

BATON-WIELDING MANAGERS

The enigmatic art of the orchestra conductor is a powerful model for leadership in all walks of life, and can shed light on interaction within your organisation

by Manfred Harnischfeger



It was during a master class for conductors with Kurt Masur, held at the Beethovenhalle in Bonn. Six young and already successful conductors were showing the maestro their skills. One of them took on the second movement of Beethoven's Eroica and just couldn't seem to bring it together. Unsatisfied, Masur gave the young man instructions for another go. "Stick your hands in your pockets and try again." The young conductor had nothing to rely on but himself. No wild gesticulations, no wanton cues. His only tools were his personality, his charisma, his carriage and his gaze.

Have you ever thought about what goes into conducting? And have you ever wondered if leadership positions in business, government, administration or a social institution have anything in common with the work of an orchestral conductor? Perhaps my life-long love for classical music had something to do with it but during my own work as a manager the parallels between the two became increasingly apparent to me. Professor Gernot Schulz and I got to know each other during an event for DHL executives. A long-time member of the Berlin Philharmonic, he was led to the conductor's podium by none other than Herbert von Karajan. Today the music educator is an in-

ternationally acclaimed conductor. It quickly became clear to both of us just how much conducting could teach managers about themselves and their personal leadership styles.

CONDUCTING AND LEADERSHIP There are many different conducting styles in the professional music world and even more leadership techniques and trends in the world of business and administration.

Thinking back to just a few of the world's famous conductors, we have the taskmaster Bruno Walter, the dour and often angry Karl Böhm, the energetic perfectionist Herbert von Karajan, the hyper-sensitive Carlos Kleiber, the often affected Lorin Maazel, the wild Gustavo Dudamel, the fearfully fastidious Claudio Abbado, and the score-obsessed Nikolaus Harnoncourt. Most people know them mostly for their interpretive work and performances, and less so from their rehearsals with the orchestras, which is where their varied and highly unusual leadership styles came – and still come – into play. The question of how best to lead others is a perpetual issue and a constant challenge within companies and organisations, no matter what their size. In today's busi-

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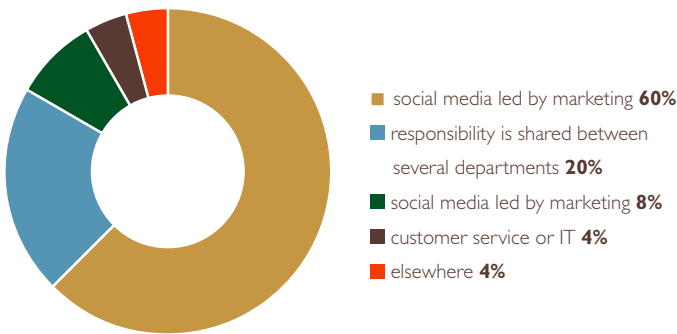
Rating lists based on subjective criteria will always be controversial: it is surely better to view them as a starting point for debate rather than a cast-iron definitive statement. A new list by the Holmes Report, "The 100 Most Important In-House Communicators in the World" is bound to stir up some discussions, given that the rankings are based on a "discrete set of criteria". Some of the guidelines used in compiling the list seem fair: communicators (only one from a given company allowed) were selected based on their status within their organisations (as well as the status of those organisations) and the budget under their control. Other criteria stand on less certain ground: "the respect in which they are held by their own senior management and their peers, including the seniority of their position"; "their influence over the public relations agencies with which they work";

"their thought leadership within—and occasionally beyond—the public relations industry"; "their reputation for innovation". The names predominantly come from the US and the UK, though with a strong showing from western Europe and Russia. They represent a wide range of industries and come from diverse professional backgrounds: less than a quarter (21 per cent) worked in the media before making the switch to public relations; more than a quarter (26 per cent) have a background that includes political campaign experience; and almost a third (31 per cent) previously worked on the public relations agency side of the business. The examples below are taken from the infographic based on the survey's website. *Taken from Holmes Report, The Most Important In-House Communicators In The World*

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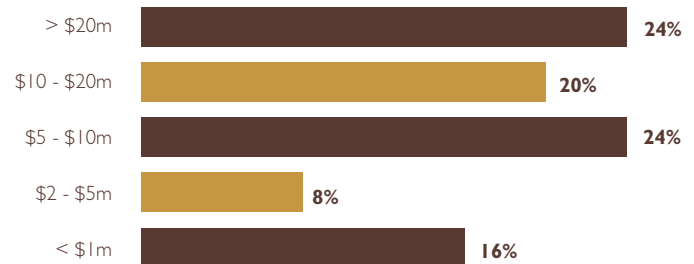
Social Media

In 60 per cent of the organisations responding to the survey, public relations has primary responsibility for social media, while in 20 per cent responsibility is shared between several departments, including public relations.



Budget: Agency Spend

About a quarter (24 per cent) spend more than \$20 million a year on public relations agencies, with another 20 per cent spending between \$10 million and \$20 million, but 16 per cent spend less than a million on external counsel



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- Pitching to Bloggers

Speaker: Jon Worth, techPolitics LLP

2 Introduction to Online Communication and Web 2.0 Tools (II)

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- 7 Lessons from Practical Case Studies
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22.11.2011 | 5.00 - 6.30pm

- Planning a Social Media Campaign, Step by Step
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Speaker: Cameron Gunn, Radley Yeldar

4 Corporate Communication in a Web 2.0 Environment: B2B and B2C

29.11.2011 | 5.00 - 6.30pm

- Step by Step Integration of Social Media into your Communications Strategy
- Starting a Social Media Press Room

Speaker: Philippe Borremans, Online PR consultant

5 Crisis Communication

06.12.2011 | 5.00 - 6.30pm

- Developing and Implementing an Online Issue Response Process
- Social Trends and what they mean for your Crisis Communications

Speaker: Jeroen Coenen, Hewlett Packard

6 The Big Picture: Online Reputation Management

13.12.2011 | 5.00 - 6.30pm

- From Monitoring to Reputation Management to Action
- What leading Communicators are doing right now

Speaker: Antti Kangaslahti, Radley Yeldar

More details: <http://en.quadriga.eu>

PERSONNEL



Jacques-Emmanuel Saulnier
(VP, Corporate Communications)

Institution: Total
Start: October 01



France: Saulnier replaces Dalibard at Total

JACQUES-EMMANUEL SAULNIER has succeeded Yves-Marie Dalibard as the vice president, corporate communications of French oil company Total. Reporting to chairman and chief executive officer Christophe de Margerie, Saulnier also sits on Total's management committee. Saulnier's most recent position was as senior vice president of communications and spokesman since September 2001.



Michael Best
(Head, Communications)

Institution: Deutsche Bundesbank
Start: October 01



Norway: New global communications role at Algeta

MICHAEL BEST heads the Deutsche Bundesbank's communications department. He replaces Dr Benedikt Fehr, who was made responsible for the new department for economic education in August. Best was most recently head of financial markets reporting at the Hessischer Rundfunk in Frankfurt am Main. In his new position, he is responsible for the Bundesbank's external and internal communication and reports to President Dr Jens Weidmann.



Thierry Orsoni
(Director of Communications)

Institution: Casino Group
Start: November 02



France: Orsoni joins Casino from Club Med

THIERRY ORSONI has been appointed communication director of the Casino Group, the multinational corporation whose main business is with retail and distribution in hyper and supermarkets. He reports directly to Jean-Charles Naouri, Chairman and CEO of the Casino Group. Orsoni has been communication director for Club Méditerranée since 2000; prior to this, he worked for SANOFI, most recently as communication director, France.

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EVENTS



19 – 20.10.2011 EuroPCOM 2011

EuroPCOM gathers communication managers and senior experts of local, regional, national and European authorities to share their strategic insights and practical experiences in actual communication challenges.

► Committee of the Regions, Jacques Delors Building, Brussels

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20 – 21.10.2011 The Prague PR Experience

A range of speakers – from companies including Microsoft, Ebay, BAE Systems, Gazprom and the BBC – gather in Prague to discuss a broad spectrum of topics, from crisis communications to rebuilding trust.

► thepworld, Prague

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26 – 28.10.2011 CSR Communication

Billed as "the first international CSR Communication Conference", this event marks the increasing institutionalisation of corporate social responsibility and features a mix of academics and corporate professionals.

► University of Amsterdam/VU University, Amsterdam

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29.11.2011 Social Media Results For PR & Comms

Social media experts from LEGO, adidas, facebook, American Express, Google UK-YouTube, Domino's Pizza, Standard Life, Universal Music, Volvo and more will reveal their social media strategies to mobilise engagement.

► Global Insight Conferences, Hotel Russel, London

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