

Leadership in a competitive multi-cultural environment



**CHRIS
TANNER,**
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“I can fully recommend Krauthammer. We’ve been working with them for over 15 years and can look back on a trustful and reliable partnership. For us, it was essential to find a partner who would support us in crafting leadership training tailored to our specific needs and suitable for leveraging leadership across locations.”

Establishing leadership in a competitive multi-cultural environment

Challenge

The Swiss software engineering company AdNovum was founded in 1988 by a group of students with a vision: prove that it is possible to build software of the very highest quality in Switzerland. The company soon started to grow and became an established provider of software and security solutions in Switzerland. After the turn of the century, AdNovum ventured abroad and opened its first subsidiary in Hungary, followed by offices in Bern and additional subsidiaries in Singapore and Vietnam.

As the company continued to expand, it faced numerous challenges in terms of organization, management structure, and corporate culture. On top of that, line and project managers at AdNovum operate in a matrix organization, which requires advanced leadership skills. And last but not least, project managers often lead international teams that collaborate remotely with colleagues at several locations and from diverse cultures. Leadership in such contexts not only offers additional challenges from an organizational perspective, but also requires a high level of intercultural awareness.

Solution

AdNovum first contracted Krauthammer in 2001, after one of the Board members had attended a Krauthammer open management course. This was the start of a long and successful cooperation. Krauthammer supported AdNovum in providing leadership trainings tailored to the specific needs of a Swiss engineering company growing into an international company. In close cooperation with AdNovum’s CEO and its HR department, Krauthammer designed a custom 3-day leadership training with a special focus on multicultural communication. Both line managers and project managers participated in this training.

Krauthammer used different angles to look from the inside of the organization to the outside. The programme started with the basics of interpersonal communication and presented different tools for setting and following up on goals and objectives. It also looked into methods for delegating tasks to employees and fostering an inspiring work environment. An additional focus was put on tools for giving and receiving feedback, as well as conducting realignment meetings with project members.

Finally, the training focused on AdNovum's challenge of growing into an international company, and what demands this puts on both project and line managers. Krauthammer looked into how cultural differences can affect cooperation, and which skills leaders need to effectively manage and leverage cultural differences.

Results

The custom 3-day leadership training co-designed by Krauthammer and AdNovum has proven to be an effective means of shaping and establishing a corporate leadership culture within an engineering company such as AdNovum. Both line and project managers report that, after undergoing Krauthammer training, they were able to manage projects with more ease, and conduct meetings more effectively. Also, they say that after the training, they found it easier to communicate with team members, set clear goals and delegate tasks to project staff. In addition, they report that sharing their experiences with other line and project managers in the trainings increased trust and fostered exchange between management staff.

Since 2001, Krauthammer has trained a total of over 200 AdNovum staff, mainly at company headquarters in Switzerland. Every year, 24 employees undergo leadership training. Additionally, since the opening of its subsidiary in Budapest in 2004, AdNovum has also been conducting leadership trainings with our local Krauthammer partner in Hungary.

About AdNovum

AdNovum specializes in the design, implementation and maintenance of software and security solutions that comply with highest functional and technical requirements. Its comprehensive services also include IT consulting and support as well as the products of the NEVIS Security Suite. Founded in 1988, the company employs over 550 staff today. The company has its headquarters in Zurich, offices in Bern and Lausanne, Switzerland, and subsidiaries in Hungary, Singapore, and Vietnam.

About Krauthammer

Bringing out the best in people ... *with an extra smile from within*

Our learning journeys create lasting behavioural change and amplify your people's level of engagement

Visit www.krauthammer.com for more information and contact details.