

# Shaping the Digital Transformation

Dr. Thomas Lange

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# acatech HR Working Group

## C-Level Executives (CHROs)





**It's all about people**  
**– less about technology**



**You should be comfortable  
with uncertainty – for sure**



# You need less experts – and more **fast learners**

# The Digital Transformation



1

Hyperconnectivity

2

Autonomous  
Systems

3

Human-Machine  
Interaction

4

Data-driven  
Business Models

5

Platform Markets

6

Digital Ecosystems

Disrupt!

# Germany – a stranded whale?



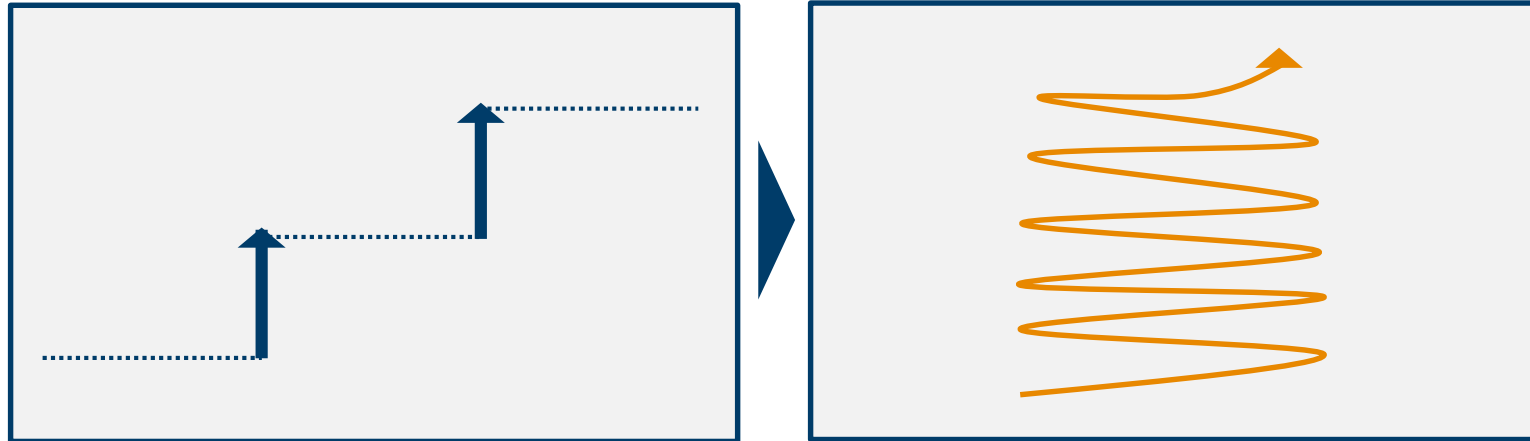
” Germans [...] are more afraid of the gig economy [...] than they are of an all-controlling state. They are also too dependent on big, **outdated** systems. “

Source: GIZ, Germany in the Eyes of the World (2018)





# Adaptation becomes the ONE critical success factor



From cascaded development...

...to constant adaptation

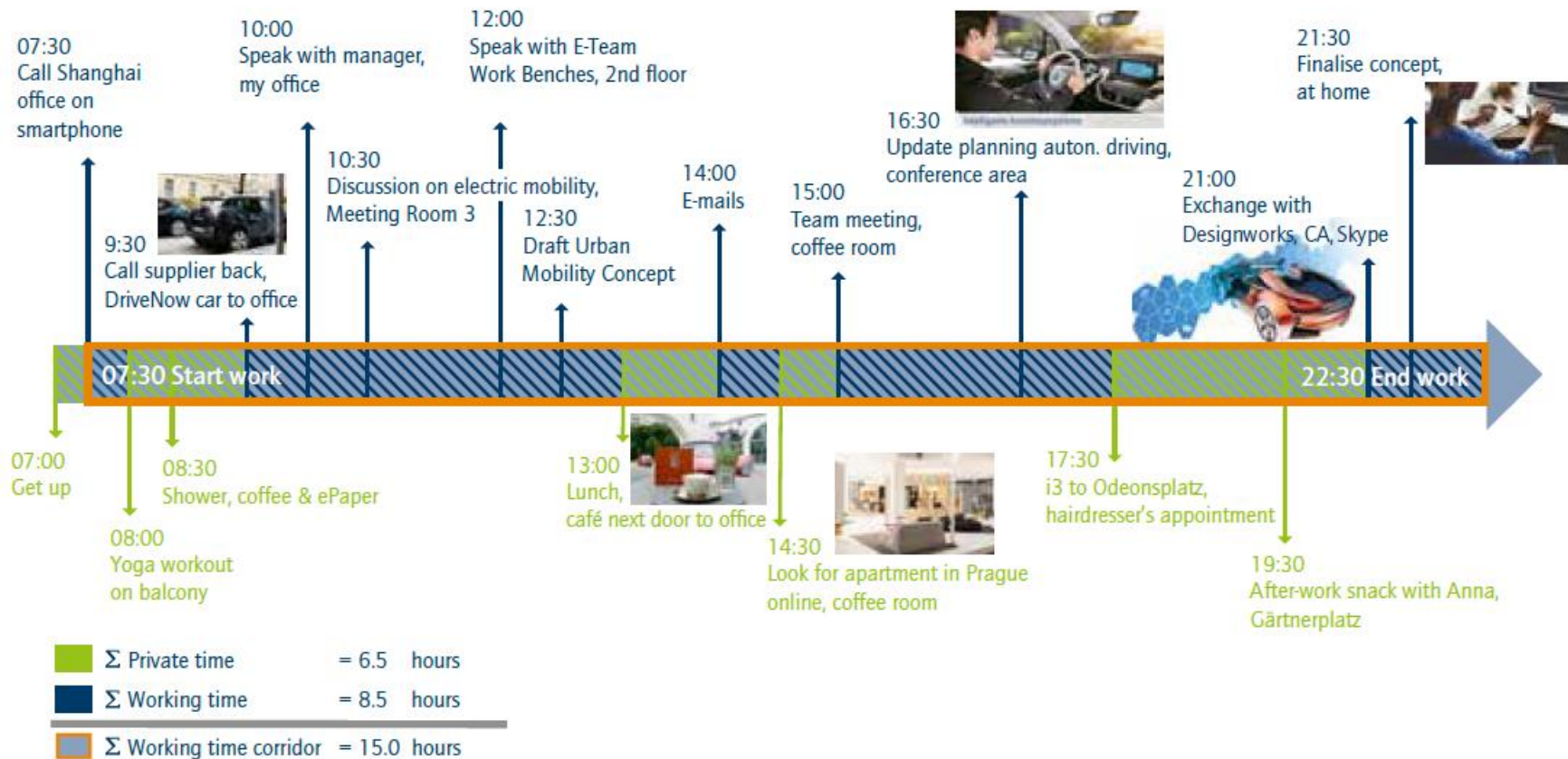
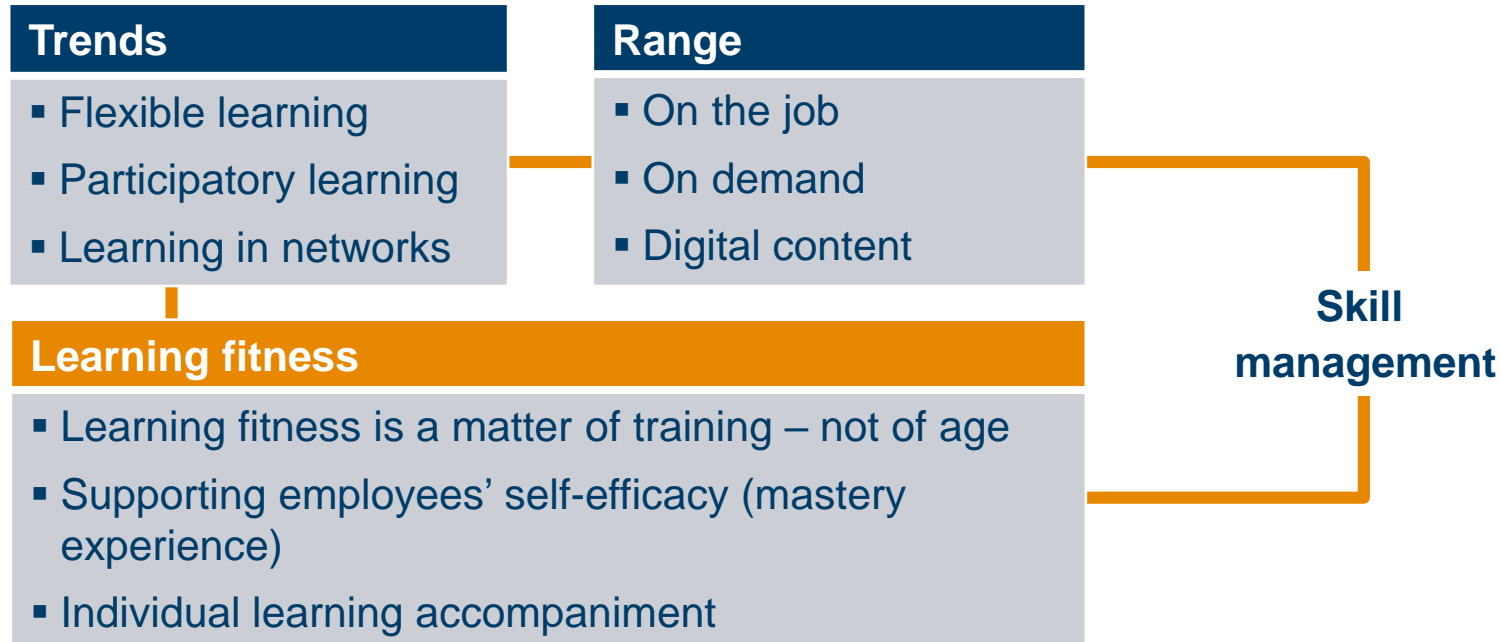


Figure 2: Example of agile working day for knowledge worker (Source: BMW AG, slightly adapted) / acatech (2017)



# Lifelong learning– **individualized** training



# Manager



## Martin – works in the automotive industry



Age: 51  
Job: engineer  
Professional experience: 25 years  
Training: qualified mechanical engineering

*“I can achieve all my career goals - even without wasting my valuable time on seminars.”*

## Approches

- Frequent learning impulses
- Job rotation
- Immersive learning journeys

## Practical examples

- Exchange initiative
- Learning on campus
- Program AI-Manager

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# Callcenter-Agent



## Joséf – works at an insurance company



Age: 39

Job: Client Advisor

Professional experience: 16 years

Training: insurance salesman

*“I enjoy my job as customer service advisor. But I’m worried about my future because a lot of jobs at our company are currently being replaced by standard IT solutions.”*

## Approches

- Systematic early identification of individual needs
- Digital learning nuggets, MOOCs
- Mobile/flexible learning

## Practical examples

- Web-tool „development paths“
- E-learning for everyone
- Siemens Learning World



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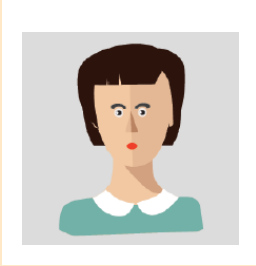
SIEMENS



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## Céline – IT developer



Age: 32  
Job: Application engineer  
Professional experience: 8 years  
Training: BA in Information Technology

*„I enjoy analysing all kinds of data streams and always discovering something new. I couldn't bear to be stuck always doing the same old thing.“*

## Approaches

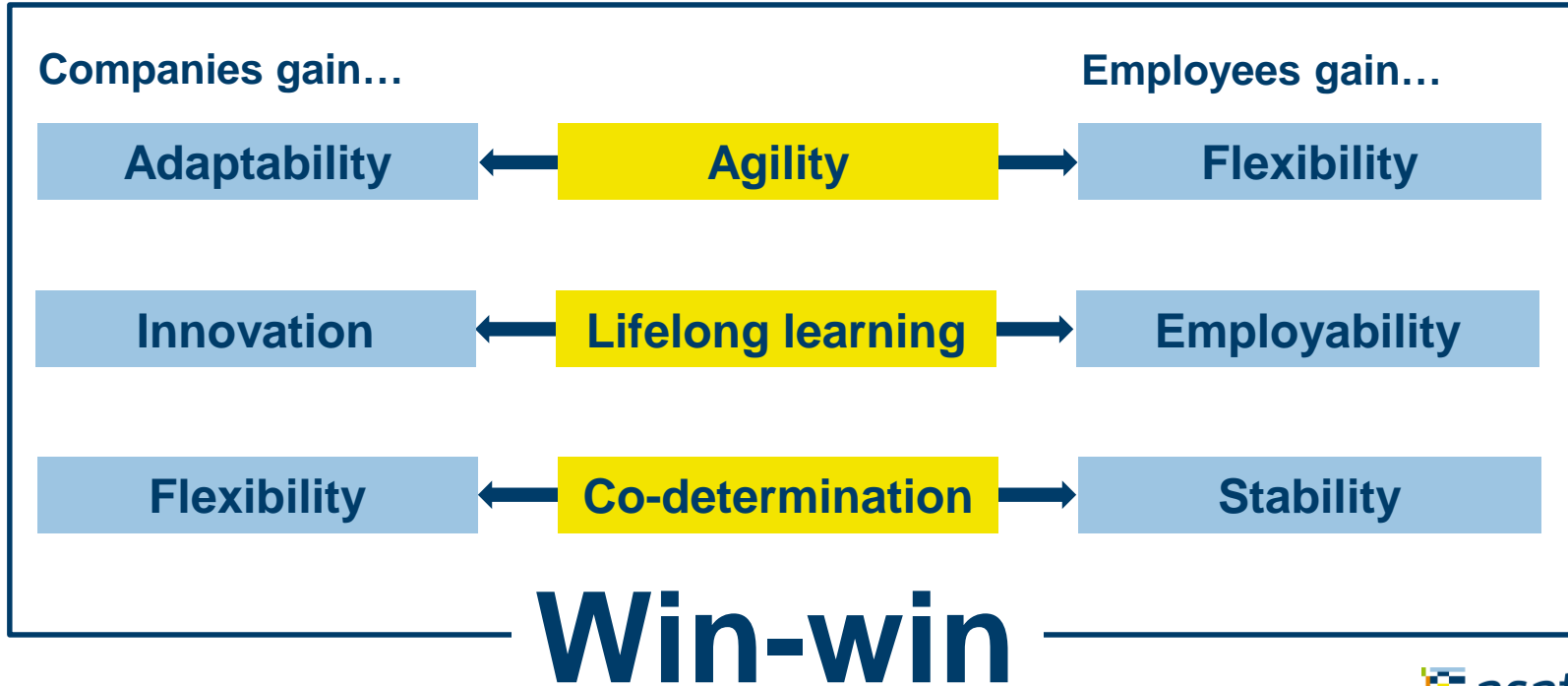
- Freedom to use agile working methods
- Competitions / achievement awards
- Learning in networks

## Practical example

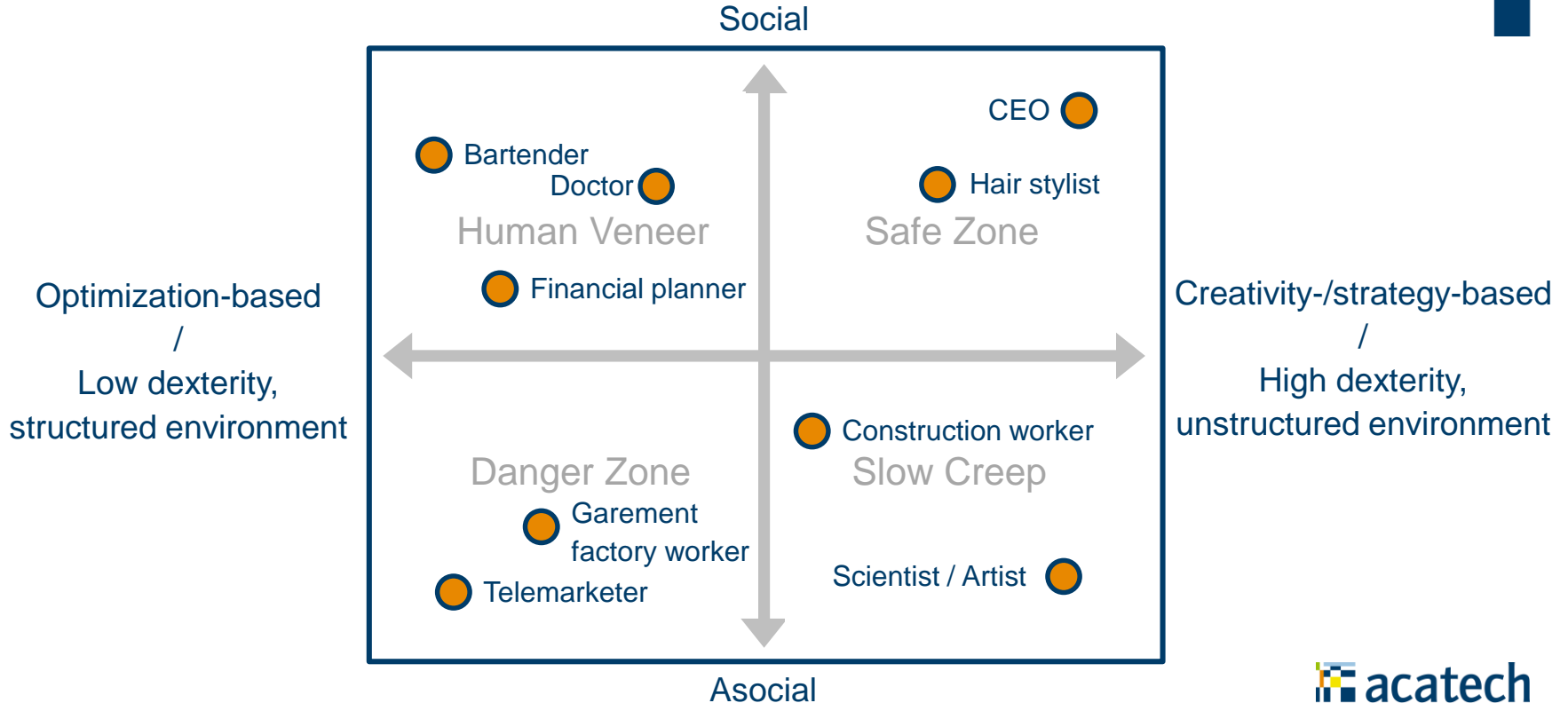
- Innovation Lab
- Digital Booster
- LevelUP!



# Shaping the future of work – TOGETHER

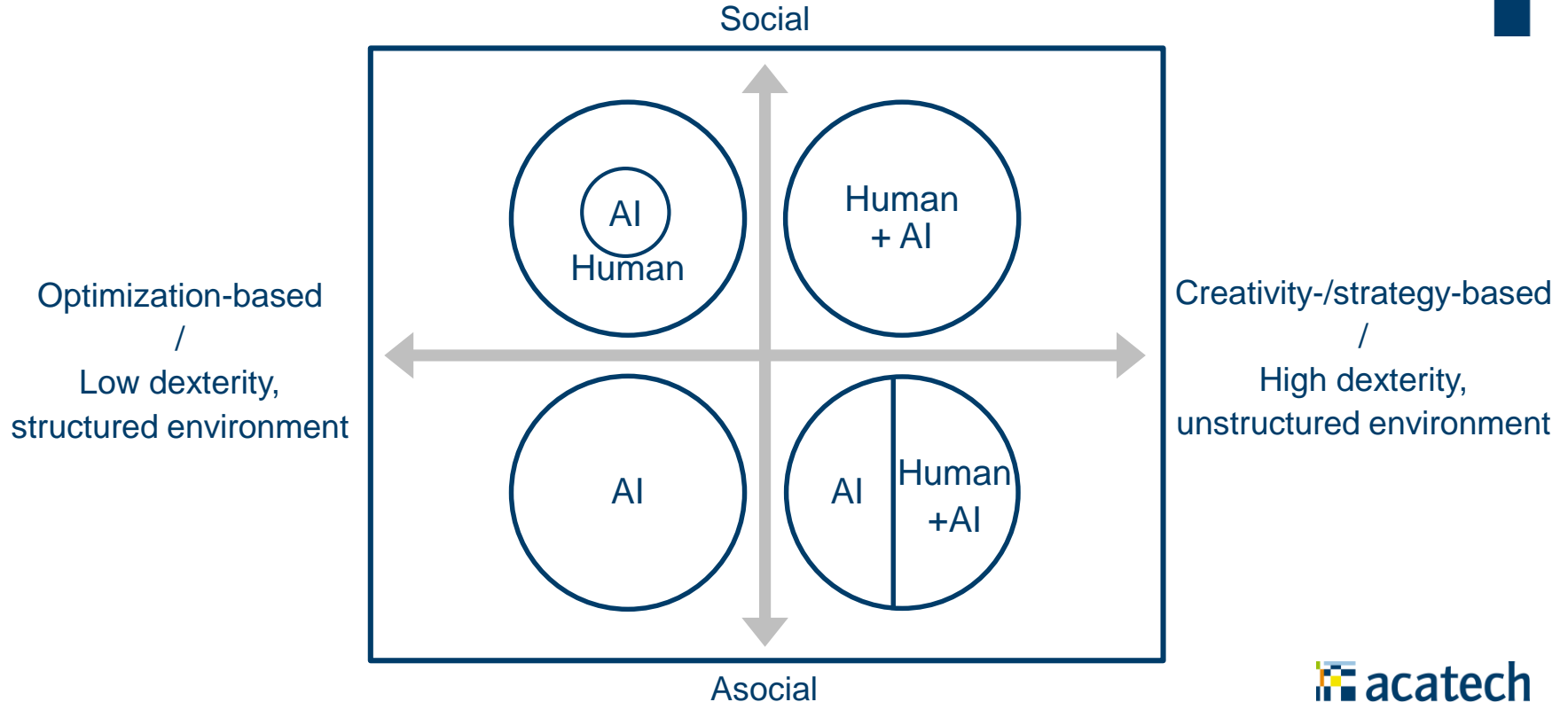


# Human-AI symbiosis





# Human-AI symbiosis

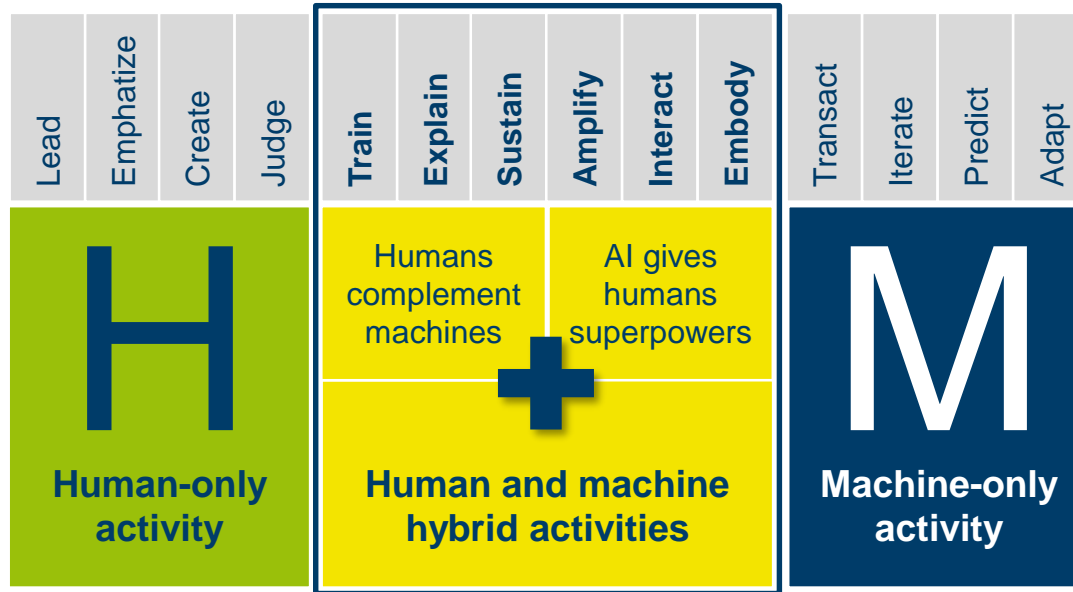


# The missing middle



Source: Daugherty/Wilson, Human + Machine (2018)

# The missing middle



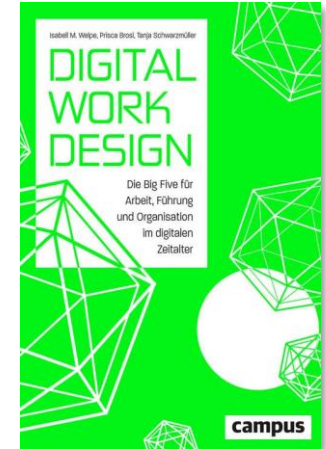
Source: Daugherty/Wilson, Human + Machine (2018)

# Digital Work Design



#	Big 5 for work, leadership, organisation
1	Dealing with VUCA becomes core competence
2	No disruption without teamwork
3	More democratic organizational structures
4	Importance of relationships
5	Focus on health

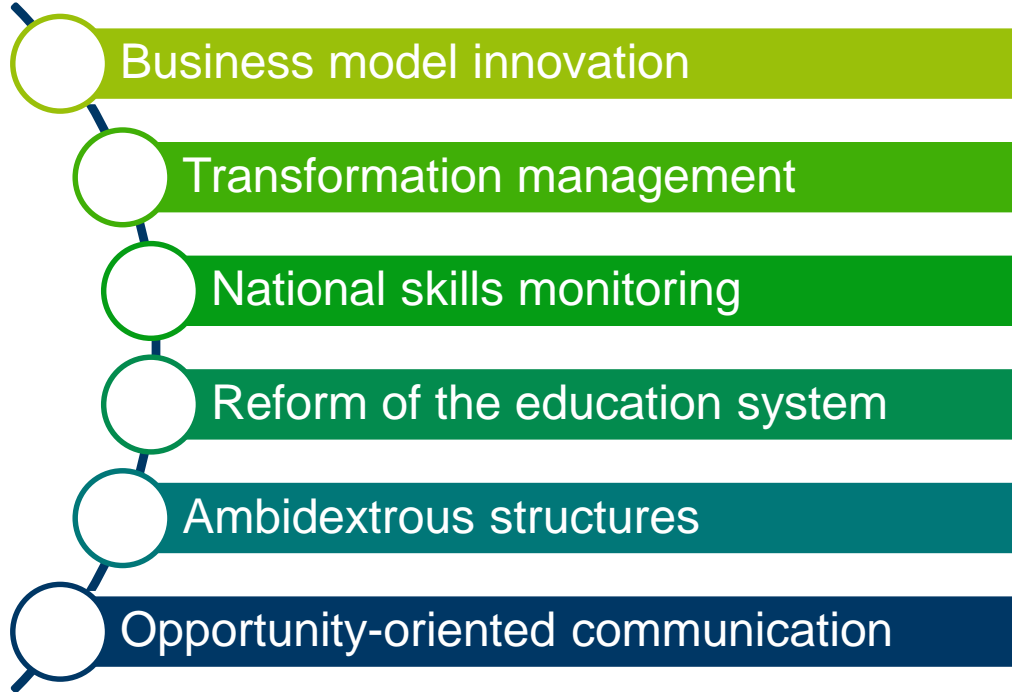
- Ambidexterity
- Constant learning
- Open-mindedness
- Exchange
- Empowerment
- Participation
- Esteem
- Networking
- Balance
- Ressources



Source: I. Welpe, P. Brosi, T. Schwarzmüller (2018)



## Need for...



Strengthening knowledge transfer –  
Excellence for implementation

Demanding and promoting flexibility –  
Turning employees into change agents

Anticipating requirements faster –  
personnel planning for Germany

Improving adaptability –  
promoting instead of selecting

Use existing strengths –  
explore new structures in parallel

Making changes visible –  
creating a positive basic mood



**It's all about people**  
**– less about technology**



**You should be comfortable  
with uncertainty – for sure**



# You need less experts – and more **fast learners**



And...



”Germany should learn how to make life **a little more chaotic** and therefore more interesting. “

*India*

Source: GIZ, Germany in the Eyes of the World

**Thank you.**

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