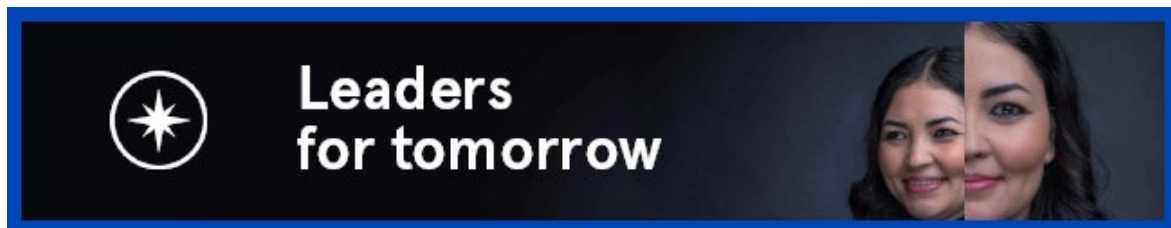


Evaluation des Führungsentwicklungs- programms «Leaders 4 Tomorrow»

von Talentor International GmbH



MASTER-ARBEIT

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Abstract

This master's thesis evaluates the leadership development program 'Leaders 4 Tomorrow' by Talentor International GmbH from the participants' perspective. The program is aimed at potential and existing managers in the recruitment industry and combines individual strategic projects, coaching sessions and specialist lectures on the topic of leadership. The study uses a mixed-methods approach with qualitative guided interviews at the beginning and after completion of the program as well as quantitative surveys on self-management skills and self-assessment of relevant competencies. The results show that the participants predominantly rate the program positively and report improvements in key competencies such as communication, strategic thinking, self-management and intercultural skills. The implementation of the individualised strategic project is perceived as particularly instructive and contributes to increasing the visibility and standing of the participants in their companies. In several cases, the project led to measurable successes such as an increase in turnover or customer acquisition. Potential for improvement is seen in particular in a stronger focus on the recruitment industry, more practice-orientated content and better customisation to individual needs. Participants would also like more opportunities for individual exchange and feedback as well as an optimised time structure for the program. The study provides insights for the further development of the program and contributes to the discussion on effective leadership development in the recruitment industry. Despite the small sample size and the associated limited generalisability, the evaluation offers important indications for the design of future implementations of the program and similar initiatives in the industry.

Keywords: training evaluation, leadership development, leadership competences, self-leadership, recruitment industry

Zusammenfassung

Diese Masterarbeit evaluiert das Führungsentwicklungsprogramm "Leaders 4 Tomorrow" von Talenter International GmbH aus Sicht der Teilnehmenden. Das Programm richtet sich an potenzielle und bestehende Führungskräfte in der Rekrutierungsindustrie und kombiniert individuelle strategische Projekte, Coaching-Sessions und Fachvorträge zum Thema Führung. Die Studie nutzt einen Mixed-Methods-Ansatz mit qualitativen Leitfadeninterviews zu Beginn und nach Abschluss des Programms sowie quantitativen Erhebungen zur Selbstführungskompetenz und Selbsteinschätzung relevanter Kompetenzen. Die Ergebnisse zeigen, dass die Teilnehmenden das Programm überwiegend positiv bewerten und von Verbesserungen in Schlüsselkompetenzen wie Kommunikation, strategisches Denken, Selbstführung und interkulturellen Fähigkeiten berichten. Die Durchführung des individuellen strategischen Projekts wird als besonders lehrreich empfunden und trägt zur Steigerung der Sichtbarkeit und des Standings der Teilnehmenden in ihren Unternehmen bei. In mehreren Fällen führte das Projekt zu messbaren Erfolgen wie Umsatzsteigerungen oder Kundengewinnung. Verbesserungspotenziale werden insbesondere in einer stärkeren Fokussierung auf die Rekrutierungsindustrie, mehr praxisorientierten Inhalten und einer besseren Anpassung an individuelle Bedürfnisse gesehen. Zudem wünschen sich die Teilnehmenden mehr Möglichkeiten für individuellen Austausch und Feedback sowie eine optimierte zeitliche Strukturierung des Programms. Die Studie liefert Erkenntnisse zur Weiterentwicklung des Programms und trägt zur Diskussion über effektive Führungsentwicklung in der Rekrutierungsindustrie bei. Trotz der kleinen Stichprobe und der damit verbundenen eingeschränkten Generalisierbarkeit bietet die Evaluation wichtige Anhaltspunkte für die Gestaltung zukünftiger Durchführungen des Programms und ähnlicher Initiativen in der Branche.

Schlüsselbegriffe: Trainings-Evaluation, Führungsentwicklung, Führungskompetenzen, Selbstführung, Rekrutierungs-Industrie

Inhaltsverzeichnis

1	Einleitung:.....	1
1.1	Auftraggeberin: Talenor International GmbH.....	1
1.2	Programm: «Leaders 4 Tomorrow».....	2
1.2.1	Teilnehmende	3
1.3	Auftrag und Abgrenzung	4
2	Theoretische Einordnung.....	5
2.1	Führung	5
2.2	Self-Leadership.....	8
2.2.1	Messung von Selbstführung.....	10
2.3	Evaluationsforschung.....	11
2.3.1	Definition Evaluationsforschung	11
2.3.2	Trainingsevaluation	12
2.3.3	Transferleistungen	12
3	Fragestellungen und Hypothese	14
4	Methoden und Forschungsdesign.....	16
4.1	Forschungsdesign.....	17
4.2	Erhebung	18
4.2.1	Forschungsplan	20
4.2.2	Auswertung der qualitativen Daten.....	21
5	Ergebnisse	23
5.1	Interview I	23
5.1.1	Current work situation	23
5.1.2	Current Challenges	23
5.1.3	Future Challenges.....	26
5.1.4	Future Skills	29
5.1.5	Expectations/Whishes.....	34
5.2	Ergebnisse der Surveys	35
5.2.1	Self-Leadership.....	35

5.2.2	Selbsteinschätzungen	36
5.3	Interview II	37
5.3.1	Change of Work Situation?	37
5.3.2	General Impressions	37
5.3.3	Individual Gain of Participants.....	38
5.3.4	Inputs for Improvement	40
5.3.5	Experience Project.....	44
6	Zusammenfassung und Interpretation der Ergebnisse.....	49
6.1	Positive Auswirkungen des Programms	49
6.1.1	Kompetenzentwicklung	49
6.1.2	Persönliche Entwicklung	49
6.1.3	Praxisrelevanz des strategischen Projekts	50
6.1.4	Netzwerkbildung und Peer-Learning	50
6.2	Verbesserungspotenziale.....	50
6.2.1	Branchenspezifischer Fokus	50
6.2.2	Praxisorientierung der Inhalte	51
6.2.3	Individualisierung des Programms	52
6.2.4	Optimierung von Organisation und Struktur	53
6.2.5	Mehr Feedback- und Diskussionsmöglichkeiten.....	53
6.2.6	Zusätzliche HR-bezogene Inhalte	54
6.3	Beantwortung der Fragestellungen und Hypothese.....	56
6.4	Kritische Auseinandersetzung mit der Forschungsmethodik	59
7	Literaturverzeichnis	61
8	Anhang.....	64

1 Einleitung:

Die vorliegende Masterarbeit befasst sich mit der Evaluation des Führungsentwicklungsprogramms "Leaders 4 Tomorrow" von Talentor International GmbH aus Teilnehmersicht. In einer Zeit, in der Führungskompetenzen in der sich schnell wandelnden Arbeitswelt immer wichtiger werden, stellt sich die Frage nach der Wirksamkeit solcher Programme. Diese Arbeit untersucht, inwiefern "Leaders 4 Tomorrow" aus Teilnehmersicht einen Mehrwert für die (künftige) Führungstätigkeit in der Recruiting-Industrie bietet, inwiefern sich im Arbeitsalltag feststellbare Veränderungen durch das Besuchen dieses Programms zeigen und inwiefern das durchgeführte strategische Projekt direkte Auswirkungen bzw. Implikationen auf den Arbeitgeber der Teilnehmenden hat. Die Evaluation folgt einem Mixed-Methods-Ansatz, der qualitative Leitfadeninterviews mit quantitativen Erhebungen zur Selbstführungskompetenz und Selbsteinschätzung relevanter Kompetenzen kombiniert. Durch diesen Ansatz sollen nicht nur die unmittelbaren Reaktionen der Teilnehmenden erfasst, sondern auch mögliche Veränderungen in Verhalten und Kompetenzen untersucht werden. In den nachfolgenden Kapiteln wird der Kontext dieser Masterarbeit detaillierter erläutert:

1.1 Auftraggeberin: Talentor International GmbH

Talentor International GmbH (nachfolgend Talentor) ist eine Executive Search- und Rekrutierungsorganisation für Positionen im mittleren und oberen Management und eines der 40 weltweit führenden Executive-Search-Netzwerke, bestehend aus unabhängigen, lokal geführten Unternehmen, die teilweise nationale Marktführer sind.

Talentor, 2003 in Finnland gegründet, entstand aus der Zusammenarbeit zwischen zwei Partnern, die zunächst Verbindungen zu Executive-Search-Firmen in den nordischen Ländern und im Baltikum knüpften. Im Jahr 2012 erwarb das österreichische Unternehmen epunkt – die grösste Personalvermittlungsagentur in Österreich – die Talentor-Struktur, die aus 12 Partnern in verschiedenen Ländern bestand. In den letzten 10 Jahren wurde das Talentor-Netzwerk erweitert und verfeinert, neue Länder eingeführt und strategische Partnerwechsel vorgenommen. Aktuell besteht das Netzwerk aus 37 Partnern in ebenso vielen Ländern, welche auf allen 5 Kontinenten vertreten sind und insgesamt über 620 Berater (Recruiters, Consultants etc.) beschäftigen. Partner sind entweder bestehende Unternehmen mit eigener Brand oder kleinere Agenturen, welche mit der Brand von Talentor im Markt auftreten (z.B. Talentor Ukraine). Die Mission von Talentor ist, «Fachleute im Bereich Führungs- und Fachkräftesuche zu befähigen, global mit Teamgeist, hohen Qualitätsstandards und Spass zusammen zu arbeiten.

Dazu entwickeln sie ein globales Ökosystem, das den Austausch von Best Practices, professionellen Beziehungen und internationalen Projekten zur Führungskräfte suche erleichtert, um die Führungs- Fachpersönlichkeiten von morgen zu finden.» Talentor (2024)

Ziel von Talentor ist es, bis 2026 auf 50 Partner zu wachsen und dadurch nahe-zu 95 % aller Kundenanfragen auf internationaler Ebene durch ihr umfangreiches Netzwerk lokaler Partner erfüllen. Durch die strategische Erweiterung der Reichweite und die Zusammenarbeit mit Partnern weltweit gewährleistet Talentor eine unvergleichliche globale Abdeckung für eine nahtlose und effektive Servicebereitstellung für ihre Kunden. Talentor (2024)

Die Partner werden von Talentor sorgfältig nach diversen Merkmalen (Qualität, Unternehmenskultur u.ä.) ausgewählt und bezahlen nach Aufnahme im Netzwerk einen jährlichen Beitrag an Talentor. In den Partnerfirmen sind diverse Grössen, von Kleinstunternehmen mit einigen wenigen Mitarbeitenden bis zu Firmen mit über 60 internen Mitarbeitenden, vertreten. Gemäss Talentor (2024) werden monatlich durchschnittlich 13 grenzüberschreitende Projekte über das Netzwerk realisiert. Weiter treffen sich die Partner 2-mal jährlich am Talentor Summit, um sicher zu stellen, dass sich die (Manager der) Partner persönlich kennenlernen und die Beziehungen nachhaltig gefestigt werden.

Als Beispiel für eine Partnerfirma bietet sich die Coopers Group AG (nachfolgend: Coopers) an. Coopers ist eine innovative und flexible Agentur für Personalvermittlung, Rekrutierung, Managed Services und Payrolling. Sie unterstützt Organisationen bei der Suche nach Führungskräften und Spezialisten, hauptsächlich in den Bereichen Informationstechnologie, Ingenieurwesen, Life Sciences, Finanzen und Personalwesen. Dabei umfasst der Service Lohnabrechnung, temporäre und Vertragsvermittlung, permanente Rekrutierung, Executive Search, Outsourcing (MSP & RPO), Karriereberatung, Schulungen und Consulting. Die Unternehmung gehört inzwischen zu den grössten inhabergeführten Personalberatungsfirmen in der Schweiz und beschäftigt heute 60 interne Mitarbeitende.

Coopers ist seit dem Jahr 2020 Partner bei Talentor und entsprechend für das Netzwerk der Ansprechpartner für die Schweiz. Am in dieser Arbeit untersuchten Programm Leaders 4 Tomorrow nahmen zwei Mitarbeitende von Coopers teil. Die Autorin ist seit dem Jahr 2020 für die Coopers Group AG tätig, aktuell in der Rolle als Senior Key Account Manager für temporäre Mitarbeitende im Grossraum Bern.

1.2 Programm: «Leaders 4 Tomorrow»

Um das Angebot in Bezug auf Training und Entwicklung zu erweitern, wurde von Talentor ein Führungsentwicklungsprogramm konzipiert.

An diesem Programm können potenzielle künftige Führungskräfte oder solche, welche bereits eine Führungsrolle auf Team-Ebene innehaben, teilnehmen. Die Kosten für die Teilnehmenden werden vom jeweiligen Arbeitgeber getragen. Geplant ist, dieses Programm, welches im Herbst 2023 erstmals durchgeführt wurde und im Juli 2024 endete, jährlich anzubieten. Während dieser Zeit arbeiten die Teilnehmenden einerseits individuell an einem strategischen Projekt, welches mittels Coaching-Sessions begleitet wird und erhalten andererseits diverse Inputs von Fachpersonen zum Thema Führung (Speaker-Sessions etc.). Aufgrund der Internationalität der Teilnehmenden wird das Programm in Englisch durchgeführt. Als «Kick-off» diente das jährliche Talentor-Summit im Jahr 2023, an welchem die Partner von Talentor zusammen kamen und die Teilnehmenden am Programm teilnahmen und ihr strategisches Projektvorhaben präsentieren durften. Nachfolgend die Termine des Rahmenprogramms von Talentor (2024):

- June 2023: Virtual Kick-Off and Set up of Strategic Project Calls
- 20.9: Live Kick-Off Workshop in Amsterdam (3 PM – 6.30 PM)
- 23.-24.11.: Live Leadership Workshop in Vienna
- October – June 2024: Virtual Monthly Sessions, exchange on strategic projects Summit
- 2024 – celebration of 1st cohort

Das Rahmenprogramm von «Leaders 4 Tomorrow» ist im Anhang beigelegt.

1.2.1 Teilnehmende

Im aktuellen Programm nehmen 7 Personen aus 5 verschiedenen Nationen und ebenso vielen Partner-Firmen von Talentor teil. Die Grösse der Partnerfirmen ist von 5 – über 50 Angestellte sehr divers, entsprechend gestaltet sich das Umfeld der Teilnehmenden neben dem Kulturellen Kontext aufgrund der Nationalität auch dadurch sehr unterschiedlich. Fünf Teilnehmende sind weiblich, zwei männlich. Das Alter der Teilnehmenden bewegt sich zwischen 24 und 40 Jahren bei Abschluss des Programms. Drei der Teilnehmenden befinden sich bereits in einer Teamleitungs-Funktion, die restlichen Teilnehmenden haben zum heutigen Zeitpunkt keine Führungsrolle inne. Unten eine Übersicht über die Anzahl Teilnehmenden pro Nationalität bzw. Partnerfirma:

- Ukraine: 1 Person
- Lettland: 1 Person
- Österreich: 1 Person
- Niederlande: 2 Personen
- Coopers Group AG, Schweiz: 2 Personen

1.3 Auftrag und Abgrenzung

Die Auftraggeberin möchte insbesondere wissen, inwiefern das Programm aus Teilnehmer-sicht einen Mehrwert für die (künftige) Führungstätigkeit in der Recruiting-Industrie bringt, inwiefern sich im Arbeitsalltag «sichtbare» Veränderungen durch das Besuchen dieses Programms zeigen und inwiefern das durchgeführte strategische Projekt direkte Auswirkungen bzw. Implikationen auf den Arbeitgeber der Teilnehmenden hat. Daraus können die Entwicklerinnen des Programms allfällige Verbesserungen in die nachfolgenden Programme einbinden und es dient auch dazu, potenziellen künftigen Kunden den Nutzen des Programms aufzuzeigen. Idealerweise erhält der Auftraggeber bereits vor dem Start des nachfolgenden Programms einige Informationen aus der Evaluation, um für das nachfolgende Programm bereits allfällige Veränderungen einfließen zu lassen. Weiter ist es der Auftraggeberin wichtig, auch einige deskriptive Daten (Diagramme) zu erhalten und den Aufwand der Teilnehmenden für die Erhebungen möglichst gering zu halten, da die Teilnehmenden alle im Tagesgeschäft voll eingebunden sind und bereits für das Programm viel ihrer Zeit investieren.

Das Ergebnis der Evaluation ist ergebnisoffen, Teilnehmende sollen frei auch kritische oder kreative Inputs zum Programm teilen dürfen.

Dieses Evaluationsprojekt verfügt über einen hohen Praxisbezug und entsprechende Limitationen bezüglich der Generalisierbarkeit bzw. Reproduzierbarkeit der Ergebnisse. Dies ergibt sich insbesondere aufgrund der kleinen Stichprobe und der Gewährleistung der Anonymität.

Aufgrund der thematischen Breite der theoretischen Grundlagen - von Führungsentwicklung, Lerntheorien und Evaluationsforschung über Aspekte der Wirtschaftsforschung und bis hin zu (interkultureller) Kommunikation wurde der theoretischen Bezug auf die wichtigsten Erkenntnisse der Führungsentwicklung und den wichtigsten für diese Arbeit relevanten Konzepte und Theorien fokussiert.

2 Theoretische Einordnung

Um das Programm als solches zu konzipieren, wurde von den Entwicklerinnen eine Umfrage bei den Managern der Partnerfirmen durchgeführt, um zu eruieren, welche Skills diese als erfolgskritisch für eine Führungstätigkeit in der Recruiting-Industry erachten. Folgendes sind die meistgenannten Skills, auf deren Basis auch das Programm entsprechend aufgebaut wurde:

- **Leading yourself**
- **Communication Skills** – connecting with people, listening, giving feedback, receiving feedback, solving conflicts, communicating clear and engaging
- **Creativity and solving complex challenges** – core of our business, finding new solutions to complex projects, core of leadership as well to inspire your team to come up with new ideas
- **Strategic planning & Organizational skill** – important to solve strategic problems, grow the business in a strategic way and organize your team

Diese Kompetenzen lassen sich auch in der Literatur zum Thema Führung finden, so betonen beispielsweise Neck und Houghton (2006) die Bedeutung der Selbstführungstheorie für Führungskräfte. Sie zeigen, dass Selbstführungstechniken, wie Selbstzielsetzung und Selbstbelohnung, die Effektivität von Führungskräften verbessern können. Kommunikation wird vielfach als sehr bedeutend für Führungskräfte beschrieben, so beispielsweise in Yukl, G. (2010). Die Studie von Men und Yue (2019) zeigt, wie interne Kommunikation zur Schaffung einer positiven emotionalen Kultur und zur Unterstützung von Mitarbeiterverhalten beiträgt. Porter (1996) misst strategischem Denken und Handeln in der Führung Bedeutung zu und Pisano (2015) kommt zum Schluss, dass strategisches Denken und Handeln entscheidend für den Erfolg von Führungskräften und Organisationen sind. Er argumentiert, dass eine gut durchdachte Innovationsstrategie Führungskräften hilft, den Wettbewerbsvorteil zu sichern und nachhaltige Innovationen zu fördern und strategisches Denken dabei unerlässlich ist. Auch Kreativität wird unter anderem von Amabile, T.M. (1996) als sehr bedeutend für Führungsrollen beschrieben. Diese Kompetenzen und Begriffe werden in den nachfolgenden Kapiteln detaillierter beschrieben und in Kontext zu den bestehenden theoretischen Grundlagen gesetzt.

2.1 Führung

Yukl (2013) fasst das zentrale Dilemma der Führungsforschung prägnant zusammen: Die Anzahl der Definitionen von Führung entspricht der Anzahl der Forscher, die sich mit diesem Thema beschäftigen. Nachfolgend werden einige für diese Arbeit relevante Erkenntnisse aus der Führungsforschung vorgestellt. Das folgende Kapitel bezieht sich hauptsächlich auf die von Pfister & Neumann (2019, Kap. 3) zusammengetragenen verschiedenen Ausprägungen der Führungsforschung:

Drucker (2005) beschreibt die Hauptaufgabe einer Organisation oder eines Unternehmens als die Identifikation und Gewinnung von Kunden. Eine Organisation existiert innerhalb der Gesellschaft, um die Bedürfnisse der Kunden zu erfüllen und ihnen dadurch einen Mehrwert zu bieten. Um dies langfristig zu gewährleisten, besteht die wesentliche Aufgabe der Führung darin, das Fortbestehen der Organisation sowohl in der Gegenwart als auch in der Zukunft zu sichern. Dies geschieht durch die Bereitstellung von Produkten oder Dienstleistungen, die den Kundennutzen maximieren, indem sie deren Bedürfnisse erfüllen. Kunden sind bereit, der Organisation Ressourcen zur Verfügung zu stellen, sei es in Form von Geld, Zeit, Unterstützung der Reputation, Vertrauen oder sogar persönlichem Engagement, um ihre Bedürfnisse befriedigt zu sehen. Eine Organisation kann nur dann langfristig bestehen, wenn die von den Kunden bereitgestellten Ressourcen (häufig in Form von Geld) die Gesamtkosten der Leistungserbringung übersteigen. Um einen Überschuss zu erzielen, muss die Führung gemäß Pfister & Neumann (2019, Kap 3) die Organisation so strukturieren und leiten, dass die Leistung und Produktivität jedes einzelnen Mitarbeiters, und damit der gesamten Organisation, einen Output erzeugt, der den Kundennutzen erfüllt. Die Führung spielt eine entscheidende Rolle dabei, den Transformationsprozess innerhalb der Organisation, der den erhaltenen Input in den gewünschten Output umwandelt, effektiv zu gestalten und kontinuierlich an sich ändernde Umweltbedingungen, wie beispielsweise veränderte Kundenbedürfnisse, anzupassen.

In einer Organisation sind es die Menschen, die durch ihr Verhalten und ihre Handlungen den Transformationsprozess ermöglichen. Diese Mitglieder der Organisation müssen bereit sein, den Transformationsprozess durch ihre Leistung effektiv zu unterstützen. Führungskräfte spielen dabei eine entscheidende Rolle, da sie sowohl die Leistungserbringung der einzelnen Mitarbeitern, als auch die Organisation als Ganzes massgeblich beeinflussen. Die Führungsforschung beschäftigt sich damit, was Führungskräfte tun müssen, um den Transformationsprozess einer Organisation produktiv und effektiv zu gestalten, welche Voraussetzungen sie dafür mitbringen sollten, welches Verhalten förderlich ist und wie sie das Gesamtsystem der Organisation beeinflussen können. Auf die Frage, wie das Führungskräften gelingen kann und welche Strategien und Massnahmen dabei hilfreich sind, wurden in den letzten 100 Jahren diverse Antworten aus der Führungsforschung geliefert Pfister & Neumann (2019, KAP 3).

Im Verlauf der Zeit rückten die erlernbaren und entwickelbaren **Fähigkeiten und Kompetenzen** zunehmend in den Mittelpunkt der Führungsforschung. Katz (1955) identifizierte beispielsweise technische (z.B. Fachwissen, Methodenkenntnisse, Wissen über Prozessabläufe), soziale (z.B. Verständnis für menschliches Verhalten und Gruppenprozesse, Kommunikationsfähigkeit, Empathie) und konzeptionelle (z.B. Logisches und analytisches Denken, Erfassen komplexer Zusammenhänge, Urteilsfähigkeit) Fähigkeiten als entscheidend für erfolgreiche Führungskräfte. In der aktuellen Forschung wird dieser Ansatz wieder aufgegriffen, indem

Basiskompetenzen für Führungspersonen untersucht werden. Mumford et al. (2000) präsentieren in ihrem modernen Ansatz fünf unabhängige Komponenten, die effektive Führung fördern: Kompetenzen, individuelle Attribute, Führungsergebnisse, Karriereerwartungen und externe Einflüsse (Umwelt). Die Erstellung einer abschliessenden Liste von Führungsfähigkeiten und -eigenschaften ist auch im Skills-Ansatz herausfordernd. Er konzentriert sich ausschliesslich auf „beständige“ Eigenschaften von Führungspersonen, um den Führungserfolg vorherzusagen, während das Verhalten von Individuen oder die Gesamtheit der Mitarbeitenden nicht berücksichtigt wird. Pfister & Neumann (2019, Kap. 3).

Die Erforschung von **Führungsstilen** geht unter anderem zurück auf Kurt Lewin und Kollegen (Lewin et al. 1939) und die Ohio State University (Fleischman 1953). An der Ohio State University wurden zwei zentrale Führungsdimensionen identifiziert: Initiating Structure und Consideration. Initiating Structure bezieht sich auf aufgabenorientierte **Führungsverhalten**, die sich durch eine klare Zuteilung von Verantwortlichkeiten, die Definition von Regeln, Prozessen und Strukturen sowie durch Kontrollmechanismen auszeichnen.

Consideration hingegen beschreibt beziehungsorientierte Führungsverhalten, die Respekt gegenüber anderen, den Aufbau von Vertrauen, die Unterstützung von Teammitgliedern, offene Kommunikation und das Engagement für das Wohl anderer umfassen.

Welche Kombination von Führungsstilen unter Berücksichtigung von äusseren Faktoren und Bedingungen, wie z.B. Team-Zusammensetzung oder zu bewältigende Aufgaben, wird als **«Situative Führung»** beschrieben. Hersey und Blanchard (1969) untersuchten beispielsweise, welche Kombination aus aufgabenorientiertem und mitarbeiterorientiertem Führungsverhalten je nach Reifegrad (Maturität) einer Person in Bezug auf eine bestimmte Aufgabe am effektivsten ist (Situative Führung). Maturität wird dabei als die Fähigkeit und das Vertrauen einer Person verstanden, eine bestimmte Aufgabe erfolgreich zu bewältigen. Die beiden Führungsstile wurden von Hersey und Blanchard als „direktiv“ (aufgabenorientiert) und „unterstützend“ (mitarbeiterorientiert) bezeichnet. Es ist wichtig, dass das Führungsverhalten sowohl an die jeweilige Person als auch an die spezifische Aufgabe angepasst wird. Eine Person kann in einer bestimmten Aufgabe bereits einen hohen Reifegrad aufweisen, während sie in einer anderen Aufgabe noch als Anfänger gilt. Diese Führungsstile sind auch relevant für die Leitung von Gruppen in ihren verschiedenen Phasen der Gruppenbildung. In diesem Kontext ist einer von vier Führungsstilen am effektivsten, wobei sich das Führungsverhalten mit zunehmendem Reifegrad anpasst Pfister & Neumann, (2019, KAP 3).

Das Kontingenzmodell von Fiedler und Chemers (1974, S. 42) untersucht, wie die Effektivität von Führung durch verschiedene Situationen beeinflusst wird. Ein zentrales Element ist die Einstellung der Führungskraft gegenüber weniger geschätzten Mitarbeitenden. Wenn diese

wohlwollend behandelt werden, erfolgt eine personenorientierte Führung; konzentriert sich die Führungskraft hingegen nur auf die Aufgaben, ist die Führung aufgabenorientiert. Fiedler unterscheidet dabei zwischen drei verschiedenen Dimensionen des Einflusses: Das Verhältnis zwischen Führenden und Geführten, die Struktur der Aufgaben im Unternehmen (bei strukturierten Aufgaben ist weniger Eingreifen nötig, während unstrukturierte Aufgaben oft Hilfestellungen erfordern), sowie die Positionsmacht der Führungskraft, die stark oder schwach sein kann und beeinflusst, wie Aufgaben delegiert oder Anweisungen gegeben werden.

Fiedler und Chemers identifizieren acht unterschiedliche Führungssituationen, die je nach Einschätzung dieser Dimensionen entstehen können. Ein optimaler Führungsstil sollte an die jeweilige Situation angepasst werden, um die Gruppenleistung zu maximieren.

2.2 Self-Leadership

Selbstführung ist ein Prozess der Selbstbeeinflussung, der darauf abzielt, sich selbst zu motivieren, um so-wohl anregende als auch notwendige, aber weniger motivierende Aufgaben zu bewältigen (Manz, 1986; Neck & Houghton, 2006). Im Wesentlichen bedeutet Selbstführung, dass wir unsere inneren Prozesse – unser Denken, Fühlen und Handeln – so steuern, dass wir motivierter durchs Leben gehen (Deci & Ryan, 1987; Manz & Sims, 1991). Im Gegensatz zur traditionellen Führung, die sich auf äussere Verhaltensweisen konzentriert, richtet sich Selbstführung auf die inneren Abläufe eines Individuums (Furtner & Baldegger, 2013). Furtner und Baldegger (2013) betrachten das Bewusstsein für persönliche Stärken, Schwächen und innere Prozesse als den ersten Schritt zur Selbstbeeinflussung. Dieses Selbstverständnis ermöglicht es, sich effektiv zu führen und Überlastung zu vermeiden.

Die Theorie des Self-Leadership, die einen konkreten Ansatz in der Führungsforschung darstellt, basiert auf den Arbeiten von Charles C. Manz (1986). Sie vereint verschiedene Ansätze der Motivations- und Selbstregulationstheorien und integriert Konzepte des Selbstmanagements sowie der Selbstkontrolle. Daraus ergeben sich drei Dimensionen von Strategien:

1. Verhaltensfokussierte Strategien

Diese Strategien konzentrieren sich auf die Reflexion und Steuerung der eigenen Verhaltensmuster. Sie unterstützen dabei, das Arbeitsleben effektiver zu organisieren und zu steuern, insbesondere bei der Bewältigung unangenehmer, aber notwendiger Aufgaben. Zu den verhaltensfokussierten Strategien gehören:

- Selbstbeobachtung
- Selbstzielsetzung

- Selbstbelohnung
- Selbstbestrafung
- Selbsterinnerung

Es ist hierzu kritisch anzumerken, dass der Faktor «Selbstbestrafung» zwar einen positiven Einfluss auf Selbstführung aufweist, in Bezug auf (klinisch-)psychologische Erkenntnisse im Generellen jedoch nicht zwingend als positive Coping-Strategie gewertet werden darf.

2. Strategien der natürlichen Belohnungsmuster

In dieser Dimension geht es vor allem darum, Tätigkeiten und Aufgaben zu identifizieren, die für eine Person von Natur aus belohnend sind. Hierbei sind keine externen Anreize wie Gehaltsboni oder Beförderungen erforderlich; die Zufriedenheit ergibt sich aus der Erledigung der Aufgaben selbst. Im Arbeitsalltag könnten das beispielsweise der Spass an Kundengesprächen oder die Kreativität bei der Vorbereitung einer Präsentation sein. Vielleicht findet ein wichtiges Meeting auch an einem bedeutungsvollen Ort mit netten Kollegen statt? Eine angenehme Arbeitsumgebung kann ebenfalls eine natürliche Belohnung darstellen.

3. Strategien der konstruktiven Gedankenmuster

Die-se letzte Dimension hilft dabei, negative Gedankenmuster zu erkennen und durch konstruktive und positive Gedanken zu ersetzen. Positive Gedanken sind entscheidend für eine effektive Leistung. Die Vorstellung, eine Prüfung erfolgreich zu bestehen, stärkt das Selbstbewusstsein und -vertrauen. Im Gegensatz dazu hemmt der Gedanke an die negativen Konsequenzen eines Misserfolgs die Motivation und mindert die Leistung. Es geht also darum, die Kraft der eigenen Gedanken zu nutzen. Die Strategien der konstruktiven Gedankenmuster umfassen:

- Erfolgreiche Leistungen imaginieren
- Selbstgespräche führen
- Überzeugungen und Sichtweisen hinterfragen

Selbstführung hat einen signifikanten Einfluss auf den Führungserfolg. Wottawa und Thierau (1998) betonen, dass Selbstführung eine wesentliche Voraussetzung für erfolgreiches Führen darstellt. Sie argumentieren, dass eine Führungskraft im Grunde insbesondere sich selbst führen muss. Effektive Selbstführung ermöglicht es Führungskräften, ihre Stärken gezielt einzusetzen, mit Schwächen umzugehen und Verantwortung für den eigenen Erfolg zu übernehmen.

Auch in Zukunft wird die Bedeutung von Selbstführung durch Digitalisierung und agile Arbeitsweisen noch verstärkt. Gambill und Carbonara (2021) heben hervor, dass Selbstführungskompetenz in einer zunehmend digitalisierten und agilen Arbeitswelt an Relevanz gewinnt. Sie argumentieren, dass Führungskräfte in der Lage sein müssen, sich selbst effektiv zu führen, um in komplexen und sich schnell verändernden Umgebungen erfolgreich zu sein. Dies beinhaltet die Fähigkeit, klare persönliche Ziele zu setzen, eigenverantwortlich zu handeln und das eigene Verhalten kontinuierlich zu reflektieren und anzupassen.

2.2.1 Messung von Selbstführung

Anderson und Prussia (1997, zitiert nach Houghton & Neck, 2002) entwickelten den Self-Leadership Questionnaire (SLQ) zur Operationalisierung des Konstrukts Selbstführung, basierend auf den Vorarbeiten von Manz (1992) sowie Manz und Sims (1991). In einer Studie mit einer studentischen Stichprobe konnten Prussia et al. (1998) die dreifaktorielle Struktur der übergeordneten Strategien faktorenanalytisch bestätigen. Da das Instrument jedoch in Bezug auf Struktur und Reliabilität instabil war, entwickelten Houghton und Neck (2002) den Revised Self-Leadership Questionnaire (RSLQ). In mehreren Untersuchungen zeigte der RSLQ deutlich bessere Reliabilitäten als der SLQ und eine stabile Faktorstruktur, die den theoretischen Annahmen der Selbstführungstheorie entsprach.

Es wurden neun Faktoren identifiziert: Fünf repräsentieren die behavioralen Strategien, einer die natürlichen Belohnungsstrategien und drei die konstruktiven Gedankenmusterstrategien. Zudem wurde festgestellt, dass das hierarchische Modell zweiter Ordnung, bei dem die Selbstführung als sekundärer Faktor und die drei übergeordneten Selbstführungsstrategien als primäre Faktoren fungieren, eine bessere Anpassungsgüte aufwies als das Einfaktormodell mit einem Generalfaktor Selbstführung und das Dreifaktormodell, das die drei übergeordneten Selbstführungsstrategien als unkorrelierte Faktoren betrachtet.

In drei Studien mit insgesamt 850 Teilnehmern wurde die deutschsprachige Kurzfassung des Revised Self-Leadership Questionnaire von Houghton und Neck (2002) hinsichtlich ihrer Skaleneigenschaften, Reliabilität (interne Konsistenz) und Validität (Konstrukt- und Kriteriumsvalidität) untersucht. Die deutsche Version, bekannt als RSLQ-D, erfasst mit jeweils drei Items neun Faktoren erster Ordnung, die wiederum drei übergeordnete Faktoren bilden: Verhaltensorientierte Strategien, natürliche Belohnungsstrategien und kognitive Gedankenmusterstrategien. Nach Anpassungen der Skala zeigte der RSLQ-D eine hohe psychometrische Qualität, und die erwartete neunfaktorielle Struktur konnte bestätigt werden. Die Kriteriumsvalidität wurde durch die Vorhersage von Schulnoten gestützt, die in zwei Teilstichproben den erwarteten Zusammenhang mit den Selbstführungsstrategien zeigten. Insgesamt erweist sich der RSLQ-D als ein zuverlässiges, konstruktvalides und effizientes Instrument zur Messung der Selbstführung. Aus diesem Grund wurde der RSLQ-D in der englischen Variante (RSLQ) für

die Messung von Selbstführung der Teilnehmenden des Programms «Leaders 4 Tomorrow» eingesetzt.

2.3 Evaluationsforschung

Die Evaluationsforschung bildet die Grundlage für evidenzbasierte Entscheidungsfindung und kontinuierliche Verbesserung in verschiedenen Bereichen. Evaluationsforschung ermöglicht es, den Wert und die Effektivität von Interventionen systematisch zu erfassen und zu bewerten. Im Kontext von Führungsentwicklungsprogrammen spielt sie eine zentrale Rolle, um deren Wirksamkeit zu überprüfen und Optimierungspotenziale zu identifizieren. Die folgenden Abschnitte beleuchten die wesentlichen Aspekte der Evaluationsforschung, mit Fokus auf Trainingsevaluation und Transferleistungen.

2.3.1 Definition Evaluationsforschung

Evaluationsforschung stellt einen systematischen und wissenschaftlich fundierten Ansatz zur Bewertung von Interventionen, Programmen oder Massnahmen dar. Wottawa und Thierau (1998) definieren Evaluation als einen Prozess, der durch folgende Merkmale gekennzeichnet ist:

1. Planungs- und Entscheidungshilfe: Evaluation dient als Instrument zur fundierten Beurteilung verschiedener Handlungsalternativen. Sie liefert empirisch gestützte Erkenntnisse, die als Grundlage für informierte Entscheidungen dienen.
2. Ziel- und Zweckorientierung: Der Evaluationsprozess ist darauf ausgerichtet, praktische Massnahmen zu überprüfen und deren Wirksamkeit zu beurteilen. Das ultimative Ziel besteht darin, Entscheidungen über die Verbesserung, Fortführung oder gegebenenfalls Beendigung von Interventionen zu treffen.
3. Wissenschaftliche Fundierung: Evaluationen sollen dem aktuellen Stand der wissenschaftlichen Forschung entsprechen. Dies beinhaltet die Anwendung anerkannter Methoden der empirischen Sozialforschung und die Berücksichtigung aktueller theoretischer Erkenntnisse.

Evaluationsforschung geht somit über eine blossige Beurteilung hinaus und strebt eine systematische, evidenzbasierte Ermittlung des Wertes oder Nutzens einer Intervention an. Sie verbindet wissenschaftliche Rigorosität mit praktischer Anwendbarkeit und bildet damit eine Brücke zwischen Theorie und Praxis.

2.3.2 Trainingsevaluation

Das Vier-Ebenen-Modell von Kirkpatrick (1998) hat sich als ein weithin anerkannter und häufig angewandter Ansatz zur Evaluation von Trainingsmassnahmen etabliert. Es unterscheidet vier hierarchisch aufeinander aufbauende Evaluationsebenen:

1. Reaktionen: Diese Ebene erfasst die unmittelbaren Reaktionen der Teilnehmenden auf das Training. Typischerweise werden hier Aspekte wie Zufriedenheit mit dem Training, wahrgenommene Nützlichkeit und Relevanz der Inhalte sowie die Qualität der Trainingsmaterialien und des Trainers erhoben.
2. Lernen: Auf dieser Ebene wird der Wissenszuwachs und die Veränderung von Einstellungen und Fähigkeiten der Teilnehmenden gemessen. Dies kann durch Tests, Assessments oder Selbsteinschätzungen vor und nach dem Training erfolgen.
3. Verhalten: Diese Ebene fokussiert auf die Übertragung des Gelernten in den Arbeitsalltag. Hier wird untersucht, inwieweit die Teilnehmenden das im Training Gelernte in ihrem Arbeitsumfeld anwenden und ob sich ihr Verhalten nachhaltig verändert hat.
4. Ergebnisse: Die letzte Ebene betrachtet die organisationalen Auswirkungen des Trainings. Hier geht es um die Frage, ob das Training zu messbaren Verbesserungen auf Unternehmensebene geführt hat, wie etwa gesteigerte Produktivität, verbesserte Qualität, Kostenreduktion oder höhere Mitarbeiterzufriedenheit.

Das Modell bietet einen strukturierten und umfassenden Rahmen zur Bewertung von Trainingsinterventionen. Es ermöglicht eine mehrdimensionale Betrachtung der Trainingswirksamkeit und berücksichtigt sowohl kurzfristige als auch langfristige Effekte.

2.3.3 Transferleistungen

Der Transfer des Gelernten in die Praxis ist entscheidend für den nachhaltigen Erfolg von Trainingsmassnahmen. Kauffeld, Bates, Holton III und Müller (2008) identifizierten zwölf Stellhebel der Transferwirksamkeit in drei Hauptbereichen:

1. Teilnehmende: Transfermotivation, Transfervolution und Selbstwirksamkeit.
2. Trainingsdesign: Praxisrelevanz, Transferplanung und aktives Üben.
3. Organisation: Anwendungsmöglichkeiten, Unterstützung durch Vorgesetzte und lernfreundliche Organisationskultur.

2.3.3.1 Zeitpunkt der Transfermessung

Der Zeitpunkt der Erhebung spielt eine wichtige Rolle bei der Messung von Transferleistungen. Baldwin und Ford (1988) betonen, dass Transfer die "Generalisierung und Aufrechterhaltung

des neu Gelernten über eine bestimmte Zeitspanne" voraussetzt. Empfohlen werden Messungen zu verschiedenen Zeitpunkten:

1. Unmittelbar nach dem Training
2. Mittelfristig (etwa 3 Monate nach dem Training)
3. Langfristig (6-12 Monate nach dem Training)

Sandmeier, Hofer und Perrin (2021) empfehlen in ihrer Studie eine Messung drei Monate nach der Weiterbildung, um Anwendbarkeit und wissenschaftliche Validität zu gewährleisten. Um den Transferprozess langfristig zu unterstützen, betonen Kauffeld et al. (2008) die Bedeutung von Nachhaltigkeitsmassnahmen wie Follow-up-Sitzungen, Coaching oder Mentoring-Programme.

3 Fragestellungen und Hypothese

Ableitend aus den theoretischen Grundlagen sowie unter Berücksichtigung des Auftrags von Talentor soll diese Studie folgende übergeordneten Fragestellungen beantworten:

Welchen Mehrwert bringt die Teilnahme am Programm «leaders4tomorrow» in Bezug auf die (künftige) Führungstätigkeit aus Sicht der Teilnehmenden?

Vertiefend sollen folgende Fragestellungen beantwortet werden:

Werden die von den Teilnehmenden erlebten oder erwarteten künftigen Herausforderungen an Führungskräfte in der Recruiting-Industry in diesem Programm behandelt und falls ja, wie?

Inwiefern werden die die meistgenannten für künftige Führungstätigkeit notwendigen Kompetenzen an diesem Programm behandelt?

Welche Veränderungen stellen die Teilnehmenden in Bezug auf ihr eigenes Erleben und Verhalten im Arbeitsalltag durch das Besuchen dieses Programms fest?

Ist durch das durchgeführte strategische Projekt aus Sicht der Teilnehmenden eine direkte Implikation auf das Unternehmen feststellbar und falls ja, welche?

Wie verändern sich die ausgewählten Kompetenzen in der Selbsteinschätzung sowie die Selbstführungskompetenz der Teilnehmenden durch den Besuch des Programms?

Die mögliche Veränderung der Selbstführungskompetenz sowie der Selbsteinschätzung der genannten Kompetenzen soll vertieft angeschaut werden. Dazu wird jeweils zu Beginn sowie kurz nach Abschluss des Programms der Revised Self-Leadership Questionnaire von Andresen und Konradt (2007) (nachfolgend RSLQ-D) durchgeführt und die individuellen Ergebnisse verglichen. Dasselbe gilt für die Selbsteinschätzung zu relevanten Kompetenzen, welche einerseits anhand der Umfrage an die Manager von Talentor und andererseits aus den Antworten in den ersten Interviews definiert werden. Deshalb wird folgende Hypothese geprüft:

H1: Die individuellen Ergebnisse des RSLQ sowie der Selbsteinschätzungen zu relevanten Kompetenzen verbessern sich nach Absolvierung des Programms.

Die Hypothese ist gerichtet formuliert, da die Autorin eine Verbesserung der Kompetenzen der Teilnehmenden nach Besuch des Programms erwartet. Es ist jedoch darauf hinzuweisen, dass sich der Dunning-Kruger-Effekt zeigen könnte. Der Dunning-Kruger-Effekt beschreibt ein kognitives Phänomen, bei dem Menschen mit geringen Fähigkeiten oder Kenntnissen in einem bestimmten Bereich ihre eigenen Fähigkeiten überschätzen, während Menschen mit höheren Fähigkeiten ihre eigenen Fähigkeiten tendenziell unterschätzen. In Bezug auf ein Training heisst das gemäss Dunning und Kruger (1999), dass Teilnehmende möglicherweise vor einem Training eine geringe Kenntnis über den spezifischen Bereich überschätzen aufgrund mangelnden Wissens ihre eigenen Kompetenzen (Illusory Superiority). Nach dem Training könnten die Teilnehmenden aufgrund des erlernten Wissens und der Fähigkeiten ihre Kompetenzen realistischer oder sogar pessimistischer bewerten.

4 Methoden und Forschungsdesign

Die qualitative Vorgehensweise eignet sich gemäss Helfferich (2011) für folgende Forschungsfragen:

- Fragen nach subjektivem Sinn und nach „der Welt im Kopf von Menschen“,
- Fragen, die auf eine erst spät reduzierte Vielfalt von Phänomenen zielen im Sinne von „Es gibt“- Aussagen,
- Fragen nach existierenden oder möglicherweise nach typischen Mustern in dieser Vielfalt. (S.29)

Somit hat die qualitative Forschung das Ziel, Sinn oder subjektive Sichtweisen, Erfahrung und Erleben explorativ zu ergründen und zielt – im Gegensatz zur quantitativen Forschung – darauf ab, die Komplexität des Analysegegenstandes (z.B. durch Codierung und Typenbildung) erst spät zu reduzieren (Helfferich, 2011). Vorliegende Untersuchung sucht nach Faktoren, welche die Teilnehmenden des Programms als förderlich für eine künftige Führungstätigkeit erachten. Die interessierende Fragestellung hat folglich einen offenen, breiten und explorativen Charakter und will „die Welt im Kopf der Menschen“ ergründen. Aus all diesen Gründen eignet sich die qualitative Vorgehensweise für die vorliegende Arbeit.

Die qualitative Vorgehensweise ergibt sich insbesondere aus dem Wunsch der Auftraggeberin, deskriptive Daten im Ergebnis zu erhalten. Um dies gehaltvoll in die Arbeit einzubinden wurde entschieden, die «Selbstführungskompetenz» mittels dem Revised Self-Leadership Questionnaire von Andressen und Konradt (2007) (nachfolgend RSLQ) zu Beginn und nach dem Ende des Programms zu messen. Ebenso werden Selbsteinschätzungsfragen zu Kompetenzen wie Kommunikationsfähigkeit, strategisches Denken und Kreativität zu beiden Zeitpunkten abgefragt. So kann eine allfällige Veränderung in der Selbstführung sowie die Selbsteinschätzung weiterer für die Führungstätigkeit als wichtig erachteten Kompetenzen objektiv gemessen, ausgewertet und dargestellt werden.

Gemäss Kuckartz (2014a) spricht man von einem Mixed Methods Design, sobald qualitative und quantitative Methoden innerhalb derselben Studie kombiniert bzw. integriert werden. Dies gilt sowohl für ein-, wie auch mehrphasige Datensammlungen. Da die Ergebnisse der Erhebungen (teilweise) die nachfolgenden beeinflussen, spricht man von einem sequenziellen Design (Kuckartz, 2014a).

Deshalb und aufgrund der geringen Anzahl der Teilnehmenden, der Ergebnisoffenheit, dem Umstand, dass das Programm zum Starzeitpunkt der Evaluation noch nicht bis in jedes Detail (End-Zeitpunkt, finale Inhalte bzw. «Speakers») durchgeplant war, sowie dem Wunsch der Auftraggeberin, deskriptive Daten zu erhalten, bietet sich ein Mixed Methods Forschungsdesign an. In dieser Studie liegt das Hauptaugenmerk auf qualitativen Daten und die Ergebnisse

der quantitativen Erhebungen beeinflussen die nachfolgende qualitative Untersuchung, was gemäss Kurckartz (2014a) ein Design im Sinne von QUAL-quant-QUAL ergibt.

4.1 Forschungsdesign

Das Sampling umfasst alle Teilnehmenden des Programms und besteht somit aus 7 Personen aus 5 Nationen. Aufgrund der diversen Muttersprachen wurden alle Erhebungen auf Englisch durchgeführt. Es sind 5 weibliche und 2 männliche Teilnehmende, wobei 3 Personen bereits eine Führungsfunktion innehaben.

Das Design wird nachfolgend dargestellt:

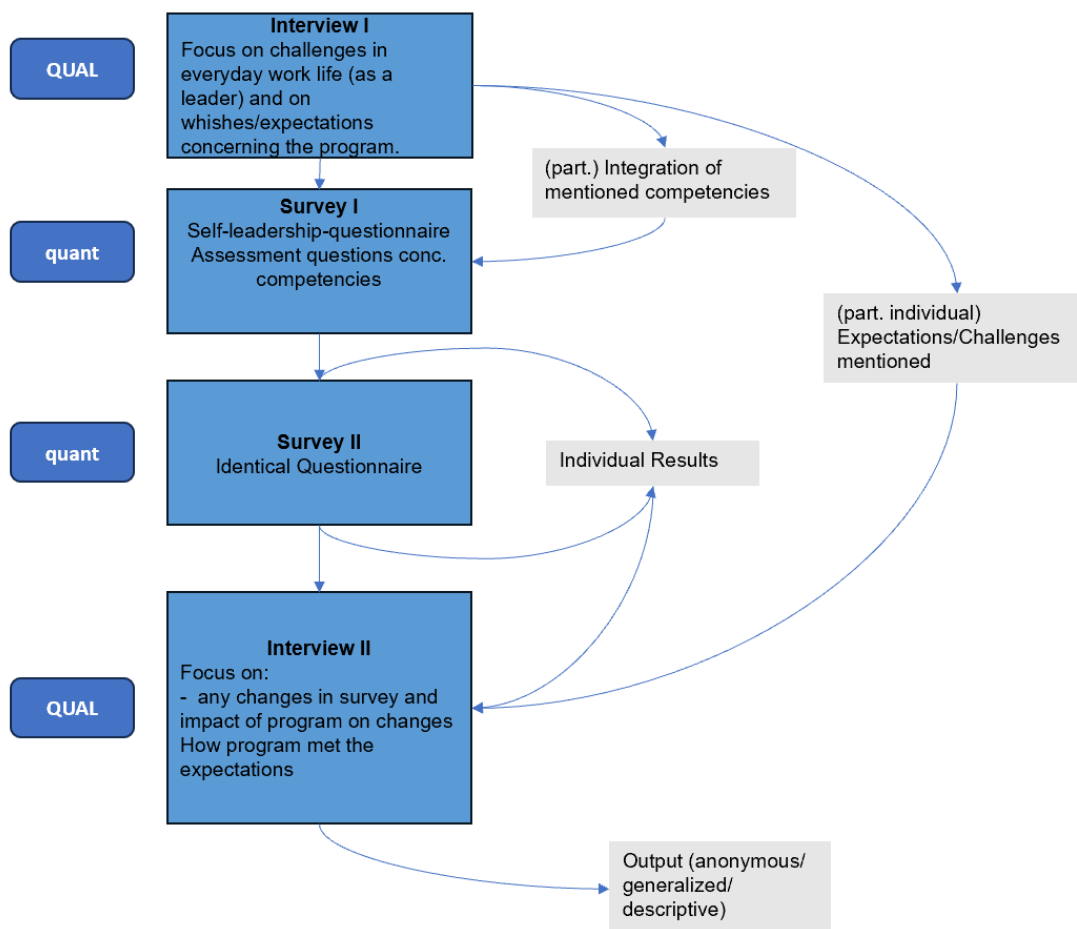


Abbildung: Darstellung des sequenziellen Designs (QUAL-quant-QUAL)

4.2 Erhebung

Die qualitativen Daten wurden anhand von Leitfadeninterviews erhoben. Die Wahl der Interview-Methode ist nach Flick (2014) für die Ergründung von subjektiver Erfahrung und subjektivem Erleben und damit zur Exploration von Wissen und Bedeutung sinnvoll und eignet sich daher auch zur Untersuchung vorliegender Fragestellung. Die Durchführung der Interviews mithilfe eines Leitfadens erhöht die Güte der Forschung, indem dieser ein (teil-)standardisiertes Vorgehen gewährleistet. Eine weitere Massnahme zur Erhöhung der Güte qualitativer Forschung bezieht sich auf die Aufbereitung der erhobenen Daten. Zur Verhinderung eines Datenverlustes und für die Analyse wurden die Interviews aufgezeichnet und anschliessend mithilfe einer Software transkribiert. Die Transkription erfolgte wortwörtlich, jedoch auf einem eher geglätteten Modus, da in vorliegender Arbeit auf die Inhalte und weniger auf das Interpretative („Zwischen den Zeilen“) fokussiert wird.

Der Leitfaden der Interviews wurde gemäss Helfferich (2011) erarbeitet. Zuerst werden Fragen gesammelt, danach geprüft und ggf. verdichtet. Diese Fragen wurden gegliedert und Haupt-Kategorien im Sinne von Erzählaufforderungen zugeordnet. So wird dem Interview eine Struktur verliehen. Weiter werden die detaillierteren Fragen subsumiert, sie werden den jeweiligen Haupt-Kategorien im Sinne von Unterfragen zugeordnet (Helfferich, 2011). Dabei wurde beachtet, dass offene Fragen gestellt werden, damit der explorative Aspekt der Erhebung gewährleistet ist.

Das erste Interview hatte weiter zum Ziel, den Kontext der Teilnehmenden besser zu verstehen (z.B. sind sie heute bereits in einer Führungsfunktion).

Daraus ergibt sich folgender Interview-Leitfaden:

Interview-Leitfaden, IV 1 – Evaluation Program "leaders4tomorrow"			
Leitfrage (Erzählaufforderung)	Check: Wurde das erwähnt? Memo für mögliche Nachfragen	Zusätzliche konkrete Fragen in genau Dieser Formulierung	Aufrechterhaltungs- Und Steuerungsfragen
<i>Before we start, please briefly describe your current working situation</i>		Are you leading a Team right now?	
<i>Please describe a situation of your everyday life at work (as a (an aspiring) leader), which you experienced as challenging?</i>	Concerning Leadership	How did it affect you (as a leader)? How did you deal with this situation?	Could you tell me more about this? And what happened next? Anything else important on this topic?
<i>What challenges do you as a (future) leader in our industry think you will face in the future?</i>		To what extent do you feel ready/prepared for these challenges? What are skills and competencies you think a future leader should have to be able to deal with these challenges?	
		Thinking of the program, do you think it helps you preparing you for these challenges?	
<i>What are your expectations and wishes concerning this program (Leaders 4 tomorrow)?</i>	Competencies	Do you have any concerns about this program and if so, could you explain them?	
	Personal development	Are there any topics you would like to see addressed in the program? Are there any competencies you would like to improve by attending this program?	

Abbildung 2: Leitfaden Interview I

Die Interviews dauerten maximal eine Stunde pro Teilnehmende Person.

Die von mehreren Teilnehmenden genannten Kompetenzen wurden anschliessend in die quantitative Umfrage im Sinne der Selbsteinschätzungs-Fragen miteinbezogen.

Die quantitative Erhebung erfolgt zu zwei Messzeitpunkten im Sinne einer Prä-Post-Erhebung. Die erste Messung erfolgte kurz nach Beginn des Programms, die zweite Messung fand kurz nach Abschluss des Programms statt. Um die individuellen Ergebnisse vergleichen zu können und gleichzeitig die Anonymität in der Ergebnisdarstellung zu gewährleisten, erhielt jede Person einen individuellen Code für die Beantwortung des Fragebogens, welche neben der Teilnehmenden Person ausschliesslich der Autorin bekannt und gesichert dokumentiert ist. Die im ersten Interview meistgenannten für eine (künftige) Führungskraft relevanten Kompetenzen wurden in den quantitativen Erhebungen eingearbeitet. Auch aufgrund der geringen Anzahl der Teilnehmenden wurden die quantitativen Daten nur deskriptiv ausgewertet.

Die ausgewerteten individuellen Ergebnisse wurden im zweiten Leitfaden-Interview thematisiert. Es wurde in Erfahrung gebracht, inwiefern allfällige Veränderungen durch die Teilnahme am Programm begünstigt wurden, da allfällige Kompetenzveränderungen auch durch andere Umstände verursacht werden können. Ebenso wurde in Erfahrung gebracht, inwiefern die Teilnehmenden Inputs und Verbesserungsvorschläge in Bezug auf das Programm haben, was sie positiv erlebt haben und worin sie noch Verbesserungspotential erkennen. Weiter wurde erfragt, inwiefern die Teilnehmenden nach Beendigung des Programms eine Veränderung in ihrem Verhalten oder Erleben in Bezug auf die im ersten Interview genannten Herausforderungen und Kompetenzen für Führungskräfte beobachten und inwiefern aus ihrer Sicht ein Impact ihres Projekts auf die Unternehmung feststellbar ist.

Aufgrund obenstehender Inhalte wurde ein strukturierter Interview-Leitfaden erstellt. Dieser bestand aus zwei Teilen. Der erste Teil folgte den Fragen gemäss dem Interview-Leitfaden. In einem zweiten Teil wurden die Individuellen Ergebnisse der Person mittels Screen-Sharing besprochen. Den Teilnehmenden wurde kurz das Konzept der Selbstführung und die Faktoren des RSLQ erklärt, danach wurden die individuellen Ergebnisse anhand der Fragen im Leitfaden besprochen. Danach wurden die individuellen Ergebnisse aus der Selbsteinschätzung besprochen. Es ging bei diesem Teil des Interviews weniger darum, jeden Punkt einzeln durchzugehen sondern zu erfahren, was die Teilnehmenden zu den Ergebnissen denken, inwiefern sie diesbezüglich Veränderungen in ihrem Erleben und Verhalten im Alltag festgestellt haben und inwiefern sie denken, dass die Teilnahme am Programm einen direkten Einfluss auf allfällige Veränderungen hatte.

Das zweite Interview dauert maximal 1.5 Stunden pro teilnehmende Person.

Interview-Leitfaden, IV 2 – Evaluation Program “leaders4tomorrow”

Leitfrage (Erzählaufforderung)	Check: Wurde das erwähnt? Memo für mögliche Nachfragen	Zusätzliche konkrete Fragen in genau Dieser Formulierung	Aufrechterhaltungs- Und Steuerungsfragen
<i>Before we start, please briefly describe whether your work situation has changed since the last interview and if so, to what extent.</i>		Are you leading a Team right now?	Could you explain...?
<i>Talking about the L4T-Program: What are the main take-aways you have from this program?</i>	Concerning Competencies?	Are there any competencies you think you improved by attending this program?	And what happened next....?
	Concerning Personal Development?	What was your Highlight?	Tell me more about...
	Concerning Leadership?		
<i>Have you noticed any changes in your own experience and behavior in everyday working life as a result of attending this program and if so, please explain.</i>		How did the Program influence this mentioned changes?	
<i>How did the Program address future challenges and as a leader in the recruiting industry?</i>	Skills: <ul style="list-style-type: none"> • Self-Leadership • Communication Skills • Giving Feedback • Creativity and solving complex challenges • Flexibility • Strategic planning & Organizational skill • Resilience / Stress-tolerance • Balance Leadership/Management "Daily Business" 	How did the Program address the concerning skills to face this future Challenges?	
<i>Where can the program be improved from your point of view?</i>	Competencies	Thinking of the program, how do you think it helped you preparing for these challenges?	Is there anything you missed in this program and if so please explain?
	Personal Development	Are there any further topics you would like to see addressed in a future program?	
	Leadership	Are there any topics you think could be skipped in a future program?	
<i>Ho did you experience the work on your strategic project?</i>	Workload	Was the Workload manageable?	Was the Coaching itself and the set-up helpful for you?
<i>What is/was the impact of your strategic Project to your company?</i>	Learnings of Coaching Is it measurable and how?	Did it influence your visibility and/or "standing" within your company?	
<i>How did attending the Program influence this Project?</i>		Would you have initiated this project without attending the L4T-Program?	
			Do you think the outcome of your Project was influenced directly by attending L4T and if so, how?
<i>Having a Look into your individual Results of the 2 Surveys...</i>	<i>Self-Leadership: Looking into the results: is there something that's surprising for you?</i>	<i>How do you explain this results? How do you think did the Program influence this results? Which aspects of the program do you think were the most important to influence this specific skill ?</i>	
	<i>Self-Evaluation: Looking into the results: is there something that's surprising for you?</i>	<i>How do you explain this results? How do you think did the Program influence this results? Which aspects of the program do you think were the most important to influence this specific skill ?</i>	

Abbildung 3: Leitfaden Interview II

4.2.1 Forschungsplan

Das Evaluationsprojekt startete etwas später als das Programm, weshalb es nicht möglich war, die quantitativen Daten vor dem Programm-Start zu erheben. Die erste Umfrage wurde drei Monate nach der Durchführung der ersten Interviews realisiert. Die zweiten Interviews wurden 3 Monate nach Abschluss des Programms durchgeführt. Dies hatte einerseits praktische Gründe (Erreichbarkeit Teilnehmende, Anwesenheit Autorin). Andererseits wurde die Nachher-Erhebung bewusst nicht sofort nach Beendigung des Programms geplant, damit sich insbesondere allfällige Transfers der gelernten Inhalte in den Alltag der Teilnehmenden zeigen konnten.

Aus obengenannten Gründen ergab sich folgender Zeitplan:

Forschungsplan

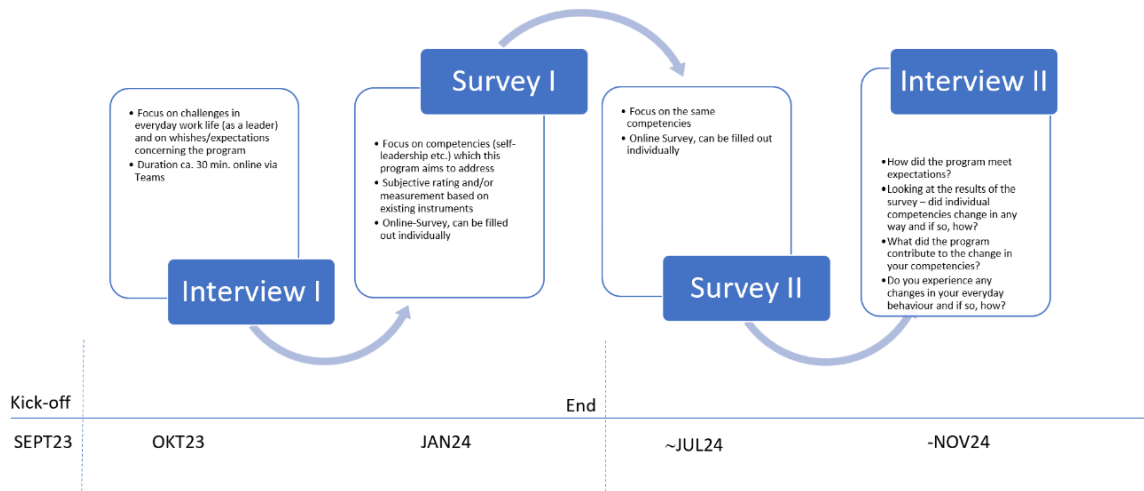


Abbildung: Forschungsplan mit Erhebungszeitpunkten

4.2.2 Auswertung der qualitativen Daten

Die erhobenen qualitativen Daten werden transkribiert und mittels MAXQDA ausgewertet. In Anlehnung an die Empfehlung von Kelle und Kluge (2010, S. 70) zur Lösung des Dilemmas „zwischen dem „Ertrinken in den Daten“ (z.B. durch bottom up Vorgehen und zunehmende Verdichtung) und dem „Aufzwingen von Kategorien“ durch ein reines Top-Down-Vorgehen werden für den ersten Analyseschritt ein bereits durch den strukturierten Leitfaden gegebenes, deduktives Kategoriensystem mit empirisch inhaltlosen Kategorien ins MaxQDA übertragen. Dieses erste Kategoriensystem dient der Strukturierung, Systematisierung und Auswertung der Daten und bietet einen heuristischen Rahmen.

In einem zweiten Analyseschritt werden die bereits existierenden deduktiv erstellten Kategorien mit induktiv empirisch inhaltvollen Subkategorien ergänzt und dimensionalisiert. Somit weist die voraussichtliche Auswertungsstrategie eine deduktiv/induktive-Mischform auf.

Die Auswertungsstrategie erfolgt in Anlehnung an den Ablauf der inhaltlich-strukturierenden Inhaltsanalyse nach Kuckartz (2016) mithilfe der qualitativen Datenanalysesoftware MAXQDA und ist in nachfolgender Abbildung dargestellt:

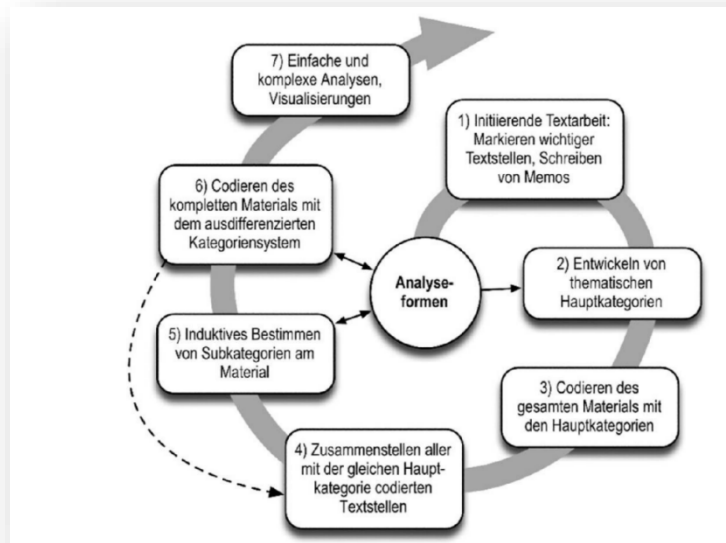


Abbildung: Ablauf inhaltlich-strukturierende Inhaltsanalyse (Kuckartz, 2016, S. 100)

5 Ergebnisse

Im nachfolgenden Kapitel werden die Ergebnisse der Datenauswertung dargestellt. Die Gliederung der Überschriften erfolgte anhand der Kategorien, wobei einzelne Kategorien zusammengefasst wurden. Die Reihenfolge der Ergebnisdarstellung erfolgt analog dem Ablauf der Forschung (siehe Abbildung: Darstellung des sequenziellen Designs (QUAL-quant-QUAL)).

Die interviewten Personen werden mit den Abkürzungen TN_1 bis TN_7 dargestellt. Wobei die Abkürzungen der Personen im ersten und zweiten Interview neu vergeben wurden, um die Anonymität sicherzustellen. Es erfolgt keine Zitationsangabe der Interviewaussagen, da die Transkripte der Interviews nicht Bestandteil des Anhangs dieser Arbeit sind. Die Transkripte können jedoch eingefordert werden. Zur Nachvollziehbarkeit werden der Betreuungsperson die kodierten Textsegmente im Anhang zur Verfügung gestellt, aus Anonymitätsgründen jedoch nicht der Praxispartnerin übergeben. Die Übersicht über die Anzahl Nennungen der beschriebenen Kategorien sind im Anhang beigelegt.

5.1 Interview I

Im ersten Interview ging es insbesondere darum, die Teilnehmenden kennen zu lernen, ihre Situation bzw. ihren Kontext zu verstehen und ihre Sicht in Bezug auf Herausforderungen und Kompetenzen von (künftigen) Führungskräften zu verstehen.

5.1.1 Current work situation

Diese Frage diente zum Verständnis der jeweiligen Arbeitssituation der Teilnehmenden. Alle 7 Personen sind in der Rekrutierungs-Industrie tätig, 3 Personen haben aktuell eine Teamleitungsfunktion inne, wobei auch diese aktiv im «operativen Geschäft» tätig sind.

5.1.2 Current Challenges

In diesem Kapitel wird auf aktuell erlebte Herausforderungen im Arbeitskontext und in Bezug auf die (künftige) Führungstätigkeit eingegangen. Nachfolgende Abbildung zeigt einen Überblick über die in der Hauptkategorie enthaltenen Sub-Kategorien:

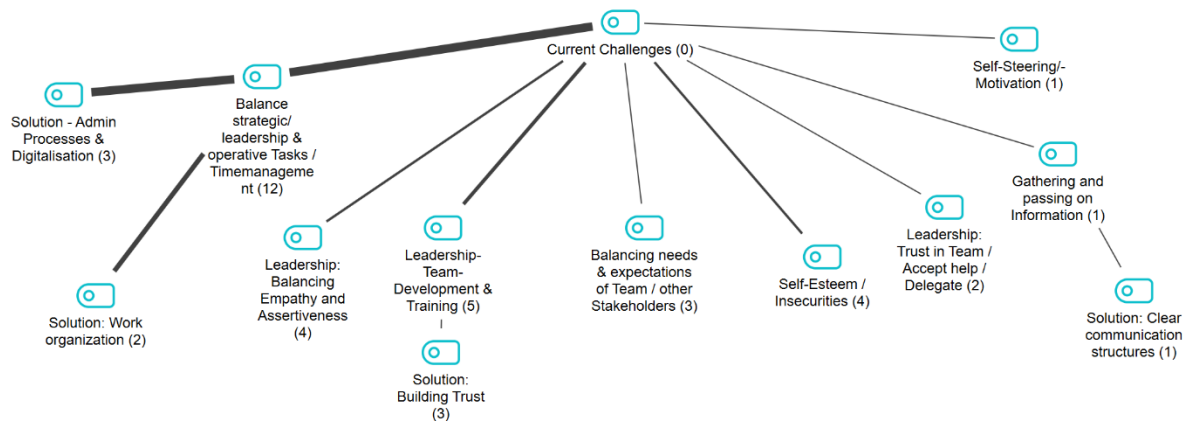


Abbildung: MAXMaps der Kategorie «Current Challenges»

5.1.2.1 Balance strategic-/leadership & operative Tasks; Time Management

Dieser Aspekt beschreibt die Schwierigkeit, operative bzw. administrative Tätigkeiten und strategische bzw. Führungstätigkeiten unter einen Hut zu bringen. Dieser Aspekt wurde von 6 Teilnehmenden genannt. So äussert sich exemplarisch eine interviewte Person dazu:

«...trying to find the balance between the strategy and the and the operational business. And I have to say it is, it is very challenging because there's always the projects and the customers always has the priority and knowing what is important and what is what is important to do for the future.»

Anlehnend an dieses Thema wird Zeitmanagement genannt, welches aufgrund der verschiedenen Aufgaben und des daraus resultierenden hohen Workloads eine Herausforderung darstellt:

«It's like 10. It was the reality and today, yesterday and today it's like 10 and 10 1/2 hours. Tomorrow will probably be 10 as well. The thing is I'm not getting, I'm not getting to the point where I can do a lot of the strategic work because then I would be 16 hours a day.»

Als mögliche Lösungen für diese Herausforderungen sehen die Teilnehmenden eine bessere Arbeitsorganisation sowie die Erhöhung des Digitalisierungsgrad beispielsweise durch Einführen von automatisierten Prozessen.

5.1.2.2 Teamdevelopment/-Training

Dieser Aspekt wurde von 2 der 3 Teilnehmenden, welche aktuell eine Führungsfunktion innehaben, genannt. Sie beschreiben die Herausforderung, ihr Team adäquat zu entwickeln und sinnvolle Massnahmen sowohl für die Entwicklung von bestehenden als auch für das Trainieren von neuen Mitarbeitenden zu implementieren. Dies insbesondere aus dem Grund, dass

viele der Mitarbeitenden andere Expertisen und verschiedene Jahre Berufserfahrung besitzen und somit andere Bedürfnisse haben. Exemplarisch äussert sich eine Person wie folgt:

«...and then then it would also be more focused on what do we need to do to develop these people of what's... coaching do they need and so on. It's more... that's more my topic.... I'm more on the like, what does my team need?»

Als mögliche Lösung für diesen Aspekt wird der Aufbau einer vertrauensvollen Beziehung mit dem Team genannt, damit auch dahingehende Bedürfnisse ausgesprochen werden können und die Mitarbeitenden bei Schwierigkeiten auch pro-aktiv auf die Führungspersonen zugehen können.

5.1.2.3 Balancing Empathy and Assertiveness

Zwei Teilnehmende nannten als (potentielle künftige) Herausforderung als Führungskraft eine Balance zwischen Empathie und Durchsetzungsfähigkeit zu finden. Eine Teilnehmerin mit aktueller Führungsfunktion äussert sich dazu:

«I think those are the moments that are for me pretty, pretty challenging to find the right balance between being friendly and and not trying to step on anyone's toes, but also express sometimes that things are either not going well or could be done differently.»

5.1.2.4 Balancing Need and Expectations of Team / other Stakeholder

Die Balance zwischen den Bedürfnissen von verschiedenen Stakeholdern (z.B. Management, Kunden, Team) bzw. zwischen den diversen Bedürfnissen innerhalb des Teams zu finden, erleben zwei Teilnehmende als herausfordernd:

«And sometimes, you know, expectations of two different parties and trying to be the middle to, to, to also give everyone a fair treatment. It's, it's sometimes difficult because people have their own expectations and then trying to find the solution.»

5.1.2.5 Self-Esteem; Insecurities

Dieser Aspekt beschreibt Herausforderungen in Bezug auf persönlichen Unsicherheiten, fehlendem Selbstvertrauen bzw. Selbstzweifel. Jüngere Personen erleben eher Unsicherheiten in Bezug auf fehlende Erfahrung z.B. im öffentlichen Sprechen, sorgen sich, ob sie ernst genommen werden. Eine eine Person mit Führungstätigkeit erlebt Zweifel im Alltag:

«But then the minute you step out and do something wrong, you feel like, am I successful as a leader? It always comes these questions like doubting yourself, and I think everyone has it

in in the beginnings and wanting to do more than what is actually possible with the time as well.»

5.1.2.6 Trust in Team, Accept help, Delegate

Zwei Personen haben aktuell Mühe damit, Intern Hilfe anzunehmen bzw. Aufgaben zu delegieren. Dies einerseits aus dem Grund, dass sie über mehr (Fach-)Wissen verfügen und andererseits haben sie Schwierigkeiten, Themen ganz «los zu lassen». So äussert sich exemplarisch eine Person:

«I think I would have to to let go like at the moment, I know that's that's also a problem of mine. Like I do like to have control over situation and letting go of this control and just be like, you guys got this.»

5.1.2.7 Weitere aktuelle Herausforderungen

Eine Person beschreibt, dass sie manchmal Schwierigkeiten hat, sich zu motivieren bzw. auch in frustrierenden Zeiten gute Arbeit zu leisten. Dies vor allem aus dem Grund, dass in der Recruiting Industrie Erfolg vielfach nicht im direkten Zusammenhang mit der Qualität der geleisteten Arbeit zu tun hat (Kunden können sich umentscheiden etc.). Sie wünscht sich diesbezüglich bessere Selbstführungsstrategien.

Weiter wird das effiziente Einholen und Weitergeben von Informationen (z.B. aus einem Kundengespräch) als herausfordernd beschrieben. Als mögliche Lösung dafür wurden klare Kommunikationsstrukturen bzw. -Regeln genannt um Klarheit darüber zu schaffen, wer wann in welcher Form und mit welchem Inhalt informieren sollte.

5.1.3 Future Challenges

Dieses Kapitel beschäftigt sich mit der Frage, worin die Teilnehmenden künftige Herausforderungen an Führungskräfte in der Rekrutierungs-Industrie sehen. Folgende Abbildung zeigt einen Überblick über die in der Hauptkategorie enthaltenen Sub-Kategorien:

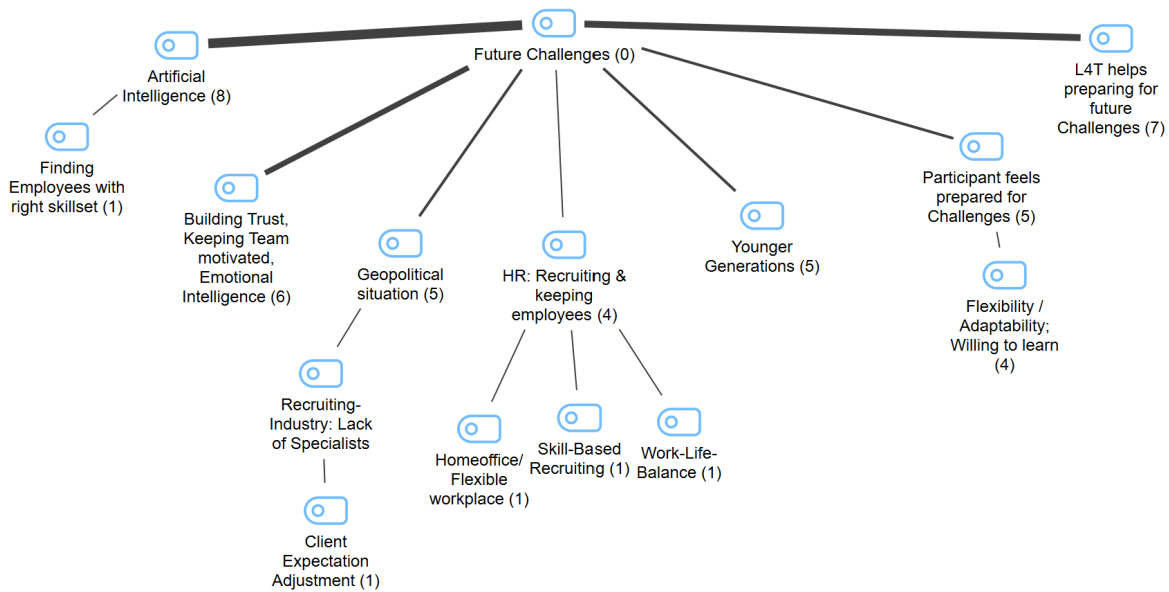


Abbildung: MAXMaps der Kategorie «Future Challenges»

5.1.3.1 Artificial Intelligence

Fünf der Teilnehmenden nannten der immer grösser werdende Einfluss von Künstlicher Intelligenz (AI) als Herausforderung, der sich Führungskräfte künftig zu stellen haben. Diese Kategorie dürfte per Definition auch der nachfolgenden Kategorie «Geopolitical Situations» zugeordnet werden. Da sie jedoch von der Mehrheit der Teilnehmenden und oft genannt wurde, wurde eine eigene Kategorie erstellt. Die Teilnehmenden stellen sich einerseits die Frage, was AI für einen Einfluss auf ihre eigenen Jobs hat. Viele denken nicht, dass ihr Job direkt gefährdet ist, sie sind jedoch überzeugt, dass er sich stark verändern wird, dass Teil-Aufgaben übernommen werden können und somit weniger Ressourcen innerhalb der Industrie benötigt, oder die quantitativen Erwartungen an die Recruiter höher werden. Eine Person äussert sich exemplarisch:

«I think AI will... It will not take over our job, but it will be, I think an asset or at least something what is going to be part of our job. But I'm not sure in what way yet. »

Aufgrund der Veränderung des Rollenprofils zieht eine Person die Folgerung, dass sich auch die benötigten Skills und Kompetenzen von Recruitern mehr in Richtung Soft-Skills und Persönlichkeit bewegen werden, was das Identifizieren und Gewinnen von internen Talenten herausfordernd machen könnte.

Andererseits beobachtet eine Person bereits heute, dass gewisse Profile bei Kunden aufgrund von Digitalisierung nicht mehr benötigt werden. Entsprechend gehen sie davon aus, dass sie ihr Angebot an Fachkräften jeweils sehr rasch an die neuen Bedürfnissen des Markts anpassen müssen. Sie beschreibt:

«...there's a lot of automatisisation that comes in and there's a lot of AI integration again. And I can already see that, you know, today I, I do a lot of work, for example, also with energy companies, right? So I, I used to recruit types of people three years ago for energy companies and, and today they've switched to completely different profiles. They, there's new subjects. For example, I have, you know, clients here, they want hydrogen engineers... That doesn't exist here...»

5.1.3.2 Building Trust, Keep Team motivated, Emotional Intelligence

Vier der Teilnehmenden nannten Emotionale Intelligenz im Sinne von Empathie als wichtige künftige Herausforderung für Führungskräfte, um ein vertrauensvolles Umfeld für das Team zu schaffen. Eine Teilnehmende betonte die Schwierigkeit, das Team motiviert zu halten obwohl die Recruiting-Industrie ein hohes Frustrationspotential mit sich bringt. Die genannten Aspekte werden aus Sicht der Teilnehmenden auch in Zukunft von zentraler Bedeutung für Führungskräfte sein. Eine Person äussert sich exemplarisch wie folgt dazu:

«To have these understandings is immensely important to, to keep on the motivation as well and... and to... to enable people to grow. (...) So I think communication first of all will always be important because without the communication, there will never be an understanding. There will never be anything. You can say empathy is as well, but that is exactly that's what I said... Understanding people's emotions and people's need and desire goes a lot on the empathy aspects.»

5.1.3.3 Geopolitical situation

Die Kategorie «geopolitische Situation» wird von 5 Teilnehmenden genannt. Darunter wurden Nennungen von Umständen auch auf globaler Ebene wie Kriege, Inflation, unsichere bis schlechte Marktaussichten verstanden. Digitalisierung bzw. Künstliche Intelligenz würde thematisch auch in diese Kategorie passen, wurde aufgrund der hohen Anzahl Nennungen jedoch bereits in der separaten Kategorie (vgl. Kap. 6.1.3.1.) detaillierter behandelt.

Eine künftige Führungskraft sollte gemäss den Teilnehmenden in der Lage sein, rasch auf entsprechende Markt-Veränderungen zu reagieren, das Angebot entsprechend anzupassen. Weiter wurde der potentiell zunehmende Fachkräftemangel genannt und die Schwierigkeit, die Erwartungen der Kunden an die aktuelle Marktsituation anzupassen. Eine Person äussert sich wie folgt:

«So I think it's it's a lot of lot of mix that will come workforce wise, process wise, candidate wise that we need to need to be able to follow up on.»

5.1.3.4 Human Resources: Recruiting and keeping Employees → employee retention

Drei Teilnehmende denken, dass die Rekrutierung und die Bindung von internen Mitarbeitenden eine Herausforderung werden wird. Es gilt aus der Sicht der Teilnehmenden noch mehr herauszufinden, welche motivationalen Faktoren für Mitarbeitende wirklich wichtig sind, um die Mitarbeitenden zu halten. Dies insbesondere auch in Bezug auf künftige «junge» Generationen von Recruitern:

«what will be the challenge with this new generation workforce, let's say like this to identify what are their true, you know, motivation factors and... and what is it that we as an employer have to do to keep them engaged? I can only assume that because already now people want things differently than what they wanted 5, 10 years ago. So I'm assuming in 10 years it's going to be again, something completely different. »

Sie denken, dass Faktoren wie Work-Life-Balance oder flexibler Arbeitsort künftig noch stärker gewünscht werden und neue, heute unbekannte, könnten hinzukommen. Gerade die vorgenannten Faktoren sind jedoch in der Recruiting-Industrie gemäss den Teilnehmenden etwas schwieriger umzusetzen, da man z.B. Interviews auch nach dem Arbeitstag des Kandidaten führt. Daraus ergibt sich die Frage, inwiefern die Rekrutierungsindustrie auch künftig noch attraktiv für Mitarbeitende sein kann.

Als mögliche Lösung zum Aspekt der Rekrutierung wird von einer Person «Skill Based Recruiting» genannt. Dabei fokussiert man sich mehr auf die Skills einer Person als auf Kriterien wie Ausbildung und Erfahrung, was ggf. neues Potential ausschöpfen könnte.

5.1.3.5 Being ready for future Challenges

Die meisten Teilnehmenden (5) fühlen sich gewappnet für diese künftigen Herausforderungen. Vier davon vertrauen dabei insbesondere auf ihr flexibles, anpassungsfähiges, offenes Mindset und dem Willen, Neues zu lernen.

Alle Teilnehmenden denken zum heutigen Zeitpunkt, dass das Programm Leaders 4 Tomorrow ihnen dabei helfen wird, sich auf die künftigen Herausforderungen an Führungskräfte in der Recruiting-Industrie vorzubereiten.

5.1.4 Future Skills

Ausgehend von den im vorhergehenden Kapitel geschilderten künftigen Herausforderungen beschäftigt sich dieses Kapitel mit der Frage, welche Skills aus Sicht der Teilnehmenden für Führungskräfte in der Rekrutierungs-Industrie künftig relevant sein werden. Folgende Abbildung zeigt einen Überblick über die in der Hauptkategorie enthaltenen Sub-Kategorien, welche in nachfolgenden Kapiteln jeweils detaillierter beschrieben werden. Die Sub-Kategorien «Positive Mindset, Self-Confidence sowie Candidate Attraction» werden im Kap. 6.1.4.8., weitere Skills und Fähigkeiten, zusammengefasst erläutert:

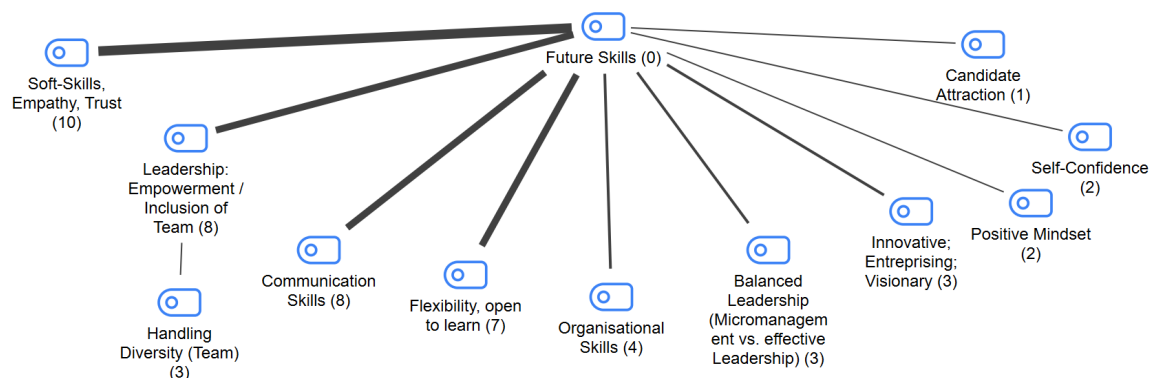


Abbildung: MAXMaps der Kategorie «Future Skills»

5.1.4.1 Soft-Skills, Empathy, Trust

Am meisten und von allen Teilnehmenden genannt wurden Soft-Skills wie Empathie oder die Fähigkeit, vertrauensvolle Beziehungen aufzubauen. Letzteres bezieht sich sowohl darauf, als Führungskraft eine vertrauensvolle Umgebung für das Team zu gestalten, beispielsweise damit die Mitarbeitenden wissen, dass sie auch bei schwierigen Themen auf die Führungsperson zugehen können, als auch auf die Fähigkeit der Führungskraft, dem Team zu vertrauen. So äussert sich eine Person:

«...it is important to let the team know that you're the manager, but also to let them know that if there's anything or something that they can always come to you. »

5.1.4.2 Leadership: Empowerment / Inclusion of Team

Nicht ganz trennscharf zur vorhergehenden Kategorie wurden Nennungen unter dieser Kategorie zusammengefasst: In Bezug auf Führungsverhalten erachten die Teilnehmenden die Fähigkeit, das Team zu «empowern», die Mitarbeitenden in Entscheidungen einzubeziehen und mit Diversität im Team sowie den individuellen Kontexts der einzelnen Team-Mitgliedern umgehen zu können, als sehr relevant. Diese Kategorie wurde von fünf Teilnehmenden genannt. Weiter ist es gemäss den Teilnehmenden wichtig, das Team motivieren zu können, sie in ihre Entscheidungen zu integrieren und Verantwortung zu übertragen. Empathie ist eine der Möglichkeiten, wie das gelingen kann, aber auch «leading by example» wurde diesbezüglich mehrfach genannt. Eine Person äussert sich exemplarisch:

«...as a leader, I think you should you should listen like lead by example, listen to your team.»

Weiter wurde von zwei Teilnehmenden betont, dass der Umgang mit Diversität auch in Zukunft eine wichtige Fähigkeit für Führungskräfte sein werde. Dies bezieht sich sowohl auf Persönlichkeitsmerkmale der Team-Mitglieder als auch auf den Umgang mit verschiedenen Generationen im Team, was verschiedene Bedürfnisse mit sich bringe, welche die Führungskraft bestmöglich berücksichtigen sollte:

«I mean, that's also a challenge, I guess... the different generations, yeah... They're not nine to five weekends, work wherever. (...)

So I think it's also good to have these different personalities in your team. You don't only want winners, you also need people to help the team... »

5.1.4.3 Communication Skills

Diese Kategorie wurde von der Mehrheit (5) der Teilnehmenden genannt. Sie erachten gute kommunikative Fähigkeiten als auch in Zukunft sehr wichtige Kompetenz für Führungskräfte. Dies einerseits um die Aufgabe der Führung als Solches wahrzunehmen (z.B. Feedbacks geben, Ziele formulieren, Bedürfnisse verstehen etc.), was auch motivierende Effekte auf das

Team haben kann. Andererseits erachten die Teilnehmenden gute kommunikative Fähigkeiten auch als sehr hilfreich, um anderen Stakeholdern wie den Kunden die eigenen Visionen und Vorhaben adäquat zu vermitteln und die Stakeholder und das Team so «ins Boot» zu holen. Dazu äussert sich eine Person:

«Well, I think, you know, you need to be a good communicator, obviously, because there's a lot that goes into storytelling and I'm not... you know, I'm not talking about "bullshiting" people, right?

Just like storytelling, whether it's telling the story of your client to, motivate the people that work with you to work on whatever the client wants, whether it's, telling the story of a market, whether it's telling the story of your company, whether it's telling stories from your experience, right. »

5.1.4.4 Flexibility / open to learn

Vier Teilnehmende erachten die Persönlichkeitsaspekte Flexibilität, Offenheit, wichtige Attribute für eine künftige Führungskraft. Dies insbesondere, um mit den schnell wechselnden Anforderungen unserer Zeit mitzuhalten und flexibel Lösungen für (neue) Probleme zu schaffen aber auch, um dadurch den Team-Mitgliedern Sicherheit zu geben, selber besser mit Herausforderungen umzugehen. Eine Person äussert exemplarisch:

«...if you are secure and you're flexible and feel like no, we're going to manage it no matter what, then it also feels secure for your employees. »

5.1.4.5 Strategic- / Logical Thinking- & Organizational Skills

Diese Kategorie behandelt Nennungen von vier Teilnehmenden, welche sich auf analytische; strategische und/oder organisatorische Kompetenzen von (künftigen) Führungskräften beziehen.

Drei Teilnehmende nannten insbesondere organisatorische Fähigkeiten als wichtige Kompetenz für (künftige) Führungskräfte. Dabei geht es sowohl um die Organisation von Informationen im Sinne von Informationen sammeln und sinnvoll weiterverarbeiten, um Selbst-Organisation wie Zeitmanagement und Aufgabenplanung, als auch um ein effizientes Stakeholder-Management. Eine Person äussert exemplarisch:

«... of course the more strategic efficient time management, having the bigger picture being the being able to, to manage all the stakeholders and so on. »

Eine Person betonte weiter, dass es für Führungskräfte wichtig sei, ausgeprägte logische und analytische Kompetenzen zu besitzen, um effizient und sachlich Entscheidungen treffen zu können:

«...I don't know.... let's call it hard calculated, logical decisions, which I think not enough people are capable of taking today. »

5.1.4.6 Balanced Leadership (Micromanagement vs. effective Leadership)

Ebenso sollten künftige Führungskräfte über die Fähigkeit verfügen, die Balance zwischen «Micromanagement» und «Laissez-Faire» zu halten, was unter der Kategorie «Balanced Leadership» zusammengefasst wurde. Es geht dabei darum, dass eine Führungskraft das Team unterstützt und wo nötig kontrolliert, aber den Mitgliedern auch Raum für eigene Lösungen und Herangehensweisen zu bieten. Dies äusserten zwei Teilnehmende, wobei eine davon heute in der Funktion als Führungskraft diesbezüglich Herausforderungen erlebt. Eine Person beschreibt diesen Aspekt exemplarisch wie folgt:

«Like the helicopter management or whatever, but not like they also need to have space, of course.»

5.1.4.7 Innovative; Entreprising; Visionary

Drei Teilnehmende erwähnten eine innovative / visionäre / unternehmerische Haltung, eine gewisse Abenteuerlust und ein positives Mindset als wichtiges Merkmal für eine (künftige) Führungskraft. Diese Attribute helfen gemäss den Teilnehmenden insbesondere dabei, andere Personen zu inspirieren, ihnen den «Purpose», sprich den «höheren Sinn und Zweck», eines Vorhabens näher zu bringen und dadurch ggf. ein «Wir-Gefühl» zu schaffen, was auf die beteiligten Personen sehr motivierend wirken kann. Eine Person äussert sich dazu exemplarisch:

«You're going to have all the, you know, the people today that tell you that a leader can inspire people through vision, by connecting with them through their emotions (...)

... And I think you can have really this feeling of belonging to something, you know, this great adventure where we're building towards something amazing, where we have these really ambitious goals. And sure, the environment might be a little bit, you know, messed up, but if you can swim through that, then there's really great things ahead. »

Andererseits geht es in dieser Kategorie auch um unternehmerische Fähigkeiten als Solches. Eine Teilnehmende Person erachtet diese als sehr relevant, um den rasch wechselnden Marktbedürfnissen als Führungskraft gerecht werden zu können:

«So it's all about figuring out how every topic that is in the industry and everything that comes new and everything that is important and everything that is in focus... how can we reach and meet all the requirements and also but at the same time be competitive. »

5.1.4.8 Weitere Skills und Fähigkeiten

Zwei der Teilnehmenden nennen mit «Self-Confidence» und «Positive Mindset» weitere Persönlichkeitsmerkmale als wichtige Attribute für (künftige) Führungskräfte. Unter Selbstvertrauen wird ein generell sicherer Auftritt beschrieben. Unter einer positiven Haltung verstehen die Teilnehmenden eine positive Einstellung sowohl anderer Menschen gegenüber als auch gegenüber Herausforderungen bzw. schwierigen Situationen. Beide Aspekte erachten die sich äussernden Personen als wichtig, um Sicherheit im Team zu vermitteln und ggf. auch schwierige Phasen überstehen zu können. Die Aspekte beinhalten sozusagen eine Wechselwirkung,

ein positives Mindset fördert Selbstvertrauen und vice versa. Eine Person äussert dazu exemplarisch:

« (...) but maybe within five years we are not existing anymore because the economy is getting so bad. Then obviously us as consultants or as a team leads would also be like, OK, maybe I can better search for another job because ((Superiors)) are so insecure. And yeah, maybe I don't know what's happening. And yeah, so I think if you are secure and you're flexible and feel like no, we're going to manage it no matter what, then it also feels secure for your employees.»

Weiter wurde die Fähigkeit, potentielle interne Mitarbeitende für die eigene Firma anzuziehen, als wichtiger Aspekt für Führungskräfte insbesondere in der Zukunft und in Bezug auf die Rekrutierung-Industrie und den sich abzeichnenden Fachkräftemangel genannt.

5.1.5 Expectations/Wishes

Im nachfolgenden Kapitel werden die von den Teilnehmenden geäußerten Erwartungen und Wünsche an das Programm «Leaders 4 Tomorrow» aufgezeigt. Zusammenfassend darf festgestellt werden, dass die Teilnehmenden grundsätzlich offen an diese Erfahrung herangehen und sich darauf freuen, sich weiterentwickeln zu können. Die Nennungen von Wünschen und Erwartungen an das Programm sind sehr divers und vielfältig. Folgende Abbildung zeigt einen Überblick über die in der Hauptkategorie enthaltenen Sub-Kategorien inklusive der Anzahl Nennungen, wobei die Sub-Kategorien zusammenfassend beschrieben werden:

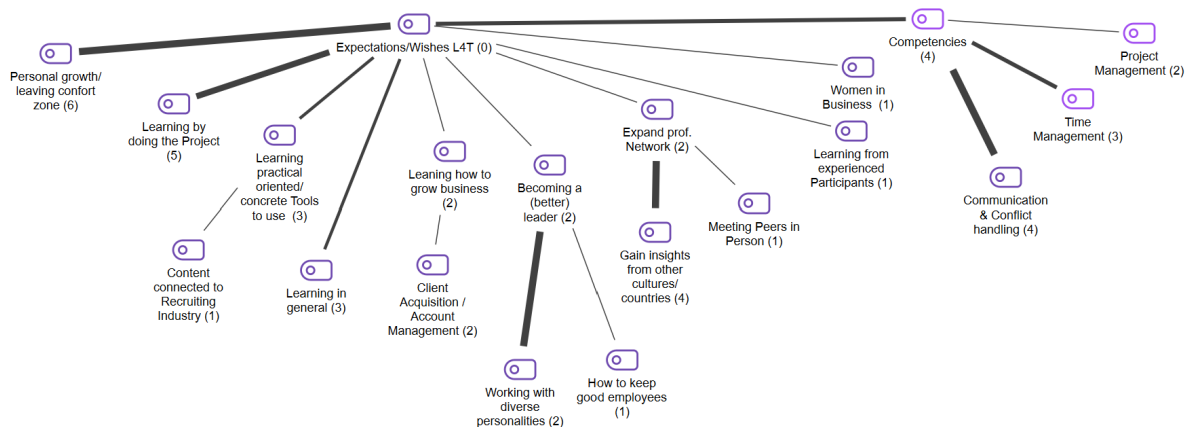


Abbildung: MAXMaps der Kategorie «Expectations/Wishes L4T»

Die Mehrheit der Teilnehmenden (4) versprechen sich von der Teilnahme am Programm persönliches Wachstum, insbesondere durch das Verlassen der Komfortzone. So beschreibt eine Person:

«personal growth, absolutely. I think what is also really interesting or I think it will help a lot is getting a little bit outside of your comfort zone. So it's not like open water deep, you're drowning, but it's like something you haven't done before...»

Vier Teilnehmer gehen davon aus, dass sie insbesondere durch die Durchführung des strategischen Projekts viel lernen werden, gefolgt vom Lernen von (erfahreneren) Teilnehmern.

Gewünscht wird von den Teilnehmenden, dass die Inhalte möglichst praxisorientiert gestaltet werden und sie konkrete Werkzeuge zur Anwendung im Alltag erhalten, wenn möglich mit direktem Bezug auf die Recruiting-Industrie.

Einige Teilnehmenden nannten konkrete Kompetenzen, welche sie gerne durch die Teilnahme verbessern möchten: Kommunikation & Konflikt-Handling, Time Management und Projekt Management.

Einige Teilnehmende denken, dass Inputs zu den Themen Mitarbeiterbindung und Umgang mit diversen Teams bzw. Persönlichkeiten, ihnen dabei helfen könnten, eine gute bzw. bessere Führungskraft zu werden.

Andere wünschen sich Inputs über «How to grow a Business» und Client Aquisition bzw. Key Account Management. Eine weitere Person würde gerne vertiefere Inputs über das Thema Frauen in der Arbeitswelt erhalten.

Die Teilnehmenden versprechen sich durch die Teilnahme am Programm weiter eine Erweiterung des beruflichen Netzwerks, sowohl durch Treffen mit (Talentor-)Managern, als auch mit den anderen Teilnehmenden des Programms. Dabei wird insbesondere der internationale Aspekt betont, die Teilnehmenden erwarten durch den Interkulturellen Austausch entsprechende Lerneffekte.

5.2 Ergebnisse der Surveys

Um allfällige Veränderungen in den Bereichen Self-Leadership sowie in der Selbsteinschätzung der Teilnehmenden von ausgewählten Kompetenzen festzustellen, wurden wie in Kap. 4.2., Erhebung, beschrieben, zwei quantitative Umfragen durchgeführt. Die erste Umfrage wurde kurz nach Beginn des Programms realisiert, die Zweite ca. 3 Monate nach Abschluss des Programms durchgeführt. An beiden Umfragen nahmen alle Personen teil (n=7). Die individuellen Ergebnisse wurden mit den Teilnehmenden im zweiten Interview besprochen. Am zweiten Interview nahm eine Person nicht teil (n=6).

Die Ergebnisse der Surveys werden aufgrund der kleinen Teilnehmerzahl sowie zur Sicherstellung der Anonymität nur deskriptiv und im Mittelwert dargestellt.

5.2.1 Self-Leadership

Zur Überprüfung einer Veränderung im Bereich Self-Leadership wurde der Revised Self-Leadership Questionnaire von Andressen und Konradt (2007) eingesetzt. Nachfolgend die Ergebnisse der Prä- und Post-Erhebung im Mittelwert der Gruppe:



Abbildung: RSLQ Gesamtauswertung

Es darf festgestellt werden, dass sich mit Ausnahme von den Faktoren «self-punishment» und «self-cueing» alle Faktoren positiv verändert haben. Am Deutlichsten ist die Veränderung bei

den Faktoren «self-talk» (+0.43) «self-reward» (+0.48) und «evaluating beliefs and assumptions» (+ 0.25).

Im Rahmen der Einordnung der individuellen Ergebnisse äusserte sich eine Person zu der negativen Veränderung im Faktor «self-punishment» und konnotierte sie somit positiv:

«I'm talking about the... the... the program. Yeah, because I see my growth during the... the program. So I consider this as achievements. So yeah, why should I punish myself? »

Auf die Frage, ob die Teilnehmenden in Bezug auf ihre individuellen Veränderungen in der Selbstführungs-Kompetenz einen direkten Zusammenhang mit dem Besuch des Programms herstellen können, antworteten 2 Personen klar mit ja, 2 konnten sich nicht festlegen, ob die Veränderung aufgrund genereller persönlicher Entwicklung oder aufgrund des Programms stattfand, und 2 Personen denken nicht, dass L4T einen direkten Impact auf das Resultat hatte.

Die individuellen Ergebnisse wurden in Interview II besprochen und allfällige Aussagen der Teilnehmenden zu den Veränderungen der Kompetenzen wurden in der Kategorie «Individual Gain of Participants» aufgenommen.

5.2.2 Selbsteinschätzungen

Zur Überprüfung einer Veränderung in der Selbsteinschätzung ausgewählter Kompetenzen wurde ein Likert-Fragebogen erstellt und durchgeführt. Nachfolgend die Ergebnisse im Mittelwert der Gruppe:

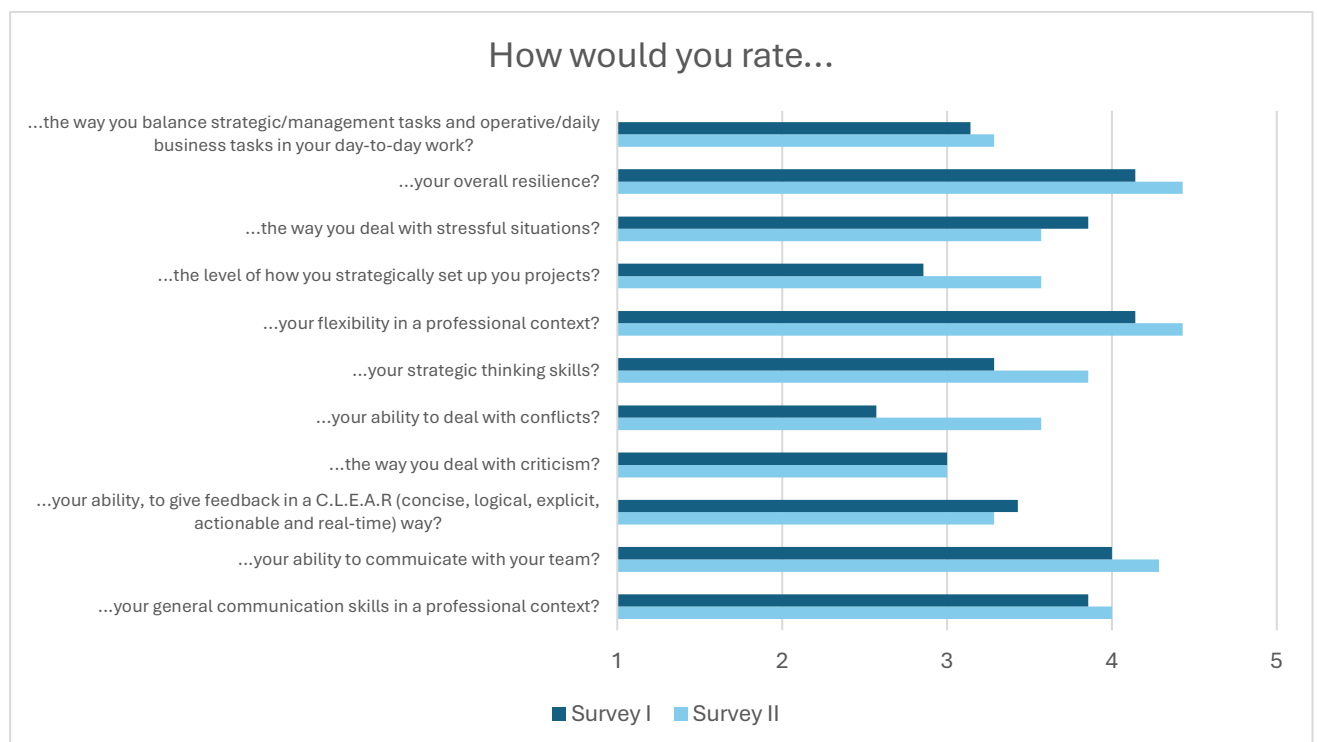


Abbildung: Gesamtauswertung Self-Assessments

Auch die Selbsteinschätzung zeigt im Mittelwert der Gruppe mehrheitlich eine positive Veränderung. Der Aspekt «ability, to give feedback in a C.L.E.A.R) way» veränderte sich negativ um 0.14 Punkte, der Aspekt «way, you deal with criticism» blieb unverändert.

Hervorzuheben sind die Aspekte «overall resilience», «flexibility in a professional context» und «ability to communicate with your team» mit einer positiven Veränderung um jeweils 0.28 Punkte sowie «strategic thinking skills» (+0.57).

In den Gesprächen mit den Teilnehmenden waren 2 Personen der Ansicht, dass die Veränderungen im Self-Assessment einen direkten Zusammenhang mit dem Besuch des Programms L4T haben. 2 Personen denken nicht, dass ein direkter Zusammenhang besteht und 2 konnten die Frage nicht abschliessend beantworten.

5.3 Interview II

Im zweiten Interview wurde mit den Teilnehmenden über ihre Erfahrungen im L4T-Programm gesprochen. Insbesondere interessierte, welche Inhalte sie nützlich fanden, ob sie Verbesserungsvorschläge haben und inwiefern sich ihre Kompetenzen durch den Besuch des Programms verändert haben. Weiter wurden die individuellen Ergebnisse der quantitativen Erhebungen gesprochen und in Kontext zum Programm gebracht.

5.3.1 Change of Work Situation?

Die als Einstieg dienende Frage diente dazu, allfällige Veränderungen in der Arbeitssituation der Teilnehmenden seit dem ersten Interview zu erfassen. Von total 6 Teilnehmenden am zweiten Interview haben 2 Personen eine andere Rolle innerhalb derselben Firma, eine Person hat inzwischen den Arbeitgeber gewechselt. Alle Personen, bei welchen die Arbeitssituation gewechselt hat, gaben an, dass die Teilnahme am L4T-Programm dabei sehr hilfreich war bzw. den Wechsel teilweise beeinflusste. Die Person, die die Arbeitsstelle wechselte, äusserte, dass die Teilnahme am Programm sie dazu motivierte, länger als angedacht beim früheren Arbeitgeber zu bleiben, um das Programm abzuschliessen.

5.3.2 General Impressions

Dieses Kapitel zeigt die allgemeinen Eindrücke auf, welche die Teilnehmenden durch den Besuch des L4T-Programms hatten. Folgende Abbildung zeigt einen Überblick über die in der Hauptkategorie enthaltenen Sub-Kategorien, wobei letztere in einem Kapitel zusammengefasst erläutert werden:

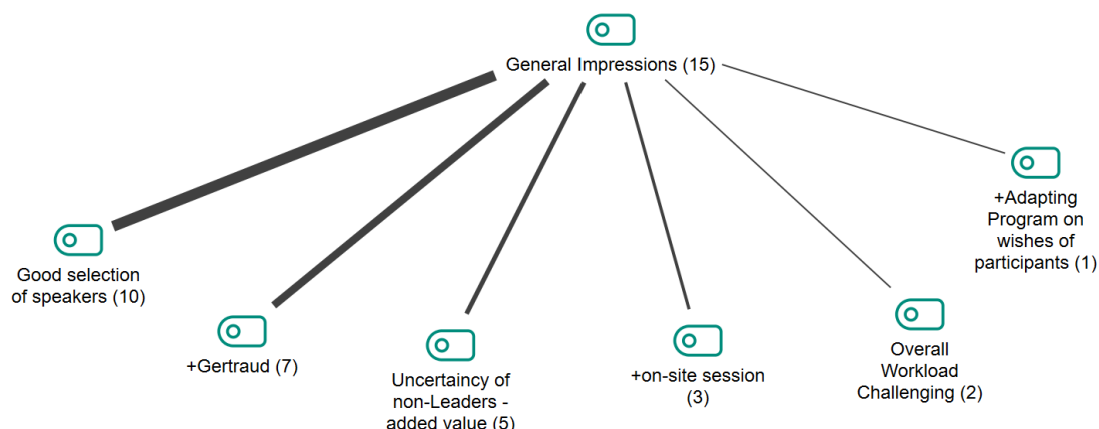


Abbildung: MAXMaps der Kategorie «General Impressions»

Die Mehrheit (5) der Teilnehmenden empfand die Auswahl der Speakers- bzw. der Inhalte als gut und hilfreich. Vier Teilnehmende betonten die Bedeutung der Trainings-Leiterin, Gertraud, welche einerseits als Haupt-Ansprechperson immer für Fragen verfügbar gewesen sei und andererseits auch als Coach agierte und in den Sessions sehr hilfreiche Inputs gegeben habe.

Zwei Teilnehmende empfanden die on-site-Sessions als sehr interessant und es sei hilfreich gewesen, die anderen Teilnehmenden persönlich kennen zu lernen und sich direkt auszutauschen.

Einige (2) Teilnehmende, welche keine Führungsposition inne haben, äusserten Unsicherheiten in Bezug darauf, ob sie der Gruppe einen Mehrwert bringen konnten, da sie vielfach nicht «mitreden» konnten, wenn es um konkrete Erfahrungsberichte ging.

Einer Person fiel positiv auf, dass man die Wünsche der Teilnehmenden zu Beginn des Programms abgeholt hat und das Programm danach etwas angepasst hat.

Zwei Personen empfanden den Workload des Programms als Herausforderung, da er zusätzlich zum Arbeitsalltag viele Termine sowie die Arbeit am Projekt mit sich brachte.

5.3.3 Individual Gain of Participants

Dieses Kapitel beschäftigt sich mit dem Mehrwert, den die Teilnehmenden durch den Besuch des L4T-Programms erhalten haben. Dies beinhaltet sowohl die Verbesserung von individuellen Kompetenzen, die durch die Erfahrung gemachten Entwicklungen und inhaltliche «Learnings». Folgende Abbildung zeigt einen Überblick über die in der Hauptkategorie enthaltenen Sub-Kategorien inklusive der Anzahl Nennungen. Sub-Kategorien mit bis zu 5 Nennungen werden in einem Kapitel zusammengefasst:

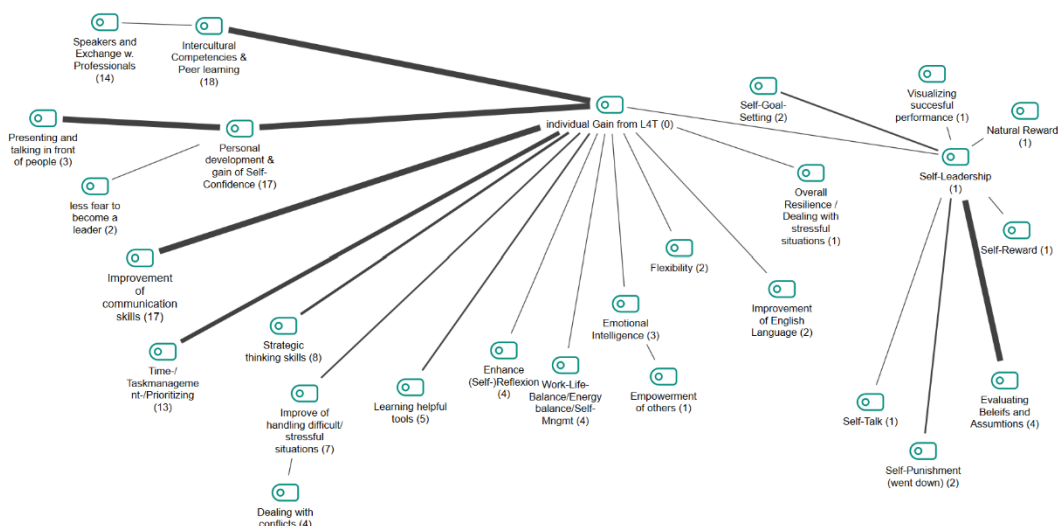


Abbildung: MAXMaps der Kategorie «Individual Gain»

5.3.3.1 Intercultural Competencies & Peer Learning

Diese am häufigsten und von der Mehrheit (5) genannte Sub-Kategorie beinhaltet die Internationalität des Programms. Die Teilnehmenden äussern, dass ihre interkulturellen Kompetenzen durch den Austausch mit internationalen Speakern, Partnern und Peers verbessert wurden. Eine Person äussert sich dazu wie folgt:

«It's nice to connect to people also with other cultures and also see their looks on... on how you lead a Team but also how you lead yourself.»

5.3.3.2 Personal Development & Gain of Self-Confidence

Diese Kategorie beinhaltet Nennungen zu persönlicher Weiterentwicklung und Gewinnung von Selbstvertrauen, die die Teilnehmenden durch den Besuch des L4T-Programms erlebt haben. Diese am zweithäufigsten genannte Sub-Kategorie wurde von 4 Personen erwähnt. Eine Person äussert exemplarisch:

«I improve more my like soft skills, some personal side... maybe also like my... In general, feeling I become more confident into... Expressing my thoughts, my opinion I can I can give some argue arguments.»

Einige der Teilnehmenden äussern, dass die Tatsache, dass sie ihre Komfort-Zone verlassen mussten, stark zu dieser Entwicklung beigetragen hat. Als Beispiele dafür wurden insbesondere das Sprechen vor anderen Personen und das Halten von Präsentationen genannt:

«They asked me to present the the projects in Warsaw last September. That public speaking is not one of my favourite activities, so that's also where I, let's say personally grew in in let's say presentation skills and always behind the screen is also so different from when in person...»

Einer Person hat das Programm die Zuversicht gegeben, dass auch er in Zukunft eine Führungsposition erfolgreich innehaben könnte.

5.3.3.3 Improvement of Communication Skills

Alle Teilnehmenden äusserten, dass sich ihre Kommunikationsfähigkeiten durch den Besuch des Programms verbessert haben. Dies einerseits, weil darauf im Programm inhaltlich ein Fokus gesetzt wurde und andererseits, weil sie durch den Austausch und die Präsentationen selbst viel kommunizierten.

5.3.3.4 Improvement of Task-/ Timemanagement & Prioritizing Tasks

Alle Teilnehmenden konnten durch den Besuch des Programms ihre Aufgaben-/Zeitmanagement Kompetenzen verbessern, dies beinhaltet die Fähigkeit, Aufgaben zu priorisieren. Eine Person äussert dazu:

«Time management. Organizing everything to having, you know the the structure... Of my work, of my tasks, of all communication I have, and I can divide it.»

Diese Verbesserung gründet gemäss den Teilnehmenden einerseits in diversen Inputs und dem Übermitteln konkreter Tools zum Thema und andererseits in der Durchführung des strategischen Projekts, bei welchem Time-/Taskmanagement ein wichtiger Aspekt für die erfolgreiche Durchführung war.

5.3.3.5 Improvement of Strategic thinking skills

Alle Teilnehmenden äusserten eine Verbesserung ihrer strategischen Denkfähigkeiten aufgrund des Programms, insbesondere durch die Durchführung des strategischen Projekts. Aber auch die Inputs aus den Speaker-Sessions und dem Coaching mit Talentor beeinflussten diese Verbesserung. So äussert eine Person exemplarisch:

“Strategic thinking skills also think that's pretty much the same. By doing, yeah, this kind of a project I also could improve it and also I think there we also had good good impacts on how to do strategies kind of for projects.”

5.3.3.6 Improvement of Handling difficult/stressful Situations

Fünf der Teilnehmenden erleben eine Verbesserung im eigenen Umgang mit schwierigen bzw. stressigen Situationen: «Handling uncomfortable situations or situations where I think something has to change. I think I do handle that better than before.»

Diese Kategorie beinhaltet der Umgang mit Konflikten, womit zwei Teilnehmende eine Verbesserung feststellen konnten. Zur Verbesserung beigetragen hat gemäss den Teilnehmenden einerseits die diversen Inputs, insbesondere aber die Durchführung des strategischen Projekts, da dort teilweise Konflikte entstanden sind: «It's because of the strategic project and and so because of the fact that I was in the programme and that we set up the strategic project, it allowed me to.... Because we had some conflicts with clients. »

5.3.3.7 Improvement of Self-Leadership

Die Teilnehmenden haben in Bezug auf die Self-Leadership Survey folgende konkrete Faktoren genannt, welche durch die Teilnahme am L4T-Programm verbessert wurden:

visualizing successful performance, self-goal setting, self-talk, self-reward, evaluating beliefs and assumptions, self-punishment, focusing on natural rewards

5.3.4 Inputs for Improvement

Diese Kategorie beinhaltet konkrete Verbesserungsvorschläge der Teilnehmenden. Es wurden dabei sowohl die genannten Inhalte auf die konkrete Frage im Interview, andererseits auch Inhalte aus anderen Fragen wie beispielsweise «Negativ-Beispiele», welche in Antworten auf andere Fragen genannt wurden, berücksichtigt.

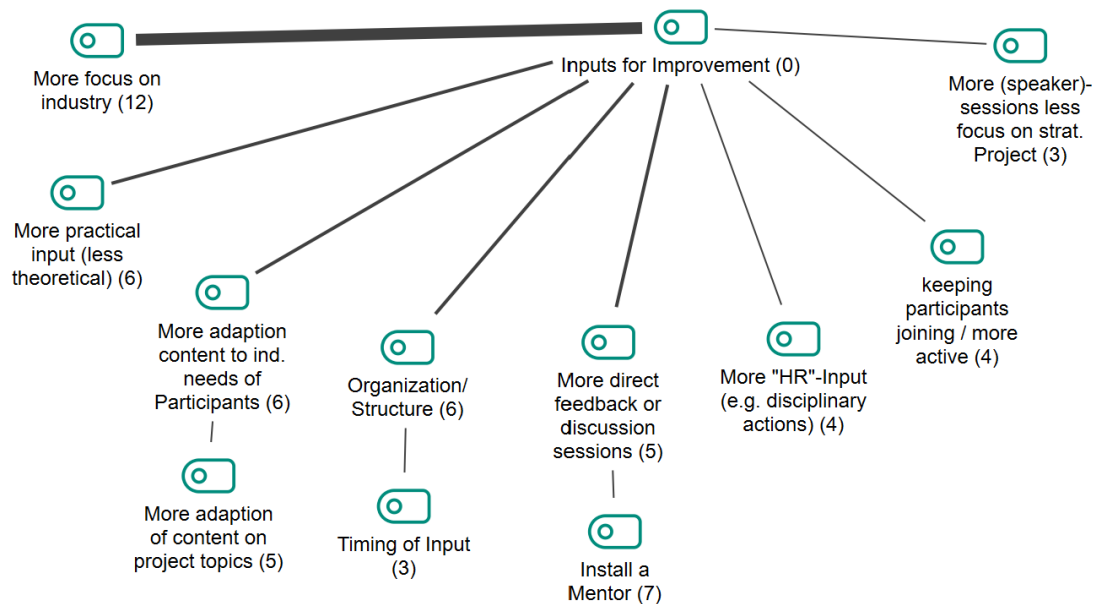


Abbildung: MAXMaps der Kategorie «Inputs for Improvement»

5.3.4.1 More focus on Recruiting-Industry

Die Mehrheit (4) der Teilnehmenden hätte sich noch mehr Fokus auf die Rekrutierungs-Industrie gewünscht. Sie stellen sich dabei einerseits mehr Speakers aus der Rekrutierungsindustrie vor, die ihre Erfahrungen in Bezug auf Führung teilen. Oder auch Speakers von der «Kunden-seite» aus dem HR oder Fachbereich vor, die auch Inputs über Ihre Bedürfnisse und Wünsche an eine Personalberatungs-Firma teilen. Die Teilnehmenden denken, dass sie somit mehr «praktische» Inhalte, die direkt mit ihrem Arbeitsalltag zu tun haben, lernen können und die Speakers. Als Abgrenzung zur Kategorie «Practical Input» im nächsten Kapitel diene die konkrete Nennung des Industrie-Bezugs. So sagt eine Person exemplarisch aus:

«I don't know if too theoretical is the right word because these people were sharing their practical experience from... from where they were. But often it felt like there was absolutely no relations between what these people were talking about and our actual job, as headhunters and our daily work.»

Eine Person erwähnte, dass es hilfreich gewesen wäre, auch inhaltlich darüber zu sprechen, was gutes Recruiting im Sinne des «Handwerks» ist, räumte jedoch ein, dass dies nicht direkt Fokus des Programms war und andere Inhalte von Talantor zum Thema «Best Practises» existieren.

5.3.4.2 More practical Input (less theoretical).

Die Hälfte der Teilnehmenden wünschte sich mehr konkretere Inhalte von den Speakers. Einerseits hat dies mit dem persönlichem «Geschmack» der Teilnehmenden zu tun, andererseits wurde mehrfach erklärt, dass die Speakers etwas auf der «Meta-Ebene» sprachen, eher über Führung im Allgemeinen und nicht mit konkreten Praxisbeispielen oder Methoden/Tools, die sie einsetzen:

«... so it is a leadership program and we had a few speakers on the topic on how to lead and they've presented how they coach leaders and what method that they use...

... Well, it's not something that it was... that was bad or anything... maybe two would have been enough... so maybe one could switch a coach for an actual leader... Her,.. his story,.. their story, how they do it. »

5.3.4.3 More adaption to individual Needs of participants

Diese Kategorie umfasst Nennungen von Teilnehmenden die beschreiben, dass sie sich bezüglich des Inhalts etwas mehr Bezug zu den individuellen Bedürfnissen gewünscht hätten. Beispielsweise wurden hier der kulturelle Kontext aus dem spezifischen Land genannt, wo die Dinge «so nicht funktionieren». Weiter wurde gemäss der Unterkategorie «More Adaption of Content on project topics» von mehreren Teilnehmenden gewünscht, dass einige Inhalte thematisch einen konkreten Bezug zu den Projektvorhaben der Teilnehmenden gehabt hätten, sei es durch thematisch versierte Speaker oder auch durch Austausch-Sessions mit versierten Fachpersonen. Den Teilnehmenden ist jedoch sehr bewusst, dass dieser Wunsch in der Umsetzung eine grosse Herausforderung darstellen würde, da die Projektvorhaben ganz diverse inhaltliche Kontexts aufweisen:

« I would have wanted to feel more. I would say practical relationship between what... practical links between what we decided to work on as a strategic project and... and the subjects that were covered. »

5.3.4.4 Organisation/Structure

Unter dieser Kategorie wurden diverse Nennungen bezüglich der Organisation und Struktur des Programms zusammengefasst. Die Hälfte der Teilnehmenden denken, dass dort noch Verbesserungspotential besteht. Einige wünschen sich eine bessere Verteilung der Programm-Inhalte (inkl. Projekt-Austausch etc.) und Meetings über die Zeit:

«I would have said what I think would have been good is to collect some of these things, maybe on the same time or you say we have something once a month, either it's a key speaker or it's your project thing and you can have that. »

Weiter wurde genannt, dass die zeitliche Auswahl der Inhalte Projektmanagement und Time-Management nicht ideal gewählt wurden. Es hätte den Teilnehmenden geholfen, diese Inputs zu Beginn des Programms zu erhalten:

«.. a intro meeting in project management would be nice to have at the beginning. »

Weiter wurde erwähnt, dass bei einer Speaker-Session die Verbindung sehr schlecht war und die Person dadurch wenig vom Inhalt der Session mitbekommen hat. Eine weitere Person empfand den Tag vor Ort in Wien als sehr anstrengend, da das Programm sehr dicht «getaktet» und die Tage lang waren.

5.3.4.5 More direct feedback- or discussion-Sessions

Die Hälfte der Teilnehmenden wünscht sich mehr Möglichkeiten für individuellen Austausch. Dabei wurden 1:1-Sessions genannt, direkte Feedback-Sessions mit einer Mentorin oder einem Coach sowie den Austausch innerhalb der Gruppe, aber mit weniger Teilnehmenden (Klein-Gruppen). Begründet wurde dies unter anderem damit, dass beim Austausch in der ganzen Gruppe manchmal die Zeit fehlte, dass alle ihre Themen oder Fragestellungen einbringen konnten. Andererseits wurde genannt, dass nicht alle Teilnehmenden jederzeit Inputs beispielsweise zum Projekt benötigten und die Teilnahme an den Gruppengesprächen für diese Personen zu diesem Zeitpunkt wenig Mehrwert brachte. Mehrere Personen denken, dass eine nähere Begleitung durch eine Mentorin/einen Coach sehr sinnvoll wäre, damit sowohl die individuellen Bedürfnisse der Teilnehmenden als auch den inhaltlichen Bezug zum Projekt besser berücksichtigt werden können. Eine Person äussert sich wie folgt:

«Having the personal talks about what do you need? What do you expect? What do we want to talk about? Do we want to divide our coaching or sessions into having a coaching as well? Because I think that's something that... that is very valuable in a program getting the coaching.»

5.3.4.6 More «HR»-Input, e.g. disciplinary actions

In dieser Kategorie wurden Wünsche der Teilnehmenden zusammengefasst, welche sich um «formalere Aspekte» der Führung wie Konfliktlösung und das Durchsetzen von disziplinarischen Massnahmen und Team-Entwicklung drehen. Drei der Teilnehmenden hätten sich hierzu konkrete Inputs gewünscht. Es wurde anerkannt, dass dies auch in Bezug auf die Internationalität des Programms schwierig ist (andere kulturelle und rechtliche Bedingungen), erleben in ihrem Alltag diesbezüglich jedoch Herausforderungen.

«... official talk that you need to have with her and those more let's say HR related subjects. I would have found helpful, but it's difficult. Because it's also well international and cross-border, so not in every country, this would be the same. »

5.3.4.7 Keeping Participants joining / more active

Zwei Teilnehmende fanden es schade, dass nicht alle Peers an allen Terminen anwesend waren und dass sich in den Gruppengesprächen nicht alle Teilnehmenden gleichermaßen aktiv eingebracht haben:

«And what I found a bit of a shame is that not everybody was as present... in all of the Masterclasses and the online meetings that we had. So you saw a bit of a... you know the people that were always there and the people that maybe had well other things to do. »

5.3.4.8 More (Speaker-)Sessions, less input on strategic Project

Eine Person wünschte sich im Programm generell weniger Fokus auf das Strategische Projekt, sondern mehr Inputs bzw. Sessions, um noch Inhaltlich noch mehr zu lernen.

«What could have been easier? Was to have more sessions and less focus on the strategic project.

... I just think when you have more speakers you can cover even more topics. »

5.3.4.9 Further Input: Assessment

Weiter kam der Input von mehreren Teilnehmenden, dass sie das Besprechen ihrer Ergebnisse der Umfragen im zweiten Interview als sehr interessant wahrgenommen haben. Es regte zur Selbstreflexion an und da Assessments sowohl im Arbeitsalltag von Recruiters (Executive Search) regelmässig ein Thema sind, fanden sie die Erfahrung sehr lehrreich:

«... I that's actually really good because that really helps to visualise things that... You know and that you talked about also during the programme, but seeing it. Yeah, that's something different.»

5.3.5 Experience Project

In diesem Kapitel geht es um die Frage, wie die Teilnehmenden die Arbeit am strategischen Projekt erlebt haben, welchen Einfluss das L4T-Programm darauf und auf den Outcome des Projekts hatte und welchen Einfluss das Projekt auf die Arbeitgeberorganisationen der Teilnehmenden hatte. Zu dieser Kategorie muss erwähnt werden, dass eine Person das Projekt nicht wie geplant abschliessen konnte, da sie inzwischen eine andere Rolle innehat. Fragen zum «Outcome» des Projekts wurden von dieser Person entsprechend nicht beantwortet. Generell lässt sich sagen, dass die Arbeit am strategischen Projekt von allen Teilnehmenden als

sehr lehrreich empfunden wurde, was auch im Kapitel 6.3.3., «Individual Gain of Participants», deutlich wird. Folgende Abbildung zeigt einen Überblick über die in der Hauptkategorie enthaltenen Sub-Kategorien inklusive der Anzahl Nennungen, welche in den nachfolgenden Kapiteln thematisch geordnet detaillierter ausgeführt werden:

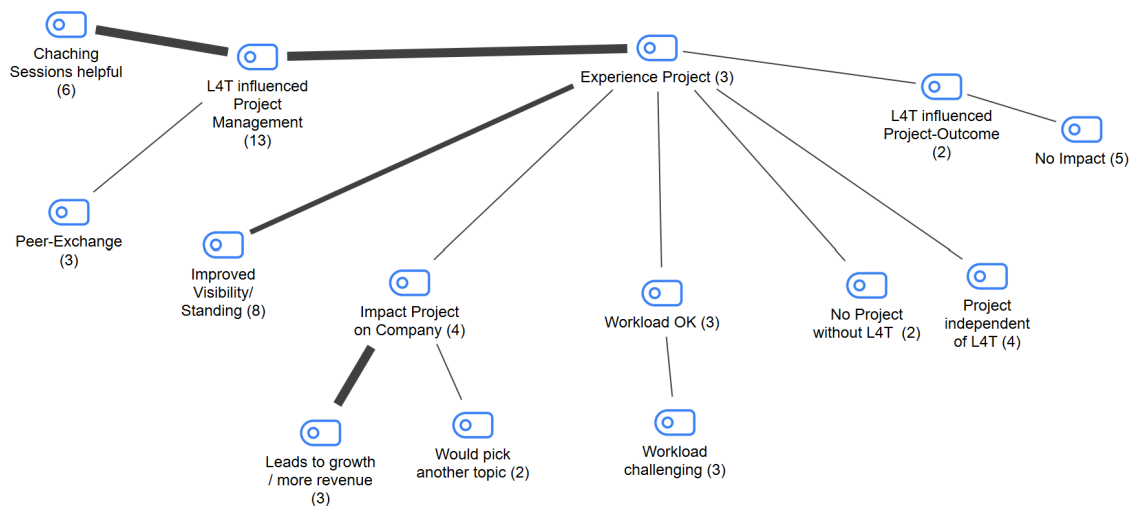


Abbildung: MAXMaps der Kategorie «Experience Project»

5.3.5.1 L4T influenced Project Management

Auf die generelle Frage, inwiefern das Programm das Projekt beeinflusst habe, wurde hauptsächlich (von 5 Personen) das individuelle Vorgehen im Projekt genannt, was unter «Project Management» zusammengefasst wurde. Einerseits beeinflusste das Programm dieses durch die Tatsache, dass die Teilnehmenden zu einem gewissen Zeitpunkt in den Sessions ihre Fortschritte präsentieren durften bzw. Fragen zum Projektstand gestellt wurden. Das ergab ein gewisser Druck, Zwischenschritte im Projekt zu erledigen und entsprechend einen Fortschritt präsentieren zu können. Mehrere der Teilnehmenden denken, dass sie das Projekt eher zugunsten von «dringenderen» Aufgaben im Arbeitsalltag zurückgestellt hätten:

«when it comes to the project... It kind of pushes you to do it as well because I think.... It is what one can say it is an important task..... But it's not something that is...Urgently burning and needs to be resolved now. And these tasks are the tasks we usually postpone and put away and... forget about. And I think this project definitely forced you to look into it. »

Eine Person nannte konkret einen Input über Zielsetzung, die ihr für das Projekt von grossem Nutzen waren und die sie umgesetzt hat. Weiter wurde genannt, dass ohne das Programm

das Projekt nicht so gut dokumentiert bzw. überprüft worden wäre. Weiter denkt eine Person, dass das Programm das Kommitteent ihres Arbeitgebers in Bezug auf das Projekt erhöht hat. Sie denkt, dass die Arbeitgebenden durch die Investition in das Programm motivierter sind, den Teilnehmenden die Zeit und Ressourcen für das Projekt zur Verfügung zu stellen.

Die Sub-Kategorie «Coaching Sessions helpful» überschneidet sich inhaltlich teilweise mit Nennungen in vorhergehenden Kapiteln (bsw. Individual Gain of Participants), wurde aber von allen Teilnehmenden, bei welchen das Programm das Projektvorgehen beeinflusst hat, genannt. Sie sind sich einig, dass die Coaching-Sessions sehr hilfreich für die Durchführung des Projekts waren:

«I remember the really solid help that I get was from Gertraud when we had like a personal (...) One of our meetings. she give me like a really a really instrument, a really good ideas. »

Zwei der Teilnehmenden empfanden auch den Austausch mit den Peers als hilfreich, sie erfuhr gute Strategien, die sie für sich im Projekt übernommen bzw. der Projektumsetzung übernommen haben:

«Very interesting discussions and... and also got a lot of tips and tricks from the other team members. »

5.3.5.2 Project improved Visibility / Standing

Vier der Teilnehmenden denken, dass die Durchführung des strategischen Projekts ihre Sichtbarkeit bzw. «Standing» innerhalb ihrer Unternehmung und teilweise auch von der Unternehmung auf den Markt bzw. auf Kunden verbesserte:

«I mean, yeah, in terms of credibility, again, you know. It gave me a platform to implement this (Project content)), which has increased our revenue. So yeah, I mean it definitely has had a the you know. It also shows me in a in a more positive light. »

Diese Verbesserung ergab sich einerseits dadurch, dass sich die Teilnehmenden – je nach Projektinhalt – intern mit verschiedenen Personen vernetzten, mit welchen sie vorher weniger Berührungspunkte hatten. Andererseits konnten Sie zeigen, dass sie zu einem solchen Projekt fähig sind und aufgrund der strategischen Ausrichtung des Projekts wurde es auch auf Management-Ebene wahrgenommen. Durch die Präsentation des Projekts am Talentor-Summit vor anderen Talentor-Managern wurde auch die Visibilität im Talentor-Netzwerk gesteigert.

5.3.5.3 Impact of Project on Company

Vier der fünf Teilnehmenden, welche das Projekt abgeschlossen haben, erachten es generell als erfolgreich. Diese Teilnehmenden haben gemeinsam, dass mit dem Projekt etwas «fassbares» geschaffen wurde. Sei dies ein neues Konzept oder konkrete Massnahmen, die von den jeweiligen Arbeitgebenden umgesetzt werden, oder auch in Zahlen messbare Erfolge. Eine Person äussert sich beispielsweise:

«I'm really proud myself with this project and I really love that it's it's really it. It gives practical impact of my companies. So it's I I can see a result and I can understand like how this project I did the ((Project Output)) that it's really usable. »

Drei der Teilnehmenden konnten durch ihr strategisches Projekt direkt das Wachstum ihrer Arbeitgeberfirma steigern. Bei einigen hatte das Projekt direkt eine Steigerung des Umsatzes (ihres Portfolios) zur Folge, andere konnten dadurch mehr Kunden gewinnen und bei einigen wurde somit auch das Team vergrössert:

«I think we did a 20% increase on revenue. We did a we added... Six or seven firm clients and we added four or five temp clients. »

Zwei Personen würden im Nachhinein ein anderes Thema für das strategische Projekt wählen. Beide wünschten sich ein Projekt-Inhalt, bei welchem am Ende ein konkreteres Ergebnis erreicht werden könne im Gegensatz zu Beispielsweise einer Vorstudie.

5.3.5.4 L4T influenced Project-Outcome

Eine Person ist überzeugt, dass der Outcome des Projekts direkt durch die Teilnahme am Programm beeinflusst wurde. Dies insbesondere, da diese Person noch nicht viel Projekt-Erfahrung hat und das Projekt insbesondere durch die Begleitung erfolgreich durchführen konnte:

« Then at the last feedback session also how to kind of end the project then and and and to think about OK... what... do I have to do until then so that so that the project can be Finished successful.

(...) but I think if if there wouldn't be like one or two people that say, hey, I do it like that and it really works and I'm so much more efficient than I wouldn't have done it to be honest. So I would say yeah, those are for sure direct influence. »

Die restlichen Teilnehmenden denken nicht, dass der Outcome als Solches direkt durch das Programm beeinflusst wurde, sondern grenzen die Kap. 6.5.3.1. beschreiben wertvollen Inputs zu Projektmanagement und -Vorgehen klar vom Projekt Outcome ab:

«I think it would have been the same if it had. If I didn't join the program. So I think the two would be... evenly successful separately. »

5.3.5.5 Project (in-)dependent of L4T

In diesem Kapitel werden die Sub-Kategorien «Project independent of Program» sowie «No Project without L4T» beschrieben. Dabei ging es um die Frage, ob die Teilnehmenden das Projekt auch realisiert hätten, wenn sie nicht am L4T-Programm teilgenommen hätten. Vier der Teilnehmenden hätten das Projekt auch unabhängig vom Programm im Rahmen ihrer Arbeitstätigkeit durchgeführt, jedoch nicht bei allen zwingend genau in diesem Zeitraum.

Zwei Teilnehmende haben das Projekt aufgrund der Teilnahme am Programm in Absprache mit den Vorgesetzten bzw. dem Management ausgewählt.

5.3.5.6 Workload ok / challenging

Die Hälfte der Teilnehmenden empfanden den Workload bezüglich des Projekts als in Ordnung.

Zwei Teilnehmende empfanden ihn als herausfordernd und bezogen sich einerseits auf die bereits hohe Arbeitslast im Alltag und für eine Person, die sich auf Englisch (noch) nicht ganz wohl fühlt, erhöhte dieser Umstand die Zeit, die sie ins Projekt investierte :

«I would say I didn't have the resource to invest it because of my because of work. (...) And as I told you, like for me, maybe it was a little bit harder than for someone else because of the language. »

6 Zusammenfassung und Interpretation der Ergebnisse

Die aus den im vorherigen Kapitel erhaltenen Erkenntnisse werden in diesem Kapitel mit Fokus auf die Wirksamkeit und Verbesserungspotentiale des L4T-Programms zusammengefasst. Anschliessend werden die zentralen Fragestellungen beantwortet sowie die Hypothese geprüft.

6.1 Positive Auswirkungen des Programms

Insgesamt zeigen die Ergebnisse, dass das L4T-Programm einen positiven Einfluss auf die Führungskompetenzen der Teilnehmenden hatte und sowohl für die Teilnehmenden als auch für deren Arbeitgeber einen Mehrwert generierte. Die identifizierten Verbesserungspotenziale bieten wertvolle Ansatzpunkte für zukünftige Durchführungen des Programms.

6.1.1 Kompetenzentwicklung

Die Teilnehmenden berichten von deutlichen Verbesserungen insbesondere in folgenden Kompetenzbereichen:

- **Interkulturelle Kompetenzen:** Der Austausch mit internationalen Speakern, Partnern und Peers ermöglichte den Teilnehmenden, ihre interkulturellen Fähigkeiten zu erweitern (vgl. Kap. 6.3.3.1).
- **Kommunikationsfähigkeiten:** Alle Teilnehmenden äusserten eine Verbesserung ihrer Kommunikationsfähigkeiten, sowohl durch gezielte Inhalte als auch durch die praktische Anwendung im Programm (vgl. Kap. 6.3.3.3).
- **Strategisches Denken:** Die Teilnehmenden berichteten von einer Verbesserung ihrer strategischen Denkfähigkeiten, insbesondere durch die Durchführung des strategischen Projekts (vgl. Kap. 6.3.3.5).
- **Zeit- und Aufgabenmanagement:** Alle Teilnehmenden konnten ihre Fähigkeiten in diesem Bereich verbessern, einschliesslich der Priorisierung von Aufgaben (vgl. Kap. 6.3.3.4).
- **Umgang mit schwierigen Situationen:** Fünf der Teilnehmenden erlebten eine Verbesserung im Umgang mit schwierigen bzw. stressigen Situationen (vgl. Kap. 6.3.3.6).

6.1.2 Persönliche Entwicklung

Ein bedeutender Mehrwert liegt in der persönlichen Weiterentwicklung und dem Gewinn an Selbstvertrauen:

- Vier Personen berichteten von persönlichem Wachstum und gesteigertem Selbstvertrauen (vgl. Kap. 6.3.3.2).
- Das Verlassen der Komfortzone, insbesondere bei Präsentationen und öffentlichem Sprechen, trug massgeblich zu dieser Entwicklung bei (vgl. Kap. 6.3.3.2).

6.1.3 Praxisrelevanz des strategischen Projekts

Das strategische Projekt erwies sich als besonders wertvolles Element:

- Es bot die Möglichkeit, das Gelernte direkt anzuwenden (vgl. Kap. 6.3.5.1).
- Teilnehmende konnten einen messbaren Mehrwert für ihre Unternehmen schaffen, wie Umsatzsteigerungen und Kundengewinnung (vgl. Kap. 6.3.5.3).
- Das Projekt verbesserte die Sichtbarkeit und das Standing der Teilnehmenden in ihren Unternehmen (vgl. Kap. 6.3.5.2).

6.1.4 Netzwerkbildung und Peer-Learning

Die Teilnehmenden profitierten vom Austausch mit anderen Führungstalente, den Fachpersonen sowie der Coachings:

- Der internationale Aspekt wurde besonders betont, da er zu interkulturellen Lerneffekten führte (vgl. Kap. 6.1.5).
- Der Austausch mit Peers wurde als hilfreich für die Entwicklung von Strategien und Herangehensweisen empfunden (vgl. Kap. 6.3.5.1).

6.2 Verbesserungspotenziale

6.2.1 Branchenspezifischer Fokus

Ein häufig geäussert Wunsch war ein noch stärkerer Fokus auf die Rekrutierungsindustrie. Dies zeigt die Notwendigkeit, die Balance zwischen allgemeinen Führungskompetenzen und branchenspezifischen Inhalten sorgfältig abzuwägen. Die Teilnehmenden wünschten sich mehr Speakers aus der Rekrutierungsbranche sowie Einblicke von der "Kundenseite", um praxisnähere Inhalte zu erhalten. Diese Rückmeldung der Teilnehmenden unterstreicht die Herausforderung, ein Führungsentwicklungsprogramm zu gestalten, das sowohl allgemeine Führungskompetenzen als auch branchenspezifisches Wissen vermittelt. Der Wunsch nach Speakern aus der Rekrutierungsbranche zeigt, dass die Teilnehmenden von den Erfahrungen erfolgreicher Führungskräfte in ihrem spezifischen Bereich lernen möchten. Dies entspricht dem Konzept des Modelllernens, wie es von Bandura (1977) beschrieben wurde, bei dem Individuen durch Beobachtung und Nachahmung erfolgreicher Vorbilder lernen.

Die Nachfrage nach Einblicken von der "Kundenseite" deutet auf ein Verständnis der Teilnehmenden für die Bedeutung der Kundenorientierung hin. Dies steht im Einklang mit Druckers (2005) Betonung der Kundenorientierung als zentrale Aufgabe von Organisationen und Führungskräften. Für die Zukunft lassen sich folgende Massnahmen ableiten:

- Mehr Gastredner aus der Rekrutierungsbranche einladen
- Fallstudien und Praxisbeispiele aus der Rekrutierungsindustrie integrieren
- Workshops oder Paneldiskussionen mit Kunden organisieren
- Branchenspezifische Mentoring-Möglichkeiten anbieten

Diese Anpassungen könnten dazu beitragen, die Relevanz und Anwendbarkeit des Gelernten für die Teilnehmenden zu erhöhen, ohne dabei die Vermittlung allgemeiner Führungskompetenzen zu vernachlässigen.

6.2.2 Praxisorientierung der Inhalte

Der Wunsch nach mehr praktischen Inputs und konkreten Handlungsansätzen für den Arbeitsalltag reflektiert ein zentrales Thema in der Führungskräfteentwicklung: Die Überbrückung der Kluft zwischen Theorie und Praxis. Diese Rückmeldung der Teilnehmenden lässt sich wie folgt interpretieren und einordnen:

Der Wunsch nach praxisnahen Inhalten entspricht dem von Mumford et al. (2000) präsentierten Ansatz, der die Bedeutung von Kompetenzen und deren praktische Anwendung für effektive Führung betont. Die Teilnehmenden erkennen, dass theoretisches Wissen allein nicht ausreicht, um den komplexen Herausforderungen des Führungsalltags gerecht zu werden.

Die Nachfrage nach konkreten Handlungsansätzen spiegelt das Konzept der situativen Führung wider, wie es von Hersey und Blanchard (1969) beschrieben wurde. Die Teilnehmenden suchen nach Werkzeugen, um ihr Führungsverhalten flexibel an verschiedene Situationen und Mitarbeiter anpassen zu können.

Der Wunsch nach praxisorientierten Inhalten entspricht den Prinzipien des erfahrungsbasierten Lernens, wie sie beispielsweise von Kolb (1984) beschrieben wurden. Dieser Ansatz betont die Wichtigkeit, theoretisches Wissen durch praktische Erfahrungen zu ergänzen und zu vertiefen.

Die Rückmeldungen der Teilnehmenden unterstreichen die Herausforderung des Lerntransfers, wie sie von Baldwin und Ford (1988) beschrieben wurde. Sie zeigen die Notwendigkeit, Führungskräfteentwicklungsprogramme so zu gestalten, dass das Gelernte effektiv in den Arbeitsalltag übertragen werden kann.

Der Wunsch nach konkreten Tools und Methoden entspricht dem von Katz (1955) beschriebenen Konzept der technischen Fähigkeiten, die für erfolgreiche Führungskräfte als entscheidend erachtet werden.

Um diesen Bedürfnissen gerecht zu werden, könnte die Programmentwicklung in Zukunft folgende Massnahmen implementieren:

- Mehr praxisorientierte Fallstudien und Rollenspiele integrieren
- Erfahrene Führungskräfte als Referenten einladen, welche praktische Erfahrungen und Beispiele teilen
- Mehr Zeit für die Reflexion und Diskussion praktischer Anwendungen einplanen
- Konkrete Tools und Techniken für typische Führungssituationen vermitteln
- Mentoring- oder Coaching-Elemente verstärken, um individuellere Unterstützung zu bieten

Diese Anpassungen könnten dazu beitragen, die Relevanz und Anwendbarkeit des Gelernten für die Teilnehmenden zu erhöhen, was eine Steigerung der Effektivität des Programms bedeuten könnte

6.2.3 Individualisierung des Programms

Die Forderung nach mehr Anpassung an individuelle Bedürfnisse und Projektthemen zeigt die Herausforderung, ein standardisiertes Programm für eine diverse Teilnehmergruppe zu gestalten. Der Wunsch nach mehr individueller Anpassung entspricht dem Konzept des personalisierten Lernens, wie es von Keefe und Jenkins (2002) beschrieben wurde. Dieser Ansatz betont die Notwendigkeit, Lernprozesse an die individuellen Bedürfnisse, Fähigkeiten und Ziele der Lernenden anzupassen. Die Nachfrage nach mehr Bezug zu spezifischen kulturellen Kontexten und Projektvorhaben spiegelt das Konzept der situativen Führung wider, wie es von Hersey und Blanchard (1969) entwickelt wurde. Es unterstreicht die Erkenntnis der Teilnehmenden, dass effektive Führung eine Anpassung an spezifische Situationen und Kontexte erfordert. Das Bedürfnis zur Berücksichtigung spezifischer kultureller Kontexte deutet auf ein Bewusstsein der Teilnehmenden für die Bedeutung kultureller Faktoren in Bezug auf Führung hin. Die Forderung nach mehr Bezug zu individuellen Projektvorhaben reflektiert wiederum die Prinzipien des erfahrungsbasierten Lernens nach Kolb (1984).

Die Implementierung folgender Massnahmen könnte dazu beitragen, diesen Aspekten im Programm zu integrieren und gleichzeitig den Wert des Gruppenaustauschs und des gemeinsamen Lernens bewahren:

- Individualisierte Lernpfade anbieten, die auf die spezifischen Bedürfnisse und Ziele der Teilnehmenden zugeschnitten sind

- Mehr Coaching- und Mentoring-Elemente integrieren
- Kleingruppensessions zu spezifischen Themen oder Projekten einführen
- Fallstudien und Beispiele aus verschiedenen kulturellen Kontexten einbeziehen
- Mehr Raum für die Reflexion und Anwendung des Gelernten auf individuelle Projektvorhaben schaffen

6.2.4 Optimierung von Organisation und Struktur

Zeitliche Verteilung der Inhalte: Die Wünsche nach einer besseren Verteilung der Programminhalte und Meetings über die Zeit deuten darauf hin, dass die Teilnehmenden möglicherweise Schwierigkeiten hatten, die Programminhalte neben ihren regulären Arbeitsverpflichtungen zu bewältigen. Eine ausgewogenere Verteilung könnte die Lerneffektivität steigern und den Stress für die Teilnehmenden reduzieren.

Reihenfolge der Themen: Der Wunsch, Inputs zu Projektmanagement und Zeitmanagement früher im Programm zu platzieren, zeigt, dass diese Fähigkeiten als grundlegend für den Erfolg im Programm und bei der Durchführung des strategischen Projekts angesehen werden. Eine frühzeitige Vermittlung dieser Kompetenzen könnte insbesondere den weniger erfahreneren Teilnehmenden helfen, das Programm und ihr Projekt effizienter zu gestalten.

Intensität der Präsenzveranstaltungen: Die Anmerkung zur Anstrengung des Tages in Wien aufgrund des dichten Programms weist darauf hin, dass die Intensität der Präsenzveranstaltungen bei einigen Teilnehmenden möglicherweise die Aufnahmefähigkeit und den Lerneffekt beeinträchtigt hat.

Diese Rückmeldungen unterstreichen die Bedeutung eines ausgewogenen Programmdesigns, das die Arbeitsbelastung der Teilnehmenden berücksichtigt und gleichzeitig eine optimale Lernumgebung schafft. Eine Überarbeitung der Programmstruktur unter Berücksichtigung dieser Aspekte könnte die Effektivität und Zufriedenheit der Teilnehmenden in zukünftigen Durchläufen erhöhen.

6.2.5 Mehr Feedback- und Diskussionsmöglichkeiten

Die Hälfte der Teilnehmenden wünschte sich mehr Gelegenheiten für individuellen Austausch, einschliesslich 1:1-Sessions und Kleingruppendiskussionen (vgl. Kap. 6.3.4.5). Dies wurde damit begründet, dass in grossen Gruppengesprächen oft die Zeit fehlte, alle Themen einzubringen. Mehrere Personen schlugen eine engere Begleitung durch einen Mentor oder Coach vor, um individuelle Bedürfnisse und den Bezug zum Projekt besser zu berücksichtigen. Weiter wurden die bestehenden Coaching-Sessions von sehr positiv und lehrreich wahrgenommen. Diese Rückmeldungen unterstreichen die Bedeutung individualisierter Lernansätze in Füh-

rungskräfteentwicklungsprogrammen. Der Wunsch nach mehr 1:1-Sessions und Kleingruppendiskussionen deutet darauf hin, dass die Teilnehmenden einen Bedarf an persönlicherer Betreuung und intensiverem Austausch haben. Das Konzept einer engeren Begleitung durch Mentoren oder Coaches in der Führungskräfteentwicklung wird auch in der Literatur als sinnvoll beschrieben. So untersucht beispielsweise die Meta-Analyse von Jones et al. (2016) die Wirksamkeit von Coaching am Arbeitsplatz und kommt zu dem Schluss, dass Coaching positive Auswirkungen auf die Leistung und Entwicklung von Führungskräften hat. Mentoring und Coaching sind effektive Methoden, um individuelles Wachstum zu fördern und theoretisches Wissen in praktische Fähigkeiten umzusetzen. Sie ermöglichen eine gezieltere Auseinandersetzung mit den spezifischen Herausforderungen und Entwicklungsbedürfnissen jedes Teilnehmenden. Die Implementierung dieser Vorschläge könnte die Effektivität des Programms steigern, indem sie eine tiefere Integration des Gelernten in die individuellen Projekte und Arbeitskontexte der Teilnehmenden ermöglicht. Gleichzeitig stellt dies eine Herausforderung für die Programmgestaltung dar, da ein Gleichgewicht zwischen individualisierten Elementen und dem Gruppenlernprozess gefunden werden muss und individuelles Coaching sehr Ressourcenintensiv ist.

6.2.6 Zusätzliche HR-bezogene Inhalte

Die Rückmeldungen der Teilnehmenden bezüglich des Wunsches nach mehr Inputs zu formalen Aspekten der Führung wie Konfliktlösung und disziplinierten Massnahmen reflektieren die Komplexität und Vielfalt der Herausforderungen, mit denen Führungskräfte in der Praxis konfrontiert sind.

Der Wunsch nach konkreten Handlungsansätzen für Konfliktlösung und disziplinierte Massnahmen unterstreicht die Relevanz des Konzepts der situativen Führung, wie es von Hersey und Blanchard (1969) beschrieben wurde. Die Teilnehmenden erkennen, dass unterschiedliche Situationen und kulturelle Kontexte verschiedene Führungsansätze erfordern. Dies entspricht der Idee, dass effektive Führung eine Anpassung des Führungsstils an die spezifische Situation und den Reifegrad der Mitarbeitenden verlangt (Hersey & Blanchard, 1969).

Der Wunsch nach Inputs zur Konfliktlösung unterstreicht die von Yukl (2010) betonte Bedeutung der Kommunikation für Führungskräfte. Effektive Kommunikation ist entscheidend für die Bewältigung von Konflikten und die Umsetzung disziplinierten Massnahmen.

Diese Erkenntnisse deuten darauf hin, dass das Programm von einer stärkeren Integration praktischer, situationsspezifischer Führungsansätze profitieren könnte, die kulturelle und rechtliche Unterschiede berücksichtigen. Gleichzeitig zeigt sich die Herausforderung, ein internationales Führungsentwicklungsprogramm zu gestalten, das sowohl allgemeine Führungsprinzipien als auch spezifische, kulturell angepasste Praktiken vermittelt.

6.3 Beantwortung der Fragestellungen und Hypothese

Basierend auf den Ergebnissen der Evaluation des Führungsentwicklungsprogramms "Leaders 4 Tomorrow" (L4T) lassen sich die Fragestellungen wie folgt beantworten:

Welchen Mehrwert bringt die Teilnahme am Programm «leaders4tomorrow» in Bezug auf die (künftige) Führungstätigkeit aus Sicht der Teilnehmenden?

Die Teilnahme am Programm «Leaders 4 Tomorrow» bietet aus Sicht der Teilnehmenden einen vielfältigen und bedeutenden Mehrwert für ihre (künftige) Führungstätigkeit:

- Interkulturelle Kompetenzen
- Kommunikationsfähigkeiten
- Strategisches Denken
- Zeit- und Aufgabenmanagement
- Umgang mit schwierigen bzw. stressigen Situationen

Diese Verbesserungen decken sich mit den Zielen vieler Führungskräfteentwicklungsprogramme und unterstreichen die Effektivität von L4T in der Förderung zentraler Führungskompetenzen.

Ein bedeutender Aspekt ist die persönliche Weiterentwicklung und der Gewinn an Selbstvertrauen, den viele Teilnehmende erlebten. Dies wird als besonders wertvoll erachtet, da Selbstvertrauen eine Schlüsselkomponente erfolgreicher Führung darstellt. Die Teilnehmenden betonten, dass das Verlassen ihrer Komfortzone, insbesondere bei Präsentationen und öffentlichem Sprechen, massgeblich zu dieser Entwicklung beigetragen hat.

Das strategische Projekt erwies sich als besonders wertvolles Element des Programms. Es bot den Teilnehmenden die Möglichkeit, das Gelernte direkt anzuwenden und gleichzeitig einen messbaren Mehrwert für ihre Unternehmen zu schaffen. Die berichteten Erfolge, wie Umsatzsteigerungen und Kundengewinnung, unterstreichen die praktische Relevanz dieses Programmbestandteils.

Die Teilnehmenden profitierten vom Austausch mit anderen Führungstalenten. Der internationale Aspekt führte zu wertvollen interkulturellen Lerneffekten und der Austausch mit den Peers erwies sich als hilfreich für die Entwicklung von Strategien und Herangehensweisen.

Insgesamt zeigt sich, dass das Programm aus Sicht der Teilnehmenden einen vielfältigen und bedeutenden Mehrwert für ihre künftige Führungstätigkeit bietet, indem es sowohl fachliche Kompetenzen als auch persönliche Entwicklung fördert und praktische Anwendungsmöglichkeiten bietet.

Werden die von den Teilnehmenden erlebten oder erwarteten künftigen Herausforderungen an Führungskräfte in der Recruiting-Industry in diesem Programm behandelt und falls ja, wie?

Die von den Teilnehmenden genannten künftigen Herausforderungen wurden im Programm teilweise adressiert:

- Geopolitische Situation und Künstliche Intelligenz: Nicht explizit behandelt, aber indirekt durch Förderung von Soft Skills, Persönlichkeitsentwicklung und Selbstführungs-kompetenzen
- Emotionale Intelligenz und Teamführung: Durch Inputs zu Kommunikation und Führungs-verhalten adressiert
- Mitarbeitergewinnung und -bindung: Teilweise durch HR-bezogene Inhalte angesprochen

Allerdings wünschten sich die Teilnehmenden einen stärkeren Fokus auf branchenspezifische Herausforderungen in der Rekrutierungsindustrie.

Inwiefern werden die die meistgenannten für künftige Führungstätigkeit notwendigen Kompetenzen an diesem Programm behandelt?

Die meistgenannten Kompetenzen wurden im Programm behandelt:

- Selbstführung: Durch verschiedene Inputs und das strategische Projekt gefördert
- Kommunikationsfähigkeiten: Explizit behandelt und durch Präsentationen geübt
- Kreativität und Problemlösung: Durch das strategische Projekt gefördert
- Strategisches Denken und Organisationsfähigkeit: Stark durch das strategische Pro-jekt und spezifische Inputs gefördert

Welche Veränderungen stellen die Teilnehmenden in Bezug auf ihr eigenes Erleben und Verhalten im Arbeitsalltag durch das Besuchen dieses Programms fest?

Die Teilnehmenden berichteten von folgenden Veränderungen:

- Verbessertes Selbstvertrauen und persönliche Entwicklung
- Verbesserte Kommunikationsfähigkeiten
- Besseres Zeit- und Aufgabenmanagement

- Verbessertes strategisches Denken
- Besserer Umgang mit schwierigen Situationen und Konflikten

Ist durch das durchgeführte strategische Projekt aus Sicht der Teilnehmenden eine direkte Implikation auf das Unternehmen feststellbar und falls ja, welche?

Diese Frage lässt sich im Grundsatz bejahen. Die meisten Teilnehmenden berichteten von positiven Auswirkungen ihres Projekts auf ihre Arbeitgeber:

- Direkte Umsatzsteigerungen und Kundengewinnung
- Implementierung neuer Konzepte oder Massnahmen
- Verbesserung der Sichtbarkeit und des Standings der Teilnehmenden im Unternehmen
- Teilweise Vergrößerung des Teams aufgrund des Projekterfolgs

Es ist jedoch anzumerken, dass die Mehrheit der Teilnehmenden nicht der Meinung ist, dass der Outcome des Projekts als solcher direkt durch die Teilnahme am Programm beeinflusst wurde. Sie grenzen die wertvollen Inputs zu Projektmanagement und -Vorgehen deutlich vom Projekt-Outcome ab.

Wie verändern sich die ausgewählten Kompetenzen in der Selbsteinschätzung sowie die Selbstführungskompetenz der Teilnehmenden durch den Besuch des Programms?

Die quantitativen Erhebungen zeigten überwiegend positive Veränderungen:

- Selbstführungskompetenz (RSLQ): Verbesserung in fast allen Faktoren, besonders deutlich in "self-talk", "self-reward" und "evaluating beliefs and assumptions"
- Selbsteinschätzung: Positive Veränderungen in den meisten Kompetenzen, besonders in "strategic thinking skills", "overall resilience", "flexibility in a professional context" und "ability to communicate with your team"

Allerdings konnten nicht alle Teilnehmenden einen direkten Zusammenhang zwischen diesen Verbesserungen bzw. Entwicklungen und der Teilnahme am L4T-Programm herstellen.

Basierend auf den Ergebnissen der Evaluation kann die Hypothese H1 teilweise bestätigt werden.

H1: Die individuellen Ergebnisse des RSLQ sowie der Selbsteinschätzungen zu relevanten Kompetenzen verbessern sich nach Absolvierung des Programms.

Die Auswertung des Revised Self-Leadership Questionnaire (RSLQ) zeigt überwiegend positive Veränderungen:

- Mit Ausnahme der Faktoren "self-punishment" und "self-cueing" haben sich alle anderen Faktoren positiv verändert, wobei die Negative Veränderung im Faktor "self-punishment" auch als positiv gewertet werden kann.
- Die deutlichsten Verbesserungen sind bei den Faktoren "self-talk", "self-reward" und "evaluating beliefs and assumptions" zu verzeichnen.

Die Selbsteinschätzungen zeigen ebenfalls überwiegend positive Veränderungen:

- Besonders hervorzuheben sind die Verbesserungen in "overall resilience", "flexibility in a professional context", "ability to communicate with your team" sowie "strategic thinking skills"
- Die restlichen Aspekte blieben unverändert mit Ausnahme von "ability to give feedback in a C.L.E.A.R. way", "way you deal with criticism", welche sich leicht negativ veränderten.

Zusammenfassend lässt sich sagen, dass die Hypothese H1 in Bezug auf die quantitativen Daten grösstenteils bestätigt werden kann, da sich die Mehrheit der gemessenen Aspekte positiv verändert hat. Allerdings zu beachten, dass nicht alle Teilnehmenden einen direkten Zusammenhang zwischen den Verbesserungen in den Umfragen und dem L4T-Programm herstellen konnten und somit der kausale Zusammenhang zum Programm nicht eindeutig feststellbar ist.

6.4 Kritische Auseinandersetzung mit der Forschungsmethodik

Die Forschungsmethodik dieser Masterarbeit beinhaltet sowohl Stärken als auch Limitationen.

Das Mixed-Methods-Design (QUAL-quant-QUAL) für die Datenerhebung erwies sich für das Forschungsziel als förderlich. Es erlaubte, Erkenntnisse aus den ersten Interviews in die Umfragen mit einzubauen und diese wiederum in den zweiten Interviews in Zusammenhang zu bringen.

Das Ziel der Studie war, das Programm aus Sicht der Teilnehmenden zu evaluieren, wodurch sich gewisse Limitationen ergaben. Durch das kleine Sampling von bis zu 7 Teilnehmenden ist die Generalisierbarkeit der Ergebnisse stark eingeschränkt. Entsprechend darf nicht davon ausgegangen werden, dass die Erkenntnisse aus diesem Evaluationsprojekt auf andere Führungskräfte oder Programme übertragbar sind. Durch den Umstand, dass die Studie grösstenteils auf Selbsteinschätzungen und subjektiven Wahrnehmungen der Teilnehmenden und nicht auf objektiven Messungen basiert ist, wird die Aussagekraft der Studie weiter limitiert.

Die künftige Forschung könnte dem entgegenwirken, indem sie beispielsweise Prä- und Post-Befragungen von Vorgesetzten zu den Veränderungen von Kompetenzen und Skills der Teilnehmenden durchführt und so eine weitere objektive Komponente einarbeitet. Eine weitere Möglichkeit um insbesondere die Effekte des Programms besser von allgemeinen Entwicklungen unterscheiden zu können ist, die quantitative Befragung auch einer Kontrollgruppe zuzustellen. Weiter könnte man die Teilnehmerzahl erhöhen, indem Längsschnitt-Studien über mehrere Jahre und somit mit mehr Teilnehmenden durchführt.

Das kleine Sampling birgt weiter Herausforderungen in Bezug auf die Gewährleistung der Anonymität. Um diese sicherzustellen, wurden die quantitativen Daten nur deskriptiv ausgewiesen, wodurch nicht das volle Potential der Daten ausgeschöpft werden konnte.

Bezüglich der Erhebungszeitpunkte ist kritisch anzumerken, dass die erste qualitative Befragung nicht vor Beginn des Programms stattgefunden hat. Die sog. Baseline-Messung ist dadurch nicht gegeben und somit wird die Zuordnung der geschilderten bzw. gemessenen Veränderungen zum Programm erschwert. Die zweite Evaluation fand ca. 3 Monate nach Programmende statt. Dies war für die Erfassung von Transferleistungen hilfreich, hatte jedoch zur Folge, dass sich einige Teilnehmende nicht mehr so gut an die Inhalte des Programms erinnern konnten. Für eine Fragestellung, die sich mehr auf die Zufriedenheit der Teilnehmenden mit den Inhalten des Programms fokussiert, wäre somit eine Post-Erhebung zu einem früheren Zeitpunkt nach Programmende sinnvoll. Um langfristige Effekte des Programms und somit die Nachhaltigkeit der Entwicklungen beurteilen zu können, wäre eine Erhebung nach 6-12 Monaten eine interessante Vorgehensweise.

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8 Anhang

Anhang I: Rahmenprogramm "Leaders 4 Tomorrow"

In our Program, **we 'll be focusing on the leadership skills** that determine success in our fast-paced industry:

- Communication Skills
- Creativity and solving complex challenges
- Strategic planning & Organizational skill
- Leading yourself
- Leading a team
- Ability to make decisions and commit yourself
- Market know-how
- Recruiting Excellence

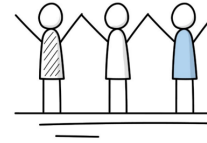
We believe leaders work on both human and strategy skills throughout their career. At certain points in your career in recruiting, having support and spaces to reflect your own skills, learn new insights and exchange with leaders from your industry in other parts of the world is a gamechanger in accelerating your ability to lead.

Leadership is the essence of the recruiting industry. We lead candidates and clients through highly complex projects, picking up tasks that had been tried before. Communication, presence and leading both candidates and clients is at the core of what success is in recruiting: sustainable hirings of top talent that will grow in the client's organization.

As a **recruiter** your job is leading clients, candidates, expectations and aligning all of them.

As a **team leader** your job is to create a space for team spirit, celebrating your successes and giving space to discuss challenges in the team. Leading recruiting teams means navigating time pressure,

Talenter | Leaders4Tomorrow Program



inspiring and also pressuring goals and making both your boss and your candidates and clients happy. The juggle of operations and leading the team, being there for everyone, listening and thinking about how to develop everyone is not easy to find balance with.

As **operations manager** your job is to create an environment where team leads, and their teams thrive. Feeling supported by entire operations, always thinking ahead of creating new clients and business. This is one of the most critical positions in a recruiting business. It determines the value of a recruiting business, as the most operational success and the core of our business is managed here. It is also the utmost pressured leadership level, leading teams, departments and leading the owner / management team in the everyday challenges.



As **managing director / owner of a recruiting company** your only job is to co-create a vision for the company. A north star that indicates where we're heading with all growth ambitions, and making sure, that everyone feels part of the vision. It's your everyday job to make this vision tangible, include it in every presentation, speech, create a culture of transparency, a culture to celebrate successes and to feel uplifted when there are too many failed projects and pressure in the air. Leadership is how you show up every day, and how your team models you (which happens automatically).

Leadership is how to navigate the most challenging times like now. The recruiting industry is the first to immediately be impacted by the fear of the market and cost savings.

The **Leaders4Tomorrow Program** is a compass and solution we created to navigate challenging times in our industry - as a recruiter, as team lead, leading operations. We consciously created a diverse group of leaders, so we can learn from each other's experiences, the questions that we have before leading teams and the experience of already leading an entire operation.



Learning approach in the Program:

- **Reverse learning** – learning from someone just starting in leading teams, or joining sales and picking their minds for challenges that you face when you already lead a team now; a space to be all open and transparent – so open you hardly can be in your own company
- **True diverse, included and integrated space:** Experiencing a diverse group that creates a space where everyone is included, has a voice, and is heard. The key skills for your career as a leader.
- **Bring your challenges, talk about your areas to learn:** Vulnerability is considered one of a leader's superpowers. Your team will feel safe about being vulnerable too, and you can engage with them in many more ways than just checking off your to-do lists.
- **Strategic Projects:** diving into a new topic, learning a new skill, getting ideas from the group and others. A fresh approach and research bring new ideas into action.
- **Colleagues around the world:** extending the Talentor network to our teams now!
- **Guiding and understanding high performers:** all speakers work with high performers, talent, leaders across industries, some have years of experience themselves in the recruiting industry and understand the pressure and complexity.

Program details:

June 2023: Virtual Kick-Off and Set up of Strategic Project Calls

20.9: Live Kick-Off Workshop in Amsterdam (3 PM – 6.30 PM)

23.-24.11.: Live Leadership Workshop in Vienna

October – June 2024: Virtual Monthly Sessions, exchange on strategic projects

Summit 2024 – celebration of 1st cohort



Agenda – Kick Off Workshop Amsterdam

Wednesday, 20th of September

2.30 – 3.00 PM

Arrival

3.00 – 3.15 PM

Welcome and agenda

3.15 – 3.45 PM

Team Warm Up – Building a team of super heroes, who are you as a super hero? What is your talent and super skill? What is your cryponit and makes you anxious / nervous? To be prepared before.

Goal: You'll work in this group until June 2024 together. Seeing each other mostly virtual, it's powerful to create a first connection here, knowing a bit what we do, what drives us and challenges us.

3.45 – 4.30 PM

Presentation of 4 projects set ups – 10 min each – 5 min presentation, and 5 min input from the group

Who are you? What are you known for?

Brief intro to your topic

How cool would it be? Describe the coolest version of your project and outcome.

Milestones and who to ask for support – also in the group – prep slides before

Goal: to give a brief overview of everyone's strategic project, give space to ask questions and share input / resources.

Break/15 min

4.45 – 5.30 PM

Presentation of 4 projects set ups – 10 min each

5.30 – 6.30 PM

Leadership Work Space

Goal: To leave the Kick-Off Workshop with a clear intention what skills to focus on to enhance, and get inspired to prep, engage and reflect in the different sessions.

Dinner

Agenda – Leadership Camp Vienna

Thursday, 23rd of November 2023 & Friday, 24th of November

Location: epunkt Office Vienna

Speakers and Topics:



Daniel Petri

Head of Project and Innovation Management, epunkt

Session: How to create a powerful project set-up and fasten learning and impact?



Selma Groessi

Head of Human Resources & Organization Development, epunkt

Session: The art of feedback. Receiving, creating and giving feedback to drive performance and connection.



Alois Badegruber

General Manager EMEA / VP Commercial at Boatechnology GmbH

Session: Leadership Learnings from an extreme mountain guide, and now leading a fast-growing multinational sports tech company



Margit Muik

Agile Coach, epunkt

Session: 4Dx – performance-oriented goal setting and the leadership process behind

Goal: Learn the goal setting process & commitment to drive KPIs in teams



Davorin Barudzija

LinkedIn-Strategie | Digital Recruiting | Speaker

Session: Your personal strategy on LinkedIn and how to use LinkedIn AI

Goal: An interactive workshop and live opportunity to boost your LinkedIn presence, and also learn about the impact of AI on LinkedIn

Further in-depth sessions on:

- Developing and evolving your personal brand in the market
- Leading successful teams
- Personal leadership reflection and learnings

P. 9

Curriculum – Virtual speakers session



Bethel Nwaneri

Executive HR Leader Europe Middle East & Africa, GE Power | Executive Coach, Lagos (Nigeria)

Session Focus: How can empathetic & effective leadership co-exist? An introduction to the world of leadership, the strategy part, the human part. What skills do make the difference in the moments that matter for your team, your clients and candidates? What are the areas you want to focus on in the program?

A workshop style keynote session on checking in on your personal leadership skills.

Goal: Walk away with inspiration to work on your own leadership skills throughout the program. Breaking bias on soft and hard skills and what matters more.



Rob Mosely

Managing Partner at Learning & Development at Next Level Exchange, Keynote speaker at top recruiting events

Session Focus: Dynamic Team Conversations

- Leading an effective team meeting
- Encouraging collaboration (the beach ball theory)
- The beach ball guide (prep form and facilitator guide)
- Delegation – the decision tree model
- Your stump speech



Tutti Taygerly

Founder, Award Winning Leadership Coach, Author & TedX Speaker, Ex Product Design Lead at Facebook and Tech companies, San Francisco (USA)

Session Focus: North Star Model – a Leadership Model putting goals and intentions related to people, community and your personal development in a clear direction.

Goal: The North Star Model works for small groups up and she even walked 200 leaders virtually through the exercise. / Creativity is one of the most underrated leadership skills – the ability to come up with an endless list of creative, new solutions is key to model to your team / Creating a powerful place to tap into your intuition does not happen everyday at work – a very personal and powerful session.

P. 10



Christian Biedermann
Managing Director at Coopers, Basel (CH)



Session Focus: Thinking like an entrepreneur – strategic thinking and putting visions into actual growth.

Goal: Get insights into how Christian put vision into action, what strategy models he based Cooper’s expansion and how strategic thinking builds success in all areas of recruiting.



Henna Pryor
Workplace Performance Expert, 2x TedX Speaker, Global Key Note Speaker in the recruiting industry, Philadelphia (USA)



Session Focus: How to become more influential in your everyday communication? Sharpening your messaging skills – in sales, for your team, with your boss. An eye-opening session to avoid communication failures that crash long-term trust. Simple, engaging session. Input and advice to immediately use the next morning.

Goal: Words matter as never before. Written words make up a huge part of our communication in recruiting. You’ll learn about 5 mistakes in sales messaging and how to fix them. Techniques rooted in her executive coaching, sales and recruiting career, mindset theory, psychology of influence. Quick wins and a connection how empathy works in words will form a very practical session.



Salma de Graaff
VP People (CHRO) at Skyscanner, South Holland



Session Focus: Breaking bias in recruiting, creating a diverse, inclusive and high performing team using our differences as advantage.

Goal: Get real leadership input from a global leader who has always been one of the few women (and working moms) at her level. As we consciously build teams that think differently and work on our own terms, it will be helpful to hear from her and discuss the implications for our own work.

Anhang II: Übersicht der Anzahl Nennungen pro Kategorie:

	IV1_TN1_L	IV1_TN2	IV1_TN3	IV1_TN4_L	IV1_TN5	IV1_TN6_L	IV1_TN7
Current Challenges							
Leadership: Balancing Empathy and Assertiveness				2	2		
Leadership: Trust in Team / Accept help / Delegate		1			1		
Balancing needs & expectations of Team / other Stakeholders	2				1		
Self-Steering/-Motivation							1
Gathering and passing on Information			1				
Solution: Clear communication structures						1	
Leadership-Team-Development & Training	3					2	
Solution: Building Trust	2			1			
Self-Esteem / Insecurities	1			1			2
Balance strategic/leadership & operative Tasks / Timemanagement	4	1	1	1	3	2	
Solution: Delegation of Tasks						1	
Solution: Work organization						2	
Solution - Admin Processes & Digitalisation	3						

	IV1_T...	IV1_T...	IV1_T...	IV1_T...	IV1_T...	IV1_T...	IV1_T...
Future Challenges							
HR: Recruiting & keeping employees	1	2		1			
Younger Generations	1	2		2			
Work-Life-Balance	1						
Homeoffice/Flexible workplace				1			
Skill-Based Recruiting	1						
Geopolitical situation	1	1		1		1	1
Recruiting-Industry: Lack of Specialists				1			
Client Expectation Adjustment				1			
Building Trust, Keeping Team motivated, Emotional Intelligence	1	2			2		1
AI	1	3		1		2	1
Finding Employees with right skillset		1					
L4T helps preparing for future Challenges	1	1	1	1	1	1	1
Participant feels prepared for Challenges	2			2	2	1	2

	IV1_T...	IV1_T...	IV1_T...	IV1_T...	IV1_T...	IV1_T...	IV1_T...
Future Skills							
Self-Confidence			1			1	
Balanced Leadership (Micromanagement vs. effective Leadership)			1			2	
Innovative; Entreprising; Visionary	1	1	1				
Strategic/Logical Thinking & Organisational Skills		1	1		1		1
Soft-Skills, Empathy, Trust	1	2	1	4	1	1	
Positive Mindset			1			1	
Flexibility, open to learn	1		3			2	1
Communication Skills	2	1	3	1	1		
Leadership: Empowerment / Inclusion of Team	2		2	1	1	2	
Handling Diversity (Team)		1				2	
Candidate Attraction			1				

Expectations/Wishes L4T

	IV1_T...	IV1_T...	IV1_T...	IV1_T...	IV1_T...	IV1_T...	IV1_T...
▼ Expectations/Wishes L4T							
● Learning from experienced Participants						1	
● Personal growth/leaving confort zone	1	1		1	2		1
● Women in Business				1			
▼ ● Learning practical oriented/ concrete Tools to use		2					1
● Content connected to Recruiting Industry		1					
▼ ● Learning how to grow business		1				1	
● Client Acquisition / Account Management			1	1			
▼ ● Becoming a (better) leader		1			1		
● How to keep good employees				1			
● Working with diverse personalities				2			
▼ ● Expand prof. Network	1		1				
● Meeting Peers in Person			1				
● Gain insights from other cultures/countries	1		1			2	
● Learning by doing the Project	2	1	1		1		
● Learning in general	1		1				1
▼ ● Competencies		1	1			1	1
● Communication & Conflict handling	3	1					
● Project Management					2		
● Time Management	1				2		

General Impressions

	IV2_TN1	IV2_TN2	IV2_TN3_L	IV2_TN4	IV2_TN5_L	IV2_TN6
▼ General Impressions	4	1	3	4	1	2
● Good selection of speakers	1	1		3	2	3
● +Gertraud	1	1		3		2
● +Adapting Program on wishes of participants	1					
● Uncertainty of non-Leaders - added value		2				3
● +on-site session	1					2
● Overall Workload Challenging	1					1

	IV2_TN1	IV2_TN2	IV2_TN3_L	IV2_TN4	IV2_TN5_L	IV2_TN6
individual Gain from L4T						
Self-Leadership			1			
Visualizing succesful performance		1				
Self-Punishment (went down)					1	1
Natural Rewards						1
Evaluating Beleifs and Assumtions		1	1		2	
Self-Goal-Setting			1		1	
Self-Reward		1				
Self-Talk		1				
Emotional Intelligence			1		1	1
Empowerment of others			1			
Enhance (Self-)Reflexion		2	2			
Learning helpful tools		1	1	1	2	
Improvement of English Language		1				1
Strategic thinking skills	1	2	2	1		2
Flexibility			1		1	
Sharing personal experience				1		
Improve of handling difficult/stressful situations	4			1	2	
Dealing with conflicts	2			2		
Improvement of communication skills	5	1	3	1	3	4
Work-Life-Balance/Energy balance/Self-Mngmt	3				1	
Time-/Taskmanagement-/Prioritizing	3	4	2	1	1	2
Intercultural Competencies & Peer learning	2	8	2		3	3
Speakers and Exchange w. Professionals		4	7			3
Personal development & gain of Self-Confidence	5	5			1	6
Presenting and talking in front of people		1	1			1
less fear to become a leader		2				

	IV2_TN1	IV2_TN2	IV2_TN3_L	IV2_TN4	IV2_TN5_L	IV2_TN6
Inputs for Improvement						
More adaption content to ind. needs of Participants					1	5
More adaption of content on project topics				3	2	
More (speaker)-sessions less focus on strat. Project					3	
More "HR"-Input (e.g. disciplinary actions)			1	2	1	
More direct feedback or discussion sessions		1		1	3	
Install a Mentor				5	2	
keeping participants joining / more active		1	3			
More practical input (less theoretical)	2			3		1
Organization/Structure		3			1	2
Timing of Input	2			1		
More focus on industry	3			5	1	3

	IV2_TN1	IV2_TN2	IV2_TN3_L	IV2_TN4	IV2_TN5_L	IV2_TN6
Experience Project		1		1		1
Impact Project on Company				1	2	1
Leads to growth / more revenue		1	1	1		
Would pick another topic	1				1	
L4T influenced Project-Outcome		2				
No Impact	1		1	1	1	1
Project independent of L4T		1	1	1	1	
L4T influenced Project Management		3	3	2	3	2
Peer-Exchange		2		1		
Chaching Sessions helpful		1	1	2	1	1
Improved Visibility/Standing	1	3		2		2
No Project without L4T	1					1
Workload OK	1	1	1			
Workload challenging					1	2

Anhang II: Codierte Segmente

MSC_L4T_080125_2

Yes, so currently I'm leading the team here in Austria for the talent acquisition.

0:45

Still, I am also not 100% strategically involved, but more operative doing projects as well, trying to find the balance between the strategy and the and the operational business. And I have to say it is, it is very challenging because there's always the projects and the customers always has the priority and knowing what is important and what is what is important to do for the future. What we say the important but not the urgent topics define that balance is is always a little bit challenging, which is why we also said we need to find ways to automatize processes to, to give us more time for that.

Code: ● Current Work Situation Gewicht: 0
Interview I>IV1_TN1_L Position: 10 - 11

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Code: ● Current Challenges > Balance strategic/leadership & operative Tasks / Timemanagement Gewicht: 0
Interview I>IV1_TN1_L Position: 11 - 11

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Code: ● Current Challenges > Balance strategic/leadership & operative Tasks / Timemanagement > Solution - Admin Processes & Digitalisation Gewicht: 0
Interview I>IV1_TN1_L Position: 11 - 11

I think it's always challenging. There are always things coming, there are always topics and trying to be neutral and trying to also for me, I'm also, you can say the middle part between the consultants and my team. And sometimes the consultants want something, but it's also to say what is possible for us to do and kind of be that middle point and push back. L: For my understanding, you have consultants and they like give you the task, say please do active sourcing for this position or whatever and you and your team deliver internally to the consultants. That's the structure?

I: yeah, we deliver like we headhunt the candidates and we deliver that.... And sometimes, you know, expectations of two different parties and trying to be the middle

to, to, to also give everyone a fair treatment. It's, it's sometimes difficult because people have their own expectations and then trying to find the solution.

Code: ● Current Challenges > Balancing needs & expectations of Team / other Stakeholders Gewicht: 0
Interview I>IV1_TN1_L Position: 15 - 16

What I also think is trusting yourself as, and this is something I see... trusting yourself as a leader and really say, I'm going to take this chance and if it goes wrong, it goes wrong. But then the minute you step out and do something wrong, you feel like, am I successful as a leader?

It always comes these questions like doubting yourself, and I think everyone has it in in the beginnings and wanting to do more than what is actually possible with the time as well.

Code: ● Current Challenges > Self-Esteem / Insecurities Gewicht: 0
Interview I>IV1_TN1_L Position: 17 - 17

Yeah, I think it's always when it's when the time is limited. It's a lot about this as well, saying one colleague of mine before, she had a very good saying, but sometimes it just doesn't help. She always said the task will still be there tomorrow. They're not running away. And it's good when it's stressful to say like, OK, I did this, but I can't do more today and accept and accept accepting it. And I think that's something that a lot of people struggle with also everywhere that if you're not fully done, you still can think about it when you go home. But it's a good thing to say it will still be there tomorrow.

Code: ● Current Challenges > Balance strategic/leadership & operative Tasks / Timemanagement Gewicht: 0
Interview I>IV1_TN1_L Position: 19 - 19

I build up, you can say I, I build up trust and understand and see much more from my team than what maybe the other people see. And I have to also, when it comes to development and seeing what they need and what, what tools they need to succeed, it's easier for me to argument for it than it is to for my managing director or the consultant to see it. So sometimes it could be that I say, this person has good ideas and they say, but we don't hear anything from it. And then trying to figure out how can you get this person to also have the trust relationship with the rest of it, the people, which is a very big challenge because it's easier to open up to one person than it is to open up to someone else that you maybe not work with so many so much of the day. And I might see someone completely differently as what the other people in, in our organization sees.

Code: ● Current Challenges > Leadership-Team-Development & Training Gewicht: 0
Interview I>IV1_TN1_L Position: 21 - 21

I have tried like I do have the monthly talks with all of my employees now to really discuss these topics and to push to push for it Also to say like, why is it important?

And argument didn't come with solutions rather than to criticize, but to explain why such things could be important and what benefits the person could have from it rather than to criticize.

Code: ● Current Challenges > Leadership-Team-Development & Training > Solution: Building Trust
Gewicht: 0

Interview I>IV1_TN1_L Position: 26 - 26

I have to say it's a it's a challenging because people are differently built and people are different.

And sometimes I just also realized I cannot, you cannot change these people. You can give them every tool, but in the end it's up to them to take that step. I think that's that's something that is very difficult as a leader as well, because you see it and you so badly want everyone else to see it as well. But then if that doesn't, yeah, come out to that point where everyone else use it is very difficult as well.

And you cannot push anyone

Code: ● Current Challenges > Balancing needs & expectations of Team / other Stakeholders Gewicht: 0

Interview I>IV1_TN1_L Position: 27 - 27

You can only give them the tools and the and the trust and the security that this is also good. But if they don't do anything with it, you need to accept it. Which I think I've been half a year going around with this thought. How do I do it? How do I do it.... How do I do it to the point where I'm like, you know what? I've said it now probably 7 times and try to do it and I can't do anything more and it's not my fault to also figure out that it's not my fault.

Code: ● Current Challenges > Leadership-Team-Development & Training Gewicht: 0

Interview I>IV1_TN1_L Position: 27 - 27

7:34

But then in the end it's also like you can give a leader is not someone that needs to hold the hands of the people all the time. Sometimes they need you to hold their hand, but most of the time they need you to provide them with the tools and, and with the experiences so that they also feel that they can share it with you. The trust is, is everything. But then they will come to you in hard times and they will come to you in in good times. And, and it's really important than building that relationship where they have open, open communication with you when it's bad, when it's good, when it's not motivating.

Code: ● Current Challenges > Leadership-Team-Development & Training > Solution: Building Trust
Gewicht: 0

Interview I>IV1_TN1_L Position: 32 - 32

So mainly I've been like, I feel like I've been like putting out fires everywhere more than being focused on the strategic. And that's where I said to also my leaders that I need to be more strategically involved, looking at the processes, looking at tools, looking at the future, rather than just sit with projects. So we tried to test out in the last two years, how many projects can I have? But again, it's not about the number of projects, it's about also how complex they are. Because right now I only have ((n)) projects, but all of them are insanely complex.

So it takes up so much time and then I'm like, yeah, but then we're back at the same thing again.

L: So it is what's output now? Are you working, I don't know, 12 hours a day or what's, what's now the...?

I: yeah, it's like 10. It was the reality and today, yesterday and today it's like 10 and 10 1/2 hours. Tomorrow will probably be 10 as well. The thing is I'm not getting, I'm not getting to the point where I can do a lot of the strategic work because then I would sit 16 hours a day.

Code: ● Current Challenges > Balance strategic/leadership & operative Tasks / Timemanagement
Gewicht: 0

Interview I>IV1_TN1_L Position: 44 - 46

So that's why I say, OK, I need to be more operational, but for the future for me, it's, it is something where we're we're discussing to get in someone to support, you can say, or get someone to support more with, with the admin tasks of my position to give me more room to actually explore the things. And that's also why I took on the project that I took on because that is a strategic project for us and it is to see and it is to explore what can we do, what can we change, what do we need to change for the future in order to to be competitive on the market.

Code: ● Current Challenges > Balance strategic/leadership & operative Tasks / Timemanagement > Solution - Admin Processes & Digitalisation
Gewicht: 0

Interview I>IV1_TN1_L Position: 51 - 51

But we've said the most important thing and the most change and the most help you can do with head hunting is actually to get that admin parts of finding the candidates and the documentation of everything more automatic. Because that gives us more point and more more time to for me, it gives me more time to focus on exactly what can I bring so that everyone in the team has more time to talk to people, including me. And then then it would also be more focused on what do we need to do to develop these people of what what's what's what coaching do they need and so on.

Code: ● Current Challenges > Balance strategic/leadership & operative Tasks / Timemanagement > Solution - Admin Processes & Digitalisation
Gewicht: 0

Interview I>IV1_TN1_L Position: 55 - 55

And then then it would also be more focused on what do we need to do to develop these people of what what's what's what coaching do they need and so on. It's more that's more my topic.... I'm more on the like, what do my team needs?

Code: ● Current Challenges > Leadership-Team-Development & Training
Gewicht: 0

Interview I>IV1_TN1_L Position: 55 - 55

but everyone is stressed and I can't do much to help because I can't take on anything more either.

Code: ● Current Challenges > Balance strategic/leadership & operative Tasks / Timemanagement
Gewicht: 0

I think what we see now and, and what I see is that I think that the entire industry in the, in the, you can say head hunting, recruiting, executive search is that it is a job that takes a lot of effort and a lot of time. And with the new generation, you can say they want to, to have more free time.

Code: • Future Challenges > HR: Recruiting & keeping employees > Younger Generations Gewicht: 0
Interview I>IV1_TN1_L Position: 62 - 62

Also my, my generation with the generation expert, the generation, not the millennials and everything like that. They want to have more time to the work life balance, the work life integration, less work more efficiently. But at the same time, in our industry, it's difficult because we talk to candidates that also are working and we often have to be more flexible and adaptable to what candidates are doing, meaning that we also have to sit on the in the evening or or sit in the early morning and work long hours. And I think that's something that that is it's going to be difficult in the market finding exactly these people that are willing to do it, finding the experts. And for us, I think the challenge is also everyone wants to develop eventually focus on developing more, developing more. I think with work life integration, we're we are an industry that gives meaning to what we do because we try to help and support people finding their dream job and finding the job they want and be motivated. So there we're very good, I would say, but I think we are... we need to be extremely adaptable and flexible... In our industry. If a candidate says they don't have time before 6 every evening or seven or something you have to do cannot say no, no, then I'm not going to interview you. It doesn't work like that. So we need to be very versatile.

Code: • Future Challenges > HR: Recruiting & keeping employees Gewicht: 0
Interview I>IV1_TN1_L Position: 63 - 63

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Code: • Future Challenges > HR: Recruiting & keeping employees > Work-Life-Balance Gewicht: 0
Interview I>IV1_TN1_L Position: 63 - 63

But now we are moving even further with the skill based hiring as the new trends, which means we again have to always, always keep up with the trends in the market and adapt our mindset to it when we talk to candidates. I find the skill based hiring extremely important and extremely, extremely interesting that you say we're not looking for someone with the educational degree or or exactly experienced in this role. We're looking for someone that has the right skills and tool kit they can bring to learn the role and really succeed in the role.

Code: • Future Challenges > HR: Recruiting & keeping employees > Skill-Based Recruiting Gewicht: 0
Interview I>IV1_TN1_L Position: 65 - 65

So I think we're facing a lot of a lot of challenges, but I think if we have the right tools for us as well what we see with AI now, it will also be a challenge. How do your people, we have said for us, for example, having an avatar interview someone for a CFO or a head of or or you could say managing director position would not be for us. That's not a business we would want to go into.

Code: • Future Challenges > AI Gewicht: 0
Interview I>IV1_TN1_L Position: 68 - 68

So it's, it's all about figuring out how every topic that is in the industry and everything that comes new and everything that is important and everything that is in focus, how can we reach and meet all the requirements and also but at the same time be competitive.

Code: • Future Skills > Innovative; Entreprising; Visionary Gewicht: 0
Interview I>IV1_TN1_L Position: 73 - 73

So I think it's it's a lot of lot of mix that will come workforce wise, process wise, candidate wise that we need to need to be able to follow up on.

Code: • Future Challenges > Geopolitical situation Gewicht: 0
Interview I>IV1_TN1_L Position: 74 - 74

The soft skills will always be important, the analytical being able to to understand how to how to take on new challenges and and finding solutions.

Code: • Future Skills > Flexibility, open to learn Gewicht: 0
Interview I>IV1_TN1_L Position: 78 - 78

Being able to to not think of yourself as a one, one man or one woman show, but to really includes the different expertise you have in the team to solve the solutions for the future. Because I don't think a leader sits. I think it's important to understand as a leader that you are not sitting with all the solutions to

every problem there are. For example, in my team, I have one employee that is the expert for all the technique and all the IT things. So whenever there is a problem, I or a challenge or something we talked about, I go to him and ask for what is his advice? What does he think about it? And then I have someone else for that has the expertise in structuring the day and can teach the others. So I think it's more going to be about using the resources, the capabilities and the skills you have efficiently to, to solve to solutions and adapt and develop.

Code: • Future Skills > Leadership: Empowerment / Inclusion of Team Gewicht: 0
Interview I>IV1_TN1_L Position: 80 - 80

being able to not only understand your perspective, you can say, but also understand the others, understand their needs, understand their emotions. Being able to to, you can say, build the security that everyone needs.

Code: • Future Skills > Soft-Skills, Empathy, Trust Gewicht: 0
Interview I>IV1_TN1_L Position: 82 - 82

Being able to have the open communication, understanding how to communicate as well.

Code: • Future Skills > Communication Skills Gewicht: 0
Interview I>IV1_TN1_L Position: 82 - 82

When you give criticism or you always need to think about is you're not criticizing that person, you're criticizing something that has to do with the role but not the person.... How do you do that? Always think about that when you deliver a feedback, if there is constructive criticism, you never can go on the person based and always to think what is the person and what is the position and and these things. To have these understandings is immensely important to, to keep on the motivation as well and and to, to enable people to grow. I think so.... So I think communication first of all will always be important because without the communication, there will never be an understanding. There will never be anything. You can say empathy is as well, but that is exactly that's what I said. Understanding people's emotions and people's need and desire goes a lot on the empathy aspects.

Code: • Future Challenges > Building Trust, Keeping Team motivated, Emotional Intelligence Gewicht: 0
Interview I>IV1_TN1_L Position: 85 - 85

When you give criticism or you always need to think about is you're not criticizing that person, you're criticizing something that has to do with the role but not the person.... How do you do that? Always think about that when you deliver a feedback, if there is constructive criticism, you never can go on the person based and always to think what is the person and what is the position and and these things. To have these understandings is immensely important to, to keep on the motivation as well

and and to, to enable people to grow. I think so.... So I think communication first of all will always be important because without the communication, there will never be an understanding. There will never be anything. You can say empathy is as well, but that is exactly that's what I said. Understanding people's emotions and people's need and desire goes a lot on the empathy aspects.

Code: • [Future Skills > Communication Skills](#) Gewicht: 0
Interview I>IV1_TN1_L Position: 85 - 85

I think the first out of it all work I said is to understand the capabilities you have in your team for the future.

21:38

Is is extremely important because and and working together as a team in order to to develop for the future. There we are on a very good path.

Code: • [Future Challenges > Participant feels prepared for Challenges](#) Gewicht: 0
Interview I>IV1_TN1_L Position: 88 - 89

I think you can never be be completely ready for anything because things can can rapidly change as well as I think for us, what is important, it's always to to go through things and also review it and adapt it and create the feedback, feedback loop. You can say test it and see if it works and if it doesn't work, what did not work, everything like that.

Code: • [Future Challenges > Participant feels prepared for Challenges > Flexibility / Adaptability; Willing to learn](#) Gewicht: 0
Interview I>IV1_TN1_L Position: 89 - 89

I am never going to try something myself for my team. It needs to be also included. And, and that's also what we do, every one of us. So if it works for the consultants, then it's also discussing it with us If it could work for us. If it doesn't, what could work for us? How can we adapt it to always include everyone? Because if we don't have the whole workforce in on it, then it will not work.

Code: • [Future Skills > Leadership: Empowerment / Inclusion of Team](#) Gewicht: 0
Interview I>IV1_TN1_L Position: 90 - 90

I definitely I definitely think it helps a lot because you get a lot of insights from not only from the speakers and, and from you can say Talentor International holding it, but also from the participants.

23:40

So what we, we foster more exchange between the countries and, and we're all in different situations, we all have different focuses.

23:49

But at the end of the day, we're we're working on the same goal, finding the right candidate for the positions.

23:57

And I think there's a lot of interesting points you can take away from other, other participants countries seeing how to also foster more collaboration, more cooperation between the countries, between the borders.

24:11

Because in the end, that's also what I think this network is for that really foster corporation.

24:17

How can Talenter International and all the Talenter partners work together in in becoming the best ones on the market when it comes to quality, when it comes to processes, when it comes to candidates itself, definitely.

24:34

Also what I see for us being Austria, Switzerland, Germany, the there's a lot of candidates moving to.

24:43

You can say I have Austrian candidates in Switzerland now the moved in the last years that I talked to before.

24:49

There are Swiss candidates that are open to relocate here.

24:53

And having this exchange also with candidates could be immensely important, allowing not only just sending it, but also discussing it with the, with the candidates, getting the allowance to send the CV.

25:07

Because due to GDPR, we cannot work with the same system.

25:12

But at least it helps us when, when I have a candidate to say, I'm open for actually I want to move to Switzerland, I don't want to live in Austria anymore that I can also know who to contact for which area.

25:26

So I think the exchange not only with with experts and you can say speakers on different topics,

but also the exchange between the countries and building this relation becomes tremendously like will become really important for for the future.

Code: • Future Challenges > L4T helps preparing for future Challenges Gewicht: 0
Interview I>IV1_TN1_L Position: 95 - 107

also having this exchange, learning new things, learning new tools that I can use in my position for the future

Code: • Expectations/Wishes L4T > Learning in general Gewicht: 0
Interview I>IV1_TN1_L Position: 109 - 109

gaining new, new experiences and and kind of opening your mind for for other things that could also work for you in the future, other insights, feedbacks, etcetera.

Code: • Expectations/Wishes L4T > Personal growth/leaving confort zone Gewicht: 0
Interview I>IV1_TN1_L Position: 109 - 109

And also being able to take on the strategic project and really more be more focused on the strategic aspect of it, taking really the time to do it and then then see how, how I can balance it in the future.

Code: • Expectations/Wishes L4T > Learning by doing the Project Gewicht: 0
Interview I>IV1_TN1_L Position: 110 - 110

I think I haven't thought so much about it because as we are told in the beginning, it is the pilot for the program. So it is more about testing and see what works and not what not.

Code: • Concerns/Questions L4T Gewicht: 0
Interview I>IV1_TN1_L Position: 112 - 112

One thing that I see is definitely that it is difficult having a big strategic projects or having a strategic project time and resources that it actually takes to do it. Although you say yeah, you should do it 2-2 hours a week, most of the time that might not be enough.

So it is taking away you could say some of your capacity to some extent in doing maybe other things that then will be down prioritised.

Code: • Concerns/Questions L4T > Workload / Time Management Gewicht: 0
Interview I>IV1_TN1_L Position: 113 - 113

It's a little bit about how to lead projects, how to lead initiatives like project management is definitely important.

It's something I've had before as well. But it always is important to to have more of a, you can say practical example of it.

Code: • Expectations/Wishes L4T > Learning by doing the Project Gewicht: 0
Interview I>IV1_TN1_L Position: 131 - 132

what is maybe a little bit missing is exactly the tools on you can say conflict handling, conflict communication and, and these situations, because it will be, they're always present.

And for you can say young professionals that are up and coming, it's, it's very important to have the right tools to, to understand this, how to handle the conflicts, how to handle how the communication should be.

Code: ● Expectations/Wishes L4T > Competencies > Communication & Conflict handling Gewicht: 0
Interview I>IV1_TN1_L Position: 133 - 133

But I think what what is important is to continue to focus on connecting, partnering network. We as a group need to also figure out how, how can we stay in touch as the first group.

Code: ● Expectations/Wishes L4T > Expand prof. Network Gewicht: 0
Interview I>IV1_TN1_L Position: 138 - 138

But it's, it's a lot about maybe a little bit the discussions on, on what works good and what does not work good or what are the challenges of every country that it's not only about the project, but also how we work because we're sitting in every company in every country and we might have the same challenges on a daily work basis and not just based on the projects we do.

And I think that is also important because the daily challenges and, and or success we have could potentially someone else have a solution from another country because they struggled with it a year ago, exactly these topics or, but you can say when there is something successful, you can bring it, take it with you from them and say, hey, that could also actually work for us.

Code: ● Expectations/Wishes L4T > Expand prof. Network > Gain insights from other cultures/countries Gewicht: 0
Interview I>IV1_TN1_L Position: 139 - 139

Definitely time management.
You can say time management.
I'm always trying to structure it.
I say I have a structured chaos where I think there's a lot of room to improve there too.
And I think you could say it's a, it's a lot of different topics where I say there is always room to grow.

Code: ● Expectations/Wishes L4T > Competencies > Time Management Gewicht: 0
Interview I>IV1_TN1_L Position: 173 - 173

I think the conflict management is also a topic that hopefully we can we can have some discussion about because I think it's very difficult.

Code: ● Expectations/Wishes L4T > Competencies > Communication & Conflict handling Gewicht: 0
Interview I>IV1_TN1_L Position: 175 - 175

I think although I can communicate good with people, your communication skills as a leader could also be improved.

Code: ● Expectations/Wishes L4T > Competencies > Communication & Conflict handling Gewicht: 0
Interview I>IV1_TN1_L Position: 198 - 198

So I am a senior consultant at Talent or Latvia.

0:24

So we are one of the leading executive search companies in Latvia and in the Baltics.

0:31

And I have a role well I think across the entire value chain of of head hunting and and recruitment from business development to bringing in new clients to handling project.

0:47

We we have a very limited team here.

0:49

So I do a lot of my own research and then, you know, interviewing the candidates and, and accompanying the clients until the recruitments.

1:00

But then we, we are also kind of an HR advisory boutique.

1:03

So we do a lot of work with our clients.

1:07

We do some like for example, 360° assessments with boards.

1:14

We prepare succession plannings for CEOs.

1:18

We sometimes when some of our clients, especially foreign companies are, are establishing new entities here, then we work with them to define their local HR and social policies.

1:35

Typically right now I'm doing some work with a a large French infrastructure company.

1:41

We're helping them build their salary grades, defining the remuneration policy for their executives.

1:50

We are also working with them in, in cooperation with a, a public relations company that they they have hired.

1:57

We are working with them on their employer branding.

2:01

So we, we don't only do recruitment.

2:05

Yes, it's a broad field of work you have, but you are not leading a team in the classical sense right now.

2:15

No, we, we, but we had, we, we had in the past some research associates and junior consultants that we were responsible for, for leading.

2:25

But, and, and we are right now in the process of interviewing a few candidates to hire some new ones because the previous ones have have left us for for other challenges.

2:37

And in the coming two years, we have some development plans that mainly I have initiated because part, part of the plan is for me to take over at least partially from the existing partners.

2:55

And I have fairly ambitious plans in terms of of the teams that I want to put into place because there's a lot of space for growth, I believe.

3:05

And yeah, the, you know, to, to kind of like jump ahead.

3:10

I think that's one of the reasons why I also wanted to get into this program is but I I still can imagine that with all the things you do want this conceal, it's concealing tasks you also deliver for your clients.

3:24

You do already kind of leadership tasks, maybe not in the classical sense that you have a team, that you're superior of a team, but you you lead processes, you lead strategic and strategic initiatives for your clients and so on.

3:45

So I'm I'm right with this assumption.

3:47

So it's not that you yeah, yeah, yeah.

3:50

Because we don't lead at all.

3:52

Let's say in your relevant day life you have yeah, yeah, we, we, we end up an example would be for, you know, typically, especially on the advisory side, not so much on the recruitment side.

4:05

You know, we, we get our, our clients, our, the, the board members and the, the, you know, the top management of, of, of, of the companies.

4:14

And so we end up leading in a way from a transversal perspective, their teams in house where we have to, you know, guide them.

4:29

And so typically, you know, if I, if I go back to the example of this, this big French infrastructure client right now who's setting up in Latvia, I am working slash leading a team of four HRS who are in their organization in France and, and guiding them through the processes and to a point where there are tasks that need to be done by them, which I have to assign.

4:59

So, yeah.

5:00

And I, I used to do a lot of before being in, in executive search, I was a strategy consultant.

5:11

So I did a lot of, of merger and acquisitions work for very large clients on a global basis.

5:17

And again, in this strategy consulting boutique that we had actually I still have it, it still exists.

5:24

So I, I have this other business on the side with some partners.

5:27

We never really had some people working for us, but I ended up, for example, I, I did an acquisition deal for a very large airline organization and I ended up leading a team of close to 40

people within the organization for the space of 18 months without them ever, you know, reporting directly to me.

Code: ● Current Work Situation Gewicht: 0
Interview I>IV1_TN2 Position: 7 - 42

The most challenging thing for me today in my work as a leader is that because we are involved at a high level within our clients organizations and, and because there is often a strategy element in what we do and, and what we do has often a strategic impact within our clients organization.

Then, you know, we have to be in full control of all the how to say we have in depth understanding of our clients organisations and, and we, we have, you know, a lot of information. And, and so, for example, when a client asks something from me, I, I know where I'm going, right?

And I know what I have to do it... It's sometimes hard... often hard actually to explain that to others because I,... I'm not going to, you know, it... It also comes from the experience of just like being around in the market and working with clients.

There are a lot of things that become intuitive, which are not necessarily intuitive to other people.

And I don't want to spend, you know, 12 hours having to, you know, explain life to them. So sometimes it... it's tough or often actually to,... to, I think trust that others will do the, the right thing because they understand well what the client wants and the context of what the client wants.

And, and so that makes it hard to delegate. So I, I think one of the biggest challenge actually I have is to accept help from others.

Code: ● Current Challenges > Leadership: Trust in Team / Accept help / Delegate Gewicht: 0
Interview I>IV1_TN2 Position: 51 - 51

And so I make sure that the people I'm going to work with understand, you know, what, what I want and, and that I have people that are on the same wavelength in terms of expectations. But, but it makes my life a little bit more complicated in the sense that I tend to take on a lot of responsibilities myself.

And I, I think that that is a barrier to the business. Like literally from, you know, from a financial perspective, developing further because I have less time to do business development and to, to grow the business because I'm too focused on day-to-day things.

So keeping this balance of your, let's say, day-to-day tasks to the leadership tasks is, is also a topic.

Code: ● Current Challenges > Balance strategic/leadership & operative Tasks / Timemanagement Gewicht: 0
Interview I>IV1_TN2 Position: 57 - 57

So, and I think if I look 10 years from now, the, the kind of, you know, needs of our clients are going to change significantly.

Code: ● Future Challenges > Geopolitical situation Gewicht: 0
Interview I>IV1_TN2 Position: 72 - 72

And I think one of my challenge is going to be to understand what the new generations of recruiters are going to expect from life in the company and, you know, what are their ambitions and aspirations and, and also how to, how to, yeah, how to adapt to, to those, you know, different needs that it, it's hard to, to explain, but you know, how do they call them? Yeah, Gen.... Z and all that.

Code: • Future Challenges > HR: Recruiting & keeping employees > Younger Generations Gewicht: 0
Interview I>IV1_TN2 Position: 73 - 73

what, what will be the challenge with this new generation workforce, let's say like this to identify what are their true, you know, motivation factors and and what is it that we as an employer have to do to keep them engaged? I can only assume that because already now people want things differently than what they wanted 5, 10 years ago. So I'm assuming in 10 years it's going to be again, something completely different. And everybody wants money to, you know, put food on the table. But beyond that, aspirations change. And I, I think that that's something that I'm not necessarily very good at keeping track of or, or adapting to that change. So, you know, I need to be able to listen more to what are, you know, what motivates these people that might come in the future.

Code: • Future Challenges > HR: Recruiting & keeping employees Gewicht: 0
Interview I>IV1_TN2 Position: 75 - 75

Well, a lot of our clients, I mean, first, first of all, you, you have a lot of, for example, AI, you know, just just simply from that perspective, there's a lot of AI coming into the businesses. And so we know for a fact that there's a lot of functions within our clients organizations that are either going to become obsolete or that are going to be, become different in terms of the, the responsibilities that they have. I work with a lot of manufacturing companies. So there's a lot of automatisisation that comes in and there's a lot of AI integration again. And I can already see that, you know, today I, I do a lot of work, for example, also with energy companies, right? So I, I used to recruit types of people three years ago for energy companies and, and today they've switched to completely different profiles. They, there's new subjects. For example, I have, you know, clients here, they want hydrogen engineers. That doesn't exist here, right? So, so, so it just doesn't. And I, I can, yeah. I mean, I don't think it's a, you know, stretched out thought that 10 years from now our clients organisations will be recruiting significantly different profiles than they do now.

Code: • Future Challenges > AI Gewicht: 0
Interview I>IV1_TN2 Position: 78 - 78

Well, yeah, we we just talked about AI and, and actually I think one of the challenge in, in our industry is going to especially as really in, in the executive search layer. And, and with that, you know, hand holding tailor made advisory part that that we do to be able to continue to have this human connection with our clients and to prove, to prove to our

clients that what we do is something that cannot be replaced by AI and optimization processes. So that is definitely going to be one of the, the major challenges of the upcoming 10 years because a lot of recruitment companies and, and I really want for me to differentiate recruiting companies and executive search companies and a, a lot of recruiting companies that, that have the ability to do more volume than we do. They're moving towards automated solutions towards AI. And it's going to become increasingly complicated for us to fight that. And I think as leaders, that is going to be a, a, a big challenge from a business development perspective, but also from a Team perspective to be able to find people that are going to bring that extra layer to the table and, and not people that are just, you know, equivalent to having AI.

Code: • Future Challenges > AI Gewicht: 0
Interview I>IV1_TN2 Position: 80 - 80

And I think as leaders, that is going to be a, a, a big challenge from a business development perspective, but also from a Team perspective to be able to find people that are going to bring that extra layer to the table and, and not people that are just, you know, equivalent to having AI.

Code: • Future Challenges > AI > Finding Employees with right skillset Gewicht: 0
Interview I>IV1_TN2 Position: 80 - 80

I, I think the, the, the biggest challenge and, and, and the one in which I feel we need work and I'm not ready is, is the one where it's about identifying and developing the right talent for us. You know, it's that story about the, the, the, the Shoemaker or, or, you know, the shoe repairer that always has the, the, the worst shoes, right? I mean, the, the repair.... There's... how how it's exactly said in English, but in French we have this this saying in the...

L: I understand French. Let me know...

I: "on dit toujours que c'est le cordonnier qui est le plus mal chaussé"

L: Well, OK, I get it-((edit Linda: "the shoemaker is the worst shod"))

19:47

Yes, yes, and and so and so us very often as I've seen it in in in other organizations in ((Country)), I've seen it here, I've seen it in other countries recruitment companies. We are often the worst one at recruiting for ourselves. And, and, you know, identifying developing talent for ourselves and, and I, I think still today, this is something we're not ready for.

Code: • Future Challenges > HR: Recruiting & keeping employees Gewicht: 0
Interview I>IV1_TN2 Position: 87 - 91

And, and in a context where we're going to have to fight against AI organizations and things like that, then that's something which we are not ready for today. And that's something that I definitely need help with.

Code: • Future Challenges > AI Gewicht: 0
Interview I>IV1_TN2 Position: 91 - 91

But I'd say that empathy, you know, is is is empathy typically is a is is is a skill or a competence that I don't have.

Code: • Future Skills > Soft-Skills, Empathy, Trust Gewicht: 0
Interview I>IV1_TN2 Position: 98 - 98

The, the, the, this lack of empathy has been more of an asset rather than a challenge because it allows me to distance myself from a lot of things. And, and, and take, I don't know, let's call it hard calculated, logical decisions, which I think not enough people are capable of taking today.

Code: • Future Skills > Strategic/Logical Thinking Skills Gewicht: 0
Interview I>IV1_TN2 Position: 111 - 111

I, yeah, because I, I, I think generally I can see that, you know, this is what is expected from leaders and that clearly just again, you know, going back to the next generations and the generations of, of young people today, you know, there's a lot of, there's a lot of emotions everywhere, right? And everything has to be politically correct and everything. It's just like, so if, if you don't, you know, learn to treat people in the in, in the, I was going to say in the right way, but that's not the the correct wording in the way they expect. Then you, you can't make that connection and you can't, you know, be, at least in the modern sense of the word, a good leader.

You know, I, I don't think that the, the new generation of, of people that are going to come into our, our organizations want, you know, emotionless, you know, non empathic manager and and leader.

Code: • Future Challenges > HR: Recruiting & keeping employees > Younger Generations Gewicht: 0
Interview I>IV1_TN2 Position: 117 - 118

I, yeah, because I, I, I think generally I can see that, you know, this is what is expected from leaders and that clearly just again, you know, going back to the next generations and the generations of, of young people today, you know, there's a lot of, there's a lot of emotions everywhere, right? And everything has to be politically correct and everything. It's just like, so if, if you don't, you know, learn to treat people in the in, in the, I was going to say in the right way, but that's not the the correct wording in the way they expect. Then you, you can't make that connection and you can't, you know, be, at least in the modern sense of the word, a good leader.

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Code: • Future Challenges > Building Trust, Keeping Team motivated, Emotional Intelligence Gewicht: 0
Interview I>IV1_TN2 Position: 117 - 118

You know, I, I don't think that the, the new generation of, of people that are going to come into our, our organizations want, you know, emotionless, you know, non empathic manager and and leader.

Code: • Future Skills > Leadership: Empowerment / Inclusion of Team > Handling Diversity (Team)
Gewicht: 0

Interview I>IV1_TN2 Position: 118 - 118

And, and how you manage your organization on a daily basis and what kind of working environment you create for, you know, the, the, your colleagues, your employees and, and what are the, you know, how they feel at, at work and, and that they feel valued.

Code: • Future Skills > Soft-Skills, Empathy, Trust Gewicht: 0

Interview I>IV1_TN2 Position: 124 - 124

You're going to have all the, you know, the people today that tell you that a leader can inspire people through vision, by connecting with them through their emotions and being empathic, empathetic or what however it's it's called. And that's probably true, but I think you can also remove all that and, and you as you can give that vision and that drive and, and that ambition long way down the road in, in a completely different manner, you know, and then which would be this manner by I think, well, I mean, it still calls to an emotion because obviously, you know, we're all human beings. But I think by giving people a sense of, by giving people a sense of, I have no better words but to say of belonging to a great adventure. You know, I think I get what you mean because you, you can join a company where again, you know, you have this environment, which is amazing from an emotional perspective and, and where you're going to feel good and valued and all that. But it's still a nine to five... You're going to cash in your cheque. You're, you're happy where you work, but you're not really sure you know, where things are going a year down the road. And I think you can have really this, this feeling of belonging to something, you know, this great adventure where we're building towards something amazing, where we have these really ambitious goals. And sure, the environment might be a little bit, you know, messed up, but if you can swim through that, then there's really great things ahead.

Code: • Future Challenges > Building Trust, Keeping Team motivated, Emotional Intelligence Gewicht: 0

Interview I>IV1_TN2 Position: 134 - 134

You're going to have all the, you know, the people today that tell you that a leader can inspire people through vision, by connecting with them through their emotions and being empathic, empathetic or what however it's it's called. And that's probably true, but I think you can also remove all that and, and you as you can give that vision and that drive and, and that ambition long way down the road in, in a completely different manner, you know, and then which would be this manner by I think, well, I mean, it still calls to an emotion because obviously, you know, we're all human beings. But I think by giving people a sense of, by giving people a sense of, I have no better words but to say of belonging to a great adventure. You know, I think I get what you mean because you, you can join a company where again, you know, you have this environment, which is amazing from an emotional perspective and, and

where you're going to feel good and valued and all that. But it's still a nine to five... You're going to cash in your cheque. You're, you're happy where you work, but you're not really sure you know, where things are going a year down the road. And I think you can have really this, this feeling of belonging to something, you know, this great adventure where we're building towards something amazing, where we have these really ambitious goals. And sure, the environment might be a little bit, you know, messed up, but if you can swim through that, then there's really great things ahead.

Code: • Future Skills > Innovative; Entreprising; Visionary Gewicht: 0
Interview I>IV1_TN2 Position: 134 - 134

Well, well, I, I think, you know, you need to be a good communicator, obviously, because there's a lot that goes into storytelling and I'm not, you know, I'm not talking about bullshiting people, right?

Just like storytelling, whether it's telling the story of your client to, to motivate the people that work with you to work on, on whatever the client wants, whether it's, it's telling the story of a market, whether it's telling the story of your company, whether it's telling stories from your experience, right.

Code: • Future Skills > Communication Skills Gewicht: 0
Interview I>IV1_TN2 Position: 136 - 136

Well, I don't know because we're only at the beginning of it, that's why I ask.

31:56

But I would hope that, yes, I would hope that yes and you know, if I look at, for example, the the last, well, the last and also first keynote speaker that we had, which was last week, she shared some of her insights from her journey as a leader.

32:17

And there were some elements.

32:21

She actually also spoke quite a lot about storytelling and how you, you know, you share your experience with your colleagues to get them to follow you into battle.

32:35

And I, I, I, I do really hope that it will help me as, as a leader, whether it's to become a leader or to become a better leader, I'm not sure, but I am, because our industry, I mean, just like every industry, right?

32:57

It's not we're, we're, we're not special, but our industry is pretty specific. And and so, you know, I, I don't think a random leadership program would help as much as a leadership program which is built by people that, you know, know our industry.

Code: • Future Challenges > L4T helps preparing for future Challenges Gewicht: 0
Interview I>IV1_TN2 Position: 145 - 150

I do really hope that it will help me as, as a leader, whether it's to become a leader or to become a better leader

Code: • Expectations/Wishes L4T > Becoming a (better) leader Gewicht: 0
Interview I>IV1_TN2 Position: 149 - 149

It's not we're, we're, we're not special, but our industry is pretty specific. And and so, you know, I, I don't think a random leadership program would help as much as a leadership program which is built by people that, you know, know our industry.

Code: • Expectations/Wishes L4T > Learning practical oriented/ concrete Tools to use > Content connected to Recruiting Industry Gewicht: 0
Interview I>IV1_TN2 Position: 150 - 150

this strategic project that we've all been asked to to choose. And yeah, I, I have high expectations in the sense that I think achieving or, or getting to the end of the strategic project.

Code: • Expectations/Wishes L4T > Learning by doing the Project Gewicht: 0
Interview I>IV1_TN2 Position: 153 - 153

I really hope that, you know, within the, the frame of, let's say two years, it it really helps our organization talentor latvia , I would say, you know, double in size if not more from a people perspective, from a revenue perspective, market share perspective, everything.

Code: • Expectations/Wishes L4T > Leaning how to grow business Gewicht: 0
Interview I>IV1_TN2 Position: 155 - 155

So my project is about redefining completely our pricing model.

34:58

Interesting because historically we have a fixed fee pricing model because it is felt that this gives you know clarity to the customers, right And it doesn't give this feeling or idea in the background of your brain that you know, we're going to try and hire the most expensive person so that we make the most the the biggest fee.

35:29

So instead of being in a percentage basis, we usually have a fixed fee for a project and that's it.

35:34

The problem with that is that 2/1 well, it all goes together.

35:42

But, but the level of fees we are, we have right now are way too low.

35:46

They're they're too low to to grow where we want to grow.

35:52

And and there's a few reasons behind that is because fixed fees don't follow inflation and we've seen salaries practically double if not triple in a lot of environments in the last three years and our fees definitely have not followed that.

36:17

And also historically, you know, the Baltic States where smaller economies with lower income levels and things like that.

36:28

But today, you know, some of those companies and some of the salary levels are equivalent if not higher than Western Europe.

36:35

And I don't think there's any reason for us to still be having fees as if, you know, it was like 10 years ago.

36:41

So I would like to move to a, a, a percentage based pressing models still split in three invoices, but then that requires, it's not just taking the decision that, you know, we scrap the, the flat fees and we move to person.

36:58

Yeah, I, I get you.

36:59

We, we have to study the market, understand our customers mindset, do some trial runs, look at what our competitors are doing, look at how other countries that have switched to these kind of models, how they've done it.

37:11

And then we need to adjust that percentage.

37:15

EE Punkt had some really interesting insights from that perspective.

37:19

I know the talent or Austria has made some switches also.

37:24

So yeah, it's not just as easy as deciding to switch from 1:00 to 1:00.

37:28

There's a lot of studies that goes into it.

37:30

And so that's what my my project is about.

37:32

And you know, by extension, if it works, then it's more money.

37:38

More money means being able to recruit more people and to grow and to grow.

37:43

So it's it's it's it's beneficial cycle.

37:48

Interesting, Interesting.

Code: ● Project Gewicht: 0
Interview I>IV1_TN2 Position: 159 - 181

My main concern has always been, you know, how, how practical can the, the sharings and teachings of different keynote speakers become like, like because motivational speakers and all kind of speakers, you know, that'll tell you these magic formulas and insights about, you know, how they made it.

Code: ● Concerns/Questions L4T > Practical Input? Gewicht: 0
Interview I>IV1_TN2 Position: 186 - 186

So I really hope that the program has been built in the sense that there is there are real, you know, practical elements and it's, you know, not just some like good things to think about, but actually some things that we can take and and say, you know, tomorrow I'm doing this well, interesting.

Code: ● Expectations/Wishes L4T > Learning practical oriented/ concrete Tools to use Gewicht: 0
Interview I>IV1_TN2 Position: 189 - 189

And I, I really think that if we could have, yeah, something heavily focused on conflict resolution with some practical examples, real practical examples of how do I handle this or that, you know, that would be extremely useful. Because I think one of the biggest challenges as as a leader and as a manager, you know, is to, yeah, handle conflicts within the company and not just with subordinates, but also with, you know, partners.

Code: ● Expectations/Wishes L4T > Personal growth/leaving confort zone Gewicht: 0
Interview I>IV1_TN2 Position: 204 - 204

And I, I really think that if we could have, yeah, something heavily focused on conflict resolution with some practical examples, real practical examples of how do I handle this or that, you know, that would be extremely useful. Because I think one of the biggest challenges as as a leader and as a manager, you know, is to, yeah, handle conflicts within the company and not just with subordinates, but also with, you know, partners.

Code: ● Expectations/Wishes L4T > Competencies > Communication & Conflict handling Gewicht: 0
Interview I>IV1_TN2 Position: 204 - 204

with some practical examples, real practical examples of how do I handle this or that,

Code: ● Expectations/Wishes L4T > Learning practical oriented/ concrete Tools to use Gewicht: 0
Interview I>IV1_TN2 Position: 204 - 204

There's no specific competence in mind, but just, you know, generally some, some insights and some practical ideas and how to make things better.

42:21

But I, I actually, I think, you know, conflict resolution that that, you know, that that can be detailed into a lot of things, including, you know, connecting better with people.

Code: ● Expectations/Wishes L4T > Competencies Gewicht: 0
Interview I>IV1_TN2 Position: 208 - 209

My current working situation is I'm working part time because I'm studying, I'm working 70%, but three days a week and during the semester holidays I only work then I work 100%. So if you look at the whole year, I working 70 and my role is at the moment I'm a talent acquisition consultant recruiting for our clients in the region of Berne. But I am also like trying to build a little bit a new business unit focusing on on perm business because at now we're doing or we are focusing on on the on the temp business. So I'm also at the moment doing like 360 consulting and recruiting in Berne.

Code: ● Current Work Situation Gewicht: 0
Interview I>IV1_TN3 Position: 5 - 5

So I would say my answer would be to be organised on, on, on one side and and also to be efficient at, at, at the other side and and like to, to get those two parts together. I think that'll be my, at the moment, my biggest challenge the that, that can, that can mean to, to do like the the whole week organization. Also for me with the part time workload.

Then if I would be like a team leader or something also to, to have these the communication with the team all the time and, and, and to know what challenges are there and, and, and yeah, things like that.

And to still be able to have enough time to to do like the, the daily business and, and to work efficient and, and not and, and concentrated on, on the daily business.

Code: [● Current Challenges > Balance strategic/leadership & operative Tasks / Timemanagement](#) Gewicht: 0

Interview I>IV1_TN3 Position: 18 - 20

one thing is that that was not, that was not easy for me is of of course, first of all to to get all the information from the client. And then also to to make sure that the the talent acquisition specialist that that is recruiting for me gets all these informations and and knows what's important. So like this knowledge transfer from the client to the TA who is recruiting and, and I'm like the middleman in in this case. And that was for me a challenge because I.. A lot of the information from the client. I, I also, I just had in my head and not like written down because I, I, I've been with the client for, for a meeting on site and, and we talked a lot and they couldn't like make or, or write everything down.

And so that, that was my challenge. I would say to, to get the information to the TA

L:... and how did you handle it?

I: So I, I tried, of course, to, to, to get everything together and, and, and all the, all the information to, to the TA. And then when I had like an idea or, or I remembered, oh, there was also one important part that I forgot to, to tell you. Then I just called or, or made an e-mail on top to, to make sure that that she has the information. But that of course not the most efficient way to do it. In in best case, like I could, I could do everything at once.

Code: [● Current Challenges > Gathering and passing on Information](#) Gewicht: 0

Interview I>IV1_TN3 Position: 43 - 45

So I think in ((Country)), of course that the the the lack of of good IT-Specialists.

So it will be more and more difficult to to find and and recruit those people.

Code: [● Future Challenges > Geopolitical situation > Recruiting-Industry: Lack of Specialists](#) Gewicht: 0

Interview I>IV1_TN3 Position: 53 - 54

I, I would say for sure that and also to, because especially in ((City)) in, in my opinion, a lot of clients are thinking in the way that their candidates or their employees should be able to, to talk ((Language)) at least or, or even better ((Language)).

And, and I think a big challenge could also be also because of the lack of those people of, of those IT specialists to get like the, the change in, in the mindset of, of the clients. So they say, OK, it's also fine if we have a candidate or, or an employee that that only speaks English or whatever and, and who can learn ((Language)) or, or also not only, not only in, in the language, in the language thing. Also if, if someone hasn't like all the,... the soft... software, whatever programming skills that he had that he has to have that also the, the, the client says, yeah, we can, we take him and, and he can learn it on doing on the job or whatever, or, or we, we even pay him like the education

to, to learn this programming language or whatever. So I think that would be or will be a big challenge.

Code: • Future Challenges > Geopolitical situation > Recruiting-Industry: Lack of Specialists > Client Expectation Adjustment Gewicht: 0
Interview I>IV1_TN3 Position: 55 - 56

For sure talking about it and, and trying to especially talking with with the clients and, and, and find out or trying to find out why

Code: • Future Skills > Communication Gewicht: 0
Interview I>IV1_TN3 Position: 59 - 59

And and the other thing I would say is also to find like new ways to find those people or also to attract them, I think. Yeah, also to, to yeah, to, to attract them and, and, and to get them there that they they say, OK, I want this job that you are recruiting for and I'm whatever I'm, I'm quitting my current job. So like also, I think it will be more of more of a talent attraction also.

Code: • Future Skills > Candidate Attraction Gewicht: 0
Interview I>IV1_TN3 Position: 61 - 61

And, and I'm sure thing that that you can also teach or, or lead by example or whatever as, as a team lead, yes.

Code: • Future Skills > Leadership: Empowerment / Inclusion of Team Gewicht: 0
Interview I>IV1_TN3 Position: 62 - 62

So in, in general, I would say it's important that you have an exchange on a, on a regular basis so that, that you always, not always, but, but that, you know, OK, what are the people in my team working on and what are they doing and how are they doing it?

Code: • Future Skills > Communication Skills Gewicht: 0
Interview I>IV1_TN3 Position: 64 - 64

But also not like this, what is it called? Like the helicopter management or whatever, but not like they also need to have space, of course. But I think in my opinion, it's important to know what they're doing and how they're doing it and, and also to talk about their challenges or, or also also their, their successes and, and all these, all these things.

Code: • Future Skills > Balanced Leadership (Micromanagement vs. effective Leadership) Gewicht: 0
Interview I>IV1_TN3 Position: 64 - 64

So I think like exchange for sure is is very important and also to be flexible and and to be also ready to to try out new things. I would say that that is very important also because it's fast changing everything.

Code: • Future Skills > Flexibility, open to learn Gewicht: 0
Interview I>IV1_TN3 Position: 65 - 65

So as a team lead or or today as ((Individual)), yeah, that's difficult to say because there they there could be a lot more.

15:05

But for, for the ones that I, that I mentioned, I would say I'm pretty ready.

15:10

And I was, so I was so looking forward to it because, yeah, I mean, it's, it's, it's also interesting when it's changing and it's not always the same thing.

15:20

So, yeah, I would say like I'm, I'm ready in, in like mindset ways, but of course I will.

Code: • Future Challenges > Participant feels prepared for Challenges Gewicht: 0
Interview I>IV1_TN3 Position: 68 - 71

And would have to, to learn and, and, and yeah, to, to learn a lot and, and also to, to be flexible by myself and, and also to, to be able to, to learn and, and, and to, to react right on, on these situations or on these changes.

Code: • Future Challenges > Participant feels prepared for Challenges > Flexibility / Adaptability; Willing to learn Gewicht: 0
Interview I>IV1_TN3 Position: 72 - 72

I think leaders should be positive. And so just of course positive by by talking with with the people and, and the team members and, and that's, that's yeah, that's one part.

Code: • Future Skills > Positive Mindset Gewicht: 0
Interview I>IV1_TN3 Position: 76 - 76

And I would say also, yes, flexible or or open to to learn.

Code: • Future Skills > Flexibility, open to learn Gewicht: 0
Interview I>IV1_TN3 Position: 77 - 77

to leave some, some space to develop the, the team member so they, so they can, they can take their own responsibilities and, and not to like, how can I say that? Yeah, just to leave some space so they can, they can develop or they can also try out new things or, or new, new tasks and, and, and things like that. I, I would say it's, it's very, very important.

Code: • Future Skills > Leadership: Empowerment / Inclusion of Team Gewicht: 0
Interview I>IV1_TN3 Position: 78 - 78

And also that you are open to learn from, from the team members. So not, not to think like, yeah, I'm the team leader and and I'm I can do everything better than than my team members.

Code: • Future Skills > Flexibility, open to learn Gewicht: 0
Interview I>IV1_TN3 Position: 78 - 78

Empathic and for sure.

Code: • Future Skills > Soft-Skills, Empathy, Trust Gewicht: 0
Interview I>IV1_TN3 Position: 81 - 81

Commutative is for sure important in all our business when especially as a team leader.

Code: • Future Skills > Communication Skills Gewicht: 0
Interview I>IV1_TN3 Position: 82 - 82

maybe also like innovative a little bit in in in terms of trying out new things. Also that I said are also and and and also what's in in in English ((Entreprising)).

Code: • Future Skills > Innovative; Entreprising; Visionary Gewicht: 0
Interview I>IV1_TN3 Position: 83 - 83

I would say that you need a lot of organization skill or also to be like strict when you say, OK, now I'm taking one hour, 2 hours to, to call clients or whatever, to call candidates and, and then not to check your emails or whatever, or, or, or to, to talk with, with the team members or whatever.

Code: • Future Skills > Organisational Skills Gewicht: 0
Interview I>IV1_TN3 Position: 100 - 100

I would say yes and of course, but it like difficult to to say now because it just started and we all, we only had like 2 workshops and, and one one or, or like 3 workshops. So it's like, it's like difficult to say now, but I would say yes because, because first of all, because of the other members that are taking part in it. Yeah, I think I can, I can learn a lot of them because they're also already a lot or most of them are team leaders and also entrepreneurial thinking people because they also like builds their own teams or whatever. So I think I can learn and adapt a lot from them. And what was the other thing that I would say?.... Ah, and because also when I look, have a look at the program and, and the people that are coming to our workshops and, and talking about their experiences, then I would for sure say yes, it, it helps me. And I, I also know already now I can, I can call or, or, or write any time to anyone in in the programme and, and ask them for help or, or, or tips or whatever. So it's also like a, a nice source of, of knowledge for for me that I would, that I wouldn't have without, without the, the programme.

Code: • Future Challenges > L4T helps preparing for future Challenges Gewicht: 0
Interview I>IV1_TN3 Position: 105 - 105

a lot, a lot.
First of all, for sure the the acquisition or the client acquisition part that I've never done before. So really to to do like the cold acquisition and just call some, some potential client and try to get them to buy anything from you.

Code: • Project Gewicht: 0
Interview I>IV1_TN3 Position: 108 - 108

24:30

So that's for sure the the first thing then also to to change the recruitment skills from from the temp business to the perm business.

24:44

That's for sure also a big or yeah, pretty big change.

24:49

But it's also that's also very interesting for me, of course, also to to see this side of, of, of the job or, or this side of the recruiting.

25:01

And, and I think it also makes makes my like experience or, or skill even more good because I can now like recruit temp and perm business.

25:19

And it's like, yeah, so I think that's, that's a very nice part of it.

25:26

And what else could I learn?

25:34

Yeah, also just to like everything on on the client side.

25:38

Also to to to the exchange with the client and also talk about like open positions that they have and and to to also to find out, OK, now we have an open position.

25:51

Why is it open?

25:53

What are you looking for?

25:56

What is like the the the best possible candidate that we could send you and all to get on on on one side to get all this information from the client and also on the other side to to get them to buy the candidate when they have it from you.

26:15

Does this about the the project itself.

26:18

You know, you'd had to sit up it and do like the project now less the tasks you are changing now because you're also living.

26:28

That's a little bit special with you because you're living the project that you are are doing, but it's at the same time it's like a meta level thing, this project of this year.

Code: • Project Gewicht: 0
Interview I>IV1_TN3 Position: 123 - 136

Yeah, on, on this way of thinking, I would say like in, in general, the whole project management and, and to like to, to set on a project from from zero to OK, where do I want to be in one year?

27:18

And to also to, to challenge yourself to get out of the comfort zone and to, to learn new things, of course.

27:28

And also concerning the where do I want to be when the project ends?

27:35

I would also say to, to set goals that are, that are reachable.

27:45

But there are also how can say it's not too easy to to reach, but possible.

27:57

Yes.

27:57

So I would say that and and of course the the the whole networking part with with the other team members or or program members.

28:05

Of course, that's also and and the exchange on on their project to also to get like or or to to give good feedback or qualified feedback also things, things like that.

Code: • Project Gewicht: 0
Interview I>IV1_TN3 Position: 140 - 147

I, I had like the concern that because a few people like quit it or, or didn't want to to take part in the program anymore because of different reasons, I think. And, and there I was thinking for myself, OK, if we are only like 4 or five people, then it's not that interesting anymore since you're also ((X)) people from ((Company)) or now ((X-1)) people from ((Company)).

Code: • Concerns/Questions L4T > Commitment of Participants Gewicht: 0

Interview I>IV1_TN3 Position: 152 - 152

And maybe also one concern, if I can say like that is that because all most of the other members of the program are already team leaders and, and have like few or or a lot more experience in especially in in leading people, but also just because they're also older and and worked a lot more then we there. I could say maybe what do I want to give them as a feedback or, or I can't really give them any interesting tips or, or whatever.

Code: ● Concerns/Questions L4T > Insecurity conc. ind. added value in group Gewicht: 0
Interview I>IV1_TN3 Position: 154 - 154

maybe looking at the project, if I will be there where I want to be in one year, That's for sure a question mark, but it's not like a concern because it's also difficult to say at this time where you will be in one year.

Code: ● Concerns/Questions L4T > Planning / execution of Project Gewicht: 0
Interview I>IV1_TN3 Position: 162 - 162

one thing I could say at this moment, but I also already mentioned it and I think we will talk about it or have like even a workshop maybe on it, I'm not sure.... And that's the the the acquisition parts or client acquisition.

Code: ● Expectations/Wishes L4T > Learning how to grow business > Client Acquisition / Account Management Gewicht: 0
Interview I>IV1_TN3 Position: 169 - 169

So I'm just trying to get as much as possible out of it for my future and and to to learn like anything possible.

Code: ● Expectations/Wishes L4T > Learning in general Gewicht: 0
Interview I>IV1_TN3 Position: 176 - 176

the networking part

Code: ● Expectations/Wishes L4T > Expand prof. Network Gewicht: 0
Interview I>IV1_TN3 Position: 181 - 181

also to be part of, of an international English speaking team or, or group. So that's for me, of course, also very interesting and, and, and nice to take part. And that's, yeah, that's like one thing that you learn by doing of course.

Code: ● Expectations/Wishes L4T > Expand prof. Network > Gain insights from other cultures/countries Gewicht: 0
Interview I>IV1_TN3 Position: 181 - 181

But then I would also say that the whole project management itself, so also to, to set milestones and, and to also to get feedback to, to have a look. OK, is it, is it still possible to reach the targets and and also how do I plan and organise everything so I so it's so it is possible to be or realistic to be there where I want to be in one year. So like the whole project management itself, yes, but that's for sure.

Code: ● Expectations/Wishes L4T > Learning by doing the Project Gewicht: 0

Then I would also say to maybe talk about how can I say that like to to to to talk open about problems with whatever, with with anyone from from work or whatever.

35:47

So if you, if you have something that that you think, OK, that's annoying me or whatever, and to really talk about it and not just to think about it and and like be angry, but really to to face those just to understand this.

36:06

You would like to learn like to maybe address like difficult.

36:11

Yes, exactly.

36:11

Or do you like more or that that's something you think you could improve or or a competency could learn there to to handle situations like this?

36:21

Yes, yes.

36:22

Especially also thinking about if in ATA in a team lead role, of course.

36:30

Yeah.

36:31

So like not not now at the moment, but I think that would also or could be like a a challenge for me if I was if I were a team leader to address difficult topics or difficult feedbacks, maybe criticism or something like that.

Code: ● Expectations/Wishes L4T > Competencies Gewicht: 0
Interview I>IV1_TN3 Position: 187 - 195

So to to have like in in ((Language)), it'll be like ((a confident performance)) ... to have like a confident appearance in in general... Exactly... So not not only like talking to people or or whatever, just like the the, the whole appearance as as a whole, Yes, but I would say that that's one skill or, or whatever that that I would like to improve or, or, or work on.

Code: ● Future Skills > Self-Confidence Gewicht: 0
Interview I>IV1_TN3 Position: 205 - 205

No, so I'm very looking forward to to the on site part in Vienna. That's that I I really appreciated that, that we also can meet each other on site

Code: • [Expectations/Wishes L4T > Expand prof. Network > Meeting Peers in Person](#) Gewicht: 0
Interview I>IV1_TN3 Position: 208 - 208

I work as a team lead within Independent Recruiters Group.

0:20

So I manage three of our labels which are hospitality, facility and retail and I manage a team of six consultants doing so.

0:32

I've been with independent for about 5 years and grew internally into this position.

0:38

So started as a consultant, took up hospitality as a team lead and then facility and retail were added to to those.

0:47

So that's my current situation.

0:51

Very good.

0:51

And how, how long are you already leading?

0:55

I think about two years now.

Code: • [Current Work Situation](#) Gewicht: 0
Interview I>IV1_TN4_L Position: 5 - 12

So I sometimes still experience because I'm I'm pretty young as well and I manage also people that are older age wise and have more working experience than me. So I feel sometimes that even though I know what the right thing to do is within ((Company)) as a leader is sometimes challenging to bring over to, let's say older colleagues that I am still managing, even though I know I'm, I'm in the right position to do so.

Code: • [Current Challenges > Self-Esteem / Insecurities](#) Gewicht: 0
Interview I>IV1_TN4_L Position: 19 - 19

And, and sometimes I, I am kind of a people pleaser. So sometimes I really try to keep everyone happy and and be friendly to everyone, even though sometimes, of course you cannot. So I think those are the moments that are for me pretty, pretty challenging to find the right

balance between being friendly and and not trying to step on anyone's toes, but also express sometimes that things are either not going well or could be done differently.

Code: ● Current Challenges > Leadership: Balancing Empathy and Assertiveness Gewicht: 0
Interview I>IV1_TN4_L Position: 20 - 20

And sometimes what I also would like to do is work with a self reflection thing, like ask the the team member the right questions so that they understand where I'm coming from instead of them sticking to their their own point so to say.

Code: ● Current Challenges > Leadership-Team-Development & Training > Solution: Building Trust Gewicht: 0
Interview I>IV1_TN4_L Position: 27 - 27

I think I'm pretty laissez faire as well. Like as long as your output is there, I'm not here to micromanage you. I am here to give you the right tools to be able to be successful and sometimes you notice that there are team members that get along with that really well and sometimes there's team members that need a little more day-to-day guidance.

Code: ● Current Challenges > Leadership: Balancing Empathy and Assertiveness Gewicht: 0
Interview I>IV1_TN4_L Position: 39 - 39

But the I think the challenge in this is that I still have my own portfolio of vacancies as well because there's a well, there's a lot of positions open and a lot of projects going on.

L: So.... So you're also working on the vacancies on the daily business? just for my understanding....

I: Yeah. I lead key-accounts, but at the same time taking up vacancies myself. So another challenge I experience is, is how do I divide my time? Do I constantly manage my team, forget about my projects? And then the next week, of course, I I focus more on my projects, but less on the team. So it's, I think the finding the right balance there is also one of the challenges that I that I'm experiencing.

Code: ● Current Challenges > Balance strategic/leadership & operative Tasks / Timemanagement Gewicht: 0
Interview I>IV1_TN4_L Position: 42 - 44

Well, I think the generation thing is a challenge.

Q: What do you mean by this with this?

R: Well, of course, for the newer generations, work life balance is more important... willing to work less hours, wanting to work from home. Whereas I think in our jobs, it's really important to have that connection with with team members as well. Even though it's really easy to work as a recruiter from home, right, Because all you need is an Internet connection in the phone pretty much.

8:15

But I do feel like being connected with the team and, and getting that storytelling about certain clients and hearing other people's conversations for more senior consultants, it's really helpful for your for, for their own growth. But what I notice is that there's a lot of new colleagues coming from younger generations that have more value to working from home. So I think it would be a challenge for us.

Code: • [Future Challenges > HR: Recruiting & keeping employees > Younger Generations](#) Gewicht: 0
Interview I>IV1_TN4_L Position: 50 - 53

So we've already made a big transition, I think into what we're doing now in more or less a hybrid situation. But I think that will evolve even more. And also the the what do you call them working from working from abroad?

L: Vocation things... Vacations?

9:22

Yeah. Yeah....
And those are also questions that we get from colleagues. Like can I go to Portugal for three weeks and only have a week of vacation and work for the rest?
Like I, like I even though I manage on output, I am, yeah, it's still of course harder to manage from a distance than when someone's as close as in the office.

Code: • [Future Challenges > HR: Recruiting & keeping employees > Younger Generations](#) Gewicht: 0
Interview I>IV1_TN4_L Position: 60 - 62

So we've already made a big transition, I think into what we're doing now in more or less a hybrid situation. But I think that will evolve even more. And also the the what do you call them working from working from abroad?

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Like I, like I even though I manage on output, I am, yeah, it's still of course harder to manage from a distance than when someone's as close as in the office. So I think that that's a big challenge in the future.

Code: • [Future Challenges > HR: Recruiting & keeping employees > Homeoffice/Flexible workplace](#) Gewicht: 0
Interview I>IV1_TN4_L Position: 60 - 62

I mean, there's of course the AI thing that yeah, might stand in the way of of recruiters doing their jobs, but that's not how that's this stands in the way. I think mainly bias because of course also, for example, Google is is working on AI tool that helps you answer your emails. So if I send my clients a CV with an introduction and the AI tool believes that it's not the right candidate, but I might be able to change the hiring manager's tool thoughts, the hiring manager will still be biased by the automatic reply that the AI, right?

L: Right.

10:56

So I think how the human aspect might change also in the future because we're less thinking for ourselves and more having a computer thing for us.

Code: • Future Challenges > AI Gewicht: 0
Interview I>IV1_TN4_L Position: 64 - 66

Yeah, it's it's been a problem, of course, doing your own recruitment for your own team.

11:35

I mean, there is a big shortage in the ((Country)) on the labour market. Salaries are exploding. There's another, yeah. The economic situation I think will will be worse in in a few months or years time.

11:57

So how do you attract the right talent at this point?

12:01

And how do you stick with the right talent that you have in house and make sure that you keep them with you instead of them going away?

Code: • Future Challenges > HR: Recruiting & keeping employees Gewicht: 0
Interview I>IV1_TN4_L Position: 71 - 74

The economic situation I think will will be worse in in a few months or years time.

Code: • Future Challenges > Geopolitical situation Gewicht: 0
Interview I>IV1_TN4_L Position: 72 - 72

So I, to be honest, I'm not preparing for anything today that might happen in, in let's say two or three years or, or even in one year because, you know, you never know what's gonna happen.

13:01

And if, if you prepare for one thing today, the scenario might be a whole lot different tomorrow than than you're expecting.

13:09

So I think what helps is that I'm really agile as a person, so whichever situation I get into, I think I will manage a way out. So I'm, I'm not yeah, necessarily preparing for anything.

Code: • Future Challenges > Participant feels prepared for Challenges Gewicht: 0
Interview I>IV1_TN4_L Position: 84 - 86

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So I think what helps is that I'm really agile as a person, so whichever situation I get into, I think I will manage a way out. So I'm, I'm not yeah, necessarily preparing for anything.

Code: • Future Challenges > Participant feels prepared for Challenges > Flexibility / Adaptability; Willing to learn Gewicht: 0
Interview I>IV1_TN4_L Position: 84 - 86

I think most of the challenges can be tackled by having contact with your people and staying in touch, communicating well, having them feel like they are, that I can be trusted and that I trust them.

Code: • Future Skills > Soft-Skills, Empathy, Trust Gewicht: 0
Interview I>IV1_TN4_L Position: 87 - 87

I think most of the challenges can be tackled by having contact with your people and staying in touch, communicating well, having them feel like they are, that I can be trusted and that I trust them.

13:45

So it's.... Yeah, I think, yeah, communication is, is key in that sense.

Code: • Future Skills > Communication Skills Gewicht: 0
Interview I>IV1_TN4_L Position: 87 - 88

Yeah, I, I think it's all on the, let's say more soft skill side then I, I think empathy is really important.

Understanding where your people are coming from, giving them space to, to talk about things and, and feelings and having them express those. I think that's that's by far more important than managing them on, let's say, more hard skills. And yeah, I'm looking at the situation that I came from before I started here. I think also that's what helped me get successful in the position that I am now because of trust, because of empathy, because of receiving the feeling that I can be, I can manage my own calendar and I can take up different tasks that I want instead of independent, really pushing them to me, if you know what I mean.

So putting someone in their own power instead of trying to put them in a in a square box and not having them go out and to reach this with the team.

Code: • Future Skills > Soft-Skills, Empathy, Trust Gewicht: 0
Interview I>IV1_TN4_L Position: 95 - 95

So putting someone in their own power instead of trying to put them in a in a square box and not having them go out and to reach this with the team

Code: • Future Skills > Leadership: Empowerment / Inclusion of Team Gewicht: 0
Interview I>IV1_TN4_L Position: 95 - 95

ility to sometimes not be successful or that like the do the the mindset change, like, OK, we made a mistake, we'll try again next time and we know how to how not to do it. I think the the ability to to adapt to certain situations and not be afraid to make mistakes. Yeah... Because... Yeah, once you make a mistake, you learn. And I think that, yeah, not being afraid, afraid to do so really helps in in building a team as well.

Code: • Future Skills > Soft-Skills, Empathy, Trust Gewicht: 0
Interview I>IV1_TN4_L Position: 97 - 97

Being able to put yourself in someone else's shoes, I guess to Yeah. Not bias or not already have a certain thought about someone before even getting to know someone's background.

Code: • Future Skills > Soft-Skills, Empathy, Trust Gewicht: 0
Interview I>IV1_TN4_L Position: 100 - 100

I don't think it will 100% prepare you.

18:08

I do think that there is some very useful insights that we'll be given in how so we had the session with Bethel last week, which I think gave gave good insights into how to differently approach a situation.

18:25

Sometimes she asked the question like how do I come across to my team and how do I think you, how do I think I come across and how do you actually come across?

18:38

Which of course is also influenced by different factors.

18:42

And I think the program will not 100% prepare you for anything to come, but I think it's really helpful to speak to people from the industry that are more experienced than we than we are.

19:00

They have a lot more working experience, a lot of more experience in life.

19:04

So that will be really helpful to share their insights and sometimes being able to apply them to your own life or leadership style or yeah.

Code: • [Future Challenges > L4T helps preparing for future Challenges](#) Gewicht: 0
Interview I>IV1_TN4_L Position: 112 - 118

Other than that it's meetings during my commercial time. That's one of...

L: whatever it comes to your mind.

I: As I said, it's yeah, no, it's, it's, I mean, it takes up a lot of time to be honest. I think working on the strategic project is really helpful in my case also for my, for my clients and my vacancies. But of course, there are some other people in the program that have opted on other subjects. And I think the the online sessions that we do from external people, they're usually on Tuesdays or Thursday mornings, which of course are prime time for calling clients and candidates as well.

Code: • [Concerns/Questions L4T > Workload / Time Management](#) Gewicht: 0
Interview I>IV1_TN4_L Position: 120 - 121

Can I quick ask, what is your project about the strategic growth of our retail label?

21:00

So both candidate and client side, we're trying to yeah, get more attention in the market.

Code: • [Project](#) Gewicht: 0
Interview I>IV1_TN4_L Position: 128 - 129

Specifically, how do you manage different types of personalities? Can you use, for example, an assessment or personality assessment to build a team and know what you lack in a team?

Code: • [Expectations/Wishes L4T > Becoming a \(better\) leader > Working with diverse personalities](#)
Gewicht: 0
Interview I>IV1_TN4_L Position: 138 - 138

There's also a lot of things in learning and development, for example, in how do you make sure that the the good people that you have stay within the organization to to keep them interested and get the best out of them so that they also go through personal growth.

Code: • [Expectations/Wishes L4T > Becoming a \(better\) leader > How to keep good employees](#) Gewicht: 0
Interview I>IV1_TN4_L Position: 140 - 140

how can we change the current situation that there's still a pay gap between men and women and that it's only getting bigger.

Code: • [Expectations/Wishes L4T > Women in Business](#) Gewicht: 0
Interview I>IV1_TN4_L Position: 150 - 150

leadership specifically, of course, working together with different personalities.

Code: ● Expectations/Wishes L4T > Becoming a (better) leader > Working with diverse personalities
Gewicht: 0

Interview I>IV1_TN4_L Position: 156 - 156

But also efficiency, account management.
That account management really pops up many times, like how often do you call a client?
How do you keep your client informed?
How do you go about your business?
Like if you're taking up one vacancy for a client, why don't you ask for the other 20, that sort of things.

Code: ● Expectations/Wishes L4T > Learning how to grow business > Client Acquisition / Account Management
Gewicht: 0

Interview I>IV1_TN4_L Position: 173 - 173

I think it's a great opportunity for talentor as well to be able to... I mean, we're the first cohort.
So it's always a little like they're the IT, it will be a bumpy road, right, Because there's still a lot to figure out and how do you go about things.

Code: ● Concerns/Questions L4T > Being the first cohort
Gewicht: 0

Interview I>IV1_TN4_L Position: 231 - 232

And even thinking about me standing in front of all those people, like, it gets me so anxious.

Code: ● Expectations/Wishes L4T > Personal growth/leaving confort zone
Gewicht: 0

Interview I>IV1_TN4_L Position: 247 - 247

Just a briefly description, I work as a TA consultant for Coopers, so I do mainly recruiting for temporary positions.

0:47

Engineering White, are you leading A-Team right now?

0:52

I am not leading A-Team right now.

0:54

I'm part of a team.

0:56

I did lead A-Team before I started with Coopers, but that's now almost two years ago.

1:05

Yeah, I was two years ago.

Code: ● Current Work Situation
Gewicht: 0

Interview I>IV1_TN5 Position: 7 - 12

Well, sometimes I would say it's, it's challenging to, as aspiring leader, you know, for me not to lose focus.
So I mean, the closest I get to, to working as a team leader is when we have new starters and I'm the one responsible for showing them everything, being their person of contact and so on and so on.

So finding the balance between being there for them, explaining it for them, and also being like, OK, you've asked me this question three times. You should be able to do that by yourself. I think that's, that's one of the challenges.

Code: ● [Current Challenges > Leadership: Balancing Empathy and Assertiveness](#) Gewicht: 0
Interview I>IV1_TN5 Position: 15 - 16

Well, sometimes I would say it's, it's challenging to, as aspiring leader, you know, for me not to lose focus.
So I mean, the closest I get to, to working as a team leader is when we have new starters and I'm the one responsible for showing them everything, being their person of contact and so on and so on.

So finding the balance between being there for them, explaining it for them, and also being like, OK, you've asked me this question three times. You should be able to do that by yourself.

Code: ● [Current Challenges > Balance strategic/leadership & operative Tasks / Timemanagement](#)
Gewicht: 0
Interview I>IV1_TN5 Position: 15 - 16

And of course, you know, as it is not my my daily business also not losing track of focus of everything else that's, that's going on.

L: What do you mean by everything else?

I: like new positions coming in that I have to take care of as I'm working temporary. I also have to take care of my contract contractors after they start. So being in touch with them, if there's any problem for them, they will reach out to me. So getting back to them quickly, helping them out and so on and so on. So it's like that's, that's everything else that's also going on the daily business.

Code: ● [Current Challenges > Balance strategic/leadership & operative Tasks / Timemanagement](#)
Gewicht: 0
Interview I>IV1_TN5 Position: 17 - 19

I mean, I see it, I see it also with the programme, which is a lot of fun and I really like it up to now.

And I guess I, I will, I hope I will keep on liking it. I'm pretty sure I will. But that's also a lot of time that I have to invest. So that's also like for me, that's a little bit as well, not, not time management, not losing focus.

Code: ● [Current Challenges > Balance strategic/leadership & operative Tasks / Timemanagement](#)
Gewicht: 0
Interview I>IV1_TN5 Position: 22 - 22

But that's also a lot of time that I have to invest. So that's also like for me, that's a little bit as well, not, not time management, not losing focus.

Code: ● Concerns/Questions L4T > Workload / Time Management Gewicht: 0
Interview I>IV1_TN5 Position: 22 - 22

one of the things I really would like to work on is time management

Code: ● Expectations/Wishes L4T > Competencies > Time Management Gewicht: 0
Interview I>IV1_TN5 Position: 23 - 23

strategic planning of a project for sure, because I've never, I've never done that before.

Code: ● Expectations/Wishes L4T > Competencies > Project Management Gewicht: 0
Interview I>IV1_TN5 Position: 24 - 24

I mean, I wouldn't, I wouldn't say challenging, but having had ((more than one)) team leaders at ((Company)), I, I know that they are working completely different. Like, like it's like night and day.

Code: ● Current Challenges > Balancing needs & expectations of Team / other Stakeholders Gewicht: 0
Interview I>IV1_TN5 Position: 45 - 45

L: And if you think now about your potential role as a leader, how do you think this... behaviour now would affect your leadership skills or style?

I: I think I would have to let go like at the moment, I know that's that's also a problem of mine.

Like I do like to have control over situation and letting go of this control and just be like, you guys got this.

Code: ● Current Challenges > Leadership: Trust in Team / Accept help / Delegate Gewicht: 0
Interview I>IV1_TN5 Position: 73 - 73

I don't think and I don't like to be the micromanager, but just, you know, let, let something go completely and be like, I, yeah, you guys got it. And please tell me in a month if it worked out. I'm probably more like the, so could you give me an update like once a week maybe not that I have to be the person to do everything, but just to at least in the beginning, just to, to see that that everything's working out. Yeah.

But yeah, I know letting go of, of of something is just not my strongest...

Code: ● Current Challenges > Leadership: Balancing Empathy and Assertiveness Gewicht: 0
Interview I>IV1_TN5 Position: 76 - 76

I think if, if we're really strictly talking recruiting business, I think one of the of the big topics could be keeping people motivated and keeping them on on track, especially because we all know it. Sometimes you have Ups sometimes you have downs. And in our business, if you don't have a placement for two, 3-4 months, something if it's just like it cannot get out of it, you're just in a down and you're just everything is... Yeah... And you're, you're thinking about like, oh, no, I don't have, I don't have the, the motivation. Oh, it's not going to work out anyway. I know it and so on.

So keeping people motivated and, you know, telling them like, yeah, we've all been there. There ... There will be other times. So we'll have a win and then you will see everything else like.

So I think that's that's one of the big challenges or challenges, yeah, that's that that we have in this in this business specifically for for team leaders. So to to, you know, keep people motivated, keep them focused.. keeping them keep, keep them focused.... And if it's not going well, just, you know, not be like, oh, yeah, yeah. So it's going to be so really motivate them and be like, yeah, that's... It's really sad. But you, you did have an interview. Nah, Nah, Nah and so on. So keep on going. And that one is yeah.

Code: • Future Challenges > Building Trust, Keeping Team motivated, Emotional Intelligence Gewicht: 0

Interview I>IV1_TN5 Position: 82 - 83

I think also if you're, if you're a good team leader, the team helps itself as well. So if you're like living it and you're motivating your people and so on, I think the team itself will change its behaviour and be like more like, like a more supportive, motivated, motivated crowd and be like, Oh yeah, I totally get it. I had the same like last year during that that, but then I got displacement and the other one and so now I'm top of my game and so on.

Code: • Future Skills > Leadership: Empowerment / Inclusion of Team Gewicht: 0

Interview I>IV1_TN5 Position: 85 - 85

I think it's, and we've already already discussed it a little bit, the line between being efficient and being emotional. So like being there, being supportive, but also finding the line where you can tell them. So it's, it's like not, but now you have to, you know, be efficient, you have to find someone. It's like it's, it's everybody has a down. That's that's totally OK and so on. But you know, I think this it's a place a little bit in the same, in the same category, like finding, finding the balance between having a good relationship with the people in your team, but also being efficient as, as a team.

Code: • Future Challenges > Building Trust, Keeping Team motivated, Emotional Intelligence Gewicht: 0

Interview I>IV1_TN5 Position: 88 - 88

So we had last Thursday, we had the first online speaker with Bethel Navarre and it was, it was really, really great because she was like she, she takes it from a, from a storytelling point of view and her experience and the lot was like eye opening, like a lot of things we already do.

18:27

So you tell the stories to someone so the other person can relate to you or you know, like if you know something opening up about yourself helps building trust and so on.

18:39

But it still was really interesting to see how she categorises those stories and how she thinks about building team relations and, you know, building trust with your team.

18:59

So that was, that was really, really interesting.

Code: • Future Challenges > Participant feels prepared for Challenges Gewicht: 0
Interview I>IV1_TN5 Position: 102 - 105

So I, I think what you have to have as a leader are those two things like empathy and efficiency. So you have to, if you're, if you're only efficient, I think your, your team is at one point falling apart or you know, people are transferring.

Code: • Future Skills > Soft-Skills, Empathy, Trust Gewicht: 0
Interview I>IV1_TN5 Position: 108 - 108

And then on the other hand is of course the more strategic efficient time management having the bigger picture being the being able to, to manage all the stakeholders and so on.

Code: • Future Skills > Organisational Skills Gewicht: 0
Interview I>IV1_TN5 Position: 112 - 112

and for me are a good communication.

Code: • Future Skills > Communication Skills Gewicht: 0
Interview I>IV1_TN5 Position: 114 - 114

I think it does especially so I cannot, I cannot tell said or tell that much about the other meetings, online meetings that we will have.

21:28

But if everything is as good as the one that we had last week, definitely I think it helps a lot to broaden your mind, get new ideas, get get the feeling for what am I doing right and what am I am I doing wrong or think you know.

21:49

So it helps a lot to actually reflect about yourself and how you could improve what what you're doing wrong at the moment.

22:03

Like we all know that we have this, let's let's say picture that we would like to be.

22:11

But if you, if we think about it, we know that not everything is this 100% honest.

22:18

So actually thinking about where you could improve and, and be honest with yourself and be like, yeah, she, she was right.

22:28

I can improve in this department.

22:33

I think that's, that's going to going to be one point for sure.

Code: • Future Challenges > L4T helps preparing for future Challenges Gewicht: 0
Interview I>IV1_TN5 Position: 121 - 128

Or for me, especially just personal growth, getting inputs how, how could I improve?

Code: • Expectations/Wishes L4T > Personal growth/leaving confort zone Gewicht: 0
Interview I>IV1_TN5 Position: 129 - 129

22:53

I mean, the project that I am allowed to do for Coopers together with ((Colleague)) and ((Colleague)) and ((Colleague)) tside of my, of my, I wouldn't say confort zone because that's not, but outside of of the box.

23:11

And so for me, I mean, it's the first time that I'm really actually working anything remotely close to project management and seeing how ((Colleagues)) organised themselves, how they organise the project.

23:32

I mean, we have the the kick off call for or our together.

23:38

How should I say it?

23:39

It's not a really kick off call of the project, but it's more like getting down to business categorised the the topics that we think are good for e-learning.

23:50

How do we want to do the different things, you know, which, which content is good for what and so on.

23:57

We do have that meeting beginning of February.

24:01

So I'm like really looking forward to actually being in the situation where you where you have to work together on a on a project.

24:10

So that's also something that I'm I'm really looking forward to.

24:16

Yeah.

24:18

And what do you think in next chance then?

24:20

Do you think working on this project helps you to be maybe a better leader in future?

24:29

I, I think it does because it gives us, it allows us to, to make mistakes, right.

24:37

So we are not alone.

24:38

We are not just given a project and then it has to work.

24:42

In the end you have the support of the group in the project and you have to support in ((Com-pany)).

24:48

So yes, of course, in the end, it has to be a functioning product or, you know, there has to be some kind of result.

24:58

But it, it still gives you this kind of feeling like, OK, I'm, I'm part of it.

25:03

I'm trying to, to help as good as I can.

25:08

I can learn a lot about myself, grow myself.

25:11

And in the end, there's still, you know, there's still this, this support in the background that you're, that you can, can or that can help you.

25:23

Yeah.

Code: ● Project Gewicht: 0
Interview I>IV1_TN5 Position: 132 - 153

I'm like really looking forward to actually being in the situation where you where you have to work together on a on a project.

Code: ● Expectations/Wishes L4T > Learning by doing the Project Gewicht: 0
Interview I>IV1_TN5 Position: 139 - 139

leadership skills, different perspectives, different experiences, like what did you do wrong at the beginning?
What would you have loved to to know before he started as a team leader?

Code: ● Expectations/Wishes L4T > Becoming a (better) leader Gewicht: 0
Interview I>IV1_TN5 Position: 155 - 155

have been nice to get a little bit more input on how to actually plan your strategic project that that would have been, that would have been nice.

Code: ● Concerns/Questions L4T > Planning / execution of Project Gewicht: 0
Interview I>IV1_TN5 Position: 159 - 159

sometimes I, I don't know how, how invested the other participants of, of the, of the programme are. So it's, it's more, it's a little bit what they expect to, to get out of the programme. It's it's a little bit unclear maybe for me. So that's a that's a little bit or that's one of the of the points. I wouldn't call it a concern, but I've been thinking about, especially after the last, last last meeting, because, you know, it was an interactive meeting. Everybody should participate. But he always had this, this, this people were reluctant to actually speak and be be part of of this discussion. So obviously like, are you just nervous like me or or are you not that interested in the topic?

Code: ● Concerns/Questions L4T > Commitment of Participants Gewicht: 0
Interview I>IV1_TN5 Position: 164 - 164

At the beginning they were like, I know we are Guinea pigs, we're the first ones who do this programme.

So at the beginning there were like tonnes, tonnes of question marks.

L: Could you maybe because I know you've already begun, but what are maybe the three most like concerning question marks for you at the beginning?

I: At the beginning it was like we, we didn't know how the programme actually will be structured.

So of course we had this kick off call, we had our strategic project to prepare. But it was like, So what exactly are we actually going to going to do during this year? What are what are the milestones, what's expected of us?

So that was a bit unclear. And I think I had like I had this feeling of, of different timelines. So we had to define our project until end of July with our business managers and with ((Leader(s) of Company)). And then we had to write our strategic project. So they sent us a document with all the questions. We did that. And then we had a kick off call with the, with the programme, but that was more like, so everybody can see everyone for the first time. So everything in the, in the beginning, everything was really slow and, and in ((Company)) I, I got the question, so why didn't you start? What have you been doing during those months?

Code: ● Concerns/Questions L4T > Being the first cohort Gewicht: 0
Interview I>IV1_TN5 Position: 185 - 187

personal growth, absolutely. I think what is also really interesting or I think it will help a lot is getting a little bit outside of your comfort zone. So it's not like open water deep, you're drowning, but it's like something you haven't done before

Code: ● Expectations/Wishes L4T > Personal growth/leaving confort zone Gewicht: 0
Interview I>IV1_TN5 Position: 229 - 229

And the other one is of course like skills, basic skills like project management and time efficiency and so on time management that I would like to improve, learn a little bit more about it.

Code: ● Expectations/Wishes L4T > Competencies > Project Management Gewicht: 0
Interview I>IV1_TN5 Position: 238 - 238

And the other one is of course like skills, basic skills like project management and time efficiency and so on time management that I would like to improve, learn a little bit more about it.

Code: ● Expectations/Wishes L4T > Competencies > Time Management Gewicht: 0
Interview I>IV1_TN5 Position: 238 - 238

So I work at ((Company)) for almost five years and I'm the team lead of the ((teamname)) for almost (n) years now.

And they're consists of the sales and marketing team, but also the HR recruitment team. And then I'm also responsible for the senior roles within the team for my in my own portfolio. And so the team is now with seven people or seven colleagues. And then the roles, the senior roles is like a senior sales manager or now I'm also responsible for a team lead recruitment role within one of our like AAA clients. So yeah, I'm also operational responsible, but also strategic.

Code: ● Current Work Situation Gewicht: 0
Interview I>IV1_TN6_L Position: 6 - 7

So the the colleagues in my team are various of working experience. Like some are interns, some are just new in the worker like come just from school and it's their first job and some are already experienced in the work fields but new to recruitment. So they ask different way of training for me.

Code: ● Current Challenges > Leadership-Team-Development & Training Gewicht: 0
Interview I>IV1_TN6_L Position: 10 - 10

so and then besides that, I also have my own portfolio. And so yeah, the times sometimes struggle. It's because I work four days a week. I'm off on the Wednesdays, but actually I do my five day work in four days.

Code: ● Current Challenges > Balance strategic/leadership & operative Tasks / Timemanagement Gewicht: 0
Interview I>IV1_TN6_L Position: 11 - 11

Yeah, I think that like I also mentioned like the different type of colleagues because they need, they ask different, they have different needs and yeah, so different training schedules. So, and then the like, now I have a new person in my team and she asks a lot of attention, which is obviously normal because she's new. But then my more senior people in my team, they need, they also need attention, but on another level. So that is sometimes also a challenge.

Code: ● Current Challenges > Leadership-Team-Development & Training Gewicht: 0
Interview I>IV1_TN6_L Position: 13 - 13

For example, I'm not really not really good, but we are 360 recruiters and so we do everything we're responsible for every step in our process. And then, for example, search is not my strongest skill, but then I ask my employer who is his strongest skill is searched if he can take an hour with the but the person in my team who needs more attention to it. So I try to delegate the tasks with persons who are experts on the in that field and with my and I try to start the day and finish the day at least with the new people.

Code: ● Current Challenges > Balance strategic/leadership & operative Tasks / Timemanagement > Solution: Delegation of Tasks Gewicht: 0
Interview I>IV1_TN6_L Position: 16 - 16

So I know like we start, we try to set up your day. Like how do you expect that they will go? But obviously it will go different. But still then halfway we gonna check in with each other again to see, OK, what worked and what didn't work and what's still on your list. And yeah, what is maybe possible to do tomorrow.

Code: ● Current Challenges > Balance strategic/leadership & operative Tasks / Timemanagement > Solution: Work organization Gewicht: 0
Interview I>IV1_TN6_L Position: 17 - 17

And that's also how we work at ((Company)).
It's like a team effort as well.
And if my employer before ((Superior)) is doing a one to one that's only my team, he sometimes
also ask me, it's in this same meeting.
So I also know what is discussed together so I can have the follow up and I know what's ((Su-
perior)) discussed or told them or teach them or so we try to keep it in there like a triangle.
It's like we say it.
So we're all in the same on the same page.

Code: • Current Challenges > Gathering and passing on Information > Solution: Clear communication structures Gewicht: 0
Interview I>IV1_TN6_L Position: 28 - 28

And it's more myself because I struggle with time.
Then I feel like on my day off like, oh, maybe I should take, I guess I should have some more
attention to the vacancy where I didn't, where I wasn't able to search for or something like that.
And then because I'm busy with the team in my current day today, the activities, my own ac-
tivities will go to the background, but there are very important as well.
And then I feel like I'm going to do it in the evening in my own time or in the day off or some
just because then I feel better.
Not because my employer is telling me you have to work in your spare time, but I feel better if
I do it then because at least then it's off my shoulders.

Code: • Current Challenges > Balance strategic/leadership & operative Tasks / Timemanagement Gewicht: 0
Interview I>IV1_TN6_L Position: 33 - 33

But in our job in general that your day never ends.
I can keep searching until I go to bed or waking up or in the weekends or went to.
That's also the biggest challenge in my team to let them know OK, yeah, the work is done.
You have to find a way that the work is done at six - definition of done isn't isn't so easy.

Code: • Current Challenges > Balance strategic/leadership & operative Tasks / Timemanagement > So-
lution: Work organization Gewicht: 0
Interview I>IV1_TN6_L Position: 36 - 36

I think AI will.
It will not take over our job, but it will be, I think an asset or at least something what is going
to be part of our job.
But I'm not sure in what way yet.
But even if you already see what GPT can do in like writing a vacancy or whatever, like it's
already like, I work here now for five years.
And if I see how fast this technology goes, I think we're gonna expect a lot more of it.
When I started working here, we did a lot.
We didn't have a lot of tools, but now we do.
We even have a search like machine tool where we only have to add like one search assignment
and it's gonna search on like 10 different job boards.
Like it's amazing.
So I think we get a lot more done during the day than yeah, because I think a lot of things will
go automatically.
But I don't think we get rid of the intake interviews.

Like yeah, we are very a personal agency. So we like we, we're, we're team seeing or seeing every person or every candidate. We never just send resumes. Yeah, but what the real expectation is, for example, for now in five years, I don't know. But I think the job will probably get easier maybe or you probably you have to think less or I don't know, like recruiter is already lazy job, right? But they say, but probably we're getting more tools to make our job easier.

Code: • Future Challenges > AI Gewicht: 0
Interview I>IV1_TN6_L Position: 42 - 42

Yeah, more, yeah, I don't know actually, because I don't think my team will get smaller because probably because your job gets faster. It's also easier to handle, like more vacancies because it gets less time now to find candidates. There's probably only a few buttons on the on your laptop and there is already a list. So I think either the team gets bigger because you can handle more vacancies, or the team gets smaller because the AI is more introduced in our job.

Code: • Future Challenges > AI Gewicht: 0
Interview I>IV1_TN6_L Position: 47 - 47

Yeah, I think the economy, obviously the war the which is now going on in Israel, but also Ukraine is still not good. The inflation economy like, yeah, yeah, that's probably the biggest challenge for the future, how that will go with the jobs. And we had a few good years, but we already noticed that. Yeah, it's it's yeah, the market is different all the time.

Code: • Future Challenges > Geopolitical situation Gewicht: 0
Interview I>IV1_TN6_L Position: 50 - 50

I think that I am. We are working on the market knowledge like we do attend a lot of meetings, workshops. What's going on in the market? How are the recruiters seeing this there? We have a big network and network events with this kind of topics and also with recruiter. So I think it's good to keep this knowledge yeah, like market knowledge coming to you. And we are, we are with 40 people here in the in our organisation. So I also think that's already with a lot of knowledge and like ((Superior)), he's the owner of ((Company)).

He he is a example already and he is and him Cleo Yos like the management team or the directors actually are are also facing, they are facing these challenges first before it heads into us, I guess.

Code: • Future Challenges > Participant feels prepared for Challenges Gewicht: 0
Interview I>IV1_TN6_L Position: 57 - 57

15:19

So I already faced the, the periods are like a year, 1 1/2 year where we had to deal with how it was.

And then I also saw the how we could grew as a company and now we're 40 based on 7 labels. So I'm not really scared for my role because I know how it was in Korona times.

Code: • Future Challenges > Participant feels prepared for Challenges > Flexibility / Adaptability; Willing to learn Gewicht: 0

Interview I>IV1_TN6_L Position: 64 - 64

Oh yeah, but maybe within five years we are not existing anymore because the economy is getting so bad. Then obviously us as consultants or as a team leads would also be like, OK, maybe I can better search for another job because ((Superiors)) are so insecure. And yeah, maybe I don't know what's happening. And yeah, so I think if if you are secure and you're flexible and feel like no, we're going to manage it no matter what, then it also feels secure for your employees.

Code: • Future Skills > Positive Mindset Gewicht: 0

Interview I>IV1_TN6_L Position: 69 - 69

if if you are secure and you're flexible and feel like no, we're going to manage it no matter what, then it also feels secure for your employees.

Code: • Future Skills > Self-Confidence Gewicht: 0

Interview I>IV1_TN6_L Position: 69 - 69

if you are secure and you're flexible and feel like no, we're going to manage it no matter what, then it also feels secure for your employees.

Code: • Future Skills > Flexibility, open to learn Gewicht: 0

Interview I>IV1_TN6_L Position: 69 - 69

Yeah, I think flexible actually, also with all these different generations...

Code: • Future Skills > Flexibility, open to learn Gewicht: 0

Interview I>IV1_TN6_L Position: 72 - 72

flexible actually, also with all these different generations... And then it is, I think, I mean, that's also a challenge, I guess, actually or the different generations, yeah. They're not nine to five weekends, work wherever.

Code: • Future Skills > Leadership: Empowerment / Inclusion of Team > Handling Diversity (Team) Gewicht: 0

Interview I>IV1_TN6_L Position: 72 - 72

But it's also not really into our company yet that it's so flexible that you can do whatever as long as you are doing your job.

Code: • Future Skills > Balanced Leadership (Micromanagement vs. effective Leadership) Gewicht: 0

Interview I>IV1_TN6_L Position: 74 - 74

But yeah, as a leader, I think you should you should listen like lead by example, listen to your team.

Code: • Future Skills > Leadership: Empowerment / Inclusion of Team Gewicht: 0

Interview I>IV1_TN6_L Position: 75 - 75

But obviously, if it goes to how many intakes, how many days, how many that it also feels like controlling the team too much and how, how do you deal with these situations? If you if you have to face it, you have to micromanagement a little bit or well, I do it and then, but I also ask because we have every week the meetings and then sometimes I also ask ((Superior)) then if he can do it.

Code: • Future Skills > Balanced Leadership (Micromanagement vs. effective Leadership) Gewicht: 0
Interview I>IV1_TN6_L Position: 81 - 81

I think trust. I mean, it is important to let the team know that you're the manager, but also to let them know that if there's anything or something that they can always come to you. And then I think sometimes also like choose your battles, like, yeah, if I see again that it didn't happen, like I'm not gonna like argue with.

Code: • Future Skills > Soft-Skills, Empathy, Trust Gewicht: 0
Interview I>IV1_TN6_L Position: 87 - 87

But I think if you lead by example or show the team how I would do it, it already helps.

Code: • Future Skills > Leadership: Empowerment / Inclusion of Team Gewicht: 0
Interview I>IV1_TN6_L Position: 93 - 93

So I think it's also good to have these different personalities in your team. You don't only want winners, you only also need people to help the team or yeah, when you work with colours like the blue-green, yellow, all the yeah. So I don't think you only want red people. I mean, I would not want only red people in my team. I'm happy that I have some blue people because I'm not really blue.

Code: • Future Skills > Leadership: Empowerment / Inclusion of Team > Handling Diversity (Team) Gewicht: 0
Interview I>IV1_TN6_L Position: 106 - 106

L: So now thinking of this programme leads for tomorrow, do you think it helps you preparing for these challenges and future topics or maybe even topics you experience today?

I: Yeah, Yeah, I think so, yeah.

Code: • Future Challenges > L4T helps preparing for future Challenges Gewicht: 0
Interview I>IV1_TN6_L Position: 112 - 112

But I think it's nice that to have the international point of view actually from this leadership programme and also facing different cultures and different backgrounds. And like ((Name)), she's from ((Country)). I think it's very interesting to also hear her point of view concerning the recruitment industry and how they see it more in the recruiter business than in like how she leads her team because she is she has no team.

Code: • Expectations/Wishes L4T > Expand prof. Network > Gain insights from other cultures/countries Gewicht: 0
Interview I>IV1_TN6_L Position: 125 - 125

So and then with ((Name)), it's nice to more of the leadership part because she's all same like me, also young leader of a bigger team. And then it's nicer to also face different examples of how she leads.

Code: ● Expectations/Wishes L4T > Learning from experienced Participants Gewicht: 0
Interview I>IV1_TN6_L Position: 126 - 126

But it's also time consuming. But that's like facing a day-to-day activities obviously, since we're already very busy. And I do notice that I sometimes think, Oh yeah, the Met the leadership programme I need to prepare.

Code: ● Concerns/Questions L4T > Workload / Time Management Gewicht: 0
Interview I>IV1_TN6_L Position: 129 - 129

Yeah, it's about bias.

26:40

So it's in the recruitments, Yeah, Yeah.

26:45

So it's actually not really on a plan for more profits or how do you say it?

26:52

It's more how do you say it?

26:56

And oh, I cannot even call mobile in the Dutch words.

27:02

Maybe a research, sorry research research project for bias within recruitment.

27:10

And how can we I have sorry, it's here.

27:15

How can we I have to check what the exact earlier what's the impact of unconscious bias in the recruitment and selection process?

27:27

So, yeah, exactly.

27:30

And that's like it's not that, OK.

27:32

So in the end of the programme, I expect to have this and this and this more profit.

27:37

It's more a research about how we do it now, what's our process at the moment?

27:42

Is there anything we can do different or is it already good how it is or yeah, where, where do we see as we can change it?

27:54

And so I will interview my my manager so over John, like what are his slots?

28:01

And then I will also do some tests with the team, for example with an with the vacancy and then maybe SC fee with the same CV but someone without picture and one with the picture or no date of birth or something like that to see how they react.

28:18

And also do they act like they react?

28:21

Because we all know you cannot say you're too old.

28:25

But if this if they see it, is it also what they do True, Yeah, yeah.

28:30

And then there is a lot of workshops already or so webinars within the bias and the recruitment.

28:38

So there's it's like a hot topic in the market.

28:40

So they're it's a lot of research phase.

28:45

Yeah, this facing this challenge, yeah, but good topic and I that's really important and you can learn about it as a company as well, isn't it?

28:53

Yeah, exactly.

28:54

Yeah.

Code: ● Project Gewicht: 0

Interview I>IV1_TN6_L Position: 141 - 164

And it's nice to have more like a strategic thinking like for now, if I say I have six people in my team, we don't really talk about, OK, so if you have 6 people, you need to have so many placements and then your team is profitable, for example.

Code: ● Expectations/Wishes L4T > Leaning how to grow business Gewicht: 0

Interview I>IV1_TN6_L Position: 175 - 175

Like I said, the cultural differences and maybe to see to hear how other cultures or in this case agencies face different challenges also in the market, like economy wise, but also maybe recruitment tools.

Code: ● Expectations/Wishes L4T > Expand prof. Network > Gain insights from other cultures/countries Gewicht: 0

Interview I>IV1_TN6_L Position: 180 - 180

Yeah, I don't know, actually, I didn't really think of it.

Code: ● Expectations/Wishes L4T > Competencies Gewicht: 0

Interview I>IV1_TN6_L Position: 191 - 191

Then I started just a little bit started to working as a key account manager.

3:11

That means that I'm not only working with the candidates, but also with our clients, which means like we're working on the search strategy, we're calculating like all costs of this projects, but still like, I haven't a lot of experience in this.

3:33

I'm I was included, but not very much because like we, as I told, we have like my, my boss, she's doing like all, all communication with clients.

3:47

So like in this sphere, my expert is not not not so high maybe, but you at the moment, you are not leading in team you, you are no, no, no, no.

3:59

Is it all like my company?

4:01

We are not, not boutique, but still we are small.

4:05

So like the, the, the agency, there are like few like very big agencies in our country, but still they're not there in one, for example, like in yours.

4:15

So as it's all, it's like four of us and, and I can say that there is enough.

4:23

And of course, like considering war in this like hard economic situation, there are not so many projects, of course, which needed like to more than one, yes, like a team leader with their teams.

4:42

And so like continue talking about this like I'm, I haven't like practical experience in leading team, like in being like a team leader.

4:58

Maybe like there is one more reason why I, I, I would love to join.

5:03

Yes, this the programme.

5:09

Yes.

5:09

Yes, this learning programme.

5:13

Yeah.

5:14

What else?

5:16

And for the moment, that's OK.

Code: ● Current Work Situation Gewicht: 0

Interview I>IV1_TN7 Position: 19 - 35

Maybe maybe a little because like originally I'm not I'm quite shy person if we talking about me not not as like Professional Person, but as ((Name)). Yeah, I'm, I'm, I'm, I'm a little bit shy and I'm like, not always can like, like be be on stage.

Yes... And like talk a lot... And yeah.
So maybe from this point of view, it might be challenging just to start, you know, to break the ice.

Yeah, yeah, break the ice and like ride or call and just start the conversation.

Code: ● Current Challenges > Self-Esteem / Insecurities Gewicht: 0
Interview I>IV1_TN7 Position: 78 - 79

I never received a feedback that you are, you are bad or you are, you know, because of your age, you're, you're not smart. But I have this, you know, like my internal insecurity, of course, because if we are working, it's not like a middle, it's more like top manager position. So I should like look very solid, sound very, you know, like strong. And yeah, so maybe, maybe, yeah, it can be some moments or some challenging just because of my insecurity time after time.

Code: ● Current Challenges > Self-Esteem / Insecurities Gewicht: 0
Interview I>IV1_TN7 Position: 86 - 86

Because like all this process is not always depending on me or on my colleagues, because like we can, we can be responsible to a certain moment, for example, like to, to find, to attract candidates to present it to the company.

And then like, it's, it's all up to a candidate, like if you're interested in this position or it's not. Of course we can work with his motivation. But still like he maybe he asked or she, she asked, like I want some time to, to think. And we just waiting in a week cannot do a lot where for example, from the client side, when they are asking like give us a time just to sing just to compare this candidates. Where for example, when we are working on one strategy and we wasted a lot of time and energy and our motivation. And then it turns out that the client wants like completely opposite. And we need to find, yeah, we need to find this new strategy, new candidates. But more than this, we can find, we need to find like our our motivation... Yes. Because when you work in.. a lot on some project, you can just, yeah, just be be confused and demotivated or, or just like simply getting lazy and not thrilled with this work. And for me, it's very important like to be like super, super busy like that I started my day and I work, work, work like very dynamic. And where when I lost this line, like it could be, yeah, very demotivating.... I can get lazy.

Code: ● Current Challenges > Self-Steering/-Motivation Gewicht: 0
Interview I>IV1_TN7 Position: 88 - 89

Develop my expertise and like looking not only in researching and recruiting, but maybe just starting something new.

Code: ● Expectations/Wishes L4T > Learning in general Gewicht: 0
Interview I>IV1_TN7 Position: 116 - 116

Like first, which cross my mind, maybe there is like this industry is very dynamic and very fast growing.

And you should have like very unique like package of skills, especially like soft skills.

That's like what I noticed in like you're like practical expertise.

You can, you can always prove it. You can always let go on some courses or just learn from your manager or your team leader.

But you are like soft skills, like how how emotional, how flexible you are, how sensitive.... have you communicate with a candidate. It's very important and and you should be like very unique in this.

Code: • Future Challenges > Building Trust, Keeping Team motivated, Emotional Intelligence Gewicht: 0

Interview I>IV1_TN7 Position: 122 - 125

Yeah, maybe it was the danger of this artificial intelligence maybe like in perspective of like few years here some areas what we are doing day... day-to-day they will just end it because we can just replace it with artificial intelligence.

Code: • Future Challenges > AI Gewicht: 0

Interview I>IV1_TN7 Position: 126 - 126

and 2nd and what what else can be maybe some yeah, as it's all that, that this market is very dynamic.

Code: • Future Challenges > Geopolitical situation Gewicht: 0

Interview I>IV1_TN7 Position: 127 - 127

Empathy, maybe deep, proactive, proactive be your open minded year to new knowledge, to new thoughts, to sharing, to not only taking but also sharing your experience to have this desire to grow to learn something you'd be able to you know, like be able for self reflection year to like seen you are like not only like good, but also a bad sides and understanding like yeah, how it works and what makes you you....

Yeah, of course, some leadership skills, some strategic thinking, maybe ability to analyse the information, collect the information and like put it, uh, on some places. So not very like spontaneous, but understanding why you are doing and like what result you can expect.

Code: • Future Skills > Flexibility, open to learn Gewicht: 0

Interview I>IV1_TN7 Position: 135 - 136

Yeah, of course, some leadership skills, some strategic thinking, maybe ability to analyse the information, collect the information and like put it, uh, on some places. So not very like spontaneous, but understanding why you are doing and like what result you can expect.

Code: • Future Skills > Organisational Skills Gewicht: 0

Interview I>IV1_TN7 Position: 136 - 136

some leadership skills, some strategic thinking, maybe ability to analyse the information, collect the information and like put it, uh, on some places.

Code: • Future Skills > Strategic/Logical Thinking Skills Gewicht: 0

Interview I>IV1_TN7 Position: 136 - 136

Yeah, I already feel like we had just one live session in Amsterdam and one on the previous week 1 online session with some speaker.

And I already feel like I I'm pushed to like leave my comfort zone and not not be like that shine and and not be only a listener, but be a person who can like prepare information, perform with this information.

Yeah, communicate like with others, compare your thoughts and ideas.

Code: ● Future Challenges > L4T helps preparing for future Challenges Gewicht: 0
Interview I>IV1_TN7 Position: 141 - 142

I already feel like, yeah, it's a little bit stressful for me, but very interesting. Like I'm still excited, but what makes it stressful? The there is about like leaving my comfort zone, as I said, like this.

Code: ● Expectations/Wishes L4T > Personal growth/leaving confort zone Gewicht: 0
Interview I>IV1_TN7 Position: 144 - 144

They're still like have a little bit more working experience and some of them they're already have the experience of leading of like being in a role of team leader. And of course, like they they know more and I have like some concerns yeah that that I cannot share with them a lot. I cannot give them like a lot because like, yeah, maybe like maybe my experience, it is not so unique for them, but maybe just my thoughts.

Code: ● Concerns/Questions L4T > Insecurity conc. ind. added value in group Gewicht: 0
Interview I>IV1_TN7 Position: 151 - 151

Maybe also a little bit my English, but I'm working on it and I now I'm feeling that's like it's enough.

It, it, it could be better, but still it's enough. But it's it's a little concern.

Code: ● Concerns/Questions L4T > Language - EN Gewicht: 0
Interview I>IV1_TN7 Position: 154 - 154

What I like to see maybe some practical cases, for example, like a homework. Yeah, just so we can have some time to prepare or to work on something and like bring it into discussion with the group.

Code: ● Expectations/Wishes L4T > Learning practical oriented/ concrete Tools to use Gewicht: 0
Interview I>IV1_TN7 Position: 157 - 157

I my project is about like how to develop our business model in a way of like sales and communication with clients, let's say.

30:15

Yeah, some like business development.

Code: ● Project Gewicht: 0
Interview I>IV1_TN7 Position: 162 - 163

Yes, maybe my how to say communication, not communicational, but like confidence in presenting, presenting my thoughts.

Yes, maybe, maybe improve my communicational skills.
Yeah, it calls like public, public speaking.
Yeah, because usually I communicate like 1 to one with the candidate or with the clients.
But I haven't a lot of experience to like work and impress express my thoughts on on public.

31:17

Yeah, I I think there will be like the first one priority and maybe next one to improve my like global strategic thinking.
Yeah, like to, to look at it like from the helicopter view and like, yeah, the, the sea situation and the understand situation more deeply I think.

Code: ● Expectations/Wishes L4T > Competencies Gewicht: 0
Interview I>IV1_TN7 Position: 169 - 171

yes my work Situation has changed

Code: ● Work situation has changed Gewicht: 0
Interview II>IV2_TN1 Position: 9 - 9

I I think yes. So for for me it definitely helped me already in the beginning. So when I had my first interviews, I think what I could... say or the security that the programme gave me... helped a lot, so it might sound sound a bit a bit strange or stupid, but ((Company)) is in a state of of transformation, so there's a lot going on. There's a lot of change going on for example. And just having talked with a lot of people that do change management and you know, so we we had a lot of good inputs that I think helped me also to to understand some

Code: ● Work situation has changed > LFT influenced somehow Change Gewicht: 0
Interview II>IV2_TN1 Position: 25 - 25

So of course I mean, it's clear we were the Guinea pigs, right? So of course not everything was already.

100% or you know, so I I think for a first round they did really good.

Code: ● General Impressions Gewicht: 0
Interview II>IV2_TN1 Position: 37 - 37

For me personally, I thought it would have been good because we had a session on project management, right? I thought it would have been good if we had that one earlier before we actually started with the project.

Code: ● Inputs for Improvement > More/other Timing of Project-Management Input Gewicht: 0
Interview II>IV2_TN1 Position: 37 - 37

In hindsight, I may might have chosen a different topic well.
Because.

For, for example, for the project. Yeah. Sorry for the for the for the project because I had a

feeling for for example with ((Participant)), I mean he did something that was. Obviously business related and could bring you know business to ((Company)), whereas my topic was more.

On on the quality of the service that we do and and and so on so.

Code: ● Experience Project > Would pick another topic Gewicht: 0
Interview II>IV2_TN1 Position: 43 - 43

I was like really trying to to squeeze time in to do, to do those things. And I I couldn't. I couldn't work on the project anymore. I guess I well, I was expected to hit the floor running and function, you know? So I did that.

Code: ● General Impressions > Overall Workload Challenging Gewicht: 0
Interview II>IV2_TN1 Position: 63 - 63

workload was OK?

I: Yes, yes, yes, absolutely.

Code: ● Experience Project > Workload OK Gewicht: 0
Interview II>IV2_TN1 Position: 64 - 65

I'm not sure if well to, to be honest, I'm not sure that. About the programme or no, that the project was influenced a lot by the programme.

Code: ● Experience Project > L4T influenced Project-Outcome > No Impact Gewicht: 0
Interview II>IV2_TN1 Position: 127 - 127

I don't think that I would have been given the time to do it if I weren't part of the of the leadership programme, yeah.

Code: ● Experience Project > No Project without L4T Gewicht: 0
Interview II>IV2_TN1 Position: 139 - 139

I would say my visibility because I was annoying people with questionnaires.

Code: ● Experience Project > Improved Visibility/Standing Gewicht: 0
Interview II>IV2_TN1 Position: 141 - 141

What is important in leadership for leaders? From experience, from coaches, you know which is always first hand experience, which is nice and a good input. So I think in that regard. It helped a lot.

Code: ● General Impressions Gewicht: 0
Interview II>IV2_TN1 Position: 155 - 155

How do I say the commercial part? Like how do you establish good recruiting to say it like this. That that, that wasn't the goal, right? So like tackling Economic problems that we have and

strategic.

Thinking that wasn't, I would say the main focus

Code: ● Inputs for Improvement > More focus on industry Gewicht: 0
Interview II>IV2_TN1 Position: 155 - 155

A lot of focus was on on.

How to communicate as a as a good leader?

Code: ● individual Gain from L4T > Improvement of communication skills Gewicht: 0
Interview II>IV2_TN1 Position: 155 - 155

...Because it is tough to to attract and retain talent. So I mean, it would have been cool to have some kind of of session on that or some brainstorming or talking with. Someone who has been doing recruiting. For I don't know... In his own company for for 50 years. And you know, just just talk a bit more about strategy.

Code: ● Inputs for Improvement > More focus on industry Gewicht: 0
Interview II>IV2_TN1 Position: 161 - 161

I think the first thing that I gained in this programme and again this is really personal, is maybe a little bit more self-confidence and that sounds like it's a small thing, but it's not so. Still feeling OK while being put on the spot, you know, and because that that was something that I wasn't comfortable with before. Being OK with being outside of my my box where I'm happy and and where it's nice and cosy. So that was definitely something. That this programme helped me a lot with.

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence Gewicht: 0
Interview II>IV2_TN1 Position: 175 - 175

And we we had different sessions where you had to... Train - as strange as it sound - to to listen actively to someone and repeat like they tell you something, and then you had to repeat like in one phrase what I told you and add something new. And it was so difficult because everybody was like, so nervous and thinking about what am I? What am I supposed to add? What what could I add? So people stopped listening, right? And just to to get out of your of your headspace, things like that helped helped a lot.

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence Gewicht: 0
Interview II>IV2_TN1 Position: 181 - 181

Because yeah, for so many different people, different background. English isn't isn't the main language for all of them, I would say so.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning Gewicht: 0
Interview II>IV2_TN1 Position: 185 - 185

It helped a lot also to to share this experience with people who are in the same situation as you are. And yeah, no, definitely. What have been different if it were in ((Native Language)) and on site.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning Gewicht: 0
Interview II>IV2_TN1 Position: 187 - 187

I think it helped me with structuring my my day and like my tasks. What... What is important when and what can can I do another time? What e-mail can wait until tomorrow? It really can wait. You know, so.Prioritising.

Code: ● individual Gain from L4T > Time-/Taskmanagement-/Prioritizing Gewicht: 0
Interview II>IV2_TN1 Position: 191 - 191

that's sometimes you you forget. Like, so ((private partner)) and I started to put time aside. We really block time for ourselves because sometimes there's just so much going on and when I started that alpic, I felt like I was drowning, for example

Code: ● individual Gain from L4T > Work-Life-Balance/Energy balance/Self-Mngmt Gewicht: 0
Interview II>IV2_TN1 Position: 195 - 195

So we had this, we had a session. One of the sessions where where they talked about like do you have like a short term battery that is full in the morning and then in the evening. It's yeah, right. Where's the where's the energy level? And then you have like a long term battery and the more that you do and that you don't have time to fill up that battery, the more it drains. So we and I I kept that like when I when I feel like... I don't know. Everything is is just like way too much at the moment. I'm like OK, where where is my battery level short term and long term and when I'm like OK, yeah, no, no actually my long term battery is is OK. It's just like in this very moment it's it's just too much then I'm like OK that will be better tomorrow day after. So just also don't forget. About about yourself and that that was also, I think, a really, really good session

Code: ● individual Gain from L4T > Work-Life-Balance/Energy balance/Self-Mngmt Gewicht: 0
Interview II>IV2_TN1 Position: 201 - 201

I sometimes forget that I can. Delegate things. But I don't have to take care of everything right now. And that it's sometimes OK if you send the e-mail the day after you know.

Code: ● individual Gain from L4T > Time-/Taskmanagement-/Prioritizing Gewicht: 0
Interview II>IV2_TN1 Position: 203 - 203

Self management, frank conversations, time management priorities.

Code: ● individual Gain from L4T > Improvement of communication skills Gewicht: 0
Interview II>IV2_TN1 Position: 207 - 207

Self management, frank conversations, time management priorities.

Code: ● individual Gain from L4T > Work-Life-Balance/Energy balance/Self-Mngmt Gewicht: 0
Interview II>IV2_TN1 Position: 207 - 207

Self management, frank conversations, time management priorities.

Code: ● individual Gain from L4T > Time-/Taskmanagement-/Prioritizing Gewicht: 0
Interview II>IV2_TN1 Position: 207 - 207

You're you're sitting there and you're actually just waiting for your time when you can bring your input. And I more and more catch myself when I'm like you stopped. Listen, listen again. And maybe your your input is is not us. It's not as important as you think it is. Now we'll now look at also on a personal level, but also just listen. And if you think your your input is still valid, give it at the end, but don't stop listening.

Code: ● individual Gain from L4T > Improvement of communication skills Gewicht: 0
Interview II>IV2_TN1 Position: 215 - 215

o for example you have a meeting with with your team leader. I schedule time. I'm like, do you have time at the this this half hour for me, I have a topic and I. Prepair. I would say more what I want to say and how I want to say it. Because.

I really think most of us prefer to have, like an open communication and being frank with what works and what doesn't

Code: ● individual Gain from L4T > Improvement of communication skills Gewicht: 0
Interview II>IV2_TN1 Position: 221 - 221

Handling uncomfortable situations or situations where I think something has to change. I think I do handle that better than before.

Code: ● individual Gain from L4T > Improve of handling difficult/stressful situations Gewicht: 0
Interview II>IV2_TN1 Position: 229 - 229

I think in that in that case it was from the HR manager for epunkt. If I remember correctly and how she prepares for for so such a such such a conversation and how she gives feedback and. So, so the whole thing how to give feedback. Especially if it's not, maybe the most flattering one - how to be constructive and how to take feedback. I think that that helped me personally a lot, yeah.

Code: ● individual Gain from L4T > Improve of handling difficult/stressful situations Gewicht: 0
Interview II>IV2_TN1 Position: 233 - 233

The the the structure could be a bit better, so when you do what I think, like a intro meeting in project management would be nice to have at the beginning.

Code: ● Inputs for Improvement > Organization/Structure Gewicht: 0
Interview II>IV2_TN1 Position: 241 - 241

I think we had... We had one or two of them more, more, two, at least on the topic of. And of course, it is a leadership. So it is a leadership programme and we had a few speakers on the topic on on how to lead and they're presented how they coach leaders and what method that they use.

... Well, it's not something that it was that was bad or anything maybe. Two would have been enough, but yeah.

Code: ● Inputs for Improvement > More practical input (less theoretical) Gewicht: 0
Interview II>IV2_TN1 Position: 245 - 246

so maybe we could maybe one could could switch.
A coach for for an actual an actual leader.
Her, her, his story, their story, how they do it.

Code: ● Inputs for Improvement > More practical input (less theoretical) Gewicht: 0
Interview II>IV2_TN1 Position: 252 - 252

Generally, I think all the all the speakers were selected.
Really, really thoughtfully and had a had good inputs,

Code: ● General Impressions > Good selection of speakers Gewicht: 0
Interview II>IV2_TN1 Position: 254 - 254

if you look at it as something for your, for your own development, that can help you with...
Daily challenges and that can give you inputs.
That will definitely or at least help.
We I'm on my way and in the future will definitely keep on helping.

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence Gewicht: 0
Interview II>IV2_TN1 Position: 264 - 264

I think that the the nice thing about being the Guinea pigs was that we got asked this question as well during during the programme. So that was the reason why we had this. Time management and self-care session at the end, right?

Code: ● General Impressions > +Adapting Program on wishes of participants Gewicht: 0
Interview II>IV2_TN1 Position: 268 - 268

on the personal development level, they addressed a lot of different topics.
In different ways.
I'll I like that a lot with different speakers, so I think they they have like a really good overview and summary of of what they did.

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence Gewicht: 0
Interview II>IV2_TN1 Position: 276 - 276

As I said, if we had like a strategy thinking for recruiting sales. That would have been. A really nice plus.

Code: ● Inputs for Improvement > More focus on industry Gewicht: 0
Interview II>IV2_TN1 Position: 278 - 278

It was nice that we had like one contact person with Gertraud. So if something went wrong or anything we we always knew we could contact her.

Code: ● General Impressions > +Gertraud Gewicht: 0
Interview II>IV2_TN1 Position: 280 - 280

it was really nice that we met for this two days in Vienna that on site session.

Code: ● General Impressions > +on-site session Gewicht: 0
Interview II>IV2_TN1 Position: 282 - 282

for me generally it was a really good experience and on a on a selfish... personal development level.

Code: ● General Impressions Gewicht: 0
Interview II>IV2_TN1 Position: 284 - 284

I personally think that seeing this. Helps me a lot more to self reflect and be nicer to myself now like those those are core behaviours, right, so for me. Saying that. The the programme. Has the influence like a big influence... Would be. I don't know if I can do that.

Code: ● Surveys > Self-Leadership: L4T no influence Gewicht: 0
Interview II>IV2_TN1 Position: 342 - 342

. I'm not surprised at all. Yeah. ((Private Partner)) always says I'm too critical of myself.

Code: ● Surveys Gewicht: 0
Interview II>IV2_TN1 Position: 346 - 346

I think the the programme definitely gave gave some inputs or let's say... Helped me in in in moment situations or so

Code: ● Surveys > Self-Leadership: L4T influence Gewicht: 0
Interview II>IV2_TN1 Position: 350 - 350

since the programme I really try to. You know, sometimes just to take things a little bit more, more relaxed. Also when they are

not.

Perfect. Maybe like like I said, so that the out-of-the-box situation

Code: ● Surveys > Self-Leadership: L4T influence Gewicht: 0
Interview II>IV2_TN1 Position: 352 - 352

I think that what that's actually really good because that really helps to visualise things that. You know, and that you talked about also during during the programme, but seeing it. Yeah, that's something different.

Code: ● Further Input: Integrating Assesment Gewicht: 0
Interview II>IV2_TN1 Position: 354 - 354

I think the programme.

Helped a lot with self development and I think that was was also the topic

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence Gewicht: 0
Interview II>IV2_TN1 Position: 356 - 356

with their leadership positions, why they do an adapt for 15 and other. Crazy assessments. So actually having one an assessment specifically done for this programme and for leadership and how we behave as a leader and so on or what what is important for you, let's say let's take like this.

Code: ● Further Input: Integrating Assesment Gewicht: 0
Interview II>IV2_TN1 Position: 362 - 362

I think it's really great to you to see that and be like because I'm looking at it and like, yeah, yeah, I'm seeing myself definitely, 100%.

Code: ● Further Input: Integrating Assesment Gewicht: 0
Interview II>IV2_TN1 Position: 372 - 372

Yeah, definitely, I would say.

I mean, for me that also reflects.

A. A kind of.

Self, self-confidence and and difficult situations that I might not have had before. I mean influenced with ((Change of work environment)) of course, because I was in a new situation, but influenced by the programme, because I was in a new situation that wasn't always easy.

And I still scored myself better. On how to deal with conflict, though, I I think like. A lot of things that that we discussed in the programme I could take with me also gave me self-confidence to after the change when, with all piggy being dozens of situations saying that yes, I actually can handle the situation good.

Code: ● Surveys > Self-Leadership: L4T influence Gewicht: 0
Interview II>IV2_TN1 Position: 390 - 390

I think the the programme helped me also dealing with with those conflicts

Code: ● individual Gain from L4T > Improve of handling difficult/stressful situations Gewicht: 0
Interview II>IV2_TN1 Position: 396 - 396

I think they're the battery... Coaching session on on your, on yourself.
Helped. Same for for dealing with stressful situations.

Code: ● individual Gain from L4T > Improve of handling difficult/stressful situations Gewicht: 0
Interview II>IV2_TN1 Position: 408 - 408

Strategic thinking skills are are definitely again back to working on the project and how to to
bring that together?

Code: ● individual Gain from L4T > Strategic thinking skills Gewicht: 0
Interview II>IV2_TN1 Position: 410 - 410

conflicts maybe the the the, the Frank conversation,

Code: ● individual Gain from L4T > Improve of handling difficult/stressful situations > Dealing with conflicts
Gewicht: 0
Interview II>IV2_TN1 Position: 414 - 414

How to tackle change when there's a lot of resistance? Definitely could also have helped with.
Deal with conflicts.

Code: ● individual Gain from L4T > Improve of handling difficult/stressful situations > Dealing with conflicts
Gewicht: 0
Interview II>IV2_TN1 Position: 416 - 416

because I do think more about it, how I communicate things.

Code: ● individual Gain from L4T > Improvement of communication skills Gewicht: 0
Interview II>IV2_TN1 Position: 428 - 428

it influences me as a whole person. Like of course because yeah, everything, I mean everything
that that you learned is also true for for personal situations definitely.
Also, having frank conversations, I mean there's something that we also have to do in our
personal environment.
Yeah. So now I think that is is definitely definitely true for both parts.
Personal and business.

Code: ● General Impressions Gewicht: 0
Interview II>IV2_TN1 Position: 444 - 444

From the TA role to 360° consulting.

Code: ● Work situation has changed Gewicht: 0
Interview II>IV2_TN2 Position: 19 - 19

Yeah, more or less, I think we we would have done it anyway. But that programme also...Supported the change I let's say. Yeah, but yeah, not only because of the programme.

Code: ● Work situation has changed > LFT influenced somehow Change Gewicht: 0
Interview II>IV2_TN2 Position: 21 - 21

Very good. It was fun. It was very interesting. We had also cool people and cool team and it was always really good organised. That's I have to say that. And I also think. I could learn a lot and and improve or or develop myself. On on several like parts. Personally, and so I have. Yeah, I have a good, good impression, and I could, I would do it anytime again, so yes.

Code: ● General Impressions Gewicht: 0
Interview II>IV2_TN2 Position: 35 - 35

could also improve on on the language skill level a lot.

Code: ● individual Gain from L4T > Improvement of English Language Gewicht: 0
Interview II>IV2_TN2 Position: 37 - 37

And also I think also to work more organised. Because of the of the. Yeah, more responsibility that I have and and also because of the of the programme, I think I I also got like some tools that I can use to to work more efficient and... That's, I think also what where I could improve the the most, let's say.

Code: ● individual Gain from L4T > Time-/Taskmanagement-/Prioritizing Gewicht: 0
Interview II>IV2_TN2 Position: 41 - 41

So I would say one of the biggest.... Let's say challenge at the moment is also is is the market, let's say and I think in the programme we have had first of all, good, good discussions also about about leadership, because we also have a lot of or or we had several team leaders also in the programme and I think myself I could improve or or. Benefit, especially from the from the experience from the other team leaders in the in the programme so.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning Gewicht: 0
Interview II>IV2_TN2 Position: 49 - 49

we had good inputs like as an example. How to how to be more Efficient in LinkedIn and with the LinkedIn messages and and stuff like that so that you can yeah, reach out to more to more candidates or or reach out more efficient to them that you get more answers and and so on.

Code: ● individual Gain from L4T > Learning helpful tools Gewicht: 0
Interview II>IV2_TN2 Position: 51 - 51

But in in terms of leadership?
I couldn't say much more than the the discussions with the peers that that for me was the the biggest benefit.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning Gewicht: 0
Interview II>IV2_TN2 Position: 53 - 53

because they had like their challenges in the teams and they say, OK, I have this and that and then like we we discussed as as a group or or yeah with with all of the people from the programme. And we also I think most of the time we had really good solutions after that and and that was like also also the inputs.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning Gewicht: 0
Interview II>IV2_TN2 Position: 55 - 55

The the fact that the inputs were like real and and that there are real challenges. In existing teams, that was like the the most interesting thing about it. So it wasn't like made-up and and and yeah, we think about there's a team and we have a challenge and so on. So it was really rarely the team leaders and they had challenges. So that was really interesting.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning Gewicht: 0
Interview II>IV2_TN2 Position: 57 - 57

So I think first of all it it's, uh, like kind of took me any. How can I say? Fear from from being a team, so I I would say I could do it somehow. And and they also like open my eyes because I now I I pretty much know that no team is like perfect and everywhere there are challenges. And also every leader has to, has has his struggles and have has his problems or or challenges and.

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence Gewicht: 0
Interview II>IV2_TN2 Position: 63 - 63

So I think first of all it it's, uh, like kind of took me any. How can I say? Fear from from being a team, so I I would say I could do it somehow. And and they also like open my eyes because I now I I pretty much know that no team is like perfect and everywhere there are challenges. And also every leader has to, has has his struggles and have has his problems or or challenges and.

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence > less fear to become a leader Gewicht: 0
Interview II>IV2_TN2 Position: 63 - 63

That's that's also what was really interesting to to see because in the in the daily, in the daily working life, you, you you don't have a leader that comes to you and says, hey, this is my

challenge and I don't know how to talk about this and that with my team or whatever. So that was really, really interesting. Like to have this insights.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning Gewicht: 0
Interview II>IV2_TN2 Position: 65 - 65

And I think. If I would, yeah. Now start being a team leader. I I'm. I would be pretty confident that I could do it somehow. And and I'm also and that I also know that I I I can get help and and but it's not like a shame or anything. So I think it's it's also they all say every team leader also said from from the programme they said yeah. No, there is no team leader that that starts and then can do everything right. So you have to start somewhere and and I think. That that's like the most interesting thing to see that you. Yeah. So you would just start and and you make you may also make failures and and stuff like that but.

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence > less fear to become a leader Gewicht: 0
Interview II>IV2_TN2 Position: 67 - 67

Yeah. So like organisation and and yeah like. Juggling the the the the tasks, the everyday tasks, so especially with the part with the part time workload it's it's also was like not that easy to to organise myself and so yeah there I could I I I could really improve I think.

Code: ● individual Gain from L4T > Time-/Taskmanagement-/Prioritizing Gewicht: 0
Interview II>IV2_TN2 Position: 73 - 73

Because that was also. Very interesting. When you, yeah, we we talked about our our challenges as I said and then also. Everyone could like, participate and and and say hey, I have the same I have had the same challenge and I have done this and that. So I think there I could I could benefit the most from the inputs from from the peers and from the like external speakers. That was also for me. It was very interesting. To to hear them and and yeah, to have like access to to such people because yeah, it's not like everyday that you can talk to. Like a CNO, CEO of, of whatever. But that was more like interesting for me. But like not I I don't think that I have. Have like direct benefit. In the daily for for for the daily work, yes.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning Gewicht: 0

Because that was also. Very interesting. When you, yeah, we we talked about our our challenges as I said and then also.

Everyone could like, participate and and and say hey, I have the same I have had the same challenge and I have done this and that. So I think there I could I could benefit the most from the inputs from from the peers and from the like external speakers.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning > Speakers and Exchange w. Professionals Gewicht: 0

Interview II>IV2_TN2 Position: 75 - 75

So the the, the, the best one or or the one that I that I yeah. Also I think it was the most interesting for me was the one from. I can't remember his name, but from Boa..., from the the boa... the Austrian guy... In in the Austrian guy in in Vienna. But I can't remember his name.

L: But what was the topic?

I: Leadership because he's he's leading, he's leading an enterprise and he's also a Mountaineer and like, yes, exactly. And also, yeah. Also there he like has to guide groups. Yeah. On on mountains where it's. Yeah, where folds can be deadly. So.

Code: ● General Impressions > Good selection of speakers Gewicht: 0

Interview II>IV2_TN2 Position: 79 - 80

Yes. So I I I found the the bridge from from guiding a group up a mountain to like guiding teams in the yeah in the nine to five working environment. I I found very interesting that he said it's like the same kind of of leadership that you have to do. So I think if if you're a good leader or if you, yeah if if you understand the the like the principles of of leadership leadership or how you can guide A-Team I think then it doesn't matter.

What kind of team it is? And where and and in in and and why let's say so that was the most. Yeah, that was the most interesting for me.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning > Speakers and Exchange w. Professionals Gewicht: 0

Interview II>IV2_TN2 Position: 84 - 84

No, I think so for app, but I could also but but that's but also was like. A good point for me because I also had my learnings, out of it. It's been my presentations that I could do.

First of I presented my my my project from the from the programme in the partners call and then also in Warsaw. Yeah, like on site. At the at the talentor summit, and that was for me also. Yeah, like a Milestone kind of because, yeah, I mean presenting. With or or for all the partners and and yeah, a lot of people and presenting in English and. On site and the partners call was was. Via teams. So I think there I could also, yeah, take up my learnings and that was also. Good for me, I would say.

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence > Presenting and talking in front of people Gewicht: 0
Interview II>IV2_TN2 Position: 86 - 86

There after the after after my presentation, it was really. Good to see or good to hear because they they had really a lot of questions and and a lot of of good feedback and positive feedback. So that was also for me like a a cool. Experience then after. Yeah, of course. After the presentation, yes. So, so and and the people are also really interested in in like the, the the subject and and how we did the things and that was that was also kind of a compliment.

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence Gewicht: 0
Interview II>IV2_TN2 Position: 96 - 96

For yeah, also for the project, but as I said, I think we would have done it anyways. But and and then it was also like my my everyday work. So it was not like OK, now I'm I'm taking time to work on the project.

Code: ● Experience Project > Project independent of L4T Gewicht: 0
Interview II>IV2_TN2 Position: 102 - 102

OK how can I also document things and and also what is the strategy and and stuff like that. So I think I have made like more. I I. I thought more about how we can do things and and how we can. Yeah. Document it and and implement it and stuff like that and. I think I wouldn't have done that. If I yeah, it wouldn't be in the programme.

Code: ● Experience Project > L4T influenced Project Management Gewicht: 0
Interview II>IV2_TN2 Position: 102 - 102

also at the at the same time also from from the project. Yeah, I also had like the. Yeah, the other the other peers also shared their experience, especially for example in cold calling or whatever or or how they.

Yeah. How they define good candidates and and stuff like that because. Yeah. Also also recruiting for for permanent positions was new for me.

Code: • Experience Project > L4T influenced Project Management Gewicht: 0
Interview II>IV2_TN2 Position: 109 - 109

also at the at the same time also from from the project. Yeah, I also had like the. Yeah, the other the other peers also shared their experience, especially for example in cold calling or whatever or or how they. Yeah. How they define good candidates and and stuff like that because. Yeah. Also also recruiting for for permanent positions was new for me.

Code: • Experience Project > L4T influenced Project Management > Peer-Exchange Gewicht: 0
Interview II>IV2_TN2 Position: 109 - 109

yeah, the workload was manageable. But of course, yeah, it's also, as I said, I have like like a lot of of of. Responsibility to do things by myself, and if I do more, yeah. If I have more input then I could possibly also have more output. And that's the best case

Code: • Experience Project > Workload OK Gewicht: 0
Interview II>IV2_TN2 Position: 111 - 111

Absolutely yes. And what what I did of course is is when we had like exchange sessions and stuff like that. And then I also did, yeah, my preparation and stuff like that. And I also tried to like track the numbers...On a regular basis so. So that's also what what I did also regarding the. The exchange sessions that I couldn't that I can present them exactly.

But yeah, other otherwise I I just like worked and and yeah by working I was also working on the project. Yeah. So it goes hand hand in hand.

Code: • Experience Project > L4T influenced Project Management Gewicht: 0
Interview II>IV2_TN2 Position: 121 - 122

Because, yeah, she's yeah. It was like the first time. Yeah, that the programme is running and also she gave me feedback and also gave me like tips and tricks also to add an example to to document things and and like also. Then at the last feedback session also how to kind of end the project then and and and to think about OK what. Do I have to do until then so that so that the project can be Finished successful.

Code: • Experience Project > L4T influenced Project Management > Chaching Sessions helpful Gewicht: 0
Interview II>IV2_TN2 Position: 138 - 138

It was like the first time. Yeah, that the programme is running and also she gave me feedback and also gave me like tips and tricks also to add an example to to document things and and like also. Then at the last

feedback session also how to kind of end the project then and and and to think about OK what. Do I have to do until then so that so that the project can be Finished successful.

Code: • Experience Project > L4T influenced Project-Outcome Gewicht: 0
Interview II>IV2_TN2 Position: 138 - 138

we have like established also a new yeah, not business unit but a new team kind of and. So yeah, that's like a new a new branch for for ((Company)). That we could or or that we have the possibility to to earn money at the end of the day. And also of course, yeah, we we have reached pretty much also the targets budget wise so so that's really successful.

Code: • Experience Project > Impact Project on Company > Leads to growth / more revenue Gewicht: 0
Interview II>IV2_TN2 Position: 144 - 144

ut also I think like general it it's. Yeah, I've had a lot of contacts, a lot of clients or or new clients and and and discussions with with potential clients. So I think. We could also like kind of start. That or or that the people, the the customers, the potentials also talk or or think about us. So that's that's what also changed I would say.

L: So I like to visibility on the market. Do I get this right?

I: Absolutely yes, yes, absolutely.

Code: • Experience Project > Improved Visibility/Standing Gewicht: 0
Interview II>IV2_TN2 Position: 146 - 148

And and and there I really had. Very interesting discussions and and also got a lot of tips and tricks from from the other team members.

Or programme members. And so I think there for sure there was an influence, a direct. And then also, as I said already, a little bit like the the self Self organisation and and working like task after task. I think they also got a good input to really do that because otherwise yeah you think OK, yeah, I could do task or I could do whatever outlook blocker and and and then. Work one after the other, but I think if if there wouldn't be like one or two people that say, hey, I do it like that and it really works and I'm so much more efficient than I wouldn't have done it to be honest. So I would say yeah, those are for sure direct influence.

Code: • Experience Project > L4T influenced Project-Outcome Gewicht: 0
Interview II>IV2_TN2 Position: 152 - 152

Very interesting discussions and and also got a lot of tips and tricks from from the other team members.

Or programme members.

And so I think there for sure there was an influence, a direct.

Code: • Experience Project > L4T influenced Project Management > Peer-Exchange Gewicht: 0
Interview II>IV2_TN2 Position: 152 - 152

And then also, as I said already, a little bit like the the self Self organisation and and working like task after task. I think they also got a good input to really do that because otherwise yeah you think OK, yeah, I could do task or I could do whatever outlook blocker and and and then. Work one after the other, but I think if if there wouldn't be like one or two people that say, hey, I do it like that and it really works and I'm so much more efficient than I wouldn't have done it to be honest.

Code: • individual Gain from L4T > Time-/Taskmanagement-/Prioritizing Gewicht: 0
Interview II>IV2_TN2 Position: 152 - 152

I would say yes. So. Or yeah, for for sure. So of of course, because of the change of the role and and with that also I I changed the team so I have, yeah, I've I've got like a new supervisor or another that I had before. So that changed and I think like in the in within ((Company)) I also it also changed.

Code: • Experience Project > Improved Visibility/Standing Gewicht: 0
Interview II>IV2_TN2 Position: 162 - 162

We yeah, but that's difficult to say, but I would say yes, because I think I'm before I was like ((Recruiter)) and and now I think also the people recognise that I have like a lot more. Responsibility and and a lot more like to do by myself. And I think that also. Yeah, people. Yeah. People. The people in the company of course know that. And and I think that's also. Yeah, a point there.

Code: • Experience Project > Improved Visibility/Standing Gewicht: 0
Interview II>IV2_TN2 Position: 164 - 164

I think also like. Critical like self-reflection.

By yeah doing also this, this feedback and the exchange sessions where you always have to think about, OK, yeah. What did they do good and what could I improve and also.... We also....Had one input or that I think it was an external speaker with the North Star model. And so I think also, yeah, like the the the self self reflection and and thinking about OK how how I am doing things and what could I do better and where do I want to be. Like end of the year or whatever. So I think that was also. A big.

Step that I did because of the programme.

Code: • individual Gain from L4T > Enhance (Self-)Reflexion Gewicht: 0

I'm thinking about it also now there will be the end of the year. Talks with with the supervisor and and and stuff like that. So there you always or or anyway have to do it, but for for the next year. I also want to like implement that in my in my. Daily work, working life or or let's say you once a month or or or something like that that I do like a a quick self reflection I think that's that's really one thing that I want to continue to do because I think that's that also helps me.

Code: ● individual Gain from L4T > Enhance (Self-)Reflexion Gewicht: 0
Interview II>IV2_TN2 Position: 192 - 192

Looking at the at the New Year, I think it's now a good, a good. Time to to start doing that and and maybe also. Schedule A A meeting and then stuff like that. So I think that's that's, yeah, for sure. One thing. And also in the. Like in the daily really in the in the in in in the daily business sometimes I'm I I lose myself as an example in the LinkedIn profiles and then I'm looking OK. Oh yes done this and that. And then do I see and and whatever and then. In one moment I think, OK, that's absolutely not efficient. What I'm doing here, I really have to focus and and yeah, maybe also do another task now because I'm I can't work concentrate it anymore on on on this one.

Code: ● individual Gain from L4T > Time-/Taskmanagement-/Prioritizing Gewicht: 0
Interview II>IV2_TN2 Position: 200 - 200

I think not like that that much. So I yeah, I think I'm more direct than than at the beginning. And and that maybe also comes with with more... Self-Confidence?

L: Self-confidence, yes.

I: Self-Confidence. Yeah, because of the programme and and and the new role and everything. And yeah clients client side of course. Almost everything, because I haven't done that before at all. So yeah, when I start, when I started, I I for sure wasn't that good talking to clients. And I think there I could improve a lot during this this year or during this project, yes.

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence Gewicht: 0
Interview II>IV2_TN2 Position: 206 - 209

I would say I could benefit.
More from the project itself.

Code: ● Experience Project Gewicht: 0
Interview II>IV2_TN2 Position: 215 - 215

But also the the exchange sessions with the peers.
I have been really.
I've had big impacts and and and I've had big benefits from it

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning Gewicht: 0
Interview II>IV2_TN2 Position: 219 - 219

the external speakers were also very interesting, I think.
They also gave like.
A few tools or or also like ideas how?
We could do things.
And and and then we just have to find out or or I just have to find out, like for myself how I want to do it.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning > Speakers and Exchange w. Professionals Gewicht: 0
Interview II>IV2_TN2 Position: 219 - 219

Yeah, the the inputs and then with the input you have had... Yeah, like a new idea. How you can do stuff and and then you have to find it out for, for, for yourself. How we want to do it, but yeah, I think also, yeah. Like they, yeah, they gave you models and or or like.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning > Speakers and Exchange w. Professionals Gewicht: 0
Interview II>IV2_TN2 Position: 223 - 223

So sometimes. But that's not like a problem of the or because of the programme, but sometimes in the exchange sessions we haven't had like that many people joining. So there's always been people and and we always, in my opinion have been like pretty active also in the course. So it was not like yeah, annoying or whatever. But yeah, there I think maybe they could.... Think about something how they can attract the people really, for for every call. Of course, sometimes you you cannot join. You're in on holidays or whatever. That's that's for sure. But yeah, I think sometimes it's also.. Not a big reason why people did not join.

Code: ● Inputs for Improvement > keeping participants joining / more active Gewicht: 0
Interview II>IV2_TN2 Position: 235 - 235

We've had Rob Mosley once talking about fierce conversations. And I think the the subject itself is is of course is really interesting and and also very important. But it was like it was like a mixture. So his also his connection wasn't really, really good. So I didn't understand him very well

Code: ● Inputs for Improvement > technical issues in sessions Gewicht: 0
Interview II>IV2_TN2 Position: 245 - 245

And but it was. Maybe it's also a little bit unfair because it was at the end of the of a long day with a lot of external speakers and and really a lot of of talking. So but but there I I really couldn't like gain any any benefits from from this from this presentation.

Code: ● Inputs for Improvement > Onsite-Day was (too) long Gewicht: 0
Interview II>IV2_TN2 Position: 253 - 253

For for me, I think.
I I wished.
One or two direct feedback sessions more so I I would I would. I would like to have.
One or two direct yeah feedback sessions more that we as as we had because yeah, I think we have one or two if I if I see my notes right and and.
It's in between. Of course we have the exchange sessions where we could ask and and and and, but it was always in the group.. And...
Yeah, but but sometimes you always, you know, yeah, can't always ask all all of your questions because then the others don't have time to to talk about their stuff. So I think one or two. Yeah.
More feedback sessions like direct or one-on-one with with example Gertraud. Also Michael would have been very interesting or very good for me.

Code: ● Inputs for Improvement > More direct feedback or discussion sessions Gewicht: 0
Interview II>IV2_TN2 Position: 269 - 269

So from yeah, from from from time to time in the discussions they yeah like.
There was almost only like the the topic of of.
Of their leadership challenges. But yeah, on the on the one that it's very interesting. But yeah, for for me, I yeah couldn't like transfer it to the to my to my yeah daily work so it's like.

Code: ● General Impressions > Uncertainty of non-Leaders - added value Gewicht: 0
Interview II>IV2_TN2 Position: 291 - 291

Exactly and and and there as as as I said, I I couldn't like actively participate and yeah, it could just yeah. Hear and and listen to them but.
Yeah, and and and and and then from time to time I thought OK, now we yeah could also talk about something.
Other where where I can also participate in the discussion so, but it of course it it of course it was, it was, it always was really interesting. So that's that's for sure.

Code: ● General Impressions > Uncertainty of non-Leaders - added value Gewicht: 0
Interview II>IV2_TN2 Position: 303 - 303

And and and we that was one thing that we have discussed pretty much at the end. I don't know why but for for me that would have been very good impact also pretty at the beginning of the of the project.

Code: ● Inputs for Improvement > Time Management - Input earlier Gewicht: 0
Interview II>IV2_TN2 Position: 311 - 311

L: Where do you think the programme Has direct influence on this change?

I: They have for sure factor one

Code: ● individual Gain from L4T > Self-Leadership > Visualizing succesful performance Gewicht: 0
Interview II>IV2_TN2 Position: 352 - 353

Self reward factor four I would say as well because we also had like good good discussions and inputs about that.

Code: ● individual Gain from L4T > Self-Leadership > Self-Reward Gewicht: 0
Interview II>IV2_TN2 Position: 355 - 355

I really do that. Yes, especially the Home Office.

L: And you do it more than before the programme?

I: I would say more. Yes, I would say do it more.

Code: ● individual Gain from L4T > Self-Leadership > Self-Talk Gewicht: 0
Interview II>IV2_TN2 Position: 365 - 367

I think not like directly, but in in in some kind of way. It it it influenced?
It a little bit, yes, I would say so by just by yeah. By by by.
Improving or or developing myself person on a personal level. I think the the self talk also.

Code: ● Surveys > Self-Leadership: L4T influence Gewicht: 0
Interview II>IV2_TN2 Position: 369 - 369

So but but I think, or maybe maybe just by by also.
Seeing and and hearing a lot of other opinions and and other.
People doing things differently, I think maybe that could.
Helped or or influenced it.
In in, in. Yeah, in some kind of way, yeah.

Code: ● individual Gain from L4T > Self-Leadership > Evaluating Beleifs and Assumtions Gewicht: 0
Interview II>IV2_TN2 Position: 381 - 381

got a lot of new experience in this year.
I think with that I can also.
Yeah, communicate and handle situations.
Better or or or different than I did before.
And.

Yeah, I would say that's that's the reason why and also like the whole, yeah, the whole client side communication that I haven't done before.
I was also there. I I I could improve a lot in my in my eyes.

Code: ● individual Gain from L4T > Improvement of communication skills Gewicht: 0
Interview II>IV2_TN2 Position: 443 - 443

The the level of how you strategically set up the projects because yeah, by doing the project I had to also set it up. So I think there, yeah, that's for sure one thing.

Code: ● individual Gain from L4T > Strategic thinking skills Gewicht: 0
Interview II>IV2_TN2 Position: 455 - 455

Strategic thinking skills also think that's pretty much the same. By doing, yeah, this kind of a project I I also could could improve it and and also I think there we we also had good good impacts on on how to. Two strategies kind of for for projects.

Code: ● individual Gain from L4T > Strategic thinking skills Gewicht: 0
Interview II>IV2_TN2 Position: 459 - 459

So yeah, of course the like the the the general project exchange sessions. So there we always had also good inputs from from the other peers and and also from from Gertrude and Michael.

Code: ● General Impressions > +Gertraud Gewicht: 0
Interview II>IV2_TN2 Position: 461 - 461

So yeah, of course the like the the the general project exchange sessions. So there we always had also good inputs from from the other peers and and also from from Gertrude and Michael.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning Gewicht: 0
Interview II>IV2_TN2 Position: 461 - 461

I think doing the the the programme and and with yeah the exchange with with other people also from from other countries and everything. I think it also. Made my like commitment or my motivation and and my my. How can I say that?

L: Dedication maybe?

I: Yeah, yeah, let's say. Like bigger or better and than than before. Because.

Yeah, I I just saw a lot of more than just in the within ((Company)) just within the company and I think also by by yeah, having these exchanges and also going to Vienna and Amsterdam and stuff like that.

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence Gewicht: 0
Interview II>IV2_TN2 Position: 489 - 491

Development that I could make, but yeah, of of course also the the the exchange of the people and and and also yeah, the the the possibility to to go abroad and and and stuff like that that was also really cool of course but also.

Yeah, I don't know to see that many people that are that, that love what they doing kind of and and and to see how much passion they have for it.

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence Gewicht: 0
Interview II>IV2_TN2 Position: 501 - 501

So I I personally really liked the the programme. It's nice to connect to people also with other cultures and and also see their looks on on how you lead a Team but also how you lead yourself right so.

Code: ● General Impressions Gewicht: 0
Interview II>IV2_TN3_L Position: 23 - 23

It's nice to connect to people also with other cultures and and also see their looks on on how you lead a Team but also how you lead yourself

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning Gewicht: 0
Interview II>IV2_TN3_L Position: 23 - 23

I think the let's call them master classes were interesting, nice speakers.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning > Speakers and Exchange w. Professionals Gewicht: 0
Interview II>IV2_TN3_L Position: 25 - 25

And what I found a bit of a shame is that not everybody was as present. In all of the Masterplaces and and the online meetings that we had. So you saw a bit of a you know the people that were always there and the people that maybe had well other things to do.

Code: ● Inputs for Improvement > keeping participants joining / more active Gewicht: 0
Interview II>IV2_TN3_L Position: 25 - 25

One of the main is to reflect also to. Of course the things that you do in a daily on a daily basis and how you lead your team is also nice to have the insights from from other people and that's definitely something that I've used.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning Gewicht: 0
Interview II>IV2_TN3_L Position: 27 - 27

One of the sessions that I really liked was with. I think his name is Benjamin from Brazil. In which he shared, I think he All in all he's a very inspiration over big inspiration, but I.

L: What's the topic? I haven't seen all of the speaker sessions, So... what was the...?

I: So he he is. I think he's the Managing Director or the owner of the partner from Brazil in Talentor and we had from the check Czech Republic we had someone joining from Brazil, Michael Wang from China and we could ask them questions about how did you grow your business, how did you grow your team?

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning > Speakers and Exchange w. Professionals Gewicht: 0
Interview II>IV2_TN3_L Position: 27 - 29

And of course working with ((Superior)) also has those insights, right? He grew his own company and he went from 1 to ((X)). But also seeing that from a different perspective and how how? How you react to change or how you how agile you are in in times that are made, yeah, aren't as good as other times, right? So I think that was a very inspirational talk.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning > Speakers and Exchange w. Professionals Gewicht: 0
Interview II>IV2_TN3_L Position: 31 - 31

we had a session with a few of the directors from talent and partners joining. And they also emphasised on how to reflect on yourself and what you do, what kind of impact does it have on another person to really also sometimes look in the mirror. So I think because I do a lot from feeling right, I mean I have management experience, but in a different work field. Which is a different way of working in in recruitment and working with, let's say professionals. So I think that reflection on the impact that you make on another person and how you lead the team and I think that's one of the biggest takeaways for me.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning > Speakers and Exchange w. Professionals Gewicht: 0
Interview II>IV2_TN3_L Position: 43 - 43

I think that reflection on the impact that you make on another person and how you lead the team and I think that's one of the biggest takeaways for me.

Code: ● individual Gain from L4T > Enhance (Self-)Reflexion Gewicht: 0
Interview II>IV2_TN3_L Position: 43 - 43

it was also a very insightful to speak to other business owners.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning > Speakers and Exchange w. Professionals Gewicht: 0
Interview II>IV2_TN3_L Position: 47 - 47

They asked me to present the the projects in Warsaw last September. That public speaking is not one of my favourite activities, so that's also where I, let's say personally grew in in let's say presentation skills and always behind the screen is also so different from when in person, right

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence > Presenting and talking in front of people Gewicht: 0
Interview II>IV2_TN3_L Position: 49 - 49

there was of course how you lead yourself.

Code: ● individual Gain from L4T > Self-Leadership Gewicht: 0
Interview II>IV2_TN3_L Position: 65 - 65

planning and giving feedback.

Code: ● individual Gain from L4T > Improvement of communication skills Gewicht: 0
Interview II>IV2_TN3_L Position: 65 - 65

we we did a little on strategic thinking.

Code: ● individual Gain from L4T > Strategic thinking skills Gewicht: 0
Interview II>IV2_TN3_L Position: 73 - 73

I think with feedback comes like emotional intelligence

Code: ● individual Gain from L4T > Emotional Intelligence Gewicht: 0
Interview II>IV2_TN3_L Position: 73 - 73

the Impact that you have with your communication or the influence that you have on on someone.

Empowerment, maybe of the team.
How different people need different approaches and that it's not always true that you treat the person next to you the same as you want to be treated, because we're all different.

Code: ● individual Gain from L4T > Emotional Intelligence > Empowerment of others Gewicht: 0
Interview II>IV2_TN3_L Position: 73 - 73

the Impact that you have with your communication or the influence that you have on on someone.

Empowerment, maybe of the team.
How different people need different approaches and that it's not always true that you treat the person next to you the same as you want to be treated, because we're all different.

Code: ● individual Gain from L4T > Improvement of communication skills Gewicht: 0
Interview II>IV2_TN3_L Position: 73 - 73

official talk that you need to have with her and those more let's say HR related subjects. I would have found helpful, but it's difficult. Because it's also well international and cross-border, so not in every country, this would be the same.

Code: ● Inputs for Improvement > More "HR"-Input (e.g. disciplinary actions) Gewicht: 0
Interview II>IV2_TN3_L Position: 79 - 79

I think maybe with sharing insights from other people, but I I I don't necessarily think that by following the programme of this year... You will 100% be successful in leading a Team right?

Code: ● General Impressions Gewicht: 0
Interview II>IV2_TN3_L Position: 87 - 87

I think maybe with sharing insights from other people

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning > Speakers and Exchange w. Professionals Gewicht: 0

Interview II>IV2_TN3_L Position: 87 - 87

It it did give me some tools, yes.

Code: ● individual Gain from L4T > Learning helpful tools Gewicht: 0

Interview II>IV2_TN3_L Position: 91 - 91

you know I I mainly found that talking to Sabine and Gertraud and let's say the other partners were were more helpful than really reflecting with peers

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning > Speakers and Exchange w. Professionals Gewicht: 0

Interview II>IV2_TN3_L Position: 91 - 91

feedback sessions how to structure feedback conversation

Code: ● individual Gain from L4T > Improvement of communication skills Gewicht: 0

Interview II>IV2_TN3_L Position: 107 - 107

Time management.
So I I knew that already, but it became extra clear that I really need hard deadlines for myself in order to really push myself to do certain things.

Code: ● individual Gain from L4T > Time-/Taskmanagement-/Prioritizing Gewicht: 0

Interview II>IV2_TN3_L Position: 109 - 109

In the project I really needed this right because the project's also a little bit on the side. So preparing documents and preparing presentations, I would always need to, let's say the last minute.

Which wasn't always very handy.
But in my in my work.
I don't. I don't really need those deadlines, so to say so. It was more on the project, on a project base, yeah.

Code: ● individual Gain from L4T > Time-/Taskmanagement-/Prioritizing Gewicht: 0

Interview II>IV2_TN3_L Position: 111 - 112

Attendance.

L: From the other for the peers?

I: Yeah. And then also....
And I don't know if it didn't feel safe. Maybe for some people, but it was always the same people giving the input, so it was always the same people talking. And then sometimes I also try to, let's say, stay quiet for a little bit, but then nobody talks so. So I I yeah. So I do think that that.

The team are balanced. Attendees of the programme and people that aren't afraid to speak up and share their opinion, and I know that as ((Nationality)) people were always pretty...We're not afraid to share our opinion and maybe also not to make mistakes. But that's what I what I felt.

Code: ● Inputs for Improvement > keeping participants joining / more active Gewicht: 0
Interview II>IV2_TN3_L Position: 114 - 117

it wasn't like I felt something major was missing.

Code: ● General Impressions Gewicht: 0
Interview II>IV2_TN3_L Position: 119 - 119

And I think that the time spent was good. So it was, I think, 10 months or something altogether that we really started and finished.

Code: ● Experience Project > Workload OK Gewicht: 0
Interview II>IV2_TN3_L Position: 133 - 133

So they they gave me some some ideas and some tips and... That's some of those things I've used

Code: ● Experience Project > L4T influenced Project Management Gewicht: 0
Interview II>IV2_TN3_L Position: 143 - 143

We did some things on goal setting, right. So what are your your goals at the end of the project and that's something that I didn't do when I started or when we had the idea like what do what do I actually want to reach at the end of the project. And that's something that Gertraud and Sabine... supported with.

Code: ● Experience Project > L4T influenced Project Management Gewicht: 0
Interview II>IV2_TN3_L Position: 145 - 145

We did some things on goal setting, right. So what are your your goals at the end of the project and that's something that I didn't do when I started or when we had the idea like what do what do I actually want to reach at the end of the project. And that's something that Gertraud and Sabine... supported with.

Code: ● Experience Project > L4T influenced Project Management > Chaching Sessions helpful Gewicht: 0
Interview II>IV2_TN3_L Position: 145 - 145

Because I have the actual numbers, but we I grew the team with two people, so it was just me and then I added two colleagues. I think we did a 20% increase on revenue. We did a we added. Six or seven firm clients and we added four or five temp clients.

Code: ● Experience Project > Impact Project on Company > Leads to growth / more revenue Gewicht: 0
Interview II>IV2_TN3_L Position: 149 - 149

I mean, we would have done the project either way, and it was. It came in easy that I was. We were already starting the project and Talentor and the Leaders for tomorrow programme came up. So yes, they gave me some tools and but I think it would have been the same if it had. If I didn't join the programme. So I think the the two would be. Evenly successful separately.

Code: ● Experience Project > Project independent of L4T Gewicht: 0
Interview II>IV2_TN3_L Position: 169 - 169

I think it would have been the same if it had. If I didn't join the programme. So I think the the two would be. Evenly successful separately.

Code: ● Experience Project > L4T influenced Project-Outcome > No Impact Gewicht: 0
Interview II>IV2_TN3_L Position: 169 - 169

I'm very much. "Just start whenever you want to start and just do it" instead of really. I'm not very much of A planner.

So I will run into unexpected things and I will. Have to change my approach maybe a few times and I think that was helpful to maybe be a little more considerate of what you actually want to do. And that's of course Gertraud and and some being ... are also experienced in like what is your purpose? Where do you want to go and that that may have helped me a little bit in OK what what am I doing and why am I doing it?

Code: ● Experience Project > L4T influenced Project Management Gewicht: 0
Interview II>IV2_TN3_L Position: 173 - 173

I think I I did have to do some things outside of my comfort zone in the projects. So for example, doing some cold calling, setting out packages to people that I didn't know. I don't remember if it was before or after Warsaw, but with the presentation I really had to step outside of my comfort zone and also where we had to present to the big group right online. So I think that's where the where the change would be.

Code: ● Surveys > Self-Leadership: L4T influence Gewicht: 0
Interview II>IV2_TN3_L Position: 206 - 206

I wouldn't have done the presentation without the project. So I think that's a big one.

Code: ● Surveys > Self-Leadership: L4T influence Gewicht: 0
Interview II>IV2_TN3_L Position: 214 - 214

And I think it was because I was made more aware by, for example, Gertraud and and some being that it is a very important thing to do.

Code: ● individual Gain from L4T > Self-Leadership > Self-Goal-Setting Gewicht: 0
Interview II>IV2_TN3_L Position: 222 - 222

Well, I think I think where we we discussed this already, but what I also learned is how to if that your own beliefs might not always be what someone else believes. So I do think that's that's why it's a little higher.

Code: ● individual Gain from L4T > Enhance (Self-)Reflexion Gewicht: 0
Interview II>IV2_TN3_L Position: 240 - 240

what I also learned is how to if that your own beliefs might not always be what someone else believes. So I do think that's that's why it's a little higher.

By like reflecting on yourself in your mirror and not.

Code: ● individual Gain from L4T > Self-Leadership > Evaluating Beleifs and Assumptions Gewicht: 0
Interview II>IV2_TN3_L Position: 240 - 241

It could be that if I. You know your day always goes different than you plan, right? So sometimes when I'm in the car in the morning, I say to myself, OK, now today, these team members gonna have my full attention, you know, and sometimes it doesn't because of the business. It doesn't happen. And then I can feel pretty guilty towards them. And then I I may take it out of myself, you know.



Linda Eggimann 50:04

OK, OK. Because you have more like responsibility?



Sophie Looman 50:11

Yeah.



Linda Eggimann 50:12

And you feel like more?

Yes, you feel like more good because your responsibility also grow. So did I get you right? OK, OK, so but this had nothing to do with with the programme.



Sophie Looman 50:17

Yeah, yeah.

Code: ● Surveys > Self-Leadership: L4T no influence Gewicht: 0
Interview II>IV2_TN3_L Position: 253 - 257

I don't think it's it's like influenced by the project or or something that I very consciously do.

Code: ● Surveys > Self-Leadership: L4T no influence Gewicht: 0
Interview II>IV2_TN3_L Position: 263 - 263

things that are higher is also the things that we discussed, right. So for giving feedback is something that we discussed. I think the same is with conflicts.

Code: ● Surveys > Self-Leadership: L4T influence Gewicht: 0
Interview II>IV2_TN3_L Position: 273 - 273

Strategic thinking, we went over flexibility. I don't. Yeah, I don't necessarily think that that's grown maybe stepping outside of a comfort zone, but not necessarily flexibility. And the setting projects also has to do with goals. So I think this is a pretty good image on the things that I feel... Have grown within the the leadership programme.

Code: ● Surveys > Self-Leadership: L4T influence Gewicht: 0
Interview II>IV2_TN3_L Position: 275 - 275

Because you also get some insight, right. And sometimes if you're in a certain position for a longer time, you will also handle conflicts at the same time, maybe as you would treat feedback.

Code: ● Surveys > Self-Leadership: L4T no influence Gewicht: 0
Interview II>IV2_TN3_L Position: 297 - 297

I think also learning by doing and handling more of those conflicts will will, yeah, grow, grow us person.

Code: ● Surveys > Self-Leadership: L4T no influence Gewicht: 0
Interview II>IV2_TN3_L Position: 301 - 301

We topic on on conflicts in the programme. But it's it's it didn't really stick to me, so to say. So I don't think the programme really. Motiv... or helped me treat this better.

Code: ● Surveys > Self-Leadership: L4T no influence Gewicht: 0
Interview II>IV2_TN3_L Position: 305 - 305

I think also in the context of the goal setting and like stepping out of your operations and and trying to think about next week or next year or you know what's going to happen in five years. So I think that would that would be in that sense.

L: And this is caused more by doing the project, the strategic project?

I: Yeah, I think this helped me.

Code: ● individual Gain from L4T > Strategic thinking skills Gewicht: 0
Interview II>IV2_TN3_L Position: 307 - 309

I think working with people in in general makes you very agile. So.

And I I do think that this has something to do with also stepping outside of my comfort zone. You become a little more flexible in maybe the things you don't necessarily want to do, but still have to.

Code: ● individual Gain from L4T > Flexibility Gewicht: 0
Interview II>IV2_TN3_L Position: 319 - 319

I don't think so, because all three are also something that I've had to juggle throughout my my professional career. I'm in stressful situations. In recruitment it would, I would say, daily pretty much.

Code: ● Surveys > Self-Leadership: L4T no influence Gewicht: 0
Interview II>IV2_TN3_L Position: 327 - 327

What I already mentioned is the balance with the peers. The the leadership experience in the group. The exchange or the amount of exchange in the group, the presence in the group. So I think it's more like the dynamic in the group than necessarily anything leadership related.

Code: ● Inputs for Improvement > keeping participants joining / more active Gewicht: 0
Interview II>IV2_TN3_L Position: 341 - 341

The programme was very interesting.

Code: ● General Impressions Gewicht: 0
Interview II>IV2_TN4 Position: 47 - 47

if I take each module separately then there were some interesting subjects. Some less interesting some I think I would have done without, but generally speaking. It was. It was interesting to put into place this strategic project.

Code: ● General Impressions Gewicht: 0
Interview II>IV2_TN4 Position: 49 - 49

. It was interesting to put into place this strategic project.

Code: ● Experience Project Gewicht: 0
Interview II>IV2_TN4 Position: 49 - 49

to have kind of, you know, a practical thing to focus on and and we did that and and this has brought changes

Code: ● Experience Project > Impact Project on Company Gewicht: 0
Interview II>IV2_TN4 Position: 51 - 51

I don't feel like I got much out of this leadership programme. One I'm I'm much older than than the other people in the programme. That so the the dynamic is different, a lot of them are, you know, young upcoming leaders. In their in their 20s or early 30s, I'm past 40. I don't have any leadership responsibility because we're a small structure whereas you know guys from from ((Company)) or ((Company)), the

structures are a lot bigger and and you know, they already have teams of of 3-10 people. So it's it, it's different.

Code: ● General Impressions Gewicht: 0
Interview II>IV2_TN4 Position: 53 - 53

I think would have wanted. More. This is one thing I I told you after and I will tell you the same as it I I would have wanted to feel more. I would say practical relationship between what... practical links between what we decided to work on as a strategic project and and the subjects that were covered.

During the leadership programme now, of course, each each of us have a different strategic project, so I'm I'm not saying that the classes or that the modules have to be built based on what our projects are, what what I mean is that I wish that there had been maybe more interaction.

With the speakers. About our structures and our projects and the challenges that we experience on a daily basis.

And and and you know what? What is kind of like their advice or of course we're, I would say that you you get you can't ask a speaker to you know give you feedback and advice on on every structure. But I think that's also why we are small groups so I... I would imagine there's enough.

Time to... to maybe, you know, speak with everyone. That's one thing in the in... in the same way I felt like there wasn't enough. Like one thing that should have been done and I told ya after that and I don't know if they're planning this for this year round, but it would have been nice to have somebody kind of like as a mentor.

To work on our strategic projects, but not from our own organisation like like it wouldn't.

Code: ● Inputs for Improvement > More adaption content to ind. needs of Participants > More adaption of content on project topics Gewicht: 0
Interview II>IV2_TN4 Position: 55 - 57

would have been nice to have somebody kind of like as a mentor.
To work on our strategic projects, but not from our own organisation

Code: ● Inputs for Improvement > More direct feedback or discussion sessions > Install a Mentor Gewicht: 0
Interview II>IV2_TN4 Position: 57 - 57

But obviously from within the group ike you know, I mean there's no need to to to pay money and expense some resources to get some mentorship from outside of. But like so say I'm ((Nationality)) then it would have been interesting to have a mentor from, I don't know, Italy or Sweden. ((Participant)) could have had a mentor from the UK or from the Netherlands or whatever but but.

Code: ● Inputs for Improvement > More direct feedback or discussion sessions > Install a Mentor Gewicht: 0

Interview II>IV2_TN4 Position: 59 - 59

This programme felt too, of course, there was a lot of speakers sharing their experience, but I don't... it felt too... in a certain way.... I'm I'm going to say maybe too theoretical. I don't know it. It's hard to to. I don't if too theoretical is the right word because these people were sharing their practical experience from from where they were. But often it felt like there was absolutely no relations between what these people were talking about and our actual job, as headhunters and our daily work. A lot of these people said that they they worked with recruiters or that they came from the field of HR, but I never, I never actually heard a thing that linked what they were saying to our actual job now.

I think only once I heard something about how you know the advice given should be applied to the world of executive search or just just generally.

Code: ● Inputs for Improvement > More focus on industry Gewicht: 0

Interview II>IV2_TN4 Position: 61 - 62

I think only once I heard something about how you know the advice given should be applied to the world of executive search or just just generally.

L: You remember which one this was, or when this was.

I: No, no, I don't. It's it's just all, all I know is is that there was this girl from General Electrics. I don't remember her name. Black girl from General Electric. She was like a star or whatever she she was. I think one of the for me. One of the only ones that were that that was interesting. Because.

They she spoke about some practical things from an HR perspective.

Code: ● General Impressions > Good selection of speakers Gewicht: 0

Interview II>IV2_TN4 Position: 62 - 64

And she had us do this, this, this exercise where we had to close our eyes and imagine that we were under the rain and and. And I remember sitting there thinking like, you know, how does that help me exactly? Like, this is not, you know. Yeah, I'm. I'm a very practical person. I I own now that now that I've opened talentor france, I own three companies. And and yeah, just just at time, it felt like I was just sitting there and and kind of wasting my time, you know?

Code: ● Inputs for Improvement > More practical input (less theoretical) Gewicht: 0

Interview II>IV2_TN4 Position: 68 - 68

But but from my perspective, did we have anybody that told us about, you know, or or that we we spoke with about where our industry, the industry of recruitment and executive search was

going?

And what would be the challenges that our our young leaders or would would face tomorrow?

No, I I don't remember a single conversation that went in that sense, no.

Code: ● Inputs for Improvement > More focus on industry Gewicht: 0
Interview II>IV2_TN4 Position: 74 - 74

One of the most valuable thing that I remember.
From the programme is is this is this one-on-one session that we had with Gertraud.

Code: ● General Impressions > +Gertraud Gewicht: 0
Interview II>IV2_TN4 Position: 87 - 87

One of the most valuable thing that I remember.
From the programme is is this is this one-on-one session that we had with Gertraud.

Code: ● Experience Project > L4T influenced Project Management > Chaching Sessions helpful Gewicht: 0
Interview II>IV2_TN4 Position: 87 - 87

This big project that I was working on and and she I remember her giving me some advice. I remember telling her about how, you know, I don't have a team to lead.

And and.... That that, I felt like the programme wasn't bringing me a lot. And then she changed my perspective on it by explaining that first, you know, it was important to learn to lead yourself first.

Code: ● General Impressions > +Gertraud Gewicht: 0
Interview II>IV2_TN4 Position: 93 - 94

they were like some nice speakers and some some known names and things like that.

Code: ● General Impressions > Good selection of speakers Gewicht: 0
Interview II>IV2_TN4 Position: 94 - 94

I'm not sure that it addressed exactly the subjects that we did, and for me, the most useful moment in this entire programme, except the strategic project which we can discuss after which was very useful. The most useful moment in this programme was actually the one-on-one with Gertraud, where she shared some of her experience and and and we were able to to tackle some challenges and kind of like have it back and forth. And there was some form of mentorship effect.

Code: ● General Impressions > +Gertraud Gewicht: 0
Interview II>IV2_TN4 Position: 96 - 96

I'm not sure that it addressed exactly the subjects that we did, and for me, the most useful moment in this entire programme, except the strategic project which we can discuss after which was very useful. The most useful moment in this programme was actually the one-on-one with Gertraud, where

she shared some of her experience and and and we were able to to tackle some challenges and kind of like have it back and forth. And there was some form of mentorship effect.

Code: • Experience Project > L4T influenced Project Management > Chaching Sessions helpful Gewicht: 0
Interview II>IV2_TN4 Position: 96 - 96

within the group and to have, you know, like a different mindset and different way of seeing things that that's very that's very useful.

Code: • Experience Project > L4T influenced Project Management > Peer-Exchange Gewicht: 0
Interview II>IV2_TN4 Position: 102 - 102

One thing or another that you can improve as a leader in the daily life of your organisation and and I I wouldn't be able to give you a specific example right now, but I know that there's a few that I took and that I decided to apply.

Code: • individual Gain from L4T > Learning helpful tools Gewicht: 0
Interview II>IV2_TN4 Position: 106 - 106

That then left us and we have this new consultant that we recruited some six months ago. She's she's really great and we definitely want her to stay on board and and and so. Again, you know, it's not like a general shift and like just suddenly become a better leader. But there there's again without going into some specific examples because I just like, you know, life just happens. So it it's day-to-day. And so it's hard to remember what. But I do remember you know some snippets, a sentence here and there that I decided to apply.



Linda Eggimann 23:14
Hello.



Thibault Normand - Talentor Latvia 23:15
That most likely made the interaction with our new consultant better.
And and and that.

We yeah, we we made a few minor changes that kind of like rebalanced the the relationship between management and consultants within our organisation. And and I think we're doing better or I mean I'm doing better with our consultant now than you know, it might have been in the past with some of our previous consultants that left us because they weren't happy within the organisation.

Code: • individual Gain from L4T > Sharing personal experience Gewicht: 0
Interview II>IV2_TN4 Position: 108 - 110

I think it's just generally more, more more, you know, more open communication

Code: • individual Gain from L4T > Improvement of communication skills Gewicht: 0
Interview II>IV2_TN4 Position: 114 - 114

more open communication. There were a few things about setting goals. I think that was a presentation by who was it? I think actually it was somebody from Coopers. I'm not sure about, about setting goals within your your your organisation and and I remember taking a few ideas from there.

Code: ● General Impressions > Good selection of speakers Gewicht: 0
Interview II>IV2_TN4 Position: 114 - 114

There were a few things about setting goals. I think that was a presentation by who was it? I think actually it was somebody from Coopers. I'm not sure about, about setting goals within your your your organisation and and I remember taking a few ideas from there.

Code: ● individual Gain from L4T > Time-/Taskmanagement-/Prioritizing Gewicht: 0
Interview II>IV2_TN4 Position: 114 - 114

ideas behind the change were were were very natural and I think should come very naturally to people in our business. But you know, we get caught up in our daily lives and daily business and we don't stop to do this. So what the programme offered was not the ideas but simply but that, you know, that's important. It offered the...The occasion? To stop and say OK, we have to change and restructure things and because it was done within the the framework of the programme, it also gave more credibility to to doing this and and the other partners questioned less the fact that, you know, I was going to analyse this, proposed some solutions and implement them.

Code: ● Experience Project > Project independent of L4T Gewicht: 0
Interview II>IV2_TN4 Position: 148 - 148

ideas behind the change were were were very natural and I think should come very naturally to people in our business. But you know, we get caught up in our daily lives and daily business and we don't stop to do this. So what the programme offered was not the ideas but simply but that, you know, that's important. It offered the...The occasion? To stop and say OK, we have to change and restructure things and because it was done within the the framework of the programme, it also gave more credibility to to doing this and and the other partners questioned less the fact that, you know, I was going to analyse this, proposed some solutions and implement them.

Code: ● Experience Project > L4T influenced Project Management Gewicht: 0
Interview II>IV2_TN4 Position: 148 - 148

When it was time to, you know, kind of like move it to the next milestone, then I would block like a whole day or two days and say, OK, I'm going to be doing only that so that I have something, you know, sensible to present after you know.

Code: ● Experience Project > L4T influenced Project Management Gewicht: 0
Interview II>IV2_TN4 Position: 155 - 155

going back to the whole coaching thing. I was talking about. I think this is where the programme was lacking was more of this one-on-one format. With somebody else from outside of the organisation. Again, because if I want to be able to convince the partners within the organisation of a change to make, then I can't be working on that change with them. For I I I I want to have somebody from outside that that has a neutral perspective and objective way of looking at things. So yeah, I think that's where again it was lacking the the one-on-one. And and and probably more regarding the strategic project rather than just one-on-one mentoring on our day-to-day business like you know that that's not what the programme is for, but if the if the programme asks us to work on a strategic project then it would have been interesting to have a framework where we can discuss it more one-on-one mentoring time.

Code: ● Inputs for Improvement > More adaption content to ind. needs of Participants > More adaption of content on project topics Gewicht: 0

Interview II>IV2_TN4 Position: 165 - 165

And and and probably more regarding the strategic project rather than just one-on-one mentoring on our day-to-day business like you know that that's not what the programme is for, but if the if the programme asks us to work on a strategic project then it would have been interesting to have a framework where we can discuss it more one-on-one mentoring time.

Code: ● Inputs for Improvement > More direct feedback or discussion sessions > Install a Mentor Gewicht: 0

Interview II>IV2_TN4 Position: 165 - 165

A skill that is lacking because we we we we get you know again. Day-to-day life work catches up with you and and you don't often you don't always take the time to stop and breathe and look at exactly. What you're doing, and so more I would say, yeah, coaching and feedback on on project management.

And and and how to manage projects?

Code: ● Inputs for Improvement > More direct feedback or discussion sessions > Install a Mentor Gewicht: 0

Interview II>IV2_TN4 Position: 173 - 173

And I know there's a difference between management and leadership. I understand that. But. But but if we have a strategic project, then more feedback and more. Yeah, coaching on project management that would have been extremely useful, yeah.

Code: ● Inputs for Improvement > More adaption content to ind. needs of Participants > More adaption of content on project topics Gewicht: 0

Interview II>IV2_TN4 Position: 175 - 175

And I know there's a difference between management and leadership. I understand that. But. But but if we have a strategic project, then more feedback and more. Yeah, coaching on project management that would have been extremely useful, yeah.

Code: ● Inputs for Improvement > More direct feedback or discussion sessions > Install a Mentor Gewicht: 0
Interview II>IV2_TN4 Position: 175 - 175

The outcome? No.

Code: ● Experience Project > L4T influenced Project-Outcome > No Impact Gewicht: 0
Interview II>IV2_TN4 Position: 177 - 177

It gave it more credibility and and it it it force because they also paid for it for this programme, so it forced the the other partners to pay more attention to it and and to to maybe take it seriously. As you know, not an ongoing conversation that we can have from time to time, but really the idea that, OK, there's this project, it's strategic work. We want to transform a part of our organisation. And and you know the group is involved, other countries are involved. So so let, let's take it seriously.

Code: ● Experience Project > L4T enhanced Commitment of employer on Project Gewicht: 0
Interview II>IV2_TN4 Position: 177 - 177

I mean, yeah, in terms of credibility, again, you know. It it gave me a platform to implement this (Project content)), which has increased our revenue. So yeah, I mean it definitely has had a the you know. It also shows me in a in a more positive light. Yeah, for sure.

Code: ● Experience Project > Improved Visibility/Standing Gewicht: 0
Interview II>IV2_TN4 Position: 207 - 207

implement this (Project content)), which has increased our revenue

Code: ● Experience Project > Impact Project on Company > Leads to growth / more revenue Gewicht: 0
Interview II>IV2_TN4 Position: 207 - 207

More one-on-one coaching.

Code: ● Inputs for Improvement > More direct feedback or discussion sessions Gewicht: 0
Interview II>IV2_TN4 Position: 211 - 211

More Speakers slash teachers that actually come from the recruitment industry.

Code: ● Inputs for Improvement > More focus on industry Gewicht: 0
Interview II>IV2_TN4 Position: 211 - 211

If they don't come from the recruitment industry, then it has to be. Again, I I know leadership and management is different, but I think it has to be very. Practical or or, you know, business related?

Code: ● Inputs for Improvement > More practical input (less theoretical) Gewicht: 0
Interview II>IV2_TN4 Position: 213 - 213

If they don't come from the recruitment industry, then it has to be. Again, I know leadership and management is different, but I think it has to be very. Practical or or, you know, business related?

Code: ● Inputs for Improvement > More focus on industry Gewicht: 0
Interview II>IV2_TN4 Position: 213 - 213

The only thing I remember for this from this whole thing is that she spoke about. What they do or or what is important to them within their organisation. OK, very cool. But you know, no practical advice on, you know, OK, if you're faced with situations ABC, this is you know how it would be best to handle it as a leader. If you know you're again, you know you're we have to deal with clients that. Might have policies within the organisation. Or that actually you might, you know, ask us to make recruitments based on criterias that are completely legal and we have to know how to, you know, respond to that or or we have to know how to talk to our teams as leaders so that they can handle the subjects within our clients organisations within with our candidates and things like this. So unless you're coming from the recruitment industry, there's no way that you can tell us about this subject.

Code: ● Inputs for Improvement > More focus on industry Gewicht: 0
Interview II>IV2_TN4 Position: 225 - 225

So it was it was, you know, I understand. OK. She's a very important person in the in a prominent European organisation. And so it's nice to bring her in to talk about that. But what is it that we actually got out of it?
I would say nothing.

Code: ● Inputs for Improvement > More practical input (less theoretical) Gewicht: 0
Interview II>IV2_TN4 Position: 229 - 229

Actually, I think that there should have been something more, definitely. Something. Quite in depth about conflict resolution.

Yeah, yeah, conflict resolution is, I think, a subject that that is very important. I know, for example, I'm very bad at it, which is why I tend to stay away from conflict because because I know that I don't manage them well. And I do good job of staying away from them so that I never have to to to resolve them. But yeah, conflict resolution is is, is and and there are there are practical models to conflict resolutions and practical ways of handling conflicts as leaders. And and there are a lot of very good people and speakers out there that can talk about this. That, that coach, you know, CEOs and boards and see like the C suites about this and and and so.

That's a very, very practical subject that I think could be.

Addressed, I think a speaker mentioned it at one point, but it it, it should definitely be like you know the whole module done about this, yeah.

Code: ● Inputs for Improvement > More "HR"-Input (e.g. disciplinary actions) Gewicht: 0
Interview II>IV2_TN4 Position: 255 - 256

conflict resolution and project management are, I think, 2 subjects that are...

L: ...That should be like more focused on next next year or...?

I: Yeah.

Code: ● Inputs for Improvement > More/other Timing of Project-Management Input Gewicht: 0
Interview II>IV2_TN4 Position: 258 - 259

conflict resolution and project management are, I think, 2 subjects that are...

Code: ● Inputs for Improvement > More "HR"-Input (e.g. disciplinary actions) Gewicht: 0
Interview II>IV2_TN4 Position: 258 - 258

I mean, you know, like I said, I think the programme is a really good idea.

And and I think that for for younger people. It's it's, it's a really great thing. It's definitely great for, you know, organisations that are within the talentor group. To be able to have that as as like a you know, an additional bonus that that they can because not not every executive search and recruitment company can offer something like this to their, you know, young consultants. In terms of talent development, so I know that if I look at my role as a partner in, in talent or friends and and and and the the goals we have in terms of of growth and development over the next few years, I'm very happy to know that there's something like like that programme where we might be able to send one of our consultants that for sure.

Code: ● General Impressions Gewicht: 0
Interview II>IV2_TN4 Position: 261 - 262

But

but.

I don't think that I don't think the programme has had any impact.

Code: ● Surveys > Self-Leadership: L4T no influence Gewicht: 0
Interview II>IV2_TN4 Position: 338 - 338

in that case, I would say that it definitely is influenced by the programme, but again not it goes back to what I was saying before, not because of some things I learned or some subjects that were covered and and, you know, some kind of like wake up call that I got from like you said the the what is it called first north or or you know the no.



Linda

Eggimann

Yes, it's just an example, yes.



Thibault

Normand

-

Talentor

Latvia

Yeah, 2 N and yeah, yeah, that that's that's that's that's a. That's a giant. No for me the. But but clearly. It's because of the strategic project and and so because of the fact that I was in the programme and that we set up the strategic project, it allowed me to. Because we had some conflicts with clients.

Code: ● Surveys > Self-Assessment: L4T Influenced Gewicht: 0
Interview II>IV2_TN4 Position: 364 - 366

It's because of the strategic project and and so because of the fact that I was in the programme and that we set up the strategic project, it allowed me to. Because we had some conflicts with clients.

Code: ● individual Gain from L4T > Improve of handling difficult/stressful situations > Dealing with conflicts
Gewicht: 0
Interview II>IV2_TN4 Position: 366 - 366

The level of of setting up strategically the project dealing with stressful situations which for me goes back to the ability to deal with conflicts. If I look at the kind of stressful situations that we have within our professional environment.

Code: ● individual Gain from L4T > Strategic thinking skills Gewicht: 0
Interview II>IV2_TN4 Position: 368 - 368

The level of of setting up strategically the project dealing with stressful situations which for me goes back to the ability to deal with conflicts. If I look at the kind of stressful situations that we have within our professional environment.

Code: ● individual Gain from L4T > Improve of handling difficult/stressful situations Gewicht: 0
Interview II>IV2_TN4 Position: 368 - 368

The level of of setting up strategically the project dealing with stressful situations which for me goes back to the ability to deal with conflicts. If I look at the kind of stressful situations that we have within our professional environment.

Code: ● individual Gain from L4T > Improve of handling difficult/stressful situations > Dealing with conflicts
Gewicht: 0
Interview II>IV2_TN4 Position: 368 - 368

There is a change which is a result of the leadership programme, but again because of the strategic project, not because of the the speakers

Code: ● Surveys > Self-Assessment: L4T Influenced Gewicht: 0
Interview II>IV2_TN4 Position: 386 - 386

But you know it. It's part of our job as as executive search and and HR advisors and things like this we do you know these 350° assessments and and and and and in depth assessments of of

executives and so so we do these things so. I'm guaranteed that the group has the resources to do something like this, and so it would be nice for us to be kind of like on the receiving end of it once in awhile and and you know if we're in a leadership programme, then yeah, some kind of assessment with some results and spending some time to to, you know, look at the numbers and understand why and all that. Yeah, that that's always very interesting.

Code: ● Further Input: Integrating Assessment Gewicht: 0
Interview II>IV2_TN4 Position: 400 - 400

I think like it's very interesting that they do the programme. I think it's very good that you also get to meet. And and are working in a group with the other countries 'cause you pick up things with with the others talking with the others that you might not think about automatically yourself.

Code: ● General Impressions Gewicht: 0
Interview II>IV2_TN5_L Position: 31 - 31

For me, my the strategic project. Was not so successful, you could say. Or for us it just we've discussed it in. All possible outcomes that is possible that that you can imagine, but we just said with the ((Project Topic)), it's too early. We do not need to be the pioneer. So actually my programme is or my project is still ongoing, but a little bit more put on ice and considering.

Code: ● Experience Project > Impact Project on Company Gewicht: 0
Interview II>IV2_TN5_L Position: 33 - 33

I find the talks and the discussions and the sessions we had that weren't about the project and and actually more valuable. For me. Because you get to discuss day-to-day business struggles, you have challenges, you have everyone shares it then and maybe one person has a solution for that or had been in the similar situation. And I think that. Is much more valuable to to actually talk about. The current and and challenges that that everyone has, rather than just working on the project.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning Gewicht: 0
Interview II>IV2_TN5_L Position: 37 - 37

I really love the speaker sessions like some of them were more relevant than others. I even said that to Gertraud that after some of them I I did look at things differently, thinking about how you do the talks, things that I take with me now as well with. With, with Bethel also said about, you always have this emotion bank and you need to be in balance. It needs to at least be.

Completely balanced or more positive. It should never be negative. When you leave the day. And these things are very I found very interesting and I still think about it.

Code: ● General Impressions > Good selection of speakers Gewicht: 0
Interview II>IV2_TN5_L Position: 39 - 39

Empathic and effective leadership how? Yeah, but she's talking about it was almost like the batteries. It was the plus. And the minus you can say, and it always should always be more in plus than it should never be in the minus area.

Code: ● individual Gain from L4T > Work-Life-Balance/Energy balance/Self-Mngmt Gewicht: 0
Interview II>IV2_TN5_L Position: 45 - 45

That was very interesting. I also found Selma. I know Selma as well from from April, but just the feedback culture and and everything. I think that's something. You can always improve the feedback culture. You can always improve your communication and and I think that's with the sessions. It gives you some small tools to put in your toolbox.

Code: ● individual Gain from L4T > Improvement of communication skills Gewicht: 0
Interview II>IV2_TN5_L Position: 47 - 47

It's something where I think the way we work and the way we've been and the way we structure our work makes it possible for almost anyone to adapt into it and and find their own way. So it's more about giving people that trust. There's one thing I learned and I saw through through all of it, and also through my team now. And through the experience actually from from ((Employer)) as well. In the beginning it's better to create a routine and then you can give whenever the trust is built up you can. Open up the flexibility we have in the company, but we've seen as well. When you start with our flexible trust based working hours and stuff for younger people. People can misuse it as well and think OK then it's then it's OK when I'm 20 minutes late then you gotta set some boundaries in the beginning. Where you can be more flexible than after a certain while, but it needs to be a certain. Field of responsibility as well from people, and I think that's that's a little bit more what we struggle with with. Younger generation is now is that they they take that for granted and. Maybe come too late and maybe go earlier and yeah.

Code: ● Inputs for Improvement > More "HR"-Input (e.g. disciplinary actions) Gewicht: 0
Interview II>IV2_TN5_L Position: 53 - 53

I think as I said, I think it gives you tools you might not know when to put it in and use it now. But there are tools in your toolbox that could be valuable for the future, but as you don't, if I if I don't have the challenge now, it's hard to to predict.

Code: ● individual Gain from L4T > Learning helpful tools Gewicht: 0
Interview II>IV2_TN5_L Position: 55 - 56

I think for me there it's definitely was more on. The feedback side and being stricter and challenging. Things that maybe a lot of people are uncomfortable with, you could say. This is always having the tough call talks having making tough decisions. Being direct, if something doesn't work.

Code: ● individual Gain from L4T > Improvement of communication skills Gewicht: 0
Interview II>IV2_TN5_L Position: 62 - 62

Yes, I think, Selma, Selma did a very good session on that as well. The aspects and and how you need to think when giving it and. And and just how to tackle the situation. She comes with a lot of experience in that having the tough talks as well. So I think that that definitely gave some inputs. And.

Code: ● General Impressions > Good selection of speakers Gewicht: 0
Interview II>IV2_TN5_L Position: 70 - 70

emotional intelligence?
Is is gonna be more and more important in in the future where we're going away from this strict hierarchies, top down leadership and it needs to be someone that also understands and can communicate well. And and put themselves in the situation of their employees. So I think that's that's highly important.

Code: ● individual Gain from L4T > Emotional Intelligence Gewicht: 0
Interview II>IV2_TN5_L Position: 72 - 72

Because I think it's just about quality. It's about quality. It's about the candidate journey and if someone doesn't follow it or. Comes with feedback too late to candidates. I'm like, sorry this doesn't work and I'm not afraid of of saying that I think before it was always about the harmony, but. Choose the important battles and. I'm not afraid of being stricter when it comes to these things.

L: But... Just for my understanding here was this influenced by the programme or was this... Was this more because you are now one year more a leader and you just got used to it? You know, what do you think?

I: Yeah...I think I think it is also a lot about taking things from the programme being. Seeing what you need to do it of course it's also own development. I can't. It's hard to say what influence it, what did not.

It's it's usually a little bit of both and I think, yeah, I also think it's it's. Could definitely be that I took things with me from from the speaker sessions. Also talking with Gertraud knowing and she what we said, I know my my weaknesses. I know them very well. Well, I know the strengths, but I also very much know my weaknesses when it comes to... Making important decisions without being completely informed. I am the person that, rather than making a fast decision, wants to know all the alternatives. Giving, giving, negative feedback. No one wants to do that, but I'm being Aus. You mostly know as well with the when it comes to the personality traits being a very yellow person and with a hint of green and blue.

Code: ● individual Gain from L4T > Improve of handling difficult/stressful situations Gewicht: 0
Interview II>IV2_TN5_L Position: 86 - 89

I think it comes with the. Insights, experience of others. I think the sessions and everything we talked about in the you can say speaker sessions and work topics. It gives you inspiration to work on things it gives you also inputs to what you need to work on. It gives you potential solutions but the solutions are not ready made. So you need to all her work to figure that out yourself.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning Gewicht: 0
Interview II>IV2_TN5_L Position: 99 - 99

I think I also said it. To to get it as well as feedback. I think it depends a lot. On the strategic projects, but for not for everyone, it will be very easy. What could have been easier? Was to have more sessions and less focus on the strategic project, but then also it depends a lot. I think half of our group were very successful and half of them were saying. Not exactly the most important thing. If not more or less, I don't know, but I have a feeling that. Yes, through a project you learn to have responsibility, but there are other ways also to do it. And I said I think the sessions. It would be something that really helps you to give these tools because as a young leader you either go somewhere I've done that too, it didn't work very well, but you go somewhere and have external coaching. It is an ongoing learning process or you have a programme like this that gives you the tools to work with where you can develop your own leadership style, you can say.

Code: ● Inputs for Improvement > More (speaker)-sessions less focus on strat. Project Gewicht: 0
Interview II>IV2_TN5_L Position: 117 - 117

Because every time it wasn't much input with mine, because it's also a very unknown territory. So I think we all. With All think we all were even with the peer reviews. It was we're all searching a little bit in the blinds because it's so much and you're looking.

For that one thing, and none of us are coming and saying, I have 10 years experience doing that, then I know how you should build this structure of AI. Everyone's like this is new. You got to test try and fail. I think it's difficult project, maybe it was also for me saying it's now. I would never ever start a project like that like AI or something that is completely new on the market because you can structure the project as good as you want. But you don't have any experts where you could discuss this with. It's a different thing. Having building up something. New and saying building up, I loved it and I think anyone can say that as well with Nevin building building up that business, he could still have people with the experience that comes and give him some input on it and for me it's like oh, you tried that. I don't know what it is. Sounds interesting. So it's like it's hard to get feedback on a new topic from someone because there is the only ones you can talk to is the AI experts on the market. And they all say different things.

Code: ● Inputs for Improvement > More adaption content to ind. needs of Participants > More adaption of content on project topics Gewicht: 0
Interview II>IV2_TN5_L Position: 123 - 123

I have to say choosing also. Again, I would never choose this topic again because it's way too much work. I think it's easy to analyse. It's easier to analyse. Current structures and find out where to improve it, but then finding the tool that can do that and can meet your expectations. Is. Yeah. My project. Yeah, exactly.

Code: ● Experience Project > Would pick another topic Gewicht: 0
Interview II>IV2_TN5_L Position: 129 - 129

I think the strategic update meetings and having to prepare something every time. At some point you were like and then you're only allowed to miss out on two of them. It's just like, yeah, but it just doesn't work. It's not flexible enough.

Code: ● Experience Project > Workload OK > Workload challenging Gewicht: 0
Interview II>IV2_TN5_L Position: 139 - 139

I get it because you want someone to to also be invested in it. But then you have once a month or then you suddenly have. The key speaker 2 weeks later, you have a project up project review with all of the teams where you need to present something and then two weeks after that you have a talk with Gertraud and I was just like, no. It doesn't. It doesn't work, I think for. Many of us it was then... Then you.... You're not.... You can't even prepare. You come unprepared and you just sit there and you have nothing to contribute.

I think it's.
L: So would you have wished like a little bit more Time between the meetings, for example, or just less of them?

I: Yeah, I think. I would have said what I think would have been good is to collect some of these things, maybe on the same time or you say we have something once a month, either it's a key speaker or it's your project thing and you can have that.

Code: • Inputs for Improvement > Organization/Structure Gewicht: 0
Interview II>IV2_TN5_L Position: 141 - 142

We did already start it before, but then I got more taking the beat on it. So I think it's a project would have to do if I would have been the beat on it is something else. But right now, I think that's the only way it is. I don't know if I would have started it again like this. I think I would have started it differently. But I also I think it would have had to be done within the company anyways. Because at some point you need to either embrace the ((Project Content)) or you will be Speaking from the rest of your competition on the market.

Code: • Experience Project > Project independent of L4T Gewicht: 0
Interview II>IV2_TN5_L Position: 154 - 154

I mean the learning is is very.
This this clearness about it is already.
Quite a milestone, isn't it, I mean.

Code: • Experience Project > Impact Project on Company Gewicht: 0
Interview II>IV2_TN5_L Position: 161 - 161

I would say when it comes to the project.
It kind of pushes you to do it as well because I think.
It is.
What one can say it is an important task.
But it's not something that is.
Urgently burning and needs to be resolved now.
And these tasks are the tasks we usually postpone and put away and.
Forget about.
And I think this project definitely forced you to look into it. I think this is something. This is something that.

I think is hard to get out of this pattern of dealing with the.
Urgent necessary task as to dealing with the.
Necessary, but not so urgent. Tasks that still have a more effect.
On the business and on the development and on the future.
But we tend to always deal with what is burning right now.

I think the definitely that forces to think about something that is very important and I think. Maybe not so urgent, but it brings a much better outcome for the future.

Code: • Experience Project > L4T influenced Project Management Gewicht: 0
Interview II>IV2_TN5_L Position: 170 - 171

A different outcome, I would say not better because our business is to deal with the urgent burning matters of our clients.

Code: • Experience Project > L4T influenced Project-Outcome > No Impact Gewicht: 0
Interview II>IV2_TN5_L Position: 173 - 173

I think it kind of brings back some of the memories of what you learned. Some tools you have that you might not be aware that you're having. So I think definitely that besides that. It forces you to bring an outcome.

Code: • Experience Project > L4T influenced Project Management Gewicht: 0
Interview II>IV2_TN5_L Position: 181 - 181

You and you need to prepare for the deadlines. But it also. Gives you the time to. Actually, I would say reflect on it, because if you don't have an outcome you're like why you don't have an outcome. What can you do? So it's a lot of room for reflection as well because you need to present something and you can't just say no, I didn't do it. So you need to reflect on it, find the reasons. So. It challenges more aspects, I would say.

Code: • Experience Project > L4T influenced Project Management Gewicht: 0
Interview II>IV2_TN5_L Position: 183 - 183

He was very OK and it was very it was very interesting talking to together and Sabina about it as well, where I said. It is. You can say that the goal with set in the beginning. You failed on that, but you gained on other things and because of the insight and stuff. And and the information we gathered. But it's also this, it's OK to say that the goal we set in the beginning wasn't the right one. This is OK and it's OK to admit it. No one is going to come and say no, no, you should have done it like this or why didn't you manage it? Why did you fear everyone? I think it's a lot about how how one argument is. Well, it's OK to say you failed for human or not robots. We will not do everything perfect.

Code: • Experience Project > L4T influenced Project Management > Chaching Sessions helpful Gewicht: 0
Interview II>IV2_TN5_L Position: 187 - 187

like having more decisions, having more discussing topics together, having a discussion open. Talks about certain topics that that are important. 'Cause we did also have sessions where. Someone had problem with with the person in their team. I think it was. And when when, when it was explained, everyone else came with the their experiences and you kind of can take things with you from that.

Code: ● Inputs for Improvement > More direct feedback or discussion sessions Gewicht: 0
Interview II>IV2_TN5_L Position: 189 - 189

I think it's it's.
Good to have these discussions because you don't usually have them.
In your own company.
And if you do.
People will always know everything, and sometimes it's easier to discuss these things outside of it.
And I think also.
And she said it it's it's a different.
When she discussed it, it's also in the bigger company where most of the people are.
Working with each other and then it's difficult to discuss such a topic there.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning Gewicht: 0
Interview II>IV2_TN5_L Position: 193 - 193

There was not like to say there was not a certain topic missing. I think just when and there was nothing where I say I really missed that. But I just think when you have more speakers you can cover even more topics.

Code: ● Inputs for Improvement > More (speaker)-sessions less focus on strat. Project Gewicht: 0
Interview II>IV2_TN5_L Position: 205 - 205

Strategic discussions Peer discussions where we had to present the... you can say the the the update on the project.
It was time that it was a few, but when we always discuss having having this for me it didn't help and that's just for me. And I know it helped a lot of the others, but this discussion about the project and how is it going and having this one hour with with Sabina and Katr we used to discuss other things then because I said I don't need it, I can't. I know what the next step is.

Code: ● Inputs for Improvement > More (speaker)-sessions less focus on strat. Project Gewicht: 0
Interview II>IV2_TN5_L Position: 209 - 209

And none of us can actually come with an expert opinion on how the ((Project Content)) should look.

So I think for me it's it's very subjective when it comes to that. It's a very subjective opinion.

Code: ● Inputs for Improvement > More adaption content to ind. needs of Participants > More adaption of content on project topics Gewicht: 0

So I think having this a little bit of flexibility to see where are what are the needs of the different participants.

It's definitely important. It was very good there as well with me, but that we changed it at some point

Code: ● Inputs for Improvement > More adaption content to ind. needs of Participants Gewicht: 0
Interview II>IV2_TN5_L Position: 215 - 215

And we also just tried to discuss having the focus on the things that I need to focus on on the time managements.

During the day, although I'm still.

Where I am today with that.

It's it's an ongoing project as well, but I think that helps a lot having this.

Flexibility and adaptability to say.

OK, you know what? You don't need this, but then let's focus on something that is important for you.

Code: ● individual Gain from L4T > Flexibility Gewicht: 0
Interview II>IV2_TN5_L Position: 221 - 221

And we also just tried to discuss having the focus on the things that I need to focus on on the time managements.

During the day, although I'm still.

Where I am today with that.

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OK, you know what? You don't need this, but then let's focus on something that is important for you.

Code: ● individual Gain from L4T > Time-/Taskmanagement-/Prioritizing Gewicht: 0
Interview II>IV2_TN5_L Position: 221 - 221

I think both the peers of the group having more those discussions on on open discussions or having a topic that you've discussed and on a monthly basis something or on a. Every second month or whatever it is, but I also think definitely having this. Discussing with it's not a super big group, it's enough having a smaller group, but with the smaller group I think it would be exactly this. Having the personal talks about what do you need? What do you expect? What do we want to talk about? Do we want to divide our coaching or sessions into having a coaching as well? Because I think that's something that. That is, that is very valuable in a programme getting the coaching.

Code: ● Inputs for Improvement > More direct feedback or discussion sessions Gewicht: 0
Interview II>IV2_TN5_L Position: 231 - 231

Having the personal talks about what do you need? What do you expect? What do we want to talk about? Do we want to divide our coaching or sessions into having a coaching as well? Because I think that's something that. That is, that is very valuable in a programme getting the coaching.

Code: ● Inputs for Improvement > More direct feedback or discussion sessions > Install a Mentor Gewicht: 0

Interview II>IV2_TN5_L Position: 231 - 231

It's like in one hour. It's for me as well. We have when you have the strategic project exchange, some people definitely need that much more. Some people need it less. But when you have this one to one talk with Gertraud or something, if they don't need it. Is it possible? Is it something where they say I have topics I want to discuss?

Code: ● Inputs for Improvement > More direct feedback or discussion sessions > Install a Mentor Gewicht: 0

Interview II>IV2_TN5_L Position: 233 - 233

I think the programme, yes, because you had to put goals for your own project and that was you and you had to structure it yourself. I also think there was a change because of our restructural change. Because now I'm setting all the goals.

Code: ● individual Gain from L4T > Self-Leadership > Self-Goal-Setting Gewicht: 0

Interview II>IV2_TN5_L Position: 267 - 267

evaluating beliefs and assumption, and here again, do you think the programme has something to do with this change?

I: I think to a certain extent, yes. How is hard to say, but I think it has a lot to do with the, the experience you gather in such a programme.

L: Mm hmm. And which experience?

I: Having the talks, the tools, the reflection, the. Experiences from others that you also learn from.

Experiences yourself getting asked difficult questions that you might not have the answer to.

Code: ● individual Gain from L4T > Self-Leadership > Evaluating Beleifs and Assumptions Gewicht: 0

Interview II>IV2_TN5_L Position: 272 - 272

I could definitely, I would say one thing, it's a small change, but I think on the self punishment part of it.

Having a project that in if you look at the goal setting up, it's that's some kind of failed.

And take it that it didn't take it that hard

Code: ● individual Gain from L4T > Self-Leadership > Self-Punishment (went down) Gewicht: 0

Interview II>IV2_TN5_L Position: 300 - 300

Learning that that failure doesn't mean it's that's in some kind of way failure, I would say because it didn't fail completely, but in some kind of way, failure doesn't have to be a negative thing. It's one that. So it's it's it's a little bit of of that I think. Could improve. My acceptance for in some kind of way not being 100% successful.

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence Gewicht: 0
Interview II>IV2_TN5_L Position: 300 - 300

I think with the clear one, I think it's you could definitely say it also had something to do with the speaker session with Selma and and some like this and some discussions, it's definitely there you see an impact of it as well because there was.

L: Do you use this this method to get feedback nowadays or just it was interesting and you learned about it and you could do it if you want, but you don't use it.

I: Yeah... I would say to some extent, yes, I don't look at it, but you. Definitely do when there is something where you say I struggle with how to do this, you look at it again and you can find your inspiration in it.

Code: ● individual Gain from L4T > Improvement of communication skills Gewicht: 0
Interview II>IV2_TN5_L Position: 326 - 328

L: Do you use this this method to get feedback nowadays or just it was interesting and you learned about it and you could do it if you want, but you don't use it.

I: Yeah... I would say to some extent, yes, I don't look at it, but you. Definitely do when there is something where you say I struggle with how to do this, you look at it again and you can find your inspiration in it.

Code: ● individual Gain from L4T > Learning helpful tools Gewicht: 0
Interview II>IV2_TN5_L Position: 327 - 328

I think it's more about actually reflecting better on on yourself as well after being part of this programme and. You get more insight to where you actually are than what you think you're you could say in the second one.

Code: ● individual Gain from L4T > Improve of handling difficult/stressful situations Gewicht: 0
Interview II>IV2_TN5_L Position: 350 - 350

Through a programme you also see what is actually...The reality? Yeah, but it is like that. It's sometimes I think you have a picture and then you learn things and you develop and you see it actually wasn't like this.

Code: ● individual Gain from L4T > Self-Leadership > Evaluating Beliefs and Assumptions Gewicht: 0
Interview II>IV2_TN5_L Position: 356 - 356

I honestly.
Don't think it was anything to do with the the the programme itself. I think it's more about the all the factors that played in from the programme to to one year more experience. Not being afraid of having a bad score or anything, it's I think it's it's everything. And I think I know exactly. I can also explain it. It's the fact that no one else might see it. When is a stressful situation, but in my head it's a chaos, or in the OR this this not being able to turn it off.

Code: ● Surveys > Self-Assessment: L4T no (direct) influence Gewicht: 0
Interview II>IV2_TN5_L Position: 360 - 360

But on a aspect like this, when it comes to leadership and. Young talents, I think a peer group is what is the better than having this single coach coming with awesome theories where you think like, OK, they don't fit to me because I think any... everyone could take some some parts with them from this programme for the future.

Code: ● Inputs for Improvement > More direct feedback or discussion sessions Gewicht: 0
Interview II>IV2_TN5_L Position: 406 - 406

I also think that it's and we've seen it with a lot. I think it's good having the general topics. Because for all of us that for all of the participants, they come from the recruiting industry, so they know what you talk about when you discuss the topic. Instead of having someone from the outside, because I can say it as well, which we're we're working with an external company that hasn't had experience in the recruiting industry for some marketing topics.

Code: ● Inputs for Improvement > More focus on industry Gewicht: 0
Interview II>IV2_TN5_L Position: 412 - 412

Changed, yeah.

Code: ● Work situation has changed Gewicht: 0
Interview II>IV2_TN6 Position: 23 - 23

I was obligate.
Yeah, to to, to stay with the company.

L: Because of this program?

I: Yeah, because of this program.

L: So that was like a deal you have to sign something you can attend, but you have to stay?

I: Not a deal.
It was more, you know, deal with myself.
Yeah, yeah, yeah.

L: Ah yes, it is. More like a ethical thing, yes.

I: Because yeah, yeah, yeah.
And I needed to stay loyal.
So yeah, we finished that program.
On the June or July this year and maybe after some time, maybe month, I, I, I I said that I want
to go and to.
Try something new. In the company, not in the agency, but in in house, in the corporate world.
Yeah. And they, they just easy... easily. Let me go...

Code: • Work situation has changed > L4T reason to stay (longer) Gewicht: 0
Interview II>IV2_TN6 Position: 25 - 28

that definitely was some, you know, extra push for me.
It definitely boosted my confidence in the professionally area and I I can tell you when I had
this series of interview and they asked me, you know, about some something that I'm proud
for or some interesting project that I have.
So I gave them the the the example with this with this program and with.
Our... In this town to international Networking and for them it was actually really impressive.
Yeah, so definitely yes.

Code: • Work situation has changed > LFT influenced somehow Change Gewicht: 0
Interview II>IV2_TN6 Position: 44 - 44

It was a really a really great experience for me.
For for my age, I think it's a really good opportunity and I'm very lucky.
I consider myself very lucky to to have it and to finish it successfully.

Code: • General Impressions Gewicht: 0
Interview II>IV2_TN6 Position: 48 - 48

I consider myself very lucky to to have it and to finish it successfully.
It was... It was hard.
I I remember our first conversation with you, and I also speak with the get shot and I shared
that it was, you know.
A really big step out of my comfort zone with all this online offline meeting with all this like
communications and meeting new people and all. Also this language barrier that I had.

Code: • individual Gain from L4T > Improvement of English Language Gewicht: 0
Interview II>IV2_TN6 Position: 48 - 48

I consider myself very lucky to to have it and to finish it successfully.
It was... It was hard.
I I remember our first conversation with you, and I also speak with the get shot and I shared
that it was, you know.
A really big step out of my comfort zone with all this online offline meeting with all this like

communications and meeting new people and all. Also this language barrier that I had. But yeah, so I did a huge personal work with myself, you know,

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence Gewicht: 0
Interview II>IV2_TN6 Position: 48 - 48

So it was hard, you know, to stay focused with this project. Hard to find a motivation to... Hard to find the time to invest. Invest in this project. I remember that it actually was a little stressful year for me

Code: ● General Impressions > Overall Workload Challenging Gewicht: 0
Interview II>IV2_TN6 Position: 48 - 48

When now I'm reflecting and trying to remember, you know, all other. Members of my cohort, maybe I wasn't. You know the the Super active, the the most active speaker and stuff like that. Yeah, but I really try my best but it, but it was actually stressful.

Code: ● General Impressions > Uncertainty of non-Leaders - added value Gewicht: 0
Interview II>IV2_TN6 Position: 52 - 52

I think I improve more my like soft skills, some personal side.

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence Gewicht: 0
Interview II>IV2_TN6 Position: 54 - 54

Time management. Organizing everything to having, you know the the structure. Of my work of my tasks, of all communication I have, and I can divide it. You know, during the day, then during the week, then during the month. So I can have this, you know, planning process for a short period of time and for longer period of time.

Code: ● individual Gain from L4T > Time-/Taskmanagement-/Prioritizing Gewicht: 0
Interview II>IV2_TN6 Position: 54 - 54

maybe also like my. In general, feeling I become more confident into. Expressing my thoughts, my opinion I can I can give some argue arguments. You know why I think that way and not in another way?

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence Gewicht: 0
Interview II>IV2_TN6 Position: 54 - 54

Now we should be more. Now we should combine actually to be business oriented and people oriented to have you know, this empathetic. To be to tolerate people

Code: ● individual Gain from L4T > Emotional Intelligence Gewicht: 0
Interview II>IV2_TN6 Position: 60 - 60

Speakers that I remember.
Yeah, they they definitely.
We we had the topics and discussion about that.

Code: ● General Impressions > Good selection of speakers Gewicht: 0
Interview II>IV2_TN6 Position: 60 - 60

And I think, Gertraud, she she, she always highlighted, you know.
Some.... She she had added that we should develop our, you know, our personality, our soft
skills like our base.
And on the and on this base we can build you know.
And grow professionally and in in a career way.

Code: ● General Impressions > +Gertraud Gewicht: 0
Interview II>IV2_TN6 Position: 60 - 60

I think the best experience and the best moment was having live meeting in Vienna in in No-
vember.

Code: ● General Impressions > +on-site session Gewicht: 0
Interview II>IV2_TN6 Position: 66 - 66

Very stressful, but I think for for all of us, for all of us, because.

Yeah, there was so long and so hard and and and. Yeah, and I was.

Code: ● Inputs for Improvement > Onsite-Day was (too) long Gewicht: 0
Interview II>IV2_TN6 Position: 68 - 69

I love it.
I love this energy that we had.
So maybe because of you, you know, with some Christmas mood in the air, in the air and it it
also influence on that.
Allow our conversation this session with the speakers, and yeah, like general impression.
It was really good.

L: So also the exchange between you and the other participants?

I: Yeah. And other members of the group.
Yeah, formal and informal. You know when when we had like dinner or or or lunch and or some,
you know, coffee break and we could speak to each other.

Code: ● General Impressions > +on-site session Gewicht: 0
Interview II>IV2_TN6 Position: 73 - 75

Maybe it it combined with with this program with my work and so as I told you, it was really organically.

Like new new experience, person experience, work experience. And new conclusions that I made and yes, so combine all this we we have what we have like the the the the resolve of my developing and so the company I think the the the the program it was like you know one more instrument or one more thing. That influenced, but it was like, really massive.

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence Gewicht: 0
Interview II>IV2_TN6 Position: 79 - 79

it taught me you know how to.
Think wider... the of.. the box you know.
Yeah, it actually opened my horizons.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning Gewicht: 0
Interview II>IV2_TN6 Position: 81 - 81

I remember like after.
Vienna's meeting.
We had a long, long conversation with my team in our office and they asked me, you know, a lot of questions like how it works with with them, with Cooper's, with independent recruiters. Like what they do?
How they communicate with a candidate, you know? So, so basic things. Connected to our work as a recruiters, but it's really interesting, you know, to have. An another point of view and another experience and to compare it, yeah, so from. This point of view, it definitely like boosted my my knowledge.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning Gewicht: 0
Interview II>IV2_TN6 Position: 83 - 83

Maybe if I can talk about Gertraud, I think she was. She's still like, you know, a heart of this, this project. And I have a personal conversation with her online and offline, where we had the the meeting in Vienna. I remember we we talked.
And she she's really. Bright and inspiring person, and I know she's not only you know this, this project lead in in, in, in a talent or she's also a coach or or something like that and it's actually really noticeable. That from the you know what questions she she ask you like you know from what size? She she's trying, you know, to to come to you and stuff like that. And I remember we had the online meetings and she she helped me a lot with my project. She she she can notice. You know some other things and. And she can like very gently, like point you, you know, to to look on the other way from the other way.

Code: ● General Impressions > +Gertraud Gewicht: 0
Interview II>IV2_TN6 Position: 87 - 87

It was a session with. With our managing partner with some of them from Czech Republic from Brazil and from China.

There was three of them, and we also like share. They share their knowledge about. Mostly about how to. How to be a leader and how to work with the team? How to develop the team? Yeah. And I I don't remember his name anymore, but from Brazil.

He was so, so active, so bright. And so, you know, involved in the conversation. And I don't feel, you know, this barrier that like, he has more expertise and more knowledge than I do. He was very, you know, open minded and. Was really into the the conversation and like they they were 100%, you know, dedicated. So I don't remember, you know. Some exact things, but like my general impression, memories that I have. Yeah, I think it was like the the the brightest one for for me.

Code: ● General Impressions > Good selection of speakers Gewicht: 0
Interview II>IV2_TN6 Position: 89 - 90

Yeah, I think that that program, it helped me with. As I said, with the organizing side with. The ability you know to structure everything so I become more. More confident in in in this way so I can when I finish the program I really during the the the program. I really noticed that I you know. I'm learning how to prioritize tasks I know and how to, you know, divide it into into my day. What is really important? What can I you know? Keep on the next day. And and stuff like that.

Code: ● individual Gain from L4T > Time-/Taskmanagement-/Prioritizing Gewicht: 0
Interview II>IV2_TN6 Position: 98 - 98

I don't know if it's only, you know, because of the program, but maybe I become more patient in a way when I. Speak or connect with the candidates, or you know, or with a hiring manager with people outside.

I learn how to listen, how to be an active listener.

You know how to ask the the right questions to get the information that I need.
You know something specific and.

Code: ● individual Gain from L4T > Improvement of communication skills Gewicht: 0
Interview II>IV2_TN6 Position: 98 - 98

this program was more more about you know the the sharing knowledge, the communication
and you know to to have this experience to live through this atmosphere then then just do the
project you know because during that program project was on the on the 2nd place for... for
me, I I did it and I know that my my ex manager ((Name)) they were.
They accepted the result and they was happy with the final result that that I get, but for me it
it it wasn't like the the project itself.
It wasn't the the priority. Let's say so I was more into into the session communication.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning > Speakers and Exchange
w. Professionals Gewicht: 0
Interview II>IV2_TN6 Position: 100 - 100

It was more by doing it by observing others in the same situation and listening of course to
the speakers.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning Gewicht: 0
Interview II>IV2_TN6 Position: 111 - 111

It was more by doing it by observing others in the same situation and listening of course to
the speakers.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning > Speakers and Exchange
w. Professionals Gewicht: 0
Interview II>IV2_TN6 Position: 111 - 111

I had no choice, you know, so.
I had to communicate. I had to.
Have had some put myself in some discussion and something like that.
So it it was really like.
Going out of my comfort zone. So it was because of that. It was stressful. But on on the other
hand, maybe it's like.
The... The best way how we could worked on me because.
Yeah, it was like a choice without a choice. You're already a member of the program.
You already have some obligations.
You already have some responsibilities.
To your, to your managers. You know that they put you in the into this program and that they
invest.
Something to you to be a part of this program.
So you just, you know you.

Don't want, don't let them down. Don't wanna let yourself down.
You know, and you just do it.

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence > Presenting and talking in front of people Gewicht: 0
Interview II>IV2_TN6 Position: 120 - 120

Because I also compared myself on the first meeting, first live meeting in Amsterdam and I was really shy.
I was really scared of everything and yeah, no, of course it changed during the time.

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence Gewicht: 0
Interview II>IV2_TN6 Position: 128 - 128

Especially on the meeting offline and offline with the speakers or with the Michael or with Gertraud. You know, I notice you know how they speak, how they, you know, build the build the sentence or how they put all their thoughts, you know in the. Into some sentences.
You know what they highlight, how they you know as the the question maybe it also. Influenced on the result that we had.

Code: ● individual Gain from L4T > Intercultural Competencies & Peer learning > Speakers and Exchange w. Professionals Gewicht: 0
Interview II>IV2_TN6 Position: 134 - 134

We have less experience and for example from ((Country)) and... And her colleague. Their their they really you know, they're like a business sharks. There's they have. So good expertise and. They're they're really mature in this sphere. And yeah, maybe we had this. Maybe it's only my feelings, but I I had this feeling. You know that we have some not barrier, but but we are different. We have. They have obviously more experience and I I had less and even if they ask me some questions, I didn't. I... I I could tell them something, but it was, you know, something so....So little. And I I didn't always feel that we are on the same, you know same level.

Code: ● General Impressions > Uncertainty of non-Leaders - added value Gewicht: 0
Interview II>IV2_TN6 Position: 142 - 142

Also, because I I spoke with as I told you with my colleague ((Name)) about her program and she told me like and this second word they they had the condition that the person should have the experience of leading team to to, to be team leader at least and. Maybe it's a really good thing because it makes you, you know.

All in the same.

In in the same level

Code: ● Inputs for Improvement > More adaption content to ind. needs of Participants Gewicht: 0
Interview II>IV2_TN6 Position: 144 - 144

my knowledge from my experience that they were enough. Maybe you know to to participate in some conversation or something like this, because again, we were on a different professional levels or maybe like again they expect me to, you know to give more, but I just couldn't because you know.

Code: ● General Impressions > Uncertainty of non-Leaders - added value Gewicht: 0
Interview II>IV2_TN6 Position: 148 - 148

I understand that the point of the program you know is to work on your leadership skills, but I I I can be honest. Not everything from that information that they give was like very relevant to my work or to. Maybe my country, my culture. I know some little moments so. Yeah, definitely. I cannot say that that it wasn't useful, but in a practical way. You know I can put this information and use it. So maybe. As a recommendation, maybe would be better. You know, to discover like, needs of every members better. Or to maybe to speak. Yeah, yeah.

Code: ● Inputs for Improvement > More adaption content to ind. needs of Participants Gewicht: 0
Interview II>IV2_TN6 Position: 162 - 162

So the the the knowledge that they get that they gave it would they were good they, but they was still, you know like a general maybe I wanted you know something something... More specific and more in a practical way, you know. And maybe. But but again I I understand the the idea is more about leadership than than more about you know giving you some instruments, how to be a super recruiter.

Code: ● Inputs for Improvement > More focus on industry Gewicht: 0
Interview II>IV2_TN6 Position: 168 - 168

I would love here to have maybe one or two speakers. That would be like, you know, researcher or recruiters or some business partner that they could give me some, you know, practical advice or recommendations or instruments.

Code: ● Inputs for Improvement > More focus on industry Gewicht: 0
Interview II>IV2_TN6 Position: 174 - 174

because we we could speak, you know, on the same language with them and they were 100% understand you in some basic things.

Code: ● Inputs for Improvement > More focus on industry Gewicht: 0
Interview II>IV2_TN6 Position: 192 - 192

We have a lot of a lot of speakers, and if you remember, we had a speaker from office. She was some chief HR or something like that and she was sharing the topic about the given a feedbacks. And I really love it because because that's what... That's what I do every day. Yeah. Feedback.

Code: ● General Impressions > Good selection of speakers Gewicht: 0
Interview II>IV2_TN6 Position: 200 - 200

She was some chief HR or something like that and she was sharing the topic about the given a feedbacks. And I really love it because because that's what... That's what I do every day. Yeah. Feedback.

Code: ● individual Gain from L4T > Improvement of communication skills Gewicht: 0
Interview II>IV2_TN6 Position: 200 - 200

And I remember her presentation, it it, it has, you know, a lot of practical advices. You know how to start, how to. Different approaches and something like that. And again in this Vienna, we also have some someone from the. Improved Office and he had the presentation. Very complicated presentation about some... Excel forms. And something like like that. You don't remember. Some calculation. It was very complicated for me and. I cannot say that it was useless, but you know it it wasn't. Not very. Not very relevant,

Code: ● Inputs for Improvement > More practical input (less theoretical) Gewicht: 0
Interview II>IV2_TN6 Position: 202 - 202

My culture, you know, of giving feedback, it's it changed. I cannot say that it 100% was the due to the the the program.

Code: ● individual Gain from L4T > Improvement of communication skills Gewicht: 0
Interview II>IV2_TN6 Position: 212 - 212

I changed my my way of thinking and I I really think it's a it's a must. It's very important, you know, to to take.

Responsibility and to give a really good understandable feedback. And and more important, I understand why I'm doing this because. It's not only you know to to text something to to a person, just to not. Not get him offended. You know that that you forgot about him. No, it's it's like my my company brand. And you know I'm. I'm representing my company. So the way I talk the, the the way I give a feedback. The person can make some conclusion about the company. So it's, you know, much wider context behind this.

Code: ● individual Gain from L4T > Improvement of communication skills Gewicht: 0
Interview II>IV2_TN6 Position: 214 - 214

To select the the members more more precisely and try you know to to gather people who are on the same. Professional and maybe career level. Or maybe during the some meetings just divide them maybe into some mini groups. Maybe it would be easier.

Code: ● Inputs for Improvement > More adaption content to ind. needs of Participants Gewicht: 0
Interview II>IV2_TN6 Position: 216 - 216

we were discussing like my expectations and something like that. But maybe the point is because we were first, we didn't have you know some exactly some exact expectation. So it was, you know, just something new and we we wanted to try it so. Some, maybe some. Their work should match, you know, with our needs and. Maybe something like like this, but maybe again now because of they have the the experience. You know that the previous experience and any feedbacks and.

Code: ● Inputs for Improvement > More adaption content to ind. needs of Participants Gewicht: 0
Interview II>IV2_TN6 Position: 242 - 242

I would say I I didn't have the resource to invest it because of my because of work. Because of this meeting. And as I told you, like for me, maybe it was a little bit harder than for someone else because of the language.

Code: ● Experience Project > Workload OK > Workload challenging Gewicht: 0
Interview II>IV2_TN6 Position: 248 - 248

didn't have the resources you know to dedicate myself to this project fully.

Code: ● Experience Project > Workload OK > Workload challenging Gewicht: 0
Interview II>IV2_TN6 Position: 252 - 252

. I'm really proud myself with this project and I really love that it's it's really it. It gives practical impact of my companies. So it's I I can see a result and and I can understand like how this project I did the ((Project Content)) that it's really usable.

Code: • Experience Project > Impact Project on Company Gewicht: 0
Interview II>IV2_TN6 Position: 254 - 254

I loved it. I really did.... Dedicated in this project.

Code: • Experience Project Gewicht: 0
Interview II>IV2_TN6 Position: 256 - 256

Yeah, why not? Like the because of this program, you know, because I had to choose some topic we we actually started.

Code: • Experience Project > No Project without L4T Gewicht: 0
Interview II>IV2_TN6 Position: 266 - 266

I remember the the the really solid help that I get was from Gertraud when we had like a personal...

Linda

Eggimann

...In

this

coaching?

I: Yeah. Yeah. One of our meetings. she give me like a really a really instrument, a really good ideas.

Code: • Experience Project > L4T influenced Project Management Gewicht: 0
Interview II>IV2_TN6 Position: 282 - 283

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Code: • Experience Project > L4T influenced Project Management > Chaching Sessions helpful Gewicht: 0
Interview II>IV2_TN6 Position: 282 - 283

It will be harder for me then.

Much harder. Yeah, because.

No, maybe this program games give something because again, we have meetings, not only one-on-one with, but also Members meeting and like I asked them questions.

They give. They gave me the the experience.

So maybe based on you know.

Based on all of this, it has some impact, but. It's not. You know that that's solid and that huge that, that it could be.

Code: • Experience Project > L4T influenced Project Management Gewicht: 0
Interview II>IV2_TN6 Position: 289 - 290

So the outcome of the project would have been more or less the same without the program, I understand?

I: I think I think, yeah, yeah.

Code: • Experience Project > L4T influenced Project-Outcome > No Impact Gewicht: 0
Interview II>IV2_TN6 Position: 293 - 293

Comparative sense in in our team, so we are more or less on the same level, but. Maybe I I felt that now I am. A respectful. More and they take me more serious. Because we still have this age gap. You know, I am the the youngest one. I was the youngest one of the group and all my ladies they were About 30. 35 plus. Years.

So yeah, so they take me, you know, more, more serious.

Code: • Experience Project > Improved Visibility/Standing Gewicht: 0
Interview II>IV2_TN6 Position: 297 - 297

And it's really was very pleasing for me, you know this feeling, you know that I really valuable and that I do something something important.

Code: • Experience Project > Improved Visibility/Standing Gewicht: 0
Interview II>IV2_TN6 Position: 303 - 303

I: Yeah, definitely because of the program and because I I did the project and.

Yeah. Really like. Praise myself and I I notice you know, I see the impact and I know that it was. It was a good result and yeah, because of that, yeah, I can reward myself with the sound good. With a good feedback.

Code: • individual Gain from L4T > Self-Leadership > Natural Rewards Gewicht: 0
Interview II>IV2_TN6 Position: 379 - 380

Yeah, definitely because of the program and because I I did the project and.

Yeah. Really like.

Code: • Surveys > Self-Leadership: L4T influence Gewicht: 0
Interview II>IV2_TN6 Position: 379 - 380

Not because not directly because of the program.

Code: ● Surveys > Self-Assessment: L4T no (direct) influence Gewicht: 0
Interview II>IV2_TN6 Position: 394 - 394

Yeah, yeah, I'm talking about the the the program.
Yeah, because I see my growth during the the program.
So I consider this as achievements.
So yeah, why should I punish myself? Let's say yeah.

Code: ● individual Gain from L4T > Self-Leadership > Self-Punishment (went down) Gewicht: 0
Interview II>IV2_TN6 Position: 406 - 406

Yeah, with with this program and yeah, really boosted my my confidence and it changed my
view on some on some good things that I really can and I'm really you know.
I did something.
Something good for my company and they.
They value me.
They proud of me.

Code: ● individual Gain from L4T > Personal development & gain of Self-Confidence Gewicht: 0
Interview II>IV2_TN6 Position: 430 - 430

Yeah, with with this program and yeah, really boosted my my confidence and it changed my
view on some on some good things that I really can and I'm really you know.
I did something.
Something good for my company and they.
They value me.
They proud of me.

Code: ● Surveys > Self-Leadership: L4T influence Gewicht: 0
Interview II>IV2_TN6 Position: 430 - 430

But the strategic thinking skills you you mentioned before, is it...?

I: It's definitely because of the project. Because of the project.

LE

Linda

Eggimann

Of the project and of attending the program or just of doing the project.

I:

Yeah.

Project and the and the program.
Yeah, but, but, but. But yeah, but. But I think after the project, yeah, I was more into, you know,
my company, our goals, our.

Code: ● individual Gain from L4T > Strategic thinking skills Gewicht: 0
Interview II>IV2_TN6 Position: 439 - 442

Get through the through the program and the last one. I think it's more because of the projects you know, I learned how to how to balance. Yeah, I know. Between my work and between the project and between all these meetings.

Code: ● individual Gain from L4T > Strategic thinking skills Gewicht: 0
Interview II>IV2_TN6 Position: 456 - 456

Because I think like our cohort, it was more randomly chaotic and yeah, you know, we were just testing this,

Code: ● Inputs for Improvement > Organization/Structure Gewicht: 0
Interview II>IV2_TN6 Position: 466 - 466

I would recommend better to explore better the the needs of each.

Yeah, participant.
Yeah, and make the program you know.
On a base of the of their needs, you know.

Code: ● Inputs for Improvement > More adaption content to ind. needs of Participants Gewicht: 0
Interview II>IV2_TN6 Position: 476 - 477

I was really lucky to to attend this program.

Code: ● General Impressions Gewicht: 0
Interview II>IV2_TN6 Position: 487 - 487