



LEADERSHIP @ SHOPFLOOR & I4.0: LEADING CHANGE ON THE SHOPFLOOR

Leadership @ the shopfloor

Agenda

1. Einführung
2. Vorstellung Leadership @ Shopfloor Program
3. Austausch & Best Practice Sharing
4. Abschluss

LEADERSHIP @ SHOPFLOOR

I4.0 ist nicht nur Technik- Managing the Change I

Merkmale von i4.0 bei Bosch

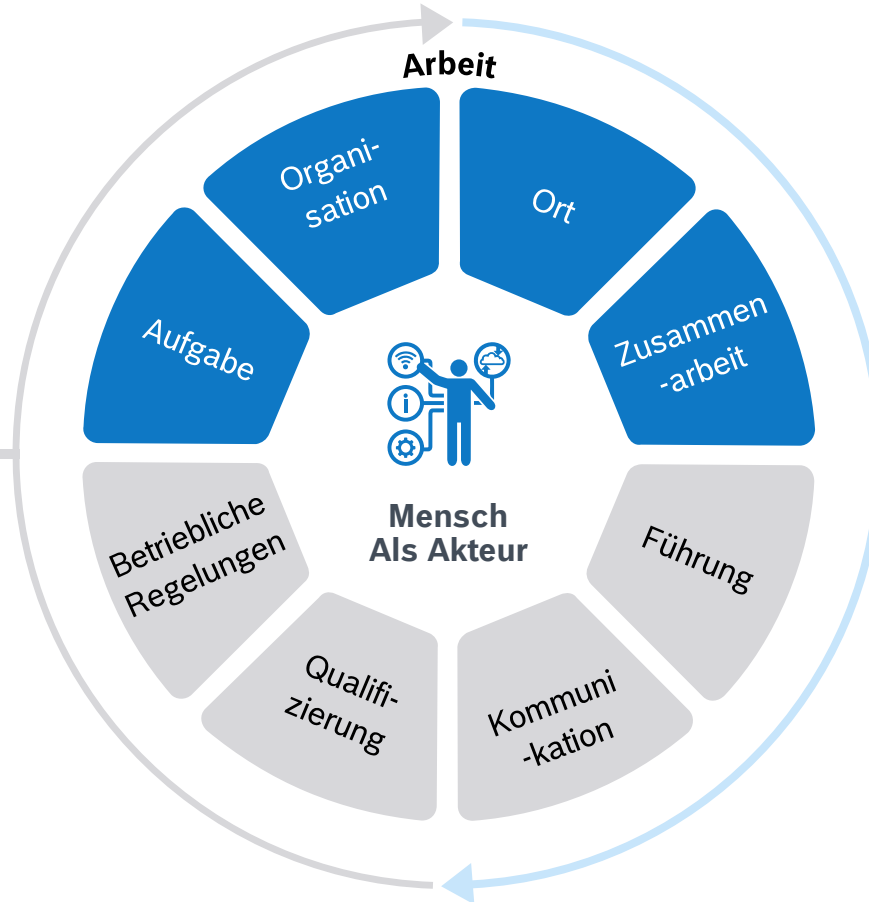


14.0 ist nicht nur Technik- Managing the Change I

2.1. Handlungsfelder

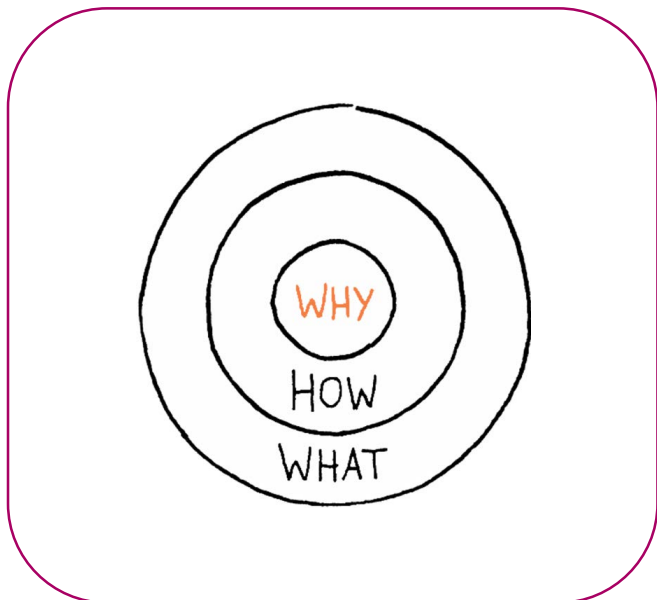


Change&Enabling



Change&Enabling





We lead
the **change** within i4.0,
and work **passionately**
to make it a success.

Leadership@Shopfloor

Why? What are the reasons behind our activities?



- ▶ Leadership plays a key role within i4.0
- ▶ The **mindset of leaders in the Shopfloor across all hierarchy levels has a strong impact on the employee's acceptance**
- ▶ Creating clarity and **ensuring the enabling of employees is key**
- ▶ **A re-focus and competence development of leaders in the Shopfloor is key on the way to i4.0**
- ▶ Collaboration across all levels within in the plant and across sites is needed



- ▶ The available corporate leadership program **hasn't been updated from corporate side for years**
- ▶ **There is no link to current leadership programs and i4.0**
- ▶ First snapshot with organization shows, that there is a **strong demand on a worldwide basis**

Leadership@Shopfloor

Leadership competencies of the future



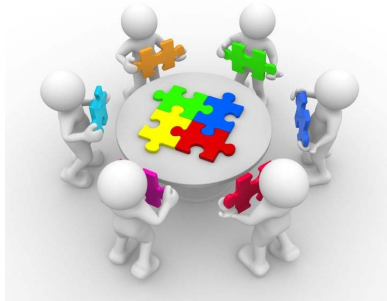
Change Manager

- Be a role model
- Inspire and provide vision
- Striving for improvement
- Deal with fear



IT Developer

- Improve the system



Collaborator

- Enable cross-functional collaboration



Coach

- Motivate
- Train
- Enable



Supervisor

List of aggregated leadership competencies of shop floor leaders

New competencies

flexibility
IT skills
openness
continuous learning
overview
change management
striving for improvement

Overlapping competencies

team work
communication
problem solving
decision making
empathy
dealing with conflict

Additional competencies from previous research

goal orientation
develop and coach others
performance feedback
image and reputation
self-confidence
strategic influence
effective task orientation
providing adequate information

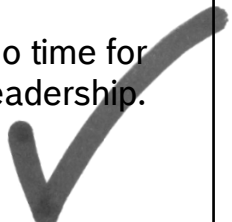
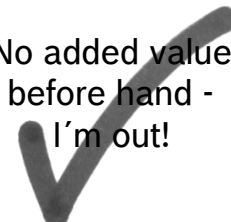
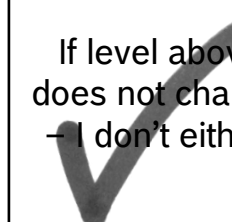
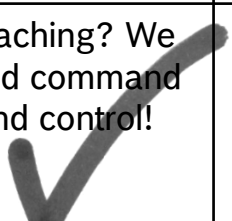
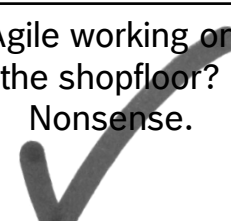
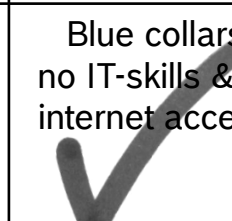
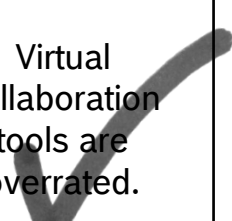
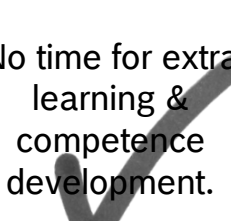
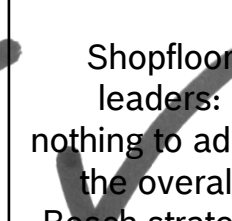
Leadership@Shopfloor

The Program – What?

Co-Creation with leaders from the shopfloor from the start

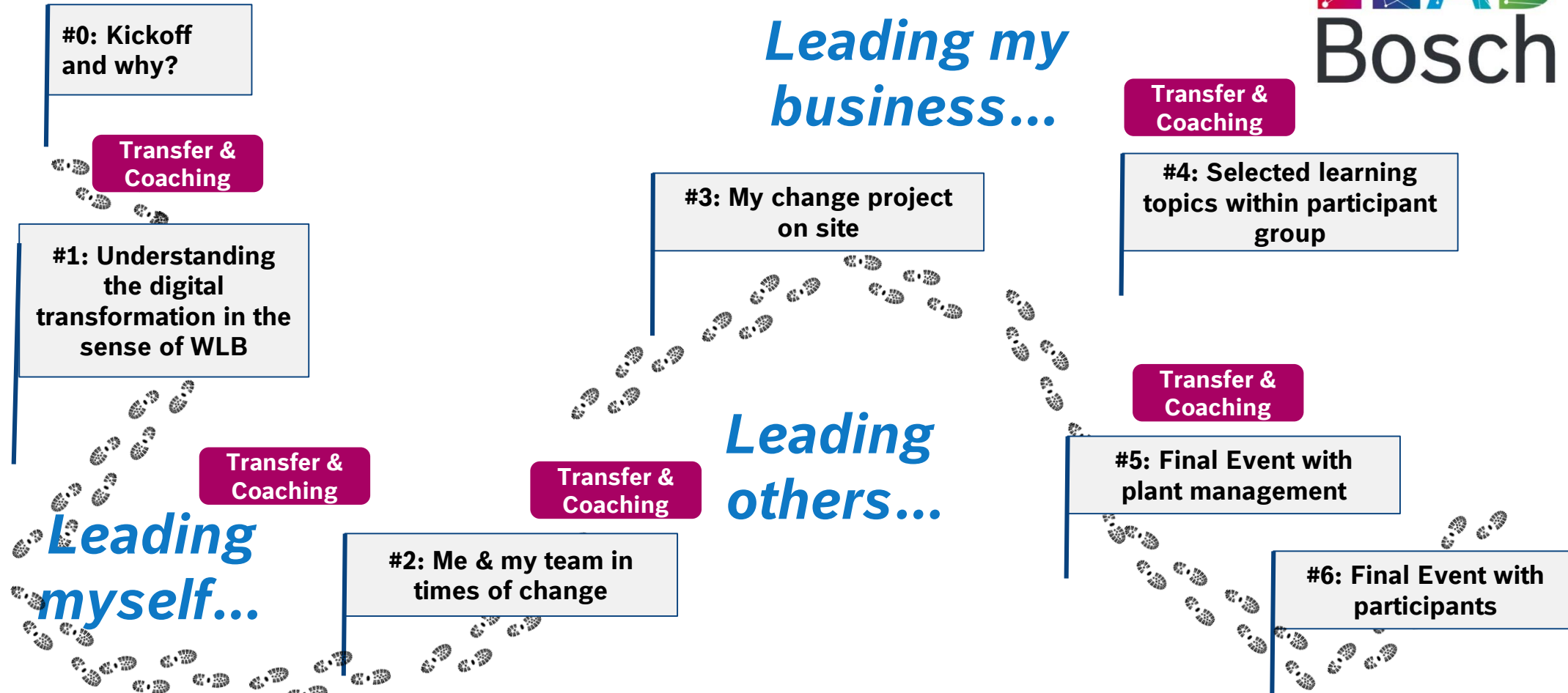
Program Title	Leaders@Shopfloor - Leading change on shopfloor
Target	1. Offer a modular program based on We LEAD Bosch and developed with leaders for leaders in the shopfloor – integration of all existing good practices and approaches 2. Enable Shopfloor supervisors & team leaders to lead change within Connected Industry
Target group	Supervisors and team leaders on Shopfloor, take plant management as well on the journey
Set-up	• Modular program, adaptable to needs of the plant / target group (focus on leadership) • Connection between We LEAD Bosch and the digital transformation with Industry 4.0 • Program is adaptable to individual needs of the plant and target group • Full version: 6 modules, focus on knowledge transfer into daily business, guidance & coaching on site • Pilots 2018: Homburg and in Juarez
Duration	ca. 1 year, speeding up possible, if not all modules are needed
Modules	6 -> “toolkit”
Group size	8 – 12 pax per group

B I N G O

No time for leadership. 	No added value before hand - I'm out! 	If level above does not change - I don't either. 
Coaching? We need command and control! 	Agile working on the shopfloor? Nonsense. 	Blue collars: no IT-skills & no internet access. 
Virtual collaboration tools are overrated. 	No time for extra learning & competence development. 	Shopfloor leaders: nothing to add to the overall Bosch strategy. 

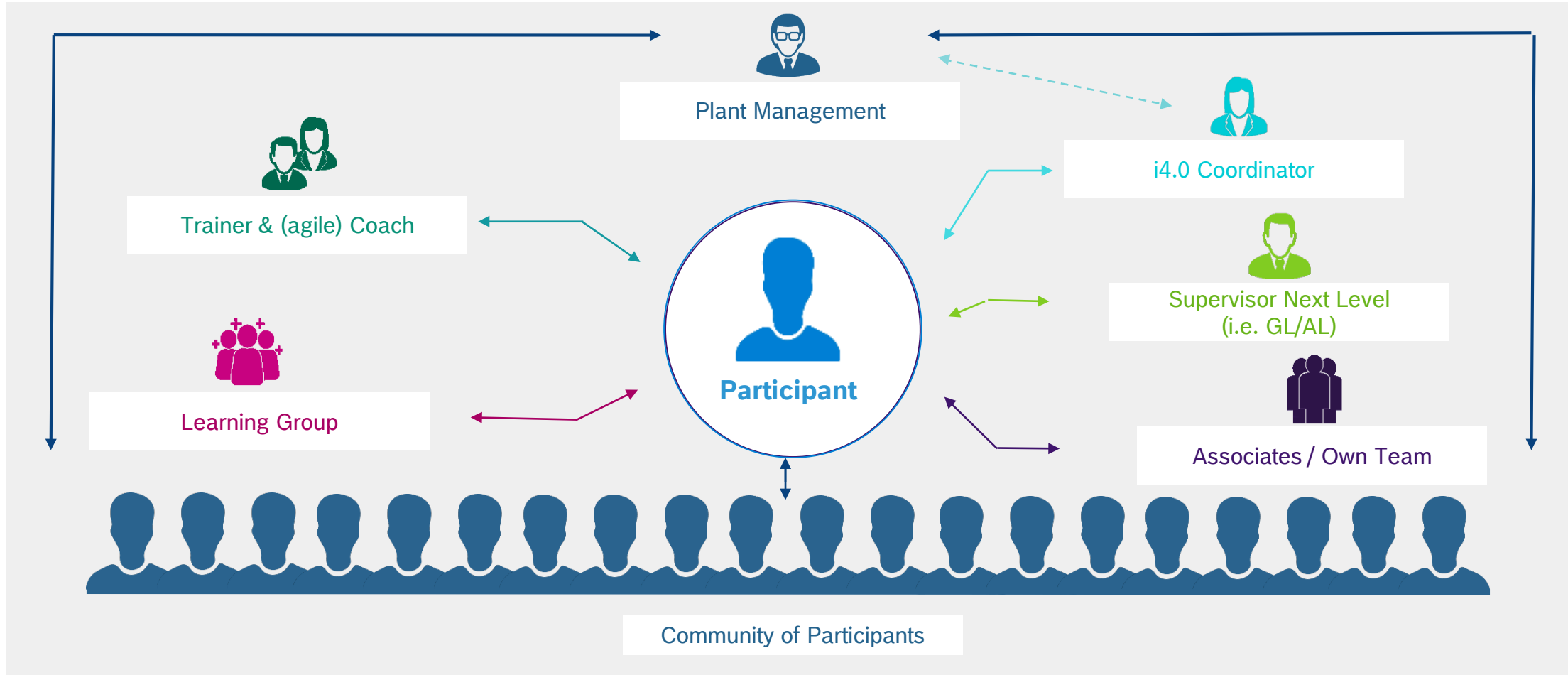
Leadership@Shopfloor Program Overview

We
LEAD
Bosch



Leadership@Shopfloor

Learning Environment



Leadership @ the shopfloor

► Webinar # 0 - Check-in

- Travel planning and my individual goals

► Connector # 1 - Understanding the Digital Transformation / Leading myself (2 Days)

- Immerse yourself in topics of leadership during digital transformation and discover what's new @ Bosch and in your plant - how do we define We LEAD Bosch? What is in it for you?

► Connector # 2 - Me and my team in times of change/ (Agile) tools for a changing working environment (2 days)

- What makes a team and how do we cooperate in a WLB culture? What are the dimensions in change - which tools (existing and new) are useful for our work on site?

► Connector # 3 - My local change project (1 day)

- Getting what you have learned into practice - starting a new project in a team / getting involved in an ongoing Leadership i4.0 project

► Connector # 4 - Our selected learning topics (multiple offers - 2 hours to 1 day)

- Book further excursions – decide what further training / coaching needed - alone or within a tour group

► Connector # 5 - Closing event on site (0.5 days)

- Present travel documentation and inform about changes in the location

► Connector # 6 - Final Event with the Tour Group (1 day)

- Review and time for individual feedback - define next steps ahead

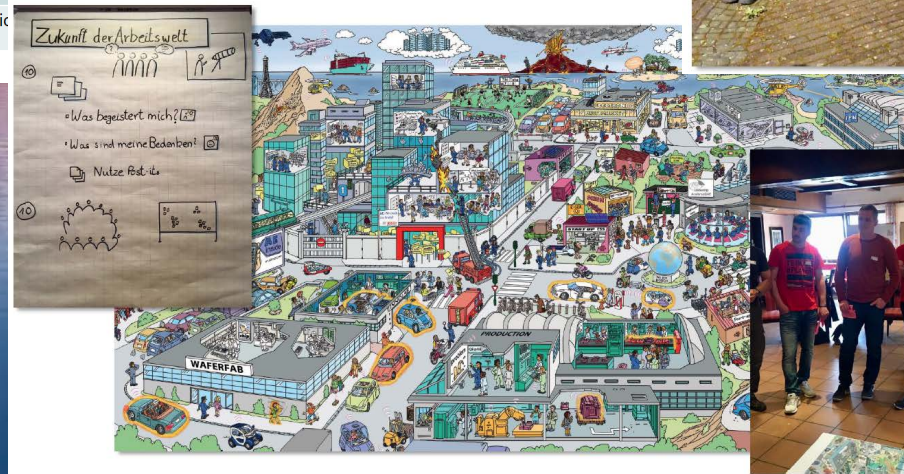
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Pilot in Homburg - Impressions

Zeit	Tag 1 – 10.04.2018	Zeit	Tag 2 – 11.04.2018
08:30	"Willkommen an Bord" – Begrüßung und Check-in	08:00	Check-in Tag 2
08:50	Persönliche Vorstellung – Vernetzung der Gruppe		Leading myself: Der Mensch im Zentrum – DISG Persönlichkeitsprofil
09:30	Impuls: Zukunftsszenario Digitalisierung		DISG Typen – individuelle Stärken, Entwicklungsfelder und Zusammenarbeit
10:15	Zukunft der Arbeitswelt – Trends und Veränderungen	11:45	Mittagspause
11:15	Bosch –Trends und Veränderungen – Internet der Dinge	12:30	We LEAD Bosch – neue Führungskultur für Bosch
12:30	Mittagspause		We LEAD Bosch – Rollen und Kompetenzen auf dem Shopfloor
13:45	We LEAD Bosch – mit Leadership @ Shopfloor Führungskompetenzen weiter entwickeln	14:00	i4.0 Führung HoP1 / H und Erkenntnisse in d
14:30	i4.0 und die Veränderungen im Werk	17:00	Abschluss und Ausblick
16:15	Interview mit einem Sport-Coach und Team-Aktivität		
17:30	Gemeinsames Abendessen		



Impuls Wimmelbild: Zukunftsszenario Digitalisierung



Leadership@Shopfloor

Pilot in Juarez - Impressions

Módulo #1 – Agenda – Día 1

We
LEAD
Bosch

Paso	Hora	Contenido
1	08:00	Bienvenida (con Gerencia de Planta)
2	08:15	Presentación personal/ Tendencias en el mundo digital / Innovaciones de Bosch
3	10:00	La transformación de Bosch en una corporación IoT- & WeLEADBosch
4	11:00	Industrias Conectadas Bosch / I4.0 / proyectos y cambios en la planta
5	12:40	Lunch
6	13:40	Información sobre el tour guiado
7	14:00	I4.0 – Implementación / Transferencia - I4.0 tour guiado en la planta JuP1
8	16:00	Retroalimentación & reflexión - I4.0 tour guiado
9	17:00	Cierre del día de entrenamiento
10	19:00	Actividad del Equipo & Cena



Módulo #1 – Agenda – Día 2

Paso	Hora	Contenido
1	08:00	Bienvenido día 2
2	08:10	Repaso de los temas clave del día 1
3	08:30	Desarrollando las Competencias de Liderazgo con Leadership @ Shopfloor
4	09:10	We LEAD Bosch – Principios de Liderazgo, Habilidades & Roles en el piso de producción
5	11:35	Liderándome a mi mismo: El ser humano en el centro
	12:20	Lunch
6	13:20	Perfil personal DISC
7	14:20	DISC para la comunicación y cooperación
8	16:20	Cierre – fin -del-día y la transición al Módulo #2
9	17:00	Cierre del Módulo #1

Leadership@Shopfloor Roadmap – How?

Kick-off Workshops 12.-15.12.2017



Draft concept by 08.01.2018



Refined overall concept + detailed concept Connector 1: by CW 5
(02.02.2018)



Conduction Connector 1: 03/ 2018

→ Development & Improvement #1



Connector 2: 05/2018

→ Development & Improvement #2

Connector 3: 06 – 09/ 2018 (Transfer task / Change Project)

→ Development & Improvement #3



Connector 4: 06 – 09 /2018

→ Development & Improvement #4 (selected modules)



Connector 5: 10/2018

→ Development & Improvement #5



Connector 6: 10/2018

→ Development & Improvement #6



Overall evaluation Pilots and implementation with BTC start 01.2019

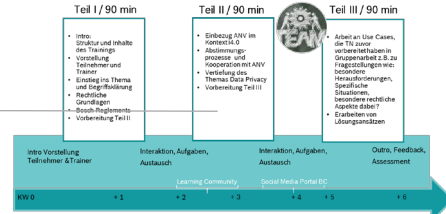
→ Development & Improvement

Leadership@Shopfloor

Attractive and target-group oriented offers

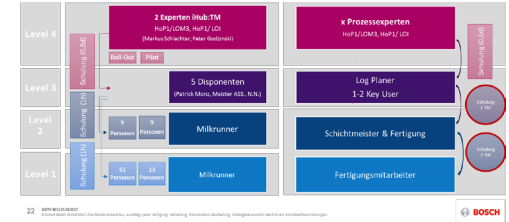
Target groups i4.0

- Top Management
- Leaders
- Foreman and decision makers in production
- Users and planners in assembly
- Work council
- Indirect areas



Basis training
for working
council

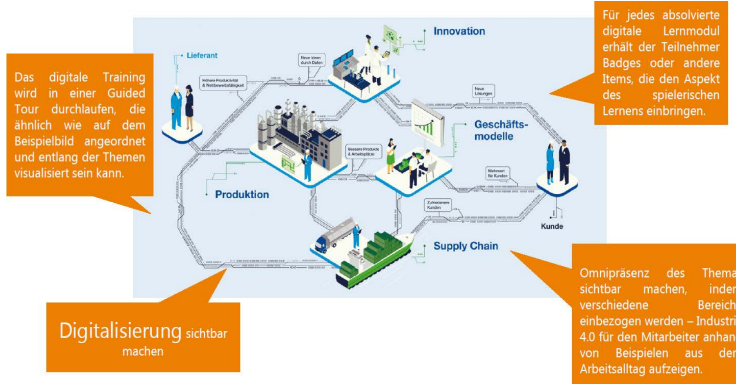
Customized offers within plants for
introduction of i4.0 systems: IES
and MSS



Quizz App i4.0 for easy
access to i4.0 topics



Fast initiatives and awareness
campaigns for focus topics:
Webinar Data Privacy & IT
Security



WBT „Virtual
Guided Tour
i4.0“

**Learning
Journey i4.0
for leaders**



AUSTAUSCH

Leadership @ the shopfloor

Austausch

1. Welche 3 Kompetenzen sind in der Zukunft am relevantesten? (Schreiben Sie diese 3 Kompetenzen jeweils auf Post-Its und ergänzen Sie was aus ihrer Sicht fehlt.)
2. Wie fit sind Ihre Führungskräfte in diesen Kompetenzen? (Bewerten Sie Ihr Unternehmen auf einer Skala von 1-10.)

BEST PRACTICE SHARING

Leadership @ the shopfloor

Best Practice Sharing

3. Welche Aktivitäten gibt es bei Ihnen im Unternehmen, um diese Kompetenzen zu unterstützen? Wo sind Sie gut unterwegs? Wo gibt es Lücken? (Vorstellen von 1-3 Beispielen im Plenum)

THANK YOU.