



ERNI Introduction Day

Wellcome to ERNI

Agenda

- **Self Introduction (15 min)**
- **About ERNI (30 min)**
 - Vision / Mission / Values
 - ERNI Group
 - ERNI Spain
- **Outlook/Examples on Trainings (45min)**
 - Pyramid Principle (Workshop on EDD)
 - How to give feedback (from Professional/Senior Module)
- **Break (15 min)**
- **People Development (30 min)**
 - Career Map
 - Events, Trainings
 - Timeline & Resources
- **Survival Game (45 min)**
- **Drinks & Tapas (volunteer)**



Self Introduction



ERNI, Vision, Mision, Values

Daniel ERNI

Founder and unique shareholder



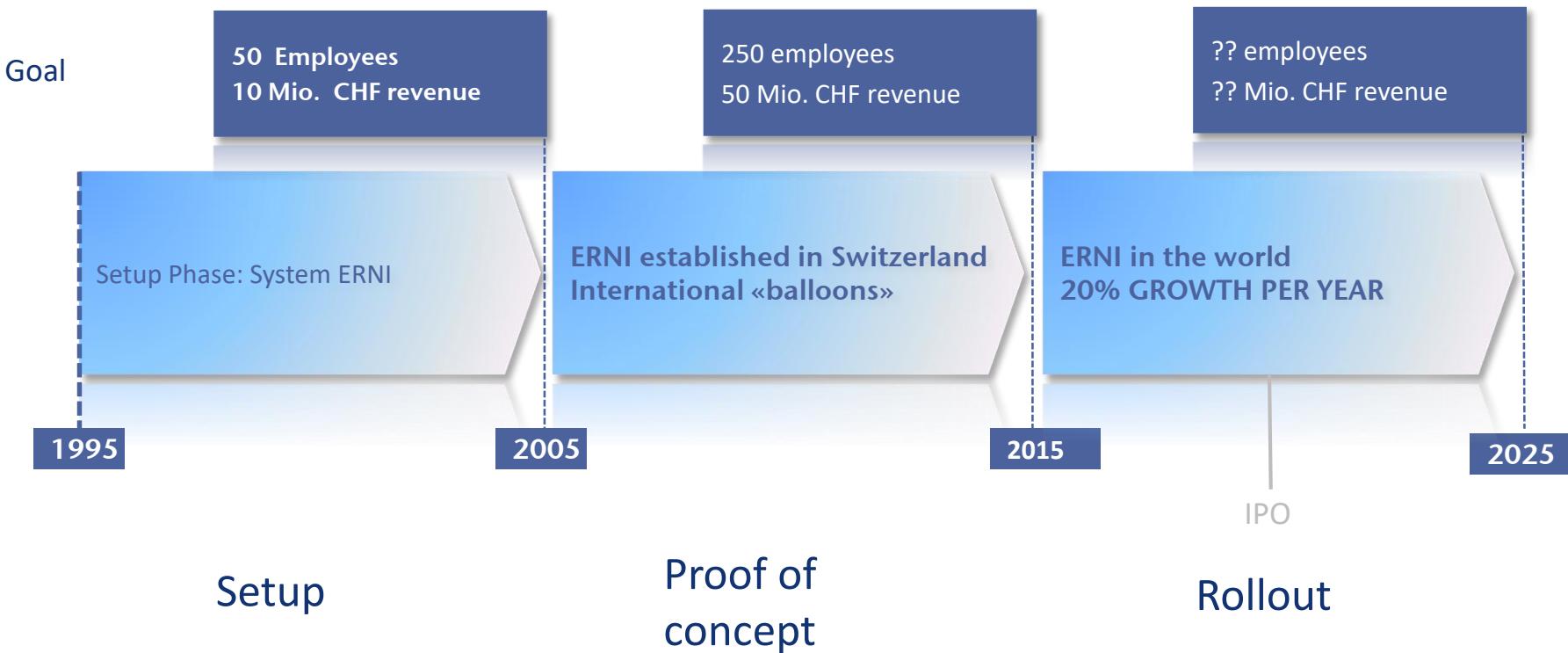
Mision: 100 locations x 100 employees

Vision: «Swiss engineering» global / local

Values: [ERNI Values](#)

Daniel ERNI

Founder and unique shareholder



Swiss Software Engineering

Consensus-building with focus on time and quality is our mostly valued contribution in software engineering.



Consensus-building

We listen first, take other view-points and build a consensus with all stakeholders.



Solution-oriented

We believe in solution-oriented action and go the extra-mile.



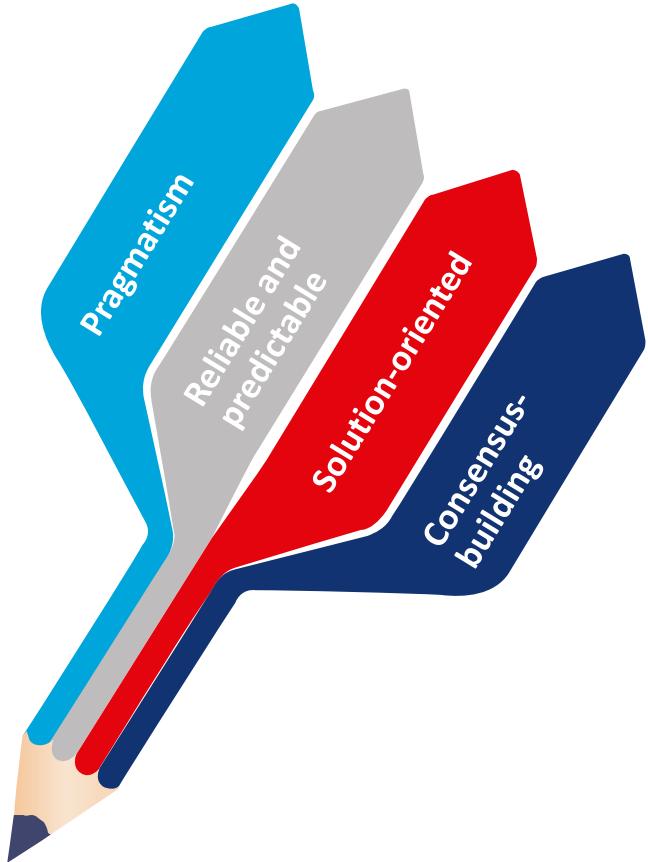
Pragmatism

We build pragmatic, economically sensible engineering solutions.



Reliable and predictable

We only agree to targets we can reach. We are true to our word and deliver on expectations – every time.



The ERNlan

Leading engagements from the mind and heart

Proactive

We propose new ideas and look at the broader picture. We always keep others informed.

Adaptive

We adapt to our customers' culture and environment.

Smart

Our engineered solutions are smart and economically successful.

Ready

We are always ready and go the extra mile. Just give the go!

Open

We listen to our customers to truly understand their needs and are open to other ways of thinking.

Communicative

We bring our ideas to the point and communicate with passion.

Authentic

We paint a realistic picture and are true to our word.

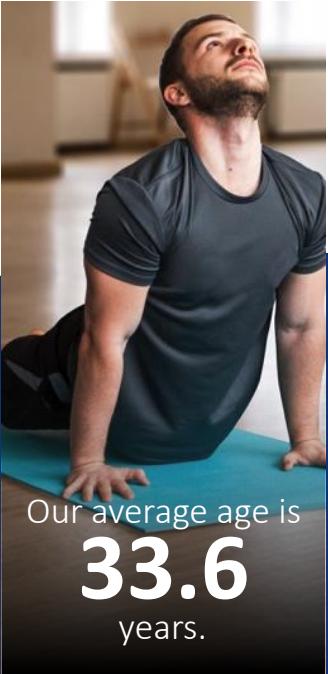
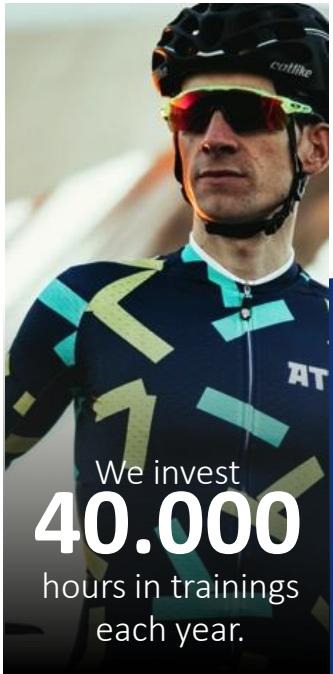
Curios

We are eager to learn and improve.



Human touch

Our workforce is academic and diverse – we are looking for open-minded intercultural people



Strategy shift: better ask ERNI

Five main areas of investment until 2020

Market

Global footprint

We are present on three continents with a sizeable position in every local market.

Innovative offering

We offer services from ideation to operation and technology from the sensor to the app.

Outcome as a service

We have a compelling outcome-based consulting and solution services offering.

Internal

ERNI Campus

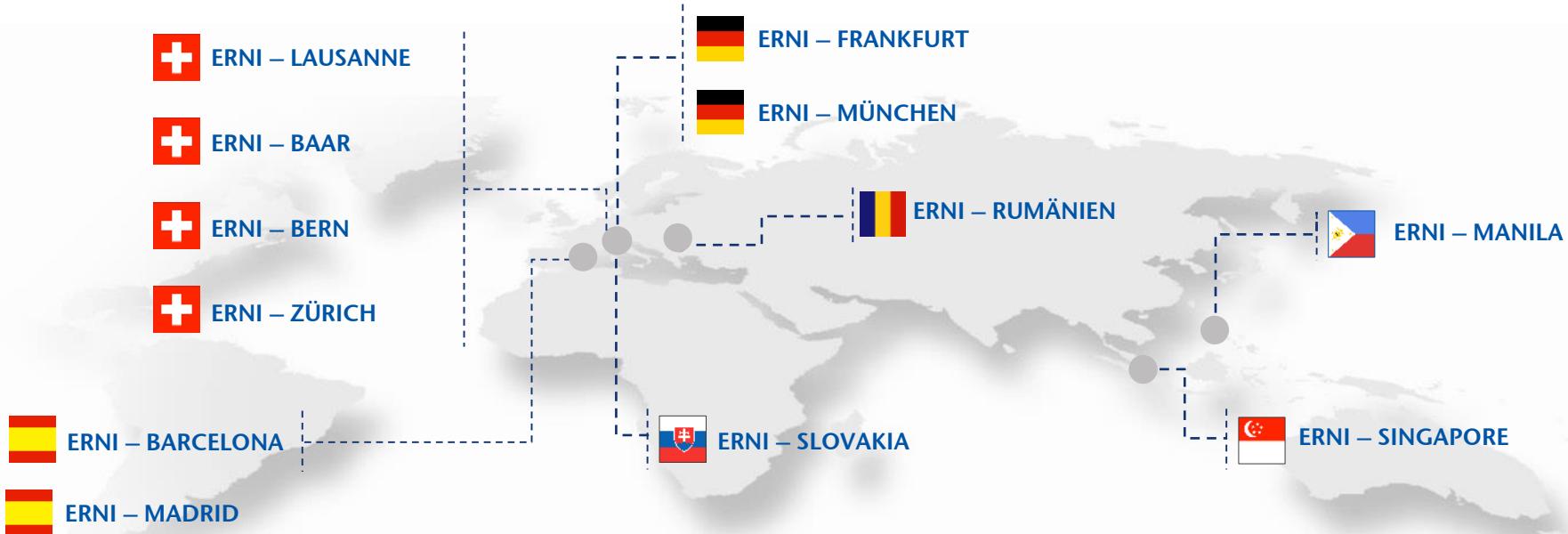
The ERNI Campus boosts our leaders and accelerates career transitions to fuel our growth. We leverage the ERNI System.

Digital inside

Core processes at ERNI are digitized, automated and robotized. Corporate resources are grouped in regional hubs.



Locations



Market Units and Service Deliver Centers

CUSTOMER



ERNI MARKET UNITS



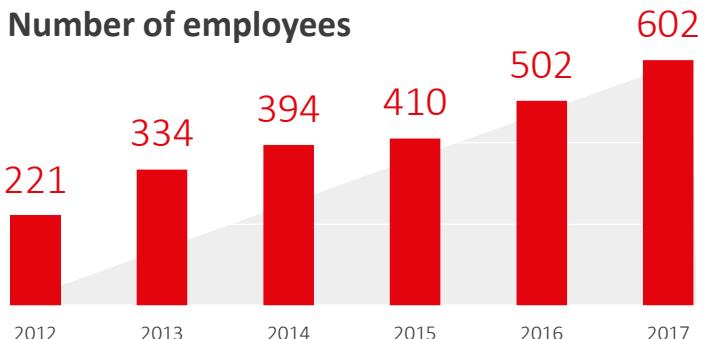
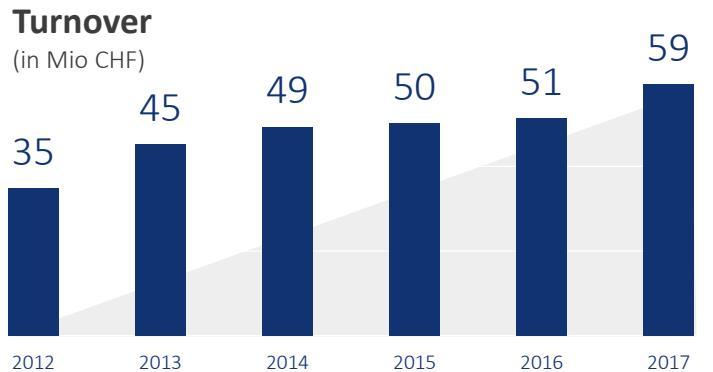
ERNI SDC's



Customer Acquisition
Customer Development
Account Management

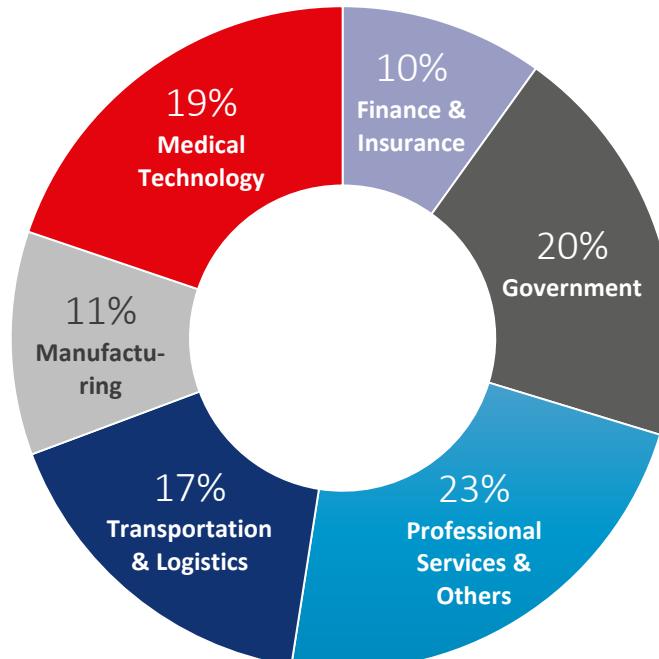
Project Management
Project and Services Delivery
Sales & Proposals Support

ERNI in numbers

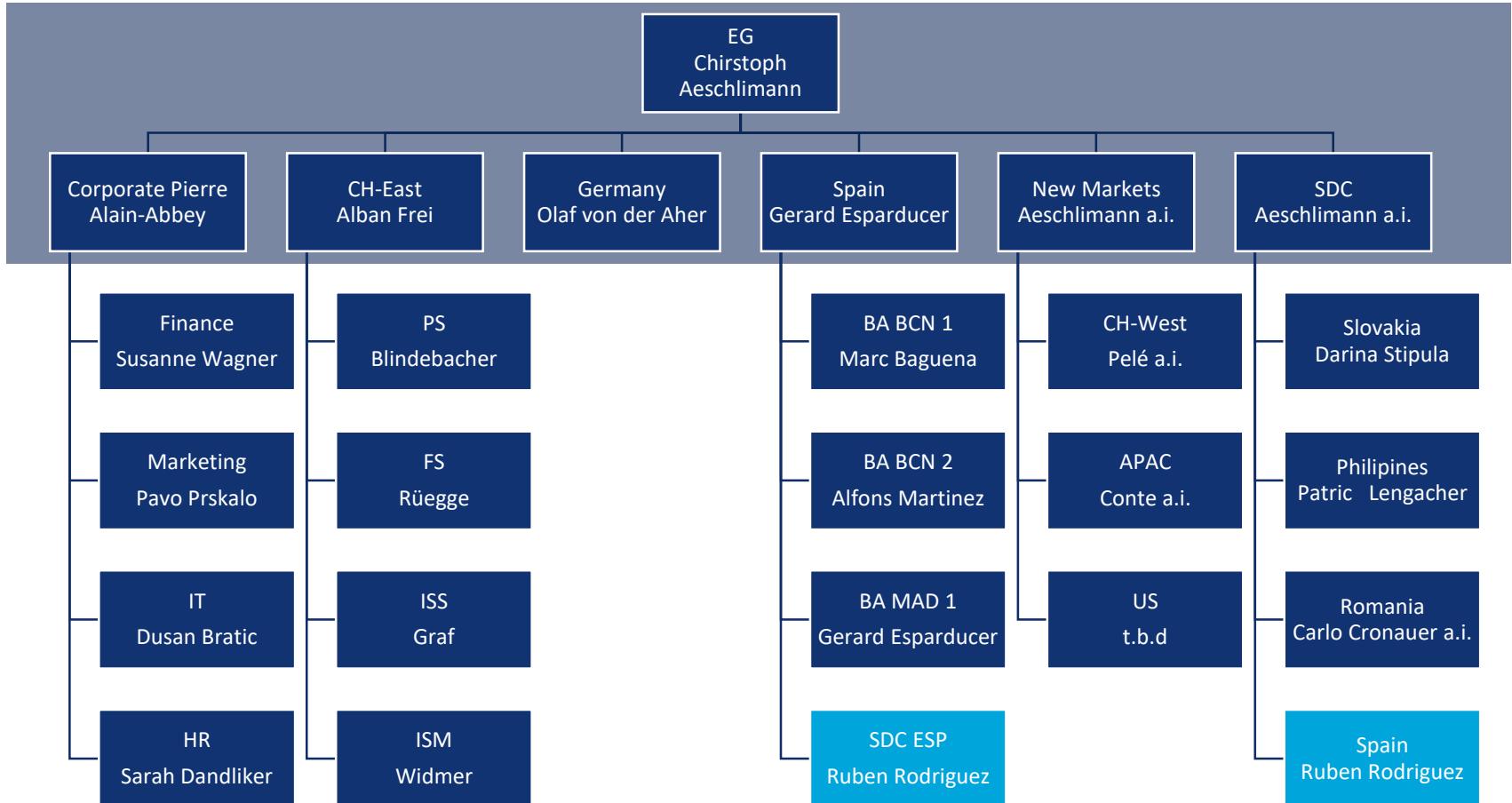


Clients according to sector

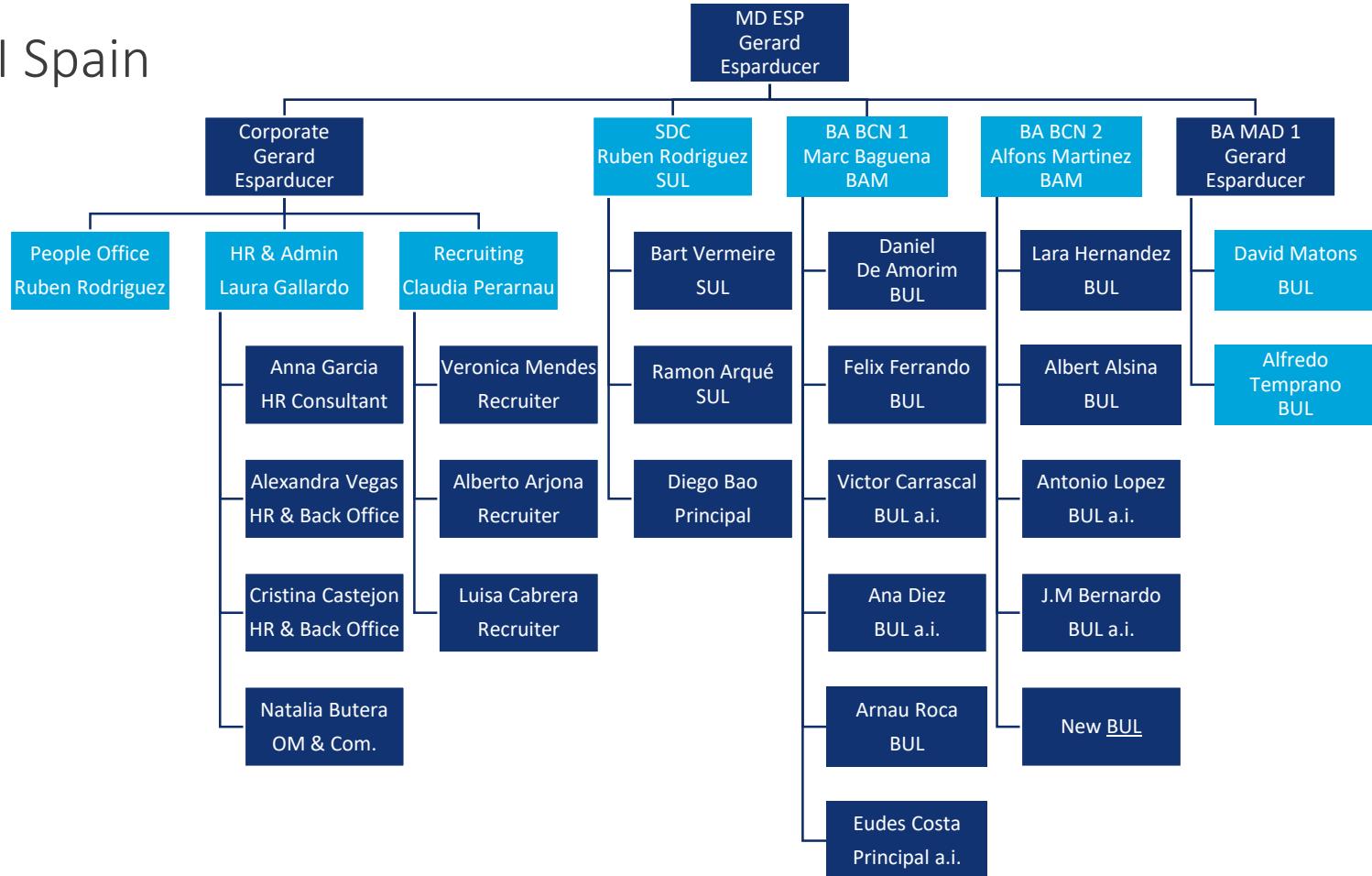
(31.12.2017)



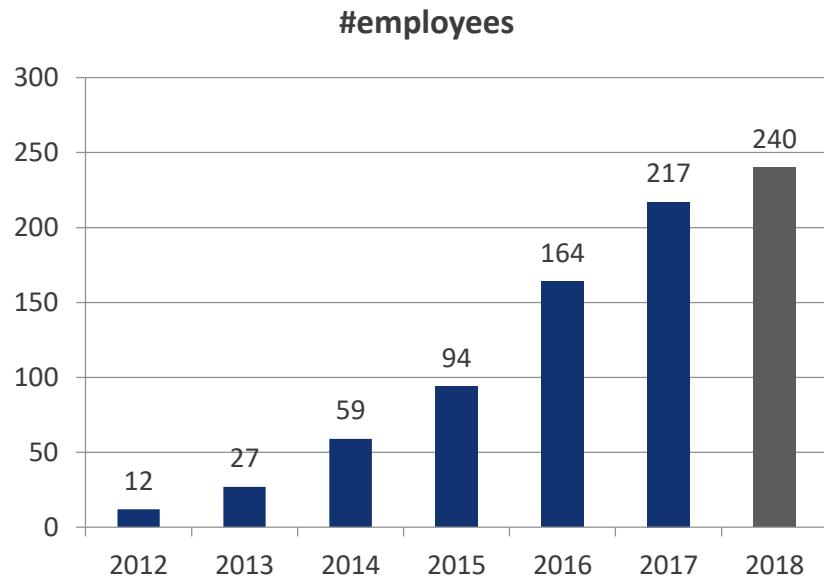
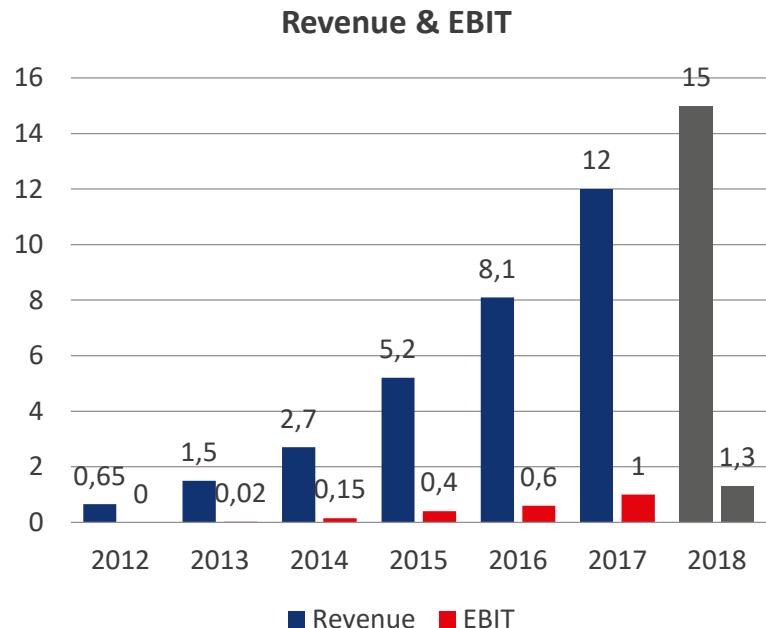
Group Executive Board



ERNI Spain



Spain in Figures



ERNI Spain Board



Gerard
Esparducer
MD



Marc Baguena BA
BA BCN 1



Alfons Martinez BA
BA BCN 2



David Matons
BUL MAD



Alfredo Temprano
BUL MAD



Ruben Rodriguez
SDC Lead &
People Officer



Laura Gallardo
HR Lead



Claudia Perarnau
Recruiting Lead

BA BCN 1



ACC. MANAGER
ESP & ERNI Roles
BUL at Customer
Communities Roles



BULs and Principals

BA BCN 2

ACC. MANAGER

ESP & ERNI Roles

BUL at Customer

Communities Roles



Alfons Martinez
BAM

ROCHE, BSIS, AXA

Customer Officer



Albert Alsina
BUL

ROCHE

ROCHE



Lara Hernandez
BUL

S&M ACC.

BDM



Antonio Lopez
BUL a.i.

ROCHE



Juan Manuel
Bernardo
BUL a.i.

ROCHE

BULs and Principals

BA MAD 1

ACC. MANAGER

ESP & ERNI Roles

BUL at Customer

Communities Roles



Gerard Esparducer
BAM



David Matons
BUL

BERGE, ENIMBOS

BDM



Alfredo Temprano
BUL

IBERIA EX.

BULs and Principals

SDC



Ruben Rodriguez
SUL

SDC LEAD

People Officer

- ACC. MANAGER
- ESP & ERNI Roles
- BUL at Customer
- Communities Roles



Diego Bao
Principal

.NET



Bart Vermeire
SUL

VR & AR



Ramon Arqué
SUL

BULs and Principals

HR & Recruiting



Laura Gallardo
HR Team Lead



Anna Garcia
HR Team



Natalia Butera
HR Team
Office Management



Alexandra Vegas
HR Team
Administration



Cristina Castejón
HR Team
Administration



Claudia Perarnau
Recruiting
Team Lead



Alberto Arjona
Recruiting Team



Veronica Mendes
Recruiting Team



Maria Luisa
Cabrera
Recruiting Team

Sites – Plaza Cataluña, Barcelona

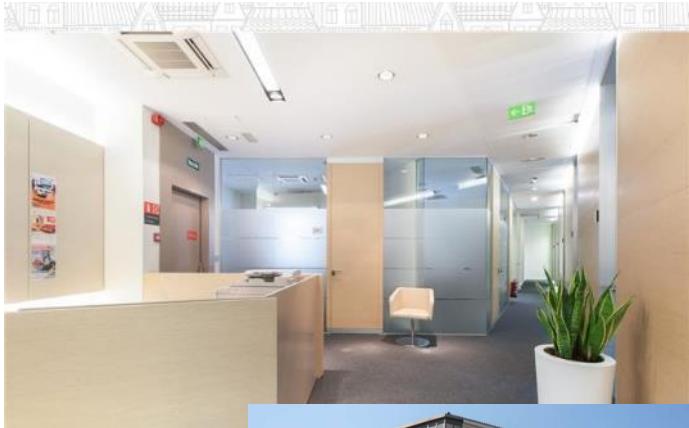


Sites – Llacuna, Barcelona



**2 Laboratories
Roche dedicated site**

Sites – Regus Alcalá, Madrid



Service Portfolio

Swiss Software Engineering on a global scale

Consulting

ERNI is providing method-based consulting services.

We combine your subject matter expertise with our state-of-the art methodology expertise to achieve your goals and boost success.

Technology

ERNI is providing partnership-based technology services.

The pace is high, but we are always up to speed. From the sensor to the app.
From ideation to operation.

Delivery

ERNI is providing cost-conscious delivery services.

Manpower is expensive.
We know how to source skilled engineers in order to offer competitive prices with top competencies.

Software Development – “From the sensor to the app”



Digital Workplace &
Productivity Solutions



Consumer and Business
Mobile Apps



Front, Back & Middleware
Custom Development



Embedded Systems
Software Development

What We Do - Practices



Architectures and Design



Requirements Engineering



Agile and Project Management



Quality Assurance Services



DevOps, Infrastructure & Release Management

Our Pillars: Agile, Quality & Continuous improvement



ACTUAL | AGILE | CULTURE

+50 SMs & POs
SCRUM & KANBAN
AGILE MANAGED SERVICES
VIRTUAL TEAMS CULTURE
SCALED AGILE - SAFe

QUALITY | DRIVEN | TEAMS

+50 ISTQB & ISAQB
QA CAREER PATH
QA + DEV TEAMS
ISO 9001, 27001, 13485
ERNI QMS [®]

CONTINUOUS | IMPROVEMENT | MIND-SET

+450 ENGINEERS
SOFT SKILLS ERNI CAREER MAP [®]
COMMUNITIES & KNOWLEDGE
QUARTERLY CUSTOMER CHECKS
QUARTERLY TEAM DIALOGS

Certifications



ISO 9001:2008

All ERNI sites



ISO 13485

ERNI Spain



ISO 27001

achieved in August
All ERNI sites



ISO 33001

Q3 2018
Planned

Employee Development

PEOPLE DEVELOPMENT

HOW DO I GROW IN ERNI

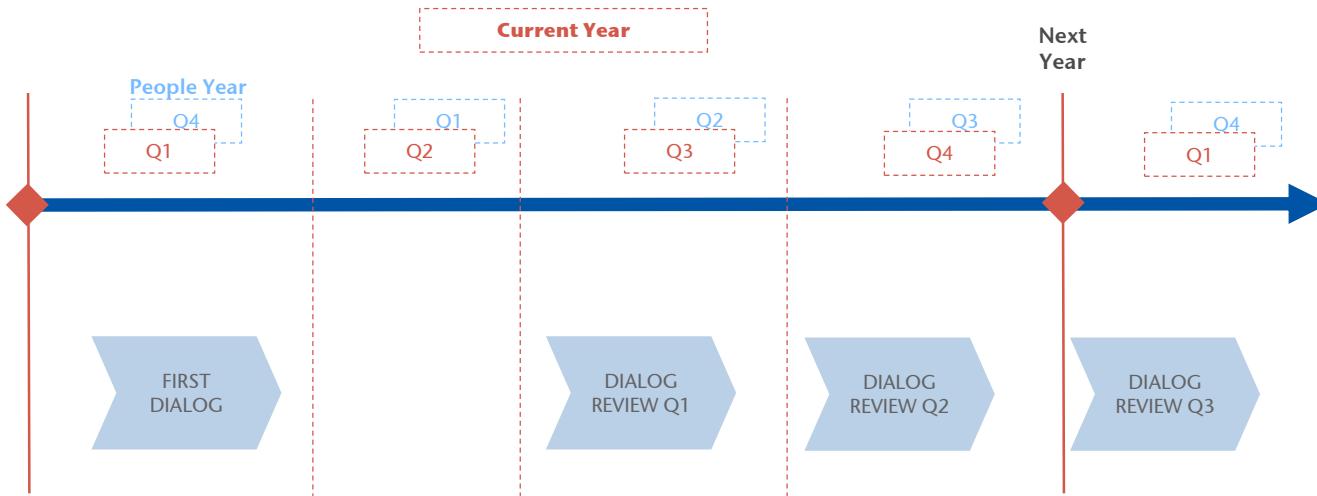
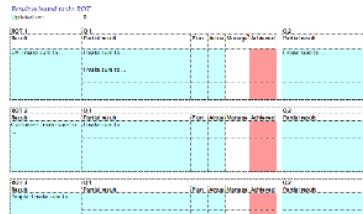


- Contribute, share, train others...
- Be proactive!
- Your growth happens when others grow.

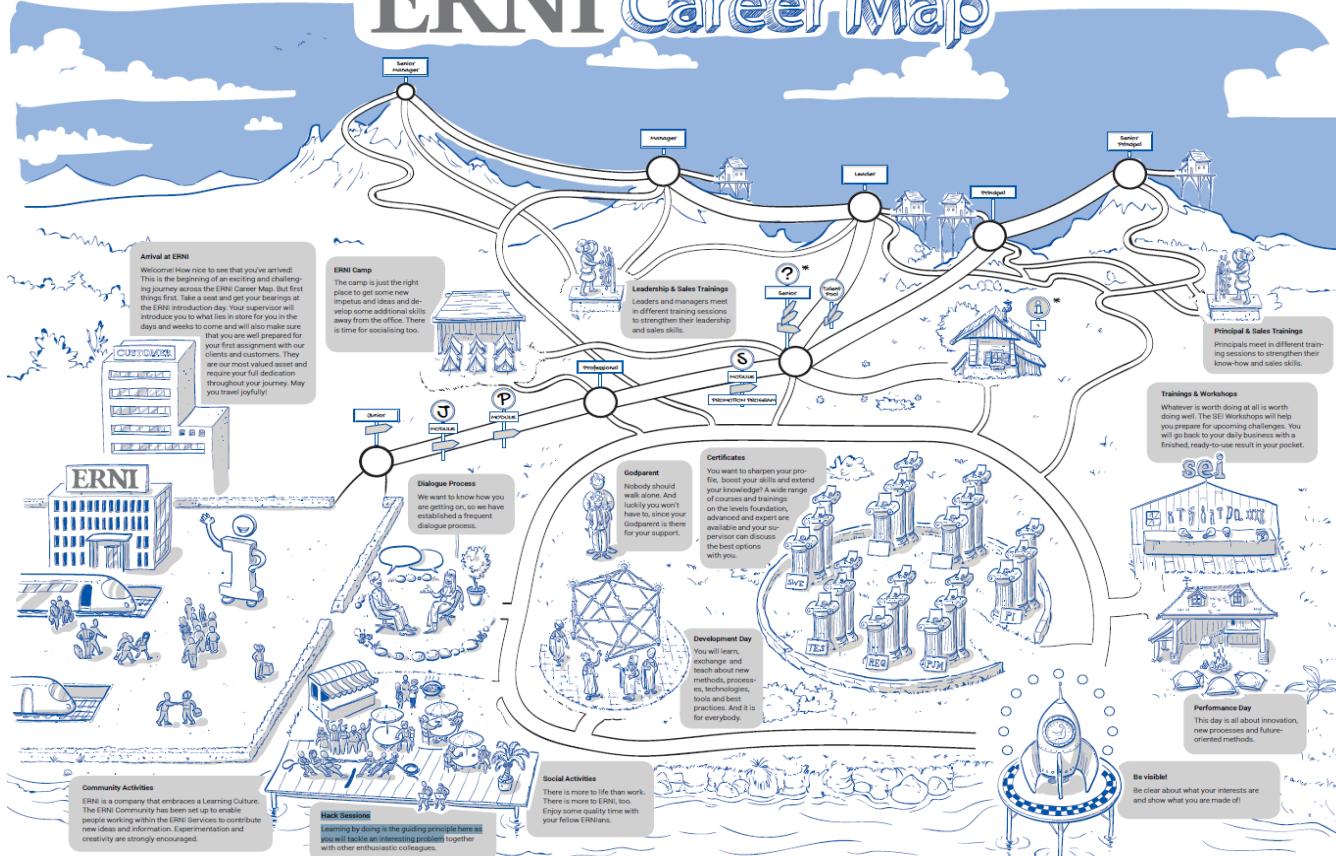
PEOPLE DEVELOPMENT

PDP: PERSONAL DEVELOPMENT PLAN

- Employees set their own goals: SMART (Specific / Measurable / Achievable / Realistic / Time Framed)
- Quarterly reviews of the performance
- Dialogues & one to one
- Feedback culture



ERNI Career Map

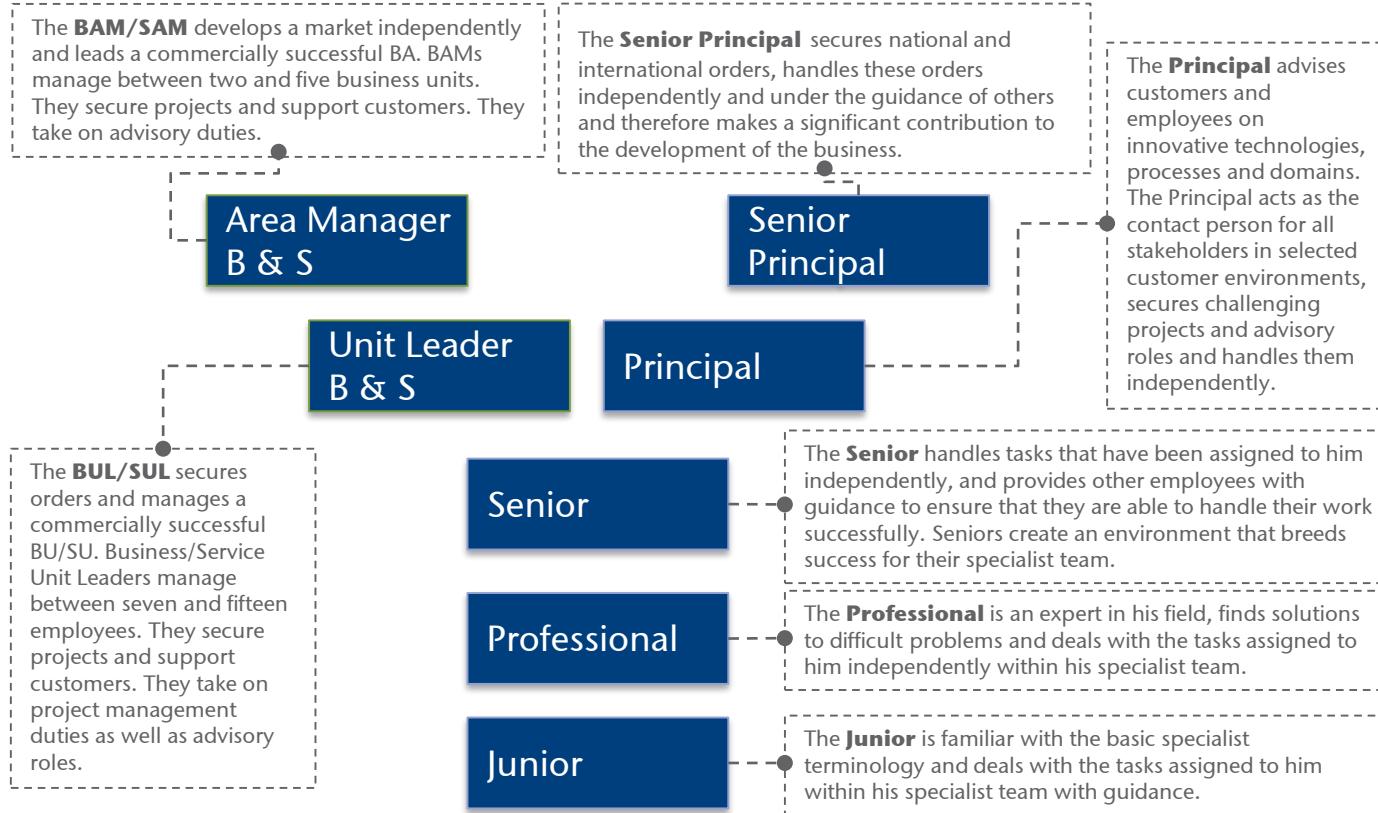




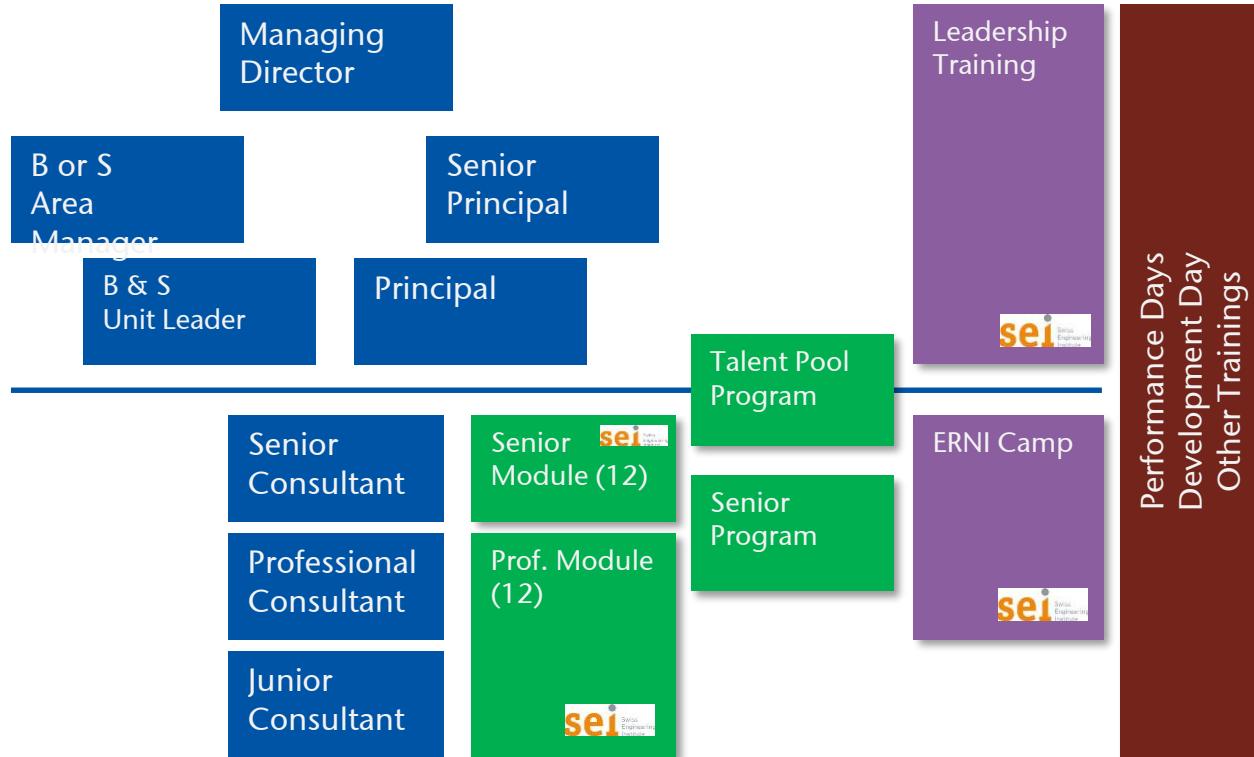
Employee Development CAREER MAP

PEOPLE DEVELOPMENT

CAREER PATH

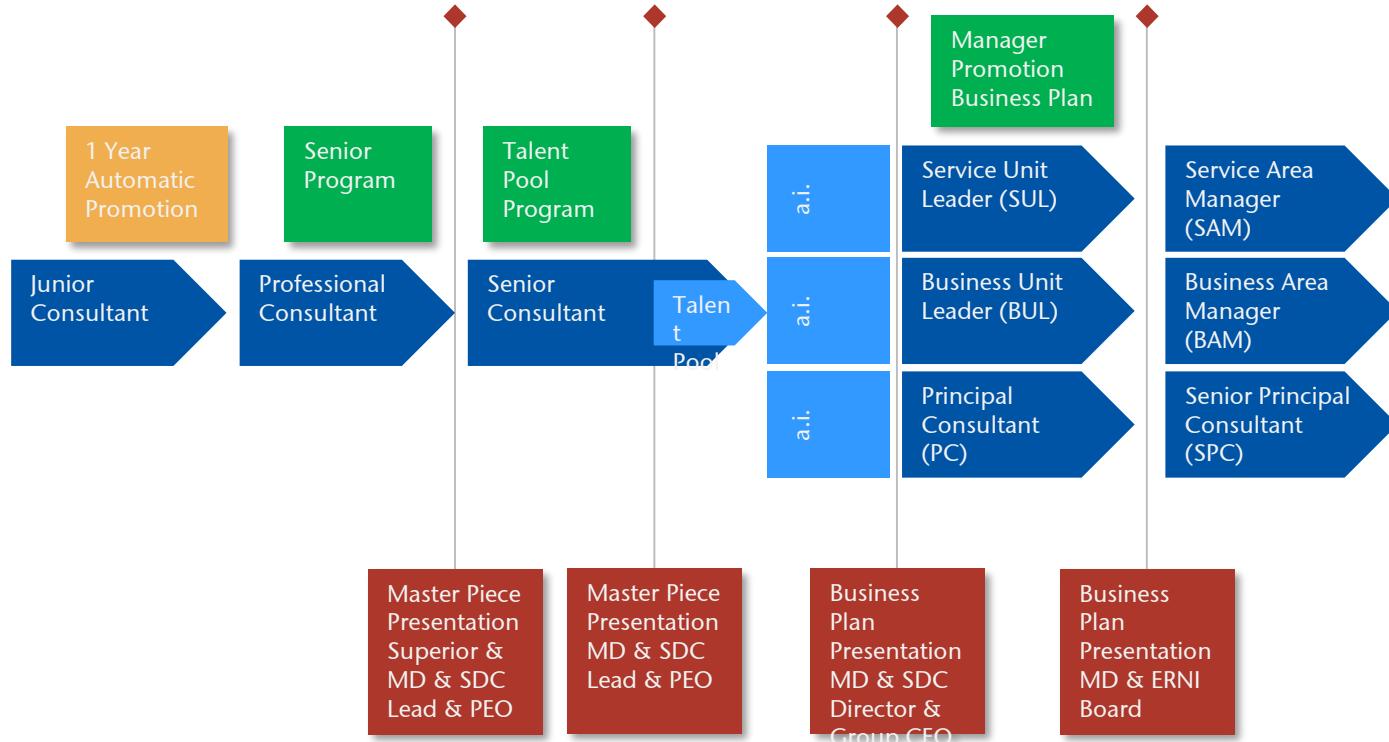


PEOPLE DEVELOPMENT TRAININGS



GROWING IN ERNI

PROMOTION PROGRAMS



Page 38

GROWING IN ERNI SENIOR PROGRAM

Attributes for being chosen to the program

Senior

⑩ Able or proved to lead a project in a technical wise

⑩ Able or proved to lead younger colleagues

⑩ Shows interest in the company, i.e. work on communities, active Participation in events, collaborations with BUL,...

⑩ Good level of soft-skills (Presentations, Conflict Resolution, Feedback and prisals,...)

- ✓ You are promoted to senior, after doing the Senior Program, if your Master Piece presentation is successful

⑩ Good level of English

GROWING IN ERNI TALENT POOL PROGRAM

Attributes for being chosen for the Talent Pool Program

⑩ Accepts “Leading ERNI” and “The way we do

Business”

⑩ Demonstrated soft-skills in leadership and communication

⑩ Great presentation skills

⑩ Great level of English

⑩ Give and accepts constructive feedback

⑩ Leadership presence, being an example for others

⑩ Supports ERNI Systems and management decisions

✓ You are nominated to the Talent Pool, after doing the Talent Pool Program, if your Master Piece presentation is successful

⑩ Collaboration in cross-initiatives like Communities

Talent Pool

GROWING IN ERNI

BUL/SUL/PRINCIPAL PROMOTION

Attributes for being chosen to the program – ALL



GROWING IN ERNI BUL PROMOTION



PEOPLE GROWTH



- Oriented to make others grow
- Understands people
- Able to Guide, Train, challenge and delegate
- Enjoy leading
- Charismatic and inspiring

DELIVER PROJECTS AND SERVICES

- Ensure success of projects (dates, quality & scope)
- Reliable, Committed and Methodic
- Able to lead a Team towards a common goal
- Sense of financial figures
- Consultant mindset

SALES & ACCOUNT MANAGEMENT

- Able to sell ideas
- Confidence and assertiveness
- Collaboration in writing and presenting offers
- Understand the customer
- Hunting mindset
- Sense of financial figures

KNOWLEDGE MANAGEMENT

- Global Technical View
- Interest in other ERNI areas
- Able to connect ENRI Knowledge to Sales
- Able to create systems to keep and spread the knowledge

GROWING IN ERNI SUL PROMOTION



PEOPLE GROWTH



- Oriented to make others grow
- Understands people
- Able to Guide, Train, challenge and delegate
- Enjoy leading
- Charismatic and inspiring

DELIVER PROJECTS AND SERVICES

- Higer Focus on Delivery
- Ensure success of projects (dates, quality & scope)
- Reliable, Committed and Methodic
- Able to lead a Team towards a common goal
- Sense of finantial figures
- Consultant mindset

PRE-SALES AND PROPOSALS

- Confidence and assertiveness
- Collaboration in writing and presenting offers
- Subject Matter Expert
- Sense of finantial figures

KNOWLEDGE MANAGEMENT

- Global Technical View
- Interest in other ERNI areas
- Able to connect ENRI Knowledge to Sales
- Able to create systems to keep and spread the knowledge

GROWING IN ERNI

PRINCIPAL PROMOTION



SUBJECT MATTER EXPERT

- Expert on at least one of the ERNI Areas or domains
- Assures the success in the Project where he/she is involved

DELIVER PROJECTS AND SERVICES

- Higher Focus on delivery
- Ensure success of projects (dates, quality & scope)
- Reliable, Committed and Methodic
- Able to lead a Team towards a common goal
- Sense of financial figures
- Consultant

PRE-SALES & PROPOSALS

- Confidence and assertiveness
- Collaboration in writing and presenting offers
- Subject Matter Expert
- Sense of financial figures

KNOWLEDGE MANAGEMENT

- Global Technical View
- Interest in other ERNI areas
- Able to connect ENRI Knowledge to Sales
- Able to create systems to keep and spread the knowledge

Goals

- ✓ **Convincing** others for own ideas
- ✓ Handle **criticism** and unexpected questions
- ✓ **Taking responsibility** for the communication processes

Content

- Feedback
- DISC – Typology
- Framing conversations
- Presenting spontaneously
- Professional business behaviour
- 4-sides-model
- Handling criticism
- Questioning technique

Situations

- Convincing project leader/
customer of your ideas
- Getting an appointment / time
- Preparing a meeting
- Project leader or customer
criticises you



Goals

- ✓ Meet **objections**
- ✓ **Delegating** and **controlling** tasks
- ✓ Being responsible for the **own environment**
- ✓ Expressing constructive **criticism and praise** in daily business
- ✓ Acting consequently **result-oriented**



Content

- Delegate
- Feedback
- Result-oriented methods
- Empower strengths
- Handle errors
- Meet objections

Situations

- Delegating and controlling tasks without personnel leading
- Expressing spontaneously criticism and praising in a constructive way
- Creating a helpful systems if the environment is insufficient
- Bringing/setting teams back on track

PEOPLE DEVELOPMENT

SENIOR PROGRAM

- Goal
 - Preparation to be a Senior according to the ERNI Code of Conduct
 - Leading principles
 - Improvement of presentation & communication skills
- Content (2 days)
 - Self-Presentation
 - Pyramid Principle & Workshop with MD
 - The way we do business
 - Workshop Leading ERNI (Creating Systems, our 3x6 system)
 - Understanding roles and expectations
 - Practice tools, tasks and principles
 - Masterpiece preparation
 - Masterpiece presentation
 - Promotion on Christmas Dinner

PEOPLE DEVELOPMENT

TALENT POOL PROGRAM

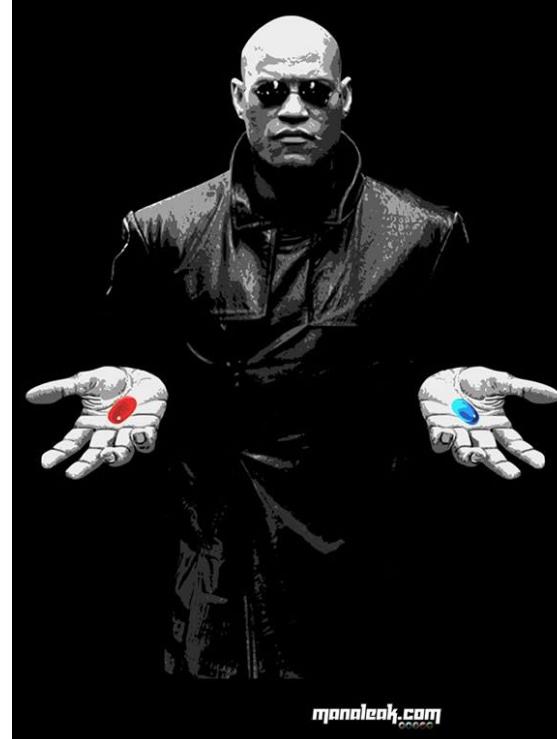
- **Goal**
 - Explain to participants the expectations of this role :
 - Encourage and promote people
 - Fulfil corporate purpose
 - Delegate, Control, Decide
 - Prepare the participants for the new role
 - To be able to decide:
 - a) if he/she wants the leadership role
 - b) if BUL/SUL or Principal
- **Content (3 days)**
 - Self-Presentation
 - Pyramid Principle & Workshop with MD
 - The way we do business
 - Workshop Leading ERNI (Creating Systems, our 3x6 system)
 - Understanding roles and expectations
 - Practice tools, tasks and principles
 - Account Management Day
 - Masterpiece preparation
 - Masterpiece presentation
 - Promotion on Christmas Dinner

Employee Development UNITS, TRAININGS AND EVENTS

PEOPLE DEVELOPMENT

UNITS LEADERS, A RELEVANT SCREW IN YOUR CAREER

- Main duties
 - Career Development
 - Leadership, Soft-skills and Knowledge guidance
 - Appoint you for a promotion, a program, a role or a position
 - Salary and conditions reviews
 - Quarterly dialogues, One to Ones
 - Project allocation and project rotation
 - Customer Feedback
 - Track your certification path
 - Issues escalation
- And you can always contact the People Officer (Ruben Rodríguez)



PEOPLE DEVELOPMENT UNITS, YOUR SMALL FAMILY IN ERNI

- BU/SU meeting (9 per year) is the place for
 - Be informed about ESP and ERNI
 - Share ideas
 - Request changes, suggest initiatives
 - Raise issues, complains
 - Receive some training from others
 - Challenge you for presentations in a confident environment
 - Talk to your BUL/SUL
 - And an excuse for an after work
- BU/SUs colleagues become a confidence circle where you can share thoughts, problems,....
- ERNI model is based in Units!



PEOPLE DEVELOPMENT UNITS, YOUR SMALL FAMILY IN ERNI



PEOPLE DEVELOPMENT

THE GODFATHER, HELPING PEOPLE LANDING

- Very close to you, reachable.... A colleague
- Solve day to day questions
 - Time reporting, Expenses, Travels
 - Who to contact in ESP or in the group
 - Office questions
 - Where to find what...
 - Who to ask...
 - Customer landing
 - ... and generally speaking, solve operational doubts...
- 6 months duration
- Don't you have a godfather? Raise your hand!



PEOPLE DEVELOPMENT

TRAINING EVENTS & COURSES

- **ERNI Camp (Spain / Vienna)** 
 - 3 days intensive training (Presentation Skills, Team Performance, Social competence)
 - 7 to 10 attendants
- **ERNI Leadership (Spain / Vienna)**
 - 3 days intensive training for Leadership
 - BULs/SULs/PRINCIPALS, a.i. and new
- **ERNI Performance Days / Yearly**
 - The «star» of the company
- **ERNI Development Day / Quarterly**
 - 2x2h specialized workshops (e.g. SCRUM / QA / Team-performance exercises/ ...) & Dinner / Socializing



ERNI PERFORMANCE DAY - BARCELONA



<https://www.youtube.com/watch?v=RGjKpBgZ8Xw&t>

PEOPLE DEVELOPMENT

TRAINING COURSES AND CERTIFICATIONS

▪ Language Courses

- English, German and Spanish
- On ERNI premises, from 18:00 PM to 20:00 PM
- Also can build groups “On customer” depending on customer agreement

▪ Subject specific trainings

- Decided by ERNI Communities
- Development: .NET & Cloud & Java & C++ & JavaScript
- Quality Assurance: & ISTQB / IREP
- Scrum & Agile & PMI

▪ Certifications

- Exams paid by ERNI
- Paths Driven by ERNI Communities
- Agreed with your superior
- Scrum.org
- Microsoft
- ISTQB
- ... and other



PEOPLE DEVELOPMENT COMMUNITIES: GROW, LEARN, SHARE... AND GET CERTIFIED



Why?

- Career Path and Certification Programs
- Sharing Innovative Knowledge
- Community Leaders & Subject Matter Experts
- Building up evangelists, MVPs,
- Give opportunities: Sales, Pre-sales & Projects

How and What?

- Monthly sessions (on line available)
- Communities site & hub, Yammer groups
- Billable hours to allocate
- Share with open Communities (Meet-Ups)
- EDD and EPD sessions



PEOPLE DEVELOPMENT

ERNI EVENTS

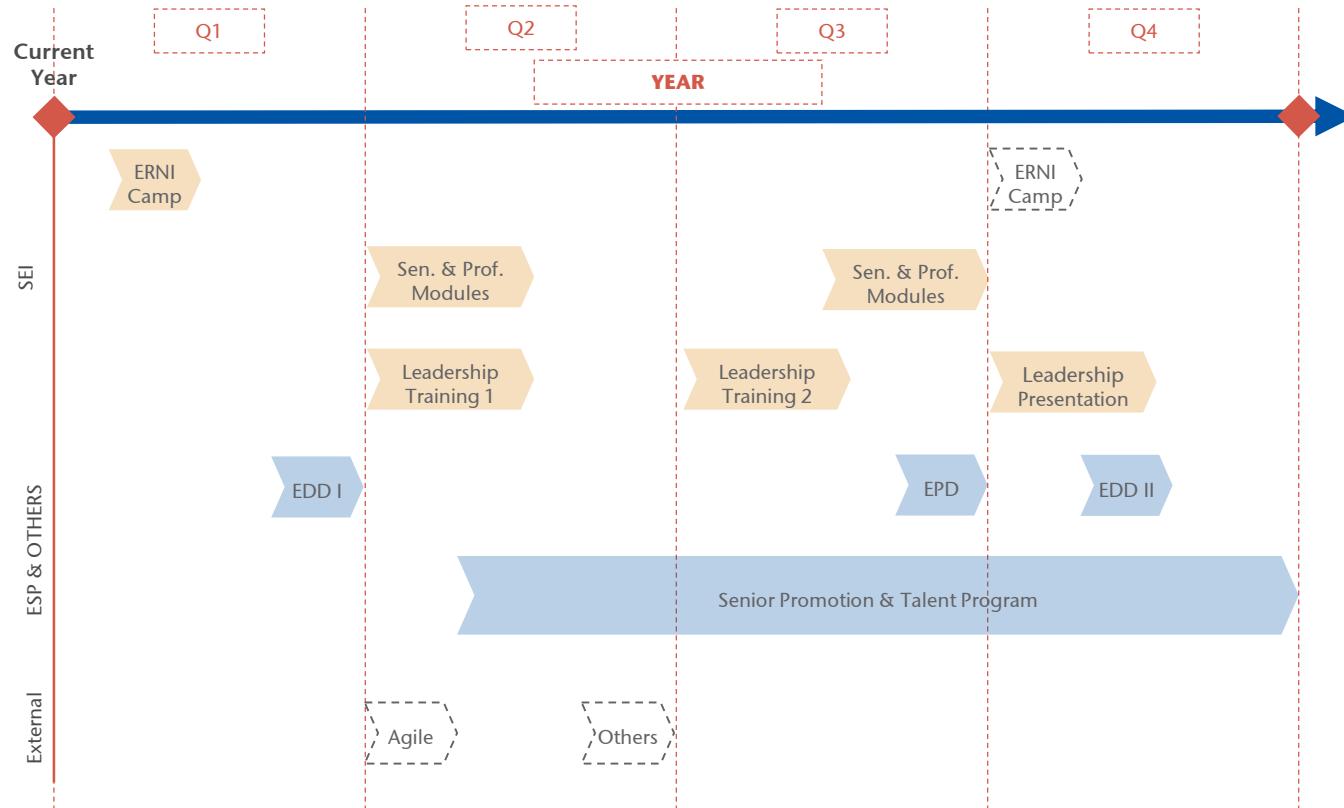
- **ERNI Introduction Day**
 - Company explanation
 - Survival Game / Feedback Workshop
- **ERNI Info Day:**
 - Company overview and results
 - One before the Christmas Dinner
- **ERNI Christmas Dinner**
 - Promotions
- **ERNI Summer Event**
 - Drinks and party
- **Breakfast with ERNI Diamonds**
 - 10/15 to share with the MD
 - What I value from ERNI
 - Room for improvement in ERNI
- **Leisure at ERNI**
 - BU after work Events (drinks, scape room, master-chef)
 - Project Closure Dinner
 - ESP after work activities (yoga, trekking..)





Employee Development **TIMELINE & RESOURCES**

PEOPLE DEVELOPMENT CAREER PATH – TIME LINE



PEOPLE DEVELOPMENT

WHERE TO FIND THE INFORMATION I NEED

ESP Team Site – https://sps2010-secure.erninet.ch/sites/ESP_Teamsite

The screenshot shows the homepage of the ESP Team Site. On the left, there's a navigation menu with links like Home, Announcements, Calendar, Useful Links, Relevant Documents, ESP FAQ, and ESP Pictures and Videos. The main content area has several sections:

- Welcome to the ERNI Spain Teamsite!**: A message encouraging users to find relevant info, tools, links, dates and documents.
- ESP Announcements**: A table listing recent announcements with titles like "INFO | 2017 Discounts" and "INFO | Happy Sant Jordi!".
- ESP Forthcoming Events**: A table listing events such as "Breakfast with Diamonds" and "Agile Community: Age of Agile".
- ESP Calendar**: A weekly calendar for May 2017. It highlights specific events like "Breakfast with Dia" on May 4th and "Culture's Food Co" on May 9th.
- Useful Links**: A list of links categorized under groups like "00_Employee Info" and "01_Employee Requests". These links include "Want to change project?", "Introduction Day Presentation", "Knowledge Communities Hub", "Employees regulations", "Office Rules", "BU Meeting Contents", "Event Pictures and Videos", "Surveys", "e-Portem - Payroll and Taxes", and "Group : 01_Employee Requests".

PEOPLE DEVELOPMENT

WHERE TO FIND THE INFORMATION I NEED

If you are outside the ERNI net, you will need an mTAN code to access the ESP Team site

Every time you access ERNI net, you will receive a new code via SMS or email.

Request your mTAN activation to the Service Desk

- Via Web: <https://servicedesk.erninet.ch>
 - With your windows user id & password
- Via email request to servicedesk@erni.ch



ESP Team Site – https://sps2010-secure.erninet.ch/sites/ESP_Teamsite

PEOPLE DEVELOPMENT

HOW DO I GROW IN ERNI

Your main drivers

- My PdP for objectives definition and follow up
- ERNI Career Map as the growing path
- Growth with soft-skills and communication skills with ERNI Curriculum modules and programs
- Unit Leader as your main sponsor
- Units as your family
- Learn in ERNI global trainings, Communities, language courses and subject specific trainings
- Get certified
- Meet others in unit meetings and events



QUESTIONS?





| Logic in writing and thinking – one of the key skills for consultants

WHAT IS THE DIFFERENCE ?



Hi Gerard.

Do you remember our meeting to meet Vincent at *the customer* on July 12th? As I explained to you, Vincent is the guy at Switzerland that take some decisions so it is important that we meet him. It appears he is travelling at morning and he cannot arrive after dinner probably.

Roniel, our local contact at the customer, called me today. After discussing other things about some new opportunities he told me that Vincent cannot attend to our meeting until 15:00.

Having this situation, can we move the visit from 12:00 to 15:00?

Have a wonderful day!
Rubén



Hi Gerard.

Can we move *the customer* visit of July 12th from 12:00 to 15:00?

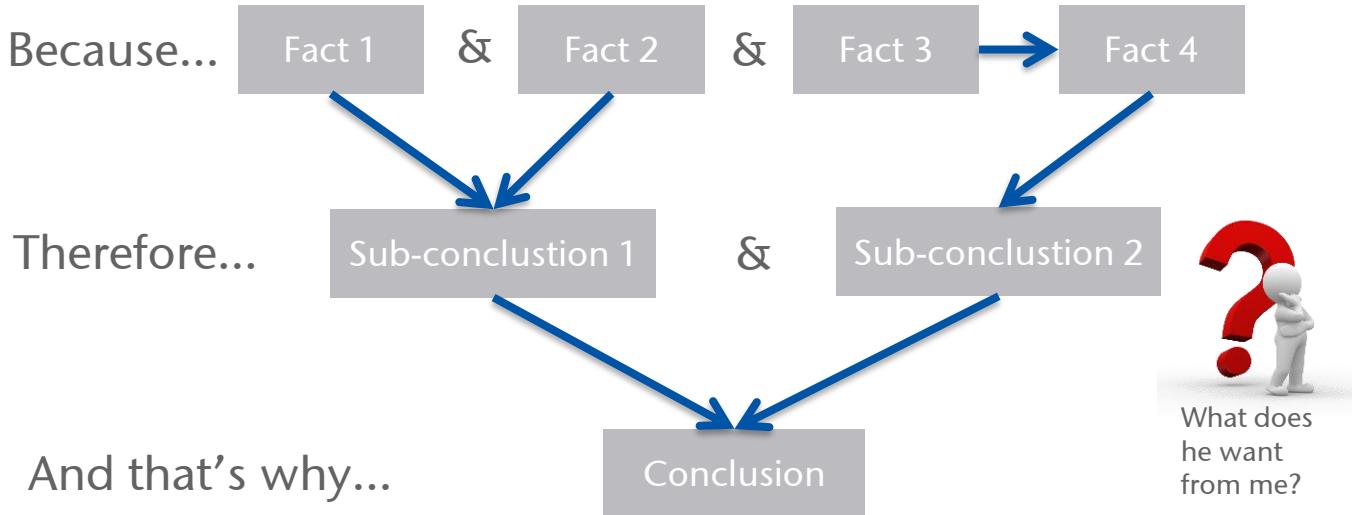
Vincent is not sure he will be on time. Roniel kindly called me asking for moving the meeting.

Please, let me know.

Regards
Rubén

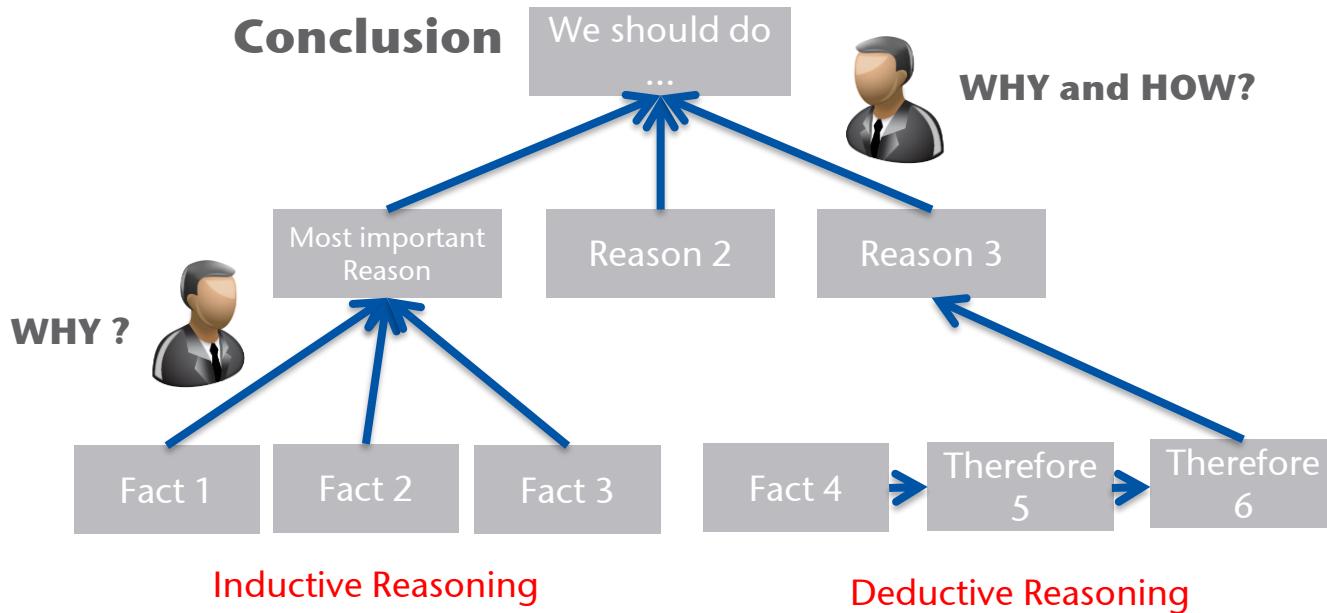
THE TYPICAL WAY HOW ENGINEERS EXPLAIN THEIR ARGUMENTS

Explanation first, conclusion at the end

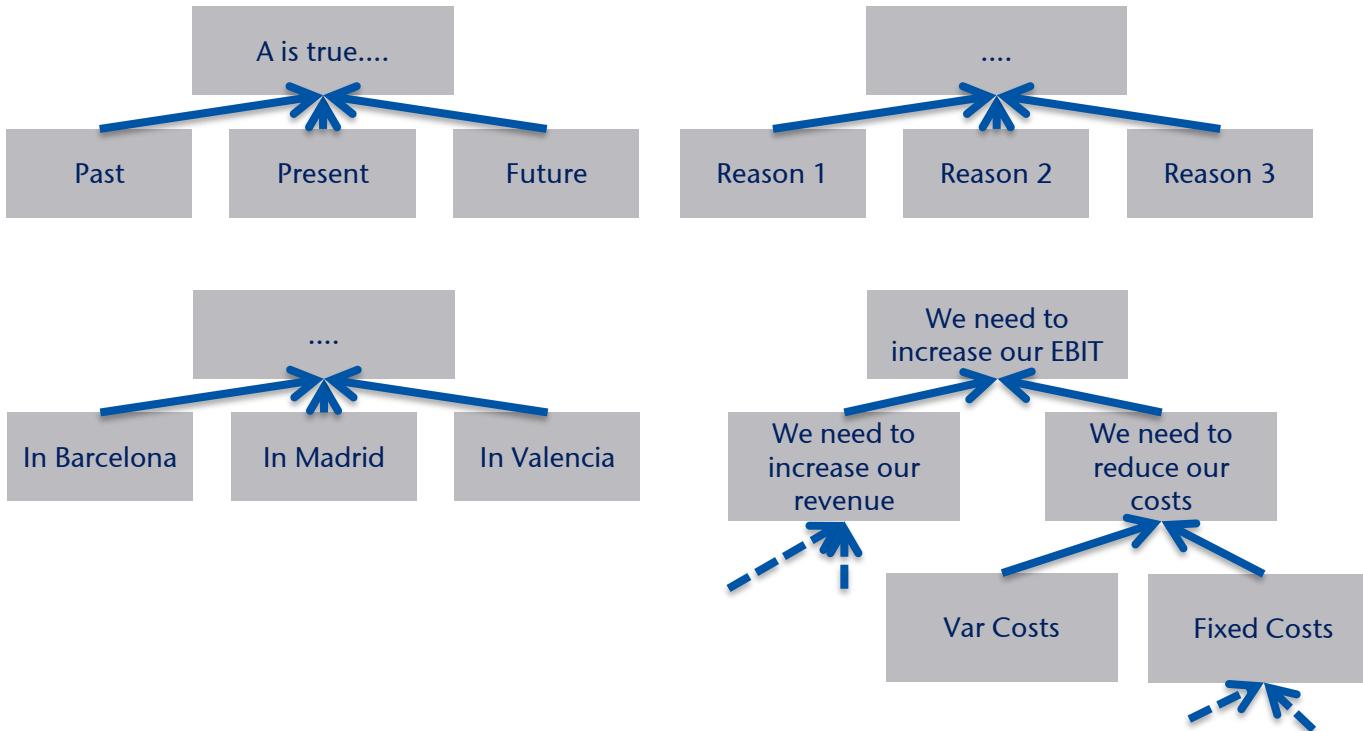


WHAT A MANAGER WANTS TO HEAR...

Conclusion first, explanation if required

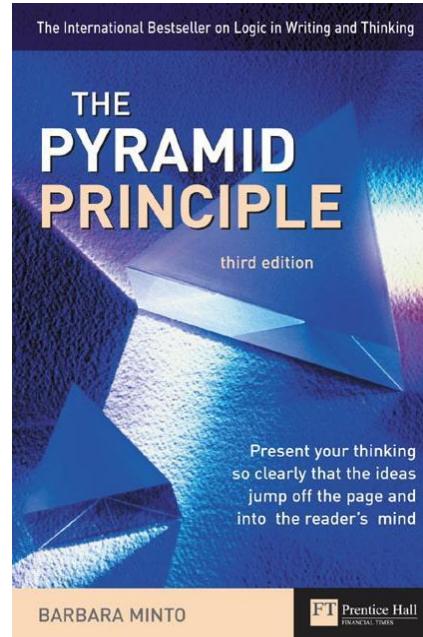


EXAMPLES OF INDUCTIVE REASONING STRUCTURES



TO REMEMBER

1. Start with the answer/proposal/suggestion first
2. Group and summarize your supporting arguments
3. Logically order your supporting ideas





better ask ERNI