

PM 94066 (>SM 94066e)

"The Sexy Six"

...as entrepreneurial attitude
to be always better and likeable



Putzmeister

qualitative ? - innovative ? - ready to perform ? - flexible ? - competent ? - cost and value conscious ? -

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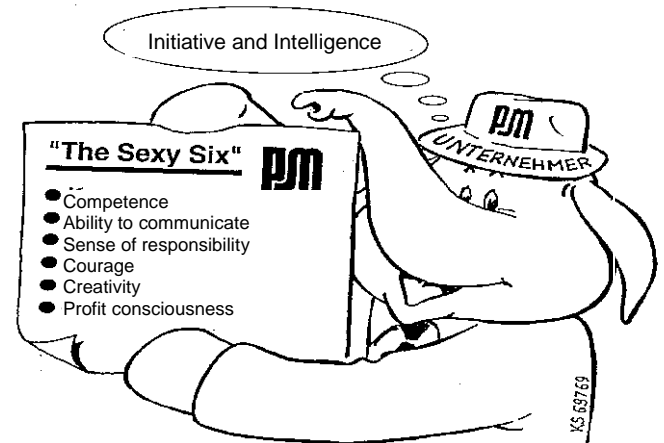
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see also: UP 2041; VG 960601; PM 98009; Ri 165; PWB; PM 10029; PM 04076; PM 06054

"The Sexy Six"

The six criteria for entrepreneurial thinking and action. What are the qualities which constitute good leadership and contribute to being a successful entrepreneur?



At PM, we need even more entrepreneurial employees who are able to be their own boss. This is especially important for our staff members holding field positions and younger employees who are in the process of developing their personal freedom, maturity, and sense of self-development.

What is meant by "entrepreneurial"?

For SEH we have made the following definition: (see <http://www.karl-schlecht.de>)

"An entrepreneur is somebody who grows beyond himself and pulls others along with him on the way to his vision, so that everybody is the winner."

Analysis shedding light on the factors which contribute to the success of model businesses always leads back to the thoughts and actions of the people who "embody" the business. All the services offered by a company - whether they be hardware or software - are ultimately the result of their thoughts, decisions and the type of action they take to achieve something "good" - which is relative (many consider it as divine)!

Decisions are not made only rationally, they are made according to these three character-based (*) and also ethical related aspects

Interests, Emotions and Value Consciousness.⁽⁵⁾

This is particularly important for good sales people, since the customer is supposed to decide to choose them - and each person sells him or herself first (see active full recommendation ⁽⁶⁾). For **conscientious** executives, decisions to do with **determining strategy** are like a **prayer** (speaking to one's conscience, the instrument of superior directives), as they are the most important process. If a person's conscience lacks sufficient experience, competence and values, he is not qualified to do this. The meaning of being value oriented ⁽¹⁾ is therefore not primarily material - and being value oriented requires education. Gain on a **personal level is the purpose of corporate life; profit must be the proof of correct entrepreneurial action, not the main goal.**

"Being" comes before doing.

(*) this we cultivate in "LEIZ", see <http://www.karl-schlecht.de/ksg-stiftung/stiftungsprojekte-neu/bildung/leiz->

1. Is it true? Am I honest? 2. Is it fair? 3. Does it promote friendship and goodwill? 4. Will it be beneficial to all concerned?

zeppelin-uni/

From this, **six** important criteria for good entrepreneurship or factors for success can essentially be defined. At the same time, these factors become criteria for thinking and important personal foundations for all events and actions within a company. They also contribute to the improvement of the management and company culture, i.e. elements of an **active professional life**⁽⁴⁾.

Whoever has these six traits **is** a successful entrepreneur. It goes without saying that **initiative and intelligence** form the basis and are a requirement for the "Sexy Six". This is what is known as the "erotisation of life" in the theory of values⁽⁵⁾. Thus, successful and usually also likeable people are attractive and charming in their own way - they are sexy, so to speak. That is how we came up with a catchy term **The Sexy Six**. Taking enjoyment in one's work and "active" pleasure from creating value dominates any problems that crop up - for such experts they are OPPORTUNITIES and challenges, not burdens. This leads to **glittering** ventures and **joy** in serving, improving, creating values. Happiness as a state of soul not only grows from the fervour of actions and fulfilment from one's own creative endeavours as part of an active life, but from active⁽⁴⁾ learning and the freedom to put one's own ideas gained from this into practice (these ideas are loved like one's own children).

^(*) see company philosophy value catalogue, CoPhy, human rights (PM 97164), virtues, religious commandments (PM 99019) see PM website company values.

1. Competence (mastery of proven knowledge)

Executives should master their scope of functions competently in a recognised manner. This comprises tasks within their scope of responsibility and the corresponding actions. **Acquiring know-how and education** with an open attitude is the first, indispensable basis for continued learning and enlightenment in its classical meaning accompanied by value oriented rationality (= reasoning). This is accompanied by readiness to expand one's horizons – i.e. not only believing but continuously and scientifically learning something new. Truthfulness, sensibility, and candour brings about understanding for management capability and ability to take on responsibility. Love is the best catalyst here (see below).

Sales and Marketing **managers** must know their own products and the competitors' products in detail and have knowledge of the market. (Ever read your own company's prospectuses?)

Purchasing staff must have adequate product knowledge in addition to purchasing experience.

Production Managers must know their products and develop the best production method enthusiastically.

This means quite simply: **learning to think independently** and, based on this competence, analytically and thoroughly **prior** to taking on responsibility and also a continuous readiness for life-long learning. Having the best education possible and good manners is an important and helpful starting point. And having learnt to learn at school then makes lifelong learning easier and also education – as a prerequisite for value orientation.

In over 50 years of PUTZMEISTER, we have learnt an enormous amount and have been constantly changing. Quite often and repeatedly we lost a lot when members of the Putzmeister family left. There is new knowledge from problem-solving to be discovered, to be organised efficiently and to be applied – otherwise it is dead weight. We can therefore justifiably say - as was once said at SIEMENS:

**"If PUTZMEISTER were able to evaluate all the knowledge
which exists in PUTZMEISTER,
then PUTZMEISTER would be unbeatable." ..so..... ?**

Management by LOVE...

Transferring this knowledge is easier when you are candid, open-minded, loving - or even enthusiastic about – the subject. In this context Love is meant as an attitude and orientation of character, love as the supreme virtue. Like a panacea, it makes everything easier - even in this entrepreneurial context. However, such "true" love is an **art**. From whom do we learn it?⁽⁶⁾

Knowledge and "what we have got" can help us to power,

perfection is only reached through love. (Laotse)

Thus, learning and acquiring competence are a prerequisite. It is achieved **more quickly**, the more we have to **learn the hard way by paying for our mistakes ourselves** as a "free" entrepreneur (non-entrepreneurs will not do it or even abnegate it). Good entrepreneurs demonstrate this - because mistakes hurt. So at PM, we must introduce rules which stimulate feedback and cause "hurt" in all business sectors, product areas, etc. By making this commitment, we will remain a dynamic company with the desire to learn and to improve.

Note well:

All this is easier said than done – as André Gide said:

"You cannot teach somebody something, you can only help him to find it in himself"

...therefore we have these SEXY SIX!

2. **WILLINGNESS** and Ability to **communicate**⁽³⁾

Managers and leaders must be able and **willing** to communicate effectively. They must be willing to give and receive information, keep their smart phones (with integrated camera) on themselves, voicemail and e-mail ready to receive. For specific things, each should confirm receipt or give interim answers. Internal e-mails without the usual polite phrases, short and smart – because one has to type them oneself usually under pressure of time. "Yes or No" – everything else is bad – as it says in the bible (see PM 99083-Email-Etiquette, PTC-Porga 940228, RIPAF 9.2, Porga 100310 PUTECO, Porga 970102 PKI).

Always be candid towards your next, speak openly, listen sincerely, make a leap of faith and understanding, and distinguish between facts and given pieces of mind, practice to talk professionally in business. They must sense the **real** wishes and needs of our customers (their next person), take the time to listen to the suggestions of employees, seek and love the **truth of others** (see 4-question-probe⁽⁹⁾).

It is important to sound out, respect, and analyse opinion about our products and image with the competitors' customers, perceive the mood amongst the staff, and get a feeling of the opinion about the company viewed from visitors and by the public. Managers need to be open and honest, to practise listening every time and to accept the next person as is.

"Being caught by a YOU, means to be free from the I."

Being communicative also means being able to influence others inwardly (charisma), to cheer them up or calm them down, **if needed**, to chase a little, or to slow down, to be able to convince them of our own cause and to prevent them from making mistakes, be courageous in one's candid speech.

What really matters is nurturing **trust, openness, honesty, readiness for dialogue respecting the other person** (candour). We should talk to one another more and more spontaneously. If we set a shining example of how to live according to our trust codex, this fosters openness⁽²⁾ and facilitates leadership.

3. **Sense of responsibility**

Siegfried Lenz attested to a great man in his eulogy the

"Inability of indifference".

Having concerns, a degree of identification, the personal assumption and ability to take responsibility - these characteristics make up one of the basic differences between top executives and those simply fulfilling their jobs. This constant "sparking" of independent thinking must include the ability to take responsibility for the ensuing actions.

A good working relationship should not only be characterised by the **fairness principle** (no foul tricks), the higher responsibility should be supported by the golden rule:

"Do unto others as you would have others do unto you."

(see also PM 98100)

This means that one has to release somebody – especially among good friends – from his promise when he cannot fulfil it and keep a clean conscience.

Supported by our binding 4-question-probe⁽²⁾, this attitude is not only marked by competence and conscientiousness, but should be a **virtue** in the sense of the most important traits – lived for themselves - that make a good person:

"Be smart, be brave, be fair, be thoughtful, and keep the right balance."

According to Socrates, these are the perfect spiritual and mental faculties needed to develop the moral good and to take responsibility for other people (see rules for life on our notepad PM 2044).

It is then natural to follow the biblical advice:

"Use time in the best way possible"

4. Courage - acting in spite of being afraid

Managers need to have this important **virtue** especially. They should go before others courageously with a sound ambition, as in sport, (see *vita activa*, RI 140) and allow freedom to others (organisation frees us). This means living **active value based** courage from the inside and the desire to change things for the better. Don't ever think of fearfully hiding behind others, your own excuses, other managers, the majority or industry averages.

It is necessary here to observe a clear goal. The way to reach this goal is to follow the path with an iron will without paying too much attention to obstacles blocking this way and the necessary changes. It is vital to recognise and solve problems, eliminate risks, and accept opinions which can vary.

The former head of Porsche, Peter Schutz, used to compare management to a **dog-sleigh** team:

**"The view and the challenge change only for the first row;
for the rest of the team the picture is usually or always the same."**

Moreover, courage means **wanting** the change which will lead to the goal and not shying away from risk-taking. Embolden people. Whoever learns continuously is changing, if this learning grows from self-awareness. Go to the root of things and **seek the truth**, be honest with yourself. Problems are repeated otherwise, because the true cause is not identified and rectified. Do not just believe but put your knowledge to the trial continuously. All problems ultimately have human causes – too often we are not uninvolved **ourselves**.

COURAGE also means the readiness **to subordinate oneself and to suffer**. It does not mean the strongest assertion of individuality in the face of force (see in general PM 03038). At the beginning, courage is a rather tender seedling than a strong storm proven oak.

Entrepreneurship is the opposite of not doing something, thus actively⁽⁴⁾ managing means to create change in a positive way or "change management". An entrepreneurial person accepts challenges, once these have been verified in a qualified way, without hesitation and with joy. Do it "oneself".

For thoroughbred entrepreneurs, this often means **"to grow beyond oneself"** from the self imposed "need" by their own ideas and bold visions. Personal – active! - ambition allows no way back. „We can do it!“, „Nothing is impossible!“

5. Creativity

A high degree of leaders' thinking should look **to the future** and evaluate changes (typical opportunists betray themselves by always talking about past things). Dreams and visions stem from quick thinking. It is not only necessary to accept challenges but to look for them on one's own initiative, even following weak signals.

When Ferdinand Porsche was asked on his 75th birthday which Porsche was the best he had built, his answer was:

"We haven't built it yet".

The **constant and never ending search** for new ways and **the joy of mentally juggling** with alternatives to the current way is the driving force of creativity. In order to be truly happy, we need something to be enthusiastic about and to "create" it ourselves. This creates "active" joy from the doing (contrasting with "passive joy" from what others do , i.e. when watching a soccer game).

Success means this active joy, it is the meaning in life

Love for our **own** thoughts and visions can move mountains. And such action-orientated love is the energy which is always renewed within us when we have learnt the "**art of loving**" ⁽¹⁾.

6. Profit consciousness = awareness of produced values

(Competence to create and safeguard a sense for values. To safeguard is the maxim for action; to gain from being cautious for oneself is the most elementary driving force. A good entrepreneur, however, thinks first of his company and the people entrusted to him.) (or: How much does it cost? What is the return?...in accordance with our CoPhy)

This controlled consideration, which lies between thinking and acting, makes a good manager into a responsible entrepreneur. He also feels responsible for what is not done and says on the basis of a healthy value awareness:

"What doesn't create a direct or indirect gain is worthless".

Material gain is not the overriding aim. At the fore, is success in terms of value connected to personal growth.

Even in your private life and in sports, you will gain from proper giving and serving. This is understood more in the personal, and ethical than in a materialistic sense. In business ventures, this applies however in the truest sense of the word, since

"Gain is the proof for correct action,"

the kind of action that precedes the right thinking. Such gain then also becomes shareholder value through value enhancement of the company in the widest sense!)

Not only as an entrepreneur, one must indeed say:

"Gain is the meaning of life – profit alone does not lead to it".

For this it is important: **"serve first - then earn"**

It is important to make a profit, however, it is not the primary objective and may not be the only sense of our actions. Profit results from setting the right goal to make good decisions and to act effectively. Good entrepreneurs and managers should act according to the Putzmeister motto:

Enjoy....serving - improving - creating values

...To create values in the broadest sense. More valuable people are the greatest treasure of a company.

Dialectical unity

All six interdependent characteristics - the **Sexy Six** - form a tight, complex network of interactions which characterise good entrepreneurs, make examples of them and **commit them to act in an exemplary way**. A good entrepreneur practises the **crowning discipline of all professions** and, as a personality, is free. He is an example of character according to Goethe:

"Everything which is supposed to impress us, must have character".

For a picture of the whole character of the entrepreneur, all of the **six "SEXIES"** must be present. One conditions and stimulates the other. On the other hand, if **one** trait is more pronounced than the others, this signals danger. Creativity without responsible profit consciousness leads to bankruptcy.

What good is creativity without courage? Where can courage take us without responsibility? What maze would responsibility take us through if we could not communicate, if we did not discover the many different ways of looking at things by talking to each other and if we did not have a courageous and open **positive attitude towards the different opinions of other persons** and towards their different ways of thinking? After all, you do not have to accept it in your personal life. **To acknowledge differences in behaviour and thoughts**, and to reflect about **why** these arose in a particular instance, can enrich and often show us new ways of thinking ourselves (to change, to mature). It also makes communication, openness and building up confidence much easier. To change so that one encounters others with love is the crowning formula for this.

And how would it be possible to be communicative without **expert competence**? He who knows nothing is worth nothing⁽⁸⁾. Ultimately, competence acquired through honest learning and active⁽⁴⁾ fault analysis (KAIZEN) is in turn an especially important basis for sensibility, creativity and a good corporate culture.

**Without technical competence,
creatively bringing into being values is unthinkable.**

Self analysis:

These six characteristics (the "Sexy Six"), serving to analyse an **individual's** strong and weak points in the past and for the future, show active⁽⁴⁾ and vivacious people - in the classical sense of enlightening them - the way to higher personal qualification in their business and private lives. To be open-minded and even full of love for each other is the best catalyst for this (concerning enlightenment see KS' Rotary Speech VG 931110).

When having personal problems in particular, everybody should ask oneself:

"For me, which of the six criteria should be explained better, made clearer or taught to avoid repeating mistakes and to be more successful and happy, to learn more and to experience personal growth?"

Knowledge of human nature:

Furthermore, use "the Sexy Six" even for **assessing employees and job applicants**.

- "What qualifies or disqualifies a person to carry out certain management tasks in the economy, politics, science or other fields?"
- Which of the **six** does he or she lack? Which does he or she possess? Which is overpowering and which needs to be developed?

The six criteria could even be considered a checklist for education and self criticism at the beginning of university studies as well as in a professional career:

"Which qualities do we develop to prepare executives for their future management role?"

Regarding the value catalogue of our so called **PM philosophy** (see also PWB⁽⁷⁾)

"Qualitative, innovative, ready to perform,

flexible, competent, cost and value conscious"

There are some **parallels** within the **Sexy Six** - surely this is not coincidental. So let us all within our PUTZMEISTER Leadership Culture work together actively⁽⁴⁾ and openly to come as close to being a good entrepreneur as possible in life, and to learn for a successful life. The content of our document PM 1424 "Together at PM" is an important aid but also an instrument of control. The same is true for the guidance in our Putzmeister World Book PWB⁽⁷⁾ and Putzmeister Leadership Principles PFG⁽¹⁰⁾.

Together, we should develop the necessary management technique and culture. The best training centre and real "live" workshop is practical work at PM. We only have to **want what we should!** (as explained here!)

My PM vision is:

To create space and formulate rules for a company full of "free" entrepreneurs (so-called "intrapreneurs") who act in concert, pulling in **one** direction and becoming the centre of creativity. This is the basis for the PMO 2000 project and our business strategy (earlier PM 98008, today RIPAF 0.1.5) included in the English version of PWB as a guideline for the global family of companies. The then faux-pas word of "group of companies" is wilfully not used by me. However: it is difficult to inspire a sense of family in the heads of people.

So, in this family as many people as possible should grow up and then become – within the PWB-family frame - "their own boss" and thus highly independent entrepreneurs provided the managers are not against it or even inhibit it. The past has shown that they then would no longer be with us. The management technique and culture based on trust and competence which is needed, is something we must continuously develop together. It is one of our big and repeatedly new tasks for the future.

If we succeed in doing this and if the majority among us really live according to these "Sexy Six", we need not be afraid for the future. We will then be **unbeatable** in the western world.

The answer to our question at the site in Germany lies in just such development of our people's potential. Safety and expectation mindedness – or an inflated German welfare state - produce the opposite. In contrast, (rational!) faith, hope, and love are our three trump cards. But they don't come easy...

K. Schlecht

Putzmeister Founder, Lover, and Sufferer

REFERENCES:

(1) E. Fromm: "The art of loving"

And PM 03038 "Love what we do" = text on PM note pad PM 2044

(2) Fairness rules/trust codex:

1. Is it true? Am I honest, candid?
2. Is it fair for all concerned?
3. Does it serve friendship and goodwill?
4. Will it be beneficial to all concerned?

These rules are part of the preamble of every contract at PM – this is valid for employment contracts, too.

(3) Ability to communicate, Rupert Lay considers it an ability,

1. to be able to listen
2. to want to be reachable, to be reachable
3. to be able to present one's opinion or express it in writing precisely, to show oneself to the next person or partners. (>>Who is Who)
4. to be able to structure **WEIB fields**⁽⁵⁾
5. to solve set tasks together with others optimally
6. The readiness and ability to admit that one's own opinion can never be 100 percent correct or free from illusions and therefore needs to be corrected with interaction.

Rupert Lay's books are to be found in the PM library

(4) Active:

Free and spontaneous expression of the force which lies within our soul and human nature, namely **rea-son**, sentiment (love), receptiveness to beauty; it means that something is created within us which is innate and which is not forced upon us, neither are we talked into it, it stems from the creativeness which is inherent in us all. (E. Fromm);

Free and conscientious activity is what makes the real self of a human being (K. Marx).

Being active is a condition for innovative activities. (see CoPhy)

More can be found in "Vita activa", see RI140)

(5) WEIB factors:

Value judgement, expectation, interests, needs of our people form (according to R. Lay) a dialectical unity. If these factors are not attuned, then there is a conflict.

W: Values, which a person would like to put into effect at that moment

E: Expectations on myself, my partner, our relationship

I: Interests which currently influence me

B: Needs; social, narcissistic, erotic, aggressive

More in...VG 981126 (Entrepreneur - sponsor of success?)

(*6) What is the **ultimate goal** of a sales person???... the greatest success?

(Since this was repeatedly a matter of discussion, the text was made into the **PM 10029** by KS on 100529)

... the "**active recommendation**"

He has it made...

„when a customer without being asked recommends our sales person to his best friend.“

(note well: not our machines in the first place!).

He as a personality has to „sell himself“ – in the first place or even better finally sustainably as one tends to say nowadays. Or as the Americans say: „**He is a winning guy**“. Sometimes, women do better in this than men.

(7) Putzmeister World Book (PWB)

For up-to-date version, please see the extranet or P:\ALLE\PROJEKTE\UP\2041FUEH\12 PWB

(8) Paracelsus – Vorwort zu „Kunst des Liebens“ von Erich Fromm (siehe A 1)

**He who knows nothing loves nothing.
He who cannot do anything understands nothing.
He who does not understand anything is worth nothing.
But he who understands,
will love, observe, and also see...
The more awareness there is in something,
the greater the love...**

(9) 4/5 -question-probe

1. Is it true?
 2. Am I honest, candid?
 2. Is it fair for all concerned?
 3. Does it serve friendship and goodwill?
 4. Will it be beneficial to all concerned?
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(10) Putzmeister Leadership Principles PFG – 9403

Please see the extranet or P:\ALLE\Personal\FUEHRUNG\PFG