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Applied Insights from the **FH Kufstein Tirol**

COMMUNICATION AND CHANGE

Thematic anthology | 2016 - 2025

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EDITORIAL

COMMUNICATION AND CHANGE

Dear Reader!

Applied Insights is a specialist newsletter that has been published every two months since 2016 and now has several thousand subscribers. Each issue presents a compact overview of a current topic, relevant to all industries and all company sizes. The structure of each improve is standardized, i.e: Presentation of the topic, checklists, and a tool or general example for implementation. The authors are subject matter experts who have both the practical experience and the scientific background in their fields. The thematic anthologies combine the previous individual improve editions with the following focal points (alphabetical order):

- Digitalization and artificial intelligence
- Communication and change
- Management and effectiveness
- Marketing and customer orientation
- Organization and productivity
- Strategy and navigation

The focus of this thematic anthology is communication and change. It presents tried-and-tested approaches, methods and tools for systematically managing and implementing future issues and changes. Contents include: Stakeholder management, team development, emotional intelligence, corporate culture and sustainability.

We hope that this collection of topics will give you some ideas and suggestions for discussion, decision-making and implementation.

Yours sincerely,

The FH Kufstein Tirol
University of Applied Sciences

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CULTURAL DIFFERENCES AND SIMILARITIES

Asc. Prof. (FH) Claudio Schekulin

CULTURAL DIFFERENCES AND SIMILARITIES
DEFUSE CONFLICTS AND DEVELOP A CULTURE

Society and the economy are becoming increasingly international, networked, and diverse. This means that more and more people with cultural differences are meeting, exchanging ideas, and working together. To ensure that these differences lead to trust, form a whole, and are productive, a number of principles and values should be observed. Cultural values in particular are an important basis for identifying areas of conflict and finding solutions.

From Asc. Prof. (FH) Claudio Schekulin

1. HOW DOES CULTURE EXPRESS ITSELF?

Many managers and employees have already experienced it: a poorly chosen topic of conversation at a business lunch leads to awkward silence, a meeting with a foreign business partner escalates, a deal that was thought to be certain falls through. If you mention cultural differences when networking, many people think back to their last business trip and how customs differ from country to country. While such observations are not wrong per se, they oversimplify the concept of culture too much to make it meaningful for the business world.

Cultural differences are more complex than is often assumed.

From a scientific perspective, the concept of culture encompasses all differences in values and the resulting approaches that can be attributed to a particular social group[1]. These groups are often geographical in nature, but are already much more differentiated in this respect than just "Canada", "Indonesia", or "France", for example. In Europe in particular, many people are aware that historically evolved regions have their own cultural characteristics and that the way in which business is approached often differs significantly from region to region. The same can also apply to industries, where cultural differences within industries are often much smaller than those between

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[1] See Leung, K. et al, Intercultural competence, in: Annual Review of Organizational Psychology and Organizational Behavior 1/2014, p. 490.

industries. For example, two mechatronics companies from Bavaria and Mexico can be much closer culturally than a brewery in Rosenheim and a private bank in Hamburg.

Furthermore, cultural misunderstandings and conflicts can also result from demographics. Factors such as age, origin, gender, or level of education repeatedly lead to equally serious cultural differences, as we know from comparing different countries. In the interaction between people in the business world - be it within the company or in communication with business partners - complex cultures and identities inevitably come together. Aspects like age and gender clearly show that such differences are also highly relevant for small and medium-sized enterprises: nothing is monocultural and everything has different dimensions. It is also clear that in an increasingly globalized and dynamic society, cultural differences are not only evident in international business, but must also be taken into account outside of business trips.

Internally, companies try to defuse potential conflicts by establishing a uniform corporate culture. This approach is valuable and beneficial. However, it should not obscure the fact that people continue to operate within their unconscious cultural communication patterns - even if they do their best to integrate into the corporate culture. Cultural differences are often too fundamental and identity-forming to be simply dismissed on entering the workplace. And what applies within the company is even more evident in business interactions with partner companies. The big challenge is to make this complexity tangible and to deal proactively with the issue of culture.

Culture can be made tangible through value dimensions.

This can be achieved by focusing on various value dimensions in which cultural differences are evident. One value dimension, for example, is the stronger or weaker long-term orientation of two cultures. Objectively, it is clear that only a harmonious interweaving of short-term operational and long-term strategic goals can lead to success. However, the cultural difference lies in the extent to which one side or the other is emphasized in communication. It is often this divergence that can lead to disagreements and conflicts. Through reflection, the relevant value dimensions should be clearly addressed so that the conflict can be defused through targeted communication and the business interaction can be brought back on track.

2. WHAT CULTURAL VALUE DIMENSIONS ARE THERE?

To counteract the common oversimplification by country and make cultural differences tangible at all levels, there are dimensional models that have identified universal value dimensions. These reveal either cultural similarities or differences. The best-established model is that of Geert Hofstede[2] , which comprises six value dimensions (see Fig. 1).

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[2] Hofstede, G. et al, Local thinking, global action, Munich 2017, p. 30.

Fig. 1: Cultural value dimensions		
1. **Power Distance**	>>	Establishing a clear hierarchy or equal rights for all?
2. **Individualism vs. Collectivism**	>>	Ensuring the development of the individual or prioritizing the good of the organization?
3. **Motivation Toward Achievement and Success**	>>	Emphasizes task-oriented competitiveness and success-mindedness versus relationship focus, modesty, and quality of life.
4. **Uncertainty Avoidance**	>>	Following fixed rules or flexibility in dealing with each other?
5. **Long-Term vs. Short-Term Orientation**	>>	Quick success or long-term thinking and action?
6. **Indulgence vs. Restraint**	>>	Enjoying life or iron discipline?

If you want to put this model into practice, the most important point is that these dimensions are scales. It is therefore not possible to differentiate cultures into binary categories, but it is possible to represent their tendencies. For example, we can say that one culture is 80% dynamic on a scale of one to one hundred, while another is only 30% dynamic. The latter would mean that people with this cultural imprint tend to act in a restrained manner, i.e. they tend to follow established rules and structures. Things get exciting when different cultural influences and communicate with each other.

The value dimensions show similarities and differences.

The second important point is that the dimensions are largely independent of each other, meaning that almost any combination is possible. At first glance, Power Distance and Motivation Toward Achievement and Success may appear to have almost identical characteristics. However, this is not the case: cultures can be very Power Distance and therefore hierarchical, but live these hierarchies dynamically and flexibly. The Motivation Toward Achievement and Success dimension is therefore more a reflection of whether the structures are clearly defined or whether they are subject to constant change. Start-up companies will almost always maintain a dynamic culture. However, this does not necessarily mean that there are strong hierarchical differences within the organization. Equally, a company with a conservative and therefore fixed internal structure may have relatively few hierarchical differences.

3. HOW CAN WE DEAL WITH CULTURAL CONFLICTS?

Sensitivity to the six value dimensions mentioned is key to understanding intercultural conflicts. It is important to prepare for potential value differences. It can help to find out in advance how cultures work. This can be done via internet research, for example, or through business partners who have been in the country for some time. However, all this information should only be seen as an initial guide, as cultural conflicts in the real world always have to be bridged in a very specific context. Information from dimensional models often cannot reflect the complexity of culture and is ultimately too generalized. Specific second-hand recommendations are often fragmented, subjective and sometimes outdated, as cultures are in a constant state of change.

Even more important than this preparation is to consistently observe and analyze all business interactions in relation to the six value dimensions. This monitoring should cover both personal contact and every other form of communication. Depending on the industries and areas of responsibility, the spectrum ranges from everyday office communication to meetings and project management. Cultural differences are extremely dynamic and individually situated. It is therefore important to be prepared for cultural misunderstandings and conflicts and to deal with them in a situation-specific and solution-oriented manner. In a multicultural business world, a conflict in itself should not be seen as a failure, but as a challenge to be solved together.

The value dimensions create awareness and possible solutions.

Using cultural value monitoring (see Fig. 2), companies can enter into a concrete discussion about their culture(s) and develop solutions. The first step is to assess similarities and differences in the corporate culture along the six value dimensions. This involves an examinationof the initial situation and a clear presentation of the circumstances. On this basis, measures are then developed to prevent, avoid, neutralize, or overcome conflicts. These should be specific and include deadlines and responsible parties. The danger with cultural discussions lies in an abstract, detached discourse without "grounding". Therefore, the measures or solutions are the definitive quality test for conflict diagnosis and defusing.

4. CONCLUSION

Cultures are multi-layered and overlapping. Every person is shaped by different cultural influences such as origin, language, gender, and much more. Cultural misunderstandings and conflicts can usually be traced back to different values. In order to prevent tensions, clarify misunderstandings or defuse conflicts, it is necessary to be aware of these value dimensions and understand their influence on actions and communication. On the basis of such value monitoring, the choice of language and behavior can be adapted to the values of the other person without having to abandon one's own convictions and concrete goals. This monitoring not only identifies potential for conflict or specific conflicts, but also traces them back to a specific value dimension. This is the basis for an open, factual discussion and defusing the conflict through an adapted communication style .[3]

Summary: Application and benefits
1. Systematic cultural monitoring via the value dimensions 2. Clarity about cultural similarities and differences 3. Identification of potential or actual areas of conflict 4. Targeted search for solutions to prevent, avoid, neutralize or overcome conflicts

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[3] See Ting-Toomey, S. / Dorjee, T., Communication across cultures, New York 2019, p. 145.

Fig. 2: Cultural value monitoring - tool and example (retail company)

A Central European trading company (M) has acquired a Brazilian company (B) in order to develop the South American market. During the integration phase, cultural similarities and differences are monitored in order to ensure professional cooperation at an early stage.

Value dimension	Assessment of the culture	Measure	Date	Responsible
1. Power Distance	• Strong hierarchy (B) versus participative, open approach (M) • Dominance of individual power circles (B)	Start of joint management development with a focus on change and culture	30.04	Berger
		Definitive management decisions	30.04	Larcher / Rusoff
2. Individualism vs. Collectivism	• So far, strongly individualistic characteristics in both cultures (B) and (M) • Collectivist attitude of younger employees in both companies	Special monitoring of younger employees and managers with regard to purpose and work-life balance (possibly conflict lines with the "old core workforce")	30.06.	Miller
3. Motivation Toward Achievement and Success	• Consistent culture in terms of focus on results, decisiveness...	-	-	-
4. Unvertainty Avoidance	• Strongly conservative, past-oriented culture (M) • Great flexibility and a pronounced culture of change (B)	Joint development of a strategy for the future with representatives from (M) and (B) due to the potential for conflict	30.09.	Chairmen of the Board
5. Long-Term vs. Short-Term Orientation	• Traditional long-term thinking (M) versus short-term shareholder approach (B) • ...	...	...	
6. Indulgence vs. Restraint	• ...	...		

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SUSTAINABILITY REPORTING

Prof. (FH) Dr. Dominika Galkiewicz and Dr. Bernd Wollmann

SUSTAINABILITY REPORTING
TIMELY AND PROFESSIONAL REPORTING

In recent years, the issue of sustainability has evolved from a voluntary environmental issue to an increasingly comprehensive set of regulations. EU taxonomy reporting is gradually becoming mandatory for more and more companies. This also presents additional personnel, time, and structural challenges. Large companies are often better prepared for this because they have the resources and know-how for professional reporting. Small and medium-sized enterprises (SMEs) face major challenges here because they have to prepare for this very special reporting in good time and comprehensively - similar to a tax return.

By Prof. (FH) Dr. Dominika Galkiewicz and Dr. Bernd Wollmann

1. WHAT IS MEANT BY CSRD, NFRD, ESG, AND ESRS?

In order to prepare effectively for the reporting of sustainability measures, the first step is to briefly outline the most important terms. The EU taxonomy pursues an objective of the so-called "Green Deal" of the European Union (EU). It is intended to "reward" companies that do more for sustainability and climate protection. The European Union's Corporate Sustainability Reporting Directive (CSRD) aims to standardize and strengthen sustainability reporting for companies. It builds on the existing Non-Financial Reporting Directive (NFRD) and extends its scope of application to additional companies. A key change compared to the previous NFRD is the double materiality that now applies: this means that both topics that have a direct impact on sustainability and those sustainability aspects with a financial impact on the company are reported[4]. Companies should determine the material or financial materiality in a materiality analysis to be carried out and thus determine the content of the report.

Sustainability means commitment and comprehensive reporting obligations.

Starting in 2024, large, listed companies in the EU will be obliged to prepare comprehensive sustainability reports in accordance with the CSRD regulations. These reports should not only contain financial information, but also comprehensive data on environmental, social, and governance (ESG) factors. The EU is working in parallel on the European Sustainability Reporting Standards (ESRS), which are intended to serve as a uniform framework for reporting. The ESRS are intended to promote clarity and comparability of published information by prescribing uniform methods and key figures

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[4] Edmans, A., The purpose of profit, in: London Business School Review, 30(2-3) / 2019, p. 18 ff.

for reporting on sustainability issues. It is already clear today that this will be relevant for all organizations in the future and that company management would be well advised to deal with it at an early stage. Gone are the days when non-binding, voluntary procedures were sufficient.[5]

2. WHICH COMPANY MUST REPORT FROM WHEN?

The Corporate Sustainability Reporting Directive (CSRD) currently affects all capital market-oriented companies as well as large insurance companies and banks. These companies must comply with the European Sustainability Reporting Standards (ESRS). The sustainability report will then form part of the annual report, which will also be audited. Small and medium-sized enterprises (SMEs), which are also listed, will then follow in 2026 (see Fig. 1). The scope and depth of the SME legislation is currently still under discussion. However, these companies in particular will have to ask themselves whether it makes sense to voluntarily report on their progress in converting to more sustainable processes and successes in the fight against climate change for the time being. On the one hand, this can give them a competitive edge on the market, and on the other hand, it allows them to gain initial experience in reporting. Best practice examples for reporting in the SME sector can also be used for this purpose.

Transition periods should be used to gain experience and establish sustainability as a competitive advantage.

In the transition period until at least 2026, it will certainly make sense for SME companies to analyze the activities that have already been implemented for sustainable business practices. It should be examined whether these can already be combined into a sustainability strategy. Ideally, concrete (partial) successes achieved should also be presented. Degree programs by the Institute for Ecological Economy Research (IÖW) and the association future e.V., for example, list the names of companies that have already generated good sustainability reports. However, the reports still vary greatly in terms of the content and scope of their descriptions. Almost all reports address the issue of climate change with CO_2 emissions and energy consumption (ecological dimension). There are major differences with regard to the use of indicators for formulating targets and monitoring target achievement. Each company must, therefore, consider individually which criteria are particularly suitable for presentation and which companies should be used as benchmarks . Policymakers are also considering granting reporting companies advantages in terms of compliance with the Supply Chain Act.

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[5] Nasreen, T., et al, Sustainability reporting - a systematic review of various dimensions, theoretical and methodological underpinnings, in: Journal of Financial Reporting and Accounting, 01/2023, p. 33 ff.

3. WHAT NEEDS TO BE CONSIDERED WHEN REPORTING

Many employees and managers continue to identify the concept of sustainability with ecological goals. However, this is only one aspect. In recent years, the focus on sustainability has been increasingly broadened to include social, legal, diversity, and much more. These different reporting topics also vary in popularity: the social dimension of sustainability reporting is generally popular. This includes information on the company's own workforce as well as information on working conditions, equal treatment and equality. There is little to no information on employees from the upstream and downstream supply chain. In most cases, there is also little information on the local communities involved from abroad. Domestic communities, on the other hand, are discussed in detail. Customers are also often presented only rudimentarily on the basis of existing information.

Sustainability is not just "eco", but multi-dimensional.

In the area of the corporate governance dimension, it is striking that many companies also comment on the topics of corruption, bribery, and political involvement. There are also extensive descriptions of the relationship with suppliers, as most have already established guidelines for dealing with suppliers in the past. It is advisable to retain the reports already introduced in the future, as strong sustainability management strengthens the image of a company as responsible and ethical. However, sustainability communication also has an internal impact - especially in the direction of a positive employer brand and a responsible corporate culture.

Fig. 2: Core topics for sustainability reporting

1. **Procedure**: Find out about the sustainability reporting procedure (objectives, reporting structure, methods, etc.), for example via the application guides and excel spreadsheets provided by the EU.
2. **Topics**: Identify your most important specific sustainability issues along the dimensions (environmental, social...). Assess the impacts, risks, and opportunities.
3. **Clustering**: Organize the sustainability topics according to relevance. Start clustering from very important to less important.
4. **Stakeholders**: Identify the relevant stakeholder groups. Start with the largest possible group of interested parties and then proceed according to the exclusion principle.
5. **Prioritization**: Compare the stakeholder relevance and the business relevance and then make the final decision on importance.
6. **Requirements**: Clarify the reporting requirements for your company size (guidelines, action plans, relevant indicators).
7. **Organization**: On this basis, review your organization (processes, systems, instruments) in order to initiate the necessary measures.
8. **Goals**: Define the first sustainability goals and incorporate them into the corporate strategy.
9. **Impact**: Implement your action plan by adapting your business, your processes, your reporting, and your information systems.

Sustainability reporting can already be prepared now in order to make sensible use of the transition period until mandatory reporting becomes mandatory (see Fig. 2). Pragmatically, active reporting should be carried out on the key topics of climate change and employees ("ecological and social"). There is currently great public and media interest in these two areas. SMEs in particular can score points by making an active contribution to sustainable management and communicating this in (regional) media as an example of best practice. With regard to the other topics, a relevance analysis should first be carried out - for example, supply chains, diversity or similar. In any case, it is advisable to at least briefly present these topics, derive objectives and thus ensure transparency.

Fig. 3: Sustainability reporting: tool and example (industry)

Background: A medium-sized company is systematically preparing for sustainability reporting. Measures, deadlines and responsibilities are developed along the core topics.

Core Topic	Measure	Date	Responsible
1. Procedure	Stocktaking of the first official reporting obligation and collection of report templates from the associations (DIHK, WKO...)	28.02.	Miller
2. Topics	Development of an initial sustainability roadmap for the individual sustainability dimensions (taking into account existing key figures and reports)	31.03.	Besic
3. Clustering	Management workshop I: Presentation of the results to date (points 1 and 2) and clustering of the topics	10.04.	Bachmann

4. Stakeholders	Development of a stakeholder concept for the sustainability topics (incl. affectedness, interest, positions of power, etc.)	30.04.	Fresh
5. Prioritization	Management workshop II: Final prioritization of the sustainability roadmap	15.05.	Bachmann
6. Requirements	Definitive clarification of the reporting process and reporting methods	31.05.	Miller
7. Organization	Alignment of reporting requirements with existing reporting and controlling processes	31.05.	Miller
8. Goals	Management workshop III: Adoption of the sustainability targets and the reporting process	12.06.	Bachmann
9. Effect	Integration of sustainability targets and reporting into departmental targets (incl. integration into implementation controlling)	30.06.	Miller

4. CONCLUSION AND OUTLOOK

A development plan can be drawn up along the core topics for sustainability reporting (see Fig. 3). Key points are defined and initial implementation steps are initiated. It is important to initiate this in an open process within the management team and to involve experienced employees in the process. The cultural and communicative part of sustainability is just as important as the factual and content-related part. The earlier experience is gained, the easier it will be to implement when the reporting obligation becomes a legal requirment.

The motto of the reporting is: transparency and impact.

In the future, sustainability will be an integral part of any corporate strategy[6]. However, it is foreseeable that the public, authorities, financial institutions, and business partners will demand information from all market participants on progress in the area of sustainability. Now is precisely the time to systematically prepare for sustainability reporting and to take the necessary structural and methodological precautions. The sooner an active discussion and development process is started, the sooner the business opportunities will become apparent: an active contribution to the future, a credible "recharging" of the corporate brand and a positive impact on customers and employees.

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[6] Galkiewicz, D. / Wollmann, B., Reporting of Social and Governance Measures in 2020 and 2021 by Real Estate Companies Stemming from German Speaking Countries, in: Selected Papers of the 8th International Scientific-Business Conference LIMEN 2022 Vol. 8, p. 59 ff.

> **Summary: Application and benefits**
>
> 1. Gain experience at an early stage through targeted networking with experts and like-minded companies
> 2. Systematic usage of sustainability to generate competitive advantages and conserve resources
> 3. Building a sustainable corporate brand with customers and on the labor market
> 4. Creating a common understanding of sustainability within the company

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EFFECTIVE TEAMS

Prof. (FH) Dr. Peter Dietrich

EFFECTIVE TEAMS
MAKING DIVISION OF LABOR EFFECTIVE AND INCREASING PERFORMANCE

Teamwork: yes or no? - When this question is asked, a lot has already been achieved. In many cases, there is a dogmatic focus on teamwork without considering in advance whether a task could be carried out more efficiently through concentrated individual work. Teamwork can lead to very positive results, but it also has its downsides. In many cases, team members are frustrated and the result falls far short of expectations. The correct deployment and management of teams is one of the biggest challenges in organizations - especially in times of change, transformation, and complexity.

By Prof. (FH) Dr. Peter Dietrich

"Team and group work are real surprise eggs!" This sentence recently jumped out at me from the reflection work of one of my students. It sums up the general feeling about teamwork - not only at institutions of higher education, but also in numerous companies and organizations where collaborative work and the associated highs and lows are the order of the day. Highs and lows can affect the mood on the one hand and the performance of the working group on the other. Both can develop positively, but of course they can also diverge completely: Teams with a good mood and poor performance, but also teams with great output in which the individual members don't see eye to eye at all.

REALITY AND IDEALIZATION OF TEAMS

There are various factors and circumstances on both a personal and professional level that can paralyze a working group. Team members act according to the well-known motto: "Great, someone else will do it!" with the result that no one feels responsible. It is not uncommon for one or two people with a sense of responsibility to sacrifice themselves with excessive commitment in order to compensate for the underperformance of the other free riders. The end result is usually a poor outcome and frustration on the part of the performers and little insight on the part of the non-performers.

> *"The simplest definition of T.E.A.M. is:*
> *toll ein anderer machts (dt.)*
> *Great, someone else is doing it."*

However, the absolute - and rare - ideal case is when the team members complement each other perfectly in terms of their expertise, working style and personalities, ultimately achieving heights of performance that each individual could not even dream of on their own. This is exactly where the phrase "the whole is greater than the sum of its parts" comes into play, as the team achieves something that exceeds the limits of each individual team member.

This ideal of collaboration also seems to contribute to the general mystification of teamwork. After all, it is associated with such positive values as participation, synergy, self-determination, and exchange on an equal footing. Nobody dares to ask publicly whether teamwork is really always absolutely necessary and conducive to success and how the relationship between group and individual activities should be organized. In any case, current job advertisements are overflowing with team attributes, both in terms of the skills required of applicants in terms of teamwork and in employer branding: companies are presented as an oasis of motivated teams where the promise of collaboration and self-organization is finally becoming a reality.

DIVISION OF LABOR, SWARM INTELLIGENCE, AND REAL TEAMWORK

In addition to the transcendental desire for an individually unattainable result and experience, the glorification of the team concept is also due to a conceptual blurring. The division of labor has provided enormous productivity boosts and made the development of our modern, functionally differentiated society possible in the first place. The separation of work steps, in turn, made organizations necessary in order to coordinate the cooperation of individuals and to make their performance sustainable – that is, expectable and plannable. Against this background, the classic division of labour is nothing more than professionally organized individual performance.

Team is much more than the coordination of individual services.

The keyword "swarm intelligence" is also often used. In other words, the idea that many people together come to better decisions than one or a few. This is good to see in the case of the audience joker in the program "Millionaire-Show" (AUT) or "Wer wird Millionär" (Dt.) As a rule, the candidate wins the round if they stick to the answer with the relatively most mentions. However, it is difficult to transfer this to team processes because it involves decisions for which there is a correct answer. If this is the case, it is simply a matter of collecting the knowledge of many and evaluating it statistically.

In both cases - division of labor or swarm intelligence - teamwork would be the wrong term. Teamwork, as such only, comes into play when the individual departments begin to organize themselves and exchange information. The responsibility for coordination and thus the team process and its result is taken into their own hands. This also makes it clear that the term "team" is often overused and misused in practice: Collaboration,

meetings, and exchanges may be elements of a working group, but real teamwork is much more.

The additional work involved in self-organization is massively underestimated.

This "more" teamwork manifests itself, above all, in the effort required to establish structures and procedures that enable decisions to be made quickly and bindingly for everyone beyond the hierarchy. This also means more effort in the event of conflicts: here, the relieving function of hierarchies must be compensated for, as unresolvable stalemate situations in the team are more difficult to escalate upwards. However, the moderation of team processes is also particularly challenging in order to constructively stimulate the members in their dealings and not fall into the tendency to compromise towards the lowest common denominator.

LEGITIMACY AND PERFORMANCE OF TEAMS

It is therefore important to carefully consider when the use of teams is functional, what side effects are associated with it, and how to deal with undesirable side effects. It makes sense to start team processes when organizations are confronted with a high level of complexity and are planning for an open-ended future. In most cases, and to make matters worse, the environment is also volatile and dynamic due to highly active competitors and unpredictable customers, making it even more unpredictable. When operating in such contexts and creativity is required, the well-considered use of teams is justified: The members can inspire each other and generate a variety of strategic alternatives - to an extent that could not be managed by individuals, either qualitatively or quantitatively. In a team, it is also easier to compensate for individual blind spots and incorporate different points of view. Equally positive is the accompanying legitimizing effect of the solutions, which is achieved by involving a larger group of participants. Anyone who has worked on a problem solution also stands behind the resulting initiative and defends it against potential critics.

A team is always caught between
Number of participants and effectiveness.

However, anyone who applies the formula: "Large group of participants = many good ideas = high legitimation potential = high performance" will often be disappointed. Good teams have a maximum size of eight to ten people. Above this, close, personal exchange becomes difficult, the commitment of individuals decreases, and the risk increases that too many will withdraw into the back seat. The potential for legitimacy also decreases when more proposals are on the table.[7]

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[7] Cf. Schwartz, B., The Paradox of Choice: Why More Is Less, New York 2005, p. 221 ff.

TASK AND RELATIONSHIP ORIENTATION IN TEAM PHASES

One explanation for the attractiveness of teams is their middle position between formalized, rigid organization and person-oriented, flexible group membership. The team is a compromise solution, you have an objective goal, but as a person you are much more prominent and less easily replaceable. Individual opinions are heard much more strongly and enable you to influence a task or project significantly according to your own ideas. Team members contribute more directly and are also perceived in a more comprehensive and multi-layered way.

This is clearly noticeable when the team is more concerned with itself than with the task at hand. The coordination effort on a purely factual level and the disputes on a relationship level multiply. This is an inevitable phenomenon, as teams have different distributions of skills & competencies, motivations, workloads, time horizons, availability, and expectations, as well as diverse personal backgrounds. Together with the perspective and agenda that the individual team members bring to the team from their traditional areas and departments, this creates a sometimes powerful mixture that is ideally channeled into positive energy for the task at hand. In any case, the team leader is called upon to harmonize the individual lines of conflict. However, as they usually have no disciplinary authority, leadership is not possible through instructions, but has to rely on appeals and discourse in order to achieve insight and constructiveness.

Every team is in a development process.

Tuckman and Belbin describe some good developments and phenomena of teamwork. The models of team phases and team roles help to predict typical dynamics. In hot conflict phases, they also have the potential to defuse and objectify the specific situation and make solutions visible.

According to the well-known Tuckman model, every team goes through four typical phases[8] , which take different lengths of time and are experienced with varying degrees of intensity (see Fig. 1). The aim is to reach the Performing phase as quickly as possible, because this is where the team has settled in and the best results are achieved. But there are no shortcuts: if a phase is completed too quickly, skipped or changes occur in the team composition, there are inevitably setbacks. The most important insight is that teamwork is an intensive and ongoing process, but one that follows a predictable path. The team phases can be used as a method to lead teams, to reflect together, and to systematically generate suggestions for improving teamwork (see Fig. 2).

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[8] Tuckman, B., Developmental Sequence in Small Groups, in: Psychological Bulletin 63/3, p. 384 ff.

Fig. 1: Team phases	
Phase	**Characteristic**
Forming	The individual roles and goals are usually unclear. This phase is characterized by a wait-and-see, polite and cautious approach in order to get to know each other. → The team is people-oriented.
Storming	Who can work with whom is tested and checked for resilience. The first conflicts emerge (at least subliminally). At the same time, the task unfolds its complexity and pitfalls, which leads to laborious progress in the matter and can result in a feeling of hopelessness. → The team is problem-oriented.
Norming	An open - constructive - exchange of opinions takes place. This phase serves to clarify roles and objectives so that rules and structures can be established. → The team is solution-oriented.
Performing	Now the group has matured into a team - integration replaces confrontation. This phase is characterized by mutual support, constructive exchange, fun in doing things together and: effectiveness. → The team is efficient - it performs!

EFFECTIVE TEAMS WITH DIFFERENT TEAM ROLES

The core of Belbin's team role model[9] is that a team of the best is not automatically the best team. Rather, it is important to note that different roles are represented in effective teams (see Fig. 3). The appropriate mix of the nine roles depends on the type of task. For example, knowledge-oriented roles are primarily required for product development. In crisis teams, the focus is more on action orientation. It should be noted that not every team automatically has to consist of nine people. Each person typically has two to three roles that they are particularly suited to or not at all. As a rule, each team member fills several roles and weights them according to the situation and requirements. A good team composition can therefore not usually be defined in advance. Rather, it is the task of the team leader to reflect on the performance of the individual team members and make appropriate development offers.

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[9] Belbin, M., Team Roles at Work, London 2010, p. 97 ff.

Fig.2: Management of teams with the team phases: Tool and example (trade)				
A retail company has launched three key strategic projects and defined a team for each, which reports directly to the Chairmen of the Board. Project managers and team members reflect on progress and cooperation on a monthly basis via the "team phases".				
Project	**Profile building and positioning via regional product ranges**			
Phase	Diagnosis	Measure	Date	Responsible
Forming	• Consistent team • Clear roles	Early clarification of the AKV (tasks, skills / competencies, responsibilities) when expanding the team to include the big data topic	30.04.	Miller
Storming	• Increasing coordination problems with purchasing • Clarification of the conflict with Category Mgmt.	Clarification of views and definition of an action program with the purchasing department	31.05.	Farmer
Norming	• Little documentation of the roles • Current discussion process regarding the rules of the game	Writing down and communicating the roles and rules of the game within the team, with the other key projects and with the functions	31.05.	…
Performing	• First implementation measures • Still too little "overall plan"	Conducting an "implementation workshop" with a clear action program for all teams and business functions	…	…

TWO CHALLENGES AS A CONCLUSION

Today, everything is automatically referred to as teamwork and the attribute "team player" is part of the standard vocabulary. The first challenge is to identify exactly where a team is really necessary and where it is better to work individually. To put it bluntly: Mozart did not compose his music as part of a team and, fortunately, driving a car does not require a team. However, there are clearly tasks that can only be solved through teamwork.

The saying, "The whole is greater than the sum of its parts," is well known and may well be true. In practice, however, the saying, "the whole is less than the sum of its parts," applies to teams. It is advisable to always start with the assumption that a team is complicated, cumbersome, self-centered and slow. Therefore, the second challenge is to make a team effective as a real working group. Unfortunately, this does not happen by itself and requires the highest level of professionalism. Teamwork is one of the most demanding tasks in our organizations and companies.

Summary: Application and benefits
1. Clarity about the advantages and disadvantages of teams
2. Tools for the right use of teams
3. Usage of the findings of the team phases and team roles to shape the team
4. Realistic view and professional leadership of teams

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Fig. 3: Team roles		
Action-Oriented		
Converter	**Perfectionist**	**Makers**
• Can plan a workable strategy and help implement it as efficiently as possible. • **Strengths**: practical, reliable, efficient. Turns ideas into action and organizes the work involved. • **Weaknesses**: can be a little inflexible and slow to respond to new opportunities.	• Used most effectively for finishing touches and error control. • **Strengths**: meticulous, conscientious, anxious, looks for mistakes, polishes, and perfects • **Weaknesses**: can tend to worry excessively and is reluctant to delegate.	• Provides the necessary downforce so that the team keeps moving and does not lose focus. • **Strengths**: challenging, dynamic, good with pressure, has the drive and courage to overcome obstacles. • **Weaknesses**: tends to be provocative and can sometimes hurt the feelings of others.
Communication-Oriented		
Coordinator	**Team Worker**	**Pioneer**
• Focuses on the team's goals, involves team members and delegates work packages. • **Strengths**: mature, self-confident, recognizes talents. • **Weaknesses**: can be seen as manipulative and may deflect his own share of the work.	• Is versatile and contributes to the team growing together. Recognizes what needs to be done and tackles it on behalf of the team. • **Strengths**: cooperative, empathetic and diplomatic, listens and avoids friction. • **Weaknesses**: can be indecisive in tricky situations, avoids confrontation.	• Has an inquisitive nature, finds and contributes ideas to the team. • Strengths: outgoing, enthusiastic, explores opportunities and makes contacts. • **Weaknesses**: may be overly optimistic and may lose interest once the initial enthusiasm has faded.
Knowledge-Oriented		
Innovator	**Observer**	**Specialist**
• Very creative, solves problems in unconventional ways. • **Strengths**: creative, imaginative, free-thinking, develops ideas and solves difficult problems. • **Weaknesses**: May ignore trivialities and be too self-absorbed to communicate effectively.	• Has a logical view, weighs up the team's options impartially and makes impartial decisions. • **Strengths**: sober, strategic and perceptive, sees all options and likes to make judgments. • **Weaknesses**: sometimes lacking drive and the ability to inspire others.	• Brings in-depth knowledge to the team. • **Strengths**: determined, proactive and committed, brings specialist knowledge and skills. • **Weaknesses**: tends to contribute within a narrow framework and can get lost in technical issues.

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EMOTIONAL INTELLIGENCE

Dr. Petra Meyer

EMOTIONAL INTELLIGENCE
RECOGNIZING THE EMOTIONAL WORLDS OF PEOPLE AND ORGANIZATIONS

It is still assumed that emotional intelligence is something for softies, is more likely to be found in women's magazines, and has little place in an entrepreneurial setting. Fortunately, this is changing: Because research into emotional intelligence in the corporate context has been going on for over 25 years. The results clearly show that a lot of positive things can be achieved with the tools of emotional intelligence: Changes succeed more easily and decisions can be made in a better way. Above all, however, the climate and culture can be shaped in such a way that employees are productive and satisfied and less likely to resign.

By Dr. Petra Meyer

EMOTIONAL INTELLIGENCE IN THE DIGITAL WORLD

The term "emotional intelligence", often abbreviated as "EQ" (emotional quotient), goes back to the American psychologist Daniel Goleman. In the 1990s, he conducted research into what makes excellent managers and employees and was the first to prove that the most important factors are not intelligence quotient, completion of studies, or technical experience. The factor that distinguishes the so-called "high performers", i.e. the "best", from the less successful is emotional intelligence. He also found that this is the case at all levels - from trainees and long-serving employees to the very top of the company.[10]

The digital world of work can only succeed with emotional intelligence.

Today, we know that around two thirds of success factors at work can be attributed to emotional intelligence skills & competencies. This is why the World Economic Forum identified EQ as one of the top 10 skills & competencies for the future of work back in 2018. This will become even more important, especially in the context of digitalization. For example, artificial intelligence is based on modeling and can act faster and, above all, without emotion. In research, we see that artificial intelligence acts better and more de-escalating than humans in conflict situations. But emotions are just as important. They create relationships with employees and customers, positive energy in teams, and a genuine connection within the company. The pandemic has shown that this also applies online. In an increasingly digital world, this is hugely important. An "emotionally intelligent approach" to feelings and situations creates a good working atmosphere and

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[10] See Goleman, D. / Boyatzis, R. / McKee, A., Primal Leadership: Realizing the Power of Emotional Intelligence, Harvard Business Review Press 2002.

thus space for innovation, trust, enthusiasm, creativity, good cooperation and confidence in difficult times.

BUILDING BLOCKS OF EMOTIONAL INTELLIGENCE

There are various definitions and models for emotional intelligence. At its core, it is about the following: Emotional intelligence is the ability to perceive and analyze emotions in oneself, in others, and in one's environment and to combine and navigate this information with numbers, data, and facts.[11] Emotional intelligence does not mean giving free rein to our emotions, but rather combining our "gut feeling" with our reason. This allows us to make more informed decisions, for example, to overcome resistance in change processes more easily and to get employees or customers on board in a better way.

Fig. 1: Building blocks of emotional intelligence
1. Recognizing and labeling emotions
2. Perceiving and interpreting behavioral patterns
3. Dealing with and navigating emotions appropriately
4. Develop optimism, empathy, and meaningful goals

Depending on the scientific model, emotional intelligence has several building blocks (see Fig. 1). The basis of the model is 1) recognizing and labeling emotions, 2) perceiving and interpreting behavioural patterns, 3) dealing with and navigating emotions appropriately, and 4) developing optimism, empathy, and meaningful goals. The following is about the core ability of emotional intelligence: recognizing emotions, understanding their message and dealing with them correctly.

Decisions are made unconsciously and emotionally and only then rationally justified.

The holistic approach of emotional intelligence focuses on our entire thinking apparatus. Many people assume that decisions are made purely rationally. This is a fatal error, especially in a professional context. Resaerch clearly shows that only 5 to 10% of decisions are made in the rational part of the brain. Most decisions are made unconsciously in the "emotional" part of the brain. It is therefore important to keep an eye on the right side of the brain, which is responsible for networked thinking, risk tolerance, and emotions, among other things.

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[11] Meyer, P. / Gölzner, H., Die Relevanz von emotionaler Intelligenz für den Erfolg von Organisationen - der Blick in die Gegenwart, Vergangenheit und Zukunft, in: Gölzner, H. / Meyer, P. (eds.): Emotionale Intelligenz in Organisationen. The key to knowledge transfer from applied research to practical implementation, Springer Verlag 2018, pp. 9-21.

REASON AND EMOTION - LEFT AND RIGHT BRAIN HEMISPHERES

In a professional context, we are very strongly focused on the left side of the brain. It is responsible for analytical thinking, we use it to solve problems and reflect on situations. However, experience shows that reasonable, rational, logical arguments are sometimes not enough and that emotions can be particularly persuasive: For example, in sales, personnel development or change processes. The emotional, right hemisphere of the brain is also responsible for resilience and risk tolerance. It helps us to stay in contact during crises, work together in a spirit of trust, and create visions.

The solution to the tension between reason and emotion is to combine both halves of the brain. After we intensively train our left brain, the "ratio", in school and vocational training, emotional intelligence focuses more on the right brain. This is because emotions serve as a source of data and should support our intellect so that decisions can be made in a more holistic, sustainable, and complete way.

Emotions provide valuable data - especially in critical situations.

An example: Let's assume that employees are moderately enthusiastic about the introduction of a new software tool in controlling. The manager logically and comprehensibly argues the advantages and simplifications that the new software will bring. Nevertheless, the team rejects the new software after a test phase - mainly due to years of familiarization with the old system. Objectively speaking, the long-term benefits are obvious. Nevertheless, the implementation milestone plan starts to falter, the tone becomes harsher, and the derogatory comments about the new software become more frequent. What to do? A good question to ask here would be about emotional intelligence. What emotions are present and what is the underlying message?

As in the example, resistance from employees is often not addressed in practice. Managers or specialists in particular are often unaware of this and unsure how to address it. Resistance is often overplayed, not taken seriously, or attempts are made to sweep it under the carpet. Typical, visible consequences in the behavior of employees are demotivation, poor performance, or sick leave. In everyday working life, we constantly encounter emotions that filter our attention and trigger actions and reactions.

BASIC EMOTIONS AS DRIVERS OF BEHAVIOR

Scientific literature defines basic emotions that make us focus neurophysiologically on problems, threats, opportunities, loss or security.[12] A corresponding motivation or behavior arises from this focus. The following figure shows an overview of common

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[12] Ekman, P., Emotions revealed. Recognizing faces and feelings to improve communication and emotional life, Holt Paperbacks 2007.

emotions with their focus, messages, and behavior (see Fig. 2). It is important to note that these emotions are neither good nor bad; they have a purpose and justify behavior. If an organization based on the division of labour wants to be effective, basic emotions must be understood because this is the only way "emotional communication" can take place. This brings emotions from the unconscious to the surface. When emotions and their message are addressed, the climate in conversations automatically changes and solutions open up.

These basic emotions are the umbrella term for a "family of emotions". In everyday life, we perceive degrees of emotions in much greater detail. And the better you know the differences in yourself, the better you can adjust your behavior. Additionally, messages, motivation and behavior in other people can be perceived and interpreted. This helps you to control your own reaction and engage with an emotional situation.

Emotions control people - and therefore also organizations.

Since the lockdowns of the last two years, the so-called "great resignation", the importance of emotional intelligence has become even more clear and more conscious. It brings emotional stability, connection, and confidence, especially in difficult times. This is not only important in our private lives, but also in a professional context, as it is the only way to achieve performance.

Fig. 2: Basic Emotions			
Basic emotion	**Focusing the Brain on**	**Message of Emotion**	**Motivation or Visible Behavior**
1. Anger, Rage	Problems	• Something seems unfair • Something is in the way • Values or goals are violated	• Fight, fear, destroy • Change something in life • Maintaining your own boundaries
2. Curiosity	Possibilities	• New paths open up • Joyful anticipation of something new • A change or something unknown	• Move on, continue • Moving forward, making a difference • Explore, try out
3. Joy	Achievements	• Being on the right track • "It works", "It succeeds" • Inner balance	• Aiming for "more of the same" • Carry on • Continue
4. Trust	Security	• Being able to rely on others • Taking a well-considered risk • Have clarity in communication	• Connecting with others • Networking and opening up • Accept
5. Fear	Threat	• Feeling in danger • Not coping with a situation • Being overloaded	• Protect yourself • Setting boundaries, breaking off contacts • Change something ("get out of the comfort zone")
6. Mourning	Loss	• Have already lost something • Worrying about losing something • Fearing a farewell	• Pause and clarify • Finalize things • Facing pain

Understanding yourself, others, and your professional environment better and backing this up with facts, figures and data is key to emotional intelligence and creates a sustainable and resilient climate in companies. Because the better you understand yourself, the better you can connect with others and create stable relationships. Emotional intelligence can be used in change processes, in particular, to achieve a better result for all participants (see Fig. 3). Emotionally stable leadership enables more satisfied, happier and more committed employees. The consequences are useful, positive emotions in teams, which leads to more effective work and ultimately to more satisfied customers, and thus to a better performance of the company.

Summary: Application and benefits
1. Recognize, integrate and manage the emotional situation in yourself, in teams, and in the company
2. Building connections and "real" relationships - with yourself and with others (employees, customers, suppliers)
3. Actively shaping changes, decisions and relationships (with customers, with employees)

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Fig. 3 Emotional intelligence in change processes: *Tool and Example (insurance)*			
Background: An insurance company introduces new sales software and starts a change process. The basic emotions can be used to diagnose this change in order to integrate the new system in a way that is acceptable to everyone.			
Basic Emotion	**Focusing the Brain on**	**Diagnosis of the Wituation**	**Options for Action and Navigation**
1. Anger, Rage	Problems	• Too much "clinging to the past" among some team members • Still too little inner conviction of the new	• Listening and "being there for care" • Clearly demonstrate the benefits and productivity advantages of the new system
2. Curiosity	Possibilities	• Some "allies" in the team for the new • Existing positive examples that the new system works	• Have team members present positive effects • Making the advantages of the new tangible
3. Joy	Achievements	• ...	• ...
4. Trust	Security	• ...	• ...
5. Fear	Threat	• ...	• ...
6. Mourning	Loss	• ...	• ...

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STAKEHOLDER MANAGEMENT

Prof. (FH) Dr. Peter Dietrich

STAKEHOLDER MANAGEMENT
DEVELOPING A CONSTRUCTIVE DIALOG WITH ONE ANOTHER

The term "steakholder" regularly comes up in concepts, reports, and presentations, causing a general grin. It often seems that not only the spelling but also the meaning of this term is obscure. However, the management of the "stakeholders" in question has nothing to do with culinary preferences, but is a real field of conflicts, and also of opportunities.

By Prof. (FH) Dr. Peter Dietrich

Companies and all types of organizations are in constant interaction with their environment and are confronted with expectations, opinions, and demands. This interaction has become one of the most important aspects of leadership and is no longer only relevant for large corporations, but also for small and medium-sized enterprises (SMEs). Two specific examples are presented to illustrate this:

Company A has had a record year and the forecasts are also fantastic. There are plans to expand production capacity by converting and extending the production lines at the site. However, implementation threatens to fail due to opposition from local residents, a sports club, and environmental organizations. The CEO Managing Director of the company is unsettled and frustrated because, in his opinion, the business plan is working perfectly.

Company B has always manufactured in Europe. However, it is increasingly losing market share - especially to competitors who have outsourced their production to Asia and can therefore offer their products at lower prices. Plans to also produce in low-wage countries are prompting the workforce and the trade union to take action. This has resulted in negative headlines in the media and loud calls for a boycott on social media, which is already having a massive impact on the current quarterly figures.

Stakeholder management is also important for small and have become relevant for medium-sized companies.

What happened here? In both cases, initiatives and projects were planned that focused primarily on the strategic well-being of the company. However, this overlooked the fact that companies do not operate autonomously in a vacuum, but have a strong influence on their environment through their activities. However, this environment is not passive, but reacts to the company to the same extent and in turn has an influence on the company's activities. This can be rational or irrational, conscious or unconscious, direct or indirect. In any case, a feedback loop is created and needs to be actively managed.

STAKEHOLDERS AND COMPANIES: SOMETHING IS AT STAKE FOR BOTH SIDES.

The corporate environment is represented by stakeholders who are affected by the company and its activities, projects, and plans. Accordingly, they have an interest in influencing these activities in their favor. In the management context, such actors are referred to as stakeholders[13]. The term originally comes from gambling. "Something is at stake" means that "something is at stake" - in other words, the individual players can win or lose. For stakeholders, therefore, something is at stake. They are directly or indirectly affected by the company's activities. That is, they have an interest in the company behaving in their interests, in a way that is beneficial to them or at least does not have a negative impact. Stakeholders can be individuals, but also groups with homogeneous interests (see Fig. 1).

Fig. 1: Overview of the most important stakeholders	
Stakeholder Group	**Typical Interests and Requirements**
Customers	• Customer benefit, i.e. attractive price-performance ratio • Positive image through the product or service provider
Employees and staff representatives	• Secure, future-oriented jobs • Appropriate remuneration and work-life balance
Suppliers	• Early payment and good conditions • Long-term business
Owner (Shareholder)	• Return on capital employed • Sustainable business
Lenders (Banks...)	• Compliance with the agreed (return) payments • Reliable business development
Politics or State	• Reliable payment of taxes, duties and contributions • Creation and preservation of jobs
Society, NGOs, Local Residents	• Correct and honest corporate policy • Careful use of the environment, climate and living space
Competition	• Maintaining fair competition • Joint representation of common (industry) interests

In order for a company to behave in the desired manner, stakeholders try to exert influence within the scope of their control. This pressure is often intensified by support from the mass media or self-organized initiatives (e.g. also via social media platforms). This can be in line with the corporate objectives, but can also significantly restrict them, if not make them impossible. Stakeholders have the power and the opportunity to severely restrict a company's scope for action, for example through boycotts, public pressure or legal requirements. The company-stakeholder relationship is therefore reciprocal: the activities of the company have an influence on the stakeholders and the

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[13] See Freeman, R., et al, Stakeholder Theory, Cambridge 2018, p. 9.

stakeholders in turn have an influence on the company. The aim is always to realize the company's own interests, as far as possible.

Stakeholder management has one-dimensional shareholder management.

Stakeholders' demands can be correct and appropriate, but do not always have to be rational and correct. They can be based on preconceived opinions, individual expectations and personal interests or reservations. Additionally, they do not necessarily correspond to the actual facts or may be fundamentally wrong[14]. However, their unconditional consideration and integration make sense for economic, moral, and practical reasons. A few decades ago, many assumed that the exclusive satisfaction of shareholder interests was the sole rule for action. This became known as the "shareholder value approach" and is of course a very one-sided view of corporate management and corporate responsibility. In the meantime, the view has prevailed that sustainable and successful management must act more comprehensively and integrate as many interest groups as possible. This stakeholder value approach has nothing to do with the one-sided assertion of interests, but with balancing the demands of different groups so that the company can remain viable in the long term.

Companies are not only in competition with their products and service providers. They are also competing for attention, legitimacy, image, and credibility[15]. The latter in particular comes under massive pressure if stakeholder interests are not taken into account or there is a lack of appropriate communication. Finally, companies are well advised to proactively bring the prevailing pluralism and diversity of opinions, attitudes, and plans into the company and integrate them into their strategies. Only in this way will they be able to reduce one-dimensionality and blind spots. Ultimately, this is also a form of complexity management in today's world.

There are economic, moral, and practical reasons for stakeholder management.

Looking at a stakeholder list and their typical interests, it becomes clear that the different goals can conflict with each other. Although a classic win-win situation is desirable for all parties involved, it is often difficult to achieve. For internationally active companies, stakeholder interests can differ in their respective markets and for cultural reasons. What appears ecologically acceptable in Asia, for example, may provoke a climate campaign in Europe. It is the task of stakeholder management to continuously strive for a balance of interests. That is, the search for the optimum for all sides.

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[14] See Stöger, R., Effective project management, Stuttgart 2019, p. 117f.
[15] See Zerfaß, A. / Piwinger, M. (eds.), Handbuch Unternehmenskommunikation: Strategie - Management - Wertschöpfung, Wiesbaden 2014, p. 26.

The classic typology of stakeholders is based on the three dimensions of 1) power, 2) legitimacy, and 3) urgency. Power is understood as the ability to directly assert one's own interests. Legitimacy means having a recognized legal or moral claim. Urgency refers to the temporal necessity in the sense of "imminent danger". Based on these three dimensions, three levels of meaning can be distinguished:

Stakeholders who can only be assigned to one of the three dimensions are of **little importance**: Those who are merely powerful are classified as dormant; exclusively legitimate concerns are seen as discretionary, i.e. merely a matter of judgment for the stakeholder. Purely urgent demands are registered as demanding.
Intermediate importance arises when two dimensions overlap. For example, powerful stakeholders who also have an urgent concern are classified as dominant. Stakeholders with urgent and legitimate concerns are classified as dependent.
Stakeholders whose interests are based on all three dimensions **are very important**: They are powerful and their interest is both urgent and legitimate. They are referred to as key stakeholders and therefore have top priority.

STAKEHOLDER MANAGEMENT: FOUR STEPS FOR CLARITY AND EFFECTIVENESS.

The method for stakeholder management is the so-called stakeholder matrix. It is able to differentiate between supporters (promoters) and opponents (opponents) and their respective potential influence, as well as to show their positions in comparison to the other stakeholders. This tool is developed in four steps.
Step 1: Stakeholder Identification
The aim of the first step is to create as comprehensive a list as possible of all potential stakeholders. This is not yet about the actual relevance, but about a multi-dimensional perspective. This is achieved by answering the following questions: Who is particularly affected by the project? Who can influence the project? Who can promote or hinder success? Who benefits from the results? Who could possibly be harmed by them?

Step 2: Stakeholder Analysis
Secondly, all available information on the listed stakeholders is obtained and noted. Possible data sources are: Internet, forums, databases, mass media, but also previous experiences, personal conversations, or third-party reports. In most cases, an overview is sufficient, meaning that extensive elaboration is not necessary.

Step 3: Stakeholder Assessment
The next step is to consolidate the information collected and assess the stakeholders in the stakeholder matrix (see Fig. 2). The criteria are influence and power, the expected level of support, and the potential for conflict. This allows not only supporters and opponents and their respective influence to be visualized, but also possible connections between the stakeholders themselves. Target positions can also be outlined and developments documented.

Step 4: Stakeholder Communication

This is where the actual work and engagement with stakeholders takes place (see Fig. 2). This step is often referred to as "stakeholder management", but this expresses a false expectation of the relationship with stakeholders. Modern stakeholder management can only be successful if it takes place on an equal level. The means of choice are therefore of a communicative nature and form the basis for the actual implementation of agreed decisions in the matter itself. Depending on the mix of those involved, different platforms, formats and settings are available for this.

Stakeholder communication requires professionalism in preparation and implementation. The following cornerstones characterize successful communication:

- **Prerequisite**: transparency and early information
- **Condition**: proactive integration of different positions
- **Mode**: Dialog, exchange, and discussion
- **Commitment**: adherence to agreements made
- **Work in Progress:** constantly taking developments into account

Stakeholder management is an important management task.

The aim is to agree on a procedure that everyone involved agrees with. If this is not possible, there should at least be an understanding of those who do not agree ("agree to disagree"). The only effective way to achieve this is through long-term involvement through ongoing dialog with stakeholders. This not only signals honest efforts to find constructive solutions to conflicts, but also articulates them. Mutual trust is created as a basic prerequisite for constructive cooperation instead of destructive conflict. This is an important prerequisite for the communication and realization of key projects and a permanently good positioning of the company.

Summary: Application and benefits

1. Awareness and transparency for stakeholders, their positions, and interests
2. Balancing interests through ongoing dialog
3. Basis for a permanently good positioning of the company
4. Professional management of the entire stakeholder process as a management task

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Fig. 2: Stakeholder Management - *Tool and Example (industry)*

Background: An industrial company would like to expand its production capacities by adding an extension or parking lot. A total of 500 trees are to be cleared for this purpose and part of the adjacent sports field is to be used.

1. Stakeholder assessment or stakeholder matrix

Stakeholders	Interest and Relationship	Positions of Power and Influence	Expected Support / Conflict
1. Employees	• Long-term job security • Loyal and company-oriented	Indirectly via motivation and as multipliers to other stakeholders	High willingness to support or influence other stakeholders
2. Neighbors	• Liveable residential area • Consensual so far	Objection to or delay of the project	High potential for conflict, great influence on public opinion
3. Politics	• Creating and safeguarding jobs and complying with legal requirements	Approval of building permit and influence on neighbors or sports club	Neutral
4. Sports Club	…	…	…
5. …	…		

2. Stakeholder Management

Stakeholders	Measure	Date	Responsible	Status
1. Employees	Early information and opportunities for co-design	31.03.	Miller	
2. Neighbors	Early information and offers of dialog	31.03.	Mayer	
3. Politics	Bilateral preliminary talks, involvement in public dialog formats and reference to negative effects in the event of delays	31.01.	…	
4. Sports Club	…			
5. …				

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THE SUSTAINABILITY CHECK

PD Dr. Christoph Hauser and Mag. (FH) Sara Neubauer

THE SUSTAINABILITY CHECK
IDENTIFY AND SHAPE CORPORATE SOCIAL RESPONSIBILITY (CSR)

Sustainability has been the subject of intense debate in practice and research for years. Especially in times of crisis, the importance of a sustainable way of life with a long-term perspective is front and center. Companies, in particular, are held accountable for the future viability of future generations. But what does it mean to do business sustainably? To put the concept into practice, concrete recommendations for action and measures to strengthen it are needed. Corporate sustainability not only guarantees the quality of life in society, it also ensures the competitiveness of the company.

By PD Dr. Christoph Hauser and Mag. (FH) Sara Neubauer

In an often divided society, there is a broad consensus that it is now more important than ever to live in a way that conserves resources and protects the environment. In everyday life, people are paying more attention to avoiding waste and fair production and are making greater use of public transport and bicycles. Additionally, regional, seasonal and organic food is being bought more often than it was a few years ago. This attitude is often described as "sustainable living" or "sustainability" for short. This term has also long been accepted in science and politics and means much more than just "green" or "eco".

DEFINITION AND BACKGROUND OF SUSTAINABLE DEVELOPMENT

In 1987, the United Nations World Commission on Environment and Development published a definition of sustainability - "Sustainable development meets the needs of the present without compromising the ability of future generations to meet their own needs"[16]. Economic development is therefore sustainable if it meets the needs of the present generation without compromising the ability of future generations to meet their own needs and freely choose their own lifestyle. As climate change has progressed over the past 30 years, this issue has become even more pressing. The environment has emerged as the central, limiting factor for sustainable development. The environment, as a resource, must be used in such a way that we do not live today at the expense of future generations. In this respect, every person and every organization has a contribution to make to social development that is ecologically compatible and socially balanced. Also, it is necessary to combine economic needs for secure jobs with adequate remuneration.

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[16] Brundtland, G. H. et al, Our common future, New York 1987, p. 8.

Sustainability is at the intersection of environmental
Society and economy.

In order to promote sustainability in its member states, the United Nations adopted the "2030 Agenda for Sustainable Development" in September 2015. Central aspects of the 17 goals set are the promotion of economic growth, the reduction of differences in living standards, the creation of equal opportunities and the sustainable management of natural resources, ensuring the preservation of ecosystems and strengthens their resilience. The development agenda includes social objectives as well as economic and ecological ones. Sustainable growth is only possible at the intersection of viable developments in the economy, society, and the environment. An integrated and comprehensive perspective on these three areas enables the identification of growth potential that is both ecologically compatible and reduces social tensions.

SUSTAINABILITY AND CORPORATE SOCIAL RESPONSIBILITY (CSR)

The growing importance of the sustainability concept in business-related issues can be seen most clearly in the shift in management objectives from *the shareholder approach* to the *stakeholder approach*. Influenced by American management philosophies, corporate policy in Europe was also geared towards the interests of shareholders during the 1990s and operationalized using parameters such as return on equity and market share. In contrast, the stakeholder approach assumes that corporate activities should serve the needs of all interest groups ("stakeholders"). In addition to owners and employees, this also includes customers, suppliers, and society in general.

Sustainability focuses on the stakeholder instead of the shareholder.

Companies not only have an economic functions, they also pursues ecological and social objectives. The term "Corporate Social Responsibility" (CSR) is used to describe this extended area of responsibility. The European Commission defines CSR as follows: "Corporate Social Responsibility (CSR) is a concept that serves as a basis for companies to integrate social and environmental concerns into their business activities and their relationships with stakeholders on a voluntary basis."[17]

The company sees itself as part of a social and ecological system and bases its decisions not only on economic considerations, but also on ethical principles. For example, the production of armaments with subsequent export to war zones may be good for the balance sheet, but it is at least questionable from a social and moral point of view. But CSR does not only concern arms manufacturers or industrial companies with high energy requirements and high emissions. Every company has a social responsibility and is in constant communication with its social and ecological environment. In this respect, business decisions should be made in light of the impact on different stakeholders and

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[17] European Commission, A new EU strategy (2011-14) for corporate social responsibility (CSR), 2011, p.4

innovation should be geared towards solving social challenges. The "Pillars of Corporate Social Responsibility" is shown in the following diagram (see Fig. 1). It is based on the three pillars of economy, environment and society and is embedded in effective stakeholder management.

FIG 1: "PILLARS" OF CORPORATE SOCIAL RESPONSIBILITY (CSR)

CSR:
Corporate Social Responsibility

Economy	**Environment**	**Society**
Liquidity	Waste Management	Employee Involvement
Value Creation	Travel Management	Compensation System
Revenue	Recycling	Work-Life-Balance
Profit	Climate Protection	Supply Chain Management
Customer Needs	Green IT	Democracy and Human Rights
Market Share	Environmental Management	...
...	System ...	

Stakeholder-Management

C. POTENTIALS AND RISKS OF CORPORATE SUSTAINABILITY

Sustainable management is not only important for society, it also creates added value for the company. Emphasizing social responsibility and work-life balance increases identification with the company and employee satisfaction. An ecological focus in production is the key to the customers of the future and increases brand strength and customer loyalty. Addressing social problems provides momentum for the development of new products and service providers. This increases the company's level of innovation and strengthens its competitiveness in the long term. The sustainable, organic linking of the needs of employees and customers ensures the future viability of the company.

CSR combines the needs of society,
employees, and customers.

There is hardly a company that does not describe itself as sustainable. One of the great strengths of the shareholder approach is that it is relatively easy to operationalize using financial ratios. In contrast, the stakeholder approach with its three dimensions of CSR is much more complex and multi-layered. An attempt at systematization was published in 2010 in the "Guide to Social Responsibility" as the international standard ISO 26000 and published as an ONR in English. The guide describes the principles, topics and fields of action of social responsibility and provides information on how CSR can be integrated into existing strategies, processes, and systems. However, the set of rules is not a management system standard and is therefore unsuitable for certification purposes.

Alternatively, there are a large number of certifications and seals for different products (e.g. the Blue Angel for consumer goods or the EU organic label for food) and industries (e.g. the BDIH seal for natural cosmetics).

Greenwashing - the dark side of (alleged) sustainability?

In view of the unclear regulations with regard to CSR certification, there is an obvious risk that companies may claim to be sustainable but fail to put it into practice. The world's largest asset manager BlackRock, for example, announced in a circular that it would establish sustainability as a new investment standard. Environmental, social, and governance criteria should be given greater consideration when investing and, for example, investments in coal producers should be completely prohibited. A joint study by the organizations Urgewald from Germany and Reclaim Finance from France showed that, one year after the announcement, BlackRock still holds significant stakes in coal companies and even continues to invest in companies planning to build new coal-fired power plants[18]. The authors of the study explicitly described BlackRock's procedure as so-called "greenwashing", i.e. an attempt to appear "green" to the outside world without implementing substantial changes to corporate policy. For companies, such press reports harbor great dangers, as trust in the brand and corporate goals can be irreparably destroyed in a very short time.

THE SUSTAINABILITY CHECK: A TOOL FOR DESIGNING AND COMMUNICATING CSR

In order to prevent accusations of "greenwashing" and to systematize initiatives for strengthening CSR, the sustainability check tool suggests a comprehensive assessment approach. This should begin with an examination of the status quo and the question: "Where do we stand?" This analysis is carried out in the Sustainability Check at four operational levels (see Fig. 2): Corporate mission statement and business model (sustainability from a strategic perspective), production and operational processes (sustainability from an operational perspective), corporate culture and human resources (sustainability in connection with standards and values), and sustainability management and reporting (monitoring and communication of sustainability).

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[18] Urgewald/Reclaim Finance, One Year On: BlackRock still addicted to fossil fuels, 2021 URL: https: //reclaimfinance.org/site/wp-content/uploads/2021/01/ OneYearOnBlackRockStillAddictedToFossilFuels.pdf

Fig. 2: Levels in the Sustainability Check	
1. Corporate Mission Statement and Business Models	• Identification of the interfaces between the mission statement and the environment and renewable resources (ecology) • Assessing member of staff / employee satisfaction and resilience as a key aspect of sustainability (society) • Consideration of the circular economy and sustainable business models (economy)
2. Production and Operational Processes	• Inventory and target setting for increased conservation of ecological resources such as CO_2 footprint (ecology) • Analysis of supply chains with regard to energy consumption and protection of human rights (society) • Involvement of members of staff / employees and customers in innovation projects (economy)
3. Corporate Culture and Human Resources	• Integration of sustainability aspects into the work and everyday life of members of staff / employees (ecology) • Assumption of social responsibility (society) • Personal responsibility of members of staff / employees and self-management of teams (economy)
4. Sustainability Management and Report	• Integration of aspects from all three dimensions into a comprehensive sustainability strategy and reporting system (ecology, society, economy)

Each of the levels is addressed in the check from an ecological, social and economic perspective and made accessible through corresponding fields of action. The criteria linked to the fields lead to the second question: "Where do we want to go?". By comparing the components mentioned in the criteria catalog with existing initiatives in the company, the current status is determined and potential for strengthening sustainability and CSR is identified. The successful implementation of the defined measures is summarized in the third question: "What have we improved?" (see Fig. 3).

The key questions: Where do we stand? Where do we want to go? What have we improved?

The answer to this question can be found in comprehensive sustainability management with regular reporting. The sustainability check thus enables targeted management of CSR processes within the company and is also a medium for communicating with stakeholders such as employees and customers. The implementation and communication of sustainability initiatives are essential for ensuring future viability: both for society at large and for the individual company on a small scale.

Summary: Application and benefits

1. Identification and strengthening of corporate sustainability through the implementation of Corporate Social Responsibility (CSR)
2. Determining the current state of sustainability at the level of corporate mission statement, business model, production, operational processes, corporate culture, and human resources
3. Development of an implementation program based on criteria and measures in the environmental, social, and economic dimensions
4. Continuous monitoring and effective communication of CSR through sustainability management with regular reporting

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Fig. 3: Sustainability check: *example (industry)*				
Background: A medium-sized company in the manufacturing industry with a focus on metal production would like to work systematically on sustainability and corporate social responsibility. Concrete steps are taken in the ecological, social and economic dimensions on the basis of the four levels.				
1. Corporate mission statement and business model	**Field of action**	**Measures**	**Date**	**Respon-sible**
Ecological dimension	Identification of the interfaces between the mission statement and the environment and renewable resources	• Determining the environmental sustainability of products (along the entire process chain from R&D to recycling) • Benchmarking environmental sustainability compared to the competition	30.06.	Miller
Social dimension	Assessing employee satisfaction and resilience as a key aspect of sustainability	• Raising and strengthening employee satisfaction as a corporate objective • Employee participation in the company's success • Transparency in remuneration patterns and focus on equal pay	31.12.	Terzic
Economic dimension	Consideration of the circular economy and sustainable business models	• Recyclability of products as part of the customer journey • Mission statement and sustainability are developed and modified in continuous dialog with stakeholder groups	31.12.	Hafner
2. Production and operational processes	**Field of action**	**Measures**	**Date**	**Respon-sible**
Ecological dimension	Inventory and targets for increased conservation of ecological resources such as CO_2 footprint	• Determine CO_2 footprint and derive measures to reduce it (electrified vehicle fleet, contribution to public transport ticket) • Use of recycled materials such as office paper • Preferential use of regional/seasonal/organically produced primary products, e.g. in the canteen	31.12.	Biller
...				
3. Corporate culture and human resources	**Field of action**	**Measures**	**Date**	**Respon-sible**
...				
4. Sustainability mgmt. and report	**Field of action**	**Measures**	**Date**	**Respon-sible**
...				

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CORPORATE CULTURE

Prof. (FH) Dr. Roman Stöger

CORPORATE CULTURE
DECODING AND UTILIZING THE COMPANY'S DNA

In recent decades, the topic of corporate culture has gained enormous importance and is identified as a key issue in many management discussions. "Performance culture", "culture of digitalization", "cultural development", or "global culture" are just a small part of the spectrum of the topic. A common understanding of what culture is, what characteristics it has and how it can be diagnosed and shaped is necessary for these discussions to be meaningful and produce results.

By Prof (FH) Dr. Roman Stöger

There are few topics that are as exciting, comprehensive and relevant as corporate culture. At the same time, there is a constant risk of very different views and perceptions of culture - along the lines of "We all know what is meant. But everyone means something different.". A common understanding of the nature and characteristics of culture should be developed before diagnosis and design.[19]

INDICATORS OF CORPORATE CULTURE

Corporate culture includes values, norms, traditions, "beliefs", rules, language, mindset, and the history of a company. It is generally about the patterns of perception, interpretation, and understanding of organizations and the people working in them. Two perspectives are important regarding values, norms, traditions, "beliefs", and rules: on the one hand, everything that is represented to the outside world, such as how customers and suppliers are treated or the general level of commitment to social issues. Culture also has to do with a company's ability to adapt to the outside world and influence the market. On the other hand, values also relate internally: to the way we treat each other and the way we work together. Culture is the characteristic that forms a whole within the organization. All of this means that corporate culture is a key factor influencing the competitiveness and future viability of a company. Values and norms are always reflected in people's behavior, language, and thinking. There is no need for in-depth psychological or esoteric models here, culture is simply reflected in everyday business life. For example, a lot of cultural aspects become visible in a meeting: Does it start and finish on time? Are the participants prepared? Are decisions or measures being discussed? Is there constructive discussion? Culture is also evident in our language, for example when we say "We've always done it this way" or "This is how we do it". Culture also manifests itself in how differences, diversity, are dealt with: national,

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[19] For a common understanding in management, see Homma, N. / Bauschke, R., Unternehmenskultur und Führung, Wiesbaden 2015, p. 53 ff.

regional differences, gender differences, differences in education or status, differences in origin, etc.

Culture does not require psychology,
but is reflected in everyday operations.

The history of an organization also has a culture-forming effect. This is particularly evident in family businesses, but also in listed companies that are regularly sold to investment funds. In one case, the culture is characterized by reliability, continuity, and future prospects; in the other, it is about money and preparing for the next deal. "History" also refers to the fact that many people like to look backwards. This is particularly evident in times of major change, such as digitalization. Does everyone talk about how everything used to be better and easier, or is there a preference for future topics? Culture is not just a characteristic, it is also a driver for new things.

Culture is also a pattern of perception, interpretation and interpretation that is built up over years. This is referred to as cultural discourse and can in turn be seen in everyday phenomena. An example: The tie requirement for managers is understood in company A as a cultural sign of seriousness, reliability, and conscientiousness. The same tie style leads to a "cultural repulsion" in company B because it is interpreted as a symbol of hierarchy, patriarchy, and stubbornness. When two companies merge, the cultural discourse also quickly becomes visible, especially when different business and, above all, management understandings clash. For example, target agreements in company X are a positive sign of a culture of performance. In the merged company Y, these are seen as an impediment that hinders the ability to change and agility. It will take a long time for the two companies X and Y to develop a common culture.

CHARACTERISTICS OF CORPORATE CULTURE

The characteristics of culture relate to: Time, learning, controllability, paradoxes, and emergence. A culture is initially something that is built up over a long period of time, sometimes over decades in the case of large companies. In contrast, a functioning culture can be destroyed within a very short time. Changes and adaptations, on the other hand, take a very long time. If, for example, Mercedes aims to change its business model in its Strategy 5C to become an electric vehicle, service provider, and mobility provider, then it will take some time for the current "Swabian horsepower culture of people with gasoline in their blood" to evolve into something else.

The development of a corporate culture has to do with organizational learning and therefore also with sense[20]. For example, banks have developed a culture of presence over decades: as many branches as possible, lots of personal contact, seriousness in dealings, the image of the "bank officer", etc. In the face of increasing digitalization,

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[20] Cf. the topic of meaning in: Frankl, V., Der Mensch vor der Frage nach dem Sinn, Munich 1979, pp. 223 ff. and 233 ff.

banks now have to relearn or unlearn. A bank is no longer primarily a place for personal contact, but rather a digital platform so that customers can carry out as many banking transactions as possible themselves. This transformation has a strong cultural impact on banks: from a presence culture to an increasingly remote culture.

Culture is always learning, unlearning, and relearning.

Corporate culture cannot be controlled as explicitly as other management topics. Strategy, innovation, productivity, and so on,can be implemented directly and can be assigned concrete responsibilities and deadlines. A sales director can launch an initiative to acquire ten new reference customers by July 1st of any year. Such a list of measures can be worked through and the result is then available on July 1st. The same sales director would make a fool of himself if he announced that the culture would be more open and customer-oriented from July 1. It also makes little sense to set up separate organizational departments or staffs with the designation "corporate culture".

Another characteristic of culture is that it is paradoxical. It exerts an enormous influence on people, but is itself influenced by people; it is both visible and invisible at the same time. According to the well-known iceberg model, culture can be perceived directly. Firstly, it is everything that lies above the surface of the water, such as behavior, regulations, structures, and products. On the other hand, there is also a lot that lies below the surface of the water, such as values and traditions.

A company cannot "not have a culture".

Furthermore, culture develops implicitly and is always there. To paraphrase Paul Watzlawick: "You can't not have a culture." In this respect, culture is an emergent phenomenon. This means that culture cannot be clearly localized. It arises from the interplay of various elements and is always an abstraction or construction, but with concrete effects. In this respect, culture can be compared to horsepower. If a child stands in front of an engine and asks where exactly the horsepower is, the question is understandable and logical from a child's point of view: horsepower is a physical quantity, real, and measurable. The answer is clear, that horsepower is created by the interaction of all parts and has no fixed location. It is the same with the topic of culture.

ELEMENTS AND PROCEDURES IN CULTURAL DEVELOPMENT

A solid corporate culture can be diagnosed and shaped using five elements[21]: a culture of performance, renewal, professionalism, trust, and a sense of purpose. These are presented below with corresponding key statements (see Fig. 1).

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[21] See Stöger, R., Implementing digitalization, Stuttgart 2019, p. 154.

Fig. 1: Elements of a Solid Corporate Culture	
1. Performance	1. We are fast, uncomplicated and focus on the result. 2. We value, demand and reward initiative and commitment. 3. We concentrate on a few things and provide clear orientation. 4. We focus on the customer and the market.
2. Renewal	1. We have the courage to try new things and initiate changes in good time. 2. We are constantly questioning ourselves and developing new solutions. 3. We are ready for change and are doing away with the old. 4. We focus on continuous improvement in terms of quality, time and costs.
3. Profes-sionality	1. We provide competent leadership, give feedback and further develop our strengths. 2. We take advantage of opportunities and scope for decision-making. 3. We have clear tasks, skills / competencies and responsibilities (AKV). 4. We minimize departmental thinking and focus on cross-departmental cooperation.
4. Trust	1. We ensure clear decisions are made and agreements are adhered to. 2. We can rely on each other and treat each other, customers and partners with respect. 3. We address unpleasant topics openly and resolve them objectively. 4. We assume responsibility, set a good example and are authentic.
5. Creation of meaning	1. We know the purpose of the company and find meaning in what we do. 2. We are proud of the company and what we have achieved together. 3. We have a positive attitude and are constantly evolving. 4. We are different from others and that gives us an incentive for performance and purpose.

Corporate culture is diagnosed and developed in two stages (see Fig. 2). To start, a diagnosis and assessment is carried out using the five cultural elements. This can relate to an entire company or parts of a company. It makes sense to consider different perspectives in the discussion, such as different hierarchical levels, functions, regions, etc. This can initially take place in individual interviews, but is finally summarized in a joint workshop. Part of this workshop is the definition of measures to set cultural impulses and work specifically on individual leverage topics. These initiatives in turn form the basis for monitoring their effectiveness, like whether there is a positive impact on culture.

A culture is ultimately the deep structure or DNA of every company. For this reason, it is necessary to align all management topics with cultural issues. When a strategy is developed, for example, a culture check must at least be carried out at the end of the process. The question is whether the culture fits the new strategy or needs to be further developed. The same naturally also applies to all organizational and productivity issues. The corporate culture can and must be connected. Many market and organizational topics often fail not because the analysis was wrong or the lists of measures inconclusive, but because the reference to the topic of culture was simply missing.

Culture can be both a driver and an obstacle change.

Cultural development is an integral part of change management. This is particularly evident in mergers, cooperations, strategy changes, cost programs, internationalization initiatives, etc. If cultural effects are not taken into account, the culture develops repulsion effects. In this sense, Peter Drucker's well-known saying applies: "Culture eats strategy for breakfast."

There are few business-related topics that are as broad and exciting as corporate culture. However, it becomes dangerous when there is no substantive discussion about the business and everything is reduced to culture. Culture programs without a link to a specific topic or challenge run the risk of degenerating into a matter of psychologizing, self-congratulation, or management esoterica. Advancing a key business issue without culture makes just as little sense as a cultural program without a clear goal for the market or the organization. In this sense, the five cultural elements ensure that cultural diagnosis and cultural development is grounded and remains pragmatic. This is exactly what is meant by the term "robust corporate culture". Ultimately, it is about a company developing a better self-image, a better understanding of how it works, and ultimately developing its competitiveness and future viability.

Fig. 2: Planning process for content in digital content marketing		
Step	**Activities**	**Methods**
1. **Workshop within the management / marketing / sales team**	• Consideration of possible topics based on the corporate strategy or company information • Free brainstorming of ideas	• Group work (company-wide or in departments) • Log of all ideas • Selection of suitable content
2. **Creation of the content plan**	• Entry of the selected ideas in the content plan (goals, measures) • Consideration of further topics e.g. product life cycle, anniversaries...	• Table for the content plan • Calendar function in Office software • Linking with customer interfaces
3. **Implementation and review of effectiveness**	• Start of the implementation of the content plan • Regular review of the results	• List of measures • Integration into company-wide implementation lists • Review after a certain period of time

> **Summary: Application and benefits**
>
> 1. Ability to diagnose the culture in a company or part of a company (business area, function, region...)
> 2. Identification of the most important topics for targeted cultural development
> 3. Development of measures to influence the culture
> 4. Developing a shared perspective and raising awareness of the topic of corporate culture

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Fig. 2: Corporate culture: tool and example (financial services provider)

Background: A bank wants to strengthen its competitiveness. In this context, a cultural diagnosis is drawn up. Measures are then developed to positively influence the corporate culture.

Element	Diagnosis and assessment	Measures for cultural development	Date	Responsible
1. Performance	1. Relatively few performance incentives and initiatives 2. Too many projects with too little impact (market position, profitability) 3. Too much self-occupation	Development of ambitious segment and functional strategies	31.12.	Typesetter
		Implementation of change workshops ("old world-new world") and derivation of measures	31.10.	Gerster
2. Renewal	1. Changes so far only due to external pressure 2. Greater awareness of the need for change (due to poor figures) 3. Functioning CIP in operational processes	Targeted measures for change in the functions	30.06.	Salic
		Reprioritization of the project portfolio and promotion of cross-functional collaboration	30.04.	Hübner
3. Profes-sionality	1. Professional application of existing tools, processes and methods 2. Too little real leadership, far too much administration 3. Clear accountability and relatively few meetings	Start of management development program with a focus on the "New World of Banking"	31.12.	Typesetter
		Management review incl. medium-term staffing plan	…	…
4. Trust	…	…	…	…
5. Creation of meaning	…			

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THE NEW "REMOTE WORLD"

Prof. (FH) Dr. Peter Dietrich

THE NEW "REMOTE WORLD"

COMMUNICATING SUCCESSFULLY IN THE DISTANCE AGE

Spring of 2020 is characterized by a new phenomenon in history: social distancing. Personal contact must be radically restricted in order to slow down the spread of the coronavirus. In companies and organizations in general, this is leading to the widespread use of home office, distance meetings, online learning, and general collaboration without direct personal contact. How we can optimize our performance in virtual communication is described below.

By Prof. (FH) Dr. Peter Dietrich

The challenge in the new remote world is less the famous pajamas in which many people sit at home in front of the screen and more the nature of our human communication. As humans, we are social beings and this has not changed in recent decades.

THE NEW WORLD OF WORK: NEW WORK AND REMOTE MODE

The weeks-long shutdown in response to the coronavirus has profoundly changed the world. It is probably still too early to speculate on the sustainability of these changes. However, it is clear that the entire workflow of companies and institutions has shifted home within hours or days. Employees and managers work one hundred percent online, pupils and students manage the learning program from home and direct, personal relationships remain limited to the immediate environment. This form of "privatization" of living, working, and learning conditions has worked surprisingly well overall and once again shows that massive change at great speed can practically only take place through pressure and crises. Connected via the Internet and supported by a wide variety of programs, tools, and virtual platforms, we manage not only to exchange information, but also to make decisions, keep day-to-day business under control, resolve conflicts, generate know-how, and generally create value.

Many people are now convinced that this novel "New Work" concept[22] has finally been conclusively confirmed by the current real-life experiment. For them, the new world of work can finally take off: the restrictions imposed by the office, working hours, and presence are finally being lifted and replaced by a much more productive and self-determined form of collaboration. "New Work" promises great advantages for employees and employers in the sense of a real win-win situation.

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[22] See Bergmann, F., New Work New Culture, Hampshire 2019.

We live in "remote mode":
Closeness is created through distance.

In contrast, there are two types of criticism. One is that we can organize our work and communication processes in "remote mode" (remote - far away, distant, distanced), but that this has so far only made very limited progress. The other draws attention to side effects in the social sphere: increasing isolation and thus growing psychological problems, increasing multiple burdens and a dependence on disadvantaged or educationally disadvantaged sections of the population. Regardless of whether the diagnosis is optimistic or pessimistic, interpersonal communication will change and become even more important.

FEEDBACK AS A BASIC REQUIREMENT FOR SUCCESSFUL COMMUNICATION

The phenomenon of feedback is a key concept in communication, systems science, and cybernetics. As soon as two or more actors enter into a relationship with each other, they are guided by the reactions, or feedback, of the other. A popular example in communication science is "Clever Hans": two plus three equals ...? Of course, the answer to this calculation is known and of course it is easy to spell the word of a vitamin-rich fruit: A-P-P-L-E. Both tasks are a simple exercise even for children of primary school age. But would animals be capable of such a feat? At the beginning of the twentieth century, it was thought to be impossible until the sensational news of Clever Hans went around the world: a miracle horse that could count and read. By tapping his hoof, Clever Hans answered 90% of the questions put to him correctly. After extensive research, the mystery was finally solved. The astonishing explanation was that the horse was extremely sensitive and oriented itself to almost imperceptible micro-changes in the questioner's posture and facial expressions. As soon as the correct result was achieved, his body tension changed - quite inevitably - which Clever Hans perceived as a signal to stop tapping.

Communication is not possible without feedback.

Feedback is the central building block in any form of interpersonal communication. It is verbal, but above all non-verbal, such as raised eyebrows (surprise), benevolent nods (approval), searching glances (incomprehension), friendly smiles (approval) or rolled eyes (rejection). These non-verbal cues help us to recognize how our message is being interpreted and we also use these signals ourselves, usually unconsciously, to reinforce the message in our intended sense. Interestingly, many feedback patterns are much more effective or at least different in direct personal contact than in remote mode. Our new communication patterns will therefore have to adapt to this.

COMMUNICATING IN THE AGE OF DISTANCE

Although many things are changing at the moment, some things remain unchanged. Of course, new media are playing an increasingly important role and it goes without saying that many things in our everyday lives will look different than they did last year. At the same time, the "natural laws" of communication are still the same. The communication scientist Paul Watzlawick has outlined five of these principles, known as axioms[23]. "You cannot not communicate" is the first and best-known of the five axioms, which describe the elementary processes of human communication and make them easier to understand (see Fig. 1).

Fig. 1: The five axioms of human communication
1. You can't *not* communicate.
2. Every communication has a content aspect and a relationship aspect.
3. The nature of a relationship is determined by the punctuation of the communication processes on the part of the partners.
4. Human communication makes use of digital and analog modalities.
5. Interpersonal communication processes are either symmetrical or complementary.

Two of these axioms will now be used to analyze our communication and derive recommendations for improvements in remote mode. Communication has a content and a relationship aspect. To start, it is about the transmission of information: Someone wants to communicate something and the addressee of the message should absorb the information and thus be in the picture. But why is it that content is often perceived so differently? This is where the relationship aspect comes in. It is only through the relationship between the communication partners that it becomes clear how a message is to be understood. This is the reason for many misunderstandings and disruptions in communication. Watzlawick gives the following example: "Are these real pearls?" On a content level, this is a request for objective information about a necklace. At the relationship level, however, it is only defined whether the question is meant with interest, admiration, or envy and the same question can take on a completely different meaning. As the relationship is not explicitly defined in most cases, the message is often interpreted differently. In remote mode, the problem is exacerbated because continuous relationship work – informal and in between - is severely restricted.

The principles of proper communication remain the same.

At the same time, communication always takes place via digital and analog modalities. Here, too, the verbalized information (digital) is only completed by the addition of non-verbal information (analogue). Analog modalities are for example: Facial expressions, gestures, intonation, speech melody, and so on. The sentence: "You did a great job!"

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[23] Watzlawick, P. / Beavin, J. H. / Jackson, D. D., Human Communication, Bern 2017, p. 58 ff.

only takes on either a benevolent-appreciative or ironic-disparaging coloration through analog modalities, and thus a completely different meaning. Metaphorically speaking, every message moves from the sender to the recipient on two legs - a digital and an analog leg - and only the combination of both modalities makes it possible to generate meaning and significance. The extent to which we lack analog modalities in our communication behavior on the Internet (e-mail and especially social media) can be seen in the sometimes excessive use of emojis (☺☺☺). Their function is simply to make digital information easier to understand in the intended sense. In video mode, small image sections, poor image and sound quality, time delays, or simply the excessive demands of handling the technology severely restrict our analog means of expression and perception.

TIPS FOR EFFECTIVE REMOTE COMMUNICATION

Paul Watzlawick saw the failure of solutions to problems in the interpersonal sphere in our tendency to simply "go one better" when faced with difficulties. He called this phenomenon "more-of-the-same" and consistently argued for a reduction of the usual pattern of behavior and for breaking new ground[24]. However, the exact opposite applies to improving communicative interaction in remote mode, or a consistent "something-more-than-normal" (see Fig. 2).

Any "less" direct contact must be compensated for by "more" elsewhere.

In the new world of communication, we are confronted with less direct, personal relationships. This less must be compensated for with more ("over") if the communicative result is to be the same. Four success factors are at the heart of this:

1. Over-Prepare:
Good conferences and meetings depend on good preparation. This is even more true in remote mode.

2. Over-Act
Good radio presenters compensate for the lack of a visual channel by over-articulating. And this is precisely the recommendation for virtual communication. Every opportunity should be used to emphasize the meaning of the message.

3. Over-View
The first axiom ("You can't not communicate") does not usually apply to remote. Those who do not express themselves do not send a signal that can be interpreted, but are simply not noticed. It is therefore important to ensure that everyone can get involved and be part of the process.

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[24] See Watzlawick, P. / Weakland, J. H. / Fisch, R. / Erickson, M. H., Solutions, Bern 2020.

4. Over-Care

Getting to know and interacting with each other personally and directly is extremely important for the development and further performance of a team. Those who communicate purely remotely only have limited opportunities for this necessary relationship work (see 2nd axiom). This is when informal exchanges, personal touches, and humor are particularly important.

These four success factors can be used to assess the current situation and, above all, to develop an optimization program for remote communication. This ensures that not only information hardware or software is discussed, but that communication is seen more comprehensively, as a prerequisite for the effectiveness of people and organizations.

Summary: Application & benefits
1. Clarity about the new challenges for proper communication 2. Testing existing skills / competencies in the new "remote world" 3. Systematic questioning of previous habits in the company 4. Development of an improvement program for communication

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Fig.2: Success factors of the remote communication checklist

1. Over-Prepare

- **When in doubt, don't hold a meeting:** preparation begins with the fundamental decision as to whether a virtual meeting (session, conference, or son) is really necessary. "Virtual" is always more time-consuming and stressful than face-to-face meetings.
- **Participants:** Limit the number of participants, the more people are involved, the more confusing the exchange becomes and the more time-consuming it is to manage.
- **Agenda:** Send out a clearly formulated agenda with topics and objectives in good time. This will also enable the other conference participants to prepare well.
- **Schedule:** Allow more time than normal. Preparation, implementation and follow-up usually take longer. In addition, technical problems are always to be expected.
- **Impression management:** The better prepared you are, the better the impression you will make and the more likely you are to achieve your goals. With a good message, it is not the delivery that is perceived as excellent, but usually the entire package, including the content.

2. Over-Act

- **Speak louder, slower and clearer:** this will make your message much easier to understand. Speed can make communication much more difficult.
- **Greater variation of the speech melody:** modulated speech sounds more interesting, it is easier to listen and your own messages attract more attention.
- **Clearer facial expressions:** Smile approvingly in response to other people's contributions or emphasize your statements with a smile
- **Controlled gestures:** Greet others by waving, show your approval by nodding your head clearly and, if it's appropriate, a thumbs-up is always a good idea.
- **Indirect eye contact:** In remote mode, eye contact is not made by looking directly at the screen, but by looking directly at the camera. A smiley sticker next to the camera ensures that you focus on it - and smile, of course.

3. Over-View

- **Moderate and structure:** The larger the number of participants, the greater the need for moderation and structuring. Split moderation can also be effective, i.e. one person controls the verbal moderation and another concentrates on the written contributions in the chat
- **Summarize and follow up:** Repeatedly reformulate interim results and ask for active approval (or change). Clearly define the next steps or to-do's and promptly provide a record of the results (decisions and measures).
- **Energy management:** Many people underestimate that remote sessions are very strenuous. You should therefore make sure that you have short sequences, break things up and take sufficient breaks.
- Benevolence: Always interpret the messages and behavior of others with the greatest possible benevolence and always assume the best intentions. In remote communication, the glass is always half full, never half empty.
- **Constructive feedback:** Always offer your constructive feedback and ask for feedback yourself. The learning curve in remote communication will be steeper if you proactively manage your development and that of your team.

4. Over-Care

- **Informal islands:** The informal exchanges that usually take place in the coffee kitchen or in the corridor between offices are lost in remote mode. Find and cultivate suitable opportunities for your team to meet and exchange ideas outside of scheduled meetings.
- **Technical support:** Support those team members who have technical difficulties or mental reservations. The aim is for everyone to master the technology of the remote situation and be able to concentrate on the content and relationship.

Remote communication: tool and example (industry)			
Background: An industrial company wants to systematically improve communication and is developing an optimization program based on the "Remote Communication" checklist. This is part of a larger "Future 2025" change project.			
Subject area	**Measure**	**Date**	**Responsible**
1. Over-Prepare	1.1 Review and "clean out" the meeting calendar (goal: reduce the number of meetings by 30%)	31.05	P.Schafferer
	1.2 Conversion of weekly sales and purchasing meetings to online	As of now	S. Kutic, M. Oberhofer
	1.3 Implementation of the new standard for effective meetings (see "Meeting principles")	As of now	S. Schafferer
2. Over-Act	2.1 Inclusion of the basics for "remote communication" in personnel development (incl. apprentice training)	30.06.	C. Wagner
3. Over-View	3.1 Introduction of a 1h refresh program for project and meeting leaders for "remote meetings"	From 01.06.	C. Wagner
4. Over-Care	4.1 Check and optimization of hardware and software equipment in all functions	31.05.	...
	4.2 Monthly short training program for handling remote media	...	...
	4.3 ...	...	...

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Applied Insights from the FH Kufstein Tirol

THE OPPORTUNITY AGENDA FOR TIMES OF CRISIS

Prof. (FH) Dr. Roman Stöger

THE OPPORTUNITY AGENDA FOR TIMES OF CRISIS

ASSUMING RESPONSIBILITY AND PROVIDING ORIENTATION

People have been talking about the crisis since the second half of 2019 - economic slowdown, recession, economic downturn, trade conflicts. Now coronavirus has added an additional global challenge. All of this can now be seen in economic and business-related figures like declining sales, rising unemployment, falling investment rates, poor sentiment in the markets. However, entrepreneurial thinking and action does not (only) mean diagnosing a difficult situation, but also developing a plan for the future.

By Prof. (FH) Dr. Roman Stöger

The current crisis is special in that it is caused by a medical virus. This distinguishes it from economic crises, such as the 2008 financial crisis, or political crises, such as war situations. However, this is not an exceptional case in history either, as the epidemics of the Middle Ages or the Spanish flu a hundred years ago prove. At the moment, the reports about the economic slump and corresponding fiscal interventions are coming thick and fast. While the ifo Institute for Economic Research is predicting a downturn of between 2% and 6%, the European Central Bank is simultaneously announcing the purchase of government and corporate securities to the tune of € 750 billion. This is intended to ensure that interest rates remain low and the recession is cushioned.

In times of crisis, public programs can help to prevent social upheaval and keep society stable. This is legitimate and in the spirit of a functioning democracy in a free society. However, we are currently experiencing not only a difficult time, but also the overall smooth functioning of our institutions and a comeback of sound or objective politics. That is at least as important as fighting the crisis.

THE RIGHT UNDERSTANDING OF THE CRISIS AND OPPORTUNITIES

We are in the midst of an exciting time, because one economic law still applies: An economy and companies change primarily in times of crisis and less so in boom times. Apple initiated the turnaround during a period of recession at the end of the 1990s. And since the company has been doing brilliantly, there have been no more breakthrough innovations. There is currently a lot of discussion about what triggered the crisis. Much more interesting, however, is the question of what will trigger the crisis: And that is a

systemic and structural change that has been overdue for years[25]. The keywords here are mobility, energy, digitalization, climate, the world of work, diversity, and so on.

In this context, we will have to keep a close eye on what the billions in taxpayers' money is now being used for. Saving jobs and companies in the short term makes economic sense. In the medium and longer term, however, the economy will have to change in order to fit the future. One example from the recent past: support for the Englisch automotive industry during the 2009 crisis has meant that there is still no change in this key industry. The "creative handling of diesel pollutant values" began during this time. And horsepower, size, testosterone, and the combustion engine still dominate. Every crisis is an opportunity for change. A crisis without change will cause a reform backlog or only prolong problems.

Every crisis is the starting point for opportunities.

The history of the term "crisis" is also significant. The meaning in ancient Greek is "decision" or "turning point". In early modern medicine, "crisis" is understood to mean a mostly feverish illness that causes a defense against disease, at the end of which a healthy organism is restored. It doesn't take a degree in linguistics to see the parallels with today's situation. Every crisis is a turning point between the "old world" and the "new world". Anyone who does not have this profound understanding of change will only be able to see the past in the future.

What does crisis mean from a management perspective? Essentially, it is the ability to reflect, recognize opportunities, and make decisions. These are precisely the keywords for true leadership in difficult times[26]. Do we see new developments in good time? Are we perhaps ahead of them? Are we using the situation to redesign the business model? Can we tackle the issues that have always been put on the back burner due to day-to-day business? What are we turning off because it has become obsolete? These are the crucial questions. In times of stability, the success of the past can be carried forward into the future, but in the current situation this definitely no longer works. And one thing is also clear: It is highly dangerous to rely solely on public programs. These can prevent the worst in the short term, but they create neither competitive advantages nor innovations.

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[25] See Heuser, U., Restart, please!, in Die Zeit No. 41/2019, p. 27.
[26] Stöger, R., Using crises for reorientation, in: Harvard Business Manager 10/2009, p. 70.

DEVELOPMENT OF THE OPPORTUNITIES AGENDA

Competent leadership means using a crisis as a starting point for shaping the future. Providing orientation and developing opportunities are currently the most important tasks for supervisory and executive bodies[27]. The quality of leadership is revealed in the crisis and not in the boom. An old proverb says, "The tide lifts every vessel, even the most rotten boat." To exaggerate, the boom phase since the financial crisis has been fair-weather sailing under ideal conditions. Now we will see which companies can navigate, even in difficult waters.

The current situation highlights the need to quickly introduce important immediate measures. In business terms, these initiatives mean nothing other than "short haul": Adjusting resources, ensuring liquidity, organizing day-to-day business under difficult conditions, and so on.
At the same time, a scenario for the future should also be developed in order to tackle new topics. In terms of organizational psychology, now is the time when many fundamental discussions can be held because people are sensitized to change. This is the so-called "long haul", or the identification of future key issues that will be implemented after the crisis. The entrepreneurial "short and long haul" are sources of opportunities and show whether employees and managers only focus on problems or are able to think positively and with a view toward the future. Of course, difficulties must be addressed openly and we all experience a psychological strain in times of crisis that was unthinkable just a short time ago. But this is precisely the point at which two types of people emerge. Some translate "crisis" as "catastrophe", others as "opportunity".

There are two types of opportunities: "short-haul" and "long-haul".

How does the development process for the opportunities agenda work? Along the topic areas for change (see Fig. 1 and 2), the first step is to develop the "short term", i.e. the starting point for immediate operational measures. Secondly, long-term effects are assessed and future key strategic issues are defined - the "long haul". The subject of the opportunity agenda can be an entire company, but also individual business areas, customer segments, product groups, regions, functions, and soforth. During the development process, it is a good idea to focus only on the most important points and to sharpen the proposals. The aim of the drafting process is not to produce a balanced compromise paper, but to identify key business issues. Avoid lengthy explanations, statements, justifications, self-evident statements, and all-purpose statements (e.g. "increase flexibility").

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[27] See Malik, F., Navigating in times of upheaval, Frankfurt 2015, p. 38 ff.

Fig. 1: Topic areas for change and opportunities	
1. Environment and market position	1. Social, economic, political and technological environment 2. Development in the markets: Customers, competitors, suppliers 3. Positioning in the business, customer acquisition and retention 4. Turnover, sales, market share, prices, volumes
2. Innovation and business model	1. New solutions: Products and service providers 2. New solutions in the business model: positioning, digitalization... 3. Sourcing model: supply chains, alliances, cooperations... 4. Corporate culture: new ways of thinking, ability to change...
3. Productivity and cost position	1. Cost and complexity drivers 2. Value chain, functions and processes 3. Productivity and agility: processes, meetings, projects, reports... 4. "Systematic garbage collection", i.e. putting aside outdated topics
4. Employees and managers	1. Working world, communication, collaboration, "New Work" (online...) 2. Personnel and management development 3. Management processes and HR systems (career, promotion, remuneration...) 4. Employer attractiveness
5. Liquidity and profitability	1. Solvency (in the company, with customers, suppliers...) 2. Management of liquidity and profitability 3. Financial stability 4. Equity and debt ratio

CONCLUSION

Even if it sounds pathetic, the world will probably be a different place after corona than it was before. Discussions will be able to take place that were previously considered impossible and attitudes will change that were previously considered unchangeable. This relates to the international division of labor, outsourcing, communication, the world of work, and motivation, among other things. The current crisis will lead to a wave of innovation, economic, and social change.

Much is uncertain - except for one thing: growth is imminent after the crisis.

In any case, the economy will grow again and all companies must prepare for the coming growth scenario in addition to crisis mode. As much as concerns about markets and liquidity are currently in the foreground, companies need to prepare for the "post-corona world". And that will mean one thing for most of them - Growth. Every crisis means uncertainty, so management must provide orientation and send a clear signal for the future, especially because there is no alternative. In this way, an upheaval becomes a new beginning and a crisis of the present becomes an opportunity for the future.

Summary: Application & benefits

1. Development of a joint opportunities agenda ("short-haul", "long-haul")
2. Contribution to a corporate culture of adaptability
3. De facto an "assessment center" for managers' ability to seize opportunities
4. Developing the right understanding of the crisis

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Fig.2: Opportunities agenda: tool and example (wholesale)			
Background: A medium-sized wholesale company is currently developing a short and long-term opportunity agenda. A short check is carried out every week.			
A. Operational view: Short-haul			
Subject area	**Short-term assessment of the situation**	**>>**	**Opportunities and immediate measures**
1. Environment and market position	• Sales slump approx. 25% • Bottlenecks in the logistics routes • Bottlenecks in product groups A, B, C	>>	• Rapid implementation of the alternative logistics program • Ensuring alternative procurement channels
2. Innovation & business model	• Immediately nothing	>>	• Immediately nothing
3. Productivity and cost position	• Minimization of personal contacts and processes • Bottlenecks in the procurement and logistics functions	>>	• Emergency program for bottleneck functions • Immediate switch to an online organization
4. Employees and managers	• Changeover to short-time working • Further promotion of "distance working"	>>	• Switch to isolated teams • "Safe and solid employer" communication plan
5. Liquidity and profitability	• Liquidity problems in 2 months • Liquidity problems, especially for small customers	>>	• Liquidity check of all customers • Registration in the fiscal liquidity program
B. Strategic view: long-haul			
Subject area	**Long-term effects**	**>>**	**Opportunities and future key topics**
1. Environment and market position	• Disappearance of approx. 10-20% of smaller competitors • Restructuring of the market in customer group X, Y, Z	>>	• Repositioning for customer group X, Y, Z • Complete product range revision (incl. conditions)
2. Innovation and business model	• Reassessment of all distribution channels • Reassessment of all logistics stages including procurement	>>	• Reorganization of sales in segments 1, 2, 3 • Implementation of the "New World Plan" for logistics
3. Productivity and cost position	• Increasing importance of syst. waste collection • "Agility instead of hierarchy" as a principle	>>	• Waste collection for meetings, reports... • Implementation: agile project, meeting and innovation management.
4. Employees and managers	• Increasingly important: decentralization, self-organization • "New Work" as a key topic	>>	• Reorientation of PE: self-organization, delegation • Implementation of "New Work" HR program
5. Liquidity and profitability	• Increasing importance of risk mgmt. • Reduction in gearing ratio	>>	• More professional liquidity management • Implementation of real risk management