



Steffen Chalupny, Managing Director of the Bevermann Group, is an acknowledged expert and value creator in Corporate Training. He places special emphasis on the method of Return-on-Enablement (ROE), i.e. enabling staff and organizations doing right things right – successfully.



Urs Stoller, formerly a top-ranking athlete, is a professional coach, workshop facilitator, executive business advisor. Earlier on, he coached Heinz Günthardt (three-time double world champion and number 22 in the world), Martina Hingis (world number 1 in women's tennis) and the Davis Cup team.

The extent of today's transformation towards Industry 4.0 matches (or even surpasses) the two fundamental transformations in world history: the Neolithic and the Industrial Revolution. A lot of businesses change over to agile approaches, yet only few of them find the change to be going smoothly. Old set-ups and behaviors cannot be done away just by the way, and clashes between the old hierarchical and the new agile worlds are inevitable. Steffen Chalupny and Urs Stoller discuss aspects of how you enable executives and their organizations to cope successfully with the transformation.

Steffen: Result orientation. This seems to be the mantra that is pursued, enthusiastically, by loads of CxOs, HR officers and executives, as key to successful transformation. Now, when you were working with Martina Hingis, did you lay out a result objective, such as "You have to become the world's number one!"?

Urs: In sport psychology, we differentiate between TARGET/result orientation (thinking, acting and COACHing) on the one hand, and PROGRESS orientation on the other. That is to say, in professional sport, the FOCUS of EACH and EVERY training unit is on improving motions or motion sequences. And the BETTER those get, provided we can implement them in the RIGHT way in serious contest, the BIGGER is the chance of becoming SUCCESSful and eventually being widely considered to be one of the greatest Swiss athletes in history and an all-time tennis great.

Steffen: In a business organization, how would one measure the progress (quantity- and quality wise)?

Urs: That is indeed the question of all questions. EVERYONE can set TARGETS, and that's a fact!!! To determine the steps of PROGRESS in the RIGHT and compelling way, now that is what the FINE art of modern COACHing is all about.

Steffen: Care to give us an example?

Urs: In tennis, if I can jump 5 inches higher (PROGRESS in high-jumping), then that's a key precondition of hitting a harder serve.

Steffen: Behavioral scientists would argue that consequences determine behaviors (Edward L. Thorndike). Bonuses to successful sales staff for (overall) objectives and quotas achieved have been a common method and consequence for a long time. Is this kind of incentive scheme still appropriate? How is this issue dealt with in the world of sport?

Urs: The professional athlete becomes AWARE that PROGRESS can / will ONLY be achieved through improvements, taking one improvement step at a time. Hence the COACH will reward his player with bonuses ONLY for achieving (SUB-) goals, NEVER for *just* training consistently, for instance.

Steffen: In the new, agile world, it's all about building a corporate culture on the pillars of co-operation and interplay between individuals, departments, business divisions and regions. Bonus schemes, however, still frequently reward only individual performance. And appreciation, for instance, is only given to the TOP performers.

What, in your mind, would be a (more) reasonable reward scheme?

Urs: Today, (too) many businesses are talking about "our team / our teams". Yet at the same time, in most events, at any given town hall meeting at the end of a year, however, one will see ONLY the very best sales professionals on the stage, receiving big bonuses and rewards. In football, the equivalent would mean to pay bonuses to just the striker who's scored the goals. And what would the defenders and midfielders think...

Steffen: ...and let's not forget the team behind the team: groundkeepers, kit managers, support staff, the medical department and what have you...

...absolutely! All of those who have to do the dirty work! What would they think if ONLY the strikers got a whopping big bonus for their goals? ...and what do you think their commitment in the next match would look like??

This is a direct transfer from sports to the business world: It has HOPEfully become crystal clear to ALL, what lesson businesses can conclude from this example!

Steffen: And this, Urs, is our joint mission.

