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## Sector programming and Management Training for the UP

*Seminar for Senate members of the UP  
 "Leading Academic Institutions of Kosovo into a New Era"*

From May 15 to 18, 2008 a management training for members of the UP Senate took place in Thessalonica, Greece.  
 The academic institutions of Kosovo face an exciting challenge: How to lead the intellectual elite of the nation into the new era?  
 This requires state-of-the-art Management and Leadership qualifications.  
 This interactive workshop secures a common understanding and approach to the challenges being faced, together with an advanced methodology to apply to the re-invention of the academic system in Kosovo.

**Participants**  
 Leaders and managers of the University of Prishtina.

List of Participants in the Seminar "Leading the Academic Institutions of Kosovo into a New Era" in Greece.

- Prof. asc. Enver Hasani, Rector of University of Prishtina
- Prof. asc. Marjan Dema
- Prof. dr. Luan Ahma
- Prof. asc. Ramush Mavriqi
- Prof. dr. Isa Elezaj
- Prof. dr. Muhamet Bicaj
- Prof. as. Sedat Kuçi
- Prof. dr. Musa Stavileci
- Prof. asc. Myzafere Limani
- Prof. as. Ruzhdi Sefa
- Prof. dr. Ismajl Gojani
- Prof. dr. Fejzullah Krasniqi
- Prof. dr. Hysni Daka
- Prof. dr. Ahmet Dërguti
- Prof. asc. Shyqri Galica
- Prof. asc. Shukri Fetahu
- Prof. as. Skender Kaçi
- Prof. dr. Bajram Shabani
- Prof. as. Sadik Krasniqi
- Prof. dr. Rifat Ismaili
- Prof. as. Avdi Salihu
- Prof. as. Hakif Zeqiri
- Prof. as. Agron Bajraktari
- Prof. as. Razim Hoxha
- Esat Kelmendi
- Haki Mjekiqi
- Jehona Lushaku, MA
- Aida Berisha
- Fatbardha Grabanica
- Prof. Dr. Shaban Buza
- Prof. Dr. Behxhet Mustafa
- Burbuqe Xhema
- Prof. Dr. Deme Hoti
- Prof. Dr. Basri Qapriqi
- Nexhmedin Leti (the driver)

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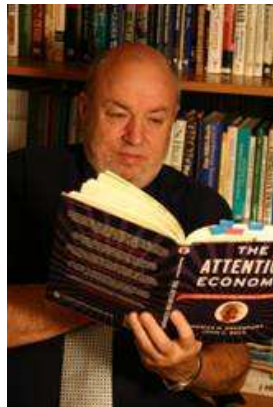
**Objectives**

At the end of the workshop the participants have

- a common understanding about the management and leadership challenges facing them
- developed a joint management and leadership roadmap concerning their common challenges ahead
- an overall understanding and overview of the methodologies and tools to be applied

**Contents**

- Management versus leadership
- Dealing with breakpoints and discontinuous change
- Managing change:
  - Shared Values – our DNA
  - Value Proposition: Alignment, the “Brand Identity” of academia in Kosovo
  - Our Vision 2012: How can we be different, our Uniqueness.
  - Mission: in which kind of activities do we want to be involved?
  - Strategy: How do we want to position ourselves?
  - Objectives: financial and qualitative/quantitative targets
  - How d we need to organize ourselves to achieve those objectives?
- Leading change:
  - Leadership principles
  - The 8 steps of “Leading change” by John Kotter
  - Changing Minds (Howard Gardner, Harvard University)
  - Good to Great and the Social Sectors
- How to move forward
  - Getting from here to there
  - Development of a jointly agreed work plan



**Prof. Helmut F. KARNER**

**Personal:**

\*22.10.1947 in Baden, Lower Austria  
 married, with 3 children. 2 grandchildren  
 Nationality: Austrian

**Education:**

Primary/ Secondary and High School in Berndorf, Lower Austria  
 1965 - 71 Technical University of Vienna: Technical Mathematics and Computer Sciences  
 1970/71 Postgraduate Course 'International Studies' Univ. of Vienna plus attendance of lectures on Philosophy, Sociology, Psychology, Theology

- Executive Management Education (among others) at Harvard Business School, IMEDE Lausanne (now IMD)

**Languages:**

- German, English, Italian, French, Croatian

**Speaker:**

- on many Seminars/Congresses in the US, Canada, Australia, Hongkong, Singapore, Belgium, Germany, Switzerland, UK, Italy, Netherlands, Denmark, Norway, Austria, Croatia, Hungary, Yugoslavia, Poland, Czech Republic, Slovenia on similar matters as above (in English, German, Italian, Croatian).
- Lectures on Universities/Business Schools: Politecnico Milan, Bolzano, Stanford, Warwick, College d'Europe/Bruges, Zagreb, Graz, Klagenfurt, Linz, Innsbruck, Vienna (Economic Univ., Catholic Faculty), all in local language. Since the start 12/96 Visiting Professor at Danube University Krems, Austria's only Post-Graduate-University.

**Consultancy:**

- Zukunftsforum (Future Forum), Union of Austrian Industrialists
- Public Educational Institutions

- Federal and Regional Institutions and Governments, Austria
- many National and International Corporations in Banking/Finance/Insurances, Manufacturing, Services, Health Care, IT & Telecom, Accounting/Consultancy in **Austria**, Germany, Italy, Croatia, Denmark, Norway, UK, Netherlands, Belgium, Spain, Canada, USA, South East Asia, Australia, Singapore, Hongkong/China, Japan.
- Since 1991 specialized in Organization Transformation, Change Management, Leading Change, Strategic Matters, Business Process Reengineering. Development of a BPR Methodology. Knowledge Management. IT, Information Management, New Economy. Internet Start-Up companies.
- Board Room Consultancy. Executive Coaching. Consultancy about Consultancy.

**Memberships:**

- Union of Austrian Industrialists, Wirtschaftsforum der Führungskräfte (Union of Austrian Managers),
- Founder and „Spiritus Rector“ of 'Föhrenberg-Kreis' of Industrialists/Entrepreneurs

**Public Functions:**

- Chairman of "Fonds Johannes XXIII" to support the Eastern European Churches with theological literature (1972-80), Chairman of "Serra Club Austria" to foster priest vocation (1980-87), both initiated by and upon request from Kardinal Franz König
- Member of Education Committee (since 1993) and Zukunftsforum, Union of Austrian Industrialists (1993-2002)
- Member of private advisory team to Austrian Deputy Prime Minister and Secretary for Science & Research, Dr.E. Busek on educational matters (1991-93)
- Member of the Jury of the Austrian Ministry for Science and Research for the K+, the most prominent Austrian Research Fund (1999-2000).
- Member of the Council for the Future of the Austrian Catholic Church (1998-2000).
- Member of the Advisory Board for the "Lower Austrian Technology Strategy", 2002-2003
- Member of the Scientific Advisory Boards for Knowledge Management, Communication and Management Development, Telematics Management - Danube University (since 1996)
- Member of the Jury for the "Lower Austrian Internet Award" (since 2003)
- Member of the Jury for the Austrian Architecture Prize 2006

**Professional Positions held to-date:**

1971 - 1979 Austro Olivetti, Vienna:

- Systems Engineer for Data Base/Data Communication Systems
- Marketing and Sales, Systems Division
- Director, Software

1979 - 1984 Northern Telecom Inc.(now „Nortel Networks“):

- General Manager European, African, Middle East Distributor Sales (Ann Arbor, MI, Minneapolis, MN; USA)  
(involved Selling, Marketing, Logistics, Manufacturing Planning, Product Planning, Research and Development, Financing)
- Director of Technology, N.T. Systems Corporation (Hemel Hempstead, UK and Mountain View, CA, USA)  
(responsible for Design, Planning, R & D, Manufacturing Set Up and Market. Introduction of N.T.s voice- and data system 'Vienna')

1985 - 1988 Austro Olivetti, Vienna:

- Managing Director („Generaldirektor“).  
(Austro Olivetti was Olivetti's subsidiary in Austria; 250 employees, 500 Mio. Ash revenues: responsibilities included Sales, Marketing, Software and Services, Business Planning, Finance and Administration, Acquisitions, Joint Ventures, etc.)

1988 - 1997 Olivetti International Education Centre, London, U.K.:

- Managing Director  
Responsibility for the International Education Activities of the Olivetti Group to it's employees: Management Education, Professional Education, Technical Education, Graduate Induction Programmes.  
OIEC was a separate company (1988 - 1996), run as a profit centre. It served Olivetti employees in 37 countries, Olivetti partners and external clients.  
We had a course portfolio of 120 different courses (in English and partly Italian, German, French, Spanish).  
Responsibilities included also running grounds of 15 ha, hotel, restaurant and recreation facilities (until 1996).

1998(January till November) Polytechnic University Salzburg (Techno-Z-Fachhochschule) for the Information

Economy (Telecom, MultiMediaArt, Information Management):

- Dean and Managing Director.

from 1995 - 2002 Federal Union of Austrian Industrialists

- Consultancy on "Self-Renewal of the Austrian Industry"

since 1998: Management Consultancy/Business Transformation Consultancy, e.g. in Austria through NUTs, internationally with various strategic partners

- to many different companies in public seminars and in-house initiatives

since 1997 - Danube University Krems.

- Visiting Professor (Telecommunications, New Media, Digital Economy, Change Management, Globalization, Information- and Library Management, Knowledge Management, IT Consultancy, IT Security, e-business, e-government, telepurchasing, Supply Chain Management, etc.)

from 2000 - Arkileios, Spokane, WA, USA. Senior Associate.

- Arkileios is a Company "fostering globalization", helping New Economy Companies to go public in an international environment.

from May 2002 till August 2004 - as a consultant Vice President Human Capital of the International MIBA Group, with 10 international sites.

Consultancy for Management Education Projects, various companies

since 1995 so to say "**Portfolio Worker**", i.e. sharing my time now between various companies which I am consulting with, Management Education Projects, Föhrenberg-Kreis, Management Consultancy and Business School Lecturing.

*"The traditional concept of management is reaching the end of the road. The notion of management as a significant idea in itself, and as a major part of the organisation, is obsolete.*

*I think we will have three kinds of people in the future organisation. We will have the overwhelming majority who are the value-added performers, the people who do the real work - whether it's routine or highly creative work. We will have a small cadre of coaches to facilitate and enable them. And we will have a handful of leaders, who are the people who direct the organization.*

*These leaders will have the wisdom, talent and insight to determine the direction of the organization, and to create the environment in which everyone else can operate. They will not be bureaucratic managers who have risen through the ranks. They will really be entrepreneurs, even in a large organizational setting.*

*Today, entrepreneurs can just as easily be 30 years old or 60 years old. So I think the idea that the oldest people reside at the top of the organization will not necessarily be the case.*

*You may have front-line performers who are senior in age, and who have grown through their career, but whose influence is felt not through commanding others but through the wisdom that they have gained, by their ability to share with others and the exemplary performance they are able to bring to their work.*

*So it is talent, rather than superiority, that will bring people to leadership roles in the future organization.*

*In the intermediate term, I anticipate that the number of managers per capita in organizations will quite quickly decline to about 50 percent of what it is today. And over the long term, I suspect it will go down significantly further than that.*

*In the twenty-first-century corporation, we may have only 20-25 percent of the number of 'Managers' that we have today. And they will not be the only high-status people in the organization."*

Michael Hammer, "Beyond the End of Management", 1997

*"The future world of work can be best represented through the 'Shamrock Organisation'. Work is going to happen in all three leaves:*

- the core labour
- the contractual fringe
- flexible labour.

*The new worker will be the Portfolio Worker, i.e. a person who does work in more than one leaf. A part of the portfolio will be the core activities for providing the essentials for living, whereas the rest will be other things that we think of as personal fulfilment, as responsibilities towards other people or even just as fun."*

Charles Handy, "Finding Sense in Uncertainty", 1997



English training program

In the last KAIP Steering Committee meeting the program, action plan and budget for the foreign language training was reviewed and approved in principle. This means that everything is ready for the courses to be advertised in July and to start with implementation in October 2008.

#### European Project

The target of all research activities is, that Kosovo became member of European Union projects.



Together with University Athens and TEI Piraeus a project proposal in TEMPUS was made. The discussion about details and definition was made in Athens in May 2008. The partner from University Prishtina will be the technical faculty. Due to missing visa Johann Günther made the conversation and side visit up to now.

**Picture: Prof. Christos Zerefos (Member of the Academy of Athens, President National Observatory Athens), Panayotis Kikilias (President T.E.I. Piraeus, Greece), Johann Günther (AEI) at University of Indianapolis, Athens Campus**

