

# The Dialogue

An audio experience by the  
World Business Dialogue

## Guest



**Heiko Hutmacher**  
Former CHRO of Metro

### Key Takeaways Episode 2

Heiko Hutmacher joins the second episode of "The Dialogue". He talks about his personal experiences with different cultures and how they helped them to grow as a leader, the abilities that you as a future Responsible Leader have to have and how students can close their leadership gap.

#### The University Gap

Studies include learning concepts and models which are not often so complemented with abilities required in companies, for example collaboration skills. **Students should close these gaps** by getting involved in **initiatives or NGO's**. They can foster the students' personal development.

#### Culture

Culture can help you to grow as a leader. When you **grow in other countries**, you get out of the references you have grown up with.



Another aspect is **organizational culture**: Companies have to **encourage** their employees to **do the right thing** and to act responsibly.

#### Abilities

Responsible Leaders mainly have to focus on the people they work with. One success factor is **communication**: It has to be **transparent, clear, and candid**.

Leaders have to help people to succeed - therefore, they take **mistakes of employees as a good opportunity** to thank the person for daring something. Afterward, they will discuss how to learn from it.

#### Heiko's personal challenges

**Changing** organizational culture is one of the **biggest challenges** for a leader in a big company (for example when traditional hierarchies should be flattened).

Then you have to work out an **overall intention** so that people **can understand and question it**. It is the core you can revert back to in every situation. But: "Change isn't a straight line."

"It (R.L.) **doesn't require** at any moment in time to look at all stakeholders, I think the **most often needed** one (look) is the one to **people you are working with**."

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