

# SONAR Unternehmensberatung GmbH



- Based in Munich, Germany, founded in 1995 → 25 years of experience!
- The leading Recruiting & Consulting Firm for High-Tech-Branches in Europe
- Since the very beginning with SEMI on all events in Europe, the US, PRC and Japan
- Operating for and with European, US and Asian customers
- Active and fluent in German (D-A-CH), English (UK), Italian (I) and French (F, BeNeLux)





### Skills in the Workforce and People in Processes:

- How do you **optimize** (people?) and **teams** for semi fab manufacturing processes?
- Strategies to **attract** young **professionals** to the semi industry: **ideas**?
- Let's discuss the **critical** new skills needed in the microelectronics workforce
- Let's talk about transferring skills from leading experts to younger people and new hires as part of a **successful** succession planning
- Business insights: what can we anticipate in terms of **future skills** needs?

# How do you optimize (people?) and teams for fab manufacturing processes?



## 1. Organization

- Forget about vertical structures, follow the (linear) value chain and adjust your organization accordingly
- Create (**and dissolve**) specific, cross-functional teams, suitable to handle the specific task at hand
- Implement (**and live**) an **agile culture**: be prepared to step down (or aside) if somebody else is better suited to handle the job, both as a single person or as a whole department
- Look at your **organization** as if it was a **living organism**: it develops; it reacts to external impulses; it interacts with other organisms; it changes continuously to keep itself healthy; if not nurtured and fostered accordingly, it may die
- **According to van Valens Law, you are a Red Queen: keep running!**

# How do you optimize (people?) and teams for fab manufacturing processes?



## 2. Motivation

- Relocate and **delegate** responsibility: away from the “top” management to the “front-office” people handling the job at hand
- The **team leader**: the **best prepared** person, not the most senior
- Career should no longer be about “more” power, “more” direct and indirect reports, a bigger car, a larger office... career (and **success!**) is about **fulfilling successfully** the **requirements of customers** with the available resources
- Discuss the career plan and path with your employees at 360° (including peers, superiors, direct reports, clients, suppliers, etc.) at least once a year, and **stick to it**
- **Your people are top educated and trained persons: don't you believe they can handle their job properly, given the necessary information?**



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# How do you optimize (people?) and teams for fab manufacturing processes?



## 3. Communication

- Be **open**: communicate at all levels the current (economic?) situation of the organization
- Be **frank**: tell the truth, even if the truth itself isn't encouraging
- Be **humble**: admit faults and give credit to those who solved the problem. Always be ready to praise openly and honestly
- Be **straightforward**: if you have to criticize, do it now and do it fully, and then be done with it. Don't be resentful
- Be **trustworthy**: make sure everybody knows you as a person who lives "A honest man's word's as good as his bond!" (This is obviously true for women, too 😊)
- Ask for advice: often enough, the people handling the problem may have a solution at hand, but, often enough, they're not heard
- **Lend an open ear and hand at any time**

# How do you optimize (people?) and teams for fab manufacturing processes?



## 4. Education

- Consider your (and everybody's) work-life as a “**never ending**” lesson
- Task accomplished → lesson learned → ready for the next challenge on a new, higher level
- Give everybody in your organization the chance -at least once a year- to take lessons on subjects not related to the business at hand
- Encourage **social and public service** throughout your organization
- Offer and take chances to learn more about:
  - Your customer
  - Your market
  - Your competitor
  - Your supplier
  - Your environment

**Stay curious! You live, you learn**

# Strategies to attract young professionals to the semi industry: any ideas?



## Communication is the key

- Go into schools, colleges and universities
- Present your company, your USPs, skills, resources, chances and problems
- **Be frank:** don't give them MarComm-Speak but **explain exactly** what the job is about
- If the job is "**Blood, sweat and tears!**", so be it. Tell them, they're not stupid (Otherwise, you wouldn't be there, would you?)
- **Do it yourself.** Don't send any guy from HR, but send your best people: you want the smartest guys on your payroll, so offer them the best you have
- Warn them: **SEMI is addictive!** If they are willing to take the risk, well, they're welcome, "But don't come to me in three years and complain!"
- Support your local university in whatever possible and reasonable way
- **Communicate, communicate, communicate**

# Critical new skills needed in the microelectronics workforce?



## Basically, an open mindset

- The willingness to follow up with the developments and requirements in new technologies and applications
- The willingness to “never stop learning”
- Flexibility, both horizontally and vertically
- Give and take assignments and instructions: team adaptability
- Open communication: listen and talk to colleagues, clients, suppliers, etc.

➔ At the end of the day, **this is exactly what we said** at the beginning, when we had a look at the optimization of people and teams: these are the **requirements** to fit **successfully** into the new reality, if (**and only if!**) the organization “lives” accordingly



# Transfer skills from experts to younger people and new hires: how?



## 1. Education

- Make sure **knowledge is not** seen as equal to **power**, but as an obligation towards the organization as an organism
- Make the **knowledge transfer** part of the **performance evaluation** of the “expert” people
- Implement new ideas, approaches and visions into the educational, long term plan of new hires and internal high potentials
- Bring in retired people, they might be happy to lend a helping hand
- Give everybody a **chance to fail** and to learn the lesson
- Rely on external knowledge, support and resources: they can make the difference

# Transfer skills from experts to younger people and new hires: how?



## 2. Communication

- Support continuous internal and external schooling
- Plan for enough time for classes “on the job”
- Use external pros to handle classes and the transfer itself, if necessary
- Make sure everybody has a “second source” and a “backup” to rely on
- Knowledge is power only if shared! What happens if your most valuable employee leaves tomorrow, and there is no backup?
- “Everybody is valuable and important, but no one is irreplaceable!”

# Insights for anticipating future skills required?



## Processes, decisions and responsibility

- More home-office, even after CoViD 19? ➡ leave room for personal interaction
  - New communication tools ➡ a new way to communicate and cooperate
  - Fast, local driven decisions, not taken at HQ but in front of the customer
  - Higher delegation of responsibility
- ➡ More agile structures ➡ more room for suggestions in terms of processes, both organizational and decisional ➡ higher flexibility will be required from everybody
- ➡ Stop controlling! **Lead by results**, not by “penny-pinching”! Most of your people are highly educated, perfectly capable to marry, raise kids, build a house, etc. Why shouldn't they be capable to run the business, if they are part of the team, have access to the relevant information and are left alone to do their job?

**TRUST** is the most underestimated **appreciation!**



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Thank you!

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