

01/2015

# WAGEN EINS

THE DEUTSCHE BAHN MAGAZINE  
FOR BUSINESS TRAVELLERS

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CARSHARING  
INSTEAD OF  
COMPANY CARS:  
HOW BUSINESS-  
PEOPLE WILL  
BE TRAVELLING  
IN 2025.

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BROAD OVER-  
VIEW NOT  
TUNNEL VISION:  
HOW TO GAIN  
MORE CONTROL  
OVER YOUR  
TIME.

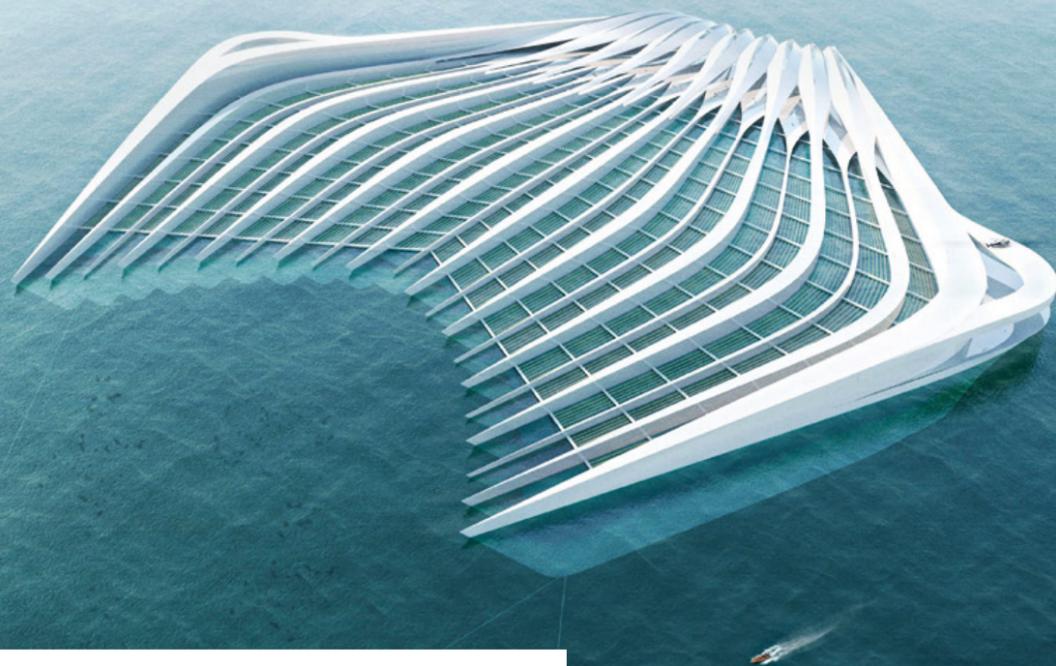
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## JUST KEEP GOING?

MONEY, CAREER AND STATUS  
ARE NO LONGER ENOUGH.

**WORK** IS NOW SUPPOSED TO  
BE FUN – AND MEANINGFUL.  
A REASSESSMENT.





## GOOD IDEA

# Island of hope

More than 100 million tonnes of plastic waste is floating around the oceans in a gigantic whirl of rubbish, some of it close to the surface. As part of her Master's thesis, the architect Marcella Hansch developed an audacious plan to collect this plastic. The "Pacific Garbage Screening" system is centred on a floating platform [400 x 400 metres] that is anchored in the current. Because the movements of the sea subside between the struts of the platform, the plastic particles rise to the surface and can be collected by filter systems. A special gasification system then takes in the particles and transforms them. That produces hydrogen, which is used as an energy source for the self-sufficient facility. Marcella Hansch is currently undertaking feasibility testing and seeking to attract research funding.

### RESEARCH PROJECT

Architect Marcella Hansch, 28, has developed a visionary concept for collecting plastic waste from the world's oceans. The project is still in the research phase. [pacific-garbage-screening.de](http://pacific-garbage-screening.de)



# All aboard

## EDITORIAL

"WE WANTED TO KNOW HOW BUSINESS TRAVEL WOULD LOOK IN TEN YEARS' TIME."

### DEAR READERS,

To know the future – who would say no to that? How will society develop? Will cities become bigger and bigger, traffic heavier and heavier? As an international provider of transport solutions, we wanted to know how we'd be travelling in ten years' time. What role will private and public means of transport play for business



travellers? You'll find all the answers on page 6, where we present the results of our new study.

Time management expert Lothar Seiwert travels approximately 5,000 kilometres by rail each year – at least. His mission is one that many of us will be interested in: "Gain control over your time!" In the interview on page 8 the coach explains how you can find a better balance in your relationship with time.

That is easier said than done. After all, life always throws new demands at us. Some start to question what it's all for. Why all this strain? Work is perceived by many as more of a burden than a pleasure. Does it have to be like that? You can read a call for a reassessment on page 12.

I hope you find this new issue of WAGEN EINS a stimulating and enjoyable read!

Best regards,  
Karina Kaestner, Head of DB Corporate Sales



### FEEDBACK

*We value your opinion. Please tell us how you like our new magazine. We also welcome questions and suggestions.*  
[bahn.de/wageneins](http://bahn.de/wageneins)

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## Rail & Co.

### NEW AND FREE

Two pieces of good news for business travellers: from now on, first-class travellers can take advantage of free WiFi in all ICE trains that already have hotspots - that covers the vast majority of the fleet. We now also offer free seat reservations in first class including on all connecting trains. Business travellers can book these, or even alter booking details, without charge even shortly before departure, depending on availability. Find out more about on-board WiFi at [imICE.de](http://imICE.de).

### CITY TICKET INCLUSIVE

With the BahnCard Business and a mobile ticket you can use all public transport [e.g. bus, U-Bahn trains] in participating cities to get to your departure station and from the destination station to your end destination without charge. The City Ticket is available for long-distance tickets upwards from 100 kilometres in 123 cities and is automatically included in the ticket. Mobile tickets are available via the "DB Navigator" app or [m.bahn.de](http://m.bahn.de). Further information: [bahn.de/cityticket](http://bahn.de/cityticket)

# 39.000

TRAINS TRAVEL THE GERMAN RAIL NETWORK EACH DAY. PASSENGER AND CARGO TRAINS COVER A BILLION KILOMETRES EACH YEAR - ENOUGH TO CIRCUMNAVIGATE THE GLOBE 25,000 TIMES.

# 300.000

customers are currently registered with "Flinkster Carsharing". The scheme offers more than 3,100 cars (among them around 600 electric cars) at 1,000 stations in Germany alone. Booking is quick and hassle-free via the Flinkster app. [flinkster.de](http://flinkster.de)

### CONNECTING JOURNEYS BY BIKE

## A simple change

The bike is enjoying quite a comeback in cities. In view of growing traffic in city centres it is often the transport mode of choice. Ten million Germans use rental bikes today. It is a particularly quick way to cover short journeys from the train station to your final destination. Deutsche Bahn, as Germany's biggest bike rental provider, has expanded its "Call a Bike" provision further. Around 8,500 of the famous red and silver rental bikes are now available 24 hours a day in a number of cities. [callabike.de](http://callabike.de)



PHOTOS: PR [2]; DB AG [2]; MARCUS HÖHN/DEUTSCHE GRAMMOPHON

### MY FAVOURITE SPOT



MAX RAABE

For more than 20 years, Max Raabe has been touring the world with his Palast Orchester, singing his way into the hearts of his fans. The public loves the timeless sound of his songs, the humour and the subtle irony. There is hardly any distance that is too great for the musician - this year Max Raabe will travel 5,000 kilometres just with Deutsche Bahn. He prefers to sit in the compartments: "I like those small compartments, especially when travelling with people I know," says the musician. "With the Palast Orchester we usually travel in a group of at least twelve. In contrast to the main sections, where everyone is doing their own thing, it's much more convivial in the compartments. We can go from compartment to compartment and have a chat. Everything is in constant motion without having to arrange anything!"

### ON EVERYONE'S LIPS

## Down-ageing

### WHAT IT MEANS:

Ageing is so yesterday. Today we may not get younger necessarily but we personally perceive aging differently. A German man born one hundred years ago would, on average, not even have reached the age of fifty. Today - assuming peace-time and a reasonably healthy lifestyle - he would be able to enjoy his eightieth birthday celebrations. That means that when we celebrate our fortieth birthday we're not nearing the end, we're just at the half-way point in life. Derived from the concept of down-sizing, the phenomenon of remaining young even as we age is called down-ageing.

### WHAT IT REALLY MEANS:

Those who feel young are often tempted to take the next step - cosmetically. Some men (the number of cosmetic surgeries carried out is said to have been on the increase for years) give their skin a helping hand with Botox or go for hair transplants. But a wrinkle-free look alone does not keep you young - neither for men nor for women. What does work is change, experimentation, inquisitiveness, activity and spontaneity. Only with the necessary serenity is it possible to view ageing as a game. Down-agers who plan a new start at fifty can re-write their lives to a great extent. The really lucky ones might even reach a state of wisdom. Although, of course, the truly wise see age as completely irrelevant.



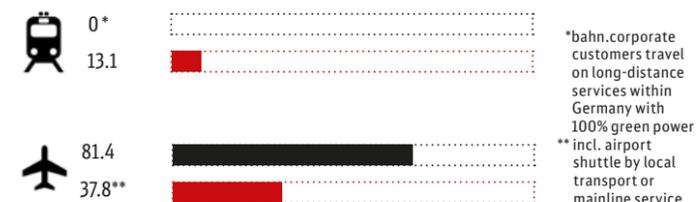
### DID YOU KNOW...?

that all BahnCard and season ticket holders as well as bahn. corporate customers travel across Germany on 100 per cent green energy at no extra cost? Helping the environment when travelling long-distance with DB.

## Train or plane

### THE ENVIRONMENTAL CHECK: FRANKFURT AM MAIN - BERLIN

How high is the environmental pollution on the route from Frankfurt am Main to Berlin? The black bar shows CO2 emissions in kg per person, and the red bar energy consumption, converted into litres of petrol per person.



### EMAIL OR TEXT?

When it comes to electronic communication for work, Germans use email 43 per cent of the time, with texts making up 35 per cent.

# More mobility, more possibilities

HOW WILL BUSINESS TRAVEL LOOK IN FUTURE? A CURRENT IN-DEPTH SURVEY BY DEUTSCHE BAHN IS LOOKING AT HOW BUSINESS TRAVEL IS DEVELOPING.



In the future, business travel will combine a number of transportation means and will take travellers from door to door quickly, in style and in an environmentally sustainable way.

PHOTOS: NEUMANN & RÖDTMANN

**TUESDAY MORNING, 8.20AM**, Cologne's Main Station. Today, as usual, the fashion buyer from Cologne has cycled here and will continue on to Frankfurt on the ICE train. Since the sun is also shining there when she arrives, she decides to rent a bike at the terminal at the main station – this is all done using the special smartphone app. She avoids traffic jams and delays and arrives punctually at 9.45am at her meeting close to Frankfurt's Palmengarten. Minimal impact on the company travel budget and on the environment, and she got some exercise in the process.

This form of business travel has become widely established as an alternative to the more traditional reliance on company cars. But that is just the beginning. Because just as the professional world is changing with increasing digitalisation and growing environmental awareness, modes of professional transport are also changing at an increasingly rapid pace. But how will business travel look in future? On which modes of transport will the business travellers who are currently spending a lot of time in trains, planes and company cars be relying? After all, they expect tailored solutions that meet their needs while also being environmentally friendly, flexible and efficient.

So as to investigate the desires and expectations of this target group – an aspect that has previously not been thoroughly analysed – Deutsche Bahn has produced the current study "The Future of Business Travel". The study shows how business travellers, transport experts and environmental experts imagine we'll be travelling in 2025. The respondents were carefully selected and speak for representative sectors: from the travel manager of a DAX company to the director of a small start-up, all the way to scientists who conduct research in the area of mobility and urbanism.

#### INTEGRATION IS THE MOTTO FOR THE FUTURE.

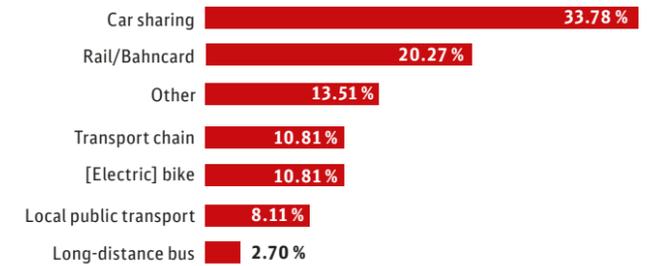
Whether you're travelling to meet a customer in Munich or to a trade fair in Cologne: almost all mobility experts expect an increase in the number of business journeys undertaken within Germany's borders by 2025 – neither emails nor video conferences can replace a face-to-face meeting. Digital communication only helps to minimise the need for expensive business trips, especially abroad. "But it appears that the trend of spontaneously combining different modes of

transport is here to stay. Company cars will play a significantly lesser role," says Birgit Bohle, Chairwoman of the Management Board of DB Vertrieb GmbH. For Deutsche Bahn and its employees, these and other results therefore also offer valuable indications of how the transport company will need to position itself in future so that it can – in dialogue with its customers – set the course for the future of business travel.

**MOBILITY EXPERTS** still name the company car [87 per cent] and rail [84 per cent], as the most popular modes of transport, followed by air travel [65 per cent] and rental cars [49 per cent]. However, 78 per cent of respondents believe that business travellers will use local and national public transportation far more often in future, especially in urban areas. A number of developments are supporting this trend: more awareness of environmental issues and higher expectations in terms of efficient transportation without stress, traffic jams and delays. Young professionals in particular find it more appealing to share a car rather than own one. This is reflected in current figures by the CarSharing Federation: car sharing companies have a total of around 757,000 registered users – the Deutsche Bahn's Flinkster service was one of the first providers in the sector. These most recent figures show a rise of 65 per cent compared to 2013.

The focus is no longer on the car but on mobility. Car sharing, trains, buses and other means of transportation [see graph] are increasingly coming to the fore and forming new transport chains – "intermodal mobility". In future, a single app will be enough to combine various modes of transport to get the quickest route – a single request by the user will call up directions to the nearest bike rental point, show the best train connection and book the electric car sharing vehicle at the destination, all at the same time.

#### AN ATTRACTIVE ALTERNATIVE TO THE COMPANY CAR: CAR SHARING AND BAHNCARD



Carsharing, öffentliche Verkehrsmittel und Mobilitätsketten können den Firmenwagen nach Ansicht der Experten künftig ersetzen.

That is one vision for the future of business travel. But there is still some work to be done before that becomes a reality. "Intermodal mobility is the future, there is no question of that," confirms Dr Uwe Schuricht, founder and director of the start-up MeMobility and a participant in the study. "But we also need a functioning infrastructure and the cycle paths, roads and local and national rail networks must be developed in a way that meets requirements. That is the only way to ensure integrated mobility."

**THERE IS ALSO** an important side-effect to this development. With more business travellers moving to rail travel and with the efficient use of shared company cars and car sharing services, hundreds of thousands of tonnes of carbon dioxide is saved when compared to the use of air travel or cars. Kurt Friebertshäuser, group manager at OR Controlling and Shopping Services at DZ Bank AG explains further: "CO<sub>2</sub> requirements in company car regulations and the switch to environmentally friendly means of transportation will happen as a matter of course."

Our Cologne fashion buyer, with her combination of bike and rail, has already been travelling CO<sub>2</sub>-free today. Within the bahn. corporate business customer programme she travels in DB long-distance trains that consume 100 per cent green energy. So simple, so effective.

*Text: Nicola Malbeck*

More information and the study results are available at [bahn.de/mobilitaetsstudie](http://bahn.de/mobilitaetsstudie)

LET'S TALK ABOUT...

TOO LITTLE TIME, TOO MUCH TO DO AND CONSTANTLY GETTING SIDETRACKED? WE SHOULD LEARN TO PRESS PAUSE MORE OFTEN, SAYS **TIME MANAGEMENT EXPERT** LOTHAR SEIWERT. HE PROVIDES TIPS ON HOW TO GAIN MORE CONTROL OVER OUR TIME.



A broad overview not tunnel vision: Heidelberg's Professor Dr Lothar Seiwert has been giving seminars on time management for 30 years. He posed for photos for WAGEN EINS at the "Haus der Astronomie", designed by Darmstadt's Bernhardt + Partner architecture office.

**Mr Seiwert, it's exactly 11.11am. Why did you suggest that time in particular for our appointment?**

I could also have said 12.12pm. I like to schedule my seminars from 8.08 until 17.07 – quite simply to shake people up and get them alert. It's the first step towards approaching the whole issue of time with a playful attitude.

**But it's actually a serious topic for most people – they suffer from a constant lack of time. Why is that?**

A lot of people are busy with too many things at the same time. They read a book while the television is on and friends are trying to talk with them. That's too much. We haven't been designed for multitasking; we should finish one thing before moving on to the next. Monotasking is in, multitasking is out! We feel pressed for time because we have too much to do. We struggle to get work assignments done, we are constantly in a rush and we perceive that as stress and a permanent lack of time.

**What are the main causes of this perceived lack of time?**

First of all, emails. Secondly, emails. And thirdly, emails. In addition to that there are the social media sites and the many apps we have on our smartphones. There are voicemails, text messages, instant messages, Facebook, Xing, LinkedIn and Pinterest. Anyone

using all of those is spending an unbelievable amount of time on them in total. According to figures by the internet portal "statista", we spend a total of 147 minutes on the internet each day. But always being connected is not good. We should actually try to switch off every now and again – even at work.

**Is it really that bad? After all, there is a reason why we all use these platforms and technologies...**

The German Institute for Economic Research has calculated that employers are losing hundreds of millions of euros in every six-month period because their employees are wasting hours each day on travel portals, eBay, Facebook and wherever else they squander their time. If you're registered with Xing and one of your contacts sets up an event, you'll be notified by email every time. I hate that. The never-ending tide of email destroys focus and concentration, and it's then difficult to pick up where you left off. Most people spend many hours a day answering immediately. And with no consideration to how important a query might be. I recommend setting aside two half-hour periods each day exclusively for processing emails quickly and efficiently.

**How can we become more disciplined?**

We simply need to become more aware that we cannot see, read and know about everything. And that we also do not always need to answer straight away. It's a question of priorities. Time plans can also help us to get a feeling for how we can divide our days most effectively. We use them to plan and divide each day the previous evening, including the hours in which we very consciously leave a few things unfinished.

**Wouldn't such a detailed plan just put us under more pressure?**

There is no doubt that those around us place huge demands on us, but we also demand a lot from ourselves. Time plans basically help us to deal with this more effectively. As a rule we don't manage to do what we planned in a particular window of time. A lot of things take twice as long as we initially thought. Writing out goals and classifying them in order of priority may at first seem like bureaucracy pure and simple. But it does help us to make more realistic estimates and to plan more effectively. Good is better than perfect! You rarely need more than five minutes to prepare a daily plan. But it pays off.

**Much of the advice you give is aimed at becoming more effective – don't we work enough already?**

It's true, the trend is for work to take up a greater share of our time. However, we could work much more efficiently and effectively – not doing more things right, but doing the right things. To give an example, I leave out pleasantries such as greetings and closing phrases in emails. That doesn't make a difference in the matter at hand but it all adds up to a significant time saving if you write a number of emails each day.

**There is a big market for time management books, lectures and training sessions these days. The question is: how effective are they? And doesn't much of the advice later prove to be nothing other than an empty promise?**

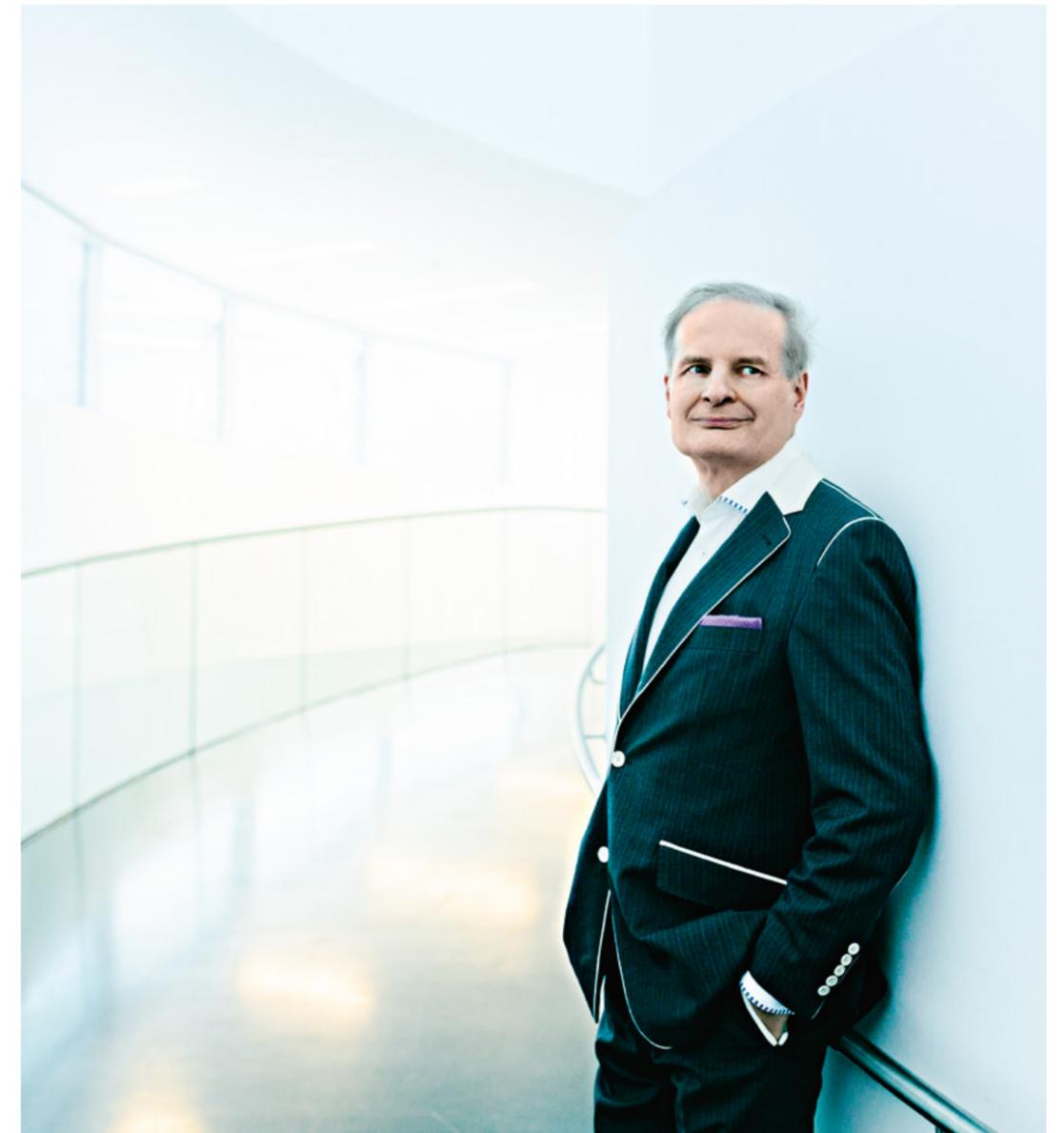


#### RAIL PROFILE

Professor Dr Lothar Seiwert travels around 5,000 kilometres by train each year. His usual routes take him from Heidelberg to Munich and to the Ruhr. His favourite ways of passing the time while travelling by train: "Working in peace on my laptop, using the WLAN access and ordering something tasty from the dining car."

#### PERSONAL DETAILS

After studying business science in Marburg and Frankfurt, Lothar Seiwert worked as a human resources developer, management trainer and university lecturer until he became a freelance keynote speaker in 1992. He is Germany's leading time management expert. He is the author of books such as *Das neue Zeit-Alter* [The New Time-Age], *Simplify your time* and *Ausgetickt* [The Time Bomb] and has received awards in Germany and the US for his public speaking. [lothar-seiwert.de](http://lothar-seiwert.de)



“THE NEVER-ENDING TIDE OF EMAIL DESTROYS **FOCUS AND CONCENTRATION**, AND IT'S THEN DIFFICULT TO PICK UP WHERE YOU LEFT OFF.”



The fact that the same tips are often repeated doesn't affect their validity or effectiveness. I can see from the feedback I get from my seminar participants how effective small changes can sometimes be. However, self-discipline is required if you want success. We have to make sure we take breaks. When I travel by train I like to look out of the window rather than at my notebook. In the ICE trains I can relax, work or order something from the on-board restaurant. It's my responsibility completely: I must decide how to use my own time.

**What is the biggest time management mistake?**

A lot of people equate time management with very exact diary planning, with appointments, with book-keeping. Doing that only channels external demands. Everyone thinks that their concerns are the most urgent on the planet. That's why it is so important to schedule some time in which we refuse to be side-tracked. If we fail to do so, our plans will be at the mercy of others. To give a small example, a woman told me in one of my seminars that she and her partner now

take time twice a week to be 'in love' together. That is a good start.

**So we should think about ourselves more?**

We have to learn to develop a healthy selfishness and to curb the altruism in us so that we can find a balance between the two in the long term. Most Germans are unable to say "no". I see that particularly with women. They sacrifice themselves for their partner, their children, their work. In which case a healthy selfishness, where you learn to reserve time for yourself, is all the more important. Otherwise you might find yourself a few years later asking, why did you do all that?

*Interview: Josephine Pabst*

**A**s the man opens the front door a swarm of rodents takes flight. The plaster is crumbling off the walls, cobwebs are hanging from the ceiling, the floors are covered in dust and dirt. And the man? He opens a tap where there is no tap, and lies on a tarpaulin as if it were a bed. "If you can imagine it, you can build it," claims the advertising slogan of the DIY chain. A promise tailored to the millions of Germans who go to work week in, week out with enthusiasm and drive.

But we should go back one step. Many business owners can only dream of this kind of enthusiasm in their offices and factories. 67 per cent of German employees practise "work-to-rule", as a survey by the consulting company Galup revealed in 2014.



Our attitude to work has become ambivalent. But it can be a source of happiness. Time for a reassessment says author Uwe Pütz.

The power and the intoxication of this experience of victory as motivation for [great] effort can be seen most clearly in the world of sport. At work, however, we have some serious reservations with regard to effort. From the Stone Age to the Industrial Age and on to our age of the service economy, work has never completely shaken off its image of constraint and servitude. The bottom line: you have to! "Still to this day, work is seen rather as a burden," says Klaus Dehner.

While a certain percentage of employees get their work done according to the traditional "nine to five" pattern, another group is working at the limit. "Work is being distributed among fewer and fewer people," observes management trainer Ulf Posé. With the blurring of the boundary between work and leisure, employees and managers are in danger of burning themselves out. "We're running faster and faster on the hamster wheel and we've bowed completely to society's dictate of performance," notes psychologist Stephan Grünewald. The result is burn-out, the "medal of exhaustion" worn by the particularly industrious.

That doesn't sound like a beautiful relationship. How could it be – our understanding of effort and performance is based on premises that make a reassessment difficult.

#### EFFORT AS BURDEN

Effort is work and work can be somewhat of a cross we grudgingly bear. In the age of the machine, images proliferated of workers carrying out hard labour in factories and coal mines. The idea that results are achieved only through back-breaking work has dominated our idea of effort and achievement for centuries. "Sweat must trickle now / From the burning brow / Till the work its master honour," proclaimed Martin Luther, long before Max Weber came to analyse the ethical foundation of dutiful work. With the nineteenth century came the belief that man should attempt to seek God's approval by accomplishing earthly tasks. And those are often strenuous. After all: no pain, no gain.

Even today, achievement is still thought to require hard work. Company founders such as Larry Page and Mark Zuckerberg who – young, innovative and full of ideas – changed the world in no time at all are regarded as exotic boy wonders. They are the exceptions to the rule of work that is determined even in our service economy age by factors that are somehow quantifiable. Achievement is measured by how many hours you spend at the office and not by the output produced as a result.

That is why people procrastinate or pretend to be busy because it's much better to take a lot of time to do a little work than it is to do everything in a short period of time. Anyone brooding over a presentation late at night is bound to make a good impression; anyone who has finished their task by lunchtime [and then goes] looks dubious. And therefore busyness rather than the achievement of a goal becomes the proof of performance – something that is increasingly being questioned. And it's certainly not something that fosters a passion for high performance.

#### IT'S WORTH THE EFFORT

The doctrine leaves a long trail of frustration behind it – even though it is not completely unfounded. The slogan "Work hard, work hard, build a little house!" inspired hope for two decades in post-war Germany that anyone could make it if only they rolled their sleeves up high enough. The dream of being able to climb the ladder right to the top has,

17 per cent even admitted having quit mentally. They cannot imagine doing any more than the bare minimum, and certainly cannot envisage working to their full potential or tackling new tasks. Has a part of the German population lost all enthusiasm for work?

Effort equals passion? Sounds like something a motivational trainer would say. Another thought immediately suggests itself: effort equals stress and strain? A "must" rather than a "want"? And don't slogans such as "Aim higher" or "Good is good but great is better" immediately raise a string of persistent questions: Why? Why? Why? Yes indeed ... why?

It is as if the word "effort" is surrounded by two magnetic fields, between work and idleness, diligence and laziness. Passion and aversion. For Klaus Dehner, a behavioural researcher and business consultant at the BioLogik Institute, passion has always prevailed until now. Back in prehistoric times, our ancestors really had to fight for their survival in an environment that included inclement weather, predators and competitors. This is the source of two fundamental driving forces: the will to survive and the will to assert oneself in the face of competition. Whoever ended up the winner was guaranteed recognition from their group.



who exert themselves and experience a great pleasure, indeed happiness, as they do so. A rock climber hanging on a cliff face doesn't know what is coming next above him. But he wants to know, and as soon as he finds the grip, the uncertainty transforms into the certainty of having mastered the challenge. It is in this feeling of success that the source of fulfilment lies.

#### WORK BRINGS HAPPINESS

How can this aspiration be transferred to professional life? And how can a company create the conditions that make it possible for employees to experience such satisfaction at work? Kerstin Bund, the author of "Glück schlägt Geld" [Happiness Trumps Money], offers an answer: "We want to work. But differently. More in harmony with our needs. We won't become slaves at work, but if we believe in something [and the coffee machine isn't on strike] we'll give everything. We're looking for meaning and personal fulfilment, and we must have time for family and friends."

She describes herself as a member of Generation Y, those born after 1980 who are entering professional life with new aspirations. Some are looking for personal fulfilment beyond the large corporations, they become digital nomads, working on whatever projects across the globe they find exciting at the time; others found start-up companies – or challenge existing organisations to change course. Essentially, their demand is for more autonomy at work. Participation in decision-making instead of top-down supervision and announcements. This will transform companies, which are all fighting for staff in times of low birth rates. Some have already reacted to this change. With the "Young DB Schenker" project the globally active Deutsche Bahn subsidiary DB Schenker has introduced a concept that adapts staff development to these new demands. In companies such as Hermle [machine construction] or Wooga [computer games], teams already decide independently which tasks they carry out when. "Feel-good managers" are responsible for the well-being of employees and are there to help with any problems. "That's expected these days," says Marie-Blanche Stössinger from Wooga. "We want to get the best people – and keep them."

These employees are looking for work that offers them some freedom and that makes them happy. They want to earn money without necessarily amassing enormous wealth, because meaning is more important to them than money. "The search for meaning is extremely important," says Klaus Dehner. "Once you've found it, you experience deep satisfaction and happiness."

Sociologists are already warning that this new group of employees seeking happiness are falling for a particularly treacherous form of self-exploitation, whereby they constantly exert themselves to fulfil self-defined tasks.

"If we incessantly put ourselves under pressure to perform, I see a danger that we will lose important aspects of our skills, creativity and innovation," says Stephan Grünewald, author of "Die erschöpfte Gesellschaft" [The Exhausted Society]. Even leisure time is over-planned these days, there is no time to spare. His message: "We have to learn to dream again, and to do that we need space in our lives for conversations with strangers, walks, time to just daydream. That makes us receptive to impulses that are not determined by efficiency targets. Time to stop and stare – it would do us good."

by now, yielded to the realisation that it is not effort that brings riches, but rather wealth. In a 2011 survey by Infas, 62 per cent of Germans said that making an effort was no longer worth it. Ulf Posé believes that the fundamental assumption is based on a misunderstanding. "Effort was never the reason for remuneration, for the connection between the effort put in and the benefit the company derives is very tenuous; the basis for remuneration is always the benefit the company derives."

But this benefit – the useful result of effort made – is very difficult to measure in modern organisations. How do you allocate a percentage share of the success to each individual in team and project work? Even though it is almost impossible to pay staff a performance-based salary, these models are exactly what's needed to motivate employees. Large differences in salaries, so the theory goes, promote the employees' spirit of competition, spurring them on to high performance. But the research is unanimous in saying that more money, of itself, does not lead to better performance. It is more important that the employee regards their salary as fair in comparison to that of their colleagues. Other symbols of recognition are also effective, such as acknowledgement from the boss or awards within the team.

#### A NEW PASSION FOR PERFORMANCE

If we look more closely at motivating factors, it becomes apparent that external incentives only work for so long, and this is the heart of the problem. The real drive comes from inside of ourselves – we're born with it. "Exactly like our survival instinct or our sex drive, the desire to perform and achieve lies deep within us," behavioural researcher Klaus Dehner explains, "it is the inquisitiveness that causes us to repeatedly put our abilities to the test."

Dehner is a follower of the American psychologist Mihaly Csikszentmihalyi, who, in his book Flow, describes people



ON THE MOVE

# Intelligent timepieces

THE NEW WEARABLES – LOTS OF FEATURES OFF THE CUFF.

1



2

3

4

5

#### 1 | FITNESS FREAK

Physical activity is often neglected in the busyness of our lives. The "Vivofit" fitness watch by Garmin gives your inner couch potato a helping hand. It monitors the movement quota you've set yourself and notifies you if you fail to reach your daily goal. Available in five colours. Around 130 euros. [garmin.de](http://garmin.de)

#### 2 | ALL-ROUNDER

This retro-design smartwatch packs a powerful punch. The "G Watch R" by LG has sensors for health and fitness apps, weather, news, stock market and navigation services, and you can call up your calendar when linked to an Android smartphone. Around 270 euros. [lg.com](http://lg.com)

#### 3 | SWIPE IT

The "Zenwatch" by Asus [3] is controlled using swipe movements and speech. With the relevant health and fitness apps, the watch monitors your well-being and activity levels, shows calls and appointments, and plays music independently of your mobile. 230 euros. [asus.de](http://asus.de)

#### 4 | DWARF POWER

Training goes like clockwork with the "UP24" watch by Jawbone [4]. A movement sensor saves all activity discreetly in the background and alerts you with a vibration alarm when you spend too long sitting. Around 125 euros. Also available for 9000 bahn.bonus points. [bahn.de/prämienkatalog](http://bahn.de/prämienkatalog)

#### 5 | BEJEWELLED

With its integrated SIM slot, many of the features of Samsung's "GearS" [5] can also be used without a mobile. Features include a phone function, barometer and fitness monitor. It also has a UV sensor. Available in black or white, and with Swarovski crystals. Around 400 euros. [samsung.de](http://samsung.de)

ILLUSTRATIONS: MATHIS REKOWSKI FOR WAGEN EINS

PHOTOS: ALL PR

# Burgers

THE BURGER IS MAKING THE BIG TIME: NEW EATERIES OFFERING GOURMET PATTIES ARE OPENING ALMOST EVERY DAY.



High-quality, gastronomic, healthy – these attributes are not usually associated with a burger. But when it comes to a patty between two halves of a bun nothing is as it was. The quality campaign started low-key but is now a force to be reckoned with. Right across Germany new burger restaurants are opening almost every day and their menus are a world away from standard fast food. What they serve satisfies even the expectations of gourmets and the health-conscious.

The ingredients, the presentation, the ambience – everything seems to indicate that the burger is about to enjoy an impressive culinary career. Take “Hans im Glück”, for example, where you eat your burger sitting cosily between birch trunks in open, light rooms.

By now the franchise chain that started in Munich five years ago boasts thirty-one restaurants – offering a menu that looks like a book of fairy tales ... and reads like one too! The burgers have names such as “Stable-boy”, “Boot” and “Billy goat”, all served on elegant porcelain or rustic wood.

That new burger joints are opening up all across Germany cannot all be down to imaginative names and a cosy ambience with cushions and candles. The quality of the ingredients is key and even the buns are important. They're crispy, fresh and home-baked, often made with sourdough and seeds. And in the middle there is goat's cheese, fig mustard, special home-made sauces and a freshly minced piece of local organic beef grilled pink. It's a similar story with ham from Ibérico pigs, free-range chicken, duck and octopus. Walter Schnerring, head chef at

Cologne's “Die Fette Kuh” burger restaurant, is convinced: “People like eating meat but it has to be good quality, not mass-produced.”

Those who prefer to avoid meat are not limited to eating side dishes at these stylish burger bars. There is also the popular option of the Portobello mushroom burger or a walnut burger with tofu and chick peas, with avocado, and much more. “People who are health-conscious often have feel bad about eating burgers,” says Catherine Laniado from Berlin's “Frittiersalon” [1]. “You can enjoy our food without remorse because we only use regional organic ingredients.”

This new variety and quality now entices people into burger restaurants who would normally stay well clear of them. And why not? After all, a few years ago even the curried sausage enjoyed elevated status as a premium fast food, although it has, by now, returned back to earth. The burger won't share that fate because it has more culinary potential. Want a bet?

**FETTE KUH [1]**  
With beef, duck or octopus.  
[diefettekuh.de](http://diefettekuh.de)

**FRIITIERSALON [2]**  
Every burger is an organic delight.  
[frittiersalon.de](http://frittiersalon.de)

**HANS IM GLÜCK [3]**  
31 restaurants in Germany.  
[hansimglueck-burgergrill.de](http://hansimglueck-burgergrill.de)

IN DEMAND: THE GOURMET BURGER

# Networking?

**GOOD OPPORTUNITIES FOR INITIAL CONTACT:**

- Canteen
- After-work parties
- Business lunches
- Award ceremonies
- Events

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**SMALL TALK RULES:**

- At parties talk only 30% of the time

**STAY IN TOUCH:**

- Email after 72 hours
- Connect via LinkedIn or Xing
- Keep profiles up to date

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**FROM CONTACTING TO NETWORKING: Cultivating a network**

- Gifts and cards
- 20 lunch appointments in 12 months
- cultivate 2 contacts per month

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**REAPING:**

- On average a contact pays off: after **2** years ...
- ... and **7** encounters
- ¼ of all new job appointments are made through personal contacts

**05:00**  
no longer than 5 minutes

... then

a graceful goodbye

... or ...

a serious conversation

PHOTOS: TOM HAFNER [2]; PR: ILLUSTRATION: PHILIP LAIBÄCHER

The good thing about networking is that you can't *not* do it. Every email, every phone conversation, every chat can help you if you know how. After all, one in four new job appointments is made based on good relationships, the final step in successful networking. You should approach this purposefully but not intrusively. Communication trainer Monika Scheddin recommends making at least two new contacts each month and renewing two old ones. Approach the person you want to network with after a business appointment, for example. Introduce yourself concisely, don't spend too

long with small talk, and indicate why or how you could help each other. You can stay in touch via birthday wishes, Christmas cards and through professional networks such as Xing or LinkedIn. As a rule of thumb, networking effects begin to work once you have 25 contacts – meaning that once you're past this point you can ask around about a certain matter and realistically hope to receive a useful answer. And secondly, the more interesting the contacts you have, the more interesting you become for other contacts. After 25 contacts your network will grow all by itself.

# Let's go there!

FEASTING, SHOPPING OR JUST  
POWERING DOWN – TWELVE PLACES  
THAT ARE WORTH A VISIT.

TIP



## ESTREL BERLIN

**Berlin** | Attend meetings and conferences in the exclusive ambience of a four-star-plus hotel by day and enjoy a live "Stars in Concert" stage performance by night – such is the charming variety offered by the Estrel Berlin [1]. Europe's largest convention, entertainment and hotel complex has more than 1125 rooms and suites as well as its own congress and trade fair centre. Sonnenallee 225. [estrel.com](http://estrel.com)

## MORIKI

**Frankfurt** | Sushi of all kinds, bento boxes with meat and fish, and vegetarian treats. At the Moriki, Taunusanlage 12, head chef Duc Ngo serves Japanese delicacies every day from 11.30am to 11.30pm. [moriki.de](http://moriki.de)

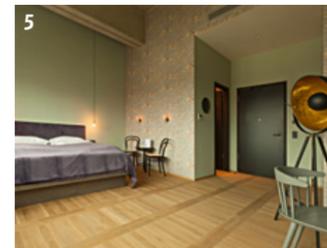


## OFF CLUB

**Hamburg** | This restaurant [3] is a bar, living room and a beer garden all rolled into one. The idea was conceived by Tim Mälzer who mixes casual cool [a DJ plays in the evenings] with creative cuisine. The menu offers sushi and changing themes such as "South America" or "Home". Leverkusen Straße 54, Mon to Fri from midday, Sat from 5pm. [offclubhamburg.com](http://offclubhamburg.com)

## RESTAURANT WILLIAM IM

**ALTEN SCHAUSPIELHAUS  
Dresden** | Curtain up for this new hotspot in the old theatre. William's [2] head chef Marcel Kube presents his stylish creations over consecutive acts: from the Moritzburger salmon trout [first act] to the duck breast with potato soufflé [second act], to the fondue with traditional Mont-d'Or Vacharin cheese [epilogue]. Highlight: "Mother's Sunday roast". Theaterstraße 2, daily from 11am until 11pm, Sat and Sun from 10am. [restaurant-william.de](http://restaurant-william.de)



## THE FLUSHING MEADOWS

**München** | The quirky designer hotel The Flushing Meadows [5] has nothing to do with the tennis tournament with which it shares a name. Highlights include the loft studios, each of which was decorated by a Munich celebrity, among them bar legend Charles Schumann and Michi Beck from hip hop group Die Fantastischen Vier. Fraunhoferstraße 32. [flushingmeadowshotel.com](http://flushingmeadowshotel.com)

## SCHORN

**Düsseldorf** | The spectacular German-French cuisine of Anne Schorn and Marcel Schiefer is an easy-to-miss insider tip in the industrial area of Bilk. Also exquisite is the wine list with more than 400 selections. Martinstraße 46a, Tue to Sat from 6pm. [restaurant-schorn.de](http://restaurant-schorn.de)

## PANORAMA HOTEL OBERJOCH

**Bad Hindelang-Oberjoch** | This hotel [4], located in Germany's highest mountain village, offers a spa area covering 3000m2 with enormous window façades. Paßstraße 41. [panoramahotel-oberjoch.de](http://panoramahotel-oberjoch.de)

## TIAN

**München** | This creative, meat-free kitchen will delight vegetarians searching for a treat. Right on the Viktualienmarkt. Mon to Sat 6.30am to 11pm, Sun 7am to 11am. Frauenstraße 4. [taste-tian.de](http://taste-tian.de)



## HOTEL ZOO BERLIN

**Berlin** | None of the 145 rooms are alike in this glamorously refurbished building [6] that dates back to the early twentieth century. Stars such as Grace Kelly, Sophia Loren, Liz Taylor and Romy Schneider have all at one time stayed under these hand-finished stuccoed ceilings and high industrial windows, enjoying the tasteful surroundings. Kurfürstendamm 25. [hotelzoo.de](http://hotelzoo.de)



## GRANIT

**Köln** | Scandinavian lifestyle right in the city centre. Granit's [7] first German store offers furniture and home accessories from Sweden. Ehrenstraße 72. [granit.com/de](http://granit.com/de)

## SAI SPA HAIDHAUSEN

**München** | Skip lunch to go to the spa? Just two minutes from the Ostbahnhof station, Sai Spa offers true relaxation with their "Lunch Break Massage" [22 euros]. Orleansstraße 45. Tue to Sat 10am to 8pm. [sai-spa.de](http://sai-spa.de)



## GORKI APARTMENTS

**Berlin** | If you're planning a stay in the capital – whether short or long – and are looking for cosy and personal accommodation without having to bunk in with someone privately, you'll find an alternative to the couch and the hotel bed in Berlin-Mitte, Am Rosenthaler Platz [8]. 34 spacious apartments furnished with design classics [from 172 euros] in a casually luxurious Wilhelminian building, surrounded by shops, bars and galleries. Im Weinbergsweg 25. [gorkiapartments.de](http://gorkiapartments.de)

# Hanover

WHERE? HOW? WHAT?  
YOUR GUIDE FOR A STOPOVER.



## BITE TO EAT

**HUGO'S** [1] Hanover's most beautiful courtyard lies just a few metres away from the station at Ernst-August-Platz 10. The restaurant serves Mediterranean and regional dishes and the bar serves cocktails. [hugos-hannover.com](http://hugos-hannover.com)

**Da Lina** [2] Gourmet Italian food and speciality coffees, pasta specials for lunch, and a likeably gruff host. Hannover 96's football stars are regulars at this bistro in Marienstraße 44. [da-lina.de](http://da-lina.de)

## MUST SEE

**Kunstverein** [3] The "Digital Worlds" exhibition at the Kunstverein shows artworks created using the tools of the digital art world. [kunstverein-hannover.de](http://kunstverein-hannover.de)

**Singing manhole** [4] You have to hear this! Since Hanover became a "UNESCO City of Music" in 2014, music has even been emerging from a certain manhole in the city. An eclectic mix, from soul to classical. Where? At Ernst-August-Platz, right in front of the station. [gullyman.eu](http://gullyman.eu)

## CHEERS!

**Oscar's** [5] This stylish bar in Georgstraße 54 has an excellent selection. Those who like their whisky can choose from around 250 varieties. The cocktails and wines are also first-rate. [oscarbar.de](http://oscarbar.de)

**Mashsee Brauerei** [6] Beer sommelier Alexander Herold and master brewer Kolja Gigla sell their own brews and speciality beers from around the world at their craft beer HQ in Schlägerstraße 17. Open: Wednesday to Saturday. [mashsee.de](http://mashsee.de)

## STRESS BUSTER

**Spa Magic** [7] Massage, sauna, steam bath – at the Hotel Crown Plaza Schweizer Hof you can indulge yourself for day rates starting from only 15 euros. [spa-magic.de](http://spa-magic.de)

**DB Lounge** [8] Hanover is an important rail hub and welcomes millions of trade fair visitors each year. The DB Lounge offers travellers a pleasant retreat with free drinks, newspapers and WLAN. [bahnhof.de](http://bahnhof.de)

## MUST HAVE

**Schuhcaffè** [9] If you're looking for handmade shoes from selected Italian manufacturers, you'll find them in the Old Town at Holzmarkt 3. The proprietor, Marco, serves self-roasted espresso to customers as they try on shoes. [schuhcaffè.de](http://schuhcaffè.de)

**Michael Jondral** [10] At this men's outfitters in Theaterstraße 13 you'll find classic, elegant clothes for men with discerning tastes. And accessories that make perfect gifts. [michaeljondral.com](http://michaeljondral.com)