

In the Spotlight
Peter Gutmann
Director, HR
Southern EMEA

"Peter has partnered with me in different areas of the business and in different countries. In all the cases, I have valued his proactive approach in moving toward solutions and continuous improvement. Peter is definitely "customer focused" and does not just wait for the problems to fall on his desk. This approach positively affects our velocity to resolve issues. Also, I think that is worthy to note that with his knowledge and team approach he is able to bring in the best resources to get the job done."

- Giorgio Angelino, VP, Blower Operations



Our spotlight, this edition, shines on Peter Gutmann, Director, HR, Northern EMEA. Peter's area of responsibility includes Germany, Austria, Switzerland, Czech Republic, Slovakia, Italy, Poland, United Arab Emirates, Serbia & Montenegro, Slovenia, Bahrain and South Africa and accounts for over one-third of all Gardner Denver employees.

Since coming to Gardner Denver in 2006, Peter has noticed a mindset transformation as the company has moved from being a U.S. company with international locations to a **global** company with headquarters in the United States. Peter is no stranger to helping global companies achieve their full potential. Having spent six years with Infineon, a semi-conductor manufacturer, Peter was the worldwide business partner for R&D and Production, working side-by-side with the Senior Vice President of global operations. Peter provided HR assistance on a variety of projects, including joint ventures, hiring talent, integrating employees into the company culture, and assisting with organizational structure.

When asked why he entered the field of HR, Peter said, "I felt I could make the biggest impact on the success of a company". Being able to play a role in performance management, attracting and retaining top talent, and developing employees has had a positive impact on the companies for which Peter has worked. While working for the John Deere Company, Peter created a Leadership Development Program that accelerated the growth of high potential employees which helped build the company's bench strength.

Peter is quick to differentiate between operational /administrative HR and strategic HR and he spends most of his time on the latter. "One of the biggest strategic HR roles we can play", says Peter, "is to facilitate change management, which is the core of strategic HR." How quickly acquired companies can be integrated into the *Gardner Denver Way* determines our level of success. If we acquire a company and we don't leverage the resources, sales channels, production facilities and top talent, we will not realize the significant gains we should.

Peter says one of the major challenges we face as a company is to break down the silos that have been built around departments, regions, acquired companies. Recently, Peter was involved in a program that brought 7 different Managing Directors together for the first time. These leaders had never met each other before and were operating independently, often on the similar things. Creating these new relationships will help leaders share best practices, brainstorm solutions to the most urgent problems they face and create a wealth of career opportunities for our future leaders. Moving from a regional approach to a global mentality will yield positive results. "We all need to see the big picture", Peter continues, "we need to spend more time looking for synergies rather than protecting the way of life inside a business silo.



When it comes to managing talent, Peter uses the analogy of a bird in a cage. "If you put a bird in a cage, it cannot develop. Likewise if we take an active role in coaching, developing and recognizing our talent they are more likely to be retained and won't fly off the first chance they get". We need to engage employees, not en-cage them.

Peter has great respect for the HR members in his region and values their technical know-how. He encourages them to continue to develop their strategic side, learn the business, and recognize the value HR can be if we truly become business partners.