



**GERMANY MANAGED TO LEAVE THE CRISIS BEHIND AND A POSITIVE FUTURE SEEMS TO AWAIT AHEAD** thanks to a community of hard workers and the presence of several excellent companies.

## The Eagle is back

Germany is recovering from its worst post-war recession and the mood is positive after experiencing a GDP real growth rate of 3.6% in 2010, compared with the US (2.8%), EU27 (1.8%) and Japan (3.95%). The business mood is also upbeat. January saw the lowest unemployment rate since reunification and the Ifo Business Climate Index for industry and trade improved for the consecutive 9th time in February. The recovery is due to increased exports, rising corporate investments, falling unemployment and the stimulus.

### THE WINNING SECTORS

The World Economic Forum's Global Competitiveness Index 2010/2011 saw Germany move two spots to fifth place ahead of Japan (6th), the UK (12th) and France (15th). Germany's innovation capacity was ranked first and its infrastructure 2nd behind Hong Kong. Germany's largest sectors remain the

automotive, electrical, engineering and chemical industries. In contrast with other industrialized nations, Germany's manufacturing exports remain strong due to high-value production by its Mittelstand, SMEs which provide 3/4 of all jobs. Germany's R&D capacity is spurring innovation and gaining international competitive advantage in the areas of health, climate and resource protection, energy, mobility and security, and in key technologies like ICT, nano- and biotechnology, photovoltaics, energy-efficient mobility and medical engineering.

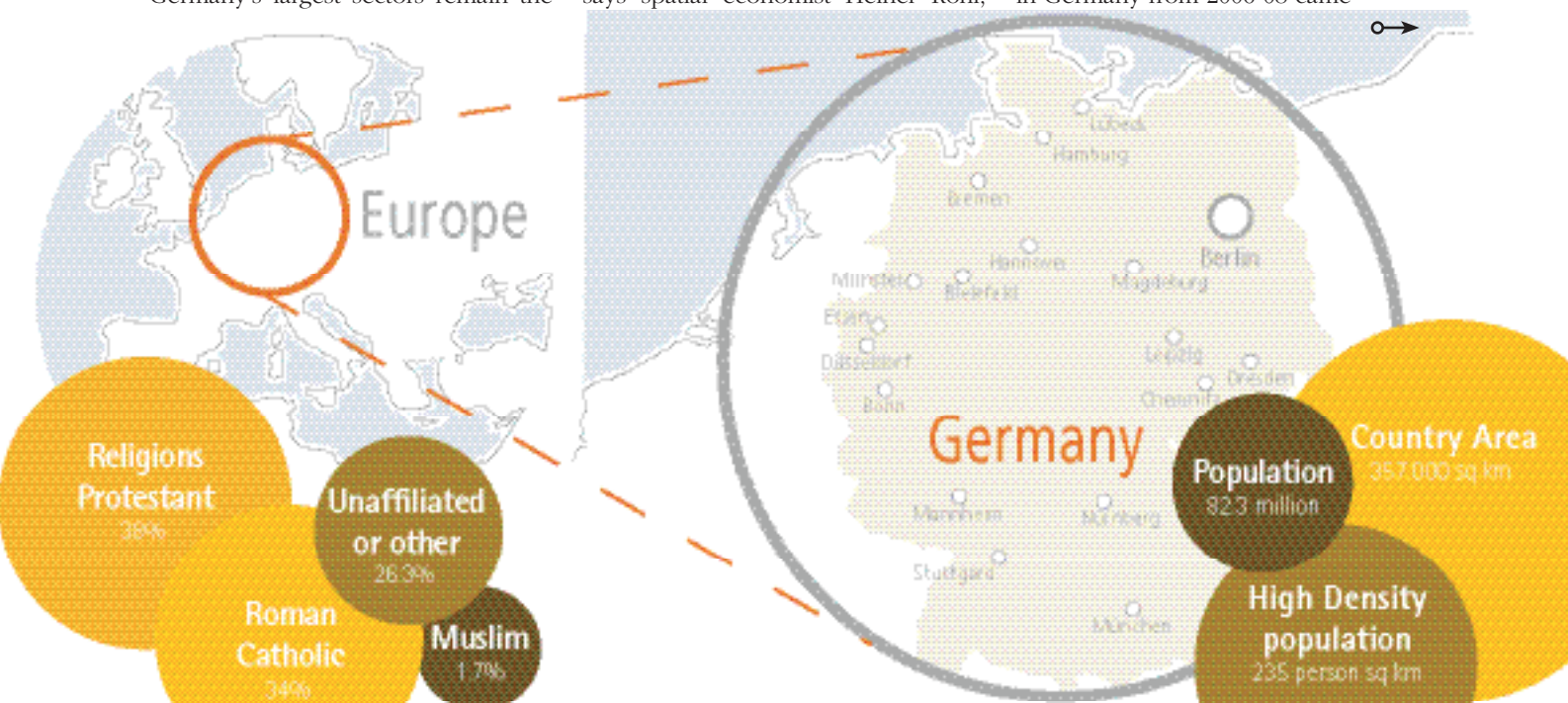
### REGIONAL DIVERSITY

The industrial heartland with the most innovative firms is now in southern Germany. "In former times it was the Ruhr Area with heavy industry; now it's the manufacturing industry in the South around Munich and Stuttgart," says spatial economist Heiner Röhl,

Cologne Institute for Economic Research. Berlin remains a kind of anomaly, although the German Institute for Economic Research found Berlin's annual economic growth from 2005 to 2009 improved by 1.7% due primarily to the health and education sectors. The financial center of Frankfurt has Germany's highest GDP; the city hosts major companies and trade fairs, and its airport the most travelers in Germany. Logistics also defines the city-state of Hamburg, Europe's 2nd largest port, with growing commercial ties to Asia.

### WORKFORCE FOR INNOVATION

Over 43 million people make up the German labor force, the EU's largest. The dual education system provides workers with either vocational training or a university education. Twenty six percent of higher education graduates in Germany from 2006-08 came





By PAOLA BETTINELLI

from engineering or the natural sciences, ahead of the EU (22%) and US (15.4%). Eighteen percent of EU scientists live and work in Germany. Despite women comprising more than half of university graduates, however, limited day-long schooling and child-care make combining work and family life difficult. In her weekly video address ahead of International Women's Day, Chancellor Angela Merkel said, "A lot will have to be done in the next few years." Falling birthrates mean a skilled labor shortage must be filled by young skilled workers from abroad.

**WORK-LIFE BALANCE**

According to a 2010 Company Survey on Work-Life Balance by the Cologne Institute for Economic Research, four out of five German companies are concerned with reconciling work and family life. Companies like Deutsche Post/DHL are introducing new schemes for child care, work schedules, wages and payment. At Siemens, a Family-Aware Personnel Policy provides on-site child care, flexible working times and conditions, and the ability of employees to take up to a year off to care for elderly family.

**THANKS TO THE GLOBALIZATION**, talent mobility has developed an increasingly important role in terms of development and company growth. This fact has increase also the importance of the international recruiting.

**Beyond the line**

**TALENT INTERNATIONAL MOBILITY**

Today many companies often face the problem that talents and the necessary know-how is not available in the country where the company is located.

To solve this lack of "work force", excellent companies have been trying to be as much attractive to involve new and excellent talents in their staff.

**Liam Connelly** - HR Director Timberland said that *"as part of creating an innovative workforce with truly global perspectives from which they can impact the business, the movement of talent across national and regional markets is a core component to Timberland's people strategy in impacting growth across the enterprise."*

Medtronic is another international company that has developed a specific *"Talent Management System*

*with Individual Development Plans for all employees, to support cross-business, cross-functional as well as cross-country development,"* said **Joquin Molina** - Medtronic HR Director Germany.

An important key to better understanding and then determining the importance of talent mobility is the kind of business we are talking about; as **Anja-Karina Deimel**, HR Manager, J&M Management Consulting AG explains to us, sometimes *"young professionals as well as experienced consultants are happy to work abroad on projects.... This helps them understand different work cultures, broadens their horizon and potentially improves their performance in projects for German clients."*

**Sitha Stübe**, Head of Human Resources of SolarWorld AG, underlines the fact that *"Qualified employees who*

**Carpus+Partner**

Carpus+Partner AG is an internationally active consulting and planning organization with more than 200 employees in four locations in Germany. As consultants, experts, and generalists for complex building projects with a focus on site and production development they solve all issues that emerge from the first idea to the value added of the building. Specialists in the fields of process optimization and laboratory and medical engineering complete the business spectrum of the company.

**ConSol Consulting & Solutions Software**

ConSol\* Consulting & Solutions Software GmbH is a well established and growth oriented high-end IT consultant and software development company that provides expert consulting and uses latest generation software technologies. Its extensive IT experience, as well as the outstanding qualifications and commitment of their staff ensure that all of the solutions they develop for their customers in the IT service management, Web technology and CRM domain will be right on target, no matter how complex a project may be.

**SimCorp**

SimCorp develops and globally markets the investment management system, SimCorp Dimension. Their product helps clients perform the many tasks needed to stay ahead in today's international financial markets. The SimCorp product, SimCorp Dimension, meets the market's need for an advanced investment management system, which can exploit new technology and handle complex transactions on a global scale. Since the clients, driven by the need for continual efficiency gains, increasingly demand integrated and flexible solutions, SimCorp's product is positioned to exploit the growing market potential.

**J&M Management Consulting**

J&M Management Consulting AG combines management and IT consulting along companies' entire value chains. J&M currently employs approximately 250 people. With their headquarters in Mannheim, the company now operates in the most important industrial regions of the world. The continued professional development of its employees plays a key role. For this reason, J&M has been listed among "Germany's Best Employers 2011" for the fifth time in a row.

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know different cultures because of their international mobility generate knowledge of great value.”

#### HOW TO BE ATTRACTIVE

Excellent companies are always looking for excellent profiles. The practices they use to be attractive and to select new profiles are different. As **Joaquin Molina** told us, “the Talent Acquisition projects is one of the HR key priorities we are working on.... in Medtronic we focus on Candidate Experience, Selection Process, and Employer Branding.” **Günther Carpus**, AD of Carpus+Partner, explained to us that “they are present in public... on trade and HR fairs, through publications, in the media or as guest lecturers at universities.” The same strategy is used also by J&M: “we go where we expect to find new talent, such as recruiting events at universities and business schools, but we also

operate a Facebook page dedicated to applicants and employees,” added **Anja-Karina Deimel**. Another common strategy is to propose internship that allows the new employees to get in contact with the company. **Andrea Stellwag**, CFO of ConSol, said “our motto is share knowledge [...] another important element of company culture is the profit sharing model... the employees effectively share as co-entrepreneurs in the company’s success.” In many ways the chance of an international experience plays an important role as **Rita Jeziorowski**, HR manager of Simcorp Central Europe, informed us: “we actively address the possibility to work abroad for the com-

pany, if the candidate wishes so at the same point in the future.”

#### LOCAL OR INTERNATIONAL?

The motifs that usually drive one’s decision to stay in their native country to work or to move abroad are different and tightly linked to personal and private feelings. “Cultural identification, social security and quality of life, education, and training are motivations to stay” asserted **Liam Connelly**. Sometimes “people do not want to take risks and prefer staying in the comfort zone” stated **Andrea Stellwag**, in nearly every case, there are family reasons that make people stay in their country. However, as



- 01 Joaquin Molina, Human Resources Director Germany, Medtronic
- 02 Sitha Stübe, Head of Human Resources, SolarWorld AG
- 03 Rita Jeziorowski, Human Resources Manager, SimCorp Central Europe
- 04 Liam Connelly, Human Resources Director, Timberland
- 05 Günther Carpus, AD, Carpus+Partner
- 06 Ulrich Spie, Senior Vice President Human Resources/Diversity E.ON
- 07 Anja-Karina Deimel, HR Manager J&M Management Consulting AG
- 08 Andrea Stellwag, CFO ConSol Consulting & Solutions Software GmbH

#### Medtronic

Medtronic is a world leader in medical technology providing lifelong solutions for people with chronic diseases. They offer products, therapies and services that enhance or extend the lives of millions of people. Medtronic therapies are used to treat conditions such as diabetes, heart disease, neurological disorders, spine disorders and vascular illnesses. Founded in 1949 in Minneapolis, USA, by Earl E. Bakken, Medtronic does business in more than 120 countries. World headquarters is in Minneapolis, regional headquarters include Switzerland and Japan. Medtronic employs more than 38,000 people worldwide.

#### Timberland

Timberland is a global leader in the design of premium footwear, clothing and accessories for individuals who thirst for the outdoors. Timberland is sold in leading department stores and Timberland retail stores throughout North America, Europe, Asia, Latin America, South Africa and the Middle East. Timberland is dedicated to making quality products, by “doing well and doing good,” through forging powerful partnerships among employees and consumers to transform the communities in which they live and work.

#### E.ON Group

The company’s objective is to make energy cleaner & better wherever they operate. Going forward, they want to be even more global and are implementing a new strategy to transform their company into a global provider of specialized energy solutions. Their core businesses are renewable generation, conventional generation, energy trading and global gas.

#### SolarWorld

The SolarWorld AG Group is a worldwide leader in offering brand-name, high quality, crystalline solar-power technology. Its strength is its fully integrated solar production. From silicon as the raw material through wafers, cells and modules all the way to turn-key solar systems of all sizes, the group combines all stages of the solar value chain.

**Alexandr Fischer, photographer.** How long have you been working as a photographer and why did you decide to take up this profession? I start doing photography when I was 13 years old, it was a hobby. In the German gymnasium I attended I had art in my course and I had the chance to work with photography, then I started to work in this sector, in 1988. In the beginning for some years I have taken up fashion photography and then I worked for architects but I soon realized that it was not my thing. Then I began to work on corporate photography but I really can't say that I chose it, it's not a question of personal decision – it just happened. I noticed that the photographs I was taking in corporate style had the best quality, so I finally drove my portfolio to this direction. What is your specialization and the main concern of your art? Above all what is more important for me is to capture the moment, without much of thinking. I like to call my specialization as "photo-documentation" and what I try to do is to be as much natural as I can. I do not use artificial light, I prefer working with available light; unlike many other photographers I do not restyle the photos nor do I use particular light equipment. Moreover I never use flash. And this enables me to work very quick. What do you highlight in your corporate

Sitha Stübe claimed, *"there are some employees who see no need to collect international experience."*

In fact, it is a more comfortable way of living. Sometimes moving abroad could be a difficult choice, yet it's also a great opportunity as Mr. Connelly pointed out: *"it is clear that the experience of working outside of a person's home culture does have an impact of a number of behavioral competency dimensions such as adaptability, listening skills and self reflection.... the experience of working in a foreign environment can be of great developmental benefit for top talent and future leaders if managed the right way."*

#### THE "RULE" OF A RIGHT INTEGRATION

For expatriates it is really important to be fully integrated in a new country. **Prof. Dr. Ulrich Spie**, Senior Vice President Human Resources/Diversity, reveals that in E.ON *"we have a great amount of arrangements for integrations, also to enhance our own internationality... relocation management, support for integrating kids in school, language courses for the employee and his/her family [...] we want to be attractive and support them as much as we can."*

Mostly, when people come from another country, the priority is the family administration as well as language knowledge, Ms. Jeziorowski, remarked the importance to *"develop infrastructure of nurseries and kindergartens."* As Mr. Connelly stated, in Timberland *"the integration of the spouse and children are an important factor for a successful integration of the expatriate...we always try to consider especially the needs of the whole family."*

In J&M to help the foreign employees, they use the English language for all their internal communication.

#### EMPLOYER BRANDING

Feeling themselves an integral part of a company is something very important to increase a personal sense of belonging.

As Mr. Carpus briefly explained, *"thanks to flat hierarchies, cooperative leadership and trust based flex-time every employee becomes part of his/her company"*. If everyone contributes to the ideas and strategies of corporate development, it's easier to develop a natural sense of belonging. Excellent companies know that their success is closely connected with qualified and motivated employees.

Ms. Stellwag reported that for this reason, ConSol *"has developed an unconventional profit-sharing and appreciation of value."*

Also internal communication is important to involve employees and keep them informed about current initiatives, challenges and strengths. In Medtronic, for example *"we have an internal employee newspaper, internal blog, newsletter and video conference,"* said Mr. Molina. In Simcorp as well, they are aware that corporate goals are cascaded down to the individual; *"we try to maintain an excellent company culture with values that all employees cling to,"* concluded Ms. Jeziorowski. ●

- 01 MTU Aero engines, Mittellandkanal Northern Germany
- 02 MTU Aero engines, Maintenance Center Duisburg
- 03 MTU Aero engines, Abu Dhabi, UAE
- 04 Daimler Smithy Stuttgart
- 05 Daimler Foundry Stuttgart
- 06 Daimler Smithy Stuttgart
- © Alexander Fischer

#### Introducing the German list

by Frank Hauser

In 2010/2011, the Great Place to Work® employee survey took place for the 9th year in Germany. Overall, 319 companies participated in the survey and of these 290 companies wanted to enter the Best Companies contest. The Top 100 companies were published and awarded on February 23rd 2011 in Berlin. One of the important findings in this year's Great Place to Work® survey is the strong increase of about 35% companies compared to last year. It becomes obvious that across industries more

and more companies do not only recognize the importance of an employee-oriented workplace culture and related to this their attractiveness as employers but are willing to really engage in the process of developing and maintaining this culture. 45 percent of the 290 company participated in the contest for the first time. Germany's Top 100 companies outperform those not awarded in the contest in the areas of competence of managers and interest and recognition for the employees. The biggest differences can be found the experience of team spirit, support for work-life-balance and occupational health.



FRANK HAUSER

To know the list of the  
100 Best Companies to Work for Germany 2011 visit:

[W] [greatplacetowork.de](http://greatplacetowork.de)

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photographs? I try to take people at work as if they are in their natural environment. When I find a particular perspective or an interesting expression that strikes me, I just press the button. Thanks to your job you constantly get in touch with German work environment. What can you say about it? I think German companies are really sophisticated and straightforward. They are oriented to the development of skills and people working there are extremely down-to earth.



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