

01/2018

WAGEN EINS

MORE THAN EATING:
ALL ABOUT CON-
SUMERS' DESIRE TO
EXPERIENCE FOOD.

MORE THAN
TABLE FOOTBALL:
HOW OFFICES
CAN ENHANCE
THE ENJOYMENT
OF WORK.

THE DEUTSCHE BAHN MAGAZINE
FOR BUSINESS TRAVELLERS



YOU DECIDE!



YES, NO, MAYBE: WHY WE HAVE NO
PROBLEM POSTPONING NECESSARY DECI-
SIONS - AND WHAT HELPS US DO
THE RIGHT THING AT THE RIGHT TIME.



GOOD IDEA

Give us the ball

The large, offshore wind farms along the German coasts come with one disadvantage: the wind generators have to be switched off during storms because we still don't have adequate storage technology for the enormous quantity of energy this would produce.

Scientists are hoping to solve this problem with huge concrete balls placed on the sea floor below the wind generators. This should allow for power generated by offshore wind energy systems to be collected in a similar manner to pumped storage power stations.

Researchers from the Fraunhofer Institute for Energy Economics and Energy System Technology have already successfully tested the first test sphere, weighing 20 tonnes with a diameter of three metres. They recently received the 2017 German Renewables Award for their STENSEA project, which stands for "Stored Energy in the Sea".

However, it will still be a while until these spheres are actually storing power in large quantities along the seabed. Funding is currently being applied for because the test sphere technology now needs to be adapted for a "proper" 1,000-tonne sphere. It goes without saying that there is already a great deal of interest in these underwater storage devices. Enquiries are pouring in from the industrial and business sectors as well as universities in Japan, USA and a number of European countries.

GREEN PIONEER

Scientist Matthias Puchta, department head at the Fraunhofer Institute, developed gigantic concrete spheres that are capable of generating green energy.
iee.fraunhofer.de



Climb aboard

EDITORIAL

"PUTTING THINGS OFF IS NOT A SOLUTION. THAT'S WHY WE TRY TO DO THE RIGHT THING AT THE RIGHT TIME."

DEAR READERS,

Fun is necessary, even at work. After all, studies show that having fun means people work faster and better. However, the solution to joy-filled work is not table football, lounges or open spaces as companies in Silicon Valley in particular would want us believe. An employee's motivation to get involved is much more deeply rooted and primarily has to do with the sense of being appreciated. In an interview as from page 12, creative consultant Jan Teunen talks about how this can be enshrined in businesses and how best to configure office environments. Managers' willingness to include employees in decision-making goes a long way to satisfaction at work. Participation is a big



issue that has been discussed in companies for years now. However, a decision must ultimately be made, and that is one of the most difficult things to do across all organisational levels. Who doesn't prefer to take one's time and check things over to feel more secure in one's decision? The problem is that this makes organisations slow and inflexible. The essay on page 16 talks about what can help us to do the right thing at the right time. And a quick word on our own behalf. You can now access WAGEN EINS issues through our ICE Portal on trains as well (see also page 4).

Yours sincerely,
Karina Kaestner, Head of DB Corporate Sales



FIND US ONLINE

In addition to the print edition of WAGEN EINS, we are also online. There you can find content updated monthly.
wagen-eins.de

CONTENTS

- 02 CLIMB ABOARD**
Good idea/Editorial
- 04 RAIL & CO.**
Ronald Zehrfeld/Comfort Check-in/
New DB Lounge/Foodie
- 06 UPCYCLING**
How creative designers find new uses
for rubbish and leftover raw materials
- 09 TRAINING**
Great metrics with new wearables
- 10 CLIMATE PROTECTION**
Deutsche Bahn's environmental
projects - a selection
- 12 LET'S TALK ABOUT ...**
Fun at work - and how
office design contributes to it
- 16 FOCUS**
There's nothing for it but to do
it. The art of decision-making
- 19 ON THE MOVE**
Chic, practical weekend bags
- 20 ENJOYMENT**
The new "Meet Food" trend
- 21 HOW DOES IT WORK?**
Football talks
- 22 ARRIVE IN STYLE**
From fitness to Hygge hotels
- 24 NEXT STOP**
Erfurt: ten hotspots

IMPRINT

Publisher: Deutsche Bahn AG
Project Coordination: Simone Schreier, DB Vertrieb GmbH, Stephensonstraße 1, 60326 Frankfurt am Main, Germany
geschaeftsreisen@deutschebahn.com
Editors: TERRITORY Content to Results GmbH
Editor-in-Chief: Stephan Seiler [responsible under press law]
Editorial Management: Uwe Pütz
Creative Director: Jürgen Kaffer
Art Director: Jennifer David
Picture Editor: Katharina Werle
Contributors: Nora Burgard-Arp, Martin Häusler, Verena Lugart, Nicola Malbeck, Anne Reis, Thomas Weiß
Editorial Office: WAGEN EINS, P.O. Box 40, 20444 Hamburg, Germany
Tel.: +49 (0)40/3703-5053
Fax: +49 (0)40/3703-5067
CEO: Soheil Dastyari
Project Management: Michael Remler
Production: DB Kommunikationstechnik GmbH, vertrieb.druck@deutschebahn.com, www.dbkt.de



RONALD ZEHRFELD

Mr Zehrfeld, what's your favourite route to travel with Deutsche Bahn?

Berlin – Munich. You have time to read or watch a film. I also like travelling across Germany from time to time. Especially on the new route that also passes through the “new” federal states and really shows you just how beautiful this country is.

Where is your favourite place to sit?

At a window seat in a cabin, facing in the direction of travel.

What do you always have in your suitcase?

A good book, a bottle of water and a sense of buoyancy.

What do you do to occupy yourself en route?

I often spend my time reading new screenplays, preparing my lines, learning my lines. Then I close the script, look out the window and, after 15 minutes, I see which lines I've been able to remember.

In your opinion, what's the perfect journey time?

Anything between two and four hours.

Do people ever come up to you when you travel?

That comes with the job and I find it quite a pleasant experience. You get talking and that's something I really like about railway stations. They're places where different people who come from all different directions meet and then go their separate ways again. To me, this is really symbolic of life.

VITA: Berlin-native Ronald Zehrfeld, 41, is currently one of Germany's most sought-after actors. He is famous for his roles in Dominik Graf's crime series, *Im Angesicht des Verbrechens*, for which he won a Grimme Award. This year, Zehrfeld appears as a private investigator in the ZDF crime series, *Dengler – Fremde Wasser*.

Rail & Co.

THE FIRST DB LOUNGE WITH THE NEW CONCEPT

The first redesigned DB Lounge in Nuremberg's central station provides us with insight into the new DB Lounge concept, which is now being rolled out across Germany. Developed in consultation with customers, there are clear distinctions between functional areas for working, communicating and relaxing. For example, there are workstations with both chairs and standing desks and a powerful Wi-Fi network. Another new feature are the quiet corners for making telephone calls undisturbed. Comfortable wingback chairs in the quiet area invite customers to relax. Hot and cold drinks, newspapers and Wi-Fi are still part of the free services on offer. [inside.bahn.de/db-lounge-nuernberg](https://www.inside.bahn.de/db-lounge-nuernberg)

WAGEN EINS NOW ON THE ICE PORTAL, TOO

From now on, the digital edition of WAGEN EINS will also be available through the ICE portal's newspaper kiosk, as well as the ICE information and entertainment portals. As a First Class customer, you can also use these portals to read the digital editions of your favourite newspapers free of charge. Simply connect to the WiFi on ICE network and type [ICEportal.de](https://www.iceportal.de) into your browser.

900,000

CUPS OF COFFEE ARE SOLD EVERY MONTH IN THE ONBOARD BISTRO AND RESTAURANT – MORE AND MORE OFTEN IN COLOURFUL REUSABLE DB CUPS MADE OF RECYCLABLE PLASTIC. THIS BENEFITS THE ENVIRONMENT AND CONSERVES RESOURCES. [BAHN.DE/MEHRWEGBECHER](https://www.bahn.de/mehrwegbecher)

Faster by rail, with more comfortable seats

The DB Navigator app has a number of features to make business travel an even easier experience, starting right on the platform. DB Navigator shows you the current car layout and the position of all ICE cars in your travel information and under “My Journey” and provides you with information on which platform section the car with your seat reservation is located.

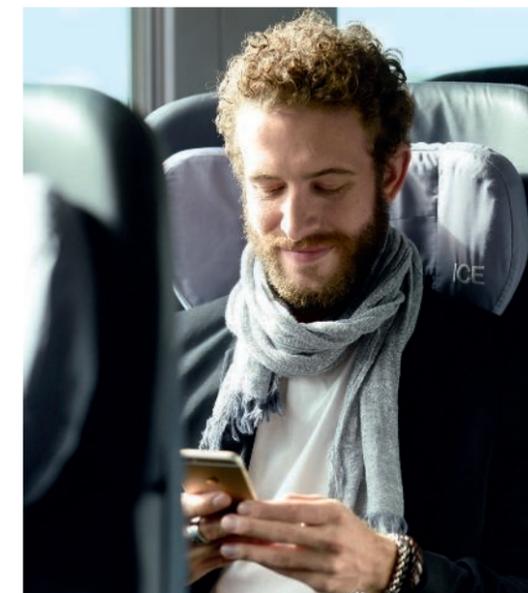
One key new feature is Comfort Check-in, which Deutsche Bahn is currently testing on select ICE routes. Passengers can use this service to display tickets and seat reservations directly on their mobile phones. This allows passengers to skip ticket inspection by using Comfort Check-in to scan their tickets themselves. This makes the journey a more comfortable and relaxed experience for travellers.

The use of Comfort Check-in requires an up-to-date version of the DB Navigator app and a mobile phone or online ticket with a seat reservation. Following a successful testing phase, additional intercity routes are planned from mid-2018.

Also new is the option to use your own bahn.business account to book a mobile ticket for colleagues and easily forward everything using DB Navigator. The person coordinating the travel simply logs in to the bahn.business portal as the “Booker”, selects the “Mobile Ticket” option and enters the passenger's email address.

They then receive an email confirming the booking, and can then load the ticket directly in DB Navigator by clicking the link contained in the email and entering their surname.

Learn more at [bahn.de/app](https://www.bahn.de/app) and [bahn.de/komfortcheckin](https://www.bahn.de/komfortcheckin)



PHOTOS: PICTURE ALLIANCE, DB AG (2)

Flex Price Business for bahn.business customers

As of now, passengers who are part of the bahn.business business customer programme can book the new Flex Price Business First Class tickets. The new business rate features tickets with an extended validity of nine days – one day before and seven days after the travel date booked – as well as flexible cancellation conditions.



Business passengers can book their journey much more flexibly than before, and the programme allows customers to easily accommodate last-minute schedule changes. Business customers and BahnCard Business discounts will, of course, remain as is.

The new Flex Price Business can be booked through Deutsche Bahn's business customer portal, BTM systems and in company travel agencies.

ON EVERYONE'S LIPS

Foodie

WHAT IT MEANS:

You shop at the farmer's market, but would prefer to pick the apples yourself in the orchard, taste wine directly with the winemaker or sample raspberry brandy as it's being made. You've attended sausage-making, praline and brewing classes and are fervently devoted to sharing your knowledge with others. Foodies are a new genus of the gourmet species. However, the term itself is not so new. It was actually used back in the 1980s to designate food enthusiasts. Yet it only became a truly important term when it acquired the connotation of good, i.e., conscientious eating in our affluent society.

WHAT IT REALLY MEANS:

Nowadays, eating is an expression of identity. The more we know about how our food is manufactured and where it originates from, the more conscientiously we can (healthily) feed ourselves. Foodies are at the pinnacle of this movement for which food has both an educational and enjoyable component. In addition to their apparent preference for super-healthy dishes displayed in all their glory through social media like Instagram, with particular highlights devoted to avocado creations, foodies are driven by the desire to constantly learn new things. Regardless of environmental balance, their craving for the original, even if it means crossing the globe to get it, for exotic fruits and seeds (like chia), has led to mainstream recognition of the authentic, clean, slow and superfood trends, with all the high prices that come with it. Foodies know the score. If you're in their company, you get smarter by the minute. After all, we wouldn't know what region the organic hops whose scent is emanating from our craft beer come from if they weren't there to tell us about it. Sometimes you just have to let foodies be foodies. They have an insatiable need to share.

ARTFULLY REFURBISHED

Creative designers are turning industrial waste and leftover raw materials into high-quality consumer products – handcrafted, chic and unique. Waste recovery is becoming the latest style principle.



OIL DRUM GONE ASTRAY: In its previous life, it was used to transport liquid goods across the seven seas, but the Leipzig-based artists of Ko-j Recycling Design have been folding old oil drums up to form coffee tables. The recess in the table symbolises the drum's previous head, and is artistically adorned with a Ko-j carp. ko-j.de



STYLISH VASES: Old glass bottles become unique, handmade design objects. The bottles are cut into two halves, then carefully sanded down and polished so there's no risk of cutting yourself. These Hamburg-based recyclers procure their material from neighbours, friends and restaurants. flaske.de



A KITCHEN WITH HISTORY: The "Ehrenfeld Kitchen" is composed of metal frames made from old counter framework into which individual modules from every epoch of kitchen history are inserted. Oliver Schübbe of the Herford-based OS2 Design Group gets the materials for his experimental furniture from the region's buyback centres. os2-designgroup.de

its, rocks and has leeway. With a huge amount of pressure, Oliver Schübbe presses glued shelving together, fixes it in place with screw clamps and examines his work with satisfaction. "Because I work with old materials, my furniture always looks a little different. Sometimes vestiges of previous use are visible, or the different veneers," explains the furniture designer, a pioneer in his field. For more than ten years now, he has been designing shelving, chairs, tables and lighting, even a complete compact kitchen now and again, from discarded furniture under the label "OS2 Design Group". He doesn't do it out of thriftiness, but instead out of mindfulness. He gives objects or individual materials that are no longer fulfilling their true purpose a new one, increasing their value in the process. The result is stylish design objects and furniture, usually produced in small series, each piece unique.

Out of the old comes something new. Unlike with traditional recycling, which, whilst it brings used products back into circulation, results in products of an equivalent value in the best-case scenario but usually in lower-quality products, upcycling focuses on producing high-quality products. This conserves raw materials and energy, extends the life of materials and above all disrupts the harmful cycle of buy, use, throw away. The result is ultimately an abundance of scrap since things don't always need to be completely reproduced. Everyday products are now being produced everywhere across Germany using this philosophy from materials that

**REAPPROPRIATION:**

Hamburg-based company Lockengelöt hit on the idea of turning old records into bowls and lamps by accident after coming across a warped LP. Today the old vinyl is professionally remoulded using a machine that the company has designed itself. The oil drum tables and bars, on the other hand, are purely handmade. New design ideas for the drums often come from customers themselves. lockengelot.com

previously would have been thrown on the heap without a second thought: furniture made from discarded lumber, clothing, fabric or rugs made from shredded PET bottles spun into new fibres, and colourful bags and accessories made from disused lorry tyres and tarpaulins. Berlin label "Reclothings" creates extraordinary fashion made from work clothes like painters' smocks and boiler suits. Designer and men's tailor Daniel Kroh always keeps the processed material in mind in his designs, and is always on the lookout for exciting clues of wear - burn holes, paint splashes, or patches. This makes every one of his pieces a unique design.

Safeguarding the old while giving mass-produced products a new story: Leipzig-based label Ko-j specialises in "occasional furniture and home accessories between art and design". In addition to furniture made from oil drum sheet metal, a hanging lamp made from countless pieces of straw can be admired there.

The upcycling scene need not worry about their materials growing scarce. Seven million tonnes of furniture waste is



tossed out every year in Germany alone. All that, in addition to 1.5 million tonnes of textiles, 75 per cent of which is finished items of clothing. The other quarter is unprocessed raw materials or industrial surplus. "More and more, people are saying that this cannot go on. If we can make a positive contribution, it's all too the good," says Carsten Trill of Hamburg label Lockengelöt. In the shop in Hamburg's Karviertel district, oil drums are transformed into trendy cupboards and sideboards and are then sold across Germany and neighbouring countries through the online shop.

"We send things to France or Switzerland every week," says the company's founder. He gets the raw material from drum manufacturers at the Port of Hamburg - rejected but brand new surplus drums that would otherwise have been scrapped. The drums are then processed in the workshop - they are given openings, lower shelves or doors, with each edge carefully covered over. And hardly any residual material or offcuts are left over - showing yet again how valued these materials are.

In addition, these Hamburg designers have specialised in repurposing old records, turning them into stylish lamps, unique light boxes or even bowls and other everyday products. Relatively new to the lineup are key rings and coasters made from old skateboards. Says Trill, "You just have to find something that works for the new function."

PHOTOS: PR (11), ADOBESTOCK

A new kind of skincare

WEARABLES ARE LIKE A SECOND SKIN. THESE INTELLIGENT OUTSOLES, HEADBANDS AND BELTS PROVIDE CONSTANT MEASUREMENT AND MAKE YOU FEEL WELL TAKEN CARE OF.

QUIETLY THIS TIME

The super light InteraXon Muse headband features an integrated EEG device that shows brainwaves and signals when there are too many bumpy movements. This makes it a perfect personal meditation assistant to promote relaxation. 300 euros. choosemuse.com

AAAAAND ACTION!

Need to document some spontaneous parkour in the blink of an eye? You can with the Mofily YoCam by your side. Simply clip it onto your clothing or even onto the handlebars of your mountain bike with an extra attachment. The multifunctional camera is great for action shots, and is both easy to use and waterproof. 130 euros. mofily.com

GOOD FOR THE HEART

The Qardio Core EKG belt displays 20 million data points per day without any wires or patches - ideal for anyone who needs to keep an eye on their heart or wants to improve their cardio training. The belt sends the values to your smartphone and can even share the data with your doctor if you choose. 500 euros. getqardio.com/de

RUN BETTER

The artificial intelligence of the Evalu Run is now bringing joggers a giant leap forward. These sensory outsoles can be inserted into sneakers and aim to help runners to avoid mistakes, providing sensor-based training recommendations to improve technique. The evaluation is done through the iPhone app. 300 euros. evalu.com

IT KNOWS EVERYTHING

The sensors in the GoBe2 fitness armband by Healbe are not only meant to constantly monitor heart frequency, blood pressure, sleep and stress levels, but can also count the number of calories consumed through the skin. This is a first among trackers. Previously, this data had to be entered manually. 230 euros. healbe.com

En route for the environment

WHAT IS PRACTICAL ENVIRONMENTAL PROTECTION? DEUTSCHE BAHN SHOWS ITS CURRENT COMMITMENT TO THE SUBJECT UNDER THE MOTTO "THAT'S GREEN". THE RANGE OF ITS ACTIVITIES IS VAST. HERE, WE PRESENT SOME OF ITS EXCITING PROJECTS.

This is green.

Climate protection.
Nature conservation.
Deutsche Bahn.

deutschebahn.com/green



Animals return – and help out

“Bienen bei der Bahn” (“Railway Bees”) is the name of the project that Deutsche Bahn has initiated to provide space it owns to private beekeepers. The first bees moved into their new homes in May 2017. Across Germany, more than 600 of these spaces are currently being used by beekeepers.

All told, DB has implemented some 1,800 projects dedicated to species conservation and has invested 140 million euros in the

process. These projects include measures to relocate endangered animal and plant species. For example, water buffalo and wild horses are now helping with landscape preservation and are creating valuable structures for other animals and plants as well.

For more information about DB's climate goals and its environmental projects, please visit deutschebahn.com/gruen

Going green



Our bahn.business customers took the lead. They have been travelling with 100 per cent green electricity since 2013 already, which as of 2018 is the case for all our intercity customers. This and many other facts are documented at least once every year for business customers with free environmental reports and certificates. These include detailed information on reduced amounts of carbon dioxide (CO₂), nitrogen oxide and particulate matter, as well as comparisons in emissions for business travel using DB intercity rail travel as opposed to taking the same journey using a car.

Businesses can use these positive balance sheets for their own environmental reports. In addition, Deutsche Bahn also offsets this balance with the indirect emissions generated by producing green energy.

NOISE LEVELS ARE GOING DOWN

Rail travel needs to be made quieter – and it's getting there. Using whisper brakes, freight cars are becoming quieter. They prevent wear on the wheels, which is what makes them loud. By the end of 2017, some 40,000 freight cars were retrofitted with whisper brakes. By 2020, all DB Cargo cars travelling in Germany will be riding on quiet wheels. In addition, around 100 million euros are being spent every year on noise protection measures along rail routes, including on things like sound insulating panels and windows. The current state of affairs is striking: by the end of 2017, 1,700 kilometres of railways had been refitted with noise reduction systems. The aim is to halve the noise produced by rail travel by 2020.



1,260 GIGAWATTS LESS ENERGY

An ICE4 runs more efficiently than older models, which means old trains are constantly being replaced so that the railway system can continue to use less and less energy. Modern electric motorised trains and locomotives can always improve in converting kinetic energy into power by braking. Efficient brake energy recovery systems alone save 1,260 gigawatts of power a year, which is equal to the annual consumption of around 380,000 four-person households. In addition, drivers are being trained to save up to ten per cent on energy per journey. This has resulted in cutting down approximately 7,000 kilowatt hours of electricity on a return journey between Hamburg and Munich – as much as two four-person households consume in a year.

The goal: zero emissions

The first electric train ran back in 1905 with clean power generated from hydroelectric power. Today, DB intercity services bring around 140 million passengers to their destinations with trains run on electricity with 100 per cent green energy. Travelling by rail protects the environment – no other means of travel is as environmentally friendly or energy efficient. Deutsche Bahn's climate goal worldwide is just as ambitious. The Group wants to achieve zero CO₂ emissions by 2050.

DO EMPLOYEES NEED BEANBAG CHAIRS AND TABLE FOOTBALL TO BE HAPPY AT WORK? FOR CREATIVE CONSULTANT JAN TEUNEN, IT TAKES A LOT MORE TO INSPIRE **JOY AT WORK.** IN THE FOLLOWING INTERVIEW, HE MAKES THE CASE FOR A CULTURE OF MUTUAL RECOGNITION.

The "Office Whisperer": Jan Teunen, 67, Professor of Design Marketing, sees the workplace as a place that should generate good feelings. His office is located in Johannisberg Castle in Geisenheim.



Mr Teunen, companies in Silicon Valley let their staff work in modern, open-space office designs. Do we need standing desks, lounges, table football and laptop culture to have happy employees?

Examples like the circular Apple building designed by Norman Foster illustrate the dilemma offices today are facing: it was invented to foster and protect what is valuable – creativity, intuition and inspiration. This has largely been lost and I doubt that table football and corner lounges will be able to counteract that. A great many men and women are going off the rails at work.

Why is this the case?

The majority of offices are shaped by economic rationality. They have a channeled character. Processes are forced through at high speed, resulting in negative stress. Atmospheres like this don't allow for the stabilisation of the emotions of the people who work there. This can then lead to employees becoming anxious, to them retreating into themselves or to them showing tendencies of repressed rage. What people are missing out on is an environment of a quality that doesn't just facilitate a functional relationship, but a poetic one as well.

Poetic – isn't that a bit of an excessive expectation of a workplace?

The fact that you are reacting to that word is evidence of how our workplaces have driven out the beauty in our work lives and how people have become accustomed to dreariness. I can assure you: beauty is an essential part of it.

Section 75 of the German Works Constitution Act states, "The employer and the works council shall safeguard and promote the free development of the personality of the employees working at the establishment." In your experience, in how many workplaces does this actually happen?

Too few. Most offices resemble a kind of dead space that leaves a lot to be desired in terms of imbuing employees with energy or inspiring them. Creativity is simply not possible in the average space in the modern working world.

What does your office look like then?

My office is a bit like a kind of cabinet of wonder from the late Renaissance period, with a lot of books, pictures and artefacts that are near and dear to my mind and spirit and evoke positive feelings.

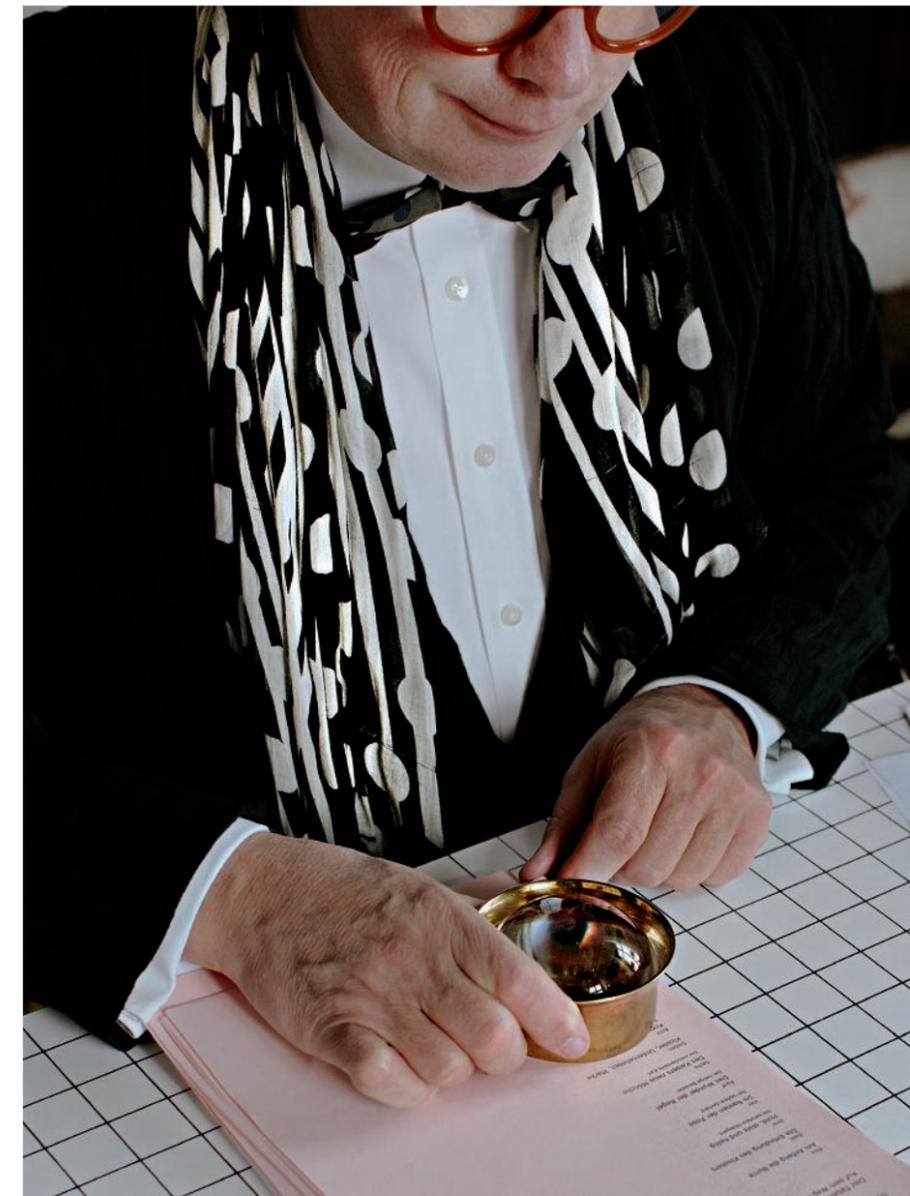
Many companies prohibit their employees from displaying personal items on their desks and walls ...

I don't think it's right. The company as well as its employees should create what I call spaces of reminiscence, with photos and objects that are significant to each person's individual story. Art can also be part of the environment, as can natural objects that have a beneficial effect on employees and visitors. The possibilities are endless.

According to current statistics, two thirds of German employees are thought to have inwardly handed in their notice. This can't solely be down to sterile office environments, can it?

“MANY OFFICES ARE SHAPED BY RATIONALITY. THEY RESEMBLE A KIND OF DEAD SPACE THAT WEAKENS EMPLOYEES. BUT BEAUTY IS PART OF EVERY WORKPLACE.”

The office as a cabinet of wonders: Jan Teunen surrounds himself with books, pictures and artefacts – objects he attaches a great deal of meaning to. He says these help generate positive feelings at work.



RAIL PROFILE

“My favourite route is so beautiful that it was added to the list of UNESCO World Heritage Sites on 27 June 2002. It's the route that leads from Koblenz along the Rhine to Wiesbaden and back again. Although I've travelled it more than a hundred times, I always find myself wanting to be right back there gliding along the tracks.”

PERSONAL DETAILS
Jan Teunen, born in 1950, is a creative consultant who helps companies deploy sustainable corporate culture. He is Professor of Design Marketing at Burg Giebichenstein University of Art and Design Halle. His book *Officina Humana* [avedition, 550 pages], about the office as a master tool for economic success, was recently published.

If you're just there to do a job, you're adequately paid if you're lucky and you may get some recognition from those around you. That is not usually enough to generate satisfaction. People who shape society through what they do are happy. They do meaningful work and receive a kind of intrinsic gratification in addition to their pay and recognition, and that is what makes them happy.

How can this be encouraged?

Companies should strive to find a balance between economic and ethical responsibility. This is essential for a culture in which the needs and desires of employees are taken into account. Taking this into consideration massively contributes to employees' happiness. **But isn't that something employees themselves should be responsible for as well?**

The quote by Mahatma Gandhi immediately springs to mind: “Be the change you wish to see in the world.” If you can overcome your own egotism and through your own thoughts, words and actions not only improve your own life but make the lives of others richer

and not poorer, and if you can continue to develop, you will contribute significantly to having a successful life – including at work.

Can you give us a positive example of a company that has incorporated joy at work?

The dm Drogeriemarkt headquarters clearly represents the company's positive spirit. The courier from the parcel service is greeted in a manner that is just as friendly as a customer or colleague would be greeted. This means people enter meetings in a good mood. Meetings start on time and end on time and people are well-prepared. People are interested in one another, appreciate their encounters with others, are interested in learning from others and are happy to share their own knowledge. Selling drugstore products seems to be a minor point. Their focus is on shaping society. That is wonderful and it's how economics was originally conceived.

What role does corporate management play in shaping workplace environments?

Managers should develop a triad composed of rationality, emotionality and sociality. These kinds of man-

agers are also aware of the fact that they need to create circumstances within their company for their employees to be able to motivate themselves. They are familiar with the wisdom of the universally recognised genius Buckminster Fuller, who once said, “Instead of trying to change people's behaviour, change the environment that drives those behaviours.”

Beyond your philosophy, I think we're now looking at an entirely different question, namely, how is it even possible for joy to arise, if we're just doing a job to earn money?

By practicing humility and recognising just how privileged we already are by being alive and able to work at this time in history and in this part of the world. Psychoanalyst Karl Jaspers once said that the fate and responsibility of every person lies in who they encounter during their existence, what they choose and what they avoid. “A part of the individual's nature is who he has lived with and who has defined him.” What a wonderful, inspiring thought, don't you think?

Interview: Martin Häusler

THERE'S NOTHING FOR IT...



FOCUS

“Should I stay or should I go?”, as the song goes. But wavering between yes and no doesn’t help anyone in a company. And protracting the decision-making process is not a way out of it either. All about the art of doing the right thing at the right time.

Things must have been properly chugging along in Charles Goodyear’s workshop. The American entrepreneur would spend his time huddled over a fireplace in the mid-19th century working with the new wonder material caout-chouc, which was firing the imaginations of the entire industrial world at the time. By using sulphur, he ultimately succeeded in the process of vulcanisation, discovering a material that is still to this day considered essential: rubber. However, he kept putting off protecting his ideas and products for the long term. Imitators copied his processes, and protracted legal battles for patent infringements followed and costed time, money and stress. In 1860, before his invention truly found its legs and before the rubber-based air-filled tyre was invented, he died with a mountain of debt.

Doing the right thing at the right time, setting the right priorities and not putting off important decisions for a long time – the list of serious decisions not taken or incorrectly made is just as long as the positive examples Stuart Crainer talks about in his book *The 75 Greatest Management Decisions Ever Made*. Take, for example, Richard Sears, who, in the late 19th century, transformed himself from a small, provincial entrepreneur into the largest mail order company in the USA in just a few years. Without much hesitation, he correctly interpreted the signs for his young businesses and the world of mail order shopping, and quickly published the world’s first product catalogue.

Managers in companies around the world are still facing similar problems. They have to deliver results under enormous pressure, often make decisions in increasingly quick succession, including many that, while they are indeed necessary, are often seen as uncomfortable and are therefore happily postponed and deferred.

Experts and laypeople alike call this phenomenon “procras-

tinuation”. Guidelines and advice on the subject fill metres upon metres of bookshelves. And though getting your tax returns ready under pressure at the last minute can usually be done without any consequences in the private sphere, this is rarely the case when those at the managerial level frequently put things off.

Holding off for long periods of time is frowned upon in business: “You read so much about the subject that you could be forgiven for gaining the impression that it’s a mortal sin to put off making decisions as a manager,” says corporate consultant Michael Hirt in describing the situation. “But the right thing to do is often the opposite. Tactically, it’s often smart to put off making decisions and to make them at the last possible moment,” says the founder and CEO of Hirt & Friends Management Consultants. After all, the information on which decisions are taken grows as more time passes, which can then be used to better observe and assess the behaviour of other actors. It ultimately comes down to delaying the “right” decisions – and making the “right” ones.

Nevertheless, this is exactly what then becomes more complicated because the complexity of the situation increases. Large companies have locations all over the world, a lot of competition and have an absolute overflow of information. The challenge is obvious: managers are no longer capable of maintaining a clear overview of all these different connections, and are instead reliant upon consultants and support from departmental colleagues. But getting help is often perceived as a sign of weakness and a loss of authority. Managers then often make the mistake of clinging to old recipes for success although today’s conditions are changing much more rapidly than they did in Goodyear’s day.

The fact that it is still the case in many companies today that the boss alone makes the decisions is confirmed by a study conducted by the Akademie der Führungskräfte der Wirtschaft (The Academy for Business Managers) in Überlingen. For nearly half of all employees in the companies surveyed [43 per cent], decisions were always made by upper management or other management boards. Only 17 per cent of employees stated that they were involved in the decision-making process. “It’s surprising just how much traditional organisational structures con-

MORE TIME, MORE INFORMATION: FOR CONSULTANT MICHAEL HIRT, SOMETIMES THE RIGHT THING TO DO IS TO MAKE DECISIONS LATE.

HEAD OR HEART? AS ENTREPRENEUR MAX GRUNDIG ALREADY KNEW: "I DO THE THINKING. MY GUT MAKES THE DECISION."

tinue to shape our everyday lives at work," says Ilga Vossen, Head of In-house Consulting and Training, on the findings of the Academy's study. It's quite the predicament. It means that managers are supposed to quickly make decisions, but should also be well-informed throughout the process, hedge their bets and also bring consultants or employees on board. And they have to make sure they don't go out on a limb as the sole person responsible in case what is seen as an incorrect decision is made, says Claus Verfürth of Düsseldorf-based talent and career consultancy Rundstedt & Partner in the *Frankfurter Allgemeine Zeitung* newspaper. However, this ultimately leads to extended decision-making processes. "It is often suggested to managers that they move too slowly," says Verfürth, getting to the heart of the dilemma. "This results in the paradoxical situation that, in an increasingly fast moving era, decision-making processes are slowing down."

To hear employees tell it, they would happily contribute more to making key decisions. According to a Rundstedt survey, 47 per cent of employees were in favour of this, whilst only 16 per cent held the view that they did not want anything to change because the boss already did the job well. "Many companies are currently facing a generational conflict," says CEO Sophia von Rundstedt in assessing the situation. "Young employees bring with them new ideas and expectations to their workplace and collaboration, many of which are often met with scepticism by the old guard."

But what is the key to good decision-making? Should they hedge their bets by hearing the opinions of their teams of employees and departmental colleagues? Of consultants? Is it better to follow purely rational figures? Or should you just go with your gut? "Analysis and intuition are the ideal team in the decision-making process. Max Grundig once said, 'I do the thinking. My gut makes the decision'," says career coach and author Christiane Wetterer, sticking up for decision-making by feel. Nevertheless, she also cautions in her book *The Art of Making the Right Decision - 40 Methods That Work* to carefully weigh things out beforehand.

According to her, you can be more secure in your decision-making if you take the time to consider and work through the "worst case", for example. "The worst-case

scenario protects us against seeing things through rose-tinted glasses and increases our vigilance," says the author. That is why safety engineers are constantly running through possible faults, such as in simulated alarm situations in large companies. Their motto is, "Only the person familiar with the risks will behave correctly in the crucial moment."

Another classic bit of advice for stressed managers to make better decisions is to sleep on it before making important, complex decisions. But does that really help? According to psychological studies, it does. This is because at night our brains intensively work through what we've been experiencing and separate the negatives from the positives. This means that it's not conscious reflection that helps us to make a sensible final decision. It's relaxation. This conforms to the concept that we often come up with our best ideas when our minds are not too busy - like when running or listening to music.

However, the findings show otherwise here, too. For example, a group of American scientists disagree with the hypothesis that decisions are better made after a quiet night to mull things over. In a series of experiments published by the *Harvard Business Review*, test subjects had to choose between two high-quality laptop bags. One group received all the relevant information about this decision early in the morning, whilst the others received the same information shortly before going to sleep at night. They were asked to make the decision twelve hours later and justify their choice. The results were astounding: although the "sleep group" focused more strongly on the positive features of the bag, as expected, they were less comfortable with the decision they ultimately made. According to the researchers, it appears that, after making their decision, the test subjects continued to dwell in particular on the negative aspects of the bag they had chosen, thinking that perhaps they had not sufficiently taken those aspects into account.

All things considered, the art of making the right decision is always linked with answering for the consequences. Even if you have a gut feeling or find an entirely new solution the next morning after sleeping on it that you hadn't considered the night before: if you make a decision, you have to stand by it. Even if this proves to have been the wrong decision in retrospect. "Admitting to mistakes and correcting them are what is needed for change," writes Peter Brandl, management trainer and author of *Hudson River. The Art of Making Tough Decisions*. In his book, the former pilot explains what businesses can learn from the aviation industry. "If we want to achieve something in life or in business, we should be ready to make tough decisions and make survivable decisions. Otherwise we'll just stay in our comfort zone - and nothing happens there."

Nicola Malbeck

ON THE MOVE

Stylish weekender bags

PISA, PRAGUE OR PARIS? BAG, SUITCASE OR RUCKSACK? THE PERFECT LUGGAGE FOR YOUR GETAWAY.

1 | CLASSIC

Not just for those with nostalgia: the Bric's Firenze bag has class. Its leather trimming is reminiscent of luggage from the 1920s. 250 euros. wardow.com



1

2 | PRACTICAL

Perfect for lazy weekenders: with its two handles, this travel bag transforms into a hanging wardrobe with multiple compartments. 80 euros. radbag.de



2

3 | LUXURIOUS

Sturdy, classy and easy to carry: the FleroM travel bag is appealing thanks to its high-quality Italian leather and intricate production. 630 euros. maxwellscottbags.de



3

4 | STABLE

The grooves, designed to look like waves, increase the impact resistance of this 55 cm Samsonite suitcase, which weighs only 1.7 kilogrammes (Lite Shock model). 300 euros. kofferprofi.de



4

5 | WEATHERPROOF

Robust, waterproof courier rucksack by Brooks England with lots of useful features for cyclists and urban conquerers. 280 euros. taschenkaufhaus.de



5

6 | URBAN

This sporty weekender bag with separate section for shoes is made of recycled PET material. 140 euros. audi-ingolstadt-shop.de



6

7 | ONE-OF-A-KIND

Clean lines, smart functions: rucksack by United Nude with laptop compartment, leather straps and waterproof zip closures. 260 euros. unitednude.com



7

8 | ALL-TERRAIN

The only thing missing is a lasso! Greenburry bag made of natural calf leather for urban cowboys seeking adventure. 270 euros. greenburry.de



8

9 | FUTURISTIC

You can use an app to see exactly where your rolling luggage is right now. The suitcase also features an integrated power bank with two USB ports. 250 euros. raden.com



9

PHOTOS: PR

Sublime

MEET FOOD IS THE NEW DESIRE TO EXPERIENCE FOOD.



[1]



[2]



[3]

Know what you're eating: you'll find out about exactly that at Restaurant Stoi [1] as well as the stands and shops in Berlin's Markthalle Neun [2]. The photo on the right shows the Kumpel & Keule butcher's shop.

Children press their noses up against the glass at Berlin's Markthalle Neun. Behind the glass are young, tattooed butchers working with a great deal of concentration on their meat, seasoning it with herbs and filling the sausage casings with the mixture. This is how the sausages that will later make their way to the grill are made! Young people form a long queue, and the glass-covered Kumpel & Keule butcher's shop can scarcely keep up with the demand. The demand for fillets, carefully separated from the bone with the sharpest of knives; for beef that has been aged for a long time; for free-range pork, having fed on acorns and fruit instead of GMO soy. And could you tell me how to prepare the beef shank please? How long should it cook? Oh, and I'll take some laurel and allspice as well,

thanks very much. The butchers, always in a good mood, are happy to answer these questions and more and seem to love what they do. More and more people are wanting to do more than just "consume" their meat, sausages and fruit. They want to learn more about it. About the product and how it was produced. They want to smell, taste, try - and ask questions. The trend is called Meet Food, and, in addition to the desire for greater transparency about our food, is bringing a new form of culinary enjoyment to the fore. "It's a counter-movement to 'hidden' food, which for many years now has made up a large

part of the food available to us in the form of convenience foods or other packaged products," says food trend researcher Hanni Rützler. Meet Food is all about satisfying the desire to experience food more sensually. In Hamburg's Vollkornbäckerei Effenberg bakery, you can register for bakery tours, and there's even a glass bakery in Scharnbeck. In Ettal, visitors to the showcase cheese dairy can find out how milk is made into Allgäu alpine cheese. Ludwig Maurer of Schergen grub in Bavaria is known as the Pope of Meat, and is taking the desires of this new breed of consumer to heart. At his restaurant Stoi, which he runs out of an old cowshed, he leads guests out to the pastures where his organically raised Wagyu beef cows graze between their courses. Meet, greet - and eat.

A GREAT DEAL OF TRANSPARENCY

Guests at Stoi learn where their piece of Wagyu beef comes from on a tour of the pasture. ludwigmaurer.com
The glass building sets the scene for the Kumpel & Keule butcher's shop. kumpelundkeule.de

PHOTOS: THOMAS PFEIFFER, MARKTHALLE NEUN, KUMPEL & KEULE; ILLUSTRATION: SVENKALKSCHMIDT

Football talks

1 THE ROUND THING MUST GO INTO THE SQUARE THING

Haven't a clue when it comes to football? That's no reason to stand on the sidelines. After all, the topic is optimally suited for a breezy start to a conversation - with the right tactics, of course.



2

KICK-OFF

As a warm-up, follow the current news and sports reporting. The rule of thumb is that football stories that make their way to front-page news are excellent for joining in on a conversation.



3

GOAL: EFFECTIVE OPENERS

Goals and red cards are well suited to starting up some good small talk. Practice beforehand with colleagues or friends. This will also help you bone up on your football knowledge.



4

A JOKER UP YOUR SLEEVE: THE WORLD CUP

Interest in football will be particularly great during the World Cup in Russia. However, it is important to remember that anyone can read the news. Score points with interesting facts, such as how quickly a Mexican wave moves.



5

TOURNAMENT-READY

Talking about the performance of the national team is guaranteed to be a good door opener this summer. If you've missed one of their actual matches, reminisce about the highlights from the last World Cup.



6 ON THE BALL

Get informed about artfully talking shop by learning about basics like offside rules, back-four formations and switching from attack to defence and vice versa.

7

THOSE WHO ASK, LEAD

If your smattering of football knowledge is still insufficient to keep a conversation going, ask (open-ended) questions, such as, "What did you think of the match last night?"



8

LET OTHERS DO THE TALKING

When you first meet someone, you should keep the talking to a minimum. Show yourself to be interested - and let your counterpart take the field first.



9

GO ANOTHER WAY

Always remain attentive. If you notice that your conversational partner doesn't know much about football or even seems bored, change the subject.



After the game is before the game!" Legendary national team trainer Sepp Herberger made a great point with this bit of coaching wisdom - something that can also apply to professional life. After all, setting new goals, always remaining "on the ball" and working hard at networking are all essential parts of professional success. And small talk is part of networking. Those who are skilled at the art of chatting will find it easy to make and maintain contacts. Small talk is seen as an icebreaker before important negotiations and meetings and creates a friendly atmosphere in which to deal with the matter at hand. "Small talk is the social lubri-

cant in the career engine," stresses career network e-follows.net. Politics is not appropriate for starting the conversation going. And the weather? Too boring. With football, however, nearly everyone can and will join the conversation. And the scope for communication is extra broad during a World Cup year. You can discuss things like Jogi Löw's lineup, what kind of shape individual players are in or talk shop about questionable calls by the refs. Even if you barely have a clue or are unsure about things, you should still show interest, ask questions and stick your neck out a bit. Otherwise you run the risk of being offside right from the start.

Imaginative!

FROM VERTICAL OBSTACLE COURSES TO A HYGGE HOTEL:
TEN PLACES THAT ARE FULL OF SURPRISES.



HOTEL HAFEN FLENSBURG [1]

Flensburg | None of the 69 rooms are alike in this chic ensemble created by combining eight difference houses. Its location in the Museumshafen district is sublime – and fish restaurant Ben's Fischhütte, which may have the region's best fish sandwiches, is right next door.

hotel-hafen-flensburg.de

DAS TALGUT

Ofterschwang | The five-star lodges in the Oberallgäu district are perfect for anyone looking for a bit of secluded luxury. Each lodge is 80 by 230 square metres and features its own kitchen. The proprietors provide guests with breakfast, placing containers of freshly prepared dishes in the fridge every evening.

talgut.de

TIP



LULU GULDSEMEDEN [2]

Berlin | In Germany's first hygge hotel, great value is placed on priority and, well, hygge. The hygge trend from Denmark and a synonym for cosy living was lacking on the landscape of Berlin hotels. Its restaurant, Sæson, serves up Scandinavian cuisine with a modern twist. And its menu also features tasty smørrebrød, of course. guldsmedenhotels.com/berlin



NOVOTEL WIEN HAUPTBAHNHOF [3]

Vienna | Located at the heart of the city and opened just a few months ago, the new Novotel scores serious points with its combined spa and fitness area on the 19th floor. Five beehives are also located on the terrace shared with the similarly brand new ibis Hotel next door. They produce honey for the guests' breakfast – and also serve as a symbol of sustainability. novotel.com

COTIDIANO PROMENADEPLATZ

Munich | The latest branch of the Cotidiano restaurant has now opened in the city's historic district. The dishes and drinks served there come straight from hipster heaven, from chia pudding to the Cotidiano Mule. cotidiano.de



25 HOURS - THE ROYAL BAVARIAN MÜNCHEN

Munich | The 25 Hours high has now come to Munich. Christoph Hoffmann, who developed the smart boutique concept, initially began in Hamburg with his uniquely different hotels with slanting design. Berlin, Zurich and other cities followed. Great news for Hamburgers at the site of the former Münchner Haus near the central station: the Hamburg Boilerman Bar run by Jörg Meyer, inventor of the Gin Basil Smash, has an offshoot here.

25hours-hotel.com



SALT AND SILVER [4]

Hamburg | In July of last year, Salt and Silver set up shop where the Amphore bar once graciously served revellers from St. Pauli. Founded by two globetrotters, you can order exotic snacks like grasshoppers – but the fare tends mostly towards South American. Its primary attraction continues to be its location. Located right near the river bank with views over the Elbe, brunch served late in the morning or a pisco sour at night go down a treat.

saltandsilver.net/zentrale



STEIGENBERGER HOTEL STADT LÖRRACH [5]

Lörrach | Just a few kilometres from the Swiss and French borders, the imposing tower of this newly built hotel in the contemplative town of Lörrach makes quite an impression. If you're in town to do business in Basel or Upper Alsace, this hotel is the perfect oasis of calm. Especially on the 20th floor. There, the panoramic sauna and fitness centre boast incredible views of the surrounding hills and it's enough to make even the busiest workaholic forget that hectic business meeting. steigenberger.com



HOTEL ZUR ALTEN POST [6]

Büsum | This cosy hotel, located right at the heart of the North Sea municipality of Büsum, has indulged in a new building. You can now spend the night in one of its 34 modern rooms. The highlight of any visit there, however, is still the restaurant in the old building right next door – the oldest restaurant in Büsum. This historical inn was discreetly renovated with extensive attention to detail. The Büsum crab soup (6.90 euros) and lobscouse (11.50 euros) are popular dishes. zur-alten-post-buesum.de



ME AND ALL HOTEL [7]

Düsseldorf | It goes without saying that the Me and All lounge is chic, with great sounds and tasty street food. The chief attraction of this new, centrally located boutique hotel is its vertical obstacle course, which spans eleven storeys. The stairwell features information on fitness exercises on every floor as well as exercise equipment installed that will make us forget all about the lift. Stopwatches and weighted vests can be checked out from the reception desk.

duesseldorf.meandallhotels.de

PHOTOS: PR (6); MARTIN STRAUSS; STEVE HERUD

Erfurt

STOPPING OFF FOR A CLASSIC THURINGIAN BRATWURST OR A DRINK? THESE DESTINATIONS MAKE PARTICULARLY GOOD REFUELLING STOPS.



BITE TO EAT

Faustfood [1] The famous bratwurst is simply a culinary requirement here in the capital city of Thuringia. One of the city's best is served up by Faustfood in the historic district, not to mention the other delicious items on the menu.

faustfood.de

Castillo Catalana

[2] Top-class Spanish tapas, like Iberian truffle pork or scallops. We highly recommend the set menu, which offers seasonal dishes selected every month. catalana.de

CHEERS

Café Füchsen [3] Located directly on the Gera river, this well-kept secret is a local highlight hidden away from the hustle and bustle of the more touristy parts of town. Thomas Schindler, who runs the café, has twice made it to the finals of the German Barista Championships. Hütorgasse 13

Weinatelier Rue

[4] If you prefer to while away the afternoon with a good glass of wine, you'll feel right at home in this rustic bar. It also boasts a large selection of whiskies, rums and grappas. weinatelier-rue.de

MUST-SEE

Angermuseum [5] Located just 500 metres from the central station, the Angermuseum is a medieval collection from the city with 150 items on exhibit, including historic furniture, musical instruments and glassworks. kunstmuseen.erfurt.de

Naturkundemuseum

[6] Here, visitors can climb on board a ship's hull that oscillates to simulate being out on the waves. The Noah's Arc exhibit hosts a collection of replicas of humans, predators and birds. naturkundemuseum-erfurt.de

STRESS BUSTER

Krämerbrücke [7] An absolute must when in Erfurt is visiting the Krämerbrücke bridge - the longest bridge lined with buildings in Europe and one of the city's landmarks. It features lots of small shops and cosy cafés.

Michaelisstraße [8] Michaelisstraße is imbued with a medieval feeling, and is also called the "Stony Chronicle of the City".

Anyone taking a stroll down this lovely street will feel as if they have been transported back in time to the era of Martin Luther.

MUST-HAVE

Goldhelm Schokoladen Manufaktur [9] If you're looking for the perfect souvenir to bring back to a friend or loved one, or if you want a bit of indulgence for yourself, you've come to the right place: this chocolate factory attracts visitors with its unique chocolate creations, pralines and spreads. goldhelm-schokolade.com

Madame Pflegers Seifenlädchen [10] Purveyors fine, hand-made soaps in many different shapes, colours and scents [raspberry milk, lemon-grass]. seifenladen-erfurt.de