



New Perspectives

Which Management Do Organizations Need?

CURRENT | Page 2

Unknown territory

The booming market Turkey

For many investors, Turkey is still unknown territory. The expansion strategies in South Eastern Europe will however only be sustainable through the opening up of the Turkish market.

TRENDS | Page 3

Management competence put to test

New management tool allows management competence to be measured for the first time. Every year awards such as the »1000 best Managers« and other similar rankings take place. However these assessments are always ex post and are often of little relevance. A new procedure – the HILL Management Analysis – now provides information on how and in which surroundings someone can best manage.

INTERNATIONAL | Page 4

Norms in Personnel Selection

Work related aptitude testing is standardized

Standards are being increasingly introduced in personnel selection worldwide, to enhance their accuracy and to ensure a better comparability in aptitude testing.

EDITORIAL

Farwell

means to depart or be left, to part with emotions, let go, give up the accustomed, lose security... at the same time to question oneself, win new perspectives, discover new chances, develop through changes, ...



Now it is time for me to say farewell to this Management Mailer. The HILL Mailer, which I awakened to life many years ago and developed with much enthusiasm. My goal was always to offer you, dear readers, interesting and periodic information from the HR sector. I thank you for your valuable feedback, your appreciation of my efforts, and that I was allowed the pleasure of accompanying you. From now on my entire attention will be focussed on the areas development of personnel and organisations, my passion as trainer, coach and mediator. Maybe, or even surely, you will again read, hear, or see me in the context of one of the many fascinating HR issues. I am looking forward to this! Until then I wish you a pleasant and successful time. With the warmest greetings,

Vronka Tötter



Unknown territory

The booming market Turkey

INTERVIEW

with **Çağlayan ÇALIŞKAN**,
Turkey Expert, Business consultant
& Coach

Why is Turkey so attractive for investors?

The Turkish market is developing itself very dynamically and by now is among the ten largest European economies. The Turkish economy has grown by around 25% in the last three years. The country has a population of almost 75 million. In comparison the latest 10 EU members in Central and Eastern Europe have the same total number. Moreover the Turkish population is very young and the birth rate is high.

What business potential exists in Turkey?

Among the most interesting economic segments in Turkey are building materials, environmental economics, and automotive supply – three areas which have exhibited a very dynamic development in the last few years and which possess great future potential.

What are the differences to South Eastern Europe?

Turkey was as is well known not a part of the former Eastern bloc. Also since the influence of the state in the economy was historically important, the country has known the free-market economy much longer as the CEE/SEE countries. Assumptions based on hitherto expansion experiences in the Balkans are for the most part misleading. Companies striving for expansion in Turkey require fundamental and above all individual situation tailored analyses of the market.

What strategies do you recommend for entry into the Turkish market?

The establishment of the suitable strategy for market entry and its embedding in the overall company strategy is decisive for success. Available options should be explored and from this viewpoint the resources and success chances should be assessed. A detailed business plan concretizes not only goals, success criteria, resources and expectations, but also comprises the decision basis for management and for pro-

ject teams, the map for successful foundation of the expansion plans.

What is the wage level in Turkey?

Turkey is no classical low-wage country. Managers and qualified specialists obtain similar salary levels as in Europe, above all in the west of the country. But the actual work time – 45 hours by law – is shown by empirical studies to be over 48 hours a week and the term “compensatory time” is hardly known by Turkish employees. And another special feature: the proportion of female managers is almost double that of Europe.

How can one find the right employees?

There is a relatively low number of academics, however the few university graduates are truly brilliant. They have a good education and have command of foreign languages. Due to quick

CURRENT

economic growth, a shortage of skilled personnel may occur in the coming years. At the moment it is rather easy to find applicants, the challenge is to choose the right employees.

How does one manage Turkish employees?

Turkish management culture is rather more hierarchical than cooperative. However power distance and kindness in management operations are no contradiction. The Turkish are relationship-oriented people, they want to communicate and they do this rather indirectly. For the most part the unsaid things count more than the audible passed on information. Exchange is very important to them, and it can quickly break down precisely here. At the beginning of the collaboration frequent onsite presence is beneficial, but at the least daily telephone contact, even if only to enquire how everything is going for the employees.

What is the nature of contract negotiations in Turkey?

Bazaar-like negotiation is no longer a part of Turkish business etiquette. However traces of this are visible upon every meeting. Above all, Turkish people wish to know with whom they are dealing with. It is important to create personal relationships before beginning to negotiate. It can also last somewhat longer than a comparable situation in Europe. Professional negotiation preparation with the taking into account of cultural differences strengthens one's own negotiation position in every case.

Çağlayan ÇALIŞKAN



is a trained high seas captain, company consultant and coach.

After his studies at the Marine Academy in Istanbul he came to Austria in 1988. Lacking a sea, the Turkish native spent many years as a manager in the Austrian banking sector.

As intercultural strategy consultant he sees to the needs of organizations of various branches, holds international management seminars, coaches managers and accompanies Austrian and German companies in Turkey. He commutes between Frankfurt, Vienna and Istanbul.

His book “Business partner Turkey: A handbook for successful entrepreneurs“ (in German) has just appeared (Redline business publishers) and can be obtained in good bookshops.

www.caliskan.at

Country Report Turkey

The HILL Country Reports inform you on economy, booming branches of trade, labor market and personnel of an interesting market every two months. So far reports on Turkey, Ukraine, Romania, Poland and Slovakia have been published.

You can find all reports online at www.hill-international.com in the section »Services > News« or order a free subscription in the section »Services > Newsletter«. Then you will receive all future HILL Country Reports conveniently by e-mail. For further information please contact marketing@hill.co.at.

Management competence put to test

New management tool allows management competence to be measured for the first time

Every year awards such as the »1000 best Managers« and other similar rankings take place. However these assessments are always ex post and are often of little relevance. A new procedure – the HILL Management Analysis – now provides information on how and in which surroundings someone can best manage.

Predictions on how a person would behave as manager in a new environment have hardly been possible up till now. Also the individual in management has yet had only few possibilities of receiving objective feedback, drawing realistic comparisons with other colleagues or – especially in younger years – to be able to study management from the basics onwards. Depending on the company, current business situation and position function, various different management skills and styles are required to meet the respective challenges, because the success of managers depends on personality and know-how as well as environmental factors.

The management map

The HILL Management Analysis therefore offers a completely new procedure which not only evaluates how someone can manage,

TRENDS but also in which milieu the individual is best positioned. The online procedure is based on a two dimensional model with »hard« strategic and »soft« style factors; three different decision levels are taken into account. The practical assignments to be solved are taken from everyday management and treat six different business areas. This way realistic decision situations are simulated and the course of action of the managers is determined based on the individual answer emphasis.

Neither performance nor personality test

A special feature is that this management analysis is neither a performance nor a personality test. There are no correct or incorrect answers. Whether behavior is adequate depends on the goal setting of the person, the requirements of the position as well as

the company strategy, the environment and the branch. Thus very diverse paths can lead to success: it is not for nothing that such »types« exist as the typical restructuring specialist and also the expansive founder, who develops and implements expansion strategies.

Differentiated and meaningful results

The compact procedure enables a differentiated assessment of management competence from various perspectives. The results provide answers to questions like: How strongly are the individual management skills developed, and where is there potential for development? What is the optimal positioning in the company and with which employees should collaboration be aimed at? Which management assignments can the person optimally fulfill and which assignment areas should be better avoided?

The results serve as an excellent basis for discussion and decision in the allocation of board level, management and senior management positions as well as a reflection instrument for the manager him/herself. In addition the procedure is also suitable for the targeted selection and fostering of trainee managers.

Would you like to know more about the HILL Management Analysis or maybe test yourself? Then contact your local HILL Office.





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Norms in personnel selection

Work related aptitude testing is standardized

Standards are being increasingly introduced in personnel selection worldwide, to enhance their accuracy and to ensure a better comparability in aptitude testing.

Today there exists a multitude of analyses of potential, test procedures and diagnostic instruments – but which method is correct? Which methodology supplies the surest assistance in personnel assessment or selection of new employees? Which measures offer the highest quality and significance regarding the future success of current candidates? Personnel selection still often comprises of intuitive and unsystematic assessments: often an applicant is accepted on the basis of a gut feeling, or a superficially successful manager is lured away from a competitor to fulfill a specific assignment.

To achieve more overview and a better perspective in aptitude appraisals, the DIN Norm 33430 was effected a few years ago in Germany and these guidelines for qualitatively effective work-related aptitude assessments were also incorporated in the Austrian Norm D 4000. The requirements for processes and methods in HR-Management contained here describe proposed quality criteria and standards to be observed in the intervention and evaluation in personnel selection and development.

Such quality criteria are for example

> Objectivity: the procedures used for the appraisal of aptitude must have highest-possible objectivity of

performance, evaluation and interpretation.

- > Validity: a diagnostic procedure must show highest-possible validity for the question asked.
- > Reliability: the procedure for the diagnostics of aptitude shall identify the characteristic or skill it claims to define as accurately and reliably as possible, and without gross measurement faults.
- > Standard values: a good procedure is adequately standardized, meaning the applicants are compared to a similar reference group.

> Economy: the testing shall achieve a reasonable ratio of the usage of resources and the utility.

So she/he who is of the opinion, then, that employees are a fundamental success factor for the company, should for good reasons follow the most important processes and methods, so that the ascertainment of people's aptitudes and demands on their competences (= personal abilities, skills and experiences) are anchored in these service norms.

We will be pleased to give you information on the essential aspects of norm based aptitude appraisals: joanowitsch@hill.co.at or +43 1 796 97 98-18.

Sabine Joanowitsch

INTERNATIONAL