

Focus

(Female) management in hospitals –  
Three women report about their way to the top

Interview

Social media – Always an additional channel  
A conversation with Bayer AG

Article

Executive Mentoring – Consultants as  
compasses for managers in new situations



# True Faces

# (Female) management in hospitals

## Three women report about their way to the top

The coalition agreement between the Union and FDP parties in 2009 stipulated that the share of women in managerial positions in the economy and public service was to be significantly increased. Ever since then, the women's quota has been controversially discussed. 73 percent of all managerial positions were held by men in 2008 ("Führungsmonitor 2010", German Institute for Economic Research). Women's quota or not: in fact only 27 percent of women work in top positions in Germany. Female managers are also seldom in hospitals as well. Patrick Haberland, Client Director at NeumannPartners and jointly responsible for the Competence Centre Hospital, met with three of them.

The motives behind deciding to study medicine are presumably as diverse as the disciplines themselves. Whether it's an interest in scientific questions combined with the idea of "being a doctor", as with Dr. Astrid Gesang, or the inspiration sparked by a Johanniter nurse assistant course during highschool in connection with her love for science, as in the case of Dr. Birgit Fouckhardt-Bradt. Or the more classical variant, as described by Dr. Claudia Fremder: "I followed in my parents' footsteps. My father was and still is a doctor. My mother works as medical-technical assistant in a hospital. I was familiar with the work environment at an early age." Likewise just as diverse are the reasons for choosing a specialty after completing general medical studies. "For me there was only one goal, to be a surgeon. I was fascinated by how quickly one can achieve success," states Dr. Gesang succinctly.

Dr. Fouckhardt-Bradt had a harder time of it, with a doctoral supervisor who offered assistance but at the same time thought that surgery was nothing for women. She then went into emergency, anaesthesia and intensive care medicine. "I had an excellent mentor and discovered so many possibilities in anaesthesia and intensive care. In the relevant American literature, anaesthesia is often compared to flying. It depends on the maximum concentration at take-off and landing, and must assume responsibility for the safety of the passengers entrusted to one's care. The same is true in anaesthesia. There are many moments when the situation is a matter of life or death, and one has to know what to

do, exactly and quickly. I am responsible for the patient since I have taken away his protective reflexes. That is one of the challenges."

Dr. Fremder's desire to specialise in rheumatology foundered due to the fact that there were simply no training positions free at the time. "So I first did my specialist training in internal medicine, and then I went into geriatrics." She feels it was a good decision, adding: "It's a kind of work I like to do. I enjoy working in a team, and I also like being in charge."

### The path from medicine to business administration

Business management skills are indispensable coupled with managerial positions, and not only in hospitals. But Business Administration, Controlling, and so on are not part of the university course in medicine. In response to the question of how one can gain knowledge in these areas as a physician, in order to set course on a position in management, Dr. Fouckhardt-Bradt answers: "gradually." At first she took an additional part-time course to be a "Medical Hospital Manager". Subsequently, in addition to her professional work, she likewise underwent training in Quality Management. Her boss at the time thought that she didn't need any of this. But she was firmly determined and convinced that a uniform language between the medical departments and the administration was indispensable, and she wanted to function as a useful link in this respect. She saw her future in combining her medical and business knowledge.

Training in Quality Management was also the trigger for Dr. Gesang as well: "During this course of training, questions also affecting the efficiency of our systems hit closer and closer to home. And then it was more or less coincidence, that exactly at this time the first courses of study were being offered especially for physicians, where precisely this knowledge was transmitted."

In fact, it was more a result of her work as senior physician than anything else that made Dr. Fremder decide "to take another path" in her career. As she describes it: "Another path because I simply noticed that what I was doing at the time, namely working out concepts and implementing them with other people, restructuring departments and processes, was more interesting and exciting than practicing medicine."

### Tracking down "the female management style"

Knowledge and training in business administration does not suffice to make a physician a good manager, however. On the way to the top one meets many different kinds of manager personalities. These include people whom one would prefer not to imitate, since the style of management doesn't match with one's own personality or one has other ideas and ideals about what good management should be. And then one meets those from whom one can and does want to learn. The question of whether these three women doctors learned more from men or women in the hospital provoked a difference of opinion.

Dr. Gesang believes: "It depends entirely on the person and is not a matter of gender." This clear "no" is countered by Dr. Fremder with a tendency toward "yes": "Women more frequently feel responsible for



*Dr. med. Birgit Fouckhardt-Bradt, Managing Director Sana Kliniken Düsseldorf GmbH, Düsseldorf*



*Dr. med. Claudia Fremder, Health Economist (ebs), Clinical Director Karl-Olga-Krankenhaus GmbH and Krankenhaus vom Roten Kreuz Bad Cannstatt GmbH*



*Dr. med. Astrid Gesang, M.Sc., Managing Director, Klinikum Niederberg gGmbH, Velbert*

She appeals to the younger generation of physicians to get further training especially in the fields of management and business leadership. Dr. Fouckhardt-Bradt confirms this and adds that social competences are also important, as is learning how to organise oneself. Dr. Gesang completes the picture by directing her focus on the personality. "For instance, executive management development programs could help to align one's self-image and how other see us, and contribute to our personal further development."

*"It depends entirely on the person and not on the gender."*

the mood in the department", she claims. And further: "For instance, in the case of a dispute between senior physicians, as a woman you feel you should intervene and restore harmony, men tend to react very differently. In one such situation a colleague told me 'I know the problem and I told them they shouldn't fight about it in my presence. But otherwise they can do whatever they want.' I'm not comfortable with these kinds of repression tactics. Women want to help by intervening, either through supervision or coaching. I'm confident that the processes as well as the revenue situation get better when one works without conflicts. I orient myself on the respective individual situation and do what I think is right, whether that's a male or female style."

Dr. Fouckhardt-Bradt has also experienced that certain characteristics can be attributed to a male and others to a female management style, and vice versa, but she doesn't rank one better than the other. She describes her own management style as one with "various different facets, some of them 'female' and some of them 'male', adding that the decisive factor is to use the right facet in a certain situation." She goes on to say: "It's important to me that I understand a good deal about medicine and I let this knowledge flow into my daily work, in meetings, decisions, and processes."

*"The decisive thing is to use the right facet in a certain situation."*

**From doctor to manager personality**

Executives do not simply grow out of the earth, nor is one "born to the task", apart from a few true natural talents, as Dr. Fremder says. To the question of whether doctors can turn into managers purely as a result of specific training coupled with their practicing medicine, or whether more is needed to fill the job, all three women are in agreement. In the study of medicine and then later during training as a practicing physician, one does not gain any specific management skills. In fact, one often simply fits into the hierarchies as they exist and defers to those in the upper levels, says Dr. Fremder.

**Advice for young graduates**

Every year about 9,000 graduates leave the medical universities, and future executives are already among them. With their many years of managerial experience, and drawing on the phases of their own development, these women doctors advise young female physicians with an eye to managing roles.

*"You have to know what you're talking about before you move up to the executive suite."*

"If you want to get into hospital management as a medical doctor, first complete your specialist training and work in medicine for a few years. You have to know what you're talking about before you move up to the executive suite", says Dr. Claudia Fremder. Dr. Astrid Gesang recommends: "Set a goal for yourself and decide how you want to get there. Clarify the necessary prerequisites and stations for yourself along the way, and plan the route in a structured manner." In conclusion, Dr. Birgit Fouckhardt-Bradt proposes: "Contribute as much as you can and advance your team. In the manner of President Kennedy, don't ask what the hospital can do for you, but what you can do for the hospital."

*This interview was conducted by Patrick A. Haberland.*

**Our Expert Team Hospital:**



*Patrick A. Haberland*



*Dr. Hartmut Müller*

# “Social media – always an additional channel”

## Interview with Dr. Georg Hartmann and Thomas Helfrich from Bayer AG

**NeumannPartners:** Social media is a relatively young topic. Since when has Bayer AG been concerned with it?

**Bayer:** We began relatively early and observed the development closely. After a few individual activities, we then started a carefully selected pilot project in recruiting on May 27, 2010. The experience we gained here encouraged us to continually improve the offering and expand our activities beyond mere recruiting.

**NeumannPartners:** Which target groups did Bayer AG define, and which networks and portals did you identify as relevant?

**Bayer:** In the recruiting field, our priority tar-

get group was students and young professionals up until about 35 years of age. From the viewpoint of Bayer AG as a whole we also naturally want to address a broad target group and their opinion leaders. We have concentrated our activities on the online platforms with the most demonstrable “traffic”, namely on Facebook, Twitter, and YouTube.

**NeumannPartners:** Was the experiment successful?

**Bayer:** A benchmark\* survey conducted in 2010 gave us second place in the overall rating among DAX, MDAX, and TecDAX companies who present themselves in the social

media. This is all the more remarkable because although eight portals were included in the ranking, we are only present in three of them. So we are a bit proud of this.

**NeumannPartners:** The special feature of social media is that umpteen millions of participants from different platforms can publicly exchange views on topics that interest them. This public dialogue can also concern a company or a product; there’s nothing we can do to prevent that. As a company, do you attempt to play an active part in this public dialogue?

**Bayer:** Definitely! Perhaps you have followed how our CEO Marijn Dekkers personally greeted the online community as first CEO of a DAX company at the start of the Bayer corporate site on Facebook. We don’t want to only present ourselves as a company, but also offer a dialogue and use the opportunity to learn as a company.

**NeumannPartners:** How do you position yourself as a company?

**Bayer:** We believe our corporate identity is very authentic. We don’t try to compulsively look “cool” or “hip” as a company. We are what we are: global, innovative, open, clear communicators. We stand for science and

*“We are what we are:  
global, innovative,  
open, and clear  
communicators.”*

objectivity, for “Science for a better life” as the slogan goes. Accordingly, our communications don’t feature any new worlds, and there are no “home stories”.

**NeumannPartners:** What else do you have to say to the social media community?

**Bayer:** We want to present a real “Bayer World” which goes far beyond our products and daily business. For instance, this includes our Corporate Social Responsibility activities,



Andreas Venzke and Rudolf Müller (from the right) spoke with Dr. Georg Hartmann, Head of Sourcing & Hiring Corporate HR, and Thomas Helfrich, responsible for Social Media & Corporate Messaging from Bayer AG.

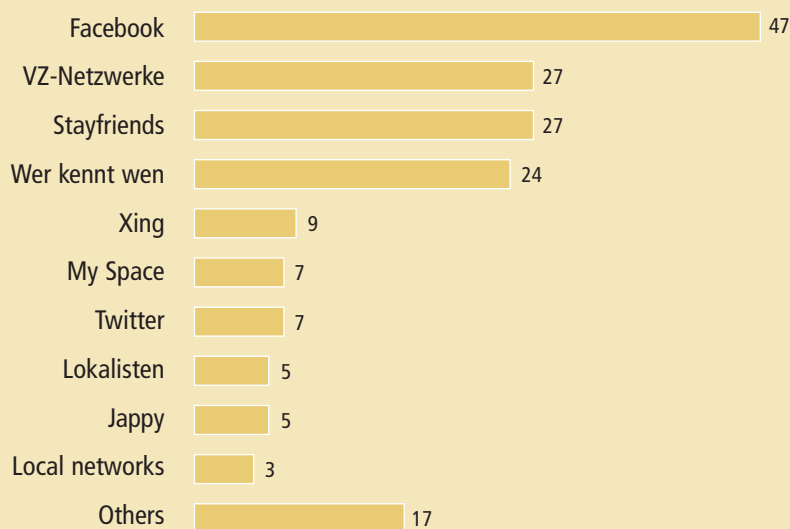
Dr. Georg Hartmann as Global Head of Sourcing & Hiring of Bayer AG along with Thomas Helfrich (Corporate Communication) controls and coordinates the social media activities of Bayer AG. In his many years at Bayer, Dr. Hartmann worked in Marketing, as manager in the Korean subsidiary, and as head of University Marketing in the AG before he took over his current responsibilities. Thomas Helfrich

worked for many years as editor and moderator for radio and television. He joined Bayer AG in the beginning of the year and is especially responsible for social media in Corporate Communication. Rudolf Müller and Andreas Venzke both work as partners in the Competence Centre Life Sciences, Healthcare & Hospital at NeumannPartners.



## Social Media

The recent mega-trend under the catchword “social media” describes various online platforms for exchanging information, opinions, and experiences. Nothing short of revolutionary are especially the interactive elements which make it possible to exchange individual information but also massive distribution of content of any shape or form. According to the study “Social Networks in Germany” published by BITKOM in April 2011, the following are the TOP-10 online communities:



Members of social networks in Germany (in percent of internet users)

Source: Forsa, based on 1,001 internet users aged 14 and up, 2011

fabulous projects such as collaboration with the environmental protection program of the United Nations. Our sustainability report won distinction. Since 1904 we have been engaged in soccer as well as supporting numerous other types of sports.

**NeumannPartners:** Who takes care of the content, and is there some sort of central control for your social media activities?

**Bayer:** We conduct editorial meetings every two weeks, headed by Corporate Communication and Corporate HR, working together with representatives from subgroups whenever necessary. We not only speak about content, but also define basic constraints such as a “Design Guide” and a “Web Guide”. Within these basic constraints, the subgroups and country subsidiaries can purposely act relatively autonomously, according to specific country requirements.

**NeumannPartners:** We spoke about recruiting and your corporate identity – what about your products?

**Bayer:** Here we prefer to be more or less reserved. Classical advertisement is clearly in the foreground. Some corporate divisions regularly take stock of the opportunities and associated risks. For the pharmaceutical sector, the restrictions of the Act on Advertising in the Healthcare System in Germany apply, and similar restrictions also exist in the USA,

England, and other countries. Incidentally, these also apply equally to online as well as offline communications.

**NeumannPartners:** *Is there any central monitoring at Bayer AG which observes comments or statements about your company, and what do you see as your reaction options in the event of undesirable developments?*

**Bayer:** There is a central monitoring function, which we regard as imperative. An agency supports us in this work. Up to now, contributions posted on social media channels have been largely very objective. We attribute this to the fact that we communicate contents openly and honestly, do not attempt to establish any make-believe worlds, and always remain authentic as a company.

**NeumannPartners:** *Can Bayer AG achieve any sort of "value added" through social media? If so, in what form?*

**Bayer:** We can do a cost/benefit calculation in the recruiting sector. As for the rest, one has to keep in mind that social media is always only a piece of the entire mosaic of

*"Social media is always only a piece of the entire mosaic of communication and company presentation."*

communication and company presentation. Our activities in social media contribute to added value by increasing brand awareness, improving our image, raising our brand value – but all of this is hard to delimit or quantify apart from many other activities.

**NeumannPartners:** *Would you like to give us a forecast of the development of social media from the standpoint of Bayer AG?*

**Bayer:** Presence and associated activities in the social media are a part of business life in modern, innovative companies such as Bayer AG. But we are talking here about very young media, in which everyone involved is still intensively observing and learning. As we are, too. In general we see social media as an additional tool whose main effect is achieved by supplementing and networking with other (offline) activities.

And remember, the future is mobile!

**NeumannPartners:** *Thank you for this interview.*

\* "Social Media im Personalmarketing & Recruiting" [Social Media in HR Marketing & Recruiting] Editors: Prof. Dr. Christoph Beck and Gero Hesse, embrace

## NeumannPartners – Quality management with a system

Quality at NeumannPartners is top-management priority and a particular concern of our CEO Dr. Hans Jorda. Project quality reviews are conducted regularly by Dr. Jorda himself.

In the last issue we reported on our leitmotifs (Quality, Transparency, Speed, and Minimization of off-limit problems) which we continue to develop further as the basis of our work. We place special emphasis on the quality aspect.

We supplement our quality management activities with immediate personal talks with our clients to hear their direct opinion of our project execution and individual satisfaction with our consultation services, in order to learn where we might possibly have improvement potential.

We pay particular attention to the factors of candidate quality, process design, transparency, documentation, candidate assessment, and communication. The quality reviews are conducted by experienced consultants with no personal stake in the respective clients and candidates. They are completely neutral and can thus accept opinions and suggestions for improvement without prejudice. The client assessments are evaluated with the consultant responsible for the project in the sense of a continuous improvement process.

The results of the quality reviews are compiled at regular intervals and evaluated at the management level. Suitable measures to ensure

a continuous improvement are initiated on the basis of the results, incorporating the suggestions of our clients. We will conduct a comprehensive candidate survey in early 2012 in order to learn how satisfied the candidates are with the entire recruiting process, the information provided about positions and companies, the support given by our consultants, and the quality of individual communication in the process.



# Executive Mentoring

## Consultants as compasses for managers in new situations

We all know that the first 100 days are decisive when someone takes on a new responsibility, whether or not an employee faces fresh challenges in his current job or in a completely new company. Nobody wants start-up difficulties or in the worst case an outright failure, neither the employee nor the management. After all, such scenarios lead to career breaks on the one hand and undesirable costs on the other.



Thomas Hölzchen is a Senior Partner at NeumannPartners and member of the Competence Centre Industry, Automotive & Energy.

### What causes bad starts

But what are the reasons for a delayed or even an unsuccessful start? A certain carelessness, poor preparation, mistaken management of expectations, ignorance of individual interests in the immediate environment, a limited ability to self-reflection and deficiencies in communication skills and conflict management. In addition, usually no one is there to really speak to, to share the problems and work out the best way to go forward. What's needed is a neutral, independent, experienced "companion" who navigates your path with you in the first phase on confusing ground. Someone with plenty of life experience, as well as professional and management experience, with whom you can openly discuss the specific site,

desired direction, course, obstacles, and tactics in order to quickly and smoothly make the necessary mark. And to do so without appearing to be without orientation or making others feel insecure.

### Novices are accompanied by experts

NeumannPartners has developed Executive Mentoring as a new service offering which can be put to immediate use by every company lacking the resources for its own internal mentoring program. Based on our many years of experience with executives in new professional environments, several of our consultants have specialized in an Executive Mentoring service. These consultants are all experienced in industry and management themselves, and have coordinated and executed hundreds of executive search projects. They therefore quickly grasp which profiles, requirements, and expectations are in demand, and easily recognize relevant structures, cultures, and areas of conflict. They have profound knowledge of personality diagnoses, need struc-

ture analyses, and communications and conflict management within new professional situations. The Executive Mentor offers systematic support for managers in new positions during the critical time period of the first three months. The program includes positioning, strategic targets, milestones for the first three months, decisions, measures, and results. We accompany the manager whose own identity at first is frequently out of focus and vulnerable, who does not yet know all the



rules of the game, but is supposed to play it quickly and skilfully within a still unknown environment. In addition, the expectations in the new terrain are not always clearly formulated, communication structures not immediately comprehensible, and interfaces as well as personality structures often intransparent.

### The advantages of the program

Executive Mentoring boosts motivation and performance capacity, increases work efficiency and saves extension training costs. The motivation and creativity of the mentee is raised, the executive competence and communication skills improved. A valuable knowledge transfer takes place as well as personality development. The client

benefits from the transfer of experience and knowledge in risky professional situations of change, from independent and neutral specialists at a favourable price, since no own organization is required and the entire process is clearly defined in advance as to content and time frame.

## Information

If you have any further questions about the process or content of the program, please feel free to contact the authors Thomas Hölzchen (+49 40 37 47 20-0) or Kurt Marx (+43 1 20 55 88 38).

# NEUMANN LEADERSHIP GROUP at a glance

## Competence Centres

- Consumer/Luxury Goods & Retail
- Financial Services
- Industry, Automotive & Energy
- Legal & Professional Services
- Life Sciences, Healthcare & Hospital
- Sports, Media & Entertainment
- Technology, IT & Telco

## Services

- Executive Search & Executive Mentoring
- Neumann Management Colloquium
- Board Services
- Special Projects

## Locations

### Western Europe

#### AUSTRIA/VIENNA

NP Neumann & Partners GmbH  
Group Headquarter  
Schwarzenbergplatz 3  
A-1010 Vienna  
Phone: +43 1 20 55 88 0  
Fax: +43 1 20 55 88 22  
vienna@neumannpartners.com

#### AUSTRIA/SALZBURG

NP Neumann & Partners GmbH  
Hubert-Sattler-Gasse 13  
A-5020 Salzburg  
Phone: +43 662 87 00 41  
Fax: +43 662 87 00 41 22  
salzburg@neumannpartners.com

#### DENMARK/COPENHAGEN

Neumann Partners Nordic ApS  
Lautrupsgade 7, 6th floor  
DK-2100 Copenhagen  
Phone: +45 39 10 70 70  
copenhagen@neumannpartners.com

#### FRANCE/PARIS

NP NEUMANN PARTNERS SAS  
137 bd Hausmann  
F-75008 Paris  
Phone: +33 1 76 74 81 20  
Fax: +33 1 53 75 14 92  
paris@neumannpartners.com

#### GERMANY/BERLIN-POTSDAM

Neumann Leadership Deutschland GmbH  
Lindenstraße 63  
D-14467 Potsdam  
Phone: +49 331 29 01 89 6  
Fax: +49 331 29 01 89 7  
berlin@neumannpartners.com

#### GERMANY/COLOGNE

Neumann Leadership Deutschland GmbH  
Anna-Schneider-Steig 22  
D-50678 Cologne  
Phone: +49 221 65 07 51 0  
Fax: +49 221 65 07 51 75  
cologne@neumannpartners.com

#### GERMANY/FRANKFURT

Neumann Legal GmbH  
Stephanstraße 10 (Ecke Brönnestr.)  
D-60313 Frankfurt am Main  
Phone: +49 69 78 98 76 0  
Fax: +49 69 78 98 76 25  
frankfurt@neumannpartners.com

#### GERMANY/HAMBURG

Neumann Leadership Deutschland GmbH  
Neuer Wall 72  
D-20354 Hamburg  
Phone: +49 40 37 47 20 0  
Fax: +49 40 37 47 20 29  
hamburg@neumannpartners.com

#### GERMANY/HEIDELBERG

Neumann Leadership Deutschland GmbH  
Friedrich-Ebert-Anlage 30  
D-69117 Heidelberg  
Phone: +49 6221 38 93 10  
Fax: +49 6221 38 93 168  
heidelberg@neumannpartners.com

#### GERMANY/MUNICH

Neumann Leadership Deutschland GmbH  
Herzog-Heinrich-Straße 13  
D-80336 Munich  
Phone: +49 89 92 29 94 0  
Fax: +49 89 92 29 94 78  
munich@neumannpartners.com

#### GERMANY/STUTTGART

Neumann Leadership Deutschland GmbH  
Schlossstraße 70  
D-70176 Stuttgart  
Phone: +49 711 75 85 88 0  
Fax: +49 711 75 85 88 25  
stuttgart@neumannpartners.com

#### ITALY/MILAN

Neumann Leadership Holding  
Via V. Monti N. 8  
I-20123 Milano  
Phone: +39 2 46712 743  
milan@neumannpartners.com

#### SPAIN/MADRID

Neumann and Partners SL  
Jorge Juan No 30/5  
ES-28001 Madrid  
Phone: +34 659 902109  
madrid@neumannpartners.com

### Central & Eastern Europe

#### BULGARIA/SOFIA

Neumann & Partners, spol. s r.o.  
Representative office Sofia  
Slavianska Str. 11B, office 5  
BG-1000 Sofia  
Phone: +359 2 422 5555  
Fax: +359 2 422 5553  
sofia@neumannpartners.com

#### CROATIA/ZAGREB

Neumann & Partners d.o.o.  
Gajeva 2a/IV  
HR-10000 Zagreb  
Phone: +385 1 5493 830  
Fax: +385 1 5493 833  
zagreb@neumannpartners.com

#### CZECH REPUBLIC/PRAGUE

Neumann & Partners s.r.o.  
Národní 10  
CZ-110 00 Praha 1  
Phone: +420 224 951 530  
Fax: +420 224 933 575  
prague@neumannpartners.com

#### HUNGARY/BUDAPEST

Neumann & Partners Kft.  
Ali u. 8  
HU-1025 Budapest  
Phone: +36 1 489 4 489  
Fax: +36 1 489 4 488  
budapest@neumannpartners.com

#### POLAND/WARSAW

Neumann Leadership Poland Sp. z o.o.  
Warsaw North Gate  
Ul. Bonifratska 17  
PL-00-203 Warsaw  
Phone: +48 22 332 5810  
Fax: +48 22 332 5701  
warsaw@neumannpartners.com

#### ROMANIA/BUCHAREST

Neumann & Partners spol. s.r.o.  
Representative office Bucharest  
6 Zborului Street, 4th floor, Sector 3  
RO-30599 Bucharest  
Phone: +40 21 326 46 17 and 18  
Fax: +40 21 326 46 19  
bucharest@neumannpartners.com

#### RUSSIA/MOSCOW

Neumann & Partners Limited Liability Company  
Business Center Riverside Towers  
52/3, Kosmodamianskaya naberezhnaya  
RU-115054 Moscow  
Phone: +7 499 576 66 04  
moscow@neumannpartners.com

#### SERBIA/BELGRADE

Neumann & Partners spol. s.r.o.  
Representative Office Belgrade  
Spanskih boraca 24/17  
RS-11070 Belgrade  
Phone: +381 11 3133 113  
Fax: +381 11 3133 071  
belgrade@neumannpartners.com

#### SLOVAKIA/BRATISLAVA

Neumann & Partners, Spol.s.r.o.  
Ventúrska 5  
SK-81101 Bratislava I  
Phone: +421 2 5441 2602  
Fax: +421 2 5443 3954  
bratislava@neumannpartners.com

#### UKRAINE/KIEV

Neumann & Partners Ukraine LLC  
Horizon Park Business Center  
M. Hrinchenka Street 4  
2nd Floor (Regus), office 159  
UA-03680 Kiev  
Phone: +380 44 390 5996 (7)  
Fax: +380 44 390 5900  
kiev@neumannpartners.com

### Asia Pacific

#### CHINA/HONG KONG

Neumann Leadership Asia Pacific Ltd.  
1205-06, Kinwick Centre,  
32 Hollywood Road, Central,  
Hong Kong  
Phone: +852 3798 2888  
Fax: +852 3583 0855  
hongkong@neumannpartners.com

#### CHINA/SHANGHAI

Neumann Partners  
2/F Unit 8, Building 4  
10 Baoqing Road  
Shanghai, 200031 P. R. China  
Phone: +86 21 6193 1151  
Fax: +86 21 6193 1100  
shanghai@neumannpartners.com

### Imprint

Publisher:

**NEUMANNPARTNERS**  
EXCELLENCE IN HUMAN CAPITAL

Neumann Leadership  
Deutschland GmbH  
Herzog-Heinrich-Straße 13  
80336 Munich  
Germany  
www.neumannpartners.de

Responsible person for the purpose  
of (German) press law:  
Rudolf Müller

Overall management and  
editorial responsibility:  
Kommunikation  
von Poser und Groß-Naedlitz,  
www.vpugn.de

Authors of this issue:

Patrick A. Haberland  
Thomas Hölzchen  
Rudolf Müller  
Andreas Venzke

Design:  
dot.blue – communication & design  
Jutta Schlotthauer  
www.dbcd.de

Printing:  
Gutenberg Druckerei GmbH  
Bottrop  
No. of copies: 4,500  
Special edition