

Executive Summary

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From Theory to Practice – Current Applications in Industry

In today's VUCA world (Volatility, Uncertainty, Complexity, Ambiguity), it is crucial for companies to organize themselves in a flexible and adaptive manner. The organization of the future relies on a strong backbone and clear corporate values that serve as guiding principles for all activities. A key element is the circle (or circular) organization, which enables teams to work autonomously and with agility. Role-based work promotes flexibility and allows employees to apply their strengths effectively while continuously developing their skills.

Key future competencies include both general and specific skills. Employees must be capable of learning, self-responsible, and solution oriented. Sustainability, communication skills, and digital competence are also essential. In addition to leadership skills, managers must be able to unlock the potential of their team members, show empathy, and demonstrate entrepreneurial thinking. Examples of these competencies include the ability to make strategic decisions and lead teams through uncertain times.

Development projects should be approached both top-down and bottom-up. Top-down projects define strategic goals and provide direction or specific application frameworks, while bottom-up use cases are proposed by employees and offer practical, hands-on solutions. The circle "Productivity-Enhancing Manufacturing Technologies" aims to integrate these use cases into development and transfer strategic topics into series production. This approach fosters a culture of continuous improvement and innovation.

Welser Profile is currently actively exploring various AI topics. These include chatbots used for personalized document analysis and compliance tasks, as well as machine learning for precise demand forecasting in demand planning. Computer vision is applied for quality control and the analysis of cross-sectional similarities, while symbolic AI - in the form of knowledge graphs - is used for value stream analysis and supply chain management. These technologies help optimize processes and increase efficiency. Overall, future-oriented organization focuses both on developing employee competencies and on deploying advanced technologies to successfully meet the challenges of the VUCA world.