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EDITORIAL

Understanding

I hear you and you hear me – communication is that easy!? But hearing does not imply comprehension, and our comprehension does not always imply understanding each other. But even if we think we understand, possibly we do not stand for the opinion, and there is still a missing link to action!
What ability does communication have to offer to let action follow hearing? It has to be authentic: if we do not communicate believably because we have doubts ourselves, our message will not be understood or initiate action. Understanding starts in us! Communication with ourselves shows what we think about our self. It is understandable that what we think about us influences what we think about others. Our attitudes, values, tolerance, and especially our love have influence on our comprehension and understanding! On the bottom line, our attitude and appreciation towards others and ourselves decide in which way communication can succeed – with us, the family, friends, colleagues, superiors, customers, people from other cultures ... and everybody wants to be heard!



Veronika Tetter



Successful market entrance through intercultural understanding

International personnel search in Central and Eastern Europe from one provider – time-saving and efficient

INTERVIEW

with Ms. **Cécile Dutheil-Taimanglo**,
Manager Human Resources Sales &
Marketing Europe
KENNAMETAL Shared Services GmbH

During the last years, Kennametal has been strongly expanding into the markets of Central Eastern Europe, and into Russia. Which concept is being used here?

Using analyses of strengths and weaknesses, and an analysis of the competition, a recommendation for action in these markets was derived: we examined the future market position of Kennametal compared to the competing companies. Right now, we are founding a branch office in Russia, and a service center in Poland. We take care that all of our locations in Central and Eastern Europe, meaning in Poland, the Czech Republic, Hungary and Slovakia, as well as our location in Russia, is made up of teams of local managers and employees.

What role does intercultural understanding of a company and its employees play in the challenge of internationalization?

Intercultural understanding plays a very great role. Because you can only really be successful with a market entrance there if you know the culture of the respective country, and understand and respect the mentality of the population living there. That is why we also lay great emphasis on the recruiting of employees from the direct local and regional surroundings of the new company location. Of course, it is absolutely vital that they also match our company culture to 100%.

Which criteria are important to you when selecting local Kennametal managers in Central and Eastern Europe? What

experiences have you had during the selection process?

The determining criteria during the selection of managers for us are personality, ethics and the general potential for development of the candidates. We have found that the managers in Central and Eastern Europe show an extremely high will to perform, and are also capable of fulfilling the high requirements posed to them. Beyond that, we have often positively noticed that the Eastern European candidates are very communicative, and have the desire to constantly move forward in development. We cannot confirm that



Cécile Dutheil-Taimanglo

the salaries of managers in the markets of Central and Eastern Europe are lower than in the West. This may be true for other positions, but not on this level. The salaries of the managers that have a solid education with long-standing experience in Western major corporations are comparable to those in the West.

Which advantage does the international project management (one contact person for all countries) offer?

Due to the fact that we are searching for ideal employees for our expansion plans in Central

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and Eastern Europe and Russia in several countries at the same time, a main project management is vital for this recruiting process. In HILL, we have found a central contact person in Germany, who serves as a communication platform between Kennametal and all HILL branch offices in Central and Eastern Europe and Russia. The advantage is clear: with only

one call we receive comparable information about different positions in different countries – we save time and expenses.

We have been working closely with HILL for the last three years. The main advantage of this cooperation is that HILL knows and understands our company, our corporate culture, our vision and values, and our expectations for future employees. This is immensely helpful for the personnel search, because we do not only expect candidates with excellent qualifications, founded ethical principles, intercultural competencies and solid professional experience, but also personalities that match our company.

We call tell whether we have really won an employee only after six to eight months. The integration into the organization and the team, and the willingness to develop determine whether an attitude turns into a success story or not. The experience and professionalism of HILL are helpful here.

Company profile



- > Internationally leading supplier for tool solutions, construction parts, and modern high-performance materials for production processes; leading worldwide for tools for mining and road construction, and market leader in North America and second ranked for tools for metal processing worldwide.
- > Employees: About 14.000 worldwide; approx. 50 planned new employees during the next 2-3 years
- > Annual turnover: more than 2,3 Billion US-Dollars, almost half of that outside of the USA
- > branch & sales offices in more than 60 countries and 52 production locations worldwide
- > Locations in Central and Eastern Europe: Poland, Czech Republic, Slovakia, Hungary, Russia.
- > Expansions: Founding of an own branch office in Russia (April 2007), opening of the Central & Eastern Europe Shared Service Center in Poland (May 2007), branch offices in SEE.

www.kennametal.com

Bridge to a new future

Separation with style through outplacement-support

Dismissing an employee, or resigning yourself – an unpleasant to painful matter for both sides. Seeing this situation as a chance for a new beginning, and not as a threat, the possible end of the own career, is very valuable for everybody involved.

Outplacement is a possibility to reduce or even prevent frustration, disappointment and long unemployment for the involved, and do the same for the corporate risks, like for example long legal disputes, a negative image as employer, and especially de-motivation and insecurity of the own employees.

A question of corporate culture

Key factors for this are the interest of the employer to approach the former employee with appreciation and respect also during the dissolution process of the work relationship, and having general access to contemporary HR management. Companies that do not have appreciation and no budget for personnel development also in other areas will hardly find a way to outplace. In my opinion, this paints a picture of the corporate culture. How important are the employees, their know-how and satisfaction to the management, and is there understanding that the success of the company is significantly dependent on these factors? Seeing human resources as valuable company capital determines new significance for the loss of employees and their knowledge.

The doors stay open

Every separation, no matter in what life situation and relationship, is always a painful experience for both sides, and at the same time brings clarity about the own contribution to this situation. Every farewell, in which the willingness to communicate is upheld, and both sides can further meet on one level, is a bonus for all involved. The otherwise common winner-loser or commuter-victim dynamic, that in the end does not offer advantages for anybody, but in contra-

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ry produces loss of energy, valuable time and money, loses significance. In the end, there was a common understanding at the beginning of the relationship to go the same direction, and usually it is hardly remembered where and why the roads have split. But just the same we do not know whether these roads will not cross each other sometime, in another place at another time, and maybe even join together once more, in different, new situations. In practice it has already happened that formerly dismissed employees have suddenly faced the management as a negotiation partner for important business, in which situation at the latest they do not want to think about negative situations of the past. The understanding that a separation in common understanding keeps doors open and enables all of the involved parties to develop makes the tool outplacement especially valuable.

New opportunities on the horizon

The confrontation with the here and now during the outplacement process offers more advantages for the involved that originally conceivable and apparent. The development



can not only be seen through an update in a professional evaluation process and a quick change to a new job, but turns into a door opener for evaluation, possible correction of own goals, or even finding new opportunities on the horizon, through the coaching process and the confrontation with the own life situation. A new comparison of self-image and how others see us, the inspection of the own positioning in the job market, the chances for change and the leaving of known paths bring personal development - even if the path may seem dangerous and tricky at first. From the company's view it is quickly visible that a clean dissolving of work relationships serves the image of the corporation, the motivation of the remaining employees, and the concentration on the key tasks. In comparison to the advantages, that the outplacement brings, the expenses are minimal. Because they have paid off multiple times just for the positive effect they have on the corporate culture and the work climate.

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NEW: HILL Country Reports

Every two months HILL offers you interesting facts on a growth market in CEE and SEE.

The HILL Country Report informs you on

- > market development and booming branches of trade
- > business opportunities
- > education
- > personnel and labor market.

Reports on Turkey and Ukraine have already been published. In June the next report on Romania will follow.

You can find all HILL Country Reports on our website www.hill-international.com in the area »Service > News«. Order a free subscription online and you are going to receive future reports conveniently by e-mail. For further information you can also contact marketing@hill.co.at.



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E-mail hill@hill.co.at, www.hill-international.com
Executive editor: Dr. Othmar Hill, 1030 Vienna
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The importance of the right framework conditions

Modern employees ask for freedom

The trend in the professional market is very clear: it has already become much more difficult to find good and qualified employees.

Many personnel chefs worldwide already have difficulties identifying qualified candidates for open positions, and say that increasingly less applicants with the right experiences and ideal educations are available. And even if the right applicants are found, that is when the real work of the personnel department starts. Because then the new employees have to be integrated into the company as quickly and ideally as possible, and given the feeling that they chose the right place. Statistics say that up to a fourth of newly assigned employees leave the company after only few months to accept a different job offer!

Themes like employee motivation and retention become especially important. Innovative and future-oriented corporations have already recognized the importance of human capital and know that that attractiveness of a corporation needs to be given - not only for customers, but also the present and future employees. So, what excites employees and what makes corporations attractive?

Salary raises have only low importance in this context, because everybody quickly gets used to a few more Euros. If the salary increases, the performance increases, and leisure time decreases,

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and with it also the opportunity to further design the own consumer behavior selectively. But the question of meaningfulness of the own actions is always present and the individual ranking is of great importance! Employees today ask for alternatives, autonomy and elbow room for their creativity. The job is no longer to be seen as obligation for earning a living, but content of life and a calling in the sense of the realization of own professional interests. The feeling of having an important position within a company and making a significant contribution to the success of the company mediates the meaningfulness of the own work input and creates satisfaction. Clear goal definitions, transparent work processes and decision paths, flat hierarchies and attractive career positions move and motivate the employees of today. Beyond that, the own value in the company is measured by which opportunities for further education are offered by the company. The possibility to increase the own market value on the expense of the company does not only mediate appreciation and motivation to the employee, but also contains a »moral« obligation to give the company full work effort and the acquired knowledge back in return.

Ursula Tatzber