

3 Fragen an 3 Influencer



Guido Bosbach, awarded Top-Management Consultant with a strong focus on all three components of Agility, i.e. organizational, strategic and operative.



Prof. Dr. Antoinette Weibel, professor for personnel management at the University of St. Gallen and director at the research institute for work and work environments.



Franz Langecker, editor-in-chief at HR Performance

How do you see your role as an HR Influencer?

For me, my role is primarily defined by the impact I create. I see myself as an initiator, sparring partner, companion in and through difficult times and also as the one who draws attention to problems in order to remedy them. It is important to make a new, changed and changing way of thinking an interesting challenge.

My aim is to make people curious – eager to learn, to challenge their assumptions and to stay open. Hence, while I do have my clear preferences of how the HR world should look like (I am a typical professor after all) I prefer a fruitful debate to a one-sided „followership“.

I see my personal role in being a scout for whatever topics are relevant in HR and publishing these ideas and stories. Moving and connecting people, creating visions and interdisciplinary approaches and, by all this, thinking globally, is also part of this role.

What is the most important topic in the field of HR right now, in your opinion?

HR is facing substantial changes. The human factor is becoming increasingly important for success, especially in times of greater digitalization. Here HR is in demand as a pioneer. The central topic of agility is quite decisive for me. Agility plays an important role in all upcoming transformations and should therefore not only be understood by HR but also lived and communicated. In addition to implementing agility at the operational level, this also means actively shaping the organizational framework conditions.

The digital transformation! HR is much needed for this transformation to be successful. First HR needs to support the cultural transformation – from a command and control philosophy to a trust-based and engagement-driven one. Second HR needs to understand how technologies are altering the way we work and cooperate with each other – it needs both to embrace the new options (HR Analytics) but also to guard employee well-being and to initiate the ethical debate inside companies on where the limits of such technologies might be.

We are still in a process of transforming from the industrial society into the knowledge community. HR has to stand by the side of the people for the good of the companies that are changing. While traditional organisational structures are disappearing, HR has to support the creation of a new architecture of values. It has to help people and companies to find, to manage and to develop talent. HR must identify itself with the sustainable development goals of the companies.

What is your vision for HR?

Human relations are the be-all and end-all of successful companies in the future. Two roles are becoming increasingly important: that of a talent promoter, who identifies and supports talents to thrive, and that of a networker.

I see HR to be intrapreneurial, to embrace new ways of thinking, to have an affinity for humans and technology and to create companies where people love to contribute. My preferred HR philosophy: trust and the courage for trusting rocks!

In my vision, HR becomes a global network. It will coach and accompany people into a new global service structure. HR will take over the driver's seat. It shifts the focus from profit to people and their well-being – and therefore wins the Nobel Prize.