

Transcript DigiPodcast Episode 7: Moderator Thomas Holzner, Guest Christian Kabusch

Intro: The DigiPodcast – Digital trends in Supply Chain Management

Thomas Holzner

Hello and welcome to our DigiPodcast. I am Thomas Holzner from Siemens SCM DigiNetwork with the DigiPodcast. A Podcast on digital innovative topics from procurement in the future. Digitalization is becoming increasingly important for every company. At Siemens in particular, digitalization is a fundamental element for success. But how is digitalization practiced at Siemens Supply Chain Management, what do we focus on? The aspect of digital transformation and innovation is particularly close to our hearts. In our podcast we highlight different aspects and share best practices with various digital experts and listen to their stories. Almost everyone has certainly experienced a manager who, due to various behaviors, has not necessarily become one's own role model. And I can only emphasize that. Probably the agility in the mindset of the manager could have been improved -Yes! But actually, what makes a good leader in the digital age? What should one pay attention to? In today's episode of the DigiPodcast I have a specialist, who dealt with these questions from a very early on stage, especially in the DigiLeadership area: Christian Kabusch. He has made himself a name through his expertise. Hello Christian, nice to have you here.

Christian Kabusch

Hi Thomas. Thank you very much for the invitation, it's a pleasure for me to be here today.

Thomas Holzner

Christian, thanks that you joined. Christian you especially focused in the area of leadership in the digital age at a very very early stage. At Siemens, the buzzword digital leadership has come up. That's a pretty big thing. But what does it exactly mean? And above all, what are the reasons behind this approach?

Christian Kabusch

Yeah Thomas, to answer that question we have to look back at 2017, as we founded the SCM DigiNetwork. We talked about technology operations and business models, but this was not enough. We figured out, that to make a transformation successful, we also have to talk about people. With people we mean especially the mindset, not what we are doing, how we are doing things.

Thomas Holzner

I can remember quite well. But what then, after 2017?

Christian Kabusch

Together in a group of five people we developed a workshop, where we bring people together, where we worked, where we give them the room to exchange and the freedom to talk about the necessary changes of leadership behavior. And that was quite interesting to see, how this has developed over the last years.

Thomas Holzner

And the development itself is a huge success. And I think we can also come back to this later, but I can imagine that the transformation, especially a mindset change for leaders is not always met with positive feedback and some of them probably also feel a little bit like: Will I be really needed in the future? So, it's about their existence. So what is your experience here?

Christian Kabusch

You are absolutely right. I mean not everybody supported us at the beginning as we had this idea. We figured it out and our aim was to first appreciate what leaders have achieved in the last couple of years. Before we start to talk about the new things, what is needed in the future. And at the same time, we also invited everybody to participate, so nothing was secret, nothing was hidden, and it was not ours. It was ours in terms of everything was accessible for the entire company and that was one key success factor, which we really have decided at the beginning to involve and to include everybody who wants to participate.

Thomas Holzner

I can remember quite well, because we were irritated how aggressively you published everything. Because you were one of the first Siemens managers to be active on social media. So, I call you a role model there, but what role do you ascribe to social networks and why do you think it's important to be present there?

Christian Kabusch

As you said it was totally new at this time to share everything. And it's not about the sharing itself, it is about to create an added value for others which things you share. So, everybody can use our content. You can adjust that for your individual needs, you can ask us for sparring and that creates a great momentum for people within Siemens,

that there was something they can tailor but at the same time they had some guidance from us, from our experiences, what we have experienced so far, what are our thoughts, and we continuously developed that forward.

Thomas Holzner

You just said Siemens internally, but when I remember correctly, you are a really global guy, but how about your contact with the world outside Germany, outside Europe? Did you get some input there?

Christian Kabusch

It was amazing. I mean I started at the same time to be active on social media, it was in 2017/18 and I got in touch with colleagues around the globe internally and externally, which I never met before. And that, I'm totally sure, would not have happened if I wasn't active on social media and to share what we did.

Thomas Holzner

What tips do you have if other companies want to jump on this bandwagon? What should they look out for, when they want to involve their executives, their management and what's your, say, best practice approach? Or is there a best practice approach?

Christian Kabusch

I mean there are more success factors, how I want to call it. One is a common purpose of a group, who believes in a third thing and on the other hand it is the openness and the sharing as I mentioned before, appreciation, and as well, start small and scale big. And this is also what we did. We did not develop the entire concept and rolled it out afterwards, as it was not planned to have a big rollout. We did two sessions, we tested it, we learned from it, we adapted and then we created a kind of no pushing concept, it was a pull concept. A lot of people contacted us, that they want to do it, they don't have to do it.

Thomas Holzner

Ok, you said from push to pull – So what was the coverage for this?

Christian Kabusch

The coverage, I mean we trained more than 500 people within the Supply Chain Management organization so far and we also trained 500 people outside around the globe in other organizations. And I think it is really a great success to see, how people are inspired to that what we did and also now, I think there is a huge attention on the topic of leadership mindset, when it comes to transformation.

Thomas Holzner

Christian, that was quite impressive, about the coverage with the leaders and what you all initiated and then rolled out. But now, coming to my most favorite question and last but not least: Who is Christian Kabusch?

Christian Kabusch

Yeah, Christian is back from his last assignment from Austria, is living in Munich, is 40 years old, is passionate about diving, likes change, likes transformation, open, sharing, innovative, in a way self-confident of course *laughs*. And proud to be at Siemens.

Thomas Holzner

Wow. I think you forgot something with the fishes.

Christian Kabusch

laughs You mean passionate diver?

Thomas Holzner

Yes, we were always thinking: How can this guy get out of the holiday concept of Germany so many diving days. And I think we were always happy when you came back healthy. So, thanks a lot Christian. I hope you and you listeners enjoyed this episode of this DigiLeadership DigiPodcast. If you have questions or you want to find out more information about the SCM DigiNetwork, reach out to our internet page: [siemens.com/diginetwork](https://www.siemens.com/diginetwork). I'm looking forward having you as a listener at our next episode. Yours Thomas Holzner from Siemens SCM DigiNetwork. Goodbye.

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