

## »MANAGEMENT RESSOURCES« OF PFEIFFER GROUP

### BEST PRACTICE

Barbara Windisch

*In 2008/09 the managing directors at Pfeiffer started a top management program for their »white hopes« in management called »management resources«. In 2011 the next group started: this time participants of the first program attended the kick-off again, but as participants' superiors, managing director and head of HR. The program was designed and conducted by Barbara Windisch and Wolfgang Wirth of Hernstein Institute for Leadership and Management. Having been evaluated in an alumni workshop the program has been updated by Barbara Windisch Consulting and Bernhard Widhalm. Now a staple in management and leadership education at Pfeiffer Group the third group has started their training in March 2015.*

### GOALS & TARGET GROUP

Participants of various organizations of the Pfeiffer group should develop their management and leadership skills to take on top positions within the group.

### CONTENT AND TRAINING APPROACH

The program consists of four 2,5 day modules on management and leadership competencies. Working on actual case studies from the business activities of the participants during the training enables the participants to practice and reflect day to day business. Participants transfer learning from the training into daily work using »action plans«, the successes and failures of which are evaluated in the next module.

### LEARNING ARCHITECTURE

A kick-off workshop and a final event provide the framework. In addition each participant takes an internet assisted, evaluation of potential test (PEP, IMDE) which gives feedback on individual strength and development areas. It helps to offer the adequate development measures to the right persons in individual

feedback sessions with the trainers. Group results are used to fine-tune the training sessions. To examine the individual development during the program participants take the test again briefly before the final module.

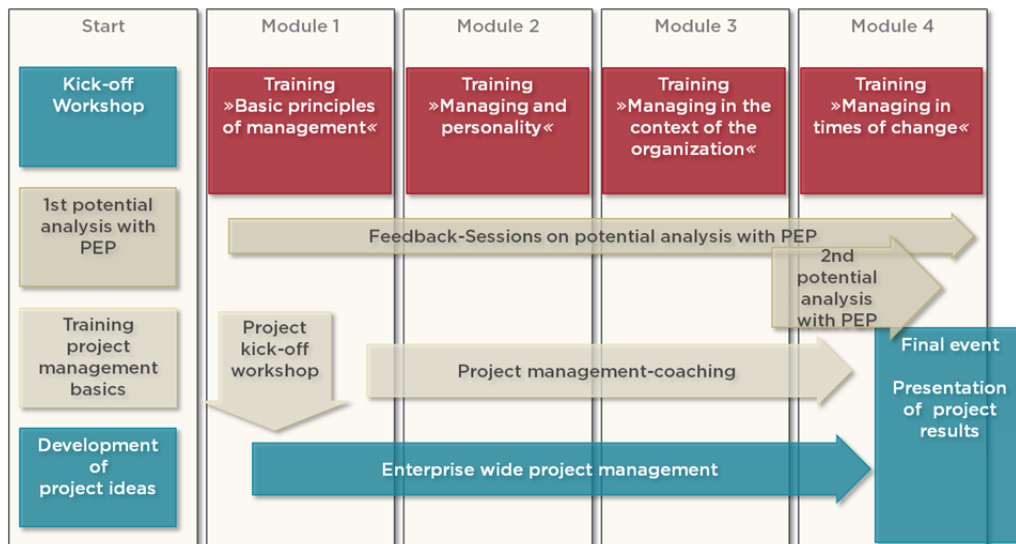


Figure: Learning Architecture of training program “Management Resources” of Pfeiffer Group

### MODULE 1 »BASIC PRINCIPLES OF MANAGEMENT«

Based on the evaluation of potential, participants work on their individual strength and development areas for their management and leadership style and practice tools for transferring this into day to day business: management and leadership maps, understanding roles, setting priorities and successful delegation, critical success factors in management

### MODULE 2 »MANAGER AND PERSONALITY«

Based on the evaluation of potential, participants work on their competencies in management and leadership: perception perspectives, communication and listening skills, conducting successful meetings, giving feedback, dealing with stress

### MODULE 3 »MANAGING IN THE CONTEXT OF THE ORGANIZATION«

Participants learn how to successfully manage teams and deal with difficult situations in management: team understanding, managing teams, getting your message across, decision making, conflict management and resolution

#### MODULE 4 »MANAGING CHANGE«

Participants learn to manage and lead in times of change. Based on the 2nd analysis of potential they reflect on their own change: their individual development in the past year.

Group dynamics, managing versus leading change, »games« of adults, solution oriented coaching, managing individual change

#### PROJECT LEARNING

In addition to the 4 modules the management potentials take on a first management position in enterprise wide projects defined and sponsored by executives of the Pfeiffer group. Project managers and teams are trained and assisted by a project management consultant from Project Management Austria.

#### MANAGEMENT COMMITMENT AND INVOLVEMENT

Success factor of the program was the strong commitment of top management to the program and high involvement of managing directors: at the kick-off workshop, in fireside chats during the trainings, in steering meeting and at the final event. In addition, managing directors and top executives allowed themselves to be updated on what their future managers studied in the program: at a one day management update workshop executives of the Pfeiffer group could try and test what their future managers learned in the program. The »white hopes« were selected well: within two years more than half of the participants took over major managing roles in the Pfeiffer group.

#### PFEIFFER GROUP

The Pfeiffer Group is Austria's largest regional grocery group. Founded in 1862 The Pfeiffer Group it is still family owned. Pfeiffer managed sales of € 1,3 Billion with 6.700 employees in 2015. [www.pfeiffer.com](http://www.pfeiffer.com)

#### **BARBARA WINDISCH, MBA**

Since 1998 Barbara has run her own consulting practice specializing in organizational development and change management. She facilitates workshops implementing strategies, structural changes and strategic human resource development projects. She acts as a sparring partner to top executives, HR and organizational development managers and helps them to align management teams to new systems, roles and responsibilities. In 2004 Barbara added management and leadership education to her portfolio designing and training international executive development programs.

Barbara started her career as management consultant with Ernst&Young specializing in IT strategies and analysis. She held management positions in Austria, New Jersey and Germany running organizational and HR development departments and managing large scale change projects. She holds an MBA from The University of Chicago, Booth School of Business, a degree in business administration and IT from the University of Vienna and attended a systemic consulting program.

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