

Editorial

Dear Reader,

personnel management, leadership and organisation are closely linked and correlated. Very often, these areas are unpardonably neglected, nicely smiled at, due to their romantic impulsive nature, or just dismissed as second-rate. As a result, your role in the course of a transformation or an integration process could be more vital than you might think. Thinking in terms of "hard" facts such as reference numbers or other standards of efficiency and effectiveness must not necessarily be opposed to the fact that so-called "weak" factors such as company structure or team orientation should also be regarded as success factors. In this leaflet, you will find four articles and a research report which from different perspectives are to be linked to the context mentioned above.

The contribution of *Ervasti Mia* and *Vesa Suutari*, based on four case studies, examines the extent to which personnel policy and the most important functions of personnel between Finnish parent companies and Estonian subsidiary companies are mutually agreed upon. In a globalizing world, a stress curve between standardisation and local specialisation is generally formed, whereby the general framework of the country's culture as well as the company's strategies and the degree of maturity of the personnel management could be very influential. In the following study which is founded on half-standardised interviews, one notes that while a higher degree of standardisation is applied to selection and employment methods, labour relations and the concepts of training were or should be based more on local facts. The latter, of course, applies particularly to labour relations.

Maria Aggestam analyses the development of corporate governance in two big capital and investment companies in Poland. Firstly, the varieties of corporate governance models that exist in various countries will be clearly highlighted. The difference however, in Anglo-American, German, Latin and Japanese models only provide clues. In the course of the privatisation process in Poland, an effective and legal synthesis obviously resulted from the two first mentioned areas. In all, it is very interesting to recognise how even before the historical background of each company as well as its concrete company strategy and development, varying advisory and supervisory board structures came into existence, which not least, are also of importance in view of the integration of the EU and international corporate governance.

Heiko Schrader in his rather theory oriented contribution, discusses important aspects of social capital and the social transformation in Russia. After retrospection into relevant theoretical fundamentals (such as The economics of Institutions, The theory of Structuration) and adjustment between participants- and process oriented approaches, the meaning of "Trust" and "Distrust" in the stability and the reliance-path of people oriented networks in particular, will be

carved out. In total, this is about a correlation, which on the one hand, is still of expandable, theoretical meaning and on the other hand, is of great significance in the case of Russia.

Gerhard Reber, Werner Auer-Rizzi, and Milan Maly in continuation of their already well-known research on managerial style, then introduce a comparison between Austrian and Czech managers. On the basis of the situational approach to managerial style and decisive behaviour proposed by Vroon and Yetton, certain differences can be identified, whereupon the Czech managers have a greater disposition to autocratic behavioural patterns and therefore, present corresponding behaviour strategies, meanwhile a stronger, characteristic, more participative behavioural pattern and strategy was noticed on the part of the Austrians. With regard to recommendable changes, the authors will discuss different connecting factors both on the individual as well as on the organisational level, whereby the former should be taken into consideration with reference to Austria and the latter, with reference to the Czech republic.

The research note presented by *Miroslav Majtán* and *Jana Sršňová* depict the results of a survey in Slovakian industrial firms in view of the degree of their preparation towards the forthcoming integration steps of the EU. Therefore, the strengths and weaknesses will be carved out. In all, it shall be made clear that in many branches already, with attractive prices and increasing quality consciousness, a strong export orientation is present.

Whereby we find ourselves at the starting point of this editorial. Ultimately, this same consciousness of our personnel determines the future “Being” of the company!

I wish you an interesting reading!

Dieter Wagner