



**Faculty  
of Business  
and Economics**

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## **Leadership in fast growing SMEs**

Mendel  
University  
in Brno



Introduction

Definitions

Scientific Background

Case Story JÖST-Group

Experiences

Conclusion



quiet



turbulent



„Globalisation means the more and more growing together and increasing interlinking of the individual countries of the world as well as their structures on all levels:

Economy, politics, culture and communication.

The kind of growing together may differ considerably from level to level.“

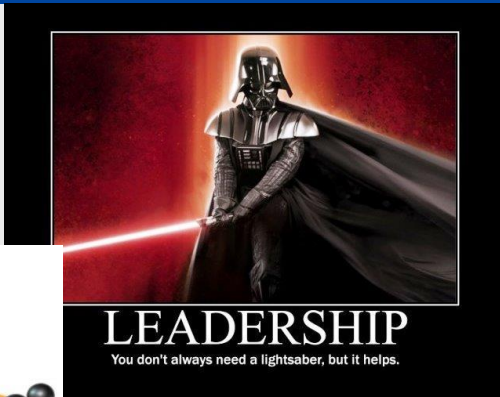
# Definition of Leadership

**Difference between a BOSS and a LEADER :**

**BOSS** says : Go

**LEADER** says : Let's go

*A manager is one upon whom is placed the responsibility for the work results of another.*



**“Leadership is about people being successful and enabling success in others.”**

**leadership**  
[ˈlɪdər (sɪp)]  
1. ability to lead: the ability to guide, direct, or influence people



## Definition

- leadership is the “process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task”.

**M Chemers.**

- “Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen.”

**Alan Keith.**



**Servant Leaders:**

- Selfless
- Empathetic
- Resolute
- Virtuous
- Authentic
- Needful
- Thorough

**MODERN SERVANT LEADER**

*“Leadership is based on inspiration, not domination; on cooperation, not intimidation.”*

William Arthur Wood

**Leadership**  
Leadership is "organizing a group of people to achieve a common goal. A leader may or may not have authority. Students of leadership have produced theories involving behavioral, situational interaction, functional behavior, power, vision and values, charisma, and intelligence and

Managers have subordinates – leaders have followers!

A leader is a man who can persuade people to do what they don't want to do, or do what they're too lazy to do, and like it.



## The „Father“

- Father – child relationship
- Powerful
- Loved or hated

## The „Hero“

- Celebration of the ‚great‘
- Fogs the importance of the team
- Self-displayers

## The „Messiah“

- Charismatic executive
- Extraordinary characters and forces
- Attention by personality



**YOUR MATERIAL.  
OUR VIBRATION TECHNOLOGY.  
TOGETHER.  
THE BEST SOLUTION.  
WORLDWIDE.**

**EMPLOYEES**

Worldwide approx. 750

**MARKETS**

Worldwide (Sales in 134 countries)



2006 JOEST, USA

2006 JOEST MANUTENTION PAR  
VIBRATION, FRANCE

2006 JOEST SLOVAKIA

2008 JOEST VIBRATION  
TECHNOLOGY (BEIJING),  
CHINA

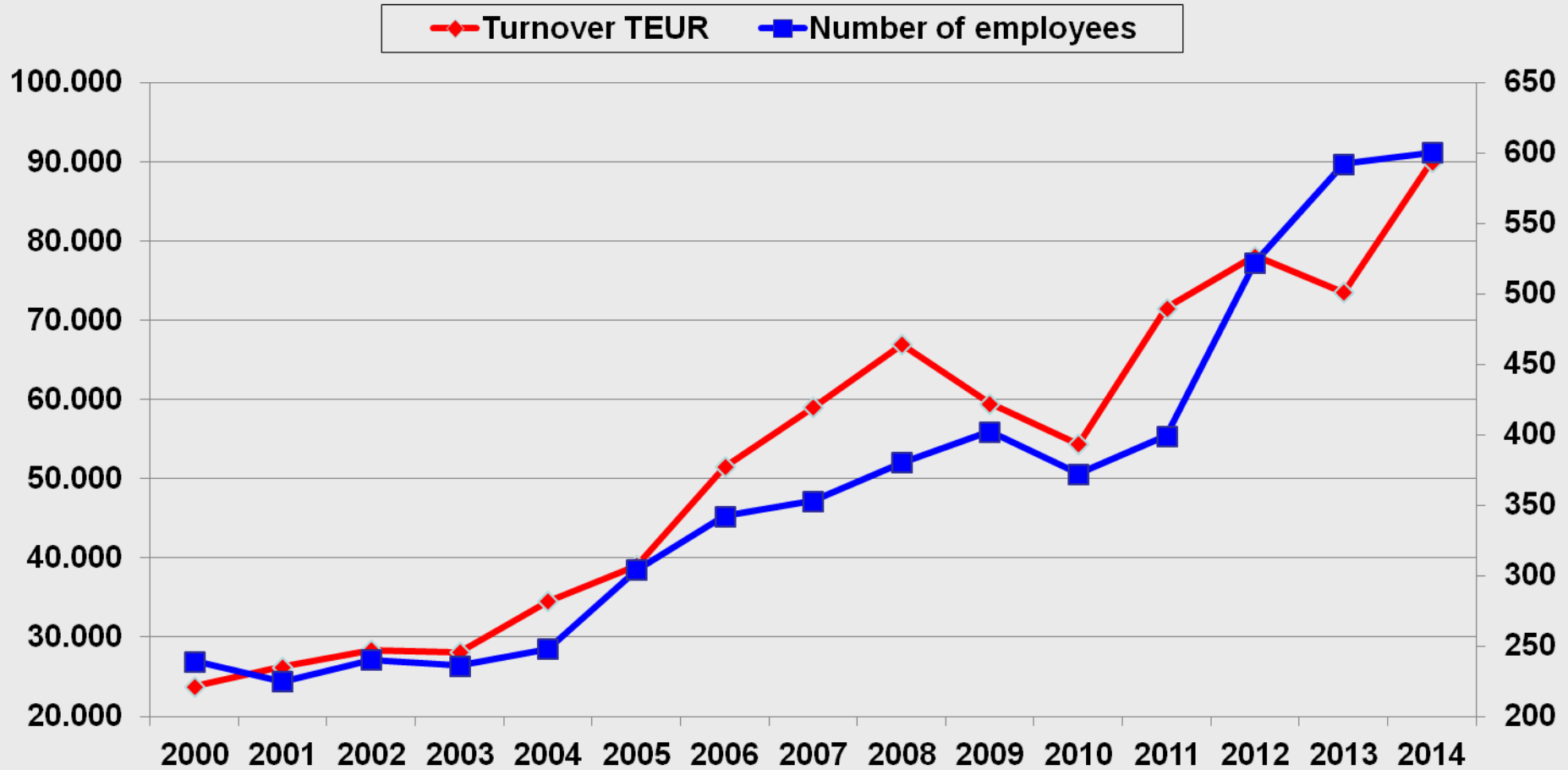
2009 ELEKTROMAG-JOEST  
VIBRATION, INDIA <sup>②</sup>

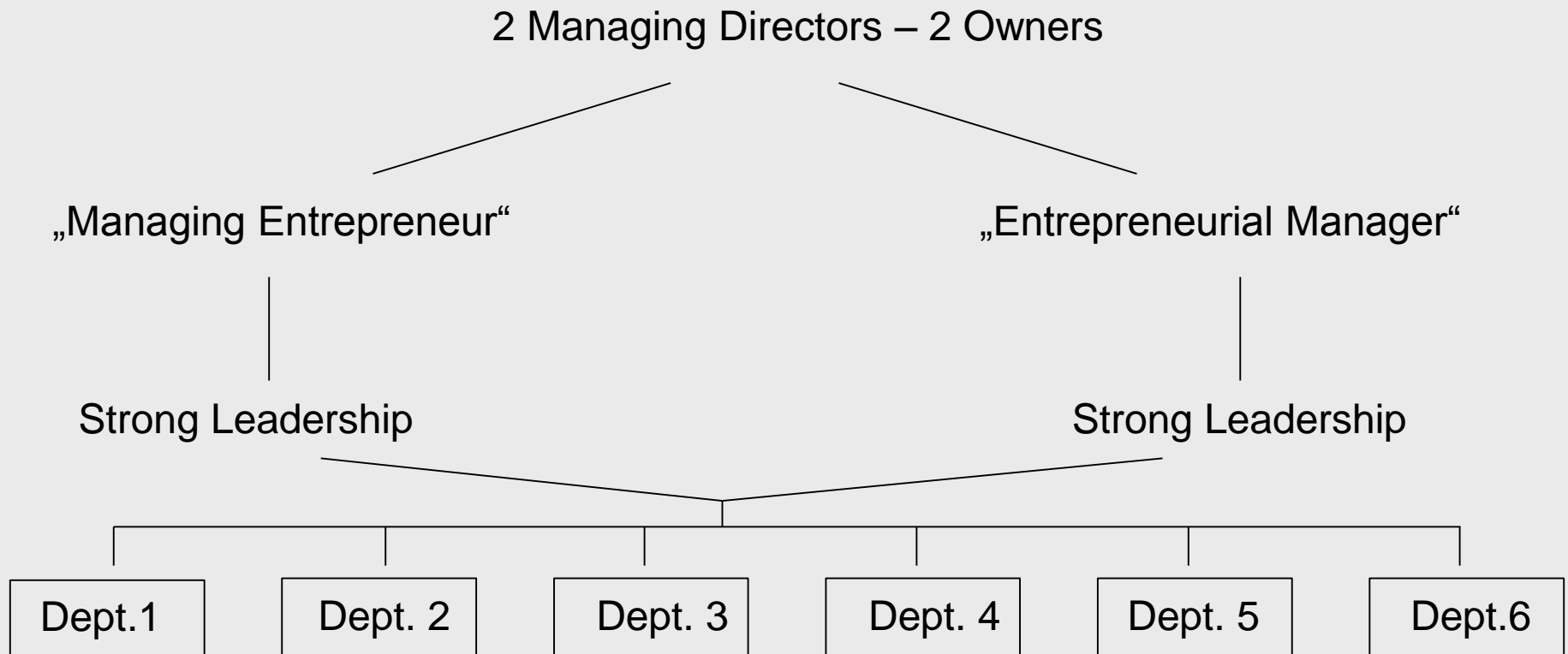
2012 YANGZHOU JBM VIBRATION  
MANUFACTURING, CHINA

2012 JVT VIBRATING EQUIPMENT,  
SOUTH AFRICA

2013 KFJ STEEL, SOUTH AFRICA <sup>③</sup>

2014 JOEST MAVI SCREENS,  
BRASIL





## Experiences with Managers in the Headquarters

Good	Not so good
<ul style="list-style-type: none"><li>▪ High expertise</li><li>▪ Perfect knowledge of company organisation and processes</li><li>▪ Known over years</li><li>▪ Loyal</li></ul>	<ul style="list-style-type: none"><li>▪ Lack of intercultural skills</li><li>▪ Limited to experts</li><li>▪ Little geographical mobility</li><li>▪ Limited flexibility</li></ul>

- Economic Growth on home market
- Cut-throat competition on home market
- Direct exports
- Indirect exports
- License collaborations
- Local subsidiaries

## Subsidiary

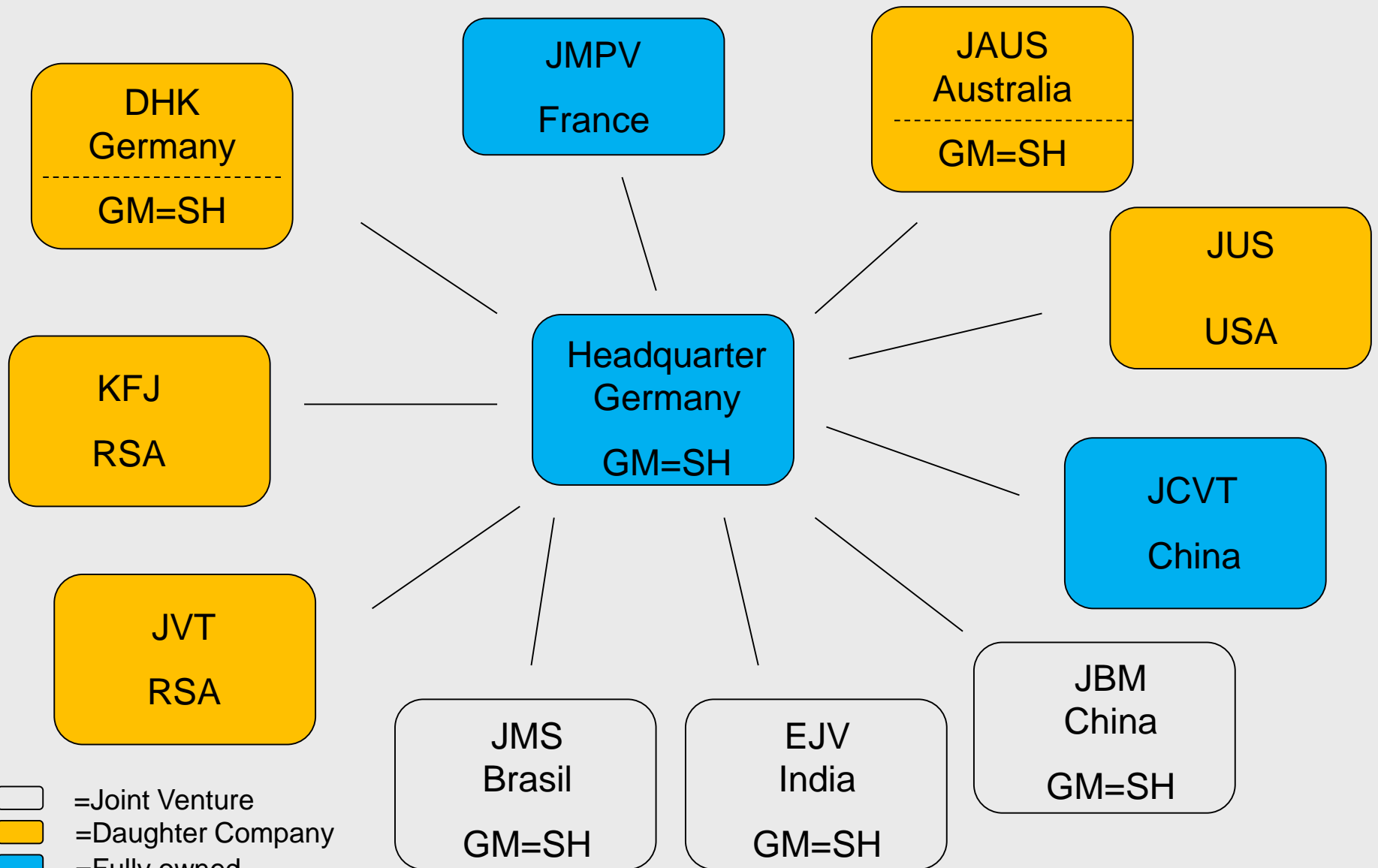
- Full choice
- GM from Headquarters
- GM from local competition
- GM from local non-competition

## Joint-Venture

- Influence of JV-partner
- GM from Headquarters
- GM from local competition
- GM from local non-competition
- GM from JV-partner

- General management skills
- Market knowledge
- Language knowledge
- Intercultural skills
- Loyalty to headquarters
- Leadership skills





GM= SH : General Manager = Shareholder

## Experiences with Managers Abroad

Good	Not so good
<ul style="list-style-type: none"><li>▪ Cultural fit</li><li>▪ Tough</li><li>▪ Self-dependent</li><li>▪ Off-integrity</li></ul>	<ul style="list-style-type: none"><li>▪ Stubborn</li><li>▪ Focus on personal success</li><li>▪ Difficulties with corporate identity</li><li>▪ Disloyal</li><li>▪ Difficulties with communication</li></ul>

**IMPORTANT:** Experiences were not good whenever the candidate was not screened and trained sufficiently and not enough focus was put on leadership.

	Type of Leadership	Leadership intensity	Economic Success
Germany 1	F	++	++
Germany 2	F	+	++
France	F	o	~
Australia	F	++	++
USA	F	+	+
China 1	C	++	+
China 2	H	-	-
India	F	++	++
South Africa 1	H	o	-
South Africa 2		-	--
Brasil	F	o	+

- The local general manager is definitively the key person. A “thorough” look into the person is more than justified.
- The better the leadership, the more successful the outcome seems to be for both the enterprise and the employers.
- Both headquarters’ and local managers need to be familiar with the different aspects of leadership.
- International management meetings should focus stronger on leadership aspects.
- Take care of strong leadership ethics. Leaders shall offer strong orientation for employees.