

WAGEN EINS

THE DEUTSCHE BAHN MAGAZINE
FOR BUSINESS TRAVELLERS

Showing the way

COACHES ARE THERE TO HELP
YOU MANAGE PROFESSIONAL
CHALLENGES. BUT WHAT CAN
THEY REALLY ACHIEVE?

MORE FREEDOM!
WHAT TODAY'S
HIGH POTENTIALS EXPECT
FROM THEIR JOB.

MORE SUCCESS!
HOW TO WIN
THE BATTLE
AGAINST YOUR
TO-DO LIST.

GOOD IDEA

Charge as you go

There are around 650,000 kilometres of roads in Germany alone. A research alliance made up of RWTH Aachen, the Fraunhofer Institute and the start-up company Solmove now hopes to transform that enormous surface area into a green power station. They have already developed solar modules made of reinforced glass that can withstand the weight of heavy goods vehicles. It would also be possible to install the wafer-thin elements on railways. Each module measures 8 x 8 cm and can be joined together to make a carpet of tiles that is “easy to roll out on roads”, says Solmove boss Donald Müller-Judex. In future, photovoltaic roads will also be used to supply electric cars with energy via an induction loop – recharging as you go. The first field tests start in summer 2017.

SOLAR ROADS

Donald Müller-Judex, Director of the start-up company Solmove, wants to use sturdy solar modules to transform roads and railways into power stations. solmove.de



All aboard

EDITORIAL

»‘FEEL-GOOD’ – FOR MANY COMPANIES JUST A SYNONYM FOR MOLLYCODDLING. BUT THERE’S A LOT MORE TO IT.«

DEAR READERS,

Flying cars and driverless trains: trend and mobility researchers were thinking well outside the box at Deutsche Bahn’s second “Zukunft der Mobilität” (*The Future of Mobility*) one-day symposium. A fresh look is never a bad thing and the objective is clear: in view of ever-growing traffic volumes, it is becoming increasingly important to intelligently connect different modes of transport – and technology is the key. Read more on page 6.



“War of Talents” has a rather martial ring to it. In future, however, softer factors will play a more important role in the competition for the best junior talents. Take the term “feel-good”, for example: for many traditional companies it is nothing more than a synonym for a mollycoddle culture that spoils the workforce with free muesli and hot-stone massages. Work and employment researcher Gabriele Korge explains in an interview why there is much more to it than that. She also asked 1,500 students what they expect from a job. Find out what they said from page 12. Coaching is also a divisive topic. When is it necessary and who needs it? Should coaching be used as a quick fix or is it rather a way to empower employees to find new orientation over the longer term? We investigate this boom market on page 16.

Best regards,
Karina Kaestner, Head of DB Corporate Sales



NOW ALSO ONLINE

With this issue of *WAGEN EINS*, we’re launching our online presence. You’ll find new, updated content here every month. wagen-eins.bahn.de

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RAINHARD FENDRICH

Mr Fendrich, what's your favourite rail route?

Vienna - Munich. It's not worth flying such a short distance. Nor is it faster by car.

Do you book a specific seat?

Yes, window seat at a table, ideally close to the dining car.

What do you always carry with you?

A "Tschin Bumm" novel, as we say in Vienna: an easy read. And my laptop, so that I can do some work.

How do you pass the time when travelling?

I like to daydream while the landscape flashes by. I sometimes even get ideas for songs that way!

What's the perfect journey time?

That depends on the distance. In the past, when I was interrailing with my rucksack, twelve hours to Rimini wasn't a problem; back then it was more about the journey. Today, there's more of a rush and twelve hours would be too long for me ...

Do people sometimes come up to you when you're travelling?

I don't look quite the same in real life as I do on the covers of my albums. Every now and again someone will come up to me and tell me I have a doppelgänger and that I look deceptively similar to Rainhard Fendrich.

BIO: Viennese songwriter, actor and TV presenter Rainhard Fendrich, 61, is one of the leading stars of Austro-pop (*Macho Macho*, *Es lebe der Sport*), with which he has also been very successful in Germany. His latest studio album, *Schwarzoderweiss*, came out in autumn. He will be touring Germany in February and March 2017. fendrich.at

Rail & Co.

CHANGES TO SEAT RESERVATIONS NOW FREE OF CHARGE

Travel plans can change, making it necessary to switch seat reservations. The good news is that it is now possible to make a change to a seat reservation in Second Class at no cost. The reservation change can be made online, by phone, at a Travel Centre or via DB Navigator. Seats on reservation-only trains such as the City Night Line are not included in this offer.

NEW CONNECTIONS TO FRANCE

From Frankfurt to Paris in 3 hours, 40 minutes. The second part of the French high-speed rail line is now open, resulting in several timetable improvements for German businesspeople travelling to Paris. The number of direct trains to Strasbourg has been increased, too. Connections to other French destinations such as Marseille and Lyon are now also faster and more frequent.

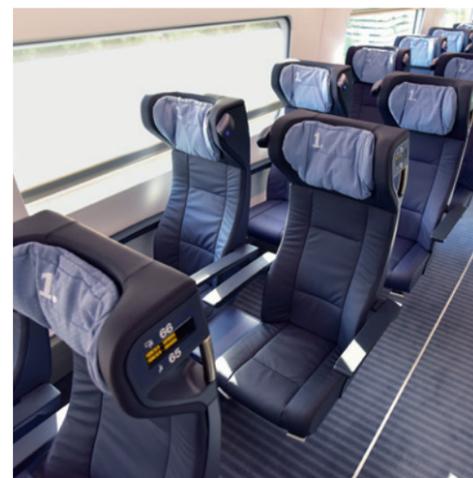
100

THE NUMBER OF FREE SEAT RESERVATIONS EACH YEAR FOR HOLDERS OF THE BAHNCARD 100 FIRST CLASS. RESERVATIONS ARE POSSIBLE WITHOUT TICKET PURCHASE AND ARE VALID FOR TRAINS WHERE RESERVATIONS ARE NOT MANDATORY. BAHN.DE/BAHN-CARD100-SITZPLATZ-RESERVIERUNG

LONG DISTANCE

Into the future with the ICE 4

The new ICE 4 had already won two design prizes even before getting onto the tracks. However, it's not just the aerodynamic silhouette that impresses. The new generation of trains represents the future of long-distance transport in Germany, which DB hopes to grow by 25 per cent by 2030. After a series of individual journeys starting in late autumn 2016, regular operations will begin towards the end of 2017. The ICE 4 has 830 seats - 15 per cent more than the old model despite being almost the same length. New luggage racks offer plenty of room for bags. The seat numbers and reservation displays are housed in the headrests of the new ergonomic seats and the angle of the backrests can be adjusted without disturbing the person behind. An LED light strip above the seats produces a light that automatically adjusts depending on the time of day. The ICE 4 is equipped with the latest Wi-Fi and telecommunications technology, with which the existing ICE fleet will also be fitted.



PHOTOS: SANDRA LUDEWIG, BERND DINKEL

Planning and saving properly

Let's start with the best news of all: BahnCard Business 50 holders now get a permanent 25 per cent BahnCard discount on saver fares on long-distance journeys. For those who don't already have a BahnCard Business, the new BahnCard Business Planner will be useful when selecting the right card. The programme quickly and reliably calculates how cost-effective the various cards will be for you, taking into consideration the individual situation of business customers and the selected routes. Along with the recommendation of the optimal BahnCard Business, the planner also provides the result in PDF form to make it easier to negotiate the internal approval processes of your company. Click here to use the BahnCard Business Planner: bahn.de/bcb-planer



ON EVERYONE'S LIPS

Augmented Reality

WHAT IT MEANS:

Augmented Reality (AR) is the computer-assisted enhancement of your perception through superimposed sensory input (visual, in most cases) and information, where new layers are added onto the visible world. One familiar example is the line superimposed onto the pitch in football broadcasts to determine whether a player was offside. Other examples include historic pictures or Wikipedia articles that overlay parts of the picture when you look through a camera; or the popular Pokémon Go game, where you move around the physical world catching fantasy beings with your mobile phone; and the HoloLens "smartglasses", which allow you to embed digital elements (pictures, data) into your surroundings.

WHAT IT REALLY MEANS:

AR changes the way we see the world because our perception of reality is increasingly being expanded, transformed and manipulated by digital technology. A few months ago, Samsung patented an AR contact lens that can show you how much of your medications you still need to take (via a link to medical databases) or the next working steps you need to complete (via to-do lists and digitally marked objects). Digital jewellery is also being developed that can project light patterns onto your neck, which can only be seen by someone with an AR device of their own. The technology could change every area of our lives, making it possible to virtually rearrange furniture around a room and superimposing 3D film clips onto famous sites to add life and a new dimension to city tours. From entertainment to industrial applications, the experts agree that AR has a bright future.

App to the future!

FLYING CARS AND DRIVERLESS TRAINS: AT DEUTSCHE BAHN'S MOBILITY SYMPOSIUM, THE EXPERTS WERE LOOKING FAR INTO THE FUTURE. BUT WHAT'S ALREADY CLEAR IS THAT THE SMARTPHONE IS BECOMING INDISPENSABLE AS AN INTELLIGENT TRAVEL ASSISTANT.

You have a business appointment somewhere outside the city centre? In the past that would have meant getting into the company car and hoping that heavy traffic doesn't upset your plans. Now, however, rail has established itself as a convenient mode of transport between major cities. At the other end, the journey can continue by taxi, public transport, car-sharing or bike rental services. Your smartphone can show you the best options for the onward journey in seconds, taking the weather, time frame and budget into account. But this is just the start, as became clear at Deutsche Bahn's one-day "Zukunft der Mobilität" (*The Future of Mobility*) symposium.

This was the second time Deutsche Bahn and the Travel Industry Club invited guests to join them for the mobility industry's biggest networking event in Frankfurt. Insights were provided on various topics by trend and mobility researchers, representatives from the world of science and industry, and by car-sharing and bike rental providers. The trend towards digitalisation and the increasing individualisation of mobility are presenting transport companies with new challenges that can only be solved together.

As it becomes more established as an intelligent mobility assistant, the smartphone will assume a central role in these developments. When asked for the best way to get to an appointment at 10 a.m., it will, in future, automatically suggest a rail connection if traffic congestion is reported on the roads. "Digital devices will predict what I need to do. And I will trust that device because it makes better predictions than any person can" – this is one view of the future. On-demand mobility and car-sharing is another important element of this in-

THE DIGITAL PLATFORM "MOBILITY 4.0" SUGGESTS CUSTOMISED TRAVEL ROUTES THAT COMBINE SUITABLE TRANSPORT SYSTEMS SUCH AS RAIL, CAR-SHARING AND CALL-A-BIKE.

creasing interconnectedness – offering the advantage of having a car available without the hassle of owning one. In the best-case scenario, car-sharing vehicles are always being used around you, meaning there's more space for cyclists and pedestrians in our cities.

According to long-term forecasts, the company car will be obsolete by 2025. Employees will have their own mobility budgets and will be free to choose between individual and public transport modes. The concept of the car driver is also under scrutiny – the cue here being "autonomous cars". "We will soon come to see a day when the steering wheel is superfluous," is another often-heard prediction for the future of mobility. If that is still not science-fiction enough for you, Google presented a utopian future featuring flying cars. Trains could also be fully automated and driverless in the digital future.

Until that becomes a reality, Mobility Platform 4.0 represents the centre of the digital rail revolution. This is the name under which the company is bundling all its projects that are working towards the digital travel routines of tomorrow.

Among the key focus points here are apps that automatically compare and combine different transport modes, and that send personalised, lowest-priced, door-to-door journey suggestions to your smartphone. Start-up centres such as Deutsche Bahn's Berlin-based "Mindbox" have been set up to explore these advantages and technical possibilities.

Business travellers in particular will be keen to combine transport modes in ever more flexible, spontaneous and customised ways. But all customers will benefit from these new digital possibilities.



ILLUSTRATION: ANTON HALLMANN/SEPIA

BARBERSHOP

COLOGNE

CHEAP HAIRCUTS
ARE NOT GOOD
GOOD HAIRCUTS
ARE NOT CHEAP



A REFUGE FOR THE WELL-GROOMED MAN

Exclusive whiskeys, luxurious fragrances, manicures and classic brands: a contemporary take on men's stores heralds a new culture of grooming.



COLOGNE

Hairy handicraft: customers at "Barbershop Cologne" sit on chairs handmade in Italy to have their hair styled and their beards artfully pruned. With premium whiskey served on request. barbershop-cologne.de

Jazz is playing in the background and the men are joking together but still working with focused concentration. With a practiced hand, the barber applies the razor and cuts a precise line between the beard and Adam's apple. A wet shave takes at least 20 minutes: it involves 14 steps with warm and cold towels, brushing, combing, mini-massages, the shave itself and the application of care and beauty products from old-school jars that look like caviar tins. To finish, the barber applies a few drops of aftershave with a soft tap of the finger, the customer nods approvingly, returns to an upright position and looks at his reflection in the mirror with satisfaction. Perfect.

"Barbershop Cologne" customers expect more than standard beard care. They want to be transported to a world of well-being, tradition and time-honoured craftsmanship. Which, of course, makes the shop in Cologne's Belgian Quarter incredibly hip. In the past few years barbershops have opened in most major German cities; they cater exclusively to men, eliminating the compulsive sideways glances at the female clientele in unisex salons with their curlers and hair foil.

Men like to have a place they can retreat to, somewhere they can have a glass of craft beer or a fine whiskey. That's exactly what you get at the "Gentlemen's Circle" in Berlin's Gendarmenmarkt, which was founded by André Goerner as a "Manufacturer of Men's Culture". The establishment is furnished with heavy armchairs on fine parquet flooring and the bar area features an eye-catching, gently glowing counter made of pure onyx. The scent of cedar, sandalwood, leather and men's fragrances hang in the air. Everything the

PHOTOS: MANFRED DAMMS; STEFAN MAYS; PAVEL BECKER (2)

BERLIN

Traditional from top to toe: at the "Gentlemen's Circle" you'll find everything you need for a stylish, well-groomed look - from premium-brand clothing and accessories to a traditional wet shave with razor and brush made of natural hair. gentlemens-circle.com





HAMBURG

Hanseatic understatement: “Vater & Sohn” sells classic, high-quality and durable clothing and accessories that come with a history, tradition and provenance – and make men and sons very happy. vaterundsohn-hamburg.com



DRESDEN

Retro shopping: the old apothecary cabinet, leather sofa and lounge armchair create an extraordinary shopping experience that includes a glass of port. The range includes 40 brands. franzundemil.com

modern man wants, he’ll find here, from a wet shave to a tailored suit, from a manicure to cigars, Swiss watches and exclusive whiskeys. It’s not necessarily just figures from Berlin’s hipster scene who come in for a look around. Tradespeople, the self-employed and businessmen feel at home here too, and kindred spirits meet after closing time on Friday evenings for “Smoking Friday”. “The ‘Gentlemen’s Circle’ corresponds to my idea of a perfect haven for gentlemen, and I’d like to invite every man interested to become a part of this world,” says Goerner.

Shops for men only: is that asking for trouble? Sociologists are still not sure. Are these shops an expression of a nostalgic longing for the conservative ideal of masculinity, perhaps even a revival of traditional roles? Or are they a reflection of a desire for durable products and expert advice on all aspects of personal style as a reaction against a world of consumerism and cheap, disposable products?

One thing is clear: the concept is catching on, as demonstrated not only in Cologne and Berlin, but also in “Vater & Sohn” in Hamburg and “Franz & Emil” in Dresden. Beyond fashion hypes and mass-produced goods, the men’s outfitters tend a range of authentic, classic brands such as “Iron Heart”, “The Real McCoy’s”, “Tricker’s of England” and “Baracuta” – premium, traditionally produced clothing made to last a lifetime ... literally. Clothing that defines one’s sense of style, rather than simply being a practical choice or decorative flourish.

Those looking for that kind of added value go shopping in a different way.



How to be a genius

DO YOU FORGET NAMES OR WHERE YOU LEFT YOUR CAR KEYS? THESE TRAINING MODULES CAN HELP BY GIVING YOUR BRAIN A GOOD WORKOUT. GIVE IT A GO!

GET BETTER EVERY DAY

The “Fit Brain Trainer” offers around 360 different exercises and training modules that help boost your memory, processing speed, concentration, problem-solving skills and visual capabilities. If you practise regularly, you’ll be able to solve everyday problems in your sleep. The difficulty level increases as you gradually improve your skills. For Android and iOS. fitbrains.com/rosettastone



GENIUS OR JUST A CUNNING FOX?

Are you a borderline genius? Find out with daily exercises in logic, memory, calculus and vision. With statistics and scientific explanations. “Einstein Brain Trainer” for iOS and Android. bbg-entertainment.com



IQ TESTS ON THE GO

The free basic version starts with a survey of the areas that could be improved in terms of concentration and memory retention, whether professionally or at home. It then offers a number of logic puzzles and IQ tests that are calibrated to provide effective attention training. The customised exercise programme expands with each level you master. “Neuronation” for iOS and Android. neuronation.de



GET THE GREY CELLS UP TO SPEED

Improve your memory, remember names and concentrate better at work - who isn't keen to tweak something here or there? The “Lumosity” app promises great results and gets your grey cells up to speed with daily exercises and games in a race against the clock. This kind of training helps you think more flexibly so that you can solve problems more quickly. Developed by scientists and games designers. For iOS and Android. lumosity.com



MENTAL MUSCLE-STRETCHING

Dr Kawashima’s “Brain Exercise Lite” offers a selection of puzzles that playfully stimulate the brain to improve your mental fitness. It also has a quick-play mode. For iOS and Android. bandainamcoent.de



STRESS RELIEF

“Personal Zen” is an anti-stress trainer. The game, which features one angry and one peaceful, friendly character, works to reduce anxiety by training the brain to identify positive situations. For iOS. personalzen.com



LET'S TALK ABOUT...

CAREER, MONEY, STATUS?
NOT SO IMPORTANT,
APPARENTLY. EMPLOYEES
WANT WORK THAT OFFERS
PLENTY OF PERSONAL
FREEDOM, SAYS GABRIELE
KORGE OF THE FRAUN-
HOFER INSTITUTE. THE
WAR OF TALENTS WILL
BE WON BY COMPANIES
THAT RESPOND FLEXIBLY
TO THE WISHES OF THE
NEXT GENERATION.

Where is the world of
employment headed?
Gabriele Korge, 50, conducts
research at Stuttgart's
Fraunhofer Institute about
the professional expecta-
tions of coming generations.



PHOTOS: SEBASTIAN ARLT

Ms Korge, according to research by various consultancy companies, two thirds of the German businesses are having difficulty attracting so-called “high potentials”. Is this consistent with your experience?

There are a number of developments that suggest that this is indeed the case. One driver, without a doubt, is demographic change. The baby boomers will be retiring in increasing numbers over the coming years, leaving open positions in the middle and upper tiers of management that will need to be filled. This trend is accompanied by a transformation in the aspirations of young graduates. More and more of them are saying they have no desire to become executives. They have their reservations about such positions and are asking themselves what they would have to do to get there, and what they would get out of it.

Career, status, a high salary to name but three ...

These days you can swap those for concepts such as meaning, enjoyment and self-determined work.

You’re talking here about the wants and needs of Generation Y?

Not just them. We carried out a survey, in which 1,500 students of various ages took part, and saw that values change from generation to generation.

What exactly did you discover?

Attitudes to work have changed a lot over the last few decades. The baby boomer generation is still very much oriented around a nine-to-five working day, and is concerned about job security above all else. Generation X, which followed them, is very achievement-oriented, wants to experience success and is ready to put the requirements of the job above the choice of job lo-

SORTING OUT
CHILDCARE
COULD BE ONE
OF THE RESPONSIBILITIES OF
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MANAGER –
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TO FOCUS ON
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cation. The oft-cited Generation Y, which has already entered the workplace, sets great store by flexibility. For them, however, that mainly means a high level of self-organisation. They don't like it when being physically present in the office is compulsory; instead they like to be free to work anytime, anywhere – including at unusual times.

And what do the younger generations want?

Today's 20-year-olds – Generation Z – are turning the trend on its head. On the one hand, their values come closer to the nine-to-five ideal of the baby boomers but, on the other hand, they emphasise their need for freedom and a good work-life balance, they look after their health and they also design their lives outside the professional sphere. They are less flexible in terms of time and location, too. Like Generation Y, they are communication-oriented: they want to discuss with colleagues how to achieve work goals and how to proceed as a team. They also like to have a certain control over organising their work.

Does that mean the traditional struggle to rise up the career ladder has lost its allure?

Yes, that's true for many graduates and early-career employees; the prospect of developing from being a little wheel to a bigger one no longer has the pull it once had.

However, the rankings of the most popular employers consistently show the large corporations taking the top spots – isn't that a contradiction?

A number of large companies are still benefiting from a positive image and the global demand for their products. Very few of them have changed in response to the evolving expectations of young executives.

Why is that?

One problem is the human resources departments themselves. We know from a number of studies that it is precisely the HR managers who are the last to switch to modern channels of communication such as social media in their work. Moreover, HR departments do not see themselves as one of the company's business partners. When, in fact, they should be taking on the task of identifying changes in the world of work and exerting an influence on the direction taken within the organisation.

The term “feel-good” is often used when discussing the competition for the best junior talents. In future, will every company need a “feel-good” manager who takes care of the personal needs and wishes of employees?

Absolutely, although I don't particularly like the term “feel-good”. It's about creating the optimum working conditions more than anything else. That begins from day one in the job. When people start working at a company, they often spend weeks trying to find their feet before they even start being productive. That's still very common. Or the fact that you have to fill complicated forms for business trips or find yourself sitting in unproductive meetings far too often. That's why you need feel-good managers, to take care of those things.



RAIL PROFILE

In addition to her research activities, Gabriele Korge advises companies around Germany on issues relating to HR development. She travels several thousand kilometres by rail each year. “I can prepare for meetings in peace when travelling by train – something I really appreciate.”

PERSONAL DETAILS

Gabriele Korge was born in Stuttgart in 1966. After initially training as a communications engineer, she went on to study Social Sciences and Business Management. She has been working at Fraunhofer IAO since 2011. Together with Dennis Stolze and Susanne Buck, Korge most recently took part in a research project on how young people want to work in future and how companies are responding to that. iao.fraunhofer.de



What other responsibilities do they have?

Dealing with anything and everything that prevents employees from being able to concentrate fully on their job. That could also include sorting out childcare at short notice when necessary. But it also covers issues relating to the organisation of work. For example, how can I prepare effectively for a customer appointment with a colleague and bring in an external expert beforehand so that I don't have to read up on the subject myself, which would take ten times as long. “Feel-good” means the employee's head is clear to concentrate on the job.

Is it easier to integrate this kind of role in smaller companies than larger ones?

Everyone knows everyone else in smaller companies and there is a greater emphasis on self-organisation because you're not surrounded by this enormous organi-

sational structure. However, in coming years, even the larger organisations will have to introduce new working conditions. They won't have a choice with the older generation of employees now gradually retiring.

With regard to the growing demand for top talent, do companies also have to consider how to retain them over the long term, or are long-term working relationships no longer important for employees?

According to our surveys, most students are looking for permanent, full-time positions. The figure is well above 90 per cent, whatever the subject they're studying. They also want to work from a fixed location. You can already see that in the IT industry, where smaller locations are being kept because the staff don't want to move. When offered a choice, the holy grail of flexibility actually takes a back seat to the need for familiar surroundings.

Uwe Pütz

Creating clarity for transformation

There is hardly a single executive who hasn't had a go at being coached these days. But certificates alone do not make a perfect coach. The best coaches have a gift for creating clarity and space for transformation, as Martin Häusler explains.

The spokesman of the board of a large German finance company decided to follow the trend and look for a coach. He was brave enough to place his trust in someone with a reputation for being unconventional. Ali Wichmann, founder and director of the Scharlatan Theater, sends his ensemble to hold training sessions, workshops and performances at companies, or he goes himself for some one-on-one sparring with top executives.

As he did in our case example. The first five sessions were dedicated to matters relating to presentation, the Hamburg consultant recalls. The client was keen to develop his charisma, and to replace the dry north-German quality that defined him with more humour, a characteristic he felt he always lost when representing the company in public. The sessions brought some initial success. During their meetings, Wichmann used irony to provoke his client, trying to tease out his true nature. The executive went along with it and became increasingly laid-back. By constantly repeating a certain kind of situation, the aim was to make it possible for him to carry this attitude over into his work.

But the coaching then took a dramatic turn. The company's figures plunged downwards and the dominating trend in the industry made a quick recovery look unlikely. Wichmann was now suddenly expected to play the role of consoler – the executive was drowning in self-pity. All efforts to help him backfired. Some coaches would have continued to listen for several more weeks; after all, executive consulting is quite a money-spinner. Wichmann, however, ended the coaching relationship: "Please come back when you and your company are in better shape."

The executive was dumbfounded and offended. Of course, he couldn't have done anything to change the tempestuous market conditions. But he failed to acknowledge that he could have battened down the hatches to make his company more secure. He was not prepared to see himself as

a key figure in the crisis. "The hardest thing for executives is to realise that they have to be creative and change something themselves," says Wichmann. "The people on the top floor are more used to delegating tasks and letting others take on the active work."

Ali Wichmann believes that the main reason behind the boom in professional coaching is the powerlessness some executives feel when dealing with the pace of the market and its doctrine of growth. This observation is confirmed by a study that caused quite a stir last year. US management consultant Korn Ferry asked 7,500 top executives around the world what the most important requirement currently was for their senior managers. Right at the top of the list was the ability to lead change and transformation. That much was to be expected. The real surprise was that only 17 per cent were convinced that their own senior management actually had those skills.

"As a CEO or Managing Director, I'd be very concerned if I had the feeling that my management board was not fully capable of shaping and designing complex change processes," says Hubertus Graf Douglas, Managing Director of the German branch of Korn Ferry. "Because in this day and age, one transformation project is hardly complete before the next one begins. Market conditions really do change that quickly these days. Those who can't keep up, face an instant fall. In the worst cases, right down to the bottom."



ILLUSTRATIONS: STEPHAN SCHMITZ



So what can a company do in such a situation? It can provide help for its challenged (and occasionally over-challenged) staff. The extreme levels of growth seen in the coaching sector over the last few years (Germany now has between 10,000 and 12,000 professional coaches) is a reaction to the pressing needs of companies. Their employees feel as if they're being tossed around by the increasing momentum of the markets and the pressure to transform, which shows no sign of subsiding. Ali Wichmann explains the dilemma executives are finding themselves in: "Faced with the task of having to generate continuous growth under the current circumstances, many simply cannot find meaning in their work. They have lost sight of why they're actually living and working."

This loss of meaning is also aggravated by the fact that management roles have become more complex and multifaceted. This is confirmed by Matthias Metzger, Head of Talent Management and Organisational Development at the technology company Continental. The Hanoverian company holds more than 800 executive coaching sessions across the business each year. Senior managers today have to deliver excellent results in several respects, explains Metzger. "It's no longer enough to be technically well-qualified. We also expect managers to be brave, agile and able to operate with emotional intelligence to inspire and communicate effectively. To be successful in the long term, they have to pay attention to their own health and that of their staff. Coaching can be very useful with such a demanding programme. The coach provides support so that the client can develop solutions for the challenges they're facing themselves: the client is part of the solution from the very beginning. Coaching is becoming a core component of modern management culture."

ACCORDING TO COACHING REPORT, ONE OF THE MAIN REASONS FOR SEEKING A COACH IS A LACK OF FEEDBACK FROM COLLEAGUES.

There are myriad reasons why people seek coaches. Performance and management problems are sometimes the cause, while in other cases it is a matter of career planning or needing support when taking on new responsibilities. The authors of the annual *Coaching Report* come to the conclusion that "the main reasons" for seeking a coach is a lack of feedback on their approach from colleagues. This leads to an "unrealistic self-image and difficulties with professional orientation" and "too many problems arising from that, including career stagnation, lack of motivation and burnout".

Many clients are not aware of these interconnections. As a result, they give misleading reasons for turning to a coach – until an expert provides some clarity. A good coach is, however, not just a fireman who comes to the rescue when a building is ablaze. While in the past, a coaching session might have been solely a last-ditch measure to solve a serious problem, today, consulting a coach to make your company crisis-proof is a mark of distinction. At the same time, it is also a valuable opportunity to further develop your

skills. This ties in with the findings of Professor Michael Stephan and his team at the University of Marburg, who have been conducting research on the coaching market for the last ten years.

He does not believe the megatrend is only down to economic circumstances. “You often hear people say that it’s the enormous pressure to change that is making coaching necessary,” he says. “That is true, and companies know that they can use coaching to attain a certain robustness in times of great market dynamism. But there is another reason that should not be underestimated: these days, companies are forced to offer coaching, training sessions and workshops to be more attractive employers. A fierce battle is raging for talents, especially in sectors facing skills shortages. And companies are increasingly turning to these soft factors.”

That is another reason why companies have made coaching sessions a fixture in their executive programmes and have established pools of external consultants. However, it’s difficult to predict in advance which measures will help a specific person achieve success. After all, anyone can call

tre director and lecturer has been working as a coach for 20 years. He advises executives from DAX companies, media tycoons and politicians who need support. Blau visits his clients at their office towers or invites them to his loft in the centre of Hamburg, where many of them find it easier to open up, away from their familiar surroundings. “We’re all in a situation that forces us to adapt and adjust as we go along. We live in an unpredictable world, it seems that no stone is left on another, nothing is certain anymore.” This is the basic situation that unites him and many of his clients. The difference is: “There’s a need for experts who feel comfortable and at home in this liminal space.”

In the ideal case, Blau will help the executive to learn to formulate what they need as a person in this critical, high-pressure phase, to define what fulfils them and makes them effective again. “Our learning libido is destroyed by imaginary demands. A good coach will produce situations that put the client back in touch with their strengths and draw them into a space that allows them to design and create. Because we need to have the feeling that we’re creative before we can be present and full of vitality. In the end, I’m just a medium that generates this field so that the person can get started. My job is to put people back into ‘research mode’, get them out of that place of fear to a place of joy and abundance. To do that, it’s always necessary to clarify one’s role and test it for authenticity. If the manager does not live up to it, it can harm both the role and the person.”

By the end of a series of coaching sessions, Martin Maria Blau is fairly sure to have discovered the essence behind any working person’s original decision to take a job, or, even better, to embrace their calling. “Why did you take the job to start with?” This blunt question hits a lot of senior managers like a thunderbolt. If the answer no longer has anything to do with the status quo then it’s time to initiate a change. This “infectious encouragement”, which the coach will ideally be spreading, goes well beyond our work role and is valid for pretty much everyone, according to Blau. “We can all be a coach to someone!”

Unexpected, unhopd-for changes can seem like magic, making the coach the object of boundless gratitude. But nothing would be more inappropriate for the executive than yielding to the temptation of seeing the coach as a saviour or personal guru who just needs to be summoned when the going gets tough again.

The ultimate aim is the self-empowerment of the executive, making the coach superfluous. Ali Wichmann also has an anecdote about that. He was once contacted by a managing director who wanted to get his violent temper under control. After a few valiant but ultimately unsuccessful attempts, the coach resorted to an unusual trick. “Right, this is what we’re going to do: whenever you have the feeling that you’re going to have one your outbursts, you’re going to call me beforehand.”

After weeks without hearing anything, Ali Wichmann picked up the phone. “You never called me,” he said, amazed. “You’re right,” answered the former client, “it’s all sorted now.” The director simply found it too awkward to call, and would have felt like a schoolboy confessing to a teacher. Far easier to let go of the bad habit and become a better man.



themselves a coach. Even a certificate from one of the many German coaching associations is no guarantee of quality. “Every euro invested in coaching leads to two additional euros in profits’ – such claims sound pretty dubious to my ears,” says Professor Michael Stephan about audacious advertising slogans. “Coaching does lead to results, but mainly on a personal and organisational level. It’s impossible to measure a direct effect on financial indicators such as profit or turnover because of the range of influencing factors.”

The most important element – on this everyone seems to agree – is the the coach’s personality, his or her charisma, people skills and worldly wisdom.

Martin Maria Blau is one of those who has a reputation for possessing exactly those attributes. The former actor, thea-

ON THE MOVE

Make a note of it

FROM THE TRADITIONAL DIP PEN TO THE DIGITAL MULTITASKER: THESE WRITING INSTRUMENTS ARE IN A CLASS OF THEIR OWN.

- 1 | **THE CLASSIC INK PEN**
The retro “Goethes Guter” dip pen is made of black, high-grade resin in a simple, clear design. €20. bethge-hamburg.de
- 2 | **DIGITAL ROLLERBALL**
A little flick and the “Urban Speed 2-in-1”, with its sporty-red decorative strip, switches from analogue and digital writing. €580. montblanc.com
- 3 | **BLACK MAGIC**
The cigar-shaped “E-Motion” is clean, elegant and sits with a reassuring weight in your hand. €98. faber-castell.de
- 4 | **ONE FOR THE ROAD**
One press of a button and the tiny “Lamy pico” transforms into a full-size ballpoint pen. From €34. lamy.de
- 5 | **THE SOUND OF WOOD**
The “Cleo Natura Zirikote” is made of the same wood used to make musical instruments. €620. cleo-skribent.de
- 6 | **MULTI-PEN**
The “RNX.316” ballpoint pen, with touch-screen tip. €310. carandache.com/de
- 7 | **PINSTRIP PENMANSHIP**
The pinstriped “Souverän M400” fountain pen is a classic – it was first produced in 1950. €295. pelikan.com
- 8 | **ANALOGUE AND DIGITAL**
The “Smart Writing Set” can record analogue, digital and auditory notes. €230. moleskine.de



ILLUSTRATIONS: STEPHAN SCHMITZ, PR (8)

Pop stars

A NEW TREND IS TAKING THE GASTRO SCENE BY STORM: TEMPORARY RESTAURANTS WHERE GUEST CHEFS SURPRISE DINERS.



[1]



[2]



[3]

THE RESTAURANT BUSINESS BECOMES AN EVENT

Burger? Ceviche? Vegan? Sushi? Or do you prefer Italian? Our major cities have plenty to offer for those looking for a good meal. These days, however, restaurant visits have become so normal for young, urban foodies that a whiff of sophisticated boredom can be detected. Always on the lookout for something special, they now often choose to reserve a highly coveted table at one of the pop-up restaurants that – for just a few days or weeks – offer a very different culinary event. Extraordinary locations are just as much a part of the production as the imaginative décor and the DJ who provides the perfect musical backdrop.

The concept is attractive not only to ambitious young chefs. Established star chefs also take pleasure in preparing meals in a more laid-back and informal set-

ting than the gourmet restaurants they're used to. Star chef Tanja Grandits leaves Stucki, her restaurant in Basel, every now and then to prepare a vegan menu in a greenhouse on the outskirts of the city.

Her colleague Nils Henkel from the gourmet restaurant Lerbach in Bergisch Gladbach has been on tour since the beginning of the year, promoting his "Pure Nature" concept. He has spent time cooking at Cologne's Laden Ein, the first "permanent pop-up restaurant". That might sound like a contradiction in terms, but it makes sense: the location remains the same, it's the chefs that change. Every two weeks a new gastronomer, hobby

chef, food blogger or street-food cook is given the opportunity to test their ideas on guests.

Berlin's Lust-Bar is also based on a similar concept – the location is permanent but the chefs rotate. They're currently serving American comfort food, i.e. traditional dishes, but made using only vegan ingredients – which just happens to be one of the hottest food trends in Germany at the moment.

In Hamburg this autumn, TV chef Nils Egtermeyer (Die Kochprofis) is inviting everyone to the culinary event series "Zu Tisch mit ..." (*Dining with ...*). The cooking party in the penthouse of the "Karobude" is an opportunity to see the man himself in action once a month.

In Vienna, one pop-up restaurant managed by aspiring star chefs is becoming quite a talking point: Naked Kitchen. Dinner is served at alternating, secret locations: garages, sports halls, furniture stores or on the street. Anywhere that will be a surprise.

From the TV studio to the penthouse: once a month, you can take a peek over Nils Egtermeyer's [1] shoulder in Hamburg. Whether in a garage or the university canteen: with Naked Kitchen [2], the location is bound to be unusual. They also cook in style in Cologne's Laden Ein [3], with regular changes in chefs.

FIND POP-UPS

You can find restaurants with changing locations and chefs online at popup-radar.com, laden-ein.com, naked.kitchen/, lust-bar.com, tastemunich.net

PHOTOS: SUSANNE DITTRICH; NAKED KITCHEN GROUP; VINCENT SCHMIDT; ILLUSTRATION: SVEN KALKSCHMIDT

To-do lists

- 1 MOST IMPORTANT ONE AT THE TOP**
Your to-do list must be short and clear, even if the tasks of the day are overwhelming. At the top, you have just one thing: the most important.



- 2 SIMPLY STRUCTURED**
A table with just one column is ideal: number one, two, three. Don't put too much down; that's counterproductive.



- 3 NO TRICKS!**
Don't add odds and ends such as fixed appointments just to get a buzz when you tick them off. It won't help! Concentrate on the essentials.

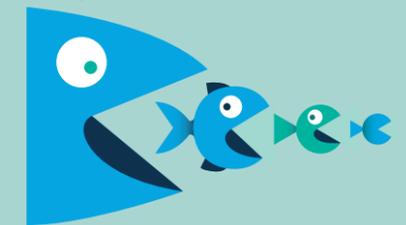


- 4 THE 1-3-5 RULE**
At the top is the most important task. Under that you can put three more. In the third block you can put five smaller goals that you should achieve but that are not essential.

- 7 CHAOS - AND THEN?**
We've all been there: urgent tasks are cancelled and others come in their stead. Keep a cool head and adjust the list. Tip: digital lists stay legible.



- 5 STICK TO THE ORDER**
Don't jump back and forth. Skipping to something else when you start faltering on the most important task only increases stress if the day's main objective is left undone.



- 6 KEEP IT IN SIGHT**
Keep your to-do list in front of you at all times – only then can it be effective. When the main task is done, tick it off. Then move on.



- 9 DON'T FALL BACK INTO BAD HABITS**
Ticked off all your allotted tasks? Keep going! To-do lists are only effective when used regularly.

- 8 DON'T SPREAD YOURSELF TOO THINLY!** Stress levels rising? Stick rigidly to your chosen order. Avoid stressors like multitasking – it rarely works and important things are left undone.



Is the work piling up on your desk? Are your files and drawers covered with Post-it notes, radiating a threatening yellow from afar? If so, you need the ultimate counterstrategy to stay in control. The to-do list has been used for generations and is a "psychological model for success", as business guide karrierebibel.de puts it. The power of the list lies in its double function as a task list and a tool to monitor your success. Provided you can distinguish between the important and the urgent tasks. That is probably the biggest mistake you can make: overloading the list with long columns will leave you with very little chance

of actually getting through them all. Quite the opposite, in fact. That kind of list never gets shorter, it only raises stress levels even higher. It may be some comfort to know that there are plenty of others in the same boat – there are enough self-help books on the topic to fill miles of shelves. But what actually works? Whatever you do, take your time. Sort out and prioritise what you need to do. The trick is in maintaining a sense of inner calm. When you master the art of the to-do list, you'll be surprised how effective you become – and how much more time you have for work.

Flavour of the month

FEASTING, SHOPPING AND SLEEPING:
TEN PLACES TO RETREAT TO

TIP



STAYTION HOTEL [1]
Mannheim | Loungy, dark, rough, urban - and with different music on each floor. The hotel, which opened in early 2016, captures the spirit of the city as a German pop music factory - an exciting concept with plenty of sophisticated details. The sun rises in the bar in the evening over craft beers, cocktails and sushi dishes. staytion.de

KLEIN'S MAULTASCHENHÄUSLE
Stuttgart | Swabian ravioli cooked the traditional way and served as a soup or with potato salad. They're home-made freshly every day at the "Maultaschenhäusle" snack stand, an institution in the Swabian capital. Street food with heritage. maultaschenhaeusle.de



EATDOORI [2]
Frankfurt | Street-food flair in the Bahnhofsviertel: you won't find a free table in this Indian restaurant at lunchtime. But if you're thinking of a dank, steamy kitchen, you're way off the mark: the bright-red, open kitchen is just as beautifully designed as the dining room. Food is served on large plates with lovely bowls of starters, salads, main courses and desserts, clustered around rice and naan bread. eatdoori.com



ADLERS [3]
Innsbruck | If you're planning a weekend trip to Innsbruck, this centrally located designer hotel would be the ideal base. When your feet are sore in the evening after trekking around the city or the hills, sink into the sofas of the multi-award-winning bar on the twelfth floor and enjoy the spectacular view. adlers-innsbruck.com

JANTE
Hanover | Michelin-star chef Tony Hohlfeld cooks regional, seasonal food in a creative way. The menu features mushrooms, beans, corn, pork, Jerusalem artichokes, camomile, quail, onions and elderberries. À la carte (from €22) or as a multi-course menu (from €49). jante-restaurant.de



BRASSERIE COLETTE [4]
Berlin | Star chef Tim Raue's latest venture has a laid-back French vibe, offering brasserie classics such as boeuf bourgignon (€20), paté paysanne (€14) and tarte au citron (€10). You can tell that he's spent a lot of time experimenting with the balance between the sweetness, sourness and spiciness of his food. Raue's love of Asian cuisine also comes through, for example in the tuna sashimi in the niçoise salad. Located opposite the KaDeWe. The food, service and atmosphere are all top notch. brasseriecolette.de/berlin



APROPOS-STORE [5]
Düsseldorf | This shopping temple on Benrather Straße, near the banks of the Rhine, is unique thanks to the mixture of high fashion, luxury and lifestyle it offers. And it always provides a surprise or two because the window displays here change more often than the weather does on an April day. Whether you're looking for studded trainers by Louboutin, jumpsuits by Stella McCartney or crystal headphones by Master & Dynamic - each visit to this world of top designers is an experience to savour. apropos-store.com

6

LIBERTINE LINDENBERG [6]
Frankfurt | This is the second Lindenberg Hotel in Frankfurt, which suggests that the extraordinary concept has been a success. The new Libertine Lindenberg is located in the Ebbelwoi (cider) district of Sachsenhausen. Like its sister establishment, this hotel, with its 27 suites on seven floors, also sees itself as a guest community that offers the services of a hotel. Meaning? You can cook yourself or order something from the chef; there is a public living room café, a kitchen with a little corner shop, a recording studio for spontaneous jamming sessions and a vintage Vespa for trips around the area. Suitable for short and long stays, relatively cheap and very hip. das-lindenberg.de/libertine



PHOTOS: KLAUS HECKE; NILS HASENAU; DANIEL SAX; STONE BREWING; ADLERS HOTEL; DIETER SCHWIER; BUBE UND KÖNIG; PR



STONE BREWING WORLD BISTRO & GARDENS [7]
Berlin | Behind the slightly cumbersome name hides a new destination pub that has its own brewery and a large beer garden. The Stone Brewing Company comes from California, where it operates two establishments. It has now opened its first European location in Berlin on the site of a former gasworks in Alt-Mariendorf. It has been serving "organic, regional and fair" food (main courses from €12) here since August. A huge selection of craft beers is another attraction. stonebrewing.eu



CAUDALIE BOUTIQUE-SPA [8]
Düsseldorf | The French cosmetics company Caudalie specialises in active ingredients from grapevines and natural antioxidants such as the ones found in red wine. Until now, their products have only been available in Germany from pharmacies. A Caudalie Day Spa has now opened in Düsseldorf - small, unique and exclusive. A "Premier Cru Treatment" or "Crushed Cabernet Peeling and Massage" (from €80) are ideal treats after a taxing business appointment. caudalie.com

Dortmund

A QUICK SHOPPING TRIP OR A CHEEKY DRINK?
TEN TOP STOPOVER TIPS.



BITE TO EAT

Emil Steakhaus [1] An 800-degree steak oven is the real grilling champion in this restaurant under Dortmund's U Tower. Held in high esteem by locals. Recommended dish for gourmets: Emil's Chateaubriand! emil-dortmund.de
Burgerinitiative [2] Everything is home-made in this snack stand directly opposite: from the burgers and chips to the sauces. Best of all: guests can put together their ideal burger depending on what they're hankering for on the day. burgerinitiative.net

CHEERS!

Weinkommissar [3] A ramble around the Old Market, the historic centre, is a must; and you can't leave without trying the local Westphalian specialties. Optional extra: a visit to Weinkommissar, which offers a range of wines by smaller growers. weinkommissar.de
Janka's Lokal & Biergarten [4] This bistro is small, but mighty. The hand-picked selection of wines is the perfect complement to the down-to-earth Swiss and French dishes. jankas-lokal.de

MUST-SEE

The German Football Museum [5] In 2015, the German Football Association opened a museum that pays tribute to the history of Germany's number one sport in the home city of Borussia Dortmund. Fans can catch the "Wembley - 50 Years On" exhibition until mid-January 2017. fussballmuseum.de
Dortmunder U [6] You can still get a beer on the top floor of Dortmund's U Tower and enjoy the view of the city while you drink it. But it's art and entertainment that take centre stage here these days, not the Union Brewery. zum-goldenen-u.dek.de

STRESS BUSTER

Café Lotte [7] There is hardly a better place in Dortmund for a short break than this café-bistro, which serves the "best coffee in town". start.cafelotte.com
Radisson Blu Hotel [8] Those looking for peace and relaxation - with a massage, sauna or a splash in the pool - will find what they're looking for here, as will travellers yearning for a power-workout. The air-conditioned fitness studio is open 24 hours. radissonblu.com

MUST-HAVE

Unterhaltung Lieblingstücke [9] This shop's name says it all ("Entertainment Favourite Pieces"): rummaging through all the unusual accessories is just as entertaining as getting your hands on a new favourite piece. unterhaltung-liebingsstuecke.de
Wim Gelhard [10] A visit to this furniture specialist, on whose style instincts even interior designers swear, promises to supply a dose of inspiration in matters of furniture and accessories. wim-gelhard.de