

EMPLOYEES IN EXCHANGE WITH NICOLE GERHARDT

Nicole Gerhardt is Chief Human Resources Officer on the Executive Board of Telefónica Deutschland and is responsible for the company's Human Resources division.



EMPLOYEES

LEARNING FREEDOM – **DIGITAL CHANGE** WITHIN THE COMPANY

All-pervasive digitalisation is now affecting many different areas of life, both at work and at home. For employers, this does not only mean enabling flexible working models. There is also an opportunity to revise processes and systems creatively, together with employees. We would like you to meet four employees in different areas of work at Telefónica: their contributions to our customers' mobile freedom are as individual as they are themselves. Talking to Nicole Gerhardt, Chief Human Resources Officer at Telefónica Deutschland, employees ask her questions about how Telefónica will continue in the future to be an innovative and responsible employer so as to exploit the opportunities offered by digitalisation.

Video link:
annualreport.telefonica.de/employees2017 ↗

Business Analyst, Munich

When Velislava started at Telefónica Deutschland nine years ago, she had a fixed work space with a fixed desktop computer. Now the technical product manager also enjoys the benefits of mobile freedom when organising her work. When working in her home office, she may herself decide when and where she will work.

VELISLAVA MARCHEVA

Which challenges do we face as employees for mobile freedom to determine the climate in the company?

Nicole Gerhardt: *"Mobile freedom gives us many opportunities: to begin with, we can work flexibly from different places. A great challenge for each individual is that each person needs to be responsible for themselves and needs to draw their own boundaries: Do I want to be reached anywhere at any time, and when do I need time for myself and my family? From a company view, this means respecting and managing boundaries. This can only happen when we look more to results and not where and when work is performed."*

A portrait of Mark Stohlmann, a man with short brown hair and a light blue button-down shirt, standing in an office environment with his arms crossed and leaning against a grey pillar. The background is a blurred office space with desks and computers.

Senior B2B Marketing Manager, Munich

The communications scientist and marketing expert, who has been at Telefónica NEXT since the start, handles motion data on a daily basis: a large part of the solutions at Telefónica NEXT are based on analysing anonymised motion data from the mobile network. In doing so, Mark is always on the move, both in his professional and private life. The father of three children lives life digitally connected. He uses smart-home solutions, drives a connected car and prefers to make purchases via his mobile.

MARK STOHLMANN

AIC: How data democratises knowledge
annualreport.telefonica.de/employees2017/#aic ↗

In the future, will all employees have to be able to analyse data? To what extent does gut feeling or intuition play an important role here?

Nicole Gerhardt: *"The majority of employees must be able to work with data. We will also increasingly focus on data when making decisions. The subject of data analysis is becoming increasingly important, as are the methods for doing so. We must take care that we are not just providing data with countless pieces of information, but that employees are also able to use this data. In doing so, they can make better decisions. Intuition will always play a role but only as one of several factors when making a decision."*



Data Scientist, Munich

As a data scientist at Telefónica Deutschland, Laura has had a lot to do with large amounts of data on a daily basis for one and a half years now. Together with her colleagues, she analyses internal and external data sources in order to generate information for specialist departments. The mathematician does not just deal with new methods in her professional life: in her private life, Laura also visits "Meetup" – an exciting online platform for people to exchange knowledge and their ideas.

LAURA VELIKONJA

New tools and methods are always coming on the market. How do you definitely stay on the ball? What knowledge and capabilities will we need in the future as a company?

Nicole Gerhardt: *"Every individual needs to rediscover learning. At the same time, we also need to learn as a company. For me, this does not first and foremost mean going on training courses. Rather, it is more the question of: how do people learn? People primarily learn through experience, from feedback and, of course, from theoretical input. We must also be able to learn again and make people want to learn. To do this, we need to create the necessary free spaces. We need more security in many areas as well as other, professional capabilities, but the crux of the matter is the question of mindset: This does not mean rejecting openness, curiosity and change, but surrendering to them. This also means respect and trust, both in ourselves and in what others bring to the table."*

A portrait of Christoph Pütz, a man with short dark hair, wearing a black zip-up jacket over a light blue collared shirt. He is smiling slightly and looking towards the camera. The background is a blurred office hallway with warm lighting.

Senior Brand Strategy Manager, Düsseldorf

The market strategist has been working at Telefónica's Düsseldorf location for two and a half years. For his doctorate, Christoph dealt with the topic of the efficacy of social media, and now in the brand team at Telefónica Deutschland he works, in particular in cross-functional teams, on ensuring that the products meet the needs of the customer.

CHRISTOPH PÜTZ

How can we work on stopping thinking in silos?

Nicole Gerhardt: *"Cross-functional work is becoming more and more important. In recent years, we have worked in a very functional manner, which we cannot all of a sudden change. The best thing we can do is experiment. We must bring more and more cross-functional teams together and integrate employees. We must enable and promote this integration as a company by giving management the necessary tools and methods. At first glance, it seems a lot easier to make decisions in a team of people where each person speaks about the same thing. If many different people with various perspectives come together, that is a new challenge. We need to learn how to manage this and use the advantages ourselves."*