at Siemens Business Services, Glasgow

Graham Moore, goods inwards manager at Siemens VDO Trading, Birmingham

Keith Moore, metering operative at Siemens Energy Services, Leicester

Kenneth Purvis, polisher at Siemens Power Generation, Newcastle

Glyn Roberts, regional sales manager at Demag Delaval Industrial Turbomachinery, Lincoln

Tony Steele, central volume allocation manager at Siemens Energy Services, Dartford

Albert Thompson, level two engineer at Siemens Communications, home-based

Lorraine Thompson, trade commercial manager at Osram, St Helens

Peter Thompson, buyer at Siemens Power Generation, Newcastle

Louise Turnock, team member at Siemens Business Services, Blackpool

Melvyn Wagstaff, service engineer at Siemens Power Generation, Beeston

Janette Watkinson, team member at Siemens Business Services, Blackpool

Margaret Wilson, process administrator at Siemens Business Services, Glasgow

40 years' service

Barry Law, stores person at Siemens Automation and Drives, Hitchin

Kevin Edwards started his Siemens career with Automotive Systems, heading up manufacturing plants in Canada and the UK, before joining Siemens Business Services as operations director of the National Savings and Investments account.

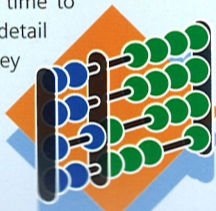


One day I'll always remember was the opening of a new Siemens Automotive manufacturing facility in Windsor, Ontario. Everyone brought their families on site to celebrate and you saw real pride in what we'd achieved. In just 18 months we'd expanded the factory to accommodate a totally new manufacturing process and invested in £50 million worth of equipment; you don't get to spend that much money very often. Most employees were in their 20s - real young gun engineers, a third of them women - and their commitment and aptitude were remarkable.



Most people get fired because they pretend problems don't exist. The best policy is to deal with problems head on, accept things can happen that are outside your control, and not beat yourself up about it. I used to worry more; now I take things in my stride. I get most frustrated by people willing to let their staff suffer for their own mistakes. I like people without hidden agendas, who tell it as it is. I spent a lot of years in the automotive industry, which is pretty brutal and unforgiving, and that toughens you up. The world I'm in now isn't so different.

I tend to talk like a machine gun. I should take the time to explain things in more detail to people, and then they wouldn't sometimes come back to me with something I don't want. I liked numbers and technology at school but never writing. I couldn't wait to start earning; money's always been a big motivator. I came from a council estate and I wasn't going to be poor. I've never stayed in a job for more than three years or long enough to fill up a filing cabinet. Just when I've started to get



bored, another opportunity in Siemens has always come along. I was all set to go the States when my current job came up, and it was too tempting a challenge to turn down. I tend to follow my nose a lot - with people and business. It doesn't take me long to make a decision. The toughest challenge I've taken on was turning the Telford automotive factory into a profitable business. After I arrived we reduced the workforce by 40 per cent in nine months. It's best to get through the pain quickly and then start to build again -

I'm not a believer in Chinese water torture. You have to get everyone believing you can win, and communicate to everyone - whether they're managers, or operators on the shop floor - exactly the same harsh truths.

I first earned money at the age of 10, singing in the church choir. I've not got a voice but I could stand at the back and play the part. It was sixpence a service, two shillings for weddings and another sixpence for bell ringing or carrying the cross. I made £3 one summer - an absolute fortune in 1970. By the age of 13 I'd picked up all the paper rounds no-one else wanted and bought my first motorbike.

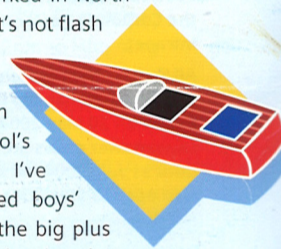


At this stage in my career, I feel I'm living dog years. You survive one year but it feels like seven and your sell by date is speeding towards you.

I didn't always believe in myself, but I do now. It's not individuals that turn around a crisis, though: you need a talented team around you. You have to know your own weaknesses. Don't ask me to write a report, but I can read numbers like tea leaves. People have different gifts.

When the going gets tough and I'm up against deadlines, I'll revert to command and control if I have to. In a crisis, you can have a debate and take input from others, but the time comes when you have to say 'this is the way we're going'. I don't see anything wrong in that. People want to know which direction they're headed in when the future looks doubtful.

Danger and speed have always held an attraction. If I won the lottery, I'd get a bigger power boat, buy a marina in Florida Keys and mend race boats for a living. I first got into boats when I worked in North America - it's not flash there, lots of people have them and petrol's so cheap. I've always liked boys' toys. And the big plus of boats is there's no speed camera at sea: your speed is only limited by your skill and the amount of horsepower you can afford.



Doing a job like mine inevitably means you get inundated with invitations to speak at different events, and you can't say yes to all of them. But if the event is high profile and will enhance the image of Siemens, or if I'm asked by someone who's been a business colleague for many years, then I'll often offer my support.

I recently took up an invitation to attend an event organised by Lancaster University's Management School, where I was asked to speak about broad business themes such as strategy and competitiveness, as well as the development of Siemens in the UK.

I talked about our decentralised structure - how it has helped fuel our growth over the last decade, and how it now needs to evolve - and how, whilst we've a strong manufacturing base and export products around the world, the services industry is of growing importance to us.

An hour-long Q&A session then gave the audience - who came from the local business community - the chance to debate issues that were especially pertinent to them. I certainly got the

out and about with alan wood

Siemens plc's chief executive

impression that they went away feeling they'd picked up ideas that they might be able to apply in their own businesses.

It goes without saying that however brilliant your ideas are, or your business strategy, you'll fail unless you take your people with you. Companies that don't communicate effectively with their employees will never realise their potential.

I agreed at our Management Forum in November, where the UK's senior managers heard about the priorities for the company in the coming year, that those messages - as well as being communicated here in Siemens UK - should be heard face to face by a wider audience.

We've now held four roadshows around the UK - one more is to come, in Nottingham - at which

I and the same MDs who spoke at the Forum have addressed a further tier of 600 managers, explaining what we plan to do to increase market share and improve our profitability.

We've had a very positive response to the roadshows and I'd say from the feedback people like the messages they're hearing. What they now need to do, of course, is go back to their own teams and communicate what they've learnt, so that we reach the entire organisation.

We've always tried to foster a culture of sharing best practice within Siemens, and the top+ day I attended at Warwick in March was an opportunity to do just that. The presentation that particularly stood out for me was given by the team from the National Savings and Investments account, who

explained how they have applied the 'lean' principles traditionally used in manufacturing environments to streamline administrative processes. There's been a lot of focus in the last 20 years on driving out waste on the shop floor, and it's excellent to see the same approach delivering benefits to administrative functions too.

The ongoing search for increased efficiency is not just a message we need to communicate within Siemens, but to our suppliers. Siemens Shared Services recently invited me to give the keynote speech at a supplier conference to which they had invited companies that between them supply half a billion pounds worth of goods to Siemens annually. We wanted to bring home to them how important they are to our overall success - and how together we must find slicker processes and ways of working that will enable both of us to save money and increase our efficiency.

Alan Wood

email
alan.wood.uk@siemens.com

