

Curriculum to the Seminar

Corporate Management Strategies for Small and Medium-Sized Enterprises

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The seminar was developed by the Hanseatic Parliament and is used in different Baltic States. For the lists below, only the contents to be taught are provided in the form of entries. For presentation purposes, it is recommended to make the necessary additions of country-specific data, illustrations, examples, etc.

1. Summary of the Most Important Characteristics

1.1 Objective

Review and introduction to the main topics of corporate management.

1.2 Target Groups

- a) Owners and managers of small & medium-sized enterprises
- b) Potential candidates for running business activity

1.3 Duration and Timing

9 full hours, for example as

- a) three evening meetings,
- b) one afternoon and one evening meeting
- c) daily meetings (also weekend meetings)

1.4 Qualifications of Lecturer(s)

The seminar should possibly be conducted by lecturers having both extensive knowledge within the scope of business management, personnel and organisation development, as well as own practical experience in running small and medium-sized enterprises. It is recommended to involve 1-2 lecturers in the seminar. Lecturers should not only be competent in relation to the specialisation but also have didactic experience in presentations and discussions. The advantage here is, of course, directing the group work and knowledge of various good examples from the practice of medium-sized enterprises.

1.5 Required Technical Equipment

- flip chart
- blackboard and chalk
- computer with a projector
- access to the Internet on the lecturer's laptop
- screen
- boards to attach materials

1.6 Methodological and Didactic Remarks

Group 10 – maximum of 25 people; certificate for the participants

2. Seminar Concept

1st Thematic Specialisation: Only Changes Are Constant

Contents: framework conditions; trends and legality; world and weekly market; division of labour; internationalisation

List 1: New Era: Trust + Cooperation

- comparable to the transition from an agrarian economy to industrialisation
- vision of the 6th Kondratieff cycle
- revolutionary changes + new orientation

Consequences

- only changes are constant
- a pioneer and a guard lead through the changes
- change management (management in the environment of change): set up and make changes, as well as use powers
- deliberate destruction of what exists

Example: crafts enterprise with 70 employees and "electrical + environmental + health" area of operation

List 2: Globalisation

- it is not a new phenomenon, "only" the dynamics are new
- companies are slowed down with the "merger" disease
- global paradox: opportunities for the middle class
- destruction of regional cultures - world culture is a nonsense: harmfulness to the economy and the people
- globalisation destroys the identity = homeless
- leads to the removal of differences: climax point exceeded
- strong opposite trend: **rationalisation + decentralisation**

List 3: Global Paradox

- the fast hunt for the slow
- huge demand for tailored techniques in the world
- globalisation leads to regionalisation
- China crossed the climax point

Consequences

- unused potential of international business
- delivery of solutions tailored to the needs
- export of creativity and innovation
- international success as a result of cooperation

Example: construction of decentralised wastewater treatment plants taking place around the world (8 to 80 employees)

List 4: Division of Labour

- significant progress in productivity through the division of labour
but: extreme acceleration, loss of determination of objectives

- disabling people: the system leaves its children + explosion of social costs
- growth no longer creates prosperity - cons of growth outweigh the pros
- business logic contradiction/households + society
- exit from the economy and entry into the culture
in order to save the economy
- new culture: progress in productivity due to the reference to the entirety
- cooperation, as an essential feature of the new economy, requires intensive use of the ICT supporting decentralisation
- economies create smaller organisations

List 5: Everything is Becoming Smaller + More Regional

- strong increase in the importance of the regions
- decentralisation in the society and in enterprises
- international competition of strengths of the regions
- strength of emotions: homeland, sense of community, patriotism
- globalisation technique work in a decentralising way

Consequences:

- strong embedding in the region + strong position in the foreign economy
- own work in the region + winning with innovations on the international market
- forgetting about weaknesses + consistent reinforcement of strengths
- offering what is special + specific for the region
- use of emotions + work with passion
- it is easier to stand on 2 legs + more stable

Example: Lock-Bau at the highest level of quality and own structures all over the world in third countries

List 6: The Future is in the East

- economic and geographic shift of the development axis
- strong construction demand in new EU Member States UE + quality
- great demand for catching up + insatiable markets in Russia
- the Baltic area is the strongest one in terms of growth + the most innovative region of global importance
- success owing to different cultures + various regional strengths

Consequences:

- using the dynamics of new development axes
- cross-border cooperation of the strong
- balanced combination of own + public benefit
- using regional peculiarities, e.g. wooden houses
- openness, liberality, tolerance, mutual learning from others

Example: partnership of roofers Dresden + Wrocław

Message: information, examples and discussion

2nd Thematic Specialisation: We Will Win Owing to Innovations

Contents: forms and fields of innovation; High Tech + matching development; cooperation with the world of science; basic conditions for implementation

List 7: We Will Win through Innovation

Those who appear too late, will be punished by the life!

- product innovations: new products, with added value
- process innovations: cost savings and increased quality (products, services, as well as work)
- organisational innovations: include the mind of every person into the work
- social innovations: crafts offer more than money
- ✓ new structures and improvements
- ✓ High Tech and tailored techniques
- ✓ quality is more than standards: customers as innovators
- ✓ orientation on 20% of establishments: competition as innovators

List 8: High Tech + Matching Technologies

- High Tech is important: biotechnology, robotics, energy from hydrogen
- global demand for tailored technologies with the use of High Tech
- threshold and third countries do not need our solutions but solutions tailored to their needs, mentality, etc.
- combinations of technology and links, as well as new forms of cooperation are decisive
- new technologies, especially on the basis of microelectronics work in a decentralised way and require organisational progress

Consequences:

- tailored solutions are a special strength of small and medium-sized enterprises
- new technologies enable and require cooperation
- 2/3 of all patents come from small and medium-sized enterprises
- new solutions with complex technologies require partnership for their development
- small and medium-sized enterprises cannot afford complex technologies, they master these technologies conditionally and are not able to cope with high dynamics

Example: cooperation of carpenters with a central user and CAD controller, joint sales

List 9: Strong Partners from the World of Science

Creating situations favourable to both parties and intensive cooperation with universities + colleges

- openness to both sides
- structural alignment owing to the package
- appropriate orientation of small and medium-sized enterprises
- chambers as liaison and translators
- cooperation of many disciplines: philosophers, historians, economists, engineers as well as small & medium-sized enterprises
- common centres of small and medium-sized enterprises for science, research and development with regional specialisation

List 10: Vision

"We have to be faster and better!"

- At the lower level we can only lose
- We are not reach enough for really cheap products

List 11: Something Good Can Only Be Created on our own

We work alone and always in an innovative way, we do not wait for our superiors!

Negating – matching – shaping?

"Only we can set ourselves free!"

- those who want to maintain everything, have to change everything
- deliberate destruction of the existing things
- to manage means to overcome bottlenecks
- only with innovative changes we can grow humanly and economically
- innovative solutions remove old and create new bottlenecks:
nothing results from complaining

List 12: Supporting Strengths - Fondness of Diversity

- do not do what everyone else is doing but what we can do best: doing the same pulls us down
- differences and strengths as an engine for innovation; everyone has at least one strength
- concentrating on strengths + forgetting about weaknesses
- using the strengths of others (advice from experienced people)
- intellect and intuition: head, heart and hands as a whole
- superiority of practical intelligence: something ingenious is always simple
- "the strong" need modesty + tolerance
- main drawback: devaluation of others and too low self-esteem: equalise the level of self-esteem!

List 13: Process Organisation

- always do at least two things at once
see: own experience
- create a second field of activity in the areas of growth early enough and develop in step by step
see: everything that is big starts from small things
- errors are allowed; detours improve the knowledge of the area
see: Edison
- today's success is often a failure of the future
see: right start of what is new and deliberate destruction of what is existing
- offering and using appropriate assistance for small and medium-sized
see: vision "staff functions"

Message: information, examples and group work with joint assessment

3rd Thematic Specialisation: Customer is King

Contents: market trends + growth areas; demand development and added value; suppliers + co-entrepreneurs; old and new market fields; quality management

List 14: Bottlenecks = Growth Area

Today's + predictable bottleneck areas promise growth + profits, e.g.

- energy and environment
- social security + old age security + health
- public finance – PPP public-private partnership
- more qualitative growth, e.g. shaping, residential comfort, residential environment, sustainability

Consequences:

- saving of energy and resources
- own house as a life insurance
- housing for the elderly + for structures similar to the family ones
- construction sector + materials supporting health
- reduction of operating costs
- economical construction without sacrificing comfort

Example: Swedish company with a specialisation in the area of energy and the environment + cooperation with Central Europe, as well as further additional small enterprise supporting health

List 15: Developing the Offer and the Demand

Bottlenecks are determined with the relation of supply + demand

Factors which determine demand describe bottlenecks, and thus the growth areas, e.g.

- number and age structure of population: demographic change
- purchasing power and wishes of customers: higher available incomes and other needs
- customers conducting business activity: movement of the demand abroad and leaving the implementation phase
- public customers: large demand, low purchasing power

Factors which determine the supply, describe bottlenecks, and thus the growth areas, e.g.

- number of bidders: increasing competition - also in international terms
- costs and quality of bidders: high technical progress, large and increasing pressure on prices, quality reserves

List 16: Growth Areas

Identification of 10 various growth areas from bottlenecks + supply/demand factors (present + future)

1. energy and environment
2. resource-saving construction
3. health and social issues
4. science
5. development of organisations and cooperation
6. added value and services
7. subcontractors and co-entrepreneurs
8. public procurement
9. international markets
10. innovations

List 17: Example "Energy and Environment"

Energy from fossil fuels is significantly limited, moreover, there is a strong increase in prices, large burden of CO₂

1 energy efficiency

- 13 million of buildings in the FRG requires renovation in terms of energy
- 32% of enterprises have energy costs up to € 50,000 annually; 31% up to € 150,000 annually; 36% over € 150,000 annually
- huge market potentials abroad, particularly in the Central Europe
- mostly markets for craftsmen: insulation inside and outside of buildings, windows absorbing heat, modern heating systems, etc.

- traditional paths and new offers of the crafts, e.g.
 - + craftsman as a heat supplier
 - + funds for the future
- large demand for qualification and information in the crafts

List 18: Example "Energy and Environment"

2 alternative energy sources

- renewable energies only 15% of demand so far
- roof installations processing solar energy processing into electricity: roofs in Braunschweig can generate 70% of private electricity consumption
- heat generation from solar energy
- CHPs
- heating with pellets
- eater energy, etc.
- huge markets for artisans in the country and abroad with an extremely high demand for information and qualification
- important: avoidance of new problems, see e.g. solar cells

List 19: Example "Energy and Environment"

3 water saving

- increasing worldwide shortage + constantly rising prices
- fast growing craftsmen markets in the country and abroad
 - + systems for conserving water
 - + 2-cycle recycling systems
 - + use of rainwater
 - + grey water enrichment
- high demand for customised technologies in third countries
 - + solar water pumps: small and medium-sized enterprises from Wedel
 - + water accumulation in Thailand: small and medium-sized enterprises from Hamburg
- Growth area so far undiscovered by the crafts!

List 20: Example "Energy and Environment"

4 various environmental protection

- decentralised wastewater treatment plants: powerful demand abroad, especially in third and threshold countries
example: small and medium-sized enterprises in Vilnius
- air filters
example: biological air filter, Elbtunnel, small and medium-sized enterprises in Hamburg
- decentralised combustion of burdened waste with low level of harmful substances
Example: small and medium-sized enterprises in Lübeck with the university
- agents for the care of textile products not containing CFCs, etc.

Strongly growing markets - also as a result of increasing regulations and obligations
Pressure of market and economic solutions with increasing prices, e.g. trade in air certificates
Increasing importance in the EU, e.g. zero-energy houses from 2020!

List 20: Example "Energy and Environment"

5 economy based on recycling

- each increase in effectiveness is good + powerful markets for the crafts; however without long-term solution to the problem
- solution only through the economy based on recycling with 100% recovery: Cradle to Cradle principle
- over 600 products already on the market
 - + edible t-shirt
 - + eternal newspaper or eternal book
 - + healthy aircraft seats, etc.
- since 2011 in the KLM lines aircraft interior fittings only 100% cradle
- public sector contracts in the Netherlands since 2012 only 100% cradle
- in the long-term perspective, a very powerful future-oriented market; prepare for it today + enter slowly - it is also an image-related issue!

List 20: Example "Energy-Saving Construction"

Construction is again a field of growth; but with a new quality, in particular with the conservation of resources

- high demand in the construction sector: many people want property (also as a security for the old age), increased mobility, increased living space and comfort of living, etc. - only in Hamburg 20,000 are lacking
- significant regional differences: demand for housing in the new construction in agglomerations and the surrounding areas, little demand in rural areas. A great need for renewal and modernisation everywhere.
- construction appropriate to the age; houses for many generations; housing for seniors
- strong infrastructure demand with new forms of financing
- huge construction demand in the new EU Member States, as well as in threshold countries
- saving of resources: energy, water, in particular the soil
- extremely large demand for healthier construction + healthier materials
- strong pressure in terms of prices with substantial reserves of productivity
- dissatisfied customers: consulting, services from a single source, individual

List 21: Example "Health and Social Issues"

- ✓ increasing social fragmentation (a bottleneck!) allows for increasing the demand for social integration
- ✓ increasing number of foreigners requires more integration
- ✓ larger proportion of older people with specific needs
- ✓ trend of giving the initiative to the private parties creates space in the economy
- ✓ trend towards decentralisation meets the crafts
- ✓ new services for the crafts related with food and services
- ✓ return of the function of a small local store + opportunity "to purchase on-site"
- ✓ intensive growth outside the classic crafts: care for the elderly and youth, street workers, etc. (high qualifications, see e.g. physiotherapy)

Another area of activity plus a strong image factor for each craft.

List 22: Example "Science"

One of the largest bottlenecks and the strongest growth areas!

Great importance for the trade in 2 ways:

1. Bidders of scientific activities on the strongly growing market of private economy. For crafts enterprises

a) vocational education (as a necessity, not own business)

b) further training for companies, possibly in cooperation; first of all, a market for crafts organisations + service providers in the area of science

2. The most important assumption is to be able to use the market opportunities within other areas of growth with the use of qualified personnel: the largest demand!!!!

Securing young professionals and executives, as well as entrepreneurs is for the crafts a question of survival + the most important task for support.

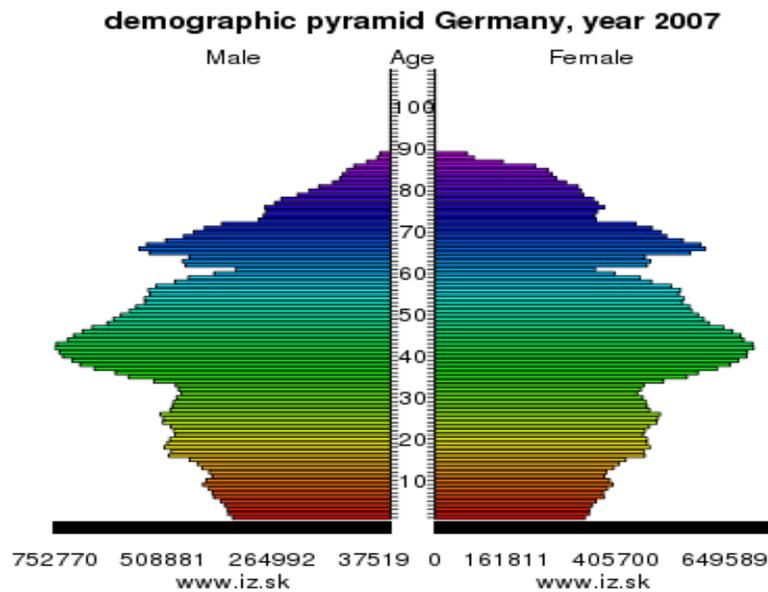
List 23: Example Science "Trends Characterising the Regional Economy"

- specialised staff is crucial in the crafts.
 - + requirements concerning qualifications are high and still increasing
 - + within the framework of globalisation, small and medium-sized enterprises have a chance only owing to a high level of innovation and quality = the highest qualifications
- constantly falling costs of transport and communication increase mobility of production factors
 - + enterprises move to attractive locations with a large potential of specialised staff
 - + workers move to locations with attractive education offers and diverse labour market
- intensification of competition among locations for (highly) qualified employees and capital
 - + education offers are a decisive factor of competitiveness

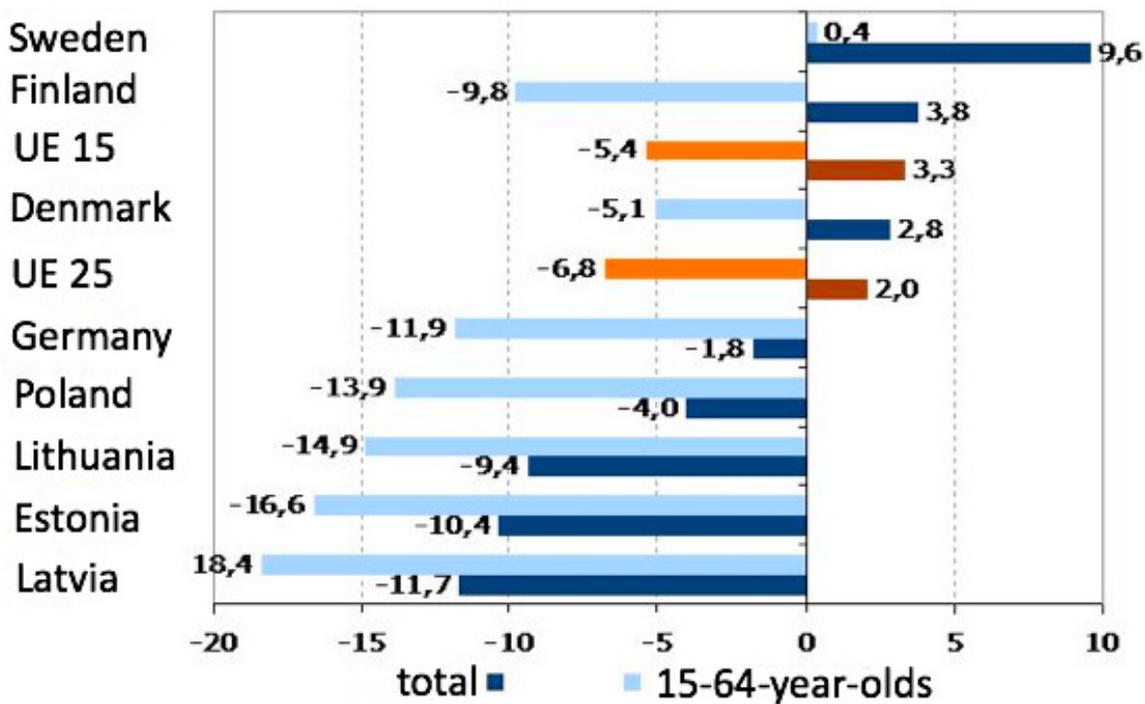
List 24: Example of Science "Demographic Changes + Migration"

- crafts have a good chance of growth but only with qualified personnel
- due to the ageing structure, the crafts need more staff
- dramatic decline in school leavers due to the declining birth rate
- declining attractiveness of vocational education is a threat especially to the crafts
- increasing competitions for qualified young people among small and medium-sized enterprises, larger enterprises, universities/colleges and administration
- the crafts are threatened with being a loser and being pushed to the lower levels or getting there "voluntarily"
- demographics are highly similar in all EU countries
 - = almost no chance of inflows from **EU countries**
 - = more danger of outflows

List 25: Example "Science"



List 26: Example Science "Demographic Projections for 2010 - 2030"



List 27: Example of Science "Potential of Science Economy"

- crafts must cooperate more intensively in the international perspective
= increase in quality and internationalisation in vocational education
= additionally increase in the attractiveness of vocational education + crafts
- increasing structural changes towards a scientific economy - expansion of production and services based on intensive learning
- expansion of the creative sector will bring the future growth potential

- necessary contribution: tolerance, talent, technology - crafts need the best

List 28: Example of Science "Analyses + Estimates"

- in 10 years 40% of small and medium-sized enterprises will need successors in the company
- 70% of small and medium-sized enterprises require additional specialised staff
- 100% of small and medium-sized enterprises cannot acquire or have difficulties in acquiring the necessary specialised staff
- in the mid-term perspective, 78% of small and medium-sized enterprises require new/additional managers
- 96% of small and medium-sized enterprises wish for better practical, and 74% better theoretical vocational education

List 29: Example of Science

In the future, a decisive challenge will be the loss of working age population

- lack of specialised staff will decelerate the development dynamics: e.g. decrease in the number of trainees in Hamburg from 6,000 to 2.400 per year, by 2010 there will be a deficit of 100,000 specialised staff
- the decisive factor of success: investing in human capital
- young people avoid learning a profession and prefer studies. Studies are theory-oriented and have nearly no practical importance for small and medium-sized enterprises: despite the large number of students, there are not enough young employees for enterprises and management
- problems are known for years, and the crafts are overslept! e.g.
 - + almost none offered for those achieving good results
 - + few further training and career-related offers
 - + rigid adherence to the old and outdated structures
 - + refusal to internationalise with the growing importance of foreigners
 - + image campaign will not succeed without changing the establishments + organisations

The greatest need for action to use all the growth opportunities!

List 30: Example of Added Value "All Customers Want Added Value"

- the rich buy at Aldi + everyone wants something special
- increase in services concerning the proper product, e.g. services from a single source, highest quality, individuality, reliability, company image, counselling, financing, trust, durability, empathy
- seeming solutions are dangerous, see VW or the construction industry in Japan
- new technologies enabling small series favourable in terms of costs

Consequences:

- providing extensive added value - through cooperation
- shaping experience - also through IT
- highest quality: fulfilment of 100% customers' wishes
- true humanity
- no chance at lower levels
- providing solutions to problems: in the case of mass products the decisive factor is only the price

Examples: especially expensive LOSCHAG; cooperation of carpenters from northern Italy and Tirol

List 31: Example of Added Value "Increase in Services Connected with Products"

reducing social costs	environmental protection	guarantees
company image	consulting	financing
quality	product XY	service
individuality	design	services from a single source
empathy	safety	reliability

List 32: Example of Added Value and Services

Very large reserves of crafts in this field of growth

- true willingness of service providers is very rare
apparent solutions are recognised + rejected
- high willingness among young + older people
average age groups: spoiled technocrats
- high development and qualification demand in order to use the arising growth opportunities

Examples:

- ✓ German craftsmen often pose problems (I am the master here)
main reason: low self-esteem = devaluation of others
- ✓ Polish craftsmen - "no problem" (put the customer in the role of master)
main reason: marked self-esteem = appreciation of others

List 33: Example: Co-Entrepreneur "Trends"

Trends in the market of suppliers

- in the case of simple mass production, orders for the country with low labour costs
- if the only decisive factor in production is the price = little chance for German suppliers
- large industry leaves the implementation phase, problem solvers are sought after
- good chances for the crafts with difficult tasks along with development works (the solution is crucial)
- new forms of cooperation are required: immediate vicinity, continuous exchange, reliability, etc.

The supplier becomes a co-entrepreneur.

List 34: Example of Co-entrepreneur "Opportunities"

- a co-entrepreneur with new responsibility and stronger position (cross-correlation) + **strong innovations**
- large enterprises develop into experts for logistics and common construction of production lines in the world
- German co-entrepreneurs need (international) development and service partnerships (see Baltic Supply)

Examples:

- ✓ KLM
- ✓ Siemens - construction of a reactor in Pori/Finland
- ✓ Szajda enterprise

- ✓ SAGA Hamburg with mass services (only price) and problem solutions, e.g. modernisation with relocation or new construction from a single source

List 35: Example "Public Procurement"

Strong area of growth with new solutions

- public finances are very limited = a clear bottleneck
- at the same time, great demand for public tasks
e.g. the construction of a new + renewal of the old infrastructure: schools, roads, wastewater treatment plants
e.g. equipment and repairs: schools, hospitals, offices
- sharp opposition requires new forms of order delivery
e.g. construction of schools with financing in the form of leasing,
e.g. complete facility management
- similar trends in the case of large private service providers, e.g. in banks, without building ownership and without own building development
- without new solutions, there will be no orders for crafts or crafts will be degraded to a cheap subcontractor
- crafts enterprises have to set up their companies and qualify according to the goals
e.g. general facility taking over at least 25% of costs
e.g. training industry for facility management - and crafts

List 36: Example of Internationalisation "Potentials"

- crafts in Denmark with a similar structure as in Germany but ten times larger exports value
- crafts in Baden-Württemberg with 3 times larger exports to Poland than the North-German craftsmanship
- are the North-German crafts not really wise?
- good chances of growth for North-German crafts in international business:
- ✓ the markets of Northern, Central and Eastern Europe are open
- ✓ special services + cross-border cooperation
- ✓ special tailored solutions for threshold and third countries

List 37: Example of Internationalisation "Separation is a poison! Those who separate, lose!"

Examples of cross-border cooperation

- ✓ precision mechanics Hamburg (60 employees): 50% of turnover in Poland "where the prices are right"
- ✓ D&H from Hamburg (240 employees): manufacturing in Germany; assembly and maintenance by partner enterprises from abroad
- ✓ joinery (12 employees): making wardrobe bodies in Poland + front side in Germany - individual products
- ✓ painter (8 employees) in Hamburg with sole proprietorships from Poland
- ✓ construction craftsmanship LOSCHAG with 24 employees, of which 21 foreigners with a seasonal residence permit
- ✓ sewing factory in Berlin (7 employees) with workmanship in Lithuania

Almost unlimited growth potential requires appropriate assistance = development demand of supporting organisations

List 38: Example of Internationalisation "International Growth Markets"

- huge + still growing demand in the world for energy saving, alternative energy sources and techniques related to the environment in the world
- extremely high energy requirement of threshold and third countries. Example of China.
- extreme deficit of potable water and high water pollution
- unimaginably growing mountain of waste
- ✓ tailored solutions with matching techniques are necessary = power of small and medium-sized enterprises

Example: construction of a village in Thailand

List 39: Example of Internationalisation "Using International Markets"

- cross-border cooperation: help with establishing contacts and supervision of the project
- design communities with strong, experienced leading partner: task of the organisation? or the relevant company.
- matching, tailor-made solutions sought after all over the world, which define the future:
hidden champions
- not every craftsman will succeed abroad: maybe 20% of establishments
- ideal as a secondary activity - also with re-importation

Message: information, examples and group work with joint assessment

4th Thematic Specialisation: Community Makes us Strong

Contents: strategic alliances, cooperations within the company, between companies and international cooperations; information and communication technologies as well as exchange of information; expanding group solutions

List 40: Cooperation + Organisational Development

End of traditional division of labour! New gains from productivity as a result of specialisation and cooperation and at the same time references to the new entirety

- not the multiplicity of crafts but creating production teams
- group work slows the production line down
- computer-aided production combines the project, construction + production
- German tailors design clothing on the computer + manufacturing in Asia
- modern factories enable decentralised production

Cooperation at all levels, in all the areas:

- ✓ within the company in order to strengthen innovation + using social energy
- ✓ between companies for services from a single source, increase in quality and reducing the costs, as well as for development consortia and bidder consortia
- ✓ cross-border in order to use international market opportunities

List 41: Merger or Cooperation?

- optimum sizes of companies move down
- framework conditions support smaller units

- using the opportunities requires cooperation
 - within the company
 - between companies
 - international
- IT comes with a solution to the problem on demand

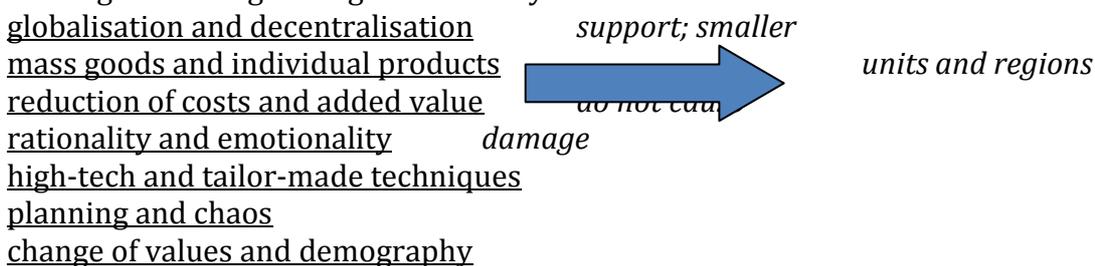
Consequences:

- implementation of cooperation in various forms
- intensive use of intelligent IT
- management based on cooperation and trust
- regrouping strengths
- well developed added-value chains

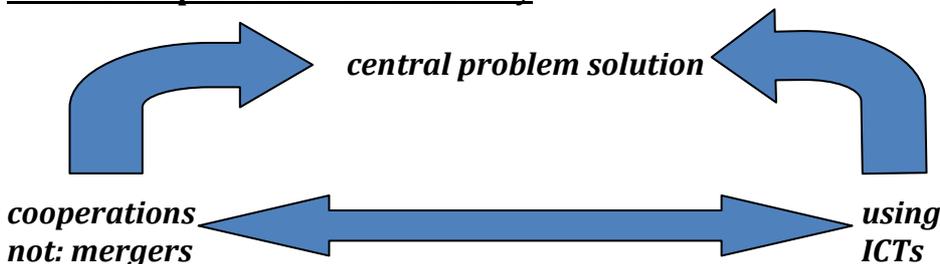
Example: Danish (+ Hamburg) model of construction

List 42: Strengths as a Result of Cooperation

Let us grow strong through community!



List 43: Cooperation & IT as the Key



Message: information, examples and discussion

5th Thematic Specialisation: Acquisition of Free Energy

Content: personnel and organisational development; managerial characteristics and strategies; immaterial and material participation; added value for the personnel and management based on trust; giving purpose to the work and to co-entrepreneurs; corporate culture

List 44: Spirituality Ensures Success

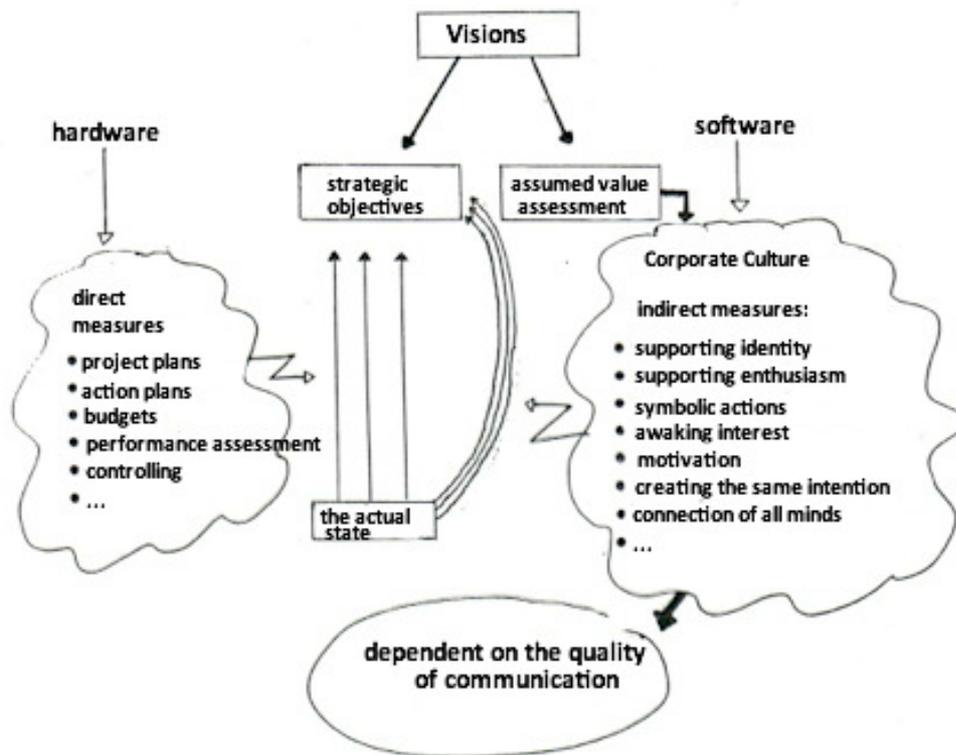
internal cooperation = HR and organisational development as an essential feature of growth

- predominance dependent on lived spirituality

- no enterprise can force ideas + quality without creating unity with its moral substance
- Work as joy and purpose
- hard work, fewer diseases, longer working life
- not describing positions + operations, but products and goals
- = **economic success as a result of spiritual development + chosen morality**
(Corporate Identity, philosophy, etc. will not help)

List 45: Corporate Culture

**Corporate Culture
Management through Visions**



- ⇒ visions: a basis for reaching the objectives
- ⇒ a basis of motivation and understanding
- ⇒ first condition of success

List 46: Management Based on Changes (change management)

Change becomes an ordinary state. Behaviour does not change by itself. Therefore, we cannot resign from change management:

- redefining the corporate culture
- Inclusions of the persons concerned
- preparing to change without fear
- redefining the roles and qualifications

- establishing new structures
- supervising the process during (endless) transposition

List 47: What do we Need in the Future?

- systematic thinking in a holistic manner in processes and contacts
- ability to think about contradictions and to experiment
- common solving of problems within flexible structures
- control of organisations through the provision of perspectives
- flexible interaction between departments/persons
- ongoing control and modifications

List 48: What do we Need in the Future?

- forms of self-organisation and self-control
- conflict resolution across the organisation
- improved information network
- strategies for dealing with globalisation
- strategies for dealing with increasing uncertainty
- management based on trust (only those who expect a lot from themselves can trust others)

List 49: Criteria of Managerial Personality A

1. revitalised cooperation and participation instead of confrontation, orders and exclusion
2. power of conflicts and confrontations instead of turning a blind eye and stubborn striving forward
3. creativity and innovation instead of bureaucratic behaviour
4. thinking and acting in a holistic manner instead of timely decision-making and technically sound performance

List 50: Criteria of Managerial Personality B

5. tolerance and self-control instead of other personality traits and opposite sites
6. wisdom connected with humility instead of arrogant persons who always know better and ignorants
7. being fully human: conscious life - positive thinking - acting ethically - instead of functioning and vegetating in the form of ordinary survival at the expense of ourselves and others

List 51: Management Drama

A) **artist:** visionaries, creative, innovative, fond of risk, always something new, attentive to the human

B) **technocrats:** a person thinking with numbers, feeling at home in each sector, cold, people cause costs or have money for shopping. Very bad visionaries; hate artists

C) **craftsmen:** innovative, living here and now, practical, reliable, tradition and progress, like people; located between the artist and the technocrat

List 52: The Ideal Management

artist

qualifications	<u>remuneration XY</u>	career
individuality	participation	use of a company car
empathy	safety	time management

= those who offer more than just "remuneration"

List 58: Participation is not a Luxury

- participation as a bitter necessity of success (share enterprises)
- employees as goal setters + employees as co-entrepreneurs
- implementation of material + non-material employee participation
- new source of capital + remuneration from two sources
- 97.5% want participation; blockage of middle management
- introduction of a gentle pressure from above + willingness to mature
- patience may be apathy and impatience a virtue (see seniority and adolescence)

Example: Rothermann managed from Thailand: "We are fast, innovative, we have the best people, we pay very well and provide only the best quality"

List 59: Cultures are more important than structures

People (customers + employees) seek constant orientation (values!), but flexible structures: of working time, remuneration, self-determination, elasticity, time management, fulfilment

- ✓ individual, flexible working hours during the year or a lifetime
- ✓ combination of several activities
- ✓ development of work to fit the family
- ✓ remuneration corresponding with achievements, transparent, no flat rates
- ✓ clear information and intensive use of IT

Example: LOSCHAG

List 60: "The Winner is the One who solicits people for himself "

- no chance at the lower levels
- workers are have extreme deficits:
 - quantitative problem (demography + displacements)
 - qualitative problem (low-skilled crafts)
 - increasing competition (economy, universities)
- increasing requirements
- increasing mobility + movements in international perspective (competitive battle for workers)
- the elderly are needed for longer but on different terms (contents, part-time jobs, job-sharing, etc.)
- women are treated more fair + their qualifications are particularly sought after; support the "new" management
- the harmed will record profits, gain new facilities as "universities with life-long studies"
- strong movement in the wide scope, more workers from abroad

Message: information, examples, role playing and discussion

6th Thematic Specialisation: Description Based on an Example

Contents: assessment and further development, description based on an example

Message: team work and joint assessment

3. Certificate

After the completed seminar, the participants obtain a certificate specifying the thematic scope of the training (thematic specialisations), which shall be signed by the organisation conducting the training.