8-MINUTE SUMMIT KEYNOTE

Challenges of global teams & the role of Systems Engineers

Erik Teesink
Head of Global Systems Engineering, MR
October 2026

PHILIPS

Shared understanding is the real bottleneck

Product 20+ Years

History lives across documents, simulation and **experts**. Is seldom complete and subjective.

Always Evolving

Product Design evolves. Changes are local and disperse overtime. Changes are in design, methods & people.

Global Teams

Teams all over the globe working together need one language, one understanding. Interpretation is tainted by local organization, cultures, historical knowledge.

© 2024 Koninklijke Philips N.V. All rights reserved.

20+ years of history creates a migration paradox

Design Records + Experts

Rich knowledge is available but hard to find. Relying on experts to connect dots

Digital Thread

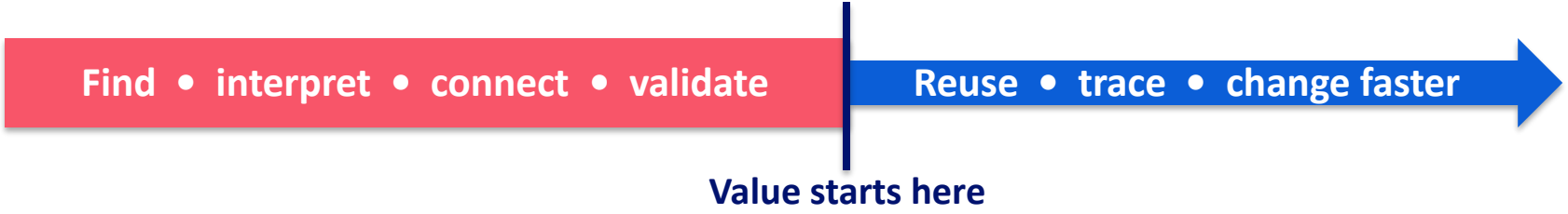
Knowledge becomes connected, reusable and transparent.

The Migration Reality

How can we speed migration with high quality?

Tedious & Labor-Intensive

Benefits much later



© 2024 Koninklijke Philips N.V. All rights reserved.

PHILIPS

Great Systems Engineers multiply output

Product, Technical Knowledge × **Integrative Leadership** = **Development Output of Many**

The Multiplier Effect

Leadership

Lead, Connect & align stakeholders and engineers

Surface Trade-Offs

Make consequences visible early.

Drive Decisions

Across leadership, cross-functional stakeholders and engineers.

© 2024 Koninklijke Philips N.V. All rights reserved.

PHILIPS

Global collaboration turns leadership into calendar load

1 Communicate

Share intent across locations

2 Translate

Bridge culture & discipline-specific language

3 Align

Build one mental model before decisions

4 Protect Focus

Keep out of endless calls and redebates

5 Build bridges

Build bridges in- and outside R&D to be effective

6 Decide

Make trade-offs, and impact visible, and decide

© 2024 Koninklijke Philips N.V. All rights reserved.

PHILIPS

Global collaboration turns leadership into calendar load

How can Systems Engineers balance their time and increase output?

1 Communicate

Share intent across locations

2 Translate

Bridge culture & discipline-specific language

3 Align

Build one mental model before decisions

4 Protect Focus

Keep out of endless calls and redebates

5 Build bridges

Build bridges in- and outside R&D to be effective

6 Decide

Make trade-offs, and impact visible, and decide

© 2024 Koninklijke Philips N.V. All rights reserved.

PHILIPS

AI to boost everyday Systems Engineering

Digital Thread ➡ **Systems Engineering** ➡ **Integrative Leadership**

Connects and traces product knowledge over time.

Integrates context, architecture, risks and trade-offs.

Builds shared understanding and align teams on decisions.

⬆ ⬆

AI support for Systems Engineers

Assess impact, summarize evidence, prepares analysis for SE review

AI support for Effective alignment

Realtime agent accessing knowledge, decisions, validity of decisions

More time for integration, technical judgment and stakeholder alignment

© 2024 Koninklijke Philips N.V. All rights reserved.

PHILIPS

Training the next generation of Systems Engineers

History ➡ **Execute a change** ➡ **Global teams**

Trace 20+ years of design intent with experts.

Build knowledge and learn how to lead design change.

Lead cross-site reviews and record decisions.

AI empowered mentoring

Combine AI and personal mentoring to train both integrative leadership and reasoning enabling ownership growth

How? In a world juniors do not get time to grow…

© 2024 Koninklijke Philips N.V. All rights reserved.

PHILIPS

PHILIPS