



# HR MINDS 2024

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Prague

JITKA SCHMIEDOVÁ

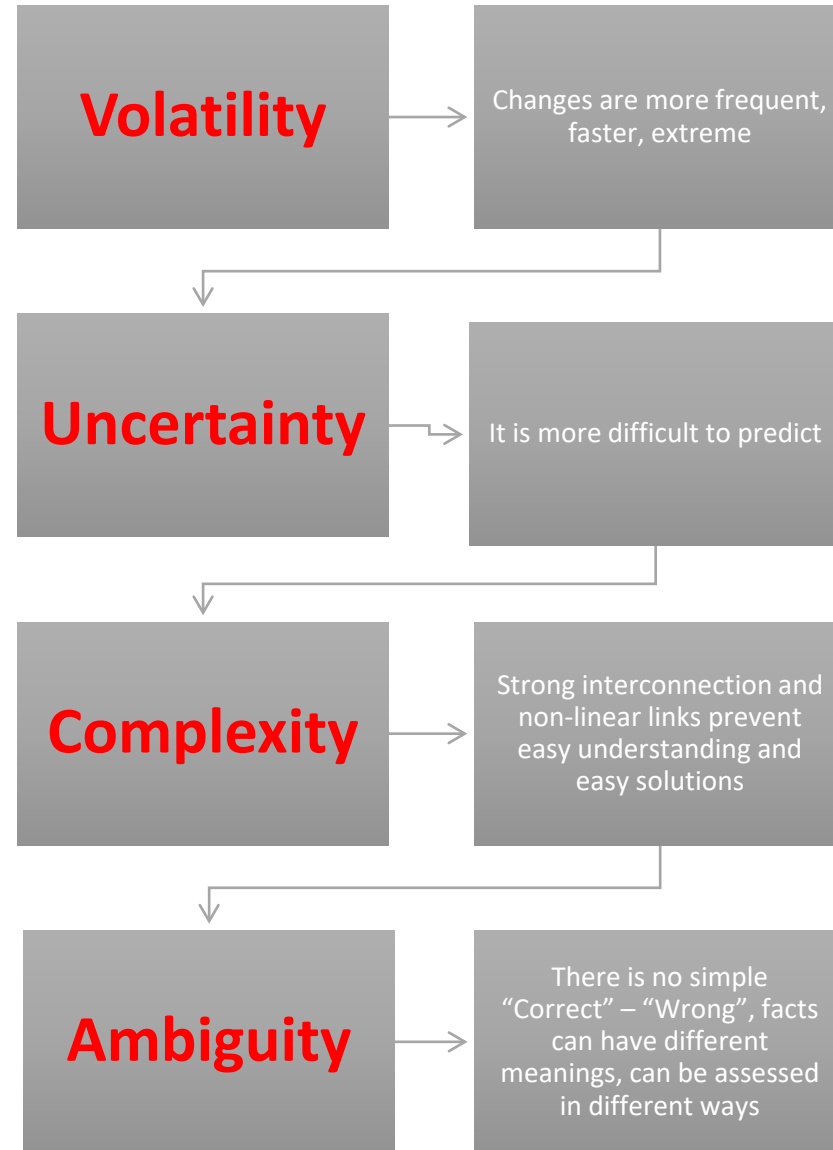


MY JOURNEY SO FAR.....

# VUCA World



*The best sailors enjoy being tossed around by a stormy sea.*



# MEAC: COMPANY STRATEGY 2028



Masaru Kuribayashi  
President

## MELCO Purpose

We, the Mitsubishi Electric Group, will contribute to the realization of a vibrant and sustainable society through continuous technological innovation and ceaseless creativity.

## MEAC Strategic Ambition

We build successful company, adaptable to the future, powered by highly engaged people, and recognized by Mitsubishi Electric Group.

## Strategic pillars

### How does the success look like?

### Strategic Pillar

#### Future Readiness

Continuous resource utilization

### Strategic Pillar

#### Operational Excellence

Sustainable profitability from 2026

### Strategic Pillar

#### High Engagement

30% + of our people who recommend our company (eNPS)

## Key Initiatives

ISG (Gen 2) at full efficiency

Acquisition of a new business

Efficient transition of the current production

Structural integration (x-functional operational excellence, process efficiency)

Efficiency towards external partners

Production efficiency

Regular Engagement survey & actions delivery

Performance management system launch

Effective Employee development program

## Enablers

"Be ready for the future" mindset

X-functional collaboration

Synchronized strategy across management

## Culture/Values/Behaviours

Trust

Quality

Technology

Ethics & Compliance

Humanity

Environment

Society

Production

Administration

Supply Chain

Quality



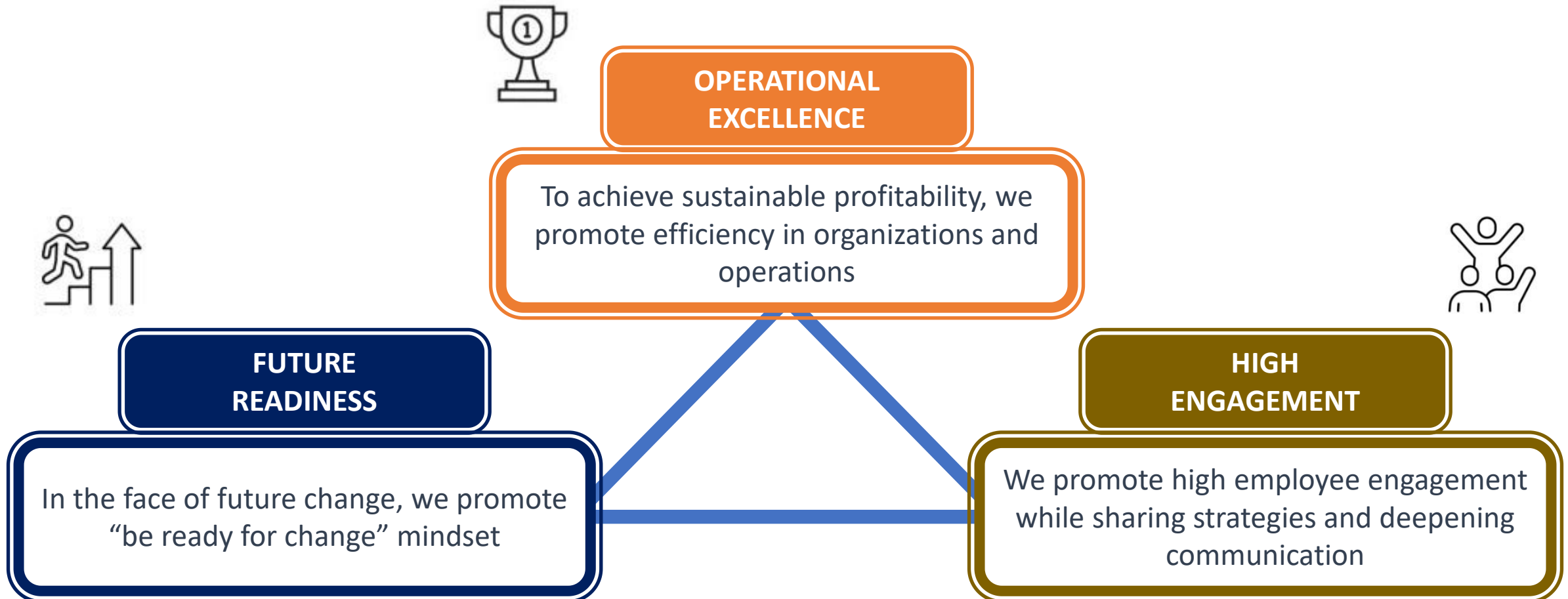
# IMPORTANT TO GIVE PEOPLE DIRECTION

Highly engaged people are an important pillar of MEAC strategic ambition.

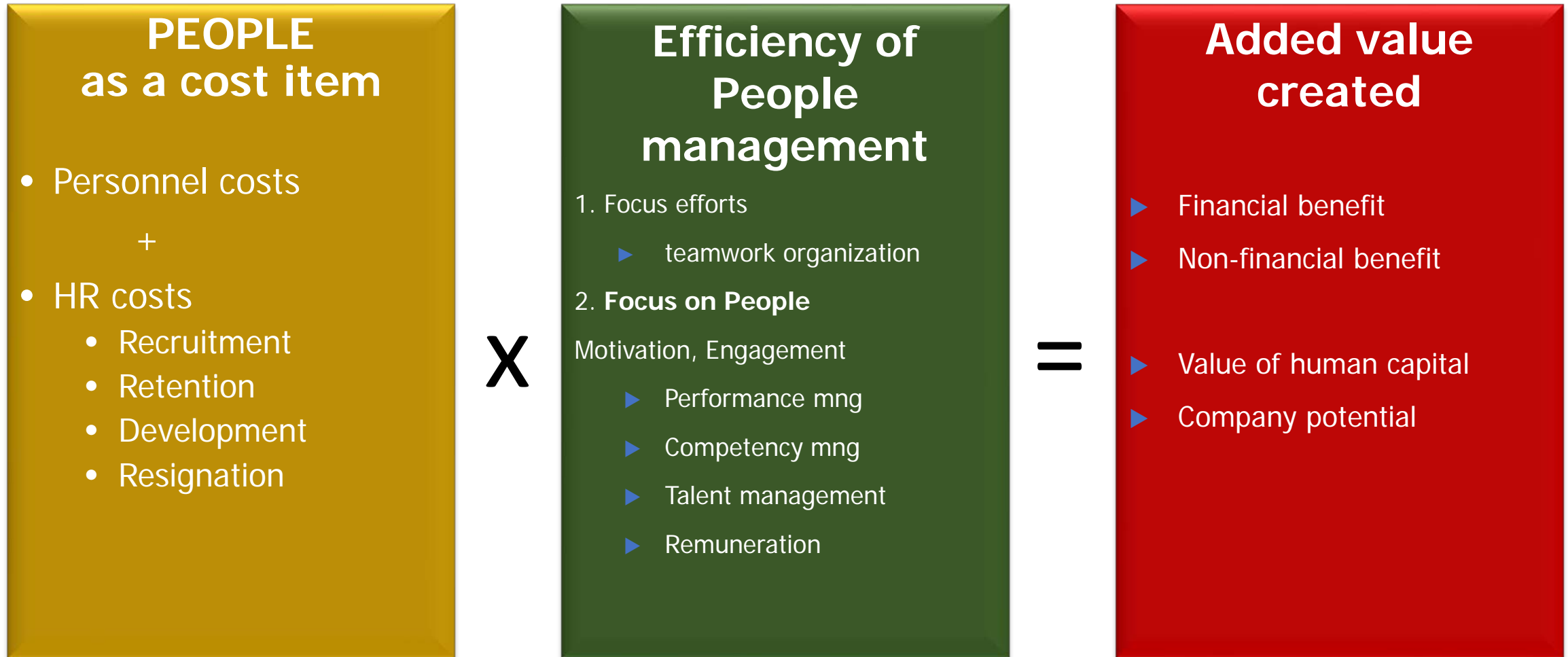
# CASCADE STRATEGIC ONE PAGER ACROSS COMPANY

## Example - Company Strategy

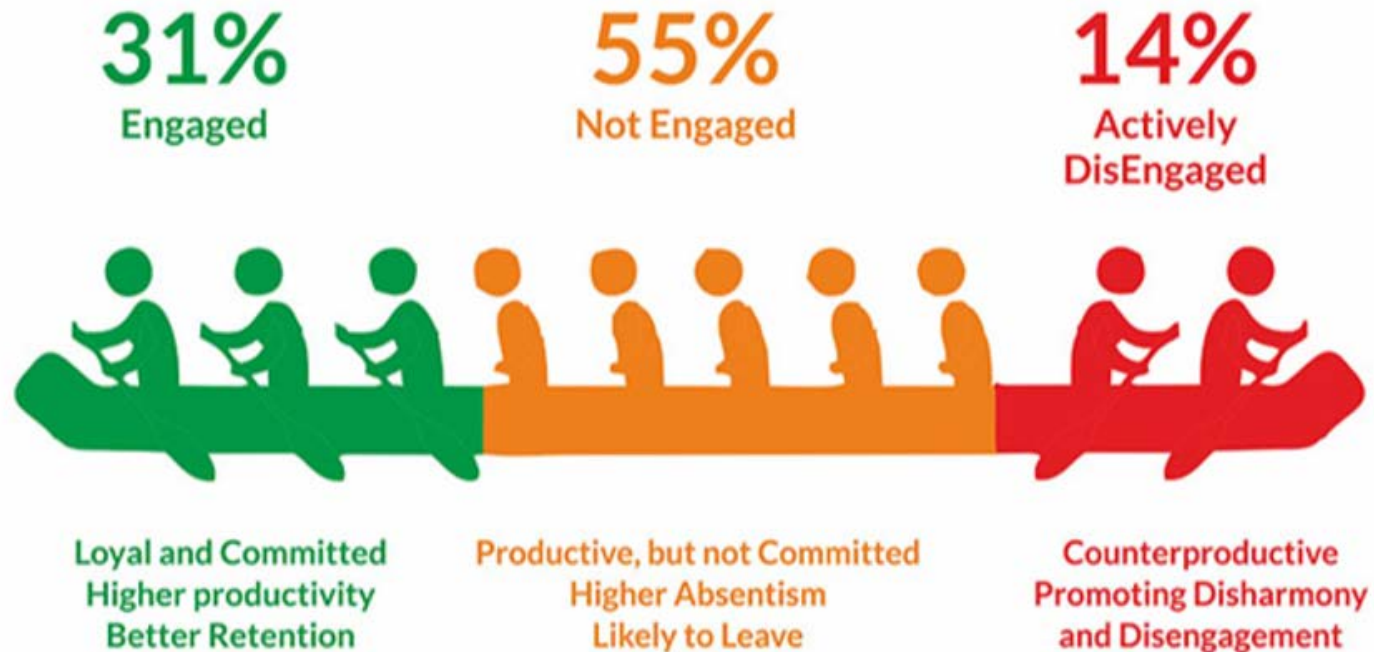
We build successful company, adaptable to the *future*, powered by highly engaged *people*, and *recognized* within Mitsubishi Electric Group



# Human Capital Management



# Importance of Employee Engagement



Same Boat, Different Engagement

Some Drive it Some Ride it Some Slow it



# As Time Passes By....



In 80-90's offers to employees were more or less given ("take it or leave it, this is what we offer")



Today people have a lot of choice



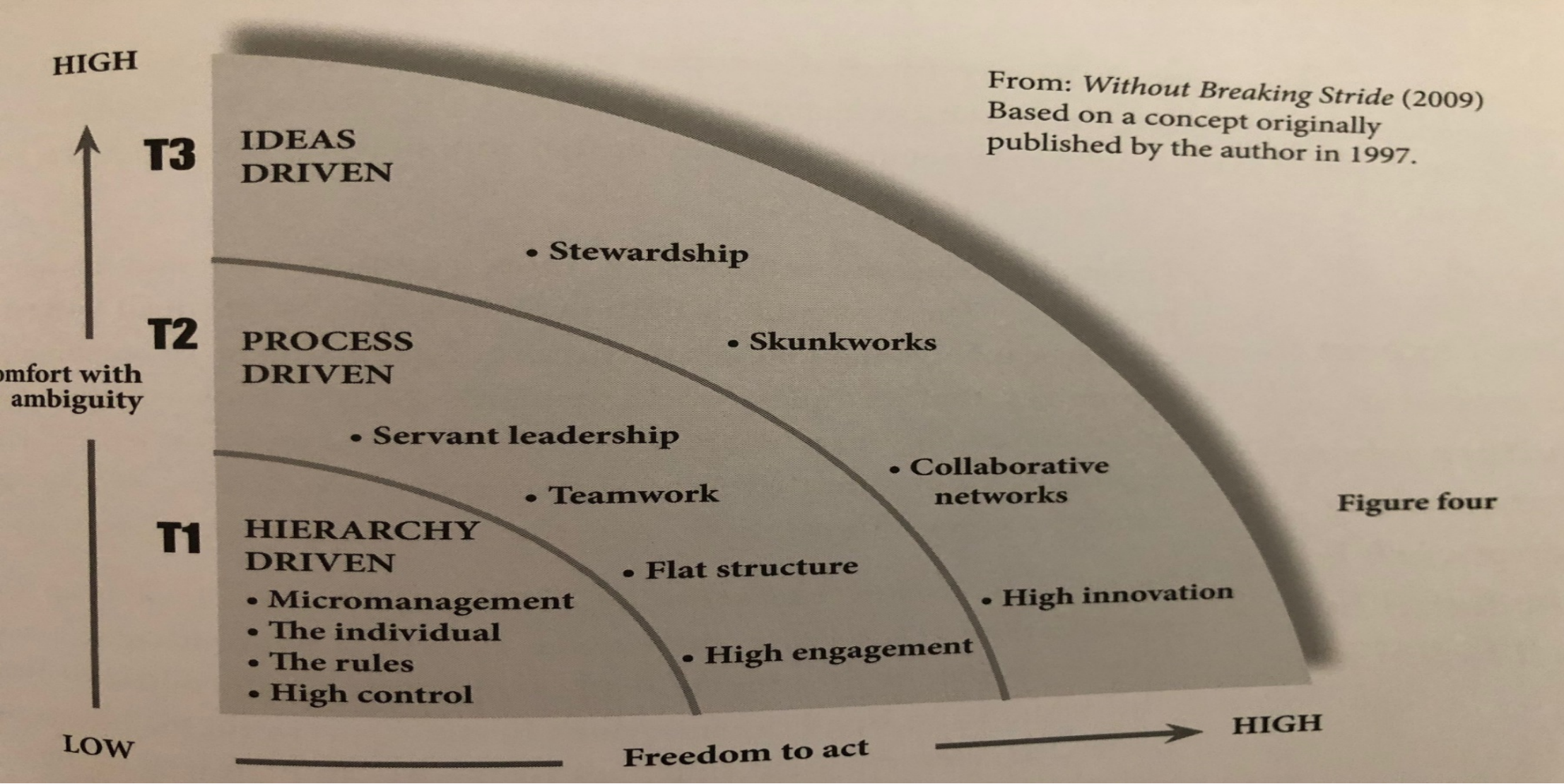
Companies need new skills for the future and also for now



Management style changes from "Command & Control" to „Servant Authentic Leadership“



# MANAGEMENT STYLE EVOLUTION



*"We cannot expect to create a culture where outstanding teamwork is the norm in a T1 climate."*

# HR CHALLENGES 2024

## LEADERSHIP DEVELOPMENT

- **Vision**
- **Resilience**
- **Learning Agility**
- **Courage**
- **Compassion**
- **Communication**
- **Collaboration**
- **Influence**
- **Integrity**
- **Gratitude**
- **Self-Awareness**
- **Respect**

More than ever....

# OUR ADAPTIVE LEADERSHIP JOURNEY

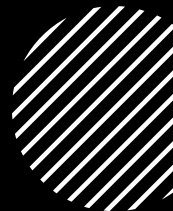
- **How to Provide Psychological Safety**
- **Empathy**
- **Authentic Leader**

- **Building trust and open communication**
- **Managing conflict and resilience**
- **Situational Leadership**



# HOW TO MAKE THE BEST OUT OF DIVERSITY

- Higher Revenue
- Happier and healthier employees
- Customers more respected
- Greater access to talent and skillsets



**Leaders are crucial** – walk the talk, not words and Charters only



**Inspire managers** for diversity of mind as a strong player



**Develop managers** – how to practically make the best out of diversity



**Take away stereotypes („bias“)**

Invite opinions of other groups

Listen to understand (not to provide your view), don't judge, allow another opinion



**Pair various types of clients and employees properly**



**Know the real opinion of customers, clients, employees**



„Employee Value Proposition,, (**EVP**) for diverse groups of employees

# INCLUSIVE LEADERSHIP DEVELOPMENT – FOCUS AREAS

**Visible  
Commitment**

**Humility**

**Awareness of  
Bias**

**Curiosity about  
others**

**Cultural  
Intelligence**

**Effective  
Collaboration**



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## 5 GENERATIONS

- Employment expectations of different generations are not that different
  - **personal well-being**
  - **financial stability**
  - **work-life balance**

matter most to all generations.

- All generations value **leaders who listen and empower** their people.

# BUILD UP AS A TEAM, LEAD BY EXAMPLE

Getting To Know Each Other  
(15 Countries)



Horsemanship



Handicapped Footballer



Finding Our Way



Volunteering Board



Environmentally Savvy Board



# BUILD UP AS A TEAM, LEAD BY EXAMPLE

Basketball in Wheelchairs



Public Speaking Training (by BBC Reporter)



Generational Study by EY & Kearney

Dinner in the Darkness



Board Retreat



(In a big Mall)



Meeting Clients Face to Face





**THANK YOU!**