

Selecting the Managing Director Austria for a company in the garment industry

The situation: Wannorak (name changed) is a garment specialist in various niche markets. The traditional German company grew substantially in the past years due to the implementation of modern technologies as well as focussed marketing. All products rank first, second or third on a European level and the company is also operating globally. Wannorak introduced not only a modern management style, it also outsourced purchasing and production processes in order to focus on innovation and sales. The Austrian subsidiary is looking for a new Managing Director who will report directly to the CEO of Wannorak. *profilingvalues* was asked to assess the two final round candidates, Sebastian Sonne and Willibald Wetter (names changed).

The job description contains a number of specifications that were integrated into the report for Mr. Sonne and Mr. Wetter using *profiling value's* job analysis tool.

1. *Expectations and tasks*: successful sales and leadership qualities, structured reporting, observe market and establish feedback loops, better overall penetration and in key accounts, expected sales volume is a higher single-digit million € figure (equal to a 20% increase during the first year), flexibility towards amending sales strategy and its implementation.
2. *Required motivation and energy*: high amount of travelling – alone and together with colleagues, ability to implement changes (predecessor leaves operations in good shape)
3. *Persuasion and people skills*: 3 employees in office duty and 3 sales representatives; challenging customers as well as functional managers in the German headquarter as well as in the Far East. The Austrian employees should act and decide more independently

Results/Recommendation:

Both candidates are able to perform in this role. However, we clearly recommend Sebastian Sonne. His solution orientation and his drive to be successful are stronger. His way of acting straight forward and pragmatic is also more suitable. Willibald Wetter could be too dominant and insensitive in this aspect. Sebastian Sonne approaches people very openly and he shows more people skills in general. Willibald Wetter is more cautious. In small teams and in order to maintain close customer interactions, it is important to be open and show high socially conscious behaviour. Sebastian Sonne integrates himself easier into existing environments (i.e. location of the diamond in abstract thinking on page 5). He is pragmatic and likes people. Willibald Wetter is very target oriented and tends to develop his own systems, thereby reducing his efforts to lead the team.

If you would to receive more explanations, please contact the *profilingvalues* team.