



People Convention

# THE FUTURE OF

22ND KIENBAUM PEOPLE CONVENTION  
MAY 2023

With the theme "THE FUTURE OF", speakers from business, academia and the public sector discussed the key issues of the future in HR work.

**Kienbaum People Convention Facts:**

**3.500** spectators

**11** keynotes and impulses

**8** live sessions in advance





## Dear Readers,

This year, the 22nd Kienbaum People Convention is once again setting the tone. With a total of 3,500 virtual participants during the event and many more interested in the pre-events, we note an impressive response.

This year, we have chosen the theme **THE FUTURE OF** to highlight the gold standards of people management. To bring this to life, we asked ourselves questions such as:

- > How do we attract (even more) talent in the future, and how do we retain them in the long term?
- > Which concepts of leadership, cultural development and change management will prove successful in the long run? Which future competencies need to be promoted?
- > And how should people functions position themselves to deliver a relevant value proposition and an outstanding customer experience?

To get to the bottom of these questions, we have invited representatives from business and science from the companies Robert Bosch AG, Infineon Technologies AG, Otto Group, Allianz Group, Deutsche Bahn AG, Porsche AG, Fresenius SE & Co. KGaA and the institutions Charité Universitätsmedizin Berlin, Technische Universität München and the Bundesagentur für Arbeit (BA = Federal Employment Agency) to share their expertise and experience with us.

It was inspiring to follow the presentations and discussions of our experts, where one essential realisation emerged: The HR function must be a strategic partner in companies, as it has been proven to play a key role in addressing current and future challenges, not least because it proved, especially during the COVID-19 pandemic, how it can successfully accompany change. So we no longer need to discuss the relevance of the HR function as such.

It also became clear at the event that one of HR's biggest tasks is to counteract the labor shortage. This is not only about finding and attracting talent, but also about retaining it. The solution includes successful employer branding, an effective retention strategy, and re-skilling and upskilling of existing employees.

It is also agreed that technology has come to stay. Particular emphasis is placed on the potential of artificial intelligence (AI), for example in the recruiting process. The task of management is then to take the employees along on the transformation journey and to find solutions to current challenges together with shared responsibility.

In this booklet, we would like to summarize the most important findings and ideas. We invite you to take a closer look at these thoughts in our People Convention media library. You will find the link to the videos in the corresponding places.

Enjoy reading!

**Dr. Bibi Hahn**  
Co-Chief Empowerment Officer  
Kienbaum Consultants  
International

**Fabian Kienbaum**  
Co-Chief Empowerment Officer  
Kienbaum Consultants  
International



Here you can find the recordings of the Virtual Kienbaum People Convention 2023:  
[www.kienbaum.com/de/veranstaltungen/people-convention-2023](http://www.kienbaum.com/de/veranstaltungen/people-convention-2023)

*The recordings are in German.*



# EXECUTIVE SUMMARY



1

## THE FUTURE OF HR Business Transformation:

The HR function has played a major role in ensuring that companies are, for the most part, navigating well through the current crises. The HR function is highly relevant and has demonstrated its capabilities. Now, according to the unanimous opinion of the experts, there is no room for slackening. HR must therefore continue to develop as a strategic partner of the business, full of data- and technology-driven curiosity and with creative, disruptive minds that understand HR as a business model.



3

## THE FUTURE OF HR Technology:

Technology is here to stay. The potential of artificial intelligence (AI) was particularly highlighted. Most HR departments are experimenting with AI and already have smart tools in place. AI reduces response times to applications, helps to keep track of recruiting, and communicates with employees as chatbots. However, it is still emphasized everywhere: AI should be supportive in order to be able to direct capacities to strategic topics. Because in the end, it's people who are needed: to make decisions, to introduce new solutions.



5

## THE FUTURE OF People Experience:

Sustainable value enhancement in a company can only happen through people. All speakers agreed on this. That is why people should be placed at the center of all HR work. They enjoy working in an organisation when they are listened to and supported and can share the values of a company. This requires a cultural change that leaves behind the command-and-order principle and focuses on appreciation and collaboration.

2



## THE FUTURE OF Talent Acquisition:

High-performing recruitment was the dominant theme of this year's People Convention. All companies have a need for talent – now and even more so in the near future. They are all stepping up their efforts and trying to attract new employees to the organisation with a whole range of measures and approaches. But the perspective is shifting more and more towards the people already working in the company. Whether "nurturing talent" through Lernwerk, as at Bosch, or Techucation at Otto: the further training of employees, i.e. re-skilling and upskilling, is being pushed – not least to counteract the shortage of labor.

4



## THE FUTURE OF Leadership:

Transformation calls for good, contemporary leadership. The speakers defined a series of characteristics and skills that distinguish good leaders: They create a working atmosphere in which people can and want to give their best. They are technologically up to date – but can let go and delegate tasks for which others are better suited. Leadership is also largely responsible for creating a good corporate culture. Good leaders exemplify this and always have the psychological security of their employees in mind by giving trust, offering reliability and promoting self-efficacy.





**Prof. Dr. Walter Jochmann**  
Managing Director & Partner,  
Kienbaum

## HR MUST RIDE THE WAVE

Up and down the country, HR departments are becoming increasingly important for the success of the entire company, not least because HR has provided proof of how value-creating people management works. Kienbaum partner Prof. Dr. Walter Jochmann demands at the opening of the People Convention 2023 that there should be no let-up. So that the hype does not turn into a bubble.

Do you remember when you first encountered the acronym VUCA in a corporate context? For many, that moment was probably around ten years ago. Back then, the advent of digitalization forced organisation of all stripes to rethink: it was a matter of transforming the company and its business models from the ground up. In the meantime, digital thinking is a matter of course for many. Is that why there is less VUCA today?

"We operate in a world that is characterized by permanent, quite radical change."

**Prof. Dr. Walter Jochmann**

Quite the opposite, says Walter Jochmann. "We operate in a world that is characterized by permanent, quite radical change." Year two of the war in Ukraine, a veritable energy crisis and shaky supply chains have companies breathlessly navigating from one challenge to the next. And the "next industrial generation" is already knocking on the door, says Jochmann: artificial intelligence will "pulverize" many old certainties, models and jobs, predicts the Managing Director of Kienbaum. He is alluding to the major debates of recent months surrounding the generic chatbot ChatGPT.

The HR function is right in the middle of all virulent issues. After all, crises like the COVID-19 pandemic have shown that the people in a company make all the difference. "HR has done a good job here and, after many years after many years of struggling to be perceived as adding value, is currently highly appreciated," emphasizes Jochmann. Past seem to be the times when HR managers had to justify their actions to the board. What's more, HR departments are valued. This is reflected not only in rising salary levels, but also in staffing levels, notes Jochmann: "I would have never believed it, but after IT, HR is the most sought-after function on the job market." There are currently a good 6,000 open HR positions. Companies are particularly looking to hire in the HR Business Partner and Recruiting divisions. But what's behind it? Is HR benefiting from the general social hype about empathy and emotionalization, or is this the logical consequence of the increasing demands of business?

The fact is, and the results of Kienbaum's annual HR Trends survey show it, the economic climate has become harsher. "Companies are increasingly switching into consolidation mode," Jochmann reports from the survey of 200 medium-sized and large companies. Two out of three name the optimization of their own business portfolio as a significant change project. At the same time, the shortage of skilled workers is becoming more and more of a problem for companies.



And the challenge is growing: "We will lose millions of employees," emphasizes Jochmann. So it's hardly surprising that 85 percent of the organisations surveyed rate the business risk posed by unfilled positions as medium or even high. 87 percent worry about the impact of rising personnel costs. These risks no longer exist only on paper, but have already occurred in many cases, says Jochmann and demands: "HR as a value driver needs a clearly calculated risk management in order to be able to better justify business failures and own resources."



How HR works has a lot to do with how HR is anchored and managed in the company. The DAX40 Monitor 2023 presented by Jochmann shows an increasing number of women in CHRO positions. 60 percent of the companies anchor HR in the management board. Even some large corporations still locate the HR function below the C-level. This does not do justice to the growing importance of people factors, criticizes the Kienbaum expert. After all, the dominant HR issues of our time are the recruitment and retention of employees and future-oriented personnel planning.

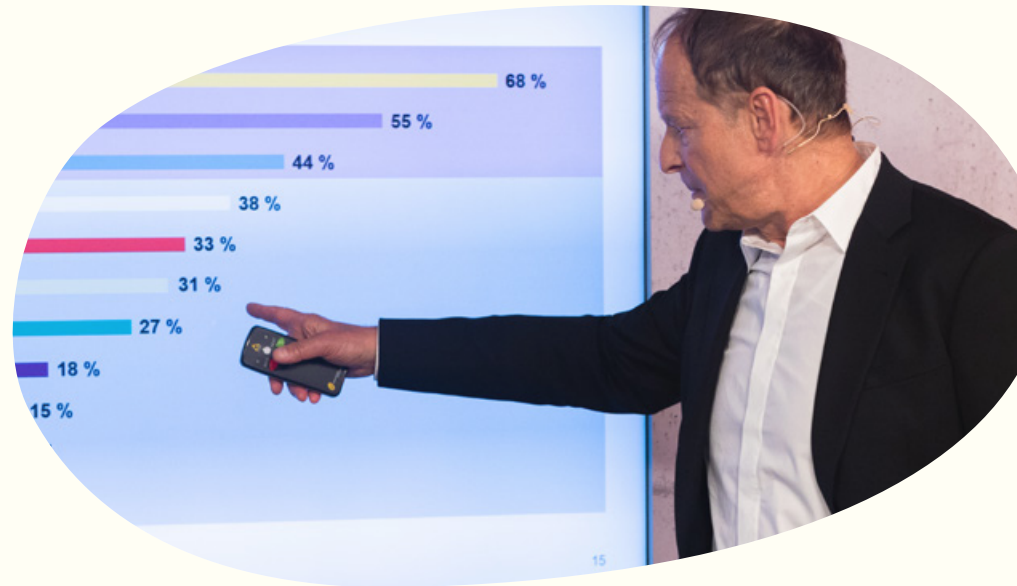
The past years have shown that people act differently in the system of work and want to be perceived.

**"People culture and leadership factors must be central anchors of management."**

**Prof. Dr. Walter Jochmann**

Despite all the progress that has been made, this change in values has evidently not yet arrived everywhere. Two out of three respondents to the short study would like to see people and HR issues anchored more firmly in corporate strategy. "This is the premise for value-creating HR work and modern corporate management: people culture and leadership factors must be central anchors of management," Jochmann points out.

However, another trend worries the Kienbaum partner more: almost 40 percent of companies consider their



HR function to be a construction site – almost twice as many as in the previous year. Only a quarter attest to business excellence. "If this is reality, the hype is in risk in the phase of stabilizing," says Jochmann.

There is little movement in the HR operating model. 60 percent of respondents prefer a classic process functional organisation, the Dave Ulrich or the multipillar model. The latter is found predominantly in the larger companies, supplemented by learning or recruiting organisations, reports Jochmann: "There is no tendency for large companies to seek radical change beyond the agile CoC structure." Even if not all areas in HR departments can be turned upside down: a majority of the companies surveyed also see the opportunities of digital HR. Two out of three are currently digitizing their core HR processes. Companies are also working on optimizing the customer function and increasing efficiency in shared services. Many departments focus on classic HR core topics and neglect the future topics of people experience, flexibility or automation. "People do not yet think far-sightedly enough," says Jochmann. This poses a considerable risk to the future of HR. Because the hype is an opportunity – but it will pass if HR doesn't deliver.

Jochmann therefore advocates a stronger focus on agility, robustness and digitalization, as well as investments in technology and skill profiles. "We need good brains so that the HR function can take advantage of the opportunities."

The People Company model postulated by Kienbaum can be further developed on the basis of all these findings. The groundbreaking changes in HR can end in a working model that describes three essential and independent business models of HR: the Service Engine sees itself as a service provider and supplies the company with (digital) HR tools. The People Supply Engine, as the strongest pillar, provides the processes for people management, such as recruiting, learning and employee retention. The Transformation Engine is responsible for changing leadership, culture and working methods in companies. It focuses project-based and strategically on the business, rather than on individual people. Jochmann: "We see this as a potential for HR to move from the business partner role to the role of a strategic partner."

# THE FUTURE IS WHAT WE MAKE OF IT

There is uncertainty in change. Every transformation is a long, rocky road that sometimes hurts and where you often take the wrong turn. But change always brings opportunities – for a better future.

And the speakers at the People Convention 2023 took a look at this future. They shared innovative ideas with the audience on how key areas of HR work can meet the high demands placed on them.

## THE FUTURE OF TALENT ACQUISITION

**Hey ChatGPT, what will talent acquisition be all about in the coming years?**

*"Talent acquisition will depend on several factors in the coming years to attract the best talent to the company. Here are some important aspects: Digital Recruitment [...], Employer Branding [...], Diversity and Inclusion [...], Talent Relationship Management [...], Personalized Approach [...], Technology and Automation [...]. Overall, [...] it will come down to taking a digital, personalized and data-driven approach to attract and retain the best talent for the company."*

The fact is that the labor market is a market for candidates. In competition with other companies, it is no longer enough to be a strong brand or to have a good reputation. Rather, a sharpened focus on the individual from two perspectives is necessary: in talent acquisition and retention from the outside and, at the same time, in talent development within the organisation. The shortage of skilled workers has reached Germany in full: currently, according to Dr. Katrin Krömer, Member of the Executive Board, Ressources, the Federal Employment Agency (BA) has around 800,000 vacancies on its books. And those are just the vacancies officially reported to the BA. "In truth, there are probably about two million," Krömer says. During the event, HR managers report that there are so many vacancies that they could each fill a medium-sized company: 2,000 at Infineon, for example, and as many as 9,000 at Deutsche Bahn.



[Dr. Katrin Krömer, Member of the Executive Board, Ressources, Federal Employment Agency]

Competition for the best minds is fierce. And for the time being, there seems to be no improvement in sight, Andreas Haffner, Member of the Executive Board, Human Resources and Social Affairs at Porsche, says: "Gone are the days when the postman brought us sacks full of applications."

Companies are pushing their external talent acquisition with a bundle of measures. Just to state some examples: They focus on targeted recruiting and strategic partnerships (Porsche). They cooperate with universities (Infineon). New technologies are also being tested. Bosch, for example, uses Metaverse as a platform for virtual career fairs. Deutsche Bahn, which will have to fill 100,000 positions in the coming years, is pursuing a comprehensive recruiting approach. It is tapping into new target groups by means of image campaigns and testimonials that focus on the employer experience. According to Kerstin Wagner, Executive VP Talent Acquisition, diversity and cross-border recruiting have been intensified.



[Kerstin Wagner, Executive VP Talent Acquisition, Deutsche Bahn AG]

Above all, however, recruiting is thought of in terms of the market and is strictly candidate-oriented. The key question is: Do HR processes facilitate easy access to the company for potential talents? "The familiar recruiting measures should be reconsidered and, if necessary, thrown overboard," says Wagner. DB, for example, no longer requires cover letters in applications.





Organisational changes within the People function complete the package. Wagner: "We have both governance and operations under one roof. Our 1,000 experts can think about measures today and implement those measures themselves tomorrow."

The most important factor in countering the shortage of skilled workers and developing the business-critical future competencies in the company is the people who are already there. The HR function is therefore increasingly focusing its attention on further qualification. The Otto Group, for example, trains all employees worldwide in digitalization topics via its own Techucation program. The content of the training modules is largely created by specialist colleagues. Bosch wants to become a Learning Company and is investing around one billion euros per year in re-skilling and upskilling, reports Erika Rasch, Senior Vice President Human Resources People and Culture. More than 3,500 different learning plans are available to employees via the "Lernwerk" platform, which they can use to fine-tune their individual skills development.

The car manufacturer Porsche has even made the further and new qualification of its workforce the gold standard. "Retraining is the key," Porsche board member Andreas Haffner is convinced. Porsche is underpinning this strategy with a range of offerings, such as job insight formats or a mini-study program lasting one year with an IT focus. The starting point for this reorientation of personnel recruitment was the realization that 25 percent of employees will have to learn new things in order for the company to be able to withstand the pressure of transformation in the automotive industry.



**[Andreas Haffner, Member of the Executive Board, Human Resources and Social Affairs, Porsche AG]**

The impulses have shown: getting employees is hard enough. Retaining them is the next big challenge. Organisations are increasingly relying on models that are tailored to the individual. Carla Eysel is convinced that people will only stay if they are given individual working conditions that are geared to the phases of their lives. After all, says the Chief Human Resources and Nursing Officer at Charité Universitätsmedizin Berlin, "the job has to fit into life, not the other way around" – a proposition that is not easy to implement, especially in the healthcare sector, an industry characterized by a shortage of skilled workers and demanding working conditions. The Charité has therefore introduced a points system: if collective agreements, such as standard working hours, are not adhered to by the employer, employees receive points that they can redeem for various relief measures.



**[Carla Eysel, Chief Human Resources and Nursing Officer, Charité Universitätsmedizin Berlin]**

All too often, people born around the turn of the millennium – in other words, the cohort that is now available for the job market after completing their education – are portrayed in the public debate as too picky about job requirements, if not as hedonistic. Good humor instead of money is the measure of all things for many. Bettina Dietsche, Chief People and Culture Officer of the Allianz Group, has an alternative view: "Every generation has its own needs. And Generation Z has just decided for itself that other things are important to it." For example, flexibility in the choice of working hours and work locations. However, Dietsche is convinced that trying to attract the talents of only this generation with appropriate offers falls short of the mark. Flexibility is appreciated by everyone. According to surveys, 80 percent of Allianz employees worldwide are enthusiastic about the insurance group's various working time models.



## THE FUTURE OF LEADERSHIP

### **Hey ChatGPT, what does modern leadership mean in companies?**

*"Modern leadership in companies refers to a style of leadership that is geared to the needs and requirements of a rapidly changing working world. It is about leading employees in a way that promotes their motivation, creativity and productivity and leads the company successfully into the future. [...] Overall, it's [...] about inspiring and empowering employees to reach their full potential while keeping the company on track and fit for the future."*



**[Prof. Dr. Claudia Peus, Vice President and Founding Director TUM Institute for LifeLong Learning, Technical University of Munich]**

We live in VUCA times to the power of two. All speakers emphasized how elementary good leadership is in times of great uncertainty and permanent change. Here are some of the qualities that will matter:

- > Leaders lead with a focus on results. They think in scenarios. They delegate tasks that others can do better than they can.
- > Values are the compass of good leadership. "Managers must explain the company's values in such a way that employees can identify with them," says Dr. Sebastian Biedenkopf, Member of the management board Human Resources (Labour Relations Director) at Fresenius. Every management level must be able to reflect the expectations of employees in their jobs.
- > Leaders, according to Prof. Dr. Claudia Peus of the Technical University of Munich, must take into account basic human needs: control in the sense of predictability, trust, fairness and meaning. In this way, they create psychological security.
- > Good leaders live empathy. They put themselves in their employees' shoes to understand their needs and challenges. Carla Eysel from Charité, for example, has already done a short internship in every area of the hospital to gain insights into the everyday lives of employees. She reports that this makes life as a manager much easier.
- > Leaders cannot know everything or have a solution for everything. That's why permeability for good ideas throughout the organisation is so crucial. Alexander Birken, CEO of the Otto Group, reports how the subsidiary Hermes came up with the solution for the contactless handover of parcels during the COVID-19 pandemic. The idea of having the recipients sign their name on the parcel and photographing the signature with a handheld device came from an employee in the parcel service, not from management.
- > Good managers cultivate respectful interaction. They establish a positive learning and error culture. The goal is an atmosphere of openness. This way, managers create an environment that enables people to try out new things allowed to fail. This openness is also accompanied by a loss of control.
- > Indispensable for managers is knowledge of current technical trends. No one needs to be an expert, says Claudia Peus, but they have to be able to assess what effect AI, robotics or quantum computing can have on the business.



**[Dr. Sebastian Biedenkopf, Member of the management board Human Resources (Labour Relations Director), Fresenius SE & Co. KGaA]**





## THE FUTURE OF CULTURE, PEOPLE STRATEGY AND EXPERIENCE

### Hey ChatGPT, what does People Experience mean in the HR context?

*"People Experience in the HR context refers to the way employees perceive the work environment and the experiences they have in the organisation. [...] Good people experience management can help create a positive work environment that helps increase employee satisfaction, engagement and productivity."*

It's all about people. This insight is not new, but it should always be remembered. Because: "The increase in value of a company happens through its employees," says Markus Fink, CHRO of the semiconductor manufacturer Infineon. In daily HR work, this helps to keep the focus on the employees.

Central elements of a people strategy, as is clear from all the presentations, are the values of the organisation and its purpose. Bettina Dietsche from Allianz presents the latest studies, according to which 77 percent of the employees surveyed consider the values and goals of an employer to be important. More than one in two would quit a job if he or she did not feel a sense of belonging. "The why and what for are especially demanded by the younger generation," Claudia Peus points out.



[Bettina Dietsche, Chief People and Culture Officer, Allianz Group]

These values can be defined bottom-up, i.e., developed further in close exchange with all people in the organisation. The advantage of this approach is that the values – since they are universally valid – are anchored sustainably. But the readiness for cultural change must permeate the entire company. "Cultural change or transformation cannot be decreed, but must be exemplified by the board of management," says Alexander Birken, which is to say: It is primarily up to the board of management to initiate the change and to exemplify the change. That is anything but easy, as the CEO of the 14-billion-euro turnover company recounts. "You have to go through the pain," emphasizes Birken, who reports on board workshops full of skepticism.



[Alexander Birken, Chairman of the Executive Board, Otto Group]

According to the experts at the People Convention, empowerment, self-efficacy and personal growth are central to a sustainable people strategy. People prefer to work in companies where they are valued, where they can contribute, where their honest opinion counts. This increases employee satisfaction and spurs innovation. "No idea is too crazy not to be discussed," says Kerstin Wagner, explaining how Deutsche Bahn handles the issue.



## THE FUTURE OF WORKFORCE TRANSFORMATION

### **Hey ChatGPT, what does workforce transformation mean in the HR context?**

*"Workforce transformation in the HR context refers to the process of adapting an organisation's workforce structure to changing business requirements and technologies. It is about enabling employees to succeed in a rapidly changing work environment. This may mean acquiring new skills or changing the way employees work and interact. [...]"*

The impulses from the experts made it clear that there is no way around technology – at least since the COVID-19 pandemic. Alexander Birken from Otto, for example, is convinced of collaboration software. Companies are hoping that platforms in particular will boost the transformation of their work. They offer more than just efficiency and productivity gains. Since technology also frees up time, it helps to put people first.

Artificial intelligence in particular is on the rise, also in HR work. AI is being used to support the training of employees. At the People Convention, examples of the automation of classic HR business were also presented. At Infineon's Shared Service Center, chatbot Henry helps answer questions and handle small concerns. Paul, the semiconductor manufacturer's first digital HR specialist, helps with confidential communication between managers and their employees.



**[Erika Rasch, Senior Vice President Chief Human Resources People and Culture, Bosch]**

Bosch receives around 220,000 applications every month. Without automated processes, this volume would be impossible to handle – at least not in an acceptable amount of time. After all, applicants need to receive a response quickly. The aim is to reduce response times, explains Erika Rasch. AI also helps here: it makes a preliminary selection from all the applications and gives suggestions as to which applicants should remain in the selection process. Even though the machine provides valuable services, the motto "human in command" always applies. Rasch emphasizes: "The final decision is made by humans."

In addition to technology, self-organising teams enjoy a high status for a change-oriented work organisation. Quite often, according to the findings from the impulses, teams decide for themselves how to structure their work. "This requires a constant balancing between the needs of the teams and the demands of the business," admits Erika Rasch. Activity-based working is the keyword in the Otto Group: there, the decision on the type and scope of home office or remote work also lies with the individual teams themselves.



## THE FUTURE OF HR FUNCTION

### **Hey ChatGPT, what direction will the HR function take in the future?**

*"The HR function will evolve in several directions in the future to meet the changing needs of the world of work and business. Here are some possible developments: Technology and Automation [...], Analytics and Big Data [...], Talent Management [...], Employer Branding and Diversity & Inclusion [...]. Overall, the HR function will focus even more on strategic, data-driven and technology-enabled tasks in the future to drive employee satisfaction, productivity and business growth."*

The good news coming out of People Convention 2023 is that HR is part of the solution. After all, the HR function controls the most important resource in the company – and has shown what it is capable of achieving. But HR must also change. In the presentations, the direction in which the journey is heading repeatedly comes through: away from being a pure business partner to becoming a strategic partner, toward an agile way of working in cross-functional teams that roll out digital solutions as a Minimum Viable Product (MVP) and optimize them in operation instead of wasting a lot of time on perfection. "HR is not an administrator," Markus Fink from Infineon sums it up, "but a courageous designer."



**[Markus Fink, Executive Vice President and CHRO, Infineon]**

The necessary open-mindedness towards new technologies is also emphasized. "The future lies in data-driven HR work, AI and automation of the HR function," Kienbaum's Managing Director and Partner Prof. Dr. Walter Jochmann expresses his conviction.



**[Prof. Dr. Walter Jochmann, Managing Director & Partner, Kienbaum]**

Many HR departments hope that this will enable them to solve transactional HR issues more quickly via self-service so that they have more time for what is really important: personal contact with people. Some companies have set up special HR academies so that HR staff can learn the necessary digital skills.

IT, the right processes with a focus on agility and robustness, and people with specific skill profiles make up the bulk of the effectiveness of an HR department. Consequently, specialization within the HR function will continue to increase, according to Jochmann's forecast. After all, the knowledge and skills required for modern HR work are as diverse as the tasks involved. Efficiency-oriented, technological and leadership profiles are needed to deal with the issues of the future. "In recruiting, we definitely need radical entrepreneurial typologies that rethink personnel recruitment," says the Kienbaum partner.

The team concept will also become more important in the HR function. Almost all speakers report that their successful people strategies are the result of a process in which all HR managers were involved. These strategies must be constantly adapted to the lived reality.

The HR function can therefore look to the future with optimism. "Companies have a great need. HR has been invited to the decision-making table," says Walter Jochmann. HR has already become more strategic, more talent- and leadership-focused, he says. But it now needs to embrace the new relevance and deliver: "If you don't, the business units will solve their HR issues themselves."



## MANY THANKS TO OUR SPEAKERS



**Alexander Birken**  
Chairman of the Executive Board,  
Otto Group

*"Are we making culture change to make all colleagues feel more comfortable? No, **we are making cultural change to be fit for the future.**"*



**Bettina Dietsche**  
Chief People and Culture Officer, Allianz Group

*"My heart's desire is that we get a different view of the 55+ generation. **The future is that everyone can contribute and be valued for it, both the young and the super-experienced talent.**"*



**Prof. Dr. Claudia Peus,**  
Vice President and Founding Director  
TUM Institute for LifeLong Learning,  
Technical University of Munich

*"**Simply throwing different people together does not raise the potential of diversity.** It takes diversity in the backgrounds of the talent, but homogeneity in the goals and rules of the game with mutual appreciation. That's what the leader needs to establish."*



**Dr. Katrin Krömer**  
Member of the Executive Board, Ressourcen,  
Federal Employment Agency

*"The **self-learning organisation is a milestone** on the road to successful transformation."*



**Carla Eysel**  
Chief Human Resources and  
Nursing Officer, Charité Universitätsmedizin Berlin

*"I'm a strong believer that it's not general abstract solutions that fit a large company everywhere, but that **solutions at the team level are what guarantee success.**"*

## MANY THANKS TO OUR SPEAKERS



**Andreas Haffner**

Member of the Executive Board, Human Resources and Social Affairs, Porsche AG

"Being a strong brand with a good reputation is no longer enough. In view of the increasing competition for talent, we have to ensure that we provide **targeted training for our own people.**"



**Dr. Sebastian Biedenkopf**

Member of the management board Human Resources (Labour Relations Director), Fresenius SE & Co. KGaA

"I think it's good when values are not arbitrarily interchangeable. **You can continue very well with proven values.** It's just important to think about how to adapt them to the present."



**Erika Rasch**

Senior Vice President Chief Human Resources People and Culture, Bosch

"**Being in the middle of things and close to the business, recognizing what it needs and offering targeted solutions:** that's HR's job. Sounds super easy, but it's a daily challenge."



**Markus Fink**

Executive Vice President and Chief Human Resources Officer, Infineon Technologies AG

"HR actively manages the most important resource in the company: **its employees.**"



**Kerstin Wagner**

Executive VP Talent Acquisition, Deutsche Bahn AG

"It's important to me that **the HR function is visionary and picks up on trends.** And then implements things boldly and quickly, always with a great deal of confidence in the direction of the future."

Register now for the upcoming  
**People Convention on June 13th, 2024!**

<https://www.kienbaum.com/de/pplcon24>



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Here you can find the recordings of the  
**Virtual Kienbaum People Convention 2023:**  
<https://bit.ly/PPLCON23Videos>

