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Applied Insights from the FH Kufstein Tirol

MANAGEMENT AND EFFECTIVENESS

Thematic anthology | 2016 - 2025

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EDITORIAL

MANAGEMENT AND EFFECTIVENESS

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 management and effectiveness. It presents tried and tested approaches, methods and tools to ensure competent leadership and continuous improvement. Contents include: professional management, self-motivation, time management, work methodology and project management.

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

Yours sincerely,

Your FH Kufstein Tirol
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PROFESSIONAL LEADERSHIP AS A COMPETITIVE ADVANTAGE

Prof. (FH) Dr. Roman Stöger

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PROFESSIONAL LEADERSHIP AS A COMPETITIVE ADVANTAGE

DEVELOPING THE DECISIVE SKILLS

We live in times of change, transformation, and crises. More than ever, companies, management, and employees are confronted with a VUCA scenario: Volatility, Uncertainty, Complexity, and Ambiguity. In this situation, professional leadership has a clear task: ensuring the ability to change, balancing out bottlenecks, and exploiting opportunities.

By Prof. (FH) Dr. Roman Stöger

A simple definition of leadership can be derived from the infinitely large field of management literature and practice: Management is the profession of change, implementation, and effectiveness. This is particularly noticeable in the current "turnaround" and is reflected in four challenges for leadership (see Management Study 2022/2023, Fig. 1). In principle, these apply to all industries and all company sizes, to for-profit and non-profit organizations, as well as to public administration institutions. Only with competent management can the aforementioned challenges be overcome and organizations reliably navigated. Essentially, it is about six leadership competencies.

Fig. 1: Challenges for management			
1.	**Pace: Significantly increasing speed of change and complexity**	**>>**	**96 %**
2.	**Bottlenecks: persistent staff shortage and expected future management shortage**	**>>**	**87 %**
3.	**Motivation: finding meaning and self-motivation in times of uncertainty**	**>>**	**78 %**
4.	**Here and now: being "consumed by day-to-day business" and too little time for reflection and the future**	**>>**	**72 %**

I. THE SIX LEADERSHIP COMPETENCIES AS A REQUIREMENT PROFILE FOR EFFECTIVENESS

1. Achieving Results: The top discipline in management is implementation. This includes professional management processes for goal setting, realization, and evaluation of results. In order for this to happen, each responsible unit needs a clear, compact strategy with the most important future topics and the corresponding implementation program. Key tasks, target agreements, and results reports are practical tools that make management transparent and, therefore, easier. A management study found that 60-70 percent of companies still fail to implement a strategy or a major project[1] . In contrast, there are many positive examples that can be learned from, such as the companies Vector Informatik, Delo, Nemetschek, and Evotec.

2. Bringing About Change: Results relate not only to the here and now, but also to a company's ability to change. In terms of content, this is about solid innovation and change management. And just as important is the further development of the corporate culture in terms of the willingness to change and the involvement of employees. Leadership means not allowing yourself to be absorbed by day-to-day business, but instead introducing new topics at an early stage. For example, the writing instrument manufacturer Lamy has repeatedly managed to develop itself as a pioneer and innovator in the field of writing. Lamy's products, brand, design and philosophy are visible to the outside world. The DNA behind this is competent cha,nge management.

3. Optimize the Organization: The best goals and high capacity for change are of no use if the structure does not function as an apparatus of implementation. Tasks, skills & competencies, and responsibilities must be clear and, of course, constantly put to the test. In this sense, organizational development and process design are crucial, both within one's own area of responsibility and with interfaces. Companies such as ING or the online retailer Zappos recognized the importance of these issues at an early stage and implemented them. But large companies, such as Bosch, are also increasingly relying on new, agile forms of organization and collaboration. In this sense, organization never stops and must always be adapted to change. This is precisely the essence of the old saying "structure follows strategy".

Competent leadership is the most important competitive factor.

4. Increase Productivity: In times of inflation and staff shortages, productivity management is a prerequisite for optimizing cost and price structures[2]. This is not about one-off cost-cutting programs, as these are not permanent and usually destroy potential for success. The focus is on permanently increasing productivity and purging the company of bloat, outdated processes, and sources of complexity. Every manager is responsible for constantly working on the most important cost drivers and carrying out "systematic waste disposal". Bureaucratic structures are just as much a part of this as unprofessional meeting management or incorrect use of capital.

5. Empowering People: Leadership means making people effective. This includes our own employees, but also the interfaces and the company as a whole. Strengths-oriented support and challenges are just as important as enabling self-organization and self-direction. This is precisely the core of individual personnel development programs and

[1] Faerber, M., How change succeeds in SMEs, in: Harvard Business Manager, 01/2023, p. 70 ff.
[2] Simon, H., Die Inflation schlagen, Frankfurt 2022, p. 177 ff. and 189 ff.

management development. Even if it may sound paradoxical, the HR department is not responsible for personnel development, only the manager is. Companies such as Salesforce, Siemens Healthineers and the Englisch Aerospace Center are constantly developing these leadership skills and are always at the top of the rankings of top employers.

6 Manage Yourself: Competent management starts with yourself. The key question is how managers manage themselves, how they deal with their time, how they motivate themselves, constantly develop themselves and keep themselves sharp. A surprising study shows that managers spend over seventy percent of their time in meetings, invest only three percent in further training, and also spend three percent in contact with customers[3]. This is precisely the result of a lack of professionalism in self-management. Therefore, work methodology, delegation plans, and a solid self-motivation program are crucial tools for improving personal effectiveness, resilience, and life balance.

Fig. 2: The six leadership competencies	
1. Results	• Processes: Professional goal setting, implementation and delegation process • Tools: compact strategy, key assignment, target agreement, results report
2. Bring about change	• Processes: Effective innovation and change management and cultural development • Tools: transformation drivers, change program, culture monitoring
3. Organization	• Processes: Organizational development, process design and structural optimization • Tools: process map, interface agreement, function diagram, CIP
4. Increase productivity	• Processes: Permanently increasing efficiency and streamlining the company • Tools: cost driver optimization, "systematic waste collection", meeting management
5. Empowering people	• Processes: Strengths-oriented support and challenges, self-organization and self-control • Tools: personnel development program, personnel appraisal
6. Control yourself	• Processes: Professional personal leadership. Self-motivation • Tools: work methodology, delegation plan, self-motivation program

2. THE SUPPOSED CONTRADICTION BETWEEN MANAGEMENT AND LEADERSHIP

For years, the fashionable term "leadership" has been used and presented as a good alternative to "management". And as is almost always the case in economics, buzzwords work with rhetorical tricks: everything negative is management, everything positive is leadership. Management is described as controlling, money-driven, present-oriented, and bureaucratic. Leadership, on the other hand, is trusting, meaning-driven, transformative, and empowering. Fashionable terms such as leadership are useless in practice. It is much better to understand management as positively as possible and then ask what else characterizes true leadership. The few examples that remain are a

[3] Porter, M. / Nohria, N., How managers plan their day, in: Harvard Business Manager, 09/2018, p. 23 ff.

Winston Churchill in the Second World War or a Steve Jobs at the turn of the millennium. These are certainly impressive, but statistically far too rare to recruit the leadership personnel for an economy from.

Fashionable terms bring neither scientific progress nor practical benefit.

Of course there are bad managers. But that doesn't prove that management is wrong, it proves that the wrong personnel decisions have been made. And, the translations from English into German are just as wrong. "Führungskraft" in the organizational or entrepreneurial sense means "manager" or "executive". Leader or leadership are abstractions that can only be personalized in exceptional cases: A project manager is a project manager and not a project leader. The leadership debate not only shows an ignorance of 20th century history, but also of the fundamental works of Peter Drucker. His management theory contains everything that is nowadays put forward as leadership, for example in his ground-breaking book "Management" from 1974.

3. SYSTEMATIC DEVELOPMENT OF LEADERSHIP SKILLS

A common mistake is that no distinction is made between technical and leadership skills. A manager needs understand something about the business and be familiar with the subject, as this is the only way to make the right decisions and gain respect. However, by the time they are promoted for the first time, at the latest, a noticeable amount of time must be devoted to leadership skills in order to be effective. This is precisely the difference between a true leader and a basic executive. Another mistake is to focus on character traits, like open, motivating, and so on. More fruitful than asking who real leaders are is to examine what they do. This is the difference between quality and skills / competencies, between attribution and substance. It is precisely then that shows that although successful managers have different characteristics, they have many similarities in their leadership skills.

Competent management is much more important than artificial intelligence (AI).

The leadership skills shown (see Fig. 2) are the linchpin of an organization's competitiveness. If, for example, there are complaints that the company is not sufficiently adaptable or unproductive, then the key lies in just one thing: competent leadership. The concept of the six leadership competencies can be applied as follows:

- **Diagnostic tool**: The six skills / competencies can be used to assess the performance of managers, but also of management bodies (supervisors, Chairmen of the Board, CEO Managing Directors, Project Board). This also includes corresponding support measures.

- **Leadership development:** The skills & competencies, processes, and tools mentioned can form the core of continuous leadership development (see Fig. 3). This ensures a common "leadership DNA".
- **Application and promotion:** The individual skills & competencies also form the framework for application and promotion processes for managers. They are the basis for discussions when looking back or looking ahead and can therefore form a foundation for comparison.
- **Reflection and coaching**: The leadership competencies can be used for systematic self-reflection or reflection on others. For example, to assess your professional life to date or to concretize resilience. They are therefore also part of coaching processes.

There are no secrets when it comes to leadership, even if some people claim otherwise. We know what is most important important. Everything that is effective is available. Competent leadership can be learned and has a lot to do with craftsmanship. Especially in this day and age, it is important to emphasize that leadership skills are more effective than artificial intelligence. Systems, algorithms, and neural networks produce knowledge and information. Something only becomes truly effective through leadership. It must therefore be in the interests of supervisors, top management and staff representatives that leadership skills are continuously developed. This is the prerequisite for the effectiveness of people and organizations - especially in challenging and turbulent times.

Summary: Application and benefits

1. Basis for the assessment and development of managers
2. Systematic improvement of leadership skills
3. Establishing a common understanding of leadership and a uniform leadership culture

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Fig. 3: Systematic management development: tool and example (retail)		
Background: A medium-sized retail company is introducing a management development program for the first time in the company's history. The topics are defined on the basis of leadership skills & competencies.		
Leadership skills & competencies	**Entrepreneurial goal**	**Contents of management development**
1. Achieve results	• Systematic target process throughout the entire company with "Leading with targets" • More focus on results and professionalism in projects • ...	• Teaching the principles and methodology of "Leading with goals" • "Agile project management" as a management tool • ...
2. Bring about change	• Increasing competence in change management: communication, benefit focus... • Introduction to the topic of "cultural development" • ...	• Change management as a leadership methodology: transformation management • Basic seminar and first application: cultural development • ...
3. Optimize organization	• Significantly more process orientation and avoidance of silos in the company • Optimization of interface management • ...	• Development of process maps as a management tool • Introduction of interface agreements to improve cooperation • ...
4. Increase productivity	• Reduction of self-employment and "meeting tourism" • More entrepreneurial courage for "systematic waste collection" • ...	• ...
5. Empowering people	• ...	• ...
6. Control yourself	• ...	• ...

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Applied Insights from the FH Kufstein Tirol

HYBRID WORKING AND MANAGEMENT

Dr. Petra Meyer

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HYBRID WORKING AND MANAGEMENT

NAVIGATING BETWEEN REAL AND VIRTUAL WORLDS

If home office or mobile working was still "wow" three years ago, it has now become an indispensable standard in many companies. This has consequences for employees and managers. Seeing only advantages in working from home or from a café is a romanticized image. In reality, people struggle with different attendance patterns. Employees don't meet for weeks at a time and managers have lost the "connection" to their employees. The question is, when is it still worth coming into the office? Hybridity, or skillfully navigating between real and virtual worlds and shaping them constructively, is a key to success in today's working world.

By Dr. Petra Meyer

HYBRID WORKING IS THE NEW REALITY IN COMPANIES

Finding and retaining good employees is a core task of every company and therefore the core task not only of every HR department, but of every manager. The situation has worsened due to the labor shortage and it is a challenge for many companies to ensure their attractiveness as an employer. Many benefits are often offered, including the fruit basket, which is a popular tool and symbol for satisfying the needs of employees. But how is it filled in a contemporary way? Of course, as good as possible, with regional, organic fruit. And would you like a little more?
For starters, the fruit basket is appreciated and is not just a valuable vitamin boost in the morning, but a clear sign of appreciation. And yes, it can also be a bit more. After all, it's common knowledge that the world of work has changed in recent years. On the one hand, the needs of the generations have changed, while on the other hand there are shortages on the labor market. The fact that people and companies are facing sometimes unexpected challenges, such as the impending economic downturn, high inflation, or the challenges of climate change, creates an uncertain and volatile working environment. Additionally, the forms of leadership and collaboration have evolved.

A tension between work-life balance and productivity.

For many years, there has been a visible trend among employees towards a better work-life balance, not only among the "young", but across all generations. At first, the hope was that it was just a "fad". However, the Workmonitor Report[4] from 2023 clearly

[4] See Randstad Work monitor report 2023: Flexible but stable, https://workforceinsights.randstad.com/hubfs/Workmonitor/2023/Randstad_Workmonitor_2023.pdf?hsLang=nl (accessed on 02.02.2023)

shows that people around the world have fundamentally and permanently changed their attitude toward work. Work should adapt better to the needs of their own lives, their everyday lives. Examples of this include minimizing the weekly commute or enabling flexible working. This creates more quality time for oneself or makes it easier to arrange childcare or care for relatives. According to the Workmonitor Report, 61%, or almost two thirds, would not accept a job if they feared that it could have a negative impact on their work-life balance.
Companies are being rewarded for more hybrid working - but at the same time, opinions differ between employees and managers. This is because 80% of employees say they are equally or even more productive when working from home. In contrast, 54% of managers fear that the opposite is the case. This discrepancy often leads to more night and weekend work for employees in the digital setting and increases the pressure to always be available. There are also differences between employees and managers in terms of the need to be in the office every day. While 40% of managers say they prefer to be in the office every day, only 20% of employees agree.[5]

Hybrid working and leadership as a key topic of attractive employers.

Companies that do not face up to the need for flexibility and remote working are increasingly struggling with a shortage of workers. In order to remain attractive as an employer, it is no longer enough to provide a fruit basket once a week or to entice employees with almost self-evident incentives. Professional, hybrid working and leadership must be prominently placed on the "motivational serving tray" of companies. After all, the fruit basket of the past is now a new and attractive work format that takes into account the needs of employees and the company. This is a key characteristic of the new world of work. It is not a passing fashion, as studies clearly show that the hybrid form of working and leading is here to stay.

HYBRID LEADERSHIP IS MORE THAN LEADERSHIP AT A DISTANCE

Digital working such as mobile working, teleworking, remote working, and working from home are core elements of attractive employers alongside traditional office life with flexible working hours. These work formats usually occur in parallel and do not always present easy-to-manage challenges for companies. On one occasion, employee Huber is in the office on Monday and Tuesday, i.e. on site. On these days, member of employee Müller can be reached in her home office, that is, digitally on site. The next week can be completely different. We are all now familiar with meetings in which this or that person is connected, the link is sent two minutes before the start ("Oh, there was someone else in the home office!") and the technology only works halfway ("Hello, can

[5] Cf. 2022 Work Trend Index: Annual Report, https://assets.ctfassets.net/y8fb0rhks3b3/3dbLTNFA72EguJaZDvzkGX/cbe2c85d25b8c006cea95bc0e2b7cf7e/2022_Work_Trend_Index_Annual_Report.pdf (accessed on 02.02.2023)

you hear me?"). Unfortunately, this also repeatedly leads to a decline in meeting discipline: it doesn't matter if you're late because the technology has to be set up first. However, it can be observed that more and more companies have their remote formats under control or have at least become much better.

Hybrid leadership as a bridge between analog and digital working worlds

Nevertheless, if hybrid working is given free rein and no professional hybrid management is used, employees can become increasingly alienated from each other and from the company. Contact between colleagues breaks down, especially in areas where people have previously tended to avoid each other. Only the bare essentials are discussed and social contacts become even fewer. Managers often complain about a lack of commitment, loss of trust or control, and having lost the connection to their employees.[3)] "Hybrid leadership" is therefore more than just leadership at a distance. In a hybrid setting, it is essential to bridge the gap between analogue and digital work formats, not only in technical and organizational terms, but also in terms of social interaction. It is challenging to connect employees in the office with those at home, on the train, at the airport, or in a coffee shop, to be able to perceive moods and conflicts and, above all, to lead. Hybrid leadership means combining all work formats and creating the right framework for collaboration.

THREE KEY QUESTIONS DEFINE HYBRID WORKING AND LEADERSHIP

In many companies, there are weekly rules about the relationship between digital at home and analog on site. This is a first step. Nevertheless, the flexibility of hybrid working is limited and only brings limited added value for employees and the company. Basically, this is only a limited hybrid setting, as the true benefits of hybrid working, such as increased productivity, sustainable working, freedom, and motivation, can only be exploited to a limited extent.

To secure the benefits, you would have to venture a little further out of your comfort zone. One example would be hybrid working with a time frame of six weeks with freely allocated digital working hours of 40%, for example. This brings added value for employees in terms of work-life balance and the benefits of higher motivation and productivity for companies. The prerequisite is, of course, that clear goals are agreed and results are available. Why is this so rarely attempted? Frequent concerns are that employees no longer show up at the office towards the end of the flexitime frame, take two weeks of "vacation" or lose contact. These concerns are not entirely unjustified. In a hybrid setting, every employee's subconscious equation is, "Is it worth going to the office?" versus "Would it be better to work efficiently from home?" This equation serves as a guide for hybrid leadership. Every manager needs toask themselves the question, "How attractive is it really to come to the office?"

Corporate culture as a key factor in the hybrid working world.

For 38% of employees, it is actually very difficult to assess when and why it pays to come into the office.[2)] For example, long commuting times are taken to be present - and then the office is almost empty. Successful hybrid managers who stay in contact with employees define together with the team how to organize attendance time and why it pays to be in the office together. In this context, three key questions should be answered by the manager together with the team before introducing the hybrid setting (see Fig. 1).

Fig. 1: Key issues of hybrid leadership	
1. Work processes	How can procedures be set up to enable smooth communication and cross-functional collaboration between analog and digital working methods?
2. Presence - Absence	How must the relationship between presence and remote be structured in order to ensure motivation on the one hand and to achieve productive results on the other?
3. Corporate culture	How can a culture be developed that is based on appreciation between analog and digital, so that no unhealthy competitive behavior or the feeling of a two-tier society arises?

The answers to these three questions are the basis for successful hybrid leadership. There is not always a clear right or wrong answer to the question of the right time to be present. Nevertheless, it is crucial for hybrid leadership. The answer depends on the purpose of the company. It is usually assumed that chance meetings in the corridor are important. But is it actually used and practiced in everyday life? Is there time for chance meetings? You can also go for a coffee as a hybrid. Another common assumption is that innovative and creative processes can only take place in analog form. No, they work just as well digitally if you know how. The core question of presence or absence is and remains central and can only be answered individually by companies, managers, and teams.

FOUR KEY ELEMENTS ENSURE PROFESSIONAL HYBRID WORKING AND LEADERSHIP

Once the three core questions have been answered, four key elements enable constructive hybrid working and leadership (see Fig. 2). Effectiveness, building trust and the joy of working together in a mixture of digital and analog formats can be experienced. Navigating between real and virtual worlds is a highly demanding task. The key elements are a successful start, and further content can of course be added depending on the situation. Those elements can be used specifically as an implementation tool to develop the prerequisites for effectiveness in the hybrid world within the team (see Fig. 3).

In addition to the framework and structures for hybrid working, it is particularly important in hybrid meetings to use two moderators who work well together. While the analog moderator takes care of the discussion and procedures in the room, the digital moderator takes care of the integration and moods from the virtual room. It can be agreed here that short messages are sent via the chat, which are then played in the analog room. A functioning camera or sound system is just as essential for good communication as the stationary presence of the digital participants. Nothing is more unpleasant when meetings are attended from the car, during check-in at the airport, from the train with several listeners or perhaps even with poor internet quality.

Fig. 2: Key elements for hybrid working and leadership

Key element	Goal	Implementation	Benefit
1. Hybrid frame	Defining clear rules for hybrid collaboration	• Definition of core working hours during which everyone can be reached • Response times to e-mails, chats... • Period for trouble-free working • Making visible: Who works when and where?	• Everyone has the same ideas and expectations of hybrid settings • Building trust • Reliability and commitment
2. Touchpoints for hybrid formats	Navigating and connecting analog and digital worlds	• Digital meeting points, e.g. 15 minutes of digital "coffee" twice a week for everyone • Digital open door times • Rotation in the team: responsibility for maintaining contacts	• Relationship management in a hybrid setting • Involvement of all employees • Making those who work digitally visible
3. Structures and time slots in hybrid format	Ensuring efficient and effective communication	• Short meetings by telephone/video • Frequency of 1:1 meetings and updates • Secure accessibility via telephone or video at set times	• Security in cooperation • No e-mail or chat overload
4. Hybrid meetings	Achieving professional meeting management	• Start 10 minutes before the official meeting for technical adaptations (availability) and small talk • Defining the roles of an analog and digital moderator and actively involving digital participants • Enable personal exchange with digital participants after the meeting	• Making the digital participants visible • Hybrid networking • "Follow the chat" by digital moderator • Analog and digital moderators moderate together

Professional control of the hybrid setting

There are some helpful basic principles to help you decide whether and how to work and manage analog or digital. The focus here is on the type of work and experience. Digital and mixed (analog and digital) formats are suitable for factual topics, while only analog formats are recommended for relationship topics. Helpful decision-making questions can be: Is the work independent of time and location? What kind of collaboration is needed? How much experience is already available in the collaboration? Is there any hybrid experience? The answers to these questions make it easier to make a fundamental decision on whether and when to work hybrid or how to manage hybrid.

When hybrid leadership succeeds, it leads neither to a loss of trust nor to isolation in the digital setting. It combines analog and digital worlds in a way that benefits employees, managers and companies in the real world. For employees, it means no information overload due to endless written communication, but rather a positive development of work-life balance. For managers, hybrid leadership builds trust, commitment and motivation in the team. For companies, successful hybrid leadership results in employee retention and the creation of sustainable and possibly even cost-saving processes. The new worlds of work are challenging and have risks, but also many opportunities. Only with the appropriate professionalism in hybrid working and leadership will the change succeed to the full benefit of everyone involved.

Summary: Application and benefits
1. Hybrid leadership is more than leadership at a distance, it complements the individual leadership style and creates a bridge between analog and digital forms of work. 2. Every company should clarify the key questions regarding sensible processes and adapted corporate culture in the hybrid working world. 3. Key elements such as hybrid frameworks, touchpoints, structures and meetings ensure that the benefits of "New Work" are realized.

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Fig. 3: Implementation program "Hybrid working and leadership": Tool and example (insurance)

Background: An insurance company introduces the new arrangement of freely divisible 40% digital working hours. With the key elements of hybrid leadership, the new arrangement can be implemented constructively and profitably for everyone.

Key element	Goal	Implementation	Date	Responsible
1. Hybrid frame	Defining clear rules for hybrid collaboration	• Definition of core working hours (availability of all team members) • Time frame for availability (telephone, e-mails...)	31.03.	M. Cellar
2. Touchpoints for hybrid formats	Navigating and connecting analog and digital worlds	• Organization of a weekly, informal exchange: "digital coffee" • Checking the sharepoint to ensure that the documentation processes are working	28.03.	U. Farmer
3. Structures and time slots in hybrid format	Ensuring efficient and effective communication	• Definition of a framework for direct, personal exchange (telephone, video, etc.) • Definition of alternating availability times per team (on a trial basis for 2 weeks)	28.02.	...
4. Hybrid meetings	Achieving professional meeting management	• Revision of existing meeting management rules - adaptation to the digital world • Short training for managers, project managers and moderators on "Hybrid meeting management"	...	...

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Applied Insights from the FH Kufstein Tirol

EFFECTIVE WORKING METHODOLOGY

Prof. (FH) Dr. Roman Stöger

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EFFECTIVE WORKING METHODOLOGY

ENSURING PERFORMANCE AND LIFE BALANCE

There are few topics in the world of business that are as unknown and underestimated as personal work methodology. Entire libraries have been written about managing people or organizations. In contrast, there is little and, above all, rarely anything useful on one of the key topics of our time - personal leadership. This dimension of leadership has nothing to do with psychology, leadership, esotericism, or other current fashions, but is based on common sense, discipline and the ability to question and challenge oneself from time to time. Work methodology is not only the key to effectiveness. It is the basis for quality of life, especially in this day and age of complexity, acceleration, and disruption.

By Prof. (FH) Dr. Roman Stöger

MANAGING YOURSELF IN TIMES OF CHANGE

For years, people have been talking about increasing pressure and growing requirements. People and organizations have to achieve more in less and less time and increase their effectiveness. At the same time, it is becoming increasingly difficult to rely on tried-and-tested processes, standards, and stable conditions - because more and more is changing faster and faster. The abbreviation VUCA summarizes this phenomenon succinctly: Volatility, Uncertainty, Complexity, Ambiguity. Living and working in the 21st century is massively affected by these four topics. And based on these four phenomena, two typologies of people can now be distinguished. Some see threats, problems and frustration in this VUCA scenario. They feel overwhelmed and their professional and private lives suffer as a result. Others see themselves in an exciting world that offers opportunities, make something of this situation, and have goals in life. This does not mean that they are naive or blind to risks and undesirable developments. At the end of the day, however, they always focus on one thing - design, activity and results.

The most important management object is the management of one's own person.

It is precisely this positive and active type of person that is characterized by a characteristic that can be described as leadership of one's own person. Most people understand leadership as the relationship between a superior and employees. This is only one dimension. Others, and at least as important, are the leadership of colleagues, the leadership of the manager, and the leadership of myself. In this context, there is an old saying that says: If someone cannot lead themselves, how can such a person be expected to lead other people? Managing yourself is a lever for performance and quality of life. And it is fundamentally dependent on an effective working method[6] .

THE PERFORMANCE OF THE INDIVIDUAL AS A DRIVING FORCE FOR ORGANIZATIONS

Nowadays, a new form of collectivism has become fashionable, namely attributing the performance of companies to a team. Of course, functioning teams are a prerequisite for effective organizations. It is also thanks to the division of labour and specialization that we have unprecedented progress. On closer inspection, these collective achievements are often due to individuals taking the initiative, leading the way, inspiring others, and so on. The performance of the individual is still the driving force and prerequisite for teams and organizations to function.

The ability to work in a team is a fundamental skill & competency for companies to function. Ideally, the team has an advantage over the individual because more skills, experience, and perspectives are available. However, this potential of the team is unfortunately not automatic, but must first be raised. It is not uncommon for the equally existing disadvantages of teams to dominate. They can be slow, complicated, require a lot of communication, and time to coordinate. There are also certain types of people who are perfect at hiding in a team and letting others work for them.

Work methodology is also a lever for effective teams.

This does not mean a disdain for teams or an obsessive exaggeration of individual performance. Rather, it is a critical reflection of a mainstream in the world of work that ignores an important aspect, namely the effectiveness of individuals. Personal working methods are the prerequisite for people and ultimately teams to become effective. In this respect, a meaningful team development program also includes the question of working methods and the performance of the individual person.

KEY POINTS OF AN EFFECTIVE WORKING METHODOLOGY

Anyone who has an interesting, demanding job today, wants to have time for leisure, family or voluntary work or has career ambitions will not be able to avoid an effective working method. The best source of motivation for the permanent optimization of work methodology is that the productivity progress achieved is reflected in concrete benefits. Working methods are rarely promoted in systems where pure attendance times are expected and no tangible results can be achieved. In such organizations, there is usually also poor productivity and thus a negative downward spiral. The best self-motivation comes from improving your own effectiveness through professional working methods

[6] Malik, F., Führen Leisten Leben, Frankfurt 2014, p. 312.

and achieving results. A few key points on working methods can show the way here (see Fig. 1).

Fig. 1: Cornerstones of an effective working methodology	
1. Results	• Consistently think in terms of results (and not activities) • Bringing started topics to a conclusion • Organize your personal agenda professionally (daily, weekly, monthly plans)
2. Systems	• Actively control or limit all information and access channels • Ensure a "air tight" and intuitive filing and document system • Know and use the productivity potential of the digital world (systems, programs, apps) • Permanently improve self-organization
3. Concentration	• Focusing day-to-day operations on the issues that really matter • Concentrate on a few topics • Use a "systematic garbage collection" (put down topics, dispose of what is outdated) • Always critically question yourself and your own program
4. Time	• Regularly identify and eliminate time traps • Organize coherent times for trouble-free work • Schedule time for rest, relaxation and fitness • Know and use your personal performance curve (daily constitution)

The topics mentioned are neither new nor revolutionary. For example, the simple point of "actively controlling or restricting all information and access channels" can be quantified relatively easily: Private cell phone, company cell phone, landline, private e-mail, company e-mail, and three social media memberships already add up to eight massive floodgates that absorb a considerable amount of our attention. These are precisely the time wasters and "distractors" that make it difficult to be effective. Personal work methodology is fundamentally related to a seemingly trivial issue: having an overview and thus the ability to control and stay ahead of things. A solid working method can help to avoid unpredictability, irritation, and the general risk of getting bogged down, both professionally and privately. The inability of many people to organize themselves, the increasing number of burnouts and crises of meaning in general are related to this. At its core, professional work methodology means driving issues yourself and not being permanently driven.

Am I driving topics - or am I permanently driven?

The cornerstones of an effective working methodology described above can be used to design a personal improvement program[7] (see Fig. 2). The first step is to take a self-critical inventory along the topics. It is important not to fool yourself here and not to sugarcoat anything. In case of doubt, provocative statements can also help to give rise to a real change, such as "wasting 20% of waking time on social media and other nonsense". Even if there are of course meaningful media contacts, such a statement is

[7] Stöger, R., Implementing digitalization, Stuttgart 2019, p. 185 ff.

more likely to trigger reflection than the tame statement, "sometimes too much Facebook". Step two is then the systematic development of improvement topics. It is important here not to take on too much at once, but to proceed in a measured way. This means starting with 2-3 measures and then gradually developing the initiatives further. It is generally a good idea to work out such an improvement program with a discussion partner. This creates healthy pressure to get involved in the topic in the first place and to get specific.

WORKING METHODOLOGY AS A DECISION FOR EFFECTIVENESS

Personal work methodology is one of the leadership skills & competencies[8] that make the decisive difference today. Mastering it is a basic prerequisite for the effectiveness of people and organizations. Managers, in particular, are required to constantly improve their personal working methods. In addition, this topic should also be addressed and reflected upon time and again in personnel development. With a solid work methodology, more can be achieved in the same amount of time or the same work can be accomplished in less time. Both are sufficient reasons to take up this topic and permanently improve it.

Work methodology is also a leadership skill.

Many people leave their working methods to chance. This tool is not specifically taught at school, apprenticeships, or higher education institutions. Working methods are very personal and need to be constantly modified. Simple trial and error is just as much a part of it as observing effective people. Ultimately, the topic is a highly personal decision for performance and quality of life.

[8] Cf. Drucker, P., Management. Tasks, Responsibilities, Practices, Oxford 1999, p. 374 ff.

Summary: Application and benefits
1. Work methodology as a source of performance and self-motivation 2. The key to a better quality of life and more time for family, hobbies, friends, and so on 3. Work methodology as a core topic in personnel and especially management development 4. Prerequisite for the effectiveness of people, teams and organizations

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Fig. 2: Effective working methodology: ***tool and example***			
Background: After a year in this role, the head of a sales team takes stock of his working methods and identifies areas for improvement.			
Key point	**Situation diagnosis**	**Optimization**	**Date**
1. Results	• Start the day with emails, no real daily or weekly goals • Thinking and acting in terms of activities and not results	• Start the day with a list of 3-5 results that are available in the evening (incl. permanent visibility at the desk)	Immediately
2. Systems	• Too many access channels • Unprofessional, excessive "telephone behavior" • Too much time searching for documents and too few templates	• Termination of all social media (except WhatsApp) • More discipline and focus on the phone • Implementation of a sensible template and filing system	Conclusion: at the end of the month
3. Concentration	• No "Systemat. Waste collection" • Chaotic desk • Endless to-do lists and plans	• Weekly "systematic waste collection" of topics • Consolidation of all tasks in one list	Conclusion: Fridays
4. Time	• ...	• ...	

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Applied Insights from the FH Kufstein Tirol

PROJECT HANDOVER AND PROJECT COMPLETION

Prof. (FH) Dr. Roman Stöger

ISSUE #14| MARCH 2018

PROJECT HANDOVER AND PROJECT COMPLETION

ENSURING LASTING RESULTS AND EFFECTIVENESS

Projects are launched to deliver quick, target- orientated results. The more important and, in this sense, the more "entrepreneurial" the task is, the more organizational silos need to be overcome. This challenge applies not only during the project, but also when a project is handed over and at the end of the project. This can be achieved with two management instruments that should be standard tools in every project.

By Prof. (FH) Dr. Roman Stöger

1. THE PROFESSIONAL PROJECT HANDOVER

Today, many projects are planned and implemented professionally. Tools such as network planning technology, project software, and case studies are part of everyday project work. Intermediate successes are achieved according to plan, customers are satisfied, and employees are motivated by the results they have achieved. Most energy is put into a professional project start, because this is the basis for a productive and target-oriented approach. Project assignments and schedules are rarely left to chance and it is precisely here that the level of professionalism has increased significantly in recent years[9]. On the other hand, it can be observed that projects often do not reach an adequate conclusion. Two tools have proven their worth in this context: project handover and project completion.

[9] Andler, N., Tools for project management, workshops and consulting, Erlangen 2015, p. 25 ff.

Fig. 1: Project handover - tool and example (energy supplier)	
Project	**Energy 3" cooperation project**
1. Date	01.12.
2. Project participants	• Client and project exclusion: E-Werk A (Meier), Stadtwerke B (Muller), Energie C (Schmidt) • Project manager and responsible for project handover: Berger
3. Project objective	• Development of cooperation potential with regard to purchasing, warehouses, depots, equipment pool, control and protection systems • Savings target of € 13 million
4. Phases and milestones	• Analysis of potential (01.03. to 31.08.) • Measures to develop potential (01.09. to 30.11.) • Project handover and start of implementation (01.12.)
5. Current situation in the project	• The potential has been tapped at around € 15 million. • The following areas can be implemented relatively quickly: Purchasing, warehouse / depots, equipment pool, control and protection systems • Implementation measures are available and can be started
6. Handover of tasks, skills / competencies, responsibilities (AKV)	• The implementation measures are defined for each cooperation company. The persons responsible for implementation per company are: E-Werk A (Pestalozzi), Stadtwerke B (Rogge), Energie C (Steiner) • The potential arising from the combination of defined functions and processes across all cooperation companies is available. Helmer is responsible for implementation. Helmer is supported by the following people: E-Werk A (Hagen), Stadtwerke B (Eltze), Energie C (Wagner) • Schulte-Henkel is responsible for the implementation of the personnel issue. The open points will be clarified with the works councils (status report by 20.12.)
7. Implementation controlling	• Responsibility: Helmer (from 01.12.) • Implementation committee: E-Werk A (Meier, Berger), Stadtwerke B (Müller, Helmer), Energie C (Schmidt) • Report: every first Monday of the month 13.00 to 16.00

The project handover integrates the line functions and ensures accountability.

Project handover: A project is often not over when it is officially completed. In many cases, the results and follow-up processes have to be handed over. Here in particular, the project manager must think about the time after the official end of the project and organize a precise project handover (see Fig. 1), which is also a formal acceptance protocol. Typically, several items are documented. First, the project is outlined in principle, i.e. objective, phases, deadlines, people involved, contact persons. To ensure that the handover works, the current situation at the end of the project should be briefly described, in particular whether there are any outstanding issues. The project results must be officially identified, such as products, service providers, processes, findings.... To ensure that the handover works organizationally, the tasks, skills / competencies and responsibilities for the client must be clearly documented. All relevant documents and the filing logic in the system must be checked again and updated. If issues are still open, decisions need to be made or "clean-up work" is required, these must be identified so that implementation does not start to falter afterwards. This also includes any follow-up costs or services such as error lists, warranty obligations, and so forth. Finally, it should be recorded how the implementation controlling of the project handover works and to whom this is reported.

Everyone involved in the project should know who can be contacted after the formal end. This person ensures that the experiences from the project have "a face" (e.g. for questions of project documentation, methods, tools, contacts...). The project handover turns project responsibility into line responsibility so that the "individual project" can become a meaningful permanent task in the processes.[10]

The project conclusion is the "finale" and a reflection in the sense of continuous improvement.

2. EFFECTIVE PROJECT COMPLETION

Project closure: The project handover is the primarily formal and results-related part of the project completion. Reflection takes place at the end of the project. The participants discuss their impressions and experiences and record the "lessons learned" for further projects. This is part of an active continuous improvement process (CIP) and ensures that project competence is continuously optimized. The topics of a structured final project meeting are summarized below (Fig. 2).

Fig. 2: Final project meeting

1. Has the project created a sustainable customer benefit (customer feedback, etc.)?
2. Was the project objective always worked towards? Was the methodology appropriate?
3. How did they work together? Did everyone contribute their strengths to the project?
4. Was the project organized in a targeted manner (tasks, skills & competencies, responsibilities)?
5. Were the project phases adhered to? How was the deadline discipline?
6. How did the resource plan perform? Where were there upward or downward deviations?
7. Have the project accounts been closed and final invoices prepared?
8. Are the project participants relieved? Are the project participants integrated into their home organization?
9. Is everything clearly documented and are there contact persons available after the end of the project?
10. Was a professional project handover carried out?

The results of such a discussion are very informative for other projects. It also provides personal feedback on your own contribution to the project. The key points are summarized in the final project report (see Fig. 3). An important component of a

[10] Stöger, R., Wirksames Projektmanagement - Mit Projekten zu Ergebnissen, Stuttgart 2011, p. 156.

professional conclusion is a final performance assessment of the project and the project members.

Project management is knowledge management. Not only people learn, but also organizations.

Many managers talk about the need for knowledge management. This is a short and useful summary of the project. Knowledge is produced in every project and this should be made available. Well structured documentation is the best way to ensure that the experience gained in the project is accessible to other users. If the project is restarted with a similar objective, systematic documentation also makes the work much easier, because much has already been created. Above all, this concerns the project methodology, the tools used, organizational and communication instruments, planning aids, and so on. Here too, it is not the volume that matters, but the speed with which information is found and used.

Fig. 3: Final project report - tool and example (sanitary service)

Project	**Reorganization of the rescue network**
1. Date	06.10.
2. Report by	M. Oberhofer (project manager) - approved by the project group at the meeting on 06.10
3. Overall feedback	• Overall, the project group is satisfied with the results, the methodology and the handover and implementation • Points for improvement have been identified (see separate documentation)
4. Reflection Target achievement	• All targets set were achieved in terms of content. The original schedule was exceeded by two weeks (no negative impact on implementation) • The basic logic of the phases has essentially proven itself • Reflection rounds and status reviews were held regularly
5. Reflection Resources	• Project resources were significantly exceeded (plus 20%) • Underestimated were above all Travel costs, working hours
6. Reflection on organization, AKV and rules of the game	• The project organization was appropriate (AKV: tasks, skills & competencies, responsibilities) • The initially insufficient involvement of the branches was quickly changed
7. Lessons learned for other projects	• Resource planning must be more precise from the outset • The parties involved (in particular all implementers) must be involved at an earlier stage
8. Project handover	• The project was handed over on 30.09. • The most important targets are included in the target agreement for the coming year
9. Documentation / Project manual	• The physical project documentation can be found at M. Oberhofer • The electronic documentation of all files is stored in the "P" drive
10. Distributor	• CEO Managing Director, Head of Organization, Project Group, Country Branch Manager

Project termination: Project termination is a special case of project completion. Since nobody wants this to happen, people don't like to talk about it and the literature on the subject is extremely limited. Nevertheless, it can happen that projects have to be terminated prematurely. The reasons can be various - drastic changes to the framework conditions, incompetence on the part of the project manager or project group, the project plan being significantly exceeded in terms of resources or time, the project being absorbed into another, the organization becoming bogged down with too many projects, and so on. Methodologically, there is not much difference between project completion and project termination. In both cases, a handover must take place. Even in terminated projects, interim results and at least partial results are produced. It is the task of the project manager and the company's management to incorporate what has been achieved into the organization or into a continuing project. The project handover can serve as a tool here. In addition, a final reflection and a final (termination) report are recommended. In this case in particular, interesting conclusions can be drawn for the future, especially if a lack of professionalism is the reason for the termination.

In this day and age of disintegrating silo organizations:
"After the project is before the project" .

Project competence: We live in a time in which our traditional organizational charts are increasingly reaching their limits because they can no longer keep up with the pace and networking of reality. This is a consequence of digitalization and complexity and applies to all industries and company sizes. Professional project management ensures that large corporate tasks are managed across organizational units. In times of dissolving "silos", project expertise is becoming increasingly important and in many companies, the end of one project means the start of a another. For projects to be effective, project handover and project completion must function perfectly. They are the prerequisites for target achievement, speed, agility, and benefits for customers and the company.[11]

[11] Anderson, K. / Uhlig, J., Das agile Unternehmen, Vgl. Frankfurt 2015, p. 261 ff.

Summary: Application and benefits

1. Professional completion of a project or handover to the client
2. Ensuring implementation and results
3. Formal conclusion of a project with clear documentation of the most important project documents, findings and results
4. Provision of the most important empirical values and methods

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Project handover - tool and example (energy supplier)	
Project	**Energy 3" cooperation project**
1. Date	01.12.
2. Project participants	• Client and project exclusion: E-Werk A (Meier), Stadtwerke B (Müller), Energie C (Schmidt) • Project manager and responsible for project handover: Berger
3. Project objective	• Development of cooperation potential with regard to purchasing, warehouses, depots, equipment pool, control and protection systems • Savings target of € 13 million
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Applied Insights from the FH Kufstein Tirol

THE PROJECT ORDER

Prof. (FH) Dr. Roman Stöger

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THE PROJECT ORDER

START AND IMPLEMENT KEY TOPICS PROFESSIONALLY

Projects are part of everyday life in our companies and are a sign of results orientation and network organizations. At the same time, many employees and managers complain that the number and intensity of projects is increasing. Effective project management first checks whether projects are really necessary and then reduces the number of issues. The "real" projects and key assignments are then set up professionally. The project assignment is a tried and tested instrument and a basic prerequisite for effectiveness.

By Prof. (FH) Dr. Roman Stöger

1. THE IMPORTANCE OF PROJECT MANAGEMENT AND THE PROJECT BRIEF

Our world is characterized by the fact that more and more is changing faster and faster. This affects products, service providers, customers, competitors, business models, and technologies. The associated increase in complexity has massive consequences for our companies. Traditional, hierarchical structures are less and less capable of dealing with this speed of change[12]. To put it bluntly, the more important a business issue is, the less it can be dealt with in isolation in our traditional "silos". This is precisely the reason why the number of projects has been increasing for years. That means that a level of projects has established itself parallel to organizational charts. These are key issues critical to success in which people from different units achieve a result according to plan. Hierarchies, departments, divisions, and established procedures are overridden - at least temporarily.

Projects are therefore necessary in a complex world, because traditional organizational charts are working less and less.

Apart from the increasing importance of projects, it must of course be critically noted that there are "titled projects" that are actually nothing more than demanding line tasks. In many companies, everything that somehow sounds like implementation or significance is called a "project". The challenge for management is not to call everything a project. A "systematic filtering" or prioritization of topics must therefore take place, as this is the only way to truly focus on key topics. A few questions can be helpful here (see Fig. 1).

[12] Malik, F., Navigating in times of upheaval, Frankfurt 2015, p. 73 ff.

Fig. 1: Systematic "garbage collection" of projects - core questions

1. Is the project crucial to the company's success - or just a playground, allotment or hobby?
2. Does the project achieve real results, or is it pure self-promotion with no business benefit?
3. Are there any negative consequences or noticeable disadvantages if the project topic is canceled immediately?
4. Do the company or the customers have a real benefit from the project?
5. Is the project overarching, or just a challenging line task (for which the term "project" is actually incorrect)?

It is a sign of competent management that only a few projects are being pursued. This increases the likelihood of implementation. A very large number of projects is an unmistakable indication of waste and ineffectiveness. Leadership does not only mean initiating topics, but also postponing or eliminating them. This will not always bring joy or make friends, but it is an expression of responsibility.

Many projects are a sign of inefficiency, frittering away, and a lack of professionalism.

Projects are self-contained, large-scale issues that do not take place within the framework of the usual organizational and operational structure. Routines can therefore not, or only very rarely, be used. For this reason, appropriate professionalism is already required when formulating the initial ideas and later when planning[13] . It is not an obstacle to creativity, but rather creates the prerequisites for discussing ideas in a targeted manner, developing concrete proposals, and making decisions.

The project order is a target agreement for a key business issue.

Project assignments are key documents in a company and must therefore be written in an understandable way. Generalities, anglicisms, and foreign words should be avoided. Clarity is an essential prerequisite for implementation. This also means that all statements must be precise, feasible, and verifiable. Involving decision-makers and opinion leaders in the development process has proven to be a good idea. This leads to a mutual comparison of opinions and also to a common view. This makes it clear where the guiding ideas lie and how those involved think. It also serves as a safeguard for those responsible, as no one can subsequently drive a project or become micro-politically active. The people who were decisive for the project were involved in the process and had to express themselves clearly.

[13] For project planning, see: Patzak, G. / Rattay, G., Projektmanagement, Vienna 2014, p. 116 ff.

2. IMPLEMENTATION OF THE PROJECT ASSIGNMENT

Professional project management is an important tool for a company's ability to implement projects. The project assignment forces you to think about the most important content at an early stage and to pre-structure a project. Three principles should be observed. First, a project brief should always be formulated in writing. In many cases, two to a maximum of three pages are sufficient. Written form forces you to clearly emphasize and summarize important points. Second, every project order must be signed by the project client and the project manager. Once signed, a written plan becomes an assignment with responsibility. Third, a professionally prepared project brief is the basis for project communication because it contains all the relevant information. An inexperienced reader should be able to understand the key points, the content and the methodical procedure within a few minutes.

Professional project management is a tool for the implementation power of a company.

The basic structure of a project assignment[14] is not difficult in itself (see Fig. 2). First, a summary of the initial or problem situation is provided. This ensures the reason for and, justification o,f the project. It also leads directly to the presentation of the project objective and the derived sub-objectives. These are the linchpin for all planning and implementation. To make things as concrete as possible, it is a good idea to formulate the benefits for (internal and external) customers and for the company itself. In operational terms, the most important project phases and the deadlines necessary for success should then be specified. This involves key measures and milestones in the implementation. This is associated with a rough estimate of resources, especially working time and project infrastructure. The personnel resources in particular should be specified in detail. There are always companies that do not disclose their own personnel capacities because the employees are supposedly available anyway. Since a project is a cross-cutting task, the organizational units or institutions involved should be specified. This ensures transparency and prevents misunderstandings among those involved. The project organization names the individual responsibilities in terms of the project structure (project client, project manager, project participation, etc..). Directly linked to this is the presentation of the project reporting (reports), the project meetings and the corresponding decision-making bodies. The project order is concluded by a reference to who is to be informed about the project and by the signatures of the project client and the project manager.

[14] Stöger, R., Effective project management, Stuttgart 2010, p. 52 ff.

Fig. 2: Core topics of the project assignment - checklist
1. A summary of the initial situation and problems **2.** Defining the project objective and sub-objectives **3.** Clarifying the benefits for customers and for the company **4.** A presentation of the most important project phases (key measures) with the most important deadlines (milestones) **5.** A rough estimate of resources (human resources, project infrastructure) **6.** The listing of all organizational units and institutions affected by the project **7.** A description of the project organization (project client, project manager, and so on.) **8.** Clarification of project reporting, project meetings, and decision-making bodies **9.** A reference to who needs to be informed about the project and the project assignment

A project brief is an abriviated strategy for a project. There is no better prerequisite for starting a project than a precise and business-driven project brief (see the example in Fig. 3). All points that are essential for planning and implementation are summarized in this document. It is therefore also an essential element in implementation and project controlling. With the project brief, the company concentrates on the issues that are really crucial to success. Everyone has the same understanding of the objectives and the responsibilities are clear. This, and only this, is the justification for project management: objectives, planning, implementation, and results.

Summary: Application and benefits
1. Identification of the real projects and "systematic waste collection" for the other topics 2. Ensuring a quick and correct start to the project 3. Early clarity about the initial situation, goals and benefits 4. Project assignment as the linchpin of project management: plan, assignment, controlling and communication tool in one

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Fig. 3: Project order - tool and example (retail company)	
Background: A retail company is implementing its strategy. In this context, a project was defined to significantly improve the intranet.	
Project:	Intranet 2.0
Project client:	A. Farmer
Project manager	P. Weiländer
1. initial and problem situation	
1. The company's existing digitalization and media mix meets market requirements on the customer side. **2. The problem: With regard to suppliers and internally, there are only inadequate media (paper, internal communications, e-mail, information events and a simple "knitted" intranet).** **3. The communication effort to suppliers and internally is considerable (estimated 14,000 hours per year of duplication, superfluous communication, additional effort for communication with suppliers...).** **4.** Typical problems in communication: • **The information is spread too widely and the "accuracy" of the information is too low,** • **No feedback as to whether information has been received,** • Information flow too slow, • **Inadequate and incomplete digital connection of intermediaries and markets,** • **Too little usage of existing technology and misuse of existing media,** • **No consistent responsibilities for communication within the company**	
2. project objective and sub-objectives	
Project objective: The aim is to present a content and technical model for an intranet. This model will be implemented by 31.08. The modules are (see separate descriptions): **1. Content, target groups and access" module** **2.** Formats and structure" module **3.** Care" module **4.** Suppliers" module **5. Module "Integration into the media mix"** **6. Module "Integration of intermediaries and markets"** **7.** Profitability" module	
3. benefits for customers and benefits for the company	
1. Benefits for customers (suppliers, intermediaries, markets): Information at a glance, structuring of information flows, avoidance of duplication, rapid information, rapid commissioning **2. Benefits for the company (employees, managers): Process optimization (interface with processes), transparency, avoidance of duplication, faster information, savings (time and paper), consistent electronic filing system via intranet functions (documentation, tracking...)**	
4. phases and deadlines in the project	
1. Project start: 10.01. **2.** Process idea: 31.01. **3.** As-is analysis: 28.02. **4.** Rough concept: 31.03. **5.** Detailed concept: 30.06. **6.** Start of implementation: 01.07. **7.** End of implementation: 31.08.	

5. Funds required for the project
1. Personnel / consulting expenses until 01.07.: **2.** Internal human resources: approx. € 40,000 **3.** External consulting: approx. € 20,000 **4. Technical expenses until 01.07.: According to detailed list: € 50,000 until the start of implementation** **5.** Total amount: € 110,000 until 01.07. **6.** Further mean estimate until 31.03.
6. Organizations and institutions affected by the project
1. Suppliers **2.** Markets / Intermediaries **3.** Central IT **4.** Purchasing / Sales **5.** Management
7. project organization
1. Client: A. Bauer **2.** Project manager: P. Weilander **3.** Document management: L. Bosch **4. Project participation: F. Andres, U. Kohn, M. Waldmuller** **5.** External consultants: IntraSoft **6. Exclusion from decision-making: Members of the Executive Board**
8. project reporting / project meeting / decision-making bodies
1. Project reporting: monthly report on the first Monday p.m. (to management circles 1 and 2) **2. Meeting frequency Project manager and project participation: first and third Monday of the month, 14:00 to 16:00 in meeting room 102** **3. Decision exclusion: Every first Tuesday of the month, 09:00 to 10:00**
9. communication / information to
1. Members of the Executive Board / Overall responsibility for strategy / Strategy Committee **2.** Suppliers **3.** Intermediaries and markets **4.** Central IT **5.** Purchasing, Sales

10. authorization	
Project client (A. Bauer) Date and signature	Project manager (P. Weiländer) Date and signature

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SELF-MOTIVATION

Prof. (FH) Dr. Roman Stöger

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SELF-MOTIVATION

BECOME INDEPENDENT OF THE MOTIVATION OF OTHERS

What drives people? What causes top performance? What is the best form of motivation? - Scientists and practitioners have long been interested in these questions. In management and business administration, there are countless proposals for increasing motivation. At the same time, there is increasing talk of crises of meaning, burnout, and loss of motivation. Could it be that there is a design flaw in the classic approaches to motivation? And, what is the alternative? This article provides a pragmatic answer - self-motivation.

By Prof. (FH) Dr. Roman Stöger

Since ancient times, philosophers, psychologists, and economists have repeatedly posed the question of what drives people and what they achieve. Attempts at explanations such as desire, duty, drive, debt, benefit, reward, punishment, and the like are representative of numerous approaches. Authors such as Maslow, Herzberg, Freud, and Bentham are just a small selection of the many approaches and schools of thought. The construction behind most theories and attempts at explanation consists of searching for the motivation that triggers an action. In this article, I would like to deliberately turn the question around in order to get to the essence of motivation. The question is not about the motive for an action, but about those actions that ultimately motivate me. In other words, not "Give me motivation and I will take action", but "I do something and am motivated by it."

The classic approach is reversed. It's not "Give me motivation and I'll get active", but "I'm doing something and that motivates me."

In management and business administration, there are long lists of how to correctly motivate others. They include, for example, communication at eye level, participation in goals or decisions, performance and pay equity, appreciation, scope for action, recognition, feedback, social benefits, and honesty. The list goes on and on and it is not wrong. But the construct in the background always remains the same: external motivation causes an action, a behavior or an attitude. Entire libraries have now been written on the subject of motivation and practically every employee survey finds fault with many of the topics mentioned. To put it bluntly, never before has there been so much motivation and never before have so many people suffered from a loss of motivation.

When the usual motivational efforts reach their limits, there is only one solution and that is - self-motivation[15] . The approach is based on a simple question. "What can I do to become completely independent of external motivation and motivation from others?" The motivational influence of external factors is not denied or underestimated. However, the aim is to become the source of motivation as far as possible, so that other motivation is no longer necessary. The principle of self-motivation applies in particular to real high achievers and managers, because these people can never assume that they will be motivated by others. The skiing legend Hermann Maier once formulated this attitude as follows: "If I had waited to be motivated, I would never have achieved anything." So what are the most important drivers (not drives) for self-motivation (see Fig. 1)?

Fig. 1: Drivers for self-motivation	
1. Self-achieved results	1. Am I creating a benefit or making a real contribution? 2. Do I get immediate feedback for what I do? 3. Am I aware of my achievements and strengths? 4. Am I working on finding new development goals and topics? 5. Do I reward myself from time to time or can I be proud of what I have achieved?
2. A positive basic attitude	1. Do I face life's challenges openly, without deluding myself? 2. Do I focus on the opportunities and possibilities? 3. Can I develop something like "meaning in life" from my activities? 4. Have I built trusting relationships in my professional and private life? 5. Do I avoid cynicism, focusing on weaknesses and problem orientation?
3. A functioning private life	1. Do I ensure that my partnership and family life are intact? 2. Do I actively cultivate friendships and acquaintances? 3. Do I have sparring partners with whom I can talk openly about everything? 4. Am I striving to create an inspiring environment and am I also making my own contribution there? 5. Am I so confident that I myself, and my sensitivities, don't always have to take center stage?
4. A challenging hobby and fitness	1. Do I have a challenging and fulfilling job outside of work? 2. Would anything give me meaning in life if I had to retire tomorrow? 3. Do I ensure regular physical fitness? 4. Do I have a healthy diet and lifestyle in mind? 5. Do I take breaks, relax, and find a balance?
5. An effective working method	1. Do I have clear goals and am I ahead of the issues? 2. Do I consciously manage my time and do I control all my time traps? 3. Do I have all means of communication and "access channels" under control? 4. Do I avoid interruptions, hectic pace and multitasking? 5. Do I observe effective people and learn from them?

[15] Cf. Malik, F., Motivation: open questions, in: malik on management 12/2002, p. 214 f.

SELF-TARGETED RESULTS

First of all, it is the results we achieve ourselves. Nothing motivates more than results - for example, winning a customer, founding a company, a successful theater production or completing a project as agreed. Results in particular demonstrate the logic of self-motivation. People work towards a goal, not because the focus is on money, a company car or praise from a boss, but because the result itself generates motivation. This is essentially the motivational approach of Viktor Frankl[16] - meaning is created through results and these results are the source of motivation. It is much more than what is usually meant by "intrinsic" motivation, which in turn seeks inner driving forces and can also do without external results. In particular, entrepreneurs, managers, and anyone who wants to make a difference experience "results" as the real source of motivation. The focus is not on the "joy of work", but on the "joy of results".

POSITIVE BASIC ATTITUDE

Secondly, it is a positive basic attitude that provides significant motivational independence. Many people are negatively polarized, that is, they have a selective perception of everything that is not working well. Overtime, stress, workload, and tensions. Of course these phenomena exist and it would be naïve to deny this. The crucial point is how we deal with them. Self-motivation consists of consciously focusing on the positive issues. For example something that has been achieved together, relationships that work despite all adversity, or one's own strengths that are present. Above all, it is the principle of first seeing an opportunity in everything before criticizing again. Some people are born with a positive attitude, others have to force themselves to adopt it throughout their lives. In both cases, the decisive factor is the perspective on life. Do I want to lead a life of difficulties or problems, or a life of opportunities and possibilities?

Self-motivation is not only an explanation for behavior, it is a life principle.

FUNCTIONING PRIVATE LIFE

Thirdly, a well-functioning private life is important. The topic of motivation is usually seen in a professional context. However, performance is just as dependent on a stable, inspiring, and functioning private environment. Even the most difficult situations at work can be endured if a lot of inner strength is drawn from private life. Rhe reverse is of course also true. Here, too, the empirical values are not new, especially in a time of increasing isolation, loneliness and the "electronification of relationships". But an intact partnership or family, real friends, interesting and appreciative acquaintances are even

[16] Frankl, V., Der Mensch vor der Frage nach dem Sinn, Munich 2001, p. 141 ff.

more important. Of course, we are not talking about society events or likes on social media. All of this is a waste of time, is not sustainable in the long term, and has nothing to do with a functioning private life.

DEMANDING HOBBY AND FITNESS

Fourthly, it is a challenging hobby and fitness. Even if these factors may sound somewhat banal, in the long term they have an enormous impact on quality of life and the ability to motivate oneself. A particular sign of distress is when life becomes all about your job. This may be challenging and perhaps financially very adequate. Sooner or later, however, there will be a massive lack of meaning. Therefore, a challenging hobby or interest outside of work should be found. This could be sport, music, literature, voluntary work, and the like. It is important that this activity is challenging and fulfilling. Closely linked to this is fitness, especially if you are over thirty. Regular exercise, a healthy diet, periods of rest and relaxation are not only a prerequisite for long-term performance, but also a source of meaning in life and self-motivation.

EFFECTIVE WORKING METHODS

Fifthly, an effective work methodology is a prerequisite for self-motivation. This essentially concerns the question of effectiveness, that is, the correct use of goals, activities and time. Efficiency begins with personal leadership. Effective people are characterized by the fact that they are ahead of the issues and drive them forward, have a well established filing system, manage their communication channels in a disciplined manner, have their deadlines under control, and use special work tools. None of this is revolutionary and yet these are prerequisites for effectiveness and therefore for self-motivation. Do I control the job or am I being controlled? Do I drive the issues forward or am I constantly driven? Many people leave their working methods to chance or are unaware of their importance. This is precisely where the principle of "learning by observing" works: How do effective people work and organize themselves? Many of these people are highly self-motivated.

Do I determine my own purpose in life
or am I making myself dependent on others?

Many motivation theories are justified and many practical approaches to increasing motivation are valuable. However, although there has never been as much motivation in history as there is today, there have never been so many people suffering from a crisis of meaning, demotivation, burnout, and other such problems at the same time. It almost seems as if more and more motivational effort is producing less and less motivational effect. The only alternative, and at the same time a life principle, is self-motivation.[17]

The factors influencing self-motivation show that the key lies within oneself. At the end of the day, one question always comes to the front - is there such a thing as meaning in my life, am I active and capable of feeling pleasure in what I have achieved? These questions do not necessarily have to do with educational level, money, or hierarchy, but with an attitude to life. Against this background, the frequently used term "work-life balance" is wrong because it constructs a difference or contrast between work and life. The correct umbrella term is "meaning of life" and this includes all dimensions of "life": private and professional, individual and social, body and mind, present and future.

Self-motivation does not require an in-depth psychological approach or esoteric circles of experience. It is proven principles and pragmatic approaches that are important. The self-motivation program (see Fig. 2) can be used to work on this systematically. In many cases, writing helps not because of the documentation, but to organize thoughts and as an incentive for implementation. It is important to repeatedly assess where you stand, to give yourself feedback, and to talk about it with exchange partners. Then, you will be able to be independent of motivation from others and become the source of your own purpose in life.

[17] Cf. the degree programs on self-motivation: H. Bierhoff, Mehr Leistung durch Eigenverantwortung und Selbstwirksamkeit, in: Personalführung 09/2012, p. 48ff.

Summary: Application and benefits
1. Self-assessment of your own motivational and behavioral structure 2. Development of your own self-motivation program 3. Observation and assessment of the self-motivation skills of other people in the professional and private environment 4. Collaboration and support for the development of self-motivation skills

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Fig. 2: Self-motivation program: ***tool and example***			
Background: The department head of a retail company regularly reflects on his ability to motivate himself. This takes place in a casual collaboration session with fellow students, classmates, or peers who are managers themselves.			
No.	**Drivers for self-motivation**	**Starting points for self-motivation**	**Achieved?**
1	Self-achieved results	1. Am I creating a benefit or making a real contribution? 2. Do I get immediate feedback for what I do? 3. Am I aware of my achievements and strengths? 4. Am I working on finding new development goals and topics? 5. Do I reward myself from time to time or can I be proud of what I have achieved?	
2	A positive basic attitude	1. Do I face life's challenges openly, without deluding myself? 2. Do I focus on the opportunities and possibilities? 3. Can I develop something like "meaning in life" from my activities? 4. Have I built trusting relationships in my professional and private life? 5. Do I avoid cynicism, focusing on weaknesses and problem orientation?	
3	A functioning private life	1. Do I ensure that my partnership and family life are intact? 2. Do I actively cultivate friendships and acquaintances? 3. Do I have sparring partners with whom I can talk openly about everything? 4. Am I striving to create an inspiring environment and am I also making my own contribution there? 5. Am I so confident that I myself and my sensitivities don't always have to take center stage?	
4	A challenging hobby and fitness	1. Do I have a challenging and fulfilling job outside of work? 2. Would anything give me meaning in life if I had to retire tomorrow? 3. Do I ensure regular physical fitness? 4. Do I have a healthy diet and lifestyle in mind? 5. Do I take breaks, relax and find a balance?	
5	An effective working method	1. Do I have clear goals and am I ahead of the issues? 2. Do I consciously manage my time and do I control all my time traps? 3. Do I have all means of communication and "access channels" under control? 4. Do I avoid interruptions, hectic pace and multitasking? 5. Do I observe effective people and learn from them?	

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Applied Insights from the FH Kufstein Tirol

SYSTEMATIC TEAM DEVELOPMENT

Prof. (FH) DDr. Mario Situm, MBA

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SYSTEMATIC TEAM DEVELOPMENT

ACHIEVING TOP PERFORMANCE BY INCREASING EFFICIENCY

Increasing competition, higher customer demands, new opportunities through digitalization, and much more are just a small selection of the current requirements for company management. At the heart of the matter is the question of how top performance can be achieved. When leading teams, managers are constantly faced with the challenge of increasing the efficiency, and therefore also the performance, of individual employees. The flexibility matrix can be used for systematic team development .[18]

By Prof. (FH) Dr. Dr. Mario Situm

If the operational excellence of a company is to be increased, it is necessary to gain an overview of the processes and activities[19]. This is not easy due to the often complex structures. The flexibility matrix tool is particularly helpful here and provides the basis for a productive, uncomplicated, and fast organization.

PROCESSES ARE THE LINCHPIN FOR IMPROVING EFFICIENCY AND QUALITY.

Efficient processes play a key role in the success of all companies. In operational practice, however, it is often the case that managers are not fully aware of which processes and underlying activities are implemented by employees in order to maintain operations. In addition, many employees are also unaware of the activities of colleagues, resulting in duplication or uncoordinated procedures. With the introduction of the flexibility matrix, this missing knowledge can be processed and presented in a clear form. This overview provides the basis for many further analyses and also makes it possible to increase the efficiency and quality of operational performance.

[18] Situm, M., Team development with the flexibility matrix: How to test and increase the efficiency of temas in organizations, in: Zeitschrift Führung + Organization, 2015 / 03, p. 207 ff.
[19] Schatz, F. / Situm, M., Prozessoptimierung zur Steigerung der Effizienz und Effektivität, in: Exler, M. (ed.), Restrukturierungs- und Turnaround-Management: Strategie - Erfolgsfaktoren - Best Practice, Berlin 2013, p. 119 ff.

EFFICIENCY AND QUALITY ALSO MEAN RECOGNIZING RISKS IN THE BUSINESS.

The management of operational risks is becoming increasingly important in practice. Therefore, every opportunity to uncover such risks in the company is of great value.

One example is the 2016 study by the Association for Fraud Examiners[20] reports losses of USD 6.3 billion worldwide due to fraud in companies. However, the actual amount is significantly higher than this figure. Other operational risks such as process inefficiencies, system failures, or human error also cause damage to companies. In order to avoid potential losses from these, appropriate prevention is required. This is precisely where the flexibility matrix can also be used. For example, if a process can only be handled by one person in the team, then there is a corresponding risk of illness, dismissal, etc. Closing gaps in knowledge and experience can take a very long time and is always associated with corresponding costs.

THE FLEXIBILITY MATRIX WORKS ACCORDING TO A SIMPLE PRINCIPLE.

The flexibility matrix is a simply structured compilation of all processes that are handled in a team. At the same time, it records:

- which process is carried out in the operating business.
- which process can be carried out by proxy.
- which process can be taken over at short notice.
- in which process training takes place or where there is a need for training.

The development of a flexibility matrix can be easily worked out in a structured process. It is advisable to adhere to the sequence of steps to ensure quick and efficient implementation (see Fig. 1).

[20] http://www.acfe.com/rttn2016/docs/2016-report-to-the-nations.pdf, accessed January 2, 2017.

Fig. 1: Development of a flexibility matrix - checklist	
1. Analysis of the activities in the team	Use existing job descriptions and brainstorm with the entire team in order to carry out a complete survey.
2. Creation of an initial draft	It is advisable to use Excel and prepare an "empty" flexibility matrix. This involves writing down the activities in rows and the employees in columns.
3. Critical review	The "empty" flexibility matrix is passed on to all team members so that they can reflect on it again. This ensures that all processes and activities have been fully recorded.
4. Adaptation and filling of the flexibility matrix	The flexibility matrix is adapted on the basis of employee feedback and then filled in using a previously defined legend. The matrix should be filled in together with each employee.
5. Development of action plans	The completed flexibility matrix can then be used to initiate measures to increase efficiency, identify operational risks and develop teams.

The example of a flexibility matrix (see Fig. 2, page 6) shows how the methodology works.

SYSTEMATIC TEAM DEVELOPMENT COMES ABOUT, LIKE IN SPORT, THROUGH TRAINING.

It is not sufficient to create the flexibility matrix once and then put it on hold. Rather, it is a dynamic tool that should be updated at certain intervals (e.g. every six months or quarter). Many things change in teams due to the addition of new processes, loss of employees, new hires, and so on. These changes can be easily and quickly integrated into an existing flexibility matrix. Based on the newly determined status, new impulses can then be set to promote organizational learning.

It is therefore necessary to constantly train the team in order to be able to adapt optimally to changing conditions. This is the only way to enable systematic team development.

TEAM DEVELOPMENT IS THE PREREQUISITE FOR TOP PERFORMANCE.

In many companies, "T.E.A.M." is translated as "great, someone else is doing it". Unfortunately, there are still many ambiguities, duplications, and lack of responsibility. The consequence of this is a loss of clarity, speed and implementation strength.

The flexibility matrix ensures that managers are aware of a team's processes, assign clear skills & competencies, and responsibilities to employees, introduce substitution arrangements, identify potential operational risks, and develop targeted training measures. This ensures that teams are effective.

Summary: Application and benefits
1. Clarity and transparency about the most important tasks in a team 2. Definition of tasks, skills / competencies and responsibilities in the team 3. Avoidance of duplication and unproductive activities 4. Basis for determining and minimizing risks

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Fig. 2: Flexibility matrix - sales example				
Background: A company is developing a flexibility matrix for a sales support team. This team supports the field sales force in a wide range of acquisition and customer care tasks.				
Process	**Employees**			
	Employees 1	**Employees2**	**Employees 3**	......
Main process 1: Customer service				
1.1 Customer visits and telephone calls	**T**	**T**	**A**	
1.2 Product information	**T**	**T**	**A**	
1.3 Analysis	**T**	**V**	**A**	
1.4 Preparation of offers	**T**	**V**	**A**	
1.5 Customer events	**T**	**N**	**N**	
Main process 2: Supervisor branches				
2.1 Support for sales staff	**T**	**T**	**A**	
2.2 Approval of conditions	**T**	**A**	**N**	
2.3 Set-up and supervisor intra- and internet	**V**	**Ü**	**N**	
2.4 Evaluations	**T**	**T**	**A**	
Main process 3:				
3.1.				
Legend				
T: Activity is carried out **V: Representation for activity** **A**: in training	**Ü**: can be taken over at short notice **N**: not available in the short term			

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Applied Insights from the FH Kufstein Tirol

TIME MANAGEMENT

Prof. (FH) Dr. Thomas Madritsch

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TIME MANAGEMENT

SYSTEMATICALLY IMPROVE PERSONAL EFFECTIVENESS AND EFFICIENCY

Each of us has 24 hours a day at our disposal. Time, as a resource, cannot be managed. However, it is possible to manage yourself and organize yourself in such a way that you can make the best use of the time available to you in order to reduce your workload and improve your quality of life.

By Prof. (FH) Dr. Thomas Madritsch

A good starting point for improving your personal time management is to determine the extent to which you have influence over how you organize and manage your time. Incidentally, this challenge is not new. Even the ancient Romans complained about the lack of time. "It is not too little time that we have, but too much time that we do not use!" (Seneca, 1st century AD).

TIME PLANNING STARTS WITH SELF-MANAGEMENT AND TIME ANALYSIS.

The key to time planning[21] is self-management or self-organization. Since this requires a personal change in behavior, there should be a worthwhile goal that motivates change, such as, "What would I do if I had two hours more time available every day?" Time management is very individual and this also explains why the methods and tools are not equally applicable to everyone and only help if there is a willingness to change one's own behavior. Once you have made a conscious decision to use time differently, it is necessary to record what time is spent on and which activities steal time. Recording daily activities in time logs is tedious, but you will be amazed at how much time is spent on individual activities each day. The following principles are helpful in analyzing and optimizing your own time.

[21] See Seiwert, L., Even more time for the essentials, Munich 2009, p. 95 ff.

Fig. 1: Principles of time planning	
1. Writing	Control tasks and appointments with to-do lists
2. Priorities	Prioritize important and urgent matters
3. Work blocks	Larger or equivalent tasks form
4. Delegation	Have tasks completed
5. Quiet hours	Ensure concentrated work
6. Time limits	Narrow down meetings, emails, social media...
7. No	Don't do everything
8. Interference suppression	Avoid disruptions and interruptions
9. Garbage collection	Delete or reduce tasks
10. Flexibility	Leave room to maneuver, don't plan everything

TIME MANAGEMENT IS THE OPTIMIZATION OF EFFECTIVENESS AND EFFICIENCY.

Effectiveness means doing the right things and efficiency means doing things right. If someone has a lot to do, this does not prove that they are achieving results. You work effectively when you do what contributes to the desired goal or success. Efficient means achieving the goal with as little effort as possible. It can be helpful to make a list of the activities you don't want to waste your time on each day. Sometimes this category also includes an excessive need to communicate and things that you enjoy doing but don't necessarily have to do yourself.

There is little point in draining an overflowing sink.
Someone has to come and turn off the tap.

An important lever for time management is analyzing the so-called time thieves - those disruptive factors in daily work. For many people, these are chaotic work organization, missing or unclear goals, unprofessional document management, procrastination, and the like. They take up a lot of time and create the unpleasant feeling of not getting much done.

The "classic" time wasters are emails and meetings. With reference to the Pareto principle, you could delete 80% of emails and only 20% are really important. To ensure that processing emails doesn't take up too much time and disrupt your daily routine, you shouldn't check your inbox every five minutes, but instead organize your work into blocks of time. Prioritize the most important ones and leave the rest for later. The same applies to meetings. Tools for effectiveness include targeted preparation, a clear agenda, minutes with to-do lists and, above all, inviting only those people who can make a contribution.

Personal effectiveness and optimal daily planning depend on your own performance curve during the day. When do I have a performance high? When do I have a performance low? Above all, it is important to question whether the distribution of tasks corresponds to the personal performance curve and whether the productive phases run smoothly. Every disruption reduces performance and causes a loss of time, as it takes an average of eight minutes to regain full concentration after an interruption. This procedure is known as the sawtooth effect. The aim should be to have as few interruptions as possible during concentrated work.

PRIORITIZATION AND CONCENTRATION DETERMINE EFFECTIVENESS.

Some selected techniques and methods for setting priorities are presented below. Of course, there are many other tools, especially electronic ones, that support daily time planning via apps. However, the basic principle still works in a satisfyingly "non-electronic" way. The Italian economist Vilfredo Pareto (1848-1923) recognized that 80% of the results are achieved with 20% of the total effort and that the remaining 20% of the results cause 80% of the total effort. This correlation is known as the Pareto principle[22] or the "80:20 rule". If we transfer this insight to time planning, it means that we achieve approximately 80% of our success with 20% of the effort. By setting priorities, we can focus our energy on goals and successes.

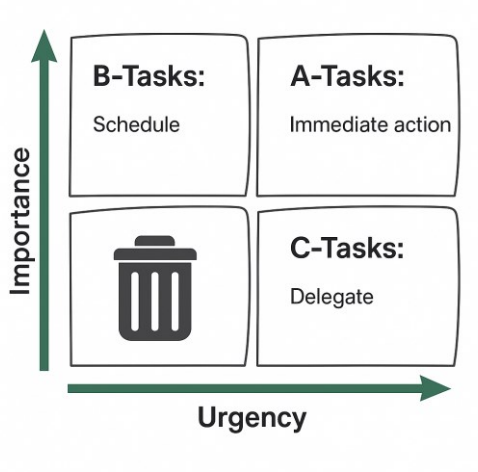
When we lose sight of the goal,
we redoubleour efforts.

As not all tasks are equally important and equally urgent, the A-B-C method is used to separate the wheat from the chaff. It makes sense to focus on the essentials, the so-called A-tasks, or the long-term and important goals. You should try to devote yourself to at least one A-task every day in addition to your day-to-day business, ideally at the peak of your performance. The US general and later president Dwight D. Eisenhower (1890-1969) developed a method based on this logic, the Eisenhower principle.

[22] Koch, R., The 80/20 principle, Frankfurt 2015, p. 21.

Here the classification takes place in a matrix with two dimensions: Urgency and importance. Importance relates to success and target achievement. Urgency always has to do with the time factor. Important and urgent tasks are completed immediately (A-tasks). Important but not urgent tasks are also completed by yourself, but can be scheduled (B tasks). Non-important but urgent tasks (C tasks) can be delegated and non-important and non-urgent tasks should be omitted. The Pareto principle, the ABC method and the Eisenhower principle provide the basis for prioritization and concentration .[23]

FIG.2: THE EISENHOWER PRINCIPLE



DON'T WASTE ANY TIME, AND START NOW.

If you manage to work on long-term and strategically important tasks and goals alongside your day-to-day business, you will lay the foundation for your successes of tomorrow. Just 30 minutes of time planning per week can help you gain more time independence. With the "time optimization plan" tool, you can make real progress quickly. It's best to start implementing it today and take some time, for your time.

[23] See Krengel, M., Golden Rules, Zurich 2013. p. 85 ff.

Summary: Application and benefits
1. Usage of the principles of effective time management
2. Increasing effectiveness and efficiency through "time independence"
3. Prioritization and focus on the essentials
4. Improving the quality of life

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Fig. 3: Time optimization plan: ***Tool and example***		
Background: The current situation is systematically assessed and improvement measures are developed on the basis of the "Principles of Time Planning".		
Principle	**Current situation**	**Improvement measures**
1. Written form. Control tasks and appointments with to-do lists	• No written task planning to date • Prevalence of the "principle of chance"	• Regular planning of tasks and open points • Daily review of the plan
2. Priorities. Prioritize important and urgent matters	• No prioritization to date • Cluttered desk, poor filing	• Prioritize task list consistently • Regularly "mucking out" and cleaning up the list
3. Planning blocks. Larger or equivalent tasks form	• Frequent divergence • Constant disruption from emails, social media...	• More self-discipline • Fixed time blocks for emails, social media...
...	•	...

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Applied Insights from the FH Kufstein Tirol

THE FIRST HUNDRED DAYS

Prof. (FH) Dr. Roman Stöger

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THE FIRST HUNDRED DAYS

PAVE THE WAY FOR EFFECTIVENESS AND TRUST

Success or failure is primarily decided at the beginning of a new job This applies to starting a career, moving to another company and being promoted to management positions. Interestingly, almost nobody is systematically prepared for this. In this practical newsletter, we show you what is important.

By Prof. (FH) Dr. Roman Stöger

A SUCCESSFUL START TO YOUR CAREER OR CAREER CHANGE

There are some days in life that remain permanently in your memory: starting school, your wedding day, births, and of course your first day at work. Starting a career is very different from previous phases of life. This is the first time you have real responsibility, the first time you earn your own income, and the first time you have superiors, colleagues, and customers. Every career start is a first and there is no experience to fall back on[24]. What are the decisive points of orientation?

1) Get to know the business and the company

Right from the start, a plan should be made on how best to get to know the business and the company. Ideally, this starts with the customers. That is where the market services are sold and a solid performance must be provided. Unfortunately, there are more and more companies where an increasing number of employees have no connection at all with customers and the market. This is dangerous because such organizations become sluggish, slow, and self-centered. The best are characterized by the fact that they seek contact with customers and get to know the company through customer lenses, so to speak. Especially at the beginning, it is important to find out what makes the company "tick". How are decisions made? What is talked about and what is not talked about? Who can or cannot work with whom? What coalitions are there? What are the company's real strengths and weaknesses? Usually, this is not in the official mission statements, organization charts, or manuals. You have to find out for yourself and through many conversations.

[24] Torres, R. / Tollmann, P., Myths of the first 100 days, in Harvard Business Manager online, 02.07.2012.

2) Work with bosses and colleagues

It should become clear relatively quickly how cooperation with your superior works. There is no such thing as an ideal manager, there is only ever one specific boss. Some prefer to communicate frequently and briefly, others prefer to communicate rarely but at length. Some tend to be readers, that is, receptive to all forms of written communication, while others can only be addressed verbally. Some have a good structure, others are more "spontaneous". No matter what your own preferences are, as an employee you will have to adapt to my superior, and not the other way around. In concrete terms, this means clarity about assignments, feedback, reports, tasks, skills & competencies, responsibilities, and your own personal development. In principle, the same applies to colleagues. You need to find out how these people work, what their strengths and weaknesses are, what you can learn from them, who has a good working method, and so on. It should be noted that collegiality should not be confused with amicality: work colleagues do not necessarily have to be good personal friends. A trusting, professional working relationship is sufficient in most cases.

3) Identify your own strengths.

Most people do not know their strengths, or know far too little about them. In most cases, very general and non-specific characteristics are mentioned, such as "communicative" or "flexible". Your real strengths should be clear by the time you start a new job at the latest, because this is the only source of top performance. How do you discover your own strengths? Contrary to popular belief, the question is often not "What do I like doing?", but "What is easy for me?"

For example, one student often took over the written documentation in working groups during her degree program and organized the contributions of her fellow students perfectly. The strength that emerges here is structuring and writing things down. This is exactly what she can apply relatively quickly in her professional life, when taking minutes of meetings or documenting projects. Sources for identifying strengths are previous training, holiday jobs, involvement in associations, and other such experiences. These strengths should be matched with the requirements of the job and developed further. This is particularly challenging for school and university graduates because they have only ever dealt with "their peers"; people of the same age group, the same interests, and the same level of education. It is usually completely different in the first job.

4) Make a contribution to the whole and achieve something

Especially as a beginner, you should not ask yourself the questions "What do I find interesting?" or "What would I like to do?", but "What is the best way for me to contribute to the success of the company and make a difference?". This contribution to the whole is crucial. It is about quickly becoming effective independently and achieving tangible results. A good result is always measured by whether the company is moving forward or whether customer benefits are being created. This is what makes the difference. Does someone justify their position through results or is someone in the company only through positions? Is someone busy with something or are there useful results at the end of the day? Similarly, career interests are only meaningful and credible to the outside world when there are real results and trust has been built. Incidentally, it is completely normal for frustration to set in early. Those frustrations can have to do with superiors, colleagues, customers, internal processes, and more. This also shows how good someone is at dealing with these initial - perceived or actual - setbacks. It is also necessary to have such experiences for your own development. Sparring partners with whom you can talk openly and honestly about professional issues have proven their worth here.

The first hundred days are crucial for success when starting a career and moving to another company (see Fig. 1). In principle, the same issues apply to promotions, although there are additional aspects here.

Fig. 1: Core topics for the first hundred days

Career entry or career change	Promotions
1. Get to know the business and the company 2. Working with bosses and colleagues 3. Find out your own strengths 4. Making a contribution to the whole and making a difference	1. Rethinking and retraining 2. Getting to know the new management environment 3. Find the best comrades-in-arms 4. Develop a leadership program for the area of responsibility

AN EFFECTIVE START FOR PROMOTIONS

The importance of the first 100 days is particularly evident in the case of a promotion[25]. This step upwards can either take place in the previous company or as a promoted lateral entry into another organization. In all these cases, there is experience of starting a career, but at least the first promotion is also a first.

[25] See especially the leadership-related tips in: Malik, F., Die ersten 100 Tage, in: malik on management 12/1995, p. 189 ff.

1) Rethink and retrain

As paradoxical as it sounds, what led to a promotion is usually different from what is required in the new management position. What many people realize, especially when they get their first promotion, is that in the past you only had to be effective, good and successful on your own. Now it's about making a team, a department, or an area effective. These are two completely different things.
An example: The best sales employee in a mechanical engineering company is promoted to "Head of Sales". What this person is no longer allowed to do is devote 100% of their time to selling. Now salespeople have to be managed, budgets worked out and personnel developed. Of course, a sales manager should spend a certain amount of time with customers, but this is no longer the main focus. Instead, the focus is on making as many sales employees as possible perform effectively. As a rule, "promotion" means new behaviors, new working methods, and new tools. The R&D employee of an automobile manufacturer will no longer have CAD programs as a tool after her promotion to development manager, but will need completely different tools, such as meeting management, budgeting, project management, etc.

2) Get to know the new management environment

One initial mistake is to make big announcements right at the beginning. The first hundred days are days of listening, getting to know the employees, customers, suppliers and, of course, getting to know the owners even better. Not to be underestimated are the management processes that have now become central tasks, such as target agreements or performance appraisals. Promotion often means moving from team member to manager. Cooperation and the relationship will therefore be different, no matter how often you swear that "nothing will change between us". Promotion also means that you will have a new superior. Here too, it is important to clarify how you would like to work together in the future, what strengths you have in common, what reporting should look like, and so on.

3) Find the best comrades-in-arms

A manager's most important assets are results, credibility, and trust. Every new manager is observed. This includes what they do, who they communicate and work with. It must be clear as quickly as possible who the best and strongest people are. Strong people are usually also strong personalities because they have a mind of their own. They are the ones who bring the best results and drive the company forward. The wrong ones are guaranteed to be the yes-men, head-nodders, whitewashers and, of course, the schemers who are good at one thing - talking badly about others. You should get rid of all of them as quickly as possible because they are a danger to the company, performance, and trust. This also shows whether someone has been promoted because they can do something or just because they know the right people.

The worst mistakes are arrogance, aloofness and, "bossy habits". They do nothing but cause damage. In most cases, this ends after one or two years and any company supervisor would be well advised to keep an eye on this.

4) Develop a leadership program for the area of responsibility

During the first hundred days, a clear assessment of the situation should be carried out and priorities set for the next one to two years. The aim is to identify the challenges and key issues for the area of responsibility and for the individual. Before the promotion, the focus was still on personal strengths. Now the focus is on the strengths of the area of responsibility as a whole and the strengths of the individuals. As a manager, you are a strengths developer and that also means having as many delegation-capable team members as possible. After one hundred days, you should have an action and personnel development plan summarizing the most important topics. It will not always be possible to achieve real, major results in the first few months, but at least initiatives should already be in place and something should have been started. This is also important because the first hundred days are usually shorter for promotions. Managers in particular are expected to be effective and "deliver" more quickly.

CONCLUSION: A PERSONAL DEVELOPMENT PLAN FOR THE FIRST TIME

An interesting phenomenon in our society is that there is no training for the really important issues in life, like a functioning partnership, a functioning family, a functioning retirement, a functioning professional life, or a functioning working method. Courses, certificates and exams are required for all sorts of things, but for many truly important topics you are left to your own devices. This is especially true for starting a career and for promotions. Success or failure is decided in the first hundred days. These are not difficult issues in themselves, but you should prepare for them systematically and draw up a development plan for yourself (see Fig. 2)[26]. Then, the first hundred days will not only be exciting, but will also lay the foundations for effectiveness and trust.

[26] See Stöger, R., The toolbox for managers, Stuttgart 2016, p. 360 ff.

Summary: Application and benefits
1. Systematic examination of effective career and job entry 2. A professional start to a promotion 3. Avoidance of well-known rookie mistakes 4. Drawing up a personal development plan

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Fig. 2 Personal development plan: Example and tool

Background: A banking graduate changes companies and takes over a small team in business customer sales as a manager. The personal development plan for the first hundred days is intended to ensure an effective start.

No.	Topics	Measures	Date
1.	Customers and industries	• Getting to know the most important key accounts: personal introduction, customer history. - Updating the development strategy for business customers	30.09.
2.	Personal exchange with managers and employees	• Personal meeting of all managers and key employees (informal, e.g. lunch.) - Regular individual appointments with direct employees (from 30.06.) - Weekly jour fixe with your own superior (from now on) and the most important interface managers (in the first two months)	31.12.
3.	(Management) systems	• Mastering the sales software and all internal systems - Getting to know the management processes and systems (target agreement, appraisal interview, budgeting.)	31.08.
4.	Sparring and personal exchange	• Regular discussions with your personal sparring partner - Usage of the bank's internal exchange network and personnel development	31.12.
5.	......	•	......