

LEONARDO-PROJECT 'HAPPY FIRM'

Project-Coordinator

Mag. Monika Elsik, WIFI Österreich

A-1045 Wien, Wiedner Hauptstraße 63

T: +43 1 50105 3028, F: +43 1 50206 253

E: monika.elsik@wko.at

Higher qualification and further training of employees by involving them in the strategic planning and decision-making processes as well as in operational procedures in companies.

Small European Enterprises have to face a fierce predatory competition from financially stronger and mostly internationally-oriented enterprises. As major influence factors on the work of small enterprises in the past, moreover, increasing quality requirements on the part of customers, market changes such as the trend towards co-operations and product specialisations as well as technological changes have to be mentioned.

Many small entrepreneurs complain about the extent and speed of these changes, which they can frequently respond to only with activities that have merely short-term effects. However, in order to act successfully in Europe's markets in the long run, small enterprises need clear corporate and strategic concepts. To develop and implement such concepts, it is absolutely necessary at the same time to involve the employees - and thus to optimally use the human resources - for the company to be successful.

The present project has the objective of counteracting the deficit of strategic development and participation in small enterprises by developing a modular counselling and training concept. Key contents are planned to be the acquisition of practice-oriented instruments and methods for the direct employee involvement in in-company and decision-making processes. This is intended to foster a dialogue between employers and employees so that both sides are able to introduce their interests and competences in the development and implementation of company strategies.

In the framework of the LEONARDO-Project, first of all a counselling and training programme with three modules is to be developed. In the Introductory Module, the major instruments for staff involvement in the various in-company decision-making and strategic planning processes are imparted. This is done by means of elements focusing on motivation, communication, management, commitment, etc. and is carried out by means of examples and tasks (exercises) specifically adapted to the target group. Subsequently, in the add-on modules, these instruments of participation are applied.

With the modular counselling and training programme the following targets are pursued:

- acquisition of practice-oriented instruments and methods of active employee involvement in entrepreneurial and decision-making processes;
- acquisition of the contents by means of an active integration of the participants' branch- and company-specific experiences;

- implementation in the own company of the instruments acquired in the seminar

On the basis of the experiences made in a pilot phase of the LEONARDO-Project it is possible that the necessity of developing further add-on modules arises, whose contents and conception are to orient themselves again by the present programme and the target group's needs found by means of the survey.

Partner Institutions

Ireland - Irish Management Institute

Finland - Continuing Education Centre, University of Vaasa

Belgium - Akademie Avignon/UEAPME

Austria - Inst. f. Personalwirtschaft, Wirtschaftsuniversität Wien
and 4 austrian entrepreneurs