



Newsletter

**„Fairness, Fitness, Future – from good to top for SME.
Fair to success requires specific professional and social
competences.“**

Since the publication of the first Newsletter passed some month, in which all project partners worked in their countries on the realization of the project aims. Together the proof will be produced that the model “From good to top – fair to success”, developed by bbw and anda with German enterprises, is for whole Europe a matching success-model.

Value-orientation gains more and more importance for SME in all European countries.

The main idea of the model is that long-term success of an enterprise is the result of a certain kind of thinking and acting of the entrepreneur and all employees. The fairness-idea plays a crucial role on that occasion. Fair both internally and externally, open to changes and confidence in the own strength and creativity.

The project partners familiarized themselves with this philosophy in the last months. Today they identify with it.

They have studied the documents, made available by the German project partners, and if necessary they have translated these into their national languages. The partners also brought the documents into line with the conditions in their own countries.

Using the metaphor of a house to consider the enterprise as a whole - all partners think that it is interesting, understandable, comprehensible and possible.

In accordance with the specific conditions in their countries the project partners started to propagate the fairness-idea among the national enterprises to win new participants for the project.

A small impression what the partners have done until now and which experience they have gained you will find in the next pages of this newsletter.

bbw Bildungszentrum Frankfurt (Oder) and anda

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Lifelong Learning Programme

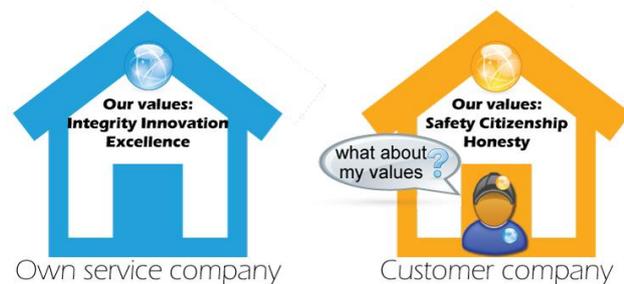
The challenge of having employees who “fit” in service companies by CEFORALP, France

In all companies, the success mainly rests with the people. The best strategies, market analysis or quality processes do not substitute for people’s work and involvement in the company. If employees do not fit with the company’s project and culture, the main ingredient for success is missing.

A beautiful house nicely decorated and well kept up will definitely not attract visitors if not livened up by inhabitants. Following this example, a company in which the organisation is optimized but where employees look not involved and detached, customers and potential partners will feel it and their opinion of the company might be deteriorated.

Thus, it is of a crucial importance for an enterprise not only to choose success but also to create a company culture which promotes trust, to define and share common values which gather together the whole team, to have “employees who fit” and “managers who manage”.

One of the particularities of service companies is that to achieve their business, they need to work with the customer and very often, at the customer’s. This is for instance the case of software and computing services companies. In the latter, employees spend most of their time away from their own company because they need to be at their customer’s to achieve their work. Most of the time, their missions last for several months.



Being everyday in another enterprise, these employees tend to appropriate the values and the customer company culture to the detriment of their own. This represents a real danger for several reasons.

First of all, if this detachment takes place, the employee can hardly keep on sharing the culture of his/her original company: he can not project himself on the image of the enterprise for the future and he risks to no longer “fit” with it.

In the second place and because the labour market is especially tense in this sector, this situation often leads to the hiring of the employee by the customer. In this case, the “home” company loses a part of its team and must continuously rebuild the company’s culture and the founding values with newly hired people. This takes time and energy, two scarce resources for companies.

If there are no magic solutions to this complicated issue, some preventive actions can still be implemented such as:

- Clearly defining and disseminating the company’s values, the strategy of the head management, the identity of the enterprise
- Offering clear and motivating career paths so that employees easily see how their own interests can fit with the company’s strategy for the future
- Implementing frequent and regular communication aimed at all employees and managers, wherever they work
- Strengthening the role of middle managers as intermediaries, conveying the company’s culture, values and strategies to all employees

What has encouraged Skillab to participate in the Leonardo da Vinci project?

by Skillab, Italy

It has been the brilliant conclusions that our friends at bbw have arrived at, based on a key model concept comparing the spirit within both the home and the office. In our opinion, this model has changed the belief that the office is an alien place, albeit that we spend many hours there gaining knowledge and sharing business objectives.

Skillab chose to test the model on a target group of women managers, and to change the metaphor of the home to an audience surely more sensitive to the topic.

Skillab has developed a training programme, highly experimental, and particularly innovative in terms of objectives and teaching methods used. Directed at 30 managers, mostly women, teaching has alternated between collective seminars and individual sessions of Action Learning.

The seminars have dealt with the areas of managerial skills, organisation and relationships.

The Action Learning sessions have provided 12 hours of one to one activities.

Within the project Skillab has formulated a workshop in July 2010 entitled "Microcosm and macrocosm" a key measure for women - an essential opportunity for groundbreaking ideas for the promotion of wellbeing within the context of the workplace.

The strength of the workshop is inspired by exercises inspired by the ayurvedic system of thought.

The sense of well-being in the office and workplace is a quality that is communicated to all sectors and components. This enables full and positive activation of all resources working towards agreed and realistic company objectives, without the fear of depleting energy levels causing problems on both the micro and macro level.

Within the office organisation, well being is monitored at all levels. The company's internal workings are closely related to the individual.

Personal well being and company well being are not opposed, but mutually beneficial.

Living fully with a sense of well being enables the company to prosper- more productivity and better quality is achieved, which positions the company strongly in comparison to competitors working in the same field of business.



Polish companies on the road to the top. Experiences from a completed project

by OPZL, Poland

We presented the *Fairness, Fitness, Future – from the Good to the Top for Small- and Medium-Sized Enterprises* project not only at the majority of the meetings, conferences and seminars conducted by our organisation within the Lubusz Voivodship, but also at a meeting of the Polska Konfederacja Pracodawców Prywatnych Lewiatan (Leviathan – the Polish Confederation of Private Employers) in Warsaw. The project's main objective, which is to develop a long-term strategy for company management and a change in approach on the part of the managers of small- and medium –sized businesses, met with quite some interest. In a great many cases, the entrepreneurs themselves acknowledged that their companies' current activities engage them to such an extent that there is simply too little time left for medium- and long-term planning.

The presentations of the project bore fruit in the form of individual meetings with interested entrepreneurs. Sadly, despite the earlier interest displayed by a large number of companies, we eventually only took on two family businesses with which to conduct the project. One operates in the Internet technology sector and the other in the office supplies sector. The other entrepreneurs who had expressed their interest in participating withdrew, explaining that they had no time. Nonetheless, it is worth emphasising that the heads of the companies which withdrew from participation felt the need to create a company vision and formulate a strategy in the future.

As a supplement to the new management model we presented and in order to conduct individual training for these businesses, we explained the brochures and the practical materials developed to be used in working with the entrepreneurs. We then began working with the companies' owners, starting with an analysis of the current state of affairs, namely, the stage of development the company has reached, its structure, how its management works in practice, its fixed assets and human capital, and so forth. Gathering this information enables us not only to pinpoint existing problems, but also to indicate risks and development opportunities for the participating companies. Our consultants' work on this stage of the project will continue until the end of this year. The first quarter of next year will see the development of individual management models, in line with the concept put forward in the project. In the second quarter of 2011, work will begin on the implementation of these models in the businesses, starting with off-site meetings with the companies concerned.

We can already state that the Company-Home concept works ideally under Polish conditions. 'Home' awakens positive associations with the family atmosphere, safety and security. Thus, at this stage of the project, there is no need to introduce any changes to the concept developed by Ms Annerose Giewoleit.

Ph.D.



UPM and the project "Fair to success"

by UPM, Spain

UPM is a representant of various Catalonian companies of the metallurgical industry, especially small and medium-sized enterprises. Our aim is to promote creativity and spirit of enterprise. Last year we decided to participate in the Innovation Transfer Project within the EU-programme Leonardo da Vinci for Lifelong Learning. Together with seven partners we want to implement in the selected companies the methods for developing competences of entrepreneurs and their staff. These methods were developed by the bbw education centre in Frankfurt-on-Oder, anda and small and medium-sized companies and are based on the model which perceive an enterprise as a house and want to orientate it towards the future.

In November 2009 took place the first kick-off-meeting of the project in Frankfurt-Oder. After a presentation of the partners from different countries involved in the project we were informed about the model "From Good to Top – Fair to Success" and we had a chance to hear from the entrepreneurs who had taken part in the development and realization of the model about its advantages and strenghts.

In late January we hold a bilateral meeting in Barcelona where we agreed on the fact that the offered model is a completely new way of thinking and that it should reach not only the head but also the heart of the company. Up to now, we translated the brochures into Spanish and we are preparing the

methodology of selecting of potential companies who would participate in the project. Due to the special characteristics and sector diversification, we consider to focus on the companies between 50 to 250 workers from different subsectors. In this way we can see how an idea of the “House-Enterprise” functions in different types of companies and in which one gives the best results. After selecting the potential companies we will prepare a series of meetings in order to present the project to the entrepreneurs and we will choose the final suitable enterprises for the realization of the complete coaching programme. We consider, however, that it will not be easy to find companies ready to get involved into a project as many of them are finding themselves now in a difficult situation due to the recent crisis. Though we remain optimistic and we do the best we can. We will apply the selected methodology to the companies to help them fit to the future.

In the coming months we will present the project to the selected Catalan companies and we will distribute the brochures among them to implement this innovative model.



Noema started to realize the project

by Noema-CMI OY, Finland

At the upstart of our interaction with enterprises we used only English project descriptions and reference documents and this as all people we have in contact so far are perfectly comfortable with English. We are however preparing also material in Finnish which we envisage will also be used in subsequent enterprise interactions.

We have mainly used face to face interactions and reference to the project related documents that bbw and anda have shared with us as well as information material in the first meeting in Helsinki and about Juhanis approach presented in our previous meeting.

The progress is promising and we have three or four enterprises that are more committed than the others at the moment.

The present upswing in the economy also implies increased vitality of organizations and thereby more intense competition, and companies we have contacted are interested in ways to become more efficient, appreciated and competitive.

We found that it takes longer time to initiate commitments and firm progress than we initially expected this due to more to the fact that company managers are busy rather than uninterested.

Now we are interested in the meeting in October in Germany to share ideas with the other project partners.

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