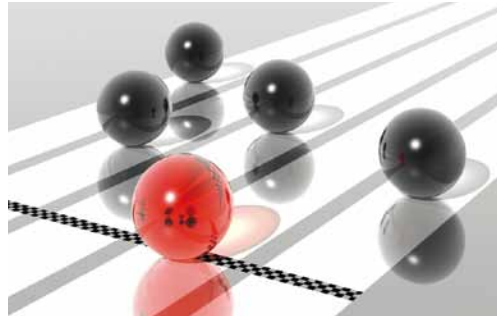


April 2011

# news

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## Performance Culture Going the extra mile to reach the goal

Any organisation is a complex structure. The sum total of staff performance, orchestrated by management, makes or breaks a company's success.

There are hosts of corporate consultants going about helping organisations to be more productive. Their services often result in the creation of specialised processes based on division of labour (e.g. co-operation with Business Partners in HR or a service organisation for repetitive processes, combined with outsourcing, etc.). These are aimed at cutting cost and increasing productivity and competitiveness, amongst other goals.

Does this suffice to make an organisation more powerful? Wouldn't it be necessary to be mindful of staff and back them up? Trans\_m's focus is on people and their capability to perform. Take sports as a metaphor: while superior material may, of course, be helpful in a competition, we know from such great athletes as Roger Federer or ski jumper Simon Ammann that there's more to winning than good equipment and physical fitness. It also takes a will to succeed, the right attitude, clear focus, commitment, motivation, mental strength as well as fun and enthusiasm to not only reach a goal but surpass it. In a nutshell: you sometimes need to go the notorious extra mile.

Is this really what we do in our working lives? Are we still capable of being inspired and showing enthusiasm? Do we actually challenge ourselves on a regular basis? Do we seek feedback? Do we develop consistently and continuously? Or is money

the only thing that drives us? Is the company all about cost, productivity and savings? Or do staff get enough room to develop their potential, release energy, tackle really demanding objectives and implement ambitious projects? Do management processes and development measures facilitate a true learning organisation? Are staff and management given support and encouragement in what is a fitting performance management system?

These are the questions we executives need to address. A sound and powerful company knows how to exploit opportunities and achieve success, for itself, its workforce and all other stakeholders.

Orchestrated measures will provide effective support on the path towards a learning organisation. We have the experience, know-how, processes and passion it takes to assist you in giving your company sustainable performance capability, whether through projects or an outsourced development team.

Contact us. We are looking forward to having a dialogue with you and eventually celebrating the success you are going to achieve through appropriate measures.

*Rolf Erny, MBA,  
Managing Director, Chairman of the Board,  
r.erny@transm.ch*



### Editor's Comment

How does a company go about creating and maintaining a performance culture? Is it even desirable to have one? Is it going to produce a real benefit and, if so, for whom? What's a performance-driven organisation like? Which are the essential steps to be taken?

The present newsletter investigates how to build up and promote a genuine performance culture, and what benefit it generates. In our interview, we speak with Dr Dreger, the CEO of Astra Zeneca GmbH in Vienna, a fervent advocate of true performance culture who supports and encourages staff to keep developing. Furthermore, we present methods to increase performance and improve on behaviour.

We are also providing some feedback on the results of the "Return on Development" master's thesis. Finally, we congratulate yet another member of our staff, i.e. Mr Raphael Bauhofer and his companion in life on the birth of their son Jérôme Paul in February 2011.

Yours truly,  
Rolf Erny



**Coaching**

**Promoted to a new position?  
We will support you!**

Following his appointment to the executive board, Mr Bucher\* received support in the form of external coaching while getting settled in his new position. Working with his coach, he obtained a clear understanding of his new role, the expectations it involved and some of the options he had to handle these expectations as efficiently as possible. Mr Bucher and his coach drew up specific plans for action to be taken in order to align his team on the strategic objectives and endow it with high-performance capability through suitable team-building. With the help of his external coach, Mr Bucher managed to effectively tackle important strategic assignments and complete them successfully despite the glut of daily business.

\*name changed

*Raphael Bauhofer  
MSc UZH, Psychologist, Consultant  
r.bauhofer@transm.ch*

## Management Audit A fitness check for leaders

In sports, it goes without saying that friendly matches in football, practice runs in skiing or qualifying sessions in motor racing serve the purpose of positioning: they are designed to tell us how we are doing and to identify the gaps we need to close in order to secure success.

Is this standard practice in management as well? In case of a takeover, major internal restructuring or planned implementation of an ambitious strategy, do we really make sure that company leaders are up to scratch to take on the new and demanding challenges and to drive change with commitment and enthusiasm? And, last but not least, do we check whether they have actually understood and accepted the changes we decided to introduce? This is precisely what sound corporate governance calls for as a given.

A management audit may bring about the clarity required. Just as in sports, management is based on fundamental principles with which to identify the essential drivers and to narrow existing gaps. A coach or a leadership team is capable of controlling change actively, thus securing success. The audit process builds on the cornerstones of change, defines the skills, leadership qualities and change of behaviour required, and enables leaders to obtain a deeper understanding of change before it is implemented. This is how the process ensures human change and establishes a clear idea of the potential impact various HR decisions may have and of the necessity of support measures (such as coaching, team activities or the like).

Contact us.  
We are the specialists you are looking for.

Processes of change are demanding, and success essentially depends on how change is implemented. These are the fundamental building blocks of successful change: to have the right skills in the right places, to deal with new routines both factually and emotionally, and to get stakeholders involved in how change is introduced.

*Rolf Erny, MBA,  
Managing Director, Chairman of the Board,  
r.erny@transm.ch*

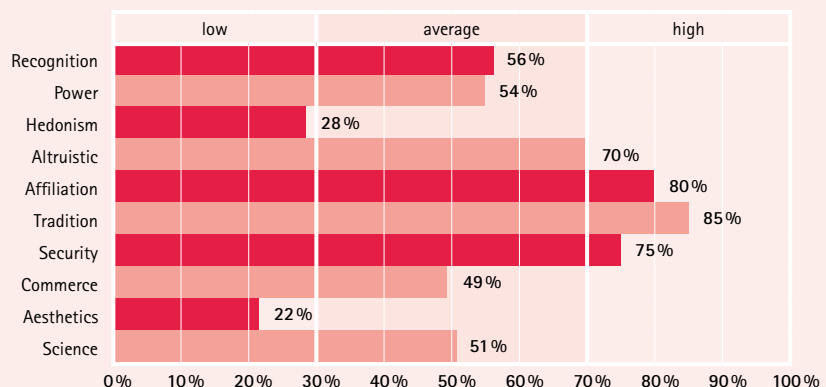
**Hogan Assessment Systems**  
**Unveiling motivation**



Hogan Assessment Systems help to discover a person's structure of motivation. In a selection process, they will tell us whether or not a candidate is a match with our company. Hogan Assessment Systems serve to extract a person's "drivers" and to find out whether they are in agreement with our corporate values. Furthermore, this testing procedure gives us an idea of the assignments the person in question would find motivating. With the use of MVPI (Motives, Values, Preferences, Inventory), everyone involved is a winner: the company gets the right people who are motivated at work while staff find fulfilment in what they do (see chart on the right).

*Sandra Fischer Christen  
MSc UZH, Psychologist, Senior Consultant  
s.fischerchristen@transm.ch*

**The Hogan leadership values profile**



## Interview

# "Essentially, a performance culture is driven by transparency, trust and honesty."

Rolf Erny talking to Dr Christian Dreger, Company President und CEO of AstraZeneca GmbH, Vienna.

*Mr Dreger, you have invested a major amount of money in staff and management development since you were appointed CEO some three years ago. Why?*

About three years ago, market-controlled challenges and opportunities led us to develop a vision of sustainable top performance. To achieve this objective for our customers, we had to have an internally solid organisation based on committed and focused staff as well as highly competent management at all levels and in all functions.

Having reduced the number of hierarchical levels, we are now faster and more agile in customer relations, benefiting from both qualitative and quantitative improvements despite a smaller headcount. It's all a matter of personal commitment and networked execution. Apart from implementation of strategies, processes and a vision, it is consistent investment in management and staff that has facilitated our positive development.

Originally, we considered the cost to be high, but the benefits soon paid off financially, with improved goal achievement (effectiveness, productivity) as well as lower employee-turnover and sick-leave rates.

*For three years, your company has had a leadership-development programme consistently including all levels of management. What's the rationale?*

Three years ago, our management team of comparatively young high-potentials was faced with an employee-turnover rate in excess of 30% in an organisation of some 180 staff. The aim was to come to grips with it by means of a new strategy and vision, a focus on specific issues, new structures and processes and, finally, an indispensable reduction of capacity. At the same time, we were confronted with a process of change management, trying to reconcile greater innovative power, top-level quality as well as new strategies and concepts with fewer resources compared to our competitors. Running in parallel, these two processes put tremendous pressure on the organisation, which we couldn't have coped with successfully without a powerful leadership culture across all levels and functions.

*How do you define a performance culture?*

Essentially, a performance culture is driven by transparency, trust and honesty. These are the components that prompt everyone to contribute their best to the common cause each and every day. In addition, a performance culture is very much focused on top-notch results and high delivery. As in sport, it's a question of developing goals jointly, achieving them jointly and celebrating success jointly.

*Let's talk about benefits and success. What have you achieved specifically?*

In the past three years, we have surpassed our sales targets by approximately 10% annually and brought our employee-turnover rate down from more than 30% to less than 6%. Despite the retrenchment and restructuring going on at the same time, our Employee Engagement Scores and cultural ratios have exceeded the corporate averages. In this regard, we have even outperformed our competitors across the industry. Despite early patent expiry, we have managed to grow our mega brands (and promoted brands), pushing them into the top-three brackets, with some of them even taking the top spot. The best talent in the country are now actively seeking opportunities in our company, and our staff are highly motivated.

*You have chosen the help of an external partner, trans\_m AG. What made you decide to entrust an external provider with this assignment, and how satisfied are you with our services?*

Trans\_m is a byword for clarity, competence and performance delivery matching the specific needs of a company. Trans\_m's consultants are well-trained and fast learners when it comes to speaking the client's language. Their systematic approach and clear principles create the basis for good measurability of results and quick focus and alignment on a joint understanding among managers. In this respect, there aren't many providers to come up with service delivery of this kind. Today, three years on, we are very happy with the services, the changes and the results.

Dr Christian Dreger  
Company President and CEO  
AstraZeneca GmbH, Vienna



[www.astrazeneca.at](http://www.astrazeneca.at)

*Final question: what are your priorities for 2011 – 2012?*

Our priority for 2011 is to complete AstraZeneca's transformation in Austria into a new and integrated top-performing multi-channel health-care organisation with clear values and a convincing vision for the future strongly embedded in ethical principles. In addition, we will need to further accelerate the growth of our new products. Our goal for 2012 is to return to the path of growth, an exciting assignment and challenge and an inspiration as early as now.

*Dr Dreger, thank you very much for this interview.*



## Miscellaneous

# Hogan Business Lunch

On February 3<sup>rd</sup> 2011, trans\_m and Metaberatung consultancy jointly carried out the first Hogan Business Lunch in Switzerland in co-operation with SIB, a Swiss business-administration institute. The event involved a keynote address on the fundamental options of applying Hogan Assessment

Systems plus a brief practical report outlining how to best embed this tool in the process of recruitment. The ensuing lunch presented ample opportunity to discuss a great variety of questions related to Hogan Assessment Systems.

## ROI in HR development

As mentioned earlier, trans\_m sponsored a master's thesis at the University of Zurich's department of business administration on occasion of trans\_m's 10<sup>th</sup> anniversary. The thesis investigated the possibility of calculating the return on investment (ROI) with respect to spending in HR development, devising a new model specifically for this purpose. One of the main findings of the thesis is

that the positive effects of HR development exert an influence on corporate success through such drivers as commitment, trust, satisfaction at work, motivation and dedication. We congratulate Marwan Kosbah on his successful master's thesis and wish him all the best getting started in the business world.

## Inside trans\_m

The trans\_m family continues to grow. We are proud to congratulate Raphael Bauhofer and his companion in life on the birth of their son Jérôme Paul on February 21<sup>st</sup> 2011. All the best!

**trans\_m**  
Transition Management

trans\_m AG  
Querstrasse 4  
CH-8304 Wallisellen  
Switzerland

phone +41 43 233 32 13  
fax +41 43 233 32 15  
e-mail [office@transm.ch](mailto:office@transm.ch)  
url [www.transm.ch](http://www.transm.ch)

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