



ENGINEER
NEXT

VIP2017

The logo features the text "ENGINEER" in a smaller, white, sans-serif font above the word "NEXT" in a larger, white, sans-serif font. A yellow graphic element, resembling a stylized 'X' or a folded ribbon, is positioned between the two words. To the left of "NEXT" is a white rectangular box containing the text "VIP2017" in a white, sans-serif font. The entire logo is set against a blue background with diagonal stripes in various shades of blue, orange, and green.

Herausforderungen an Startups jenseits des Businessplans

Bürkert Werke GmbH / Ingenieurbüro Oliver Wachno

Teamcoach E&C / Inhaber

Oliver Wachno



Motivation für diese Präsentation

- Review Loop
- Durcharbeiten von Literatur
- Veränderungen im Umfeld
- Persönlicher Hintergrund

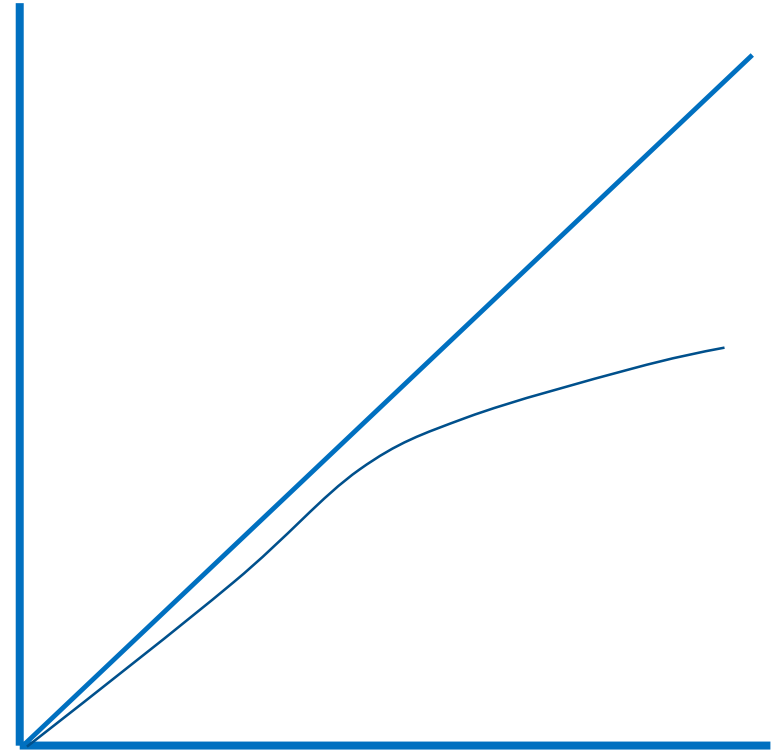


Zielpublikum

- Gründer, die ein Team aufbauen
- Teammitglieder, die Führungspositionen wahrnehmen wollen

Veränderungen

Simon Sinek beschreibt es als „Split“



Richtiges Leadership/ richtige Führung ist...

... anstrengend

- Kommunikation
- Emotionen
- Team soll effizient arbeiten

...beschwerlich

- Schwierige Situationen
- Kündigungen
- Gehaltsverhandlungen

Ja, aber...



Was tun?



Trainieren und
Muskeln
aufbauen!

Vorbereitungen

Realität akzeptieren

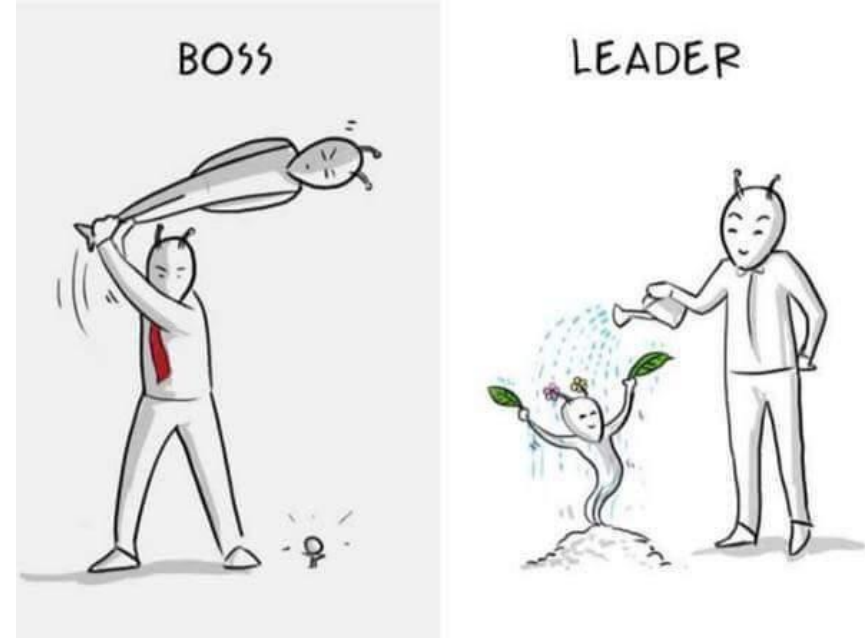
- Veränderungsprozesse durchlaufen bestimmte Phasen
- Achtung vor falschen Erwartungen

Etwas tun

- Schulungen
- Beratung
- Mentoring
- As Steve, go find your Woz

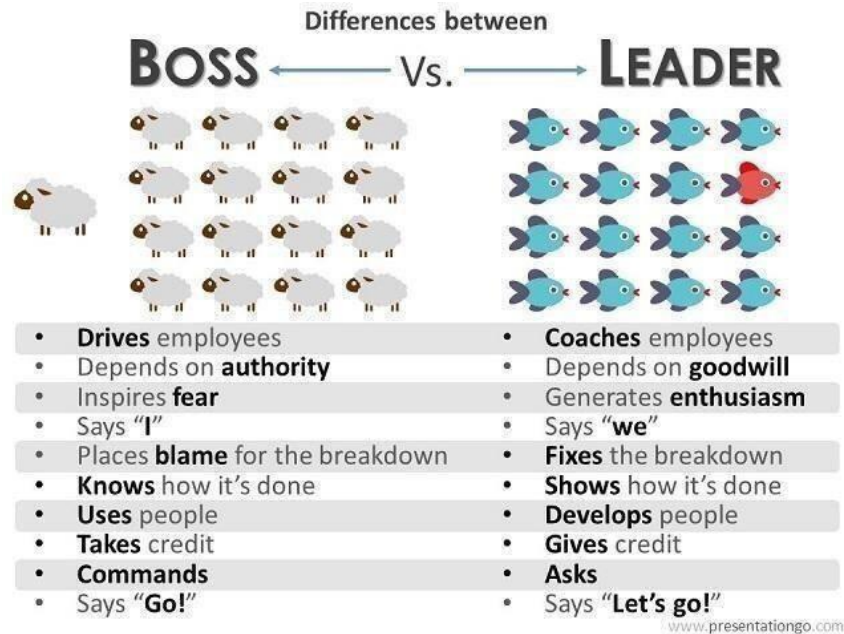
Leader vs. Boss/Manager

A little sarcastic....



Picture found on LinkedIn

Leader vs. Boss/Manager



Picture found on LinkedIn

Anfangen zu führen

- 1.) Es ist normal Fehler zu machen; aber keine Wiederholung
→ ***Lessons Learned Prozess***
- 2.) Regelmäßige Feedbackrunden mit den Mitarbeitern.
→ **keine Verbesserung ohne Feedback**
- 3.) Regelmäßige Selbst-Reviews bzw. Reviews mit einem Mentor oder vertrauten Person
- 4.) Zusammenarbeit genießen
- 5.) Vertrauen in die Mitarbeiter und ihre Arbeit aufbauen

Beispiel: Recruiting

- 1.) Eigene Erwartungen klären
- 2.) Zweite Meinung einholen

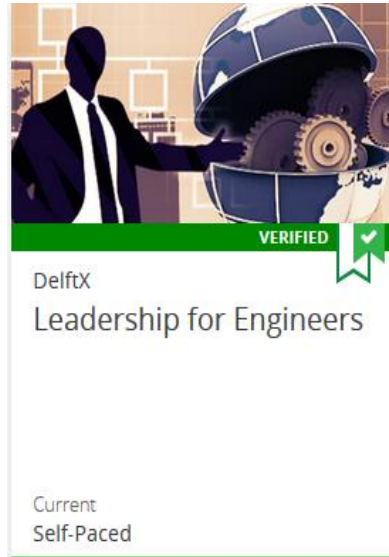


Konzentration auf persönliche Faktoren nicht so sehr Qualifikationen.
Finger weg von “schwierigen Charakteren”, sie benötigen Betreuung!

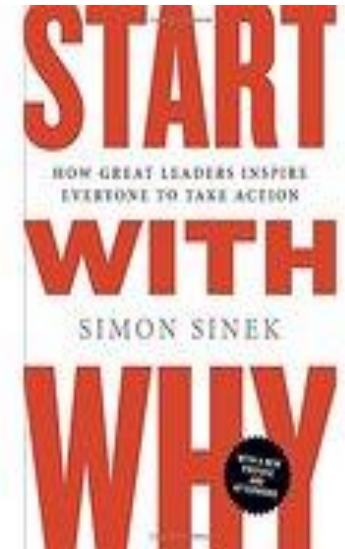
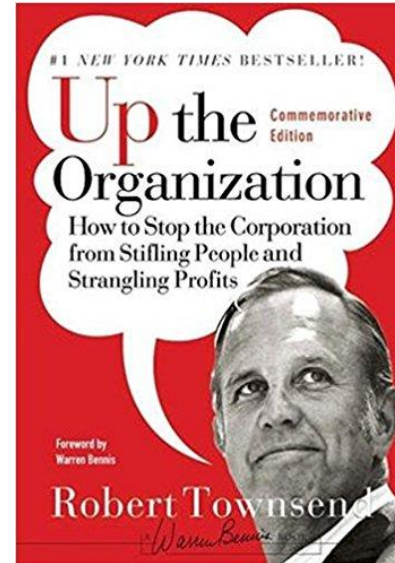
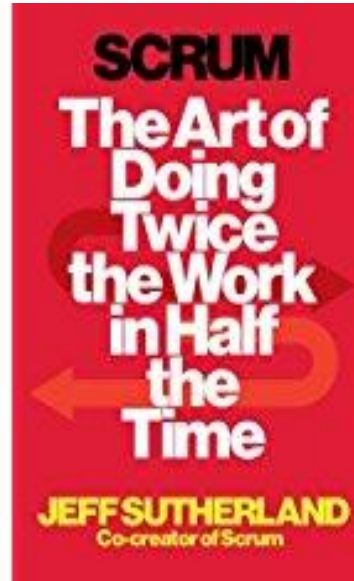
“You’re not looking for the best players, you’re looking for the right players”
Bruce Springsteen about the E Street Band

Ressourcen

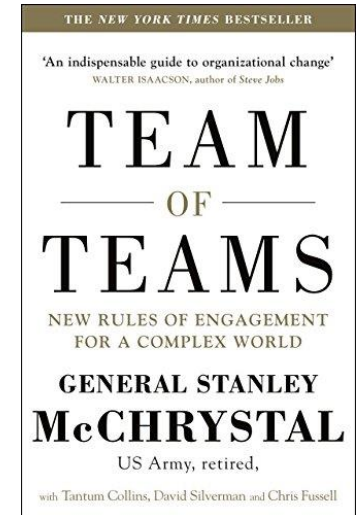
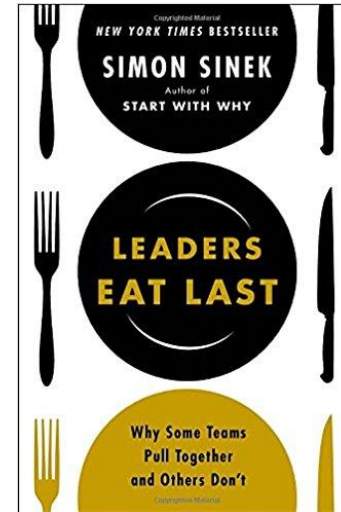
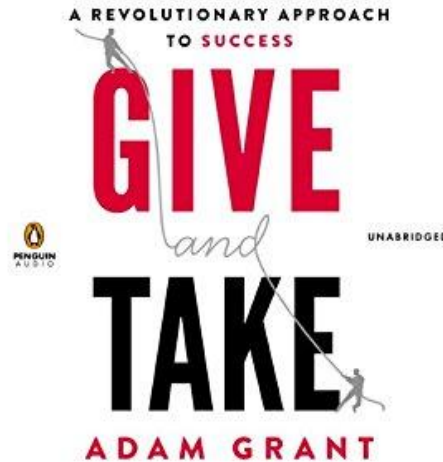
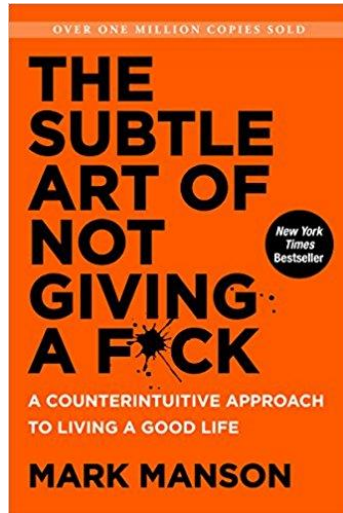
Online Resources on EDX.org or YouTube



Persönliche Empfehlungen



Weitere persönliche Empfehlungen



Im Hinterkopf behalten

Neuro Linguistische Programmierung

NLP beschäftigt sich damit, wie das menschliche (Unter-) Bewusstsein funktioniert.

Techniken können auch zur Manipulation missbraucht werden.



Diskussion online

Steve Watts berühmter Blog
auf ni.com

Re: Why Are Businesses Dictatorships?



swatts ACTIVE PARTICIPANT

10-15-2017 09:03 PM

Options ▼

Wotcha Rebellious Wire Wranglers

I visit a lot of companies and they all proclaim a pretty standard set of values.

Employees are important, empowerment, valued are all terms chucked around like insults at a political rally. Weirdly I see very little evidence that the majority of managers actually believe it.

Obligatory Dilbert link [here](#).

Taking a trip down memory lane my second permanent job was for an aerospace company and I was the only test engineer they employed. I was responsible for designing the test equipment up to a value of about £250k a machine, I had no help or external input, it was just me. In this company I couldn't buy a fuse for the machine, I would have to get a manager to sign the authorisation. I felt "valued".

This is always felt strange (and extremely annoying) to me, none of my managers understood a single thing about what I did or how I did it. They were not in a position to judge if I was telling the truth or not, they had no choice but to trust my judgement. And yet I couldn't buy a fuse.

The root of this seems to come from an inherent distrust of employees, I could be trusted to design, build and program complex and unique test systems but if I had the power to buy stuff it would be a slippery slope, the step from fuse to Ferrari is smaller than you would think.

Q&A

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