

ARGO munich rises to the challenge in the highly competitive German market with a new Managing Director.

Shortage of Skilled Labor & Sales Culture

Expansive Times

Taking the thresholds of the SME definition by the IfM Bonn as a basis, which go by the number of employees and the volume of turnover, 99.6% of the companies in Germany with taxable turnover and/or employees subject to mandatory social insurance contributions were small and medium-sized enterprises in the year 2008 according to the evaluation of the statistical business register.



Michael Bösl und Johannes Neuner, Managing Directors of ARGO munich

A study found that the shortage of skilled labor leads to massive damage, especially in this segment: as a result, medium-sized companies recorded losses of revenues amounting to 33 billion Euros per year, as shown by the current "SME Business Barometer Summer 2011" of the auditing and consultancy company Ernst & Young. In August 2011, 700 medium-sized companies were surveyed for the study, which is conducted twice a year. 75 % of the respondents thus perceive the search for suitably qualified staff as increasingly difficult.

Global changes as a result of demography, as well as the rapid changes in production and services, will additionally aggravate this issue beyond the crisis years. Finding, gaining, retaining and developing qualified staff in production, service and sales – both as a challenge for companies, also



as key competence of executives and a strategic focus of HR departments – is the logical consequence of this development (see next page Focus "Shortage of Skilled Labor").

ARGO therefore operates in a challenging market and a segment of topics that continues to gain significance in its relevance critical to success. The focus on

specific topics and the expansive strategy of ARGO munich take account of his situation.

In 2011 ARGO munich is experiencing the most successful business year in the 10-year history of ARGO in Germany under the responsibility of the Managing Directors Johannes Neuner and Sascha Maurer. After 3.5 years of effective management and consulting activities for ARGO munich, Sascha Maurer decided to resign from his function as a Managing Director in Germany with effect from October 1, 2011 in order to dedicate himself to pursuing his own career objectives. However, he will continue to work for ARGO munich as a Senior Consultant in HRD. As his successor in the management, we now welcome our new ARGOnaut Michael Bösl on board, who joined us in October and, together with Johannes Neuner, forms the new management team in Germany.

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to be continued >> TOPIC

Focus “Shortage of Skilled Labor”

Gaining & Retaining: Management and Leadership Development programs – in keeping with leadership branding and the affective commitment of employees, enhancing all key competencies of managers is an indispensable strategic focus.

Retaining & Developing: Concept and support of talent and retention programs. These programs aim to stop employees’ readiness to change jobs, which amounts to roughly 50 percent among those aged 24 to 34.

Finding & Developing: Training and education as well as integration projects of foreign specialists, who may – following recognition – practice their profession in Germany, enable a successful utilization of international recruiting pools.

Finding & Gaining: Networking strategies and development programs with universities, colleges and associations.

Finding, gaining, retaining & developing: Cultural Change. Rethinking team-building and leadership processes means changes in dealing with personnel and organization development: changes that require good support in order to be sustainably effective.

Discussion on: <http://www.facebook.com/ARGO.Performance.Development>

Michael Bösl, age 54, has held a wide variety of roles and tasks in Personnel Management for more than 15 years, among them 10 years as staff manager for the market leader for restaurant chains, and contributes long-standing experience and success as a Consultant and Trainer to the advancement of ARGO munich. With the main focus of his work on operating Change Management, Leadership, Coaching, Sales Empowerment and sales force effectiveness, strategy development and support, he will be in charge of the expansion of our market position in Germany. He will place a special personal focus on the area of sales:

“We also want to be an essential strategic partner for our customers in the further development of their sales strategies, in order to make the right decisions in difficult times, which allow for a performance-based sales culture,” Michael Bösl describes his new challenge.

In February 2012, the second ARGO businessforum provides an opportunity to meet the new management. Topic: “Is the orientation and organization of a resource and performance-based sales culture possible – or even necessary due to demography?”.

The objective is to exchange experiences and ideas with managers and experts for personnel, organization and culture development from different institutions, industries and companies. Michael Bösl will examine this topic in a keynote speech and moderate the discussion.

We look forward to welcome you on board of ARGO munich!

Welcome on board!

In addition to Michael Bösl, Managing Director of ARGO munich, we also welcome Tamara Glatz as a new apprentice at the ARGO office in Vienna.





SOCIALS

Presentation „Change Management“:

On October 19, Tomislav Bekec, Managing Director of ARGO zagreb, gave a speech on the topic of “Change Management” to MBA Udruga Croatia, an association of Croatian MBA graduates. 60 participants engaged in a lively discussion and gained new perspectives on this challenging and omnipresent topic.



ARGOnautes learn to sail

Team Development for the ARGOnauts!

We live what we teach – this also includes international adventure-based team-building workshops! This year it was the job of ARGO zagreb to find a suitable venue: and they chose Opatija, the perfect location for the outdoor event in August!

Our partner from Romania, Serban Radulovici and his team, looked after the ARGOnauts in a complex project. In separate teams a “marketing concept for the tourism association of Opatija”, which included a photo shooting and editorial testing of the recreational activities in town. Of course we had to deal with plenty of obstacles – but ARGOnauts love challenges! Despite our experience in managing events of this kind, the trainers were still able to surprise us with tasks and conditions, so that we were able to clearly identify what we still need to work on, but also our strengths. Moreover, it was an excellent opportunity to exchange ourselves with others beyond countries, hierarchies and responsibilities and get to know each other better – including a better understanding of work! Today, 2 months later, many of these images and learning assignments are still present and improvements are tangible!



Meta-reflection

ARGO cuvée 2010:

On October 31, the new ARGO cuvée was created! Christoph Kränkl, Microsoft Sales Manager EPG Austria, Marcus Izmir, CEO MIHGS, Dr. Erwin Kölner, Head of the Biological Station Illmitz, the winemakers Josef and Christoph Salzl, and hotelier Otto Salzl assisted the Managing Partner Dieter Bernold with this task!

As always, the ARGO management chose from the three best results of the blending process in a blind tasting. This year, the winemaker himself, Josef Salzl, won for the first (!) time,



succeeding Hans Jörg Tengg as the creator of the current cuvée.

Speaking of ARGO cuvée 2009:

With 9632 wines from 36 countries of all continents, awc vienna 2011 is the world's largest officially recognized wine competition. The best wineries presented their wines at the "awc vienna – gala night of wine 2011" at the Vienna City Hall on November 2, 2011.

The winning wine from France reached 93.7 points; our ARGO cuvée 2009 got 92.3 points and also won a gold medal!

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ARGO on Facebook

ARGO is embarking on the adventure of Facebook. We are not the first, and definitely not the last, to do so, and yet it is an adventure for us ARGOnauts: Not all on board belong to the generation that was "born into" this medium. Not all on board have developed an understanding of this medium, and not all on board are uncritical of this medium – especially after the most recent announcements on the future forms of presentation.

However, being a company that works with communication and uses communication for the implementation of all areas of work – from Change to Leadership and Sales – it is important to face the challenge of this communication tool.

This is what we're doing, and we do so in an unusual, but ARGOnaut way: We won't assign the task of presenting ARGO smoothly and correctly in line with corporate policy in this platform to one person. All ARGO consultants & trainers are authorized to post as ARGO and to speak on behalf of ARGO.

This way we will generate a platform, which discusses topics of everyday working life openly on the wall or in specific groups after registration, exchanges ideas, recommends books/links/events and accomplishes what constitutes the value of this medium: open, diverse, non-binding and fast exchange of information, which can be developed further if desired.

The aim of the ARGO facebook is to give an insight into the world of the ARGOnauts, to show what we care about, what we are interested in, and to invite you to participate.



If you are already a user of the Facebook world, support us, teach us or take the first step in this world together with us:

Since October 14 you can find us at: <https://www.facebook.com/ARGO.Performance.Development>
In the coming months we will start groups on specific topics for specific training groups.

In this spirit:



Preview

- **ARGO vienna, November 21, 2011:**
At the Process Management Summit 2011, ARGO will conduct a seminar dealing with "Leading change – culturally successful management of changes in organizations". www.prozesse.at
- **ARGO munich, February 2012:**
The second ARGO businessforum will take place in February 2012. Topic: "Is the orientation and organization of a resource and performance-based sales culture possible – or even necessary due to demography?"

Editorial



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I look forward to hearing from you!