

### *Internal Management of Relations*

#### More Time for Employees Creates More Time for Customers

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Better management of staff creates more potential for acquisition and customer care: that is – in short summary – the result of a joint study of Coaching & Moderation and the University of Linz, in which twelve CEOs of Austrian banks were interviewed on the topic of “social competence”.

Two-thirds of all respondents devote the majority of their time to customers and would even want to intensify this. At the same time, three-quarters of the CEOs are dissatisfied with the effectiveness and efficiency in dealing with their own employees. There is a need for action. What can we do?

- **More “excellence” in the relationship management with employees.** Unproductive, because poorly prepared and moderated meetings, rob all desire and time of the participants. Every executive should address the following questions: Do I master the rules of session moderation and of group dynamics? Do I have efficient mechanisms and structures for preparing my internal meetings? Am I myself clear about what I want to tell the employees and what consequences will result for me?
  
- **More knowledge of the sensitivities in the team.** Only 16 percent of the CEOs, we interviewed, knew how they are seen by their team. It is valuable to be aware of, however, how employees think about the company, the executives and their acting. Regular surveys as well as a variable feedback platforms help to make transparent the fog between the executive suite and employees.

- **Formation of a common management culture.** Agree – for example, as part of the workshops – on rules of leadership. Start on the board level and then go jointly to the managers on the second and third level. Despite different personalities, it is possible and important to define a minimum set of parameters that serves as a basic framework for the management team and staff for dealing with each other. Every in-house actor must know what recognition and rejection imply.

- **Orientation as motivating factor and as productivity factor.** Sounds paradoxical, but it works: more qualitative investment in dealing with staff does not overburden top managers, but liberates them, in the long run, for focusing more on acquisition and customer care. Effective communication with the crew saves more time and money than major structural manoeuvres.

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