



**Juergen Maier**  
Chief Executive  
Siemens plc

  
Excellence Award  
Prize Winner  
Congleton (UK) - 2005 & 2007  
Healthcare (UK) - 2011  
Germany - 2004  
Netherlands - 2003  
Greece - 2001

Juergen Maier, Chief Executive, Siemens plc, talks about the importance of excellence and succeeding through the talent of people....

*Q – How important is striving for excellence in Siemens?*

Striving for excellence is the most important thing we do, because, ultimately, it is about being competitive against global competition and of course also locally. So always benchmarking yourself against the best and striving to be at least as good as that is vital.

*Q – How important is the EFQM Excellence Model?*

We live and breathe the EFQM Excellence Model because it covers all aspects of the organisation from leadership through to process excellence, through to what we do to best motivate our people and of course the results we get in our organisation. The reason we are so committed to it is because over the years we have shown that the businesses which use the EFQM Model very systematically are the ones which get the best business results over the long term.

*Q – What value does Siemens place on its mood indicator?*

Surveys are incredibly important because you need to be in touch

with the mood of the organisation at all times, so we do two types of survey. There is an annual survey, which benchmarks us against other organisations in Siemens and externally. But, more important for us is capturing the mood every day of the week, so we have a snapshot survey once a week of 20% of our organisation, where we simply get a smiley face or a sad face, as well as some brief comments. This way we can quickly pick up on how effectively we have been communicating or how some of the initiatives we have launched are being received. This regular feedback gives us the opportunity to react quickly and proves extremely useful.

*Q – What do you think of senior executives who are remote from customers?*

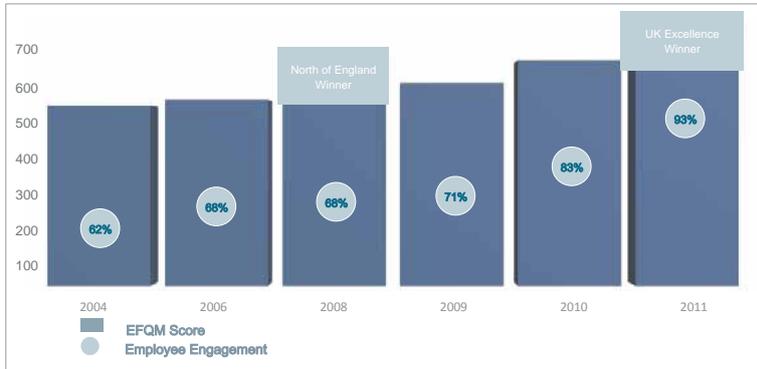
Well in terms of remoteness or, as I prefer to call it, closeness to customers, there really is nothing more important because everything you do in your organisation should be designed to deliver the best product, the best innovation and the best service to your customer. So to get feedback on whether that is really being achieved, you have got to be out there and getting it directly from your customer. I spend at least two days of my working week out in the field with senior executive customers getting exactly that feedback.

**In IADT there is a clear relationship between employee engagement and EFQM journey...**

**SIEMENS**

North of England Excellence

BQF UK Excellence



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**top** Making business improvement 'business as usual' for every Siemens employee in the UK

This chart illustrates the clear relationship between increasing employee engagement and EFQM Assessment score

IADTCS stands for Industry Automation, Drive Technologies and Customer Service.

An example email sent to staff in order to assess their morale every two weeks.

*Q – How does Siemens keep its customers central to process improvement?*

The output of the process has to be very clearly measured and offer a better service for the customer. So you have got to have clearly defined metrics around the improvements you are looking to bring to the customer's experience and then make sure that the process is designed very systematically to do exactly that.

*Q – How important are energy and passion in achieving excellence?*

Passion and really believing in what it is that your organisation is standing for is paramount. As a leader, if you can not show that enthusiasm and passion then it is unlikely the rest of the organisation is going to buy in and believe in a shared vision.



## Siemens in the UK

Siemens was established in the United Kingdom more than 170 years ago and now employs 13,760 people in the UK. Last year's revenues were £3.36 billion\*. As the world's largest engineering company, Siemens provides innovative solutions to help tackle the world's major challenges across the key sectors of energy, industry, infrastructure & cities and healthcare. Siemens has offices and factories throughout the UK, with its headquarters in Frimley, Surrey. The company's global headquarters is in Munich, Germany. For more information, visit: [www.siemens.co.uk](http://www.siemens.co.uk)

\* Data includes intercompany revenue. Data may not be comparable with revenue reported in annual or interim reports

## Siemens Industry Sector

The Siemens Industry Sector (Erlangen, Germany) is the world's leading supplier of innovative and environmentally friendly products and solutions for industrial customers. With end-to-end automation technology and industrial software, solid vertical-market expertise, and technology-based services, the Sector enhances its customers' productivity, efficiency, and flexibility. With a global workforce of more than 100,000 employees, the Industry Sector comprises the Divisions Industry Automation, Drive Technologies and Customer Services as well as the Business Unit Metals Technologies.

**SUCCEEDING THROUGH THE TALENT OF PEOPLE**