

Leadership approaches of all kinds usually address topics from the perspective of the management. In doing so, important insights are lost. All of us have had experiences in our career with a particularly appreciated boss, but also with a particularly unpleasant one – you will certainly remember the two of them! So here’s a thought experiment: How would you react?

Let’s be honest:

Are YOU the employee you are looking for?

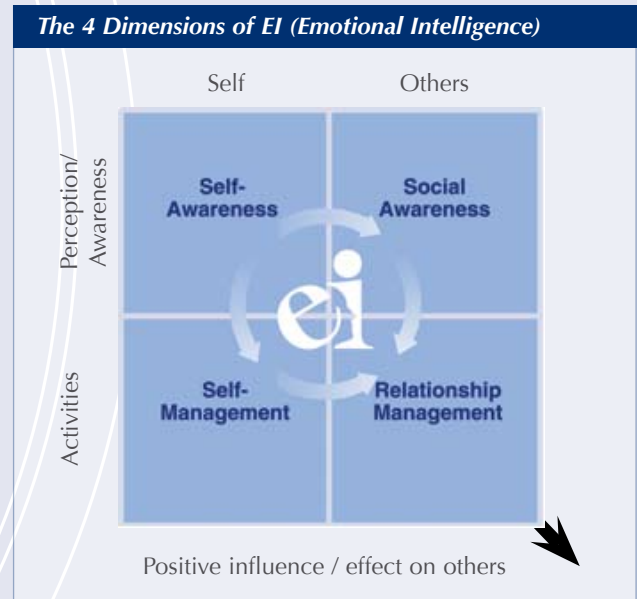
Picture the following situation: You are – once again – at the office late on Friday evening in order to finish all the work that needs to be done before the weekend. By chance, you receive an email in copy. You quickly realize that the content of this mail will require an enormous amount of work from your superior by Monday morning, and she or he will be faced with serious consequences, perhaps even losing her or his position, if this work is not done – even though the issue has little impact on organization as a whole. You also know that your manager will barely be able to deal with this issue in time, and that there is no one else who can step in. It would be feasible for you, if you – once again – sacrificed a weekend.

However, it is also clear that it is not your job to do this work, nor would anybody expect it from you any way. Most likely, no one would expect you had even read the email in time.

How would you respond – for the best boss you have ever had? And how would you respond – for a manager whom you regard as horrible?

What is it that would motivate you to give only the minimum performance, with gritted teeth, in one case; or to take a deep breath and give it your all, in the other? The English language has the descriptive concept of “discretionary energy”, that bit of energy that employees provide voluntarily, without being obliged to do so, if – and only if – they work in a good management relationship.

It is exactly this little bit of energy that managers are looking for. Of course performance has to be defined, enabled, demanded, reviewed and reinforced according to a profile of requirements; of course the management of all standard procedures is indispensable. And yet, the central manage-



* Source: Richard Boyatzis; Daniel Goleman; Primal Leadership. Learning to Lead with Emotional Intelligence

ment question is: How do I get this bit of voluntary extra performance when crunch time comes? So what are the characteristics of your “best boss”? As different as your responses to this question might be, there will be one simple common denominator: These managers are people with strong and internalized emotional intelligence.

As often as this has been said, and will be said over again, this simple thought experiment shows: in the many situations in which employees give this voluntary bit of extra performance, they do so only for emotionally intelligent, resonant

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Emotionally intelligent leaders...

- know their values, emotions and intuition and use this knowledge for decision-making.
- have a clear awareness of the effects of their actions.
- interpret the feelings of others and react appropriately.
- cope with their feelings and impulses without being carried away by them.
- can handle setbacks and stay optimistic.
- show courage by dealing with problems immediately and challenge others in an appropriate manner.
- have inner resources and recovery strategies, thus remaining resonant, proactive and prepared to take risks.

leaders; under different circumstances, they do not. Numerous studies (see Richard Boyatzis; Daniel Goleman; "Primal Leadership. Learning to Lead with Emotional Intelligence"; Richard Boyatzis/ Annie McKee: "Resonant Leadership") prove what we already know intuitively.

Yes, emotional intelligence can be learned and expanded – and no, it cannot just be picked up as a tool box. Repeated

learning loops – with reflection, experience and feedback, supported with an inspiring and trusting learning partnership – enhance emotional competence, and therefore increase effectiveness and success.

Just to make sure that this is no longer an uncomfortable question: How would your employees react?

| *ARGO socials*



Matthew Strauss, Managing Partner ARGO budapest, has become co-chair of the American Chamber of Commerce HR Committee, and has recently lectured at the Budapest University of Technology and Economics on the topic of "Successful Entrepreneurship".



Oleksandr Sakharskyy, Managing Partner from ARGO lviv, took part in a teleconference format between Kiev, Dnipropetrowsk and Donezk dedicated to Davos Forum 2011. The discussion was focused on the topic of the World Economic Forum 2011 "Shared Norms for the New Reality".



DEBRA Austria

Instead of sending out Christmas cards in 2010, ARGO made a donation to a charitable organization.

This time, the ARGOnauts chose the "butterfly children". We have supported DEBRA Austria with mediations and consulting services for quite some time, and this time we also wanted to support the organization financially.

DEBRA Austria is a self-help organization which dedicates itself to the concerns of people suffering from epidermolysis bullosa (EB). EB is a serious congenital skin disease, which can currently not be cured. EB causes the skin to form blisters or separate under minor mechanical friction, causing wounds and pain.

As this disease is very rare – roughly 500 people suffer from EB in Austria – competent medical treatment is not guaranteed. Therefore, the main objective of DEBRA Austria has been to establish and secure medical treatment for the persons affected. To realize this, DEBRA needs help, because



Dieter Bernold, Ronald Thoma, Rainer Riedl, Chairman DEBRA Austria, Bernhard Gattermeyer, Barbara Thoma

se the only EB hospital in Austria, the EB-Haus Austria, can currently only be operated with donations.

Please learn more about DEBRA at:
www.debra-austria.org

The new ARGO cuvée...



With a view to the celebrations in our anniversary year 2011, another vintage of our ARGO cuvée was "developed" in time.

Following intensive wine tasting, creative blending approaches and objective blind evaluations, a winner was chosen in a small circle of customers in early 2010:

The ARGO cuvée 2009 follows the recipe of Hansjörg Tengg:

A blend consisting of a third each of Cabernet Sauvignon and Zweigelt, and a sixth each of Shiraz and Merlot results in a strong, fruity cuvée, with a tight finish and soft tannins. After 12 months in the barrique barrel, it has now been bottled.

ARGO Managing Partner Ronald Thoma handed the first magnum bottle of the ARGO cuvée 2009 to its inventor.

Hansjörg Tengg, Managing Director of smart technologies; Ronald Thoma

News from our cooperation partner procon:
**Integration of management systems:
 logical structure – practicable implementation**



Many companies are faced with the challenge of merging management systems which were often created independently of one another, such as quality, environment, risk, information protection, process or occupational safety management systems. This can be realized successfully by using a logically structured and practicably implemented management system, one which is open to the integration of further requirements.

System for the management

A management system must be considered a tool for the strategic and operational control of the company. According to the PDCA cycle, its task is therefore generally to set targets, monitor their implementation, evaluate the results and derive new measures and targets from them.

On the one hand, these targets may be derived from the company's own visions and strategies according to the company orientation; on the other hand, the targets may – apart from operating targets – also be attributable to the external requirements, for example in the form of standards and laws.

An integrated management system now has the task to break down these targets conclusively at all company levels and to help reach the corporate goals, taking into account all requirements.

An integrated management system combines the requirements of several management systems into one management system.

3 Levels of integration

The requirements stipulated by standards and laws usually determine the structure of a separate management system. Detached from other requirements, this approach is understandable. In operational practice, however, several of these requirements must be met at the same time. This may lead

3 Levels in the Integrated Management System (IMS)



Integration on 3 levels:

Level 1: Joint control

Synergies through common requirements

Level 2: Special requirements

Detailed implementation through system representatives, taking into account mutual dependencies

Level 3: Business processes

Implicit implementation of the requirements in the individual steps

to overlaps and, in extreme cases, to contradictions in the implementation in the company.

It makes sense to take a look at these requirements together and to integrate them into a stable management system. The objective must be the possibility to integrate further requirements to be implemented by the company into the existing management system.

To achieve the integration of these individual management system requirements into an integrated management system, we apply a 3-level integration model. Together, they form an expandable model for the establishment of an integrated management system.

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More information: www.procon.at

Preview

- ARGO munich: On May 11 ARGO will present new leadership concepts at the "Austria Showcase Bildung DEUTSCHLAND 2011", an event organized by the Austrian Federal Economic Chamber (WKÖ).
- ARGO vienna: The 6th ARGO talktime will take place on September 22-23 this year. In the coming weeks you will receive details on this date and requests for topics will be collected!

Editorial



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I look forward to hearing from you.