

# Personnel Management needs a New Business Model

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## 1. Introduction

In today's world of work, it is no longer the size and stability of an organization that are decisive for success, but speed and flexibility. Thus, the proven principle of hierarchical structures loses its importance and is replaced or at least supplemented by network-like forms of cooperation. This does not lead to a lower need for leadership, but to significantly changed demands on future managers. They must develop into coaches who develop employees and teams into a learning organization and support them in assuming responsibility. This requires a culture of fearless communication and cooperation, also referred to as psychological security<sup>1</sup>.

Such a culture does not emerge by itself and also not on instructions "from above", but it needs clearly defined rules and processes, and at the same time free spaces and opportunities for experimentation. The focus is on the values of respect, trust and esteem, which serve as guidelines for development and at the same time create sustainability. The classical transactional leadership style must at least be extended by some transformational elements so that an organization can develop in this way.

For human resources management, these developments also mean a high need for change. A conventional HR department will be perceived as a foreign body in an agile, network-like structure and the somewhat more advanced organizational form in Human Resources Management (HRM), the Human Resources (HR) Business Partners in the model of Prof. Dave Ulrich<sup>2</sup>, will be no different. Partners in human resources management for their assigned business, who can rely on the support of an HR Shared Service Center and on specialists for demanding technical issues (Centers of Expertise), must become integrated enablers who can contribute their skills and instruments where they can create the most added value according to the type of organization and their cooperation culture.

In the sense of a uniform terminology, we use the term "personnel management" in a comprehensive sense for all tasks, requirements and responsibilities in connection with the employment and management of personnel. This includes both professional and personal leadership by line managers as well as the tasks performed by a specialist personnel organization. For this part of personnel management, we use the term "HRM", which is interpreted by most companies as Human Resources Management, by a smaller but growing part also as Human Relations Management.

With a central organizational approach, a large part of the tasks of personnel management are located in a central personnel department. In the case of decentralized organizational approaches, there is a deliberate division of tasks according to which human resources management tasks are to be performed by line managers and which by HRM professionals. With virtual organizational approaches, almost all personnel management tasks are performed by managers or by members/experts in a team. The HRM assumes the role of the enabler and moderator of relevant technical issues.

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<sup>1</sup> Edmondson, Amy (2008), The competitive imperative of learning, HBR, 7/8 2008, Seiten 60-66

<sup>2</sup> Ulrich, Dave (2005), HR Value Proposition, Harvard Business School Press

## **2. Requirements fields of the HR Organization**

Basically, there are a number of topics and tasks that need to be dealt with for every organization that employs people or deals with people. The scope of these tasks ranges from the preparation of an employment contract to long-term, strategic and competence-based personnel planning and from the pre-selection of applications received to the development of an employer brand. What distinguishes the organizations from each other is the division of responsibilities, which questions are dealt with and answered by the management itself and which are delegated to a suitably structured HRM.

This division depends on the size of the organization, because very small companies naturally deal with strategic personnel issues differently from large companies. On the other hand, the nature of the personnel function also plays an important role. An HRM organization that has its competencies primarily in a smooth, efficient administration will not be able to contribute much to the question of strategic competency development and a focus on a good, internal service function will stand in the way of the requirement for strategic management on an equal footing with the financial managers in executive management (Chief Financial Officer - CFO).

With our new business model for personnel management, we have therefore decided to structure personnel management along requirement fields. At the basic level of the requirement fields there are the HR Services, which are the services that most organizations assign to HRM as natural components. At the same time, these are also the tasks which are first delegated to this new function in a growing company that decides to set up its own HRM function. The most strategic requirement field of HRM is achieved when the person responsible not only has a formal seat in the management, but also exercises a strategic and controlling role there.

While CFOs are asking management how they achieved their budget targets and what returns they were able to generate with the investment funds provided, HR managers on the Executive Board (Chief Human Resources Officer - CHRO) have to ask about the increase in the value of human capital, the quality of cooperation across divisions and how profitable the investments in personnel and leadership development were. None of the CFOs would describe themselves as internal service providers, but this is still often the case with the CHROs. It is time to change this at the CHRO level, while the rest of the HRM function should be defined by the quality of the internal service in the future. In this respect, we need a conceptual division of the HRM into two parts (see also Chapter 9).

## **3. New HR Business Model: Overview**

We have developed the following model on the basis of the considerations on the different requirement fields of an organization related to the answering of strategic and operative personnel questions:

## Personnel Management Business Model

Requirement Field	GREY	GREEN	RED	YELLOW	BLUE
	Ensure Personnel Administration	Provide Assistance to Management	Develop what Already Exists	Design New Things	Strategic Leadership
	<b>HRM services</b> <ul style="list-style-type: none"> <li>Personnel marketing</li> <li>Personnel support</li> <li>Working conditions</li> <li>Remuneration</li> <li>Labor law</li> <li>Occupational health</li> <li>Digital Security</li> <li>Social Security</li> <li>Termination</li> <li>HR Analytics (Monitoring)</li> </ul> Basics of Working	<b>Cooperation Design</b> <ul style="list-style-type: none"> <li>Teamwork</li> <li>Balance of interests</li> <li>Employee engagement</li> </ul> Quality of Cooperation	<b>People Development</b> <ul style="list-style-type: none"> <li>Learning and potential</li> <li>Careers and Diversity</li> <li>Employability</li> </ul> Competitiveness	<b>Organizational Design</b> <ul style="list-style-type: none"> <li>Work space design</li> <li>Matching structures</li> <li>OE and Change Design</li> </ul> Agility and Efficiency	<b>Strat. Personnel Management</b> <ul style="list-style-type: none"> <li>Management principles</li> <li>Personnel policy</li> <li>Psychological Safety</li> <li>International HRM Strategies</li> <li>Compliance / CSR</li> <li>Transition and strat. change</li> <li>Strat. succession planning</li> <li>Strat. workforce planning</li> <li>Ext. relationships of the HRM</li> <li>Personnel investments</li> </ul> Executive Management
		<b>Management Support</b> <ul style="list-style-type: none"> <li>Labour law issues</li> <li>Performance Questions</li> <li>Op. Change Management</li> </ul> Leadership Quality	<b>Leadership Development</b> <ul style="list-style-type: none"> <li>Agile leadership concepts</li> <li>Feedback systems</li> <li>Leadership training</li> </ul> Leadership	<b>Shaping the Future</b> <ul style="list-style-type: none"> <li>Industrial relations</li> <li>Employer branding</li> <li>Predictive HR Analytics</li> </ul> Future Viability	

The model shows the different requirement fields in the colored columns. In the middle three fields, it distinguishes between the overall enterprise perspective (employees), which is represented in the upper row, and the leadership perspective in the lower row. The individual topics within the boxes are to be understood as examples of questions that occur in a typical larger company. Those who want to apply the model to their own company should adapt the questions to the corresponding situation of their own organization.

### 4. Requirement field GREY: HR Services

This requirement field forms the basis for the personnel management business model. Here you will find mainly operational questions, which are elementary for every organization and which in most cases are regarded as natural components of an HRM function. The quality of work in this field is determined above all by consistent compliance with legal and operational requirements, but also by the efficiency of processes and the evaluation of services by internal customers.

#### Requirement field GREY: HRM Services

##### Goals

Personnel Administration provides the company with the professional structures, instruments and processes that are necessary for the deployment of personnel. At the same time, it is the contact point for superiors and employees in all personnel matters.

##### Mission

Personnel administration is primarily defined by its internal service function. It provides efficient, effective services, but also concrete individual support instruments for superiors and thus contributes to the success of the company.

##### Core Elements

###### Personnel Marketing

Positioning of the company on the labor market, addressing the target group, selection of candidates, organization of onboarding

###### Remuneration

Conversion of the defined working conditions into a payroll accounting in accordance with the legal requirements and the social insurances.

###### Digital Security

Introduction and monitoring of appropriate measures for the protection of personal data (relating to managers and employees)

###### HR Analytics (Monitoring)

Development, collection and analysis of suitable key performance indicators (KPI) to measure the HR and management performance of the company, reporting to the relevant decision-making bodies with appropriate recommendations for action, in this context use of digital instruments such as Big Data Management to obtain relevant and up-to-date information, consulting of superiors to improve their HR and management performance and provision of appropriate further training.

###### Personnel Support

Drawing up and managing employment contracts, ensuring long-term employee loyalty, contact person for personnel questions (for superiors and employees)

###### Labour Law

Ensuring compliance with all labour law framework conditions (compliance), contact person as expert for superiors and employees

###### Social Security

Establishment and operation of personnel pension schemes (above all pension funds), participation in the relevant committees, information for employees

###### Working Conditions

Designing attractive (financial and non-financial) working conditions, thereby supporting both employer attractiveness and productivity

###### Occupational Health

Development and control of measures within the framework of occupational health and safety management, including suitable prevention programmes

###### Termination

Support of superiors in the separation of employees, including professional interviews and preparation of certificates, if necessary setting up of an alumni community

## 5. Requirement field **GREEN**: Management support

This requirement field picks up on the core of the role that HR Business Partners have been expected to play so far. These are questions that are often dealt with in close cooperation between superiors and HRM managers. This includes, on the one hand, issues of the design of cooperation in the company, which, as already mentioned in the introduction, are becoming increasingly important in modern, agile structures. The article "Cross Silo Leadership"<sup>3</sup> shows very clearly that for most employees the vertical relationship with their superiors is of the highest importance, but that at the same time the quality of the horizontal relationship between employees from different areas brings the highest customer benefit.

On the other hand, there are also questions of direct leadership support in this requirement field **GREEN**, above all because people are still entrusted with leadership tasks without being specially trained for them, and they therefore lack the specialist knowledge alone. But even experienced managers appreciate the professional advice of HRM experts when it comes to issues such as labor law or performance measurement.

### Requirement field **GREEN**: Management support

#### Goals

In the function of management support, personnel management appears in the solution of concrete questions of cooperation within an organization. Consistent handling is intended to ensure smooth operation on the one hand and to meet everyone's expectations of fair treatment on the other.

#### Mission

In this function, personnel management is not only a service provider, but also exerts an active influence on the cooperation and thus on the company peace. In contrast to personnel administration, which can also be carried out externally if necessary, this involves a role that is integrated into management and must be performed internally.

#### Core Elements

##### Cooperation Design

###### Teamwork

Provision of suitable instructors and formats as part of team building and the development of new forms of collaboration, assumption of a moderation function in the concrete design of cooperation, including appropriate support for management

###### Balance of interests

Design of concepts and concrete measures for the balancing of interests between employees (collective) and the employer, support of management in the negotiation of collective working conditions (e.g. collective labour agreements)

###### Employee Engagement

Advice and support for executives in questions of internal communication, development and provision of appropriate formats and instruments, design and implementation of surveys and analyses on employee commitment

##### Command Support

###### Labour law issues

Advising and supporting superiors in labour law issues, representing the company in labour law disputes, training newly appointed executives in labour law issues

###### Performance Questions

Development and operation of a performance management system, tailored to the needs of the company, consulting and support of superiors in the analysis of performance issues and appropriate measures.

###### Op. Change Management

Support and coaching of executives in dealing with change, providing suitable instruments and strategies and ensuring adequate operational "change readiness"

## 6. Requirements field **RED**: Personnel and leadership development

While the requirement field **GREY** can be found in almost all companies with a pronounced HRM function and most of them are also active in the requirement field **GREEN**, the number of organizations in which HRM is actively involved in personnel and leadership development is significantly lower, especially in smaller companies. In this field of requirements, the emphasis is no longer predominantly on operational issues, but strategic aspects are becoming increasingly important. The main development issues to be addressed here are to increase the value of existing human capital and to make the organization fit for the future by expanding its range of uses (employability).

<sup>3</sup> Casciaro, Tiziana; Edmondson, Amy; Jang, Sujin (2019), Cross Silo Leadership, HBR, 5/6 2019, pages 130-139

## Requirements field RED: People and leadership development

### Goals

Advanced and progressive personnel management places particular emphasis on the development of management and employees. It is about recognizing existing potential and the consistent further development of strengths, both personally and organizationally.

### Mission

One of the most important success factors for companies is the ability of their track records to make changes and to deal with uncertainties. Personnel management plays a key role by implementing the necessary concepts and assuming responsibility for change leadership.

### Core Elements

#### People Development

##### Learning and Potential

Use of modern methods for potential assessment and for the analysis of individual strengths, provision of training and further education as well as coaching to expand professional and personal competencies.

##### Careers/Diversity

Design and implementation of personnel development and diversity management programmes, definition of specialist, project and management careers, including the corresponding competence requirements and promotion guidelines.

##### Employability

Development and introduction of concepts and programs to expand employability in order to provide employees with future-proof perspectives and thus make them more capable of change.

#### Leadership Development

##### Agile Leadership Concepts

Adaptation of agile leadership concepts to the situation and needs of your own company, development of guidelines for agile leadership, use of suitable training concepts to prepare managers for the new requirements

##### Feedback Systems

Development of target agreement systems with which the management principles can be mapped and which are interlocked with the planning rhythm of the company, expansion of feedback systems and training of superiors in the application.

##### Leadership Training

Active support of superiors in their management tasks through suitable external and internal coaching offers, targeted further training in the area of social competencies, development and use of appropriate analysis methods.

## 7. Requirement field YELLOW: Structural design function

Probably the most demanding field of requirements in the area of the service dimension of HRM can be found in those areas in which something new is created. The HRM becomes, so to speak, the architect of human capital, designing structures as well as working spaces. It is also about long-term concepts for the involvement of employees in decision-making processes, which is a prerequisite for the functioning of agile leadership. Not to forget the design of an attractive employer brand and data-based forecasting tools for strategic personnel management.

## Requirement field YELLOW: Structural design function

### Goals

Agility and adaptability are increasingly becoming key success factors. In this sense, personnel management must develop structural and personnel options that enable successful transformation. The aim is to create the framework conditions and to expand organizational learning capacity.

### Mission

An agile and adaptable organization can only succeed if the personnel management is agile and adaptable and thus establishes itself as an integrated, but also integrative component of the transformation. HR Leadership becomes Change Leadership and from a service-providing to a formative function.

### Core Elements

#### Organizational Design

##### Work Space Design

Design of workplaces and environments to support agile forms of work and collaboration, but also to enable "Deep Work", introduction of innovation-promoting workshop methods

##### Matching Structures

Reflection of existing structures and design of new forms, adapted to the needs of the company, coordination with service processes ("need to innovate" and "need to produce")

##### OE and Change Design

Designing effective and sustainable organisational development and a framework for change in which structure, culture, values and bottom-up objectives are reconciled

#### Shaping the Future

##### Industrial Relations

Including relevant and legitimate employee representatives in the design of future-oriented working conditions to ensure the sustainable development of the company while at the same time making it attractive as an employer.

##### Employer Branding

Development and active positioning of an attractive employer brand on the basis of forecasts for future competence requirements, definition of relevant target groups and labour markets, adaptation of own working conditions to target group needs

##### Predictive HR Analytics

Development and use of (Big) Data in order to be able to develop prognoses for the behaviour of individuals and teams, taking into account the ethical aspects, derivation of preventive measures in order to avoid negative consequences.

## 8. Requirements field **BLUE**: Strategic personnel management

This most strategic requirement field of personnel management differs from all other fields by the strongly decreasing importance of the internal service orientation and the strongly increasing weight of the strategic management function. It is about a new balance between financial capital and human capital. While in the vast majority of companies, despite various lip service to the high importance of the employees, the financial function still has the primacy, modern, agile companies are on the lookout for a suitable control system for human capital.

The new functions for controlling human capital, to the extent that they already exist at all, seldom bear classic names such as HRM or personnel management. Terms such as "Learning and Development" or "People Development" are found more frequently, which has to do with the fact that one wants to clearly differentiate strategic personnel management from the service functions of the requirement fields **GREY**, **GREEN**, **RED** and **YELLOW**.

It is important that the stronger integration of human capital management into corporate management should not be confused with a delegation of superior functions such as assessments or problem discussions to the HRM. These functions are the responsibility of superiors, especially in modern, agile structures. The balance between responsibilities for financial capital and for human capital must be a central goal of modern management: CFOs and CHROs define the strategy, objectives and framework conditions for their respective areas and assess management according to the degree to which objectives have been achieved, irrespective of whether it is still organized in traditional hierarchies or whether new forms of collaboration such as followership have already been introduced<sup>4</sup>. However, just as the CFOs do not assume operational responsibility for the management's compliance with individual budgets, the CHROs may not delegate operational personnel management to their superiors.

The following figure shows an example of the tasks which could be the responsibility of the CHROs if the company wants to fulfil the **BLUE** requirements professionally and is prepared to lead the HR function on an equal footing with the finance function.

### Requirements field **BLUE**: Strategic personnel management

#### Goals

The HRM develops into an integrated, strategic management function, defines the framework conditions for the management and the personnel policy in the company as a moderator of GL and controls the corresponding reporting including the development measures derived from it for the management.

#### Mission

In its strategic role, HRM assumes management responsibility in the area of human capital and thus forms a pendant at eye level to the finance function (responsible for the financial capital).

#### Core Elements

##### Management Principles

Definition and design of management principles, principles and criteria for measuring the performance of managers in the area of human resources management

##### International HR Strategies

Establishing transnational HRM principles and guidelines to strengthen cross-border cooperation within and with partner companies

##### Strat. Succession Planning

Ensuring a binding staffing plan for the key positions including the associated individual development measures

##### Personnel Investments

Create a common business understanding of human capital and ensure that the recruitment, deployment and development of people is not only seen from the perspective of related personnel costs, but also as an investment, and that in this sense the relevant indicators (especially return on investment) are developed and used to making business decisions on human and financial capital on a comparable basis.

##### Personnel Policy

Definition of goals, rules, methods and instruments to ensure an integrated and coherent approach to the people who work for the company.

##### Compliance / CSR

the use of appropriate measures at personnel level to enable the management of the company to meet its legal and social responsibilities

##### Strat. Workforce Planning

The quantitative and qualitative needs of the company for personnel and planning, deriving the necessary goals from them, and tracking and measuring the achievement of these goals.

##### Psychological Safety

Development and introduction of concepts and measures to strengthen trust, respect and esteem as essential prerequisites for high tempo performance

##### Strat. Change Management

Definition and design of a strategic framework for the management of change processes and ensuring the necessary change capability

##### Ext. Relationships of HRM

Design of company networks in the field of personnel management, for example to (higher) schools, NGOs, but also in politics.

<sup>4</sup> Mihalache, O. R., Jansen, J. J., Van den Bosch, F. A., & Volberda, H. W. (2014). Top management team shared leadership and organizational ambidexterity: A moderated mediation framework. *Strategic Entrepreneurship Journal*, 8(2), 128-148

## 9. Implications for the organization of personnel management

If one looks at the tasks in the various requirement fields, the institutional question also arises as to how personnel management should be organized best. The starting point is clear: all the tasks described are relevant and must be assigned to an area of responsibility. An initial rough division results from the two areas of responsibility HRM and line organization. Each company must decide for itself for each personnel management task whether its line managers are responsible or whether they are assigned to the HRM.

This division can also lead to an institutional division of the HRM into two parts. While a small part of the HRM is exclusively concerned with the blue tasks and the management of this part is correspondingly an integrated part of the management, the larger part of the HRM would take over the service dimension and take over the tasks in the other requirement fields.

To date, most companies have organized their HRM in the form of teams or departments, which in turn are linked to line management via a dotted line. Others, on the other hand, have directly subordinated HRM to line management and established a technical reporting line to the central HRM management.

A Model goes one step further if each decentralized HR management simultaneously has a central, company-wide specialist responsibility. In concrete terms, the HR management for one of the group divisions could at the same time have specialist responsibility for management development concepts for the company as a whole or for IT issues in personnel management, for example. With this combination it can be ensured that there is a close relation to the department, but at the same time the perspective of the whole organization is not neglected. It would be conceivable to organize the elements of the requirement fields GREY and GREEN on a divisional basis and to establish a company-wide responsibility for the elements of the other requirement fields.

HR organizations that focus on individual competencies are even more strongly oriented towards cross-departmental cooperation. For example, there could be a group of "People Development Specialists" who are assigned to specific line areas, but at the same time form a circle in which company-wide development concepts are developed and decided.

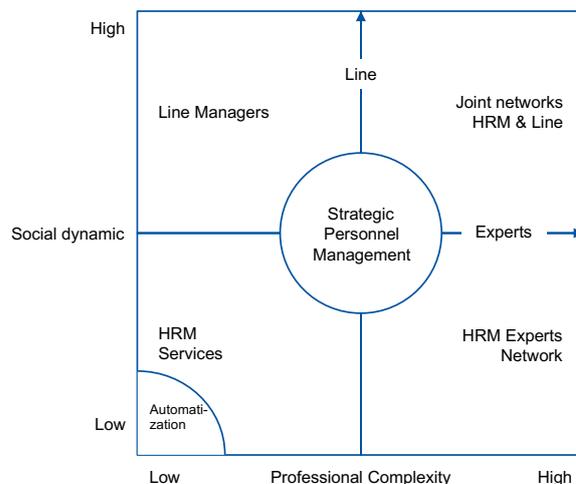
Companies that already have a very agile structure have defined the functions of HRM in corresponding roles, for example, and thus integrated them into their management circles. In addition, a special circle is usually formed to deal with personnel management issues such as "Learning & Development". An important question in this case is that of responsibility for role assignment, i.e. to what extent a circle which, for example, deals with production is autonomous in the assignment of the corresponding HRM roles or whether and in what way a comprehensive HRM circle should have advisory or recommendation competence, in this case vis-à-vis the production circle.

What has to be considered in the context of an agile organization is the clear assignment of responsibilities to the line or HRM organization. On the one hand, it is important to take into account the different complexity of the HRM tasks, but on the other hand also the degree of the social dynamic and the degree of social influence required. While the complexity dimension is about mapping the increasing professional requirements of a professional HRM, the social dynamics dimension shows how the need for direct leadership by line management is increasing. The graph below shows these relationships based on a model by Prof. Dr. Armin Trost<sup>5</sup>

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<sup>5</sup> Trost, Armin (2018), *New personnel strategies between stability and agility*, Verlag Springer Gabler, page 3

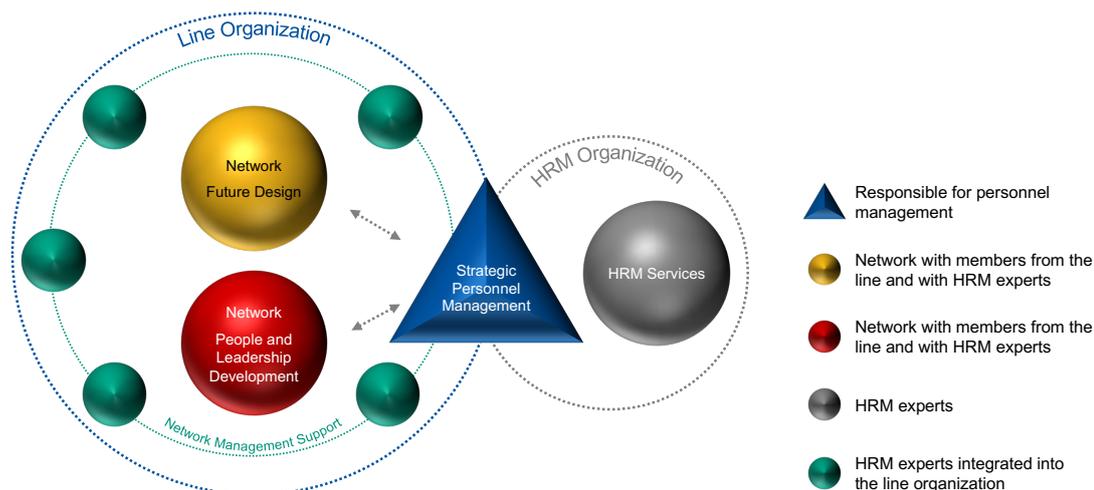
## Roles in an Agile HRM Organization



See also: Trost, Armin (2018), New personnel strategies between stability and agility, page 362

The following chart shows an example of the structure of a very agile HR organization that implements the model in practice. It focuses on strategic personnel management at the center (corresponding to the requirement field blue), which in turn defines the decisive conditions for the decentralized, agile HRM units. The former HR Business Partners will be replaced by HRM experts, who are structurally fully integrated into the (agile) line structures and can act autonomously. In addition, there are HRM networks made up of representatives of the line and HRM experts who deal with central tasks and projects in personnel management, such as personnel and leadership development or future organizational design. The colors in the graphic represent the various requirement fields of the HRM.

## Example of an Agile Personnel Management Network



In order to ensure consistent personnel management, the structure of the HRM must be adapted to the line organization. An HRM classically structured as a department will be a foreign body in an agile, network-like organization, as will an autonomously organized HRM in a hierarchical structure. Conceptual considerations and examples have been developed in a study of the Raiffeisen Group's organization in Switzerland.<sup>6</sup>

<sup>6</sup> Bösch, H., Möllene, M., (2018), Transformational HRM - Rethinking personnel work, SKV Verlag Zurich

## 10. Summary and outlook

The present personnel management business model does not claim to be final and conclusive. It is deliberately open for additions and further developments, but especially also for individual adaptation to one's own organizational reality. It should help to structure the very different expectations of a modern personnel management in a suitable form.

The structural approach across the different requirements fields of human resources management seems appropriate to integrate the HRM function into the development of the organization for which it is intended. However, the approach must not be misunderstood as a goal, because not all HRM organizations need to achieve **BLUE** to be considered successful. It can be quite reasonable and effective to limit the HRM function to the service-oriented requirement fields or even only a part of them and to have the strategic personnel questions in the area of corporate management processed and answered directly by the management.

Ricardo Semler, the charismatic boss of the very successful company Semco in Brazil, once put it this way: "The only thing of value we have in the company is people. What should we have a human department for?"<sup>7</sup> For him, strategic and operational people management are non-delegable tasks for managers.

Statements made by HRM managers at continuing education events at the HWZ Zurich University of Applied Sciences have shown that most HRM organizations have a strong foothold in the tasks of the **GREY** requirement field, while their other current focal points of activity originate as non-integrated or little integrated individual topics from the **GREEN** and **RED** requirement fields, and in some cases also **YELLOW**. This has also shown that the activities in a more strategic or more creative requirement field are often less successful if the HRM organization has gaps in the basic, more service-oriented requirement fields. For example, it is not very promising to deal with "predictive HR analytics" if there is no basis for well supported personnel and leadership development.

Prof. em. Martin Hilb already described in 1994 in his book "Integriertes Personalmanagement" (Integrated Personnel Management), which has already been published in its 21st edition, that personnel management becomes better when its individual components are interlocked and the whole is well integrated into corporate management. This integration into corporate management will become even more important in the future when classical, hierarchical structures dissolve or at least are supplemented by agile forms of collaboration. An <sup>8</sup>example of this is the "Beyond Leadership" approach, which can lead to a strengthening of interdepartmental cooperation in a very short time. But there are also other, better prerequisites than in 1994, because today we have completely different framework conditions with digital technologies and new structural approaches such as Holacracy.<sup>9</sup> They are waiting to be used even more consistently by the HRM. Perhaps in the future we will see completely different function designations for HRM, such as "Collaboration Architect" or "Psychological Safety Enabler".

<sup>7</sup> [https://www.ted.com/talks/ricardo\\_semmler\\_how\\_to\\_run\\_a\\_company\\_with\\_almost\\_no\\_rules/transcript?language=de](https://www.ted.com/talks/ricardo_semmler_how_to_run_a_company_with_almost_no_rules/transcript?language=de), from min. 6:05am

<sup>8</sup> Mölloney, M., Sachs, S. (2019), Beyond Leadership, SKV Verlag Zurich

<sup>9</sup> <https://de.wikipedia.org/wiki/Holokratie>