

# Modern Personnel Marketing

**Employee Development  
And Equal Opportunities  
In The Company**

MANAGEMENT  
**MAILER** 2-05

## Contents

> **CURRENT ISSUES** // PAGE 2

### **The Leader As Consensus Manager**

Article by Dr. Michael ZUMTOBEL, teaching mediator

Portrait Dr. Zumobel

> **INFORMAL** // PAGE 3

### **Equal Treatment Is Good, Equality Is Better**

Why it is really worth while to accord employees equal opportunities

> **CONTROVERS** // PAGE 4

### **Difficult Succession**

Newcomers in management need support

## New HILL Office In Turkey

Now HILL International is represented in Turkey as well. After initial local training projects, HILL International will be opening a new office with a contract partner in the course of an oncoming recruiting campaign for a large international company, and will be active on the market from now on.

Caglayan CALISKAN, HILL's Turkish contract partner, has been commuting between Austria and Turkey as a consultant in the past years and possesses excellent corporate contacts.

Othmar Hill assumes that in the course of the expansion into this interesting market of the future, he will particularly be helping Austrian and international companies with their first steps in HR in the new market, but also, in future, actively supporting local enterprises in their personnel agendas.

More information is available under [hill@hill.co.at](mailto:hill@hill.co.at) or Tel. +43 1 796 97 98-0

## HILL Team Fitness Parcours® With Dr. Klaus Paulik

**Special**

Get ideas on how to positively reinforce communication in and between teams in your company and optimally expand existing knowledge:

**Tuesday, 13th September 2005 or Thursday, 29th September 2005, 6.00 pm**  
**HILL International, 1030 Vienna, Schwarzenbergplatz 7**

Dr. Klaus Paulik (management consultant and CCT certified economic trainer) provides an overview of the best didactic methods for shaping team work efficiently, permanently and with enjoyment.

For our customers and all interested parties participation is free.

**Registration until 9.9. resp. 27.9.2005 at the latest under [marketing@hill.co.at](mailto:marketing@hill.co.at) or Tel. +43 1 796 97 98-0.**

## The Leader As Consensus Manager

Today's complex working world requires constructive approaches to problem solving

The increasing complexity of working worlds and the acceleration of change processes make two things indispensable for future-oriented management:

1. Conscious tolerance of mistakes to guarantee innovative learning processes
2. Fast and constructive problem solving procedures to adapt to necessary developments and their supervision.

The leader as a consensus manager supports cooperation in the company through targeted use of mediation techniques in individual and group discussions. Reaching internal organizational goals by integrating the interests of individual

employees when implementing necessary steps of change is crucial. The gain in cooperation as an agreement between leader and

### CURRENT ISSUES

employee corresponds to the demands of the company as well as the competences of the employees.

As the culture of change in an organization is as good as its conflict culture, more and more corporate leaders recognize the particular value of effective consensus management as an instrument in personnel development. Besides coaching competence, conflict competence is therefore one of the most important items in the personality inventory of a leader. This also means, however, that the development of HR is increasingly dependent on the improvement of the internal corporate culture of conflict resolution. Professional consensus management is therefore indispensable for future-oriented management.

Investing in the social and communicative competence of your leaders is at the same time a highly profitable competitive investment:

- > Minimization of friction losses because of resistance against changes
- > Fast, constructive and stable win-win solutions for the company and the employees
- > Conservation or restoration of a positive corporate climate
- > Development of conflict culture in the company
- > Avoidance of open and hidden costs due to unsolved conflicts
- > Improvement of employee motivation



Dr. Michael Zumtobel

### PORTRAIT

#### Dr. Michael Zumtobel

- > Born 1958
- > Law education
- > Course on radio journalism
- > Mediation diploma
- > Court year
- > Environmental jurist at the Institute for Environmental Science
- > Press jurist at NEWS publishing
- > Work for print and electronic media
- > Teacher and speaker for economic mediation
- > Associate of HILL Communications

Seminar with Dr. Michael ZUMTOBEL

### »The Leader As Consensus Manager«

Contents:

#### Day 1: The Conflict

- > Perception of self and others in conflicts
- > Conflict biography
- > Models of human conflict behaviour
- > Conflict escalation
- > Stratified model for working on conflicts
- > Cooperative conflict management

#### Day 2: Consensus Management As A Leadership Instrument

- > Phase model of mediation
- > Intervention techniques in interest-oriented negotiation
- > The leader as consensus manager – negotiating as a non-neutral third party

#### Day 3: Cases from daily corporate life

More information under [marketing@hill.co.at](mailto:marketing@hill.co.at)  
or Tel. +43 1 796 97 98-0!

## Equal Treatment Is Good, Equality Is Better

### Why it is really worth while to accord employees equal opportunities

Diversity management and corporate social responsibility are new, fashionable attributes for a more modern image. Many large international companies, feeling a certain pressure from their headquarters in this direction, are occupying themselves increasingly with the notion of diversity at the work place in Austria.

However, often only PR strategies lie behind this - there is not always very much to the internal corporate implementation of the notion. And in most Austrian companies things don't even get this far. The economic pressure on personnel departments leads to a certain defensive attitude against dealing with a topic that at the first glance looks like costly social romanticism («so that we all love one another...»)

#### > Diversity management is more than just PR

But can the topic really be shrugged off like that? Is it really cost-intensive to deal with the heterogeneity of employees? The answer is a clear »No!«. Diversity management, i.e. the development of strategies to accord equal opportunities to employees with different preconditions, creates new potential in a company, improves communication structures and last but not least can open up new customer groups through the commercial exploitation of the strategy. And this is not about lucrating and distributing charities for underprivileged population groups, but about confidently presenting and implementing a strategy for a fair community – and more and more people are becoming interested in this.

#### > Equality under law

One may like it or not, but our society is subject to a process of change, developing towards an ethnically, culturally, socially, religiously and sexually heterogeneous society that must clearly commit itself to according equal access to this society to all groups as well as to people with physical or mental impairments. This manifests itself last but not least in legal

provisions meant to actually implement this goal. Since July 2004, Austria has a law on equality forbidding, under threat of penalty, any discrimination of people on the grounds of their sex, skin colour, ethnic origin, religion or ideology, their sexual orientation or their age. An equality law combating discrimination of people because of disabilities came into bearing in July 2005.

#### > Positive balance

It is therefore not a matter of pure niceness and human kindness if companies take on the topic of non-discrimination, but they can also avoid possible lawsuits under the new legal provisions – and they will notice that this is not the only reason that makes the effort pay off. The recognition of previously unnoticed language competences dormant in the company which can be put to use in a targeted fashion, the discovery of specialized competences in migrant workers for which either there is no comparative course or one that no one takes in Austria, the motivation that often particularly people with disabilities will develop when given the chance – and last but not least the pleasant side effects of the financial incentives in this area all have a positive effect on the cost-benefit ratio.

INFORMAL

KATRIN WLADASCH  
Expert for equality  
Institute for Humanistic Management

## Institute for Humanistic Management

The Institute for Humanistic Management offers information on the new legal provisions and individual counselling for the implementation of equality strategies in your company:

1030 Vienna, Fasangasse 20, Top 6  
Tel. +43 1 796 37 98-14, Fax +43 1 796 37 98-10  
info@human.or.at — www.human.or.at

## Difficult Succession

### Newcomers in management need support

The promotion into a management position is an important career step. However, often a number of difficulties turn up after a short time. For while on paper, the change of roles is quickly established, it is usually not so in the (self-) consciousness of the new manager. It is important for young managers to consciously perceive their new competences and responsibilities.

Taking on leadership tasks is always a challenge. Sometimes, however, such tasks are given to people who, while possessing the professional and intellectual qualifications, do not have the necessary personal qualities for a management position.

Therefore the first step towards solving the problem lies in the correct selection of leaders.

Young leaders often feel left alone and, particularly in the initial phase, need not only professional, but particularly individual support. This can be provided by an external/internal coach or by a mentor. This way, the acquiring of practical skills is accompanied by enough attention to the personal state. In addition, many young managers have problems with their own goals, as the discrepancy between pretensions and reality

often causes the implementation of certain corporate demands to fail from the beginning. This topic arises when there are no clear goals for managers, which may be an indication of there being too little strategic planning and, based on this, the necessary plans of action being too unclear in the whole company.

Successful companies already know that they need to pay particular attention to up-and-coming managers and therefore provide »tomorrow's top managers« with a sensible leadership development program with accompanying individual coaching, as well as clear goals and transparent corporate strategies.

*Ursula TATZBER*

*Career coach, economic trainer and mediator*

### CONTROVERS

What causes young managers the most problems – here are the most important results\*:

leading employees	presenting themselves as managers	overcoming crises	positioning themselves	leading teams	managing themselves
motivating lethargic employees 92%	finding their own leadership style 92%	addressing misconduct of employees 75%	being accepted as a leader 68%	organizing teams and establishing a culture 41%	building up successful networking 9%
breaking down super ordinate goals 76%	giving praise/criticism, demanding feedback 67%	settling disputes, dealing with mobbing 31%	being guided by superiors 59%	leading spatially separated teams 21%	organizing work-life-balance 8%
developing the careers of employees 39%	changing roles 66%	taking care of overworked employees 27%	implementing prescribed changes 45%	taking over well accustomed teams 12%	developing personality 4%

\*Source: GASSNER & HLUMA COMMUNICATIONS, editorial office bulletin, Tourism journal of Advertising Austria, 10\_2004

## Editorial

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