

# CAREER & EMPLOYMENT

## GUIDE 2011

**Hiring freeze thaws,  
challenges mount**



**HR IN SLOVAKIA: PIONEERING A NEW MARKET**

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# Editorial

Searching job portals or classified ad sections of newspapers no longer generates utter despair among those looking for a job. But individuals with training in automotive technologies, those who understand programming languages, and graduates from technical schools and universities have much rosier prospects and more choices in the labour market than those who studied the humanities or other social sciences.

The global economic downturn has reformatted the memory disks in many people's minds about the choice between having job security and the 'let's try another job' approach and many people are surely leaning towards the former. Nevertheless, the labour market remains thirsty for talented employees who are willing to change jobs and change thought and work patterns – those who can help lead a business through challenging times.

Observers agree that many months will pass before Slovakia's unemployment rate dips below its level of 2008. Hopes have been stoked that the government's announced changes in the Labour Code, particularly its intention to make the market more flexible, will provide a better match between the needs of business enterprises and the needs of employees while at the same time reducing unnecessary government bureaucracy and interference. Trade unions, employers and the government are still involved in a tug-of-war over the fundamental thrust, as well as the critical details, of the Labour Code and many labour market experts say that its final form will have a critical impact on the creation of new jobs in Slovakia.

It is always challenging to attempt to trace the trends and undercurrents influencing a labour market consisting of millions of employees and thousands of firms. In our Career & Employment Guide 2011 The Slovak Spectator seeks to meet this challenge by presenting the sage, up-to-date and well-formulated ideas and opinions from professionals in the fields of human resources and education. We hope their thoughts, recommendations, cautions and challenges will provide at least some guidance and answers as Slovakia's labour market moves forward through 2011 and beyond.

*Beata Balogová*  
Editor-in-chief



## The Slovak Spectator thanks the following companies and institutions:

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# Labour Code changes set to dominate 2011

## Unions opposed, employers doubtful - but government remains determined

Slovakia has been operating in savings mode. Over the last year, expressions like downturn, closedown and hiring freeze have been gradually replaced by terms such as economic revival, trimming cure for the public sector and vitamins for the business environment, as promised by the government of Iveta Radičová after it took over from the Robert Fico administration in July 2010.

Market watchers offer neither gloomy predictions nor any miracles for the economy in 2011, though they say that the year ahead might provide some fertile soil for economic reforms if austerity measures do not significantly dampen reformers' zeal.

One area which will certainly not escape change is the labour market, since the government is determined to revamp the Labour Code. The centre-right administration revealed the broad outlines of its proposed revisions in early February, suggesting that it intends to make the law more flexible to better meet the needs of the economy while reducing unnecessary bureaucracy. The government is also promising more protection to those who need it most. Businesses have long called for a more flexible Labour Code, but the unions want it to stay as it is. Indeed, unions have already launched protest action aimed at blocking the planned changes.

Though the labour market is no longer on its knees and the hiring freeze has thawed, it will take much longer to push the unemployment rate back down to pre-crisis levels. Nevertheless, recent months have brought more stability to the market, with unemployment climbing only very little or remaining flat, Michal Páleník of the Employment Institute, a think tank, told The Slovak Spectator.

### THE IMPORTANT NUMBERS

At the end of December 2010, Slovakia's employment offices registered a total of 334,903 people who were unemployed and immediately available to take up jobs. This put the country's jobless rate at 12.46 percent, 0.20 percentage points lower than in December 2009, according to Slovakia's Centre of Labour, Social Affairs and Family (ÚPSVAR).

Meanwhile a major austerity package announced by the government has frozen wages in the public sector. Though average wages in Slovakia kept rising during 2010, market watchers noted that this was mainly due to the loss of many lower-paid jobs and thus the increase was mostly



The government of Iveta Radičová promised a trimming cure for the public sector and vitamins for business.

illusory. The average nominal monthly wage stood at €744 across Slovakia for the first three quarters of 2010, 3 percent higher than in the same period of 2009, according to data from the country's Statistics Office.

For 2011 the Financial Policy Institute of the Slovak Finance Ministry has predicted a 3.7-percent rise in the nominal monthly wage, meaning it would grow to €798.

Vladimír Vaňo, chief economic analyst with Volksbank, said he expects that a recovery in economic activity as well as an increase in labour productivity will contribute to positive dynamics in average wages, with an increase in nominal wages of between 3 and 4 percent in 2011 and potentially even more in 2012.

### WHERE IS THE HR BUSINESS HEADING?

Though human resources professionals have detected a revival in the market they are quick to point out that it has not translated into lower unemployment figures. Companies, albeit carefully, have begun to re-open their wallets and start investing and searching for people to reinforce their teams.

The number of positions offered via different

web portals and personnel agencies has been growing, which implies that people are no longer as worried about changing jobs as they were last year, Peter Pelegrim, area manager of Manpower, pointed out. Nevertheless, this does not necessarily mean that firms are creating new jobs, he added.

Mario Fondati, a partner at Amrop Slovakia, confirmed that there are more available positions and offers of work than there have been for one or two years and that firms are no longer afraid to take on new people.

"Nevertheless, caution remains, as far as costs are concerned," Fondati told The Slovak Spectator.

Yet, both applicants and employers have changed their expectations, and in many cases these have become more realistic in terms of remuneration.

"People value their jobs more and tend to be risking less," said Fondati. "They are willing to lower their expectations in return for more certainty. Nevertheless, it is still true that there is a lack of good quality people, who are needed more by businesses than ever before."

His colleague Igor Šulík, managing partner of Amrop Slovakia believes that the business finding

people for organisations faces two fundamental challenges.

“One of them is the fast spread of social media and social networks, where information on candidates is easily accessible,” Šulík told *The Slovak Spectator*. “The other trend, which I believe will set the pace of development for personnel consultancy, will be the growing interest for services with higher added value.”

Mariana Turanová, managing partner of Target Executive Search, suggests that globalisation is one of the significant phenomena which have been influencing the Slovak labour market. A large proportion of the positions which are being opened will be located in Slovakia, but the jobs will have a regional scope, she added.

However, labour market watchers agree that finding qualified workers in certain areas will remain a challenge. Though the crisis has made more labour available, those who have found themselves unemployed are not necessarily able to fill the gaps created by a lack of qualified labour.

“The crisis has brought enough labour, but with lower qualifications,” said Silvia Jelínková, human resources manager of Dell’s European Business Centre in Bratislava.

Nevertheless, Jelínková noted that applicants themselves have become more courageous as a result of their experience and do not worry about entering the market and searching for jobs.

## THE CRUCIAL CODE

Undoubtedly, one of the law changes that will most significantly impact the labour market over the next couple of years is the revision of the Labour Code. Prime Minister Radičová presented the government’s proposed changes to the code on January 31 and it is unlikely that the government, trade unions and employers will reach an agreement over the code by the time this Career Guide goes to print in mid February.

The Labour Ministry stated that its proposed Labour Code will be more family-friendly, giving both employers and employees the option to work flexible hours based on their own needs. The ministry gave an example of an employer having the opportunity to distribute tasks linked to one specific work position among several employees by creating a shared position. The possibility of using parental leave until a child’s fifth year is also on the ministry’s list of changes.

The government is also proposing a shorter probationary period for employees in junior positions, while designating longer periods for positions with higher pay. The proposal provides an employer with the option of negotiating a flexible combination of severance pay and layoff notice with an employee, with the minimum notice period depending on the number of years of employment with the firm or organisation in question.

The ministry said that the law’s current form is unfair because it does not take into consideration

the different status of employees based on their salary levels or positions in a firm. A low-level worker needs more protection than a top manager who has decision-making powers, the ministry argued. Another reason for change, according to the ministry, is that the current law does not reflect different life situations linked to students’ employment or parents with small children. It also stated that some parts of the Labour Code burden both employees and employers with redundant bureaucracy.

The ministry said the current law lacks flexibility in regards to employees changing jobs, and in terms of the opportunity for employees to seek higher earnings. The fifth objection the ministry offered to the current code is that it mandates unnecessary privileges to public officials and union representatives at the expense of social dialogue, collective bargaining and equal representation of all employees.

Miroslav Gazdík, president of the KOZ trade union confederation, said on February 2 that at first sight some of the propositions evoke “satisfaction” but when they are considered more thoroughly they evoke “a smile” and “if one goes into their details, then certain concerns [arise]”, the SITA newswire wrote.

The unions have already rolled out the big guns against the proposed changes to the Labour Code and announced on January 10 a drive to collect enough signatures to initiate a national referendum on the new code. Under the banner “Preserving the Rights of Employees”, KOZ claimed that the proposals in its petition would ‘humanise’ the working environment: a 35-hour week – as opposed to the current 40 hours – without a reduction in pay, as well as an overall limit on overtime work of 80 hours per calendar year.

The president of the Slovakia’s Federation of Employers’ Unions (AZZZ), Tomáš Malatinský, said that the government’s proposal did not exactly meet with employers’ expectations.

“We thought that the programme theses of the government regarding the Labour Code would be fulfilled better,” he said, as quoted by SITA.

According to Malatinský, employers are not agreed in their responses to the plan to differentiate between probationary periods according to the wages of an employee.

KOZ spokesman Otto Ewiak told *The Slovak Spectator* in an earlier interview that the unions’ petition was a response to what unionists see as the “threat” of large-scale changes to the current Labour Code.



Trade unions have rolled out the big guns against the Labour Code.

The confederation stated that the proposed changes would significantly reduce employees' protection in hiring and firing, prolong the probationary period for new employees from three months to six, shorten the layoff notice period to one month, cancel combined severance pay and notice periods, generally worsen working conditions for employees, and weaken protection during mass layoffs.

The leader of the opposition Smer party, Robert Fico, stated that the battle over the form of the Labour Code is central to his political party.

"This is as important for us as perhaps abortion is for the Christian Democrats," Fico said on January 9 in an interview with SITA. "We will take a very principled stand behind the protection in the form of the Labour Code and we reject the interventions that the rightist government is talking about today."

### **EDUCATION SECTOR STILL HUNGRY FOR REFORM**

Human resources professionals continue to stress the need for greater responsiveness in the education sector to the needs of business. The most frequently cited reasons for the current disjunction are a lack of money and a lack of systemic support from the state.

Šulík suggests that a systematic change is needed, which would start with resources: "making students co-responsible for financing their studies could bring resources to the system".

According to Šulík, more autonomy for universities and the introduction of a governance model to manage these institutions could be another way to help them become better managed and reflect what the labour market needs.

"I think that both teachers and students need to get tough with each other," Šulík told *The Slovak Spectator*. "Students need to demand that teachers are better prepared and work on themselves, and teachers need to demand that the students work to earn their degrees, and that if they do not, then they should not graduate."

The Education Ministry said it is now preparing a mechanism which should eliminate higher educational institutions of the worst quality.

"We will preserve in the system every higher educational institution that offers better quality rather than those schools at the bottom of the current ladder," Jurzyca said, as quoted by SITA on January 27. "The system will be set in such a way that schools at the bottom drop out."

The ministry is planning changes to the rules for financing public universities in Slovakia and Jurzyca met the Slovak Rectors' Conference in mid January to discuss some of these changes. The minister said that the method of financing should be simpler but that the criteria according to which the ministry decides on funding would become much tougher.

"Now we will take more into consideration whether universities are publishing in internationally acknowledged peer-reviewed journals," Jurzyca said, as quoted by SITA.

Slovakia currently has 34 higher education institutions. The schools which might be forced out are those with a weak record of publication in peer-reviewed research journals, or in scientific research results.

The ministry is also considering prolonging the period of external study by at least a year. In the coming months, the Ministry of Education, Science, Research and Sport will also announce a new system of accreditation for university professors, SITA reported.

University rectors have acknowledged that there is a need to address issues such as the spread of plagiarism and the notorious case of so-called fast-tracked diplomas – qualifications issued after little or no study – a scandal which made news headlines last year. ■

# Hiring freeze thaws, challenges mount

Though last year brought something of a thaw to the hiring freeze, and although new jobs are now being created, a return to pre-crisis dynamics in the labour market remains a distant hope, according to human resources professionals. Even those firms which are hiring again are still under pressure to cut costs and are thus seeking the best match between their budgets and the need to source effective candidates capable of putting economic solutions on the table. But for many potential applicants existing job security can be more important than the risk of change.

The Slovak Spectator spoke to Igor Šulík, managing partner of Amrop Slovakia, Peter Pelegrim, Area Manager of Manpower, Dana Blechová, country manager for Iventa Slovakia Management Consulting, Mariana Turanová, managing partner of Target Executive Search, Zuzana Weberová, branch manager for CPL jobs, and Peter Ulbrik, director of AuJob.

**The Slovak Spectator (TSS): How has the economic revival been reflected in the labour market and in the human resources field? Has the structure of services provided changed, and what are the greatest challenges your field faces in the upcoming years?**

**Igor Šulík (IS):** Consultancy firms have recorded a significant increase in demand for their services. Firms have gradually started investing, while at the same time begun searching in order to reinforce their own teams, even though this year it is still not possible to talk about the kind of dynamics in the labour market that we experienced up to the middle of 2009. The expectations of applicants have changed as well. The ability to operate in a changing environment; facing unexpected events and foreseeing possible risks while eliminating them – these are only a few of the evaluation criteria that employers apply to applicants for managerial and leadership positions.

The past two years were demanding for personnel-consultancy firms. On one hand they had to adjust to changes in the labour market and on the other hand they were confronted with clients returning to the thinking from the end of the 1990s, when the quality of the consultancy firm and its professional approach were less important than the ability to offer almost immediately anyone who came close to the profile of the candidate the firm needed. Services with higher added value were less preferred,

often at the expense of strategic long-term sustainable development.

The business of finding people for organisations faces two fundamental challenges: one of them is the fast spread of social media and social networks, where information on candidates is easily accessible. The other trend, which I believe will set the pace of the development of personnel consultancy, will be the growing interest for services with higher added value.

**Peter Pelegrim (PP):** Though there is a revival in the labour market it has not been reflected in falling unemployment. On web portals and personnel agencies the number of positions offered has been growing. This shows that people no longer worry about changing jobs as they did last year, and the process of changing employees has speeded up. But this does not mean that firms are creating new jobs.

Firms have increasing problems filling qualified posts even now, when unemployment is growing and theoretically the number of available people on the labour market is increasing. It is a frustrating paradox, both for employees and employers as well. Education is less flexible and is falling behind the needs of firms. The only solution for both sides is to change well-tested ways and processes. For example, for firms it means that they will have to put a stronger emphasis on educating their people to meet internal needs, and vice-versa. Also, for people of a productive age it will be even more important to undergo life-long education, and even changing professions several times during a lifetime will be a completely normal phenomenon.

**Dana Blechová (DB):** Most firms have started hiring new employees and the time of the so-called hiring freeze, typical for 2009, is over. In certain sectors there is a visible boom; such as in the electro-technical or automotive industries. Firms have new projects and this is why they are hiring new employees. On the other hand, the firms are required to remain in cost-saving mode; they seek the most effective but also the most economical solutions. There is an effort to first find internal solutions, including in the area of hiring; companies frequently use job portals, and for higher positions they tend to hire internal candidates to a larger degree than before.

Also in some other areas of HR, to a large

degree, resources within corporations are being used and budgets are lower than prior to the crisis. This trend will most probably continue and thus there will be pressure on the quality of external partners as well as on prices. Owing to these reasons most personnel-consultancy firms have been through substantial changes, be they personal or organisational, which might have an impact by reducing the quality of services, as well as for clients a certain inability to read these firms.

**Mariana Turanová (MT):** We see the revival mainly through the increased interest of clients in starting new competitive selection processes and hiring candidates for new positions. Hiring is no longer for replacement, as was the case last year, but is for completely new positions linked to clients' new projects. What is interesting though is that our clients are interested in hiring larger numbers of new colleagues; even 20 to 50 people, and I am not talking about positions for operators in production processes. These are positions for experts, i.e. people who have 3 to 5 years of experience; people who have expertise but have not yet reached managerial level. They can achieve this level from positions as team leaders or project managers, while getting the chance to work for global clients.

I would list globalisation as the significant phenomenon which has been influencing our labour market. A large part of the positions which are being opened will be located in Slovakia, but the job will have a regional scope. It is a great challenge also for those of us who work in recruitment. It means tuning our conditions in such a way that we are able to work across markets, which means addressing suitable candidates in the wider region and exceeding the limits of the Slovak market. This is what our clients have done and we will have to do it as well. Candidates on the other hand, need to accept this requirement of globalisation. Knowledge of at least one or ideally two foreign languages, communication skills, an innovative approach as well as orientation towards clients and assertiveness have become important conditions. Here, we still need improvement.

**Peter Ulbrik (PU):** We have noticed a gradual revival of the labour market, which has been reflected mainly in the form of an increased number of filled work positions as well as a consistent increase in the interest of



Companies' expectations of candidates are still very high.

clients for services in the area of evaluation, training and further development of their employees. As a consequence of the global economic downturn many companies started being more interested in personnel audit, which is an analysis of human resources mainly in terms of increasing the effectiveness of their use.

**Zuzana Weberová (ZW):** Personnel agencies are increasingly focusing on providing outsourcing services. Personnel leasing is still for many firms a more favourable form of employing people for projects or a limited time period.

**TSS: How have conditions changed in the Slovak labour market over the past two years? Have the expectations of applicants for working positions changed as well as the expectations of companies?**

**IS:** Structurally there hasn't been much change in the labour market recently. The inflexible Labour Code, which the new government is now getting ready to fix, has not created an environment for significant job creation. I believe that more flexibility in this [parliamentary] term could lead to positive changes in the labour market.

The prevailing uncertainty in the labour market meant that employed people were less open to considering changes and were willing to accept less favourable contracts with employers. Job security became more important than the chance of a change, which always presents a certain risk. With applicants who for whatever reason were searching for jobs, there was a certain paradigm shift noticeable in their thinking and also a greater willingness to

consider chances that they might not have wanted a couple of years ago.

**DB:** Fluctuations and litigation regarding wages have decreased. Employees in most cases are happy that they have jobs, since having stable, long-term employment is the most important thing for them. For this reason, wage expectations have become more realistic in the market, which in some cases is being used by employers who feel stronger in their positions than before and are pressing for lower salaries. There are firms which have cancelled bonuses and benefits, for example the 13th salary or year-end bonus.

**MT:** As for candidates, their expectations in terms of remuneration have become more realistic, which is a positive development. Those who have achieved top managerial levels are becoming more aware of the fact that the market is not offering them additional challenges. This is why they are searching for positions at a higher, regional level. This will be made easier by the easing of restrictions in the Austrian and German markets. First of all, Austria is a very important destination considering the large number of central European and international companies based in Vienna. Naturally, here our managers will have to be prepared to be compared to managers at international levels, not only at the local level or even the Czech-Slovak level as they have been until now.

The expectations of companies for candidates are still very high; the crisis and the assumed availability of free labour made companies' positions easier, and they found themselves in a

position where it was easier for them to pick and choose amongst candidates. Yet the reality is different: even though there are a lot of free people on the market, there are not the experts and people managers that firms really need. There is a fight for talent once again.

**ZW:** Many companies have again started hiring staff but it still cannot be compared with the situation from two years ago. However, the expectations of candidates are more realistic and this is valid for graduates as well, who in the past often had inflated expectations.

**TSS: How are companies handling the phenomenon of outsourcing versus in-sourcing in the area of human capital and what areas are still popular for outsourcing or, on the contrary, which activities are being in-sourced to a greater degree?**

**IS:** Outsourcing or in-sourcing are being applied in organisations depending on their strategies. Organisations with strategies focusing on their core business only are outsourcing everything in the area of human capital. The opposite strategy is when a firm decides to solve everything internally and adjusts the structure of its internal team covering the area of HR. When picking between these strategies, it depends on the individual ability of the manager who is in charge of this area so that he picks for his organisation the most suitable alternative in terms of quality of HR services and related expenses.

From the point of view of services, there is visible in-sourcing of recruitment services and the creation of internal recruitment teams, while for executive search, cooperation with a good-



quality professional consultancy firm is preferred. Internal assessments of people are often managed by internal teams, while in the case of complex assessments where it is necessary to benchmark against the wider market, external advisory firms are being used. Wage structure advice, training or coaching is more frequently being solved in cooperation with advisers.

**DB:** Personnel leasing still remains popular mainly in the production sector, if companies are not certain that an increase in production or new projects are a permanent trend. Employers still use the services of headhunters for key or discrete positions, and training programmes and even coaching is frequently being outsourced. However, there is a trend mainly among large companies to strengthen the operation of their personnel departments and in-source a larger volume of HR activities.

**MT:** Traditionally, payroll and to a larger degree recruitment and training are being outsourced, which is quite natural. The area of HR systems is being increasingly in-sourced, which means that firms themselves write internal guidelines and tune performance management, rewards, car policies, etc. However, all this depends on the size of the firm. Larger companies have switched to a system of HR business partners and smaller ones have general HR staff who are multifunctional. In smaller companies managers unfortunately still understand HR only in terms of administration and wages. It is a pity that they aren't ready to hear more about development programmes, etc.

**TSS: Which professions are facing a lack of suitable candidates for available positions?**

**PP:** For several years, it has been more difficult for employers to seek out craftsmen, followed by sales representatives: their importance, as well as the demands placed on these positions, has significantly grown over the past couple of years. Cooks, drivers, physicians and IT workers too remain sought-after professions. Considering the concentration of the automotive industry, in Slovakia there is a lack of employees with technical qualifications and, in the same way, workers qualified as technical engineers, such as welders, locksmiths etc. Thus the current situation in the labour



Photo: TASR/AP

There has not been much structural change in the labour market recently.

market is in the same way affected by the lack of labour; or rather this factor is even more pressing than it was in the past.

**DB:** These are still the highly specialised positions, for example, in the area of IT, production, engineering, as well as insurance.

**MT:** On the market there is a lack of candidates to fill so-called mid-level technical positions, for example process engineers and technologists. Primarily this affects the automotive and machine industry. The market could absorb more developers and system architects in the IT sector, as well as technicians and project managers in the energy sector.

**PU:** In connection with the permanent development in information, telecommunications and production technologies, employers still lack enough qualified specialists in the technical, IT and accounting areas. We expect this trend to prevail also in the near future.

**TSS: Professionals say that there is still a lack of interconnection between education and practice. What steps, whether on the part**

**of schools themselves or the state, could help to improve this situation?**

**IS:** Employers agree that graduates have a relatively high standard of theoretical knowledge; they have fewer qualities when it comes to practical skills. Cooperation between universities and the private sector, which is one of the key elements for boosting the quality of the academic environment, could bring improvements. On the other hand, more important is a systemic change in university education. The system would function much better if it stood on market principles.

The quality of university education in Slovakia is a long and complex problem. Just have a look at the recent findings about degrees being handed without [recipients] even studying [for them]. How can anybody then rely on what the person learned at university, knowing this? The lack of quality in teaching staff, the low demand from students for higher quality education, along with no higher demands on students from teachers leads to the rather mediocre quality of education that graduates have. The universities have almost renounced their role as centres of research and education, so they are not attracting researchers and scientists who could improve their rankings. ■

# Pioneering a new market

## HR firms have multiplied, but must now ponder the future

There was little in terms of useful tradition to preserve from the heavily ideologically-driven staffing policies used by employers in Slovakia during the communist regime before 1989. As a result, the entire human resources sector, at least as far as it is known and understood today, had to emerge and develop from the ground up, along with the new markets it grew to serve.

After enjoying relatively rapid growth from about mid 2000, when many of the existing market players reached maturity, the global economic downturn hit in 2008 and 2009, posing new challenges to the human resources and personnel consulting segments.

### THE EARLY TIMES

Modern personnel consulting started developing in central and eastern Europe at the beginning of the 1990s under the influence of western companies. At that time a relatively large number of companies and branches of multinationals emerged here which followed clients moving eastward, according to Martin Krekáč, senior partner of Amrop Slovakia and chairman of the Jenewein Group.

"This era was characterised by fast growth, and a certain lack of standards and sometimes even professional ethics," Krekáč told The Slovak Spectator.

Very often there was no unified understanding of what particular services meant or what was being offered, and this lack of clarity emerged not only on the part of the clients but also in particular consultancy firms, Krekáč added.

"Twenty years ago no one in Slovakia knew what human resources management meant at all," Dana Blechová, country manager for Iventa Slovakia Management Consulting, told The Slovak Spectator.

Blechová agrees that HR departments in firms had to learn everything from their foreign colleagues and that personnel departments at that time were more geared towards hiring and administration of employees.

According to Krekáč, the segment has since matured and its structure and basic rules have become established within particular markets.

### NO INTERNET IN THE EARLY DAYS

Krekáč notes that the transformation of the economy after 1998 and Slovakia's entry into the European Union in 2004 boosted personnel consulting, which in its early years focused primarily on filling managerial positions in foreign companies entering the Slovak market.

While in the 1990s searching for personnel via advertisements and direct search – though in a different form to that which exists today – was the normal approach, after 2000 a more deliberate and focused search for leaders and talent through executive search prevailed, according to Krekáč.

"We must not forget that at the beginning of the era of personnel consultancy [in Slovakia] there was no internet and headhunters were systematically building their databases by collecting data on firms and candidates," Krekáč told The Slovak Spectator.

Bold reforms and foreign investments in central and eastern Europe created massive

Blechová, adding that the firms themselves learned new skills while working on clients' project.

"Now firms are more specialised and in many cases also more professional," Blechová said. "There is very sharp competition and this is why personnel-consultancy firms are forced to fight for clients and seek compromises."

After the revolution, the situation was different and there were times when personnel consultants wished clients would stop calling because they did not have the capacity for new projects, Blechová said. The market was not saturated and it was relatively easy to get an order as well as to fill a position, she added.



Photo: TASR/AP

The HR segment has matured over the past 20 years.

demand for human resources services, which was reflected in the operations of executive search companies, he added.

A logical consequence was the diversification of their product portfolio towards wider projects in the area of human capital, thanks to which firms started securing their long-term competitiveness – for example through independent managerial audits to strategically evaluate managers and talents, the creation of suitable consistency on boards of directors, and HR projects for foreign investors and family businesses – Krekáč added.

According to Krekáč, an important shift was that, along with private companies, the public sector and industrial sectors regulated by the state also began to use HR consultancy services.

In terms of the difference between firms operating in the early days of HR and today, the first personnel consultancy firms that emerged after the revolution were more universal and offered clients everything they needed without having any prior experience or knowledge, said

### WHO WERE THE HR PEOPLE?

HR firms mostly chose candidates with degrees in the human sciences, such as psychology, andragogy – for example learning strategies focusing on adults – as well as pedagogy, according to Blechová.

"Most HR managers were not part of the top management of firms and they did not necessarily have to understand the business as they mostly had a supporting role," said Blechová. "Today the situation in many firms is different; firms have functioning HR departments with well-tested processes and HR managers are often part of the top management and influence the global strategy of the firm and also understand the business side."

They are often required to have an MBA degree, Blechová added.

### WHEN THE CRISIS HIT, NEW CHALLENGES EMERGED

After some wobbles in the mid to late 1990s, which led some multinationals to withdraw

from the Slovak market and other HR firms to close down, came a period of consolidation and relatively rapid growth. This was considerably slowed by the financial and economic downturn in 2009 and 2010, according to Krekáč.

The crisis hit the consultancy segment quite hard. The decline of turnover just in the executive search segment reached 70 percent in some cases, according to an international study by Amrop carried out in the countries of central and eastern Europe, noted Krekáč.

Even though signs of a real revival and a return to growth have started to appear in the market for personnel consultancy, including executive search, the question of how to sustain this trend over the longer term is what worries the leaders of consultancy firms, Krekáč said, adding that this is where the new challenge lies.

"The new reality is that the traditional and often almost conservative thinking and approach to the profession of consultancy will no longer work," Krekáč said. "The captains of certain companies will have to think harder within the tested frameworks and seek new motors for future success."

He identified the types of firms that were able to survive as being those which were able to grasp the latest trends and adjust to the changing conditions in the market, as well as provide added value to firms in turbulent times.

Krekáč explained that over the years several firms have emerged as a result of individuals leaving large consultancy firms and then setting themselves up as executive search or personnel agencies.

Krekáč said that the fact that there are essentially no barriers to entry to the HR-services market is one of its negative aspects. The services offered by new entrants in most cases, he claimed, do not include actual standards and their professional approach is mostly based on persuading clients with phrases such as "I will deliver the same result for half the price since I have the same know-how".

Krekáč said he expects such companies to be short-lived since they are not based on investments in quality, something which wise clients detect promptly.

"Paradoxically, there hasn't been any significant clean-up of the market over the past few years," Krekáč commented. "The crisis has not cleaned up the market, on the contrary, it has polluted the segment."

#### THE PROSPECTS

As for the future, Krekáč sees two directions: in the first, companies opt for a strategy of further diversification and identification of additional services to offer clients. The most significant risk in this case is the ability to offer

quality. The second option, on the contrary, is to follow a strategy of focusing on the core business. Here, the greatest risk is that a firm fails to understand the changing needs of its clients and subsequently fails to adjust to their expectations.

"Both strategies will be tested over time and it will be interesting to see which approach is more effective," Krekáč said.

Consultancy firms need to learn to reconcile themselves to changing expectations on the part of clients, Krekáč said. He added that he considers limits on companies' budgets for use of external advisers to be a temporary situation. Recent months suggest that the market is recovering, he said.

That said, the HR sector itself hopes that the HR function will always find a place within the management of companies.

"I really like the model of HR business partnership, which emerges from shifting the HR function in firms from the third managerial line to the board of directors," Mariana Turanová, managing partner of Target Executive Search, told The Slovak Spectator.

When comparing the Slovak HR market with the international environment, Krekáč said that leading companies here operate in line with the highest international criteria and standards, and observe a strict ethical code. ■



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*Life philosophy:* To live in such a way that I am not ashamed of my feelings, thoughts, words or deeds.

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*Life philosophy:* Success and happiness are a question of attitude!

*Work credo:* Never give up!



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*Life philosophy:* Life is about creating and re-creating energy in a cohesive balance.

*Work credo:* Be a good listener and use innovative thinking while considering all options and selecting the solution to meet mutual success.

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*Life philosophy:* Keep your mind open and free and you can accomplish anything.  
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*Life philosophy:* To live my life in truth.  
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*Life philosophy:* The world is not perfect but this should not prevent us from trying to make it a better place for everyone.  
*Work credo:* The product sells but the journey counts.

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*Life philosophy:* You always pass failure on the way to success.  
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*Life philosophy:* Destiny is not a matter of chance; it is a matter of choice. It is not something to be waited for; it is something to be achieved.

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*Life philosophy:* Find something you love to do and you'll never have to work a day in your life.  
*Work credo:* Clients do not care what you know unless they know that you care.

# Who's who

## Professionals at HR companies

# Shifting the management paradigm

Over the past few years I have had a number of exciting discussions with various top managers and human resources professionals about the paradigm that is being taught and commonly used in management practice. We got into a discussion about managing. In essence, we pretty much agreed that managing “by the book” doesn’t always produce the expected results. Is it that managers do not use knowledge properly? Perhaps this is just a small part of the problem. But most of the time we have ended up arguing that an ‘out of the box’ approach and shifting the prevailing paradigm might help in finding a better way to improve performance.

Intuitively I have known that unless we try to understand what is happening in the human brain we cannot really be sure what a manager should do and what would really work with respect to acquiring better performance from a work team. Even though we still know only a little about the human brain, the information that is already discovered and applied provides very inspiring insights for management practice.

Perhaps the challenge is to examine what neuroscience might tell us about the brains of managers. In addition, it is quite plausible that neuroscience may provide us with knowledge that can be utilised to help managers drive up performance, thereby enabling them to be even more successful.

Charles Jacobs, author of the book *Management Rewired*, argues that the new role of the manager in the world according to neuroscience is virtually opposite to the old one. Rather, in this “new” world, a manager should not order; but ask. Moreover, a manager does not set objectives; rather he or she provides the information that will enable employees to set their own objectives. A manager does not give feedback, but solicits self-feedback. A manager does not dispense rewards, but puts in place systems that self-administer. Employees do not work for the manager; the manager works for the employees.

This approach comes from knowing that the world we live in is our own mental world and our minds are not objectively recording our experience of the world. In fact, they are creating it and that creation is influenced by everything else going on in the brain. Each of us lives in a mental world of our own. Since the world we inhabit is mental, according to neuroscience, ways of thinking and acting geared to the physical world are bound to fail, particularly when it comes to our interactions with other people. At the same time, other ways of thinking and acting that are effective in a mental world are never considered because we



Brainpower is at the heart of management success.

mistakenly believe we inhabit a physical world. As a result, much of what managers do is either suboptimal or self-defeating. Managers can become much more effective if we recognise this mismatch and ensure that our perceptions, thoughts, and actions fit the nature of the world we are operating in.

Once we understand this we can start looking into management practice from a completely different angle. For example, if we accept that there is no objective world, once we try to achieve a change of behaviour from an individual or organisation within this so-called objective world, we are necessarily doomed to fail. This is chiefly due to relationship effects that are not considered in this objective world. Instead, if we invalidate this paradigm and focus on changing the way people think, we have a much better chance of acquiring the desired transformation.

Mindfulness, the ability to pay attention in a particular way, on purpose, in the present moment, and non-judgmentally, is becoming the key concept for effective leadership. Unless a manager tries to understand the mental worlds of his or her colleagues, he or she will never become a transformational leader. In other words, this kind of manager will never be the person who helps align employees’ goals with the company’s goals. Furthermore, he or she will not be able to drive up performance. Basically, it goes back to intrinsic motivation that is generally known as being far more sustainable than any type of extrinsic stimulus.

So, is this paradigm shift the next big thing that will change the way we try to transform and manage people and organisations? I do not know; maybe. But what I know for sure is that it enables organisations to achieve changes and results that were beyond the imagination in terms of using the common practice in the business world.

I have seen many organisations and managers struggle with the change of management procedures because they focused too much on managing behaviour. Neuroscience offers a different and much more effective approach – to use ideas to change the thinking that drives the behaviour. As Jacobs would put it, the management revolution is about no longer forcing people to do things. Instead, the management revolution suggests the encouragement of specific behaviours. In fact, according to the neuroscience perspective, since behaviour is driven by thinking, management should be centred on the transformation of minds.

It is very encouraging to see that even in our region, managers are starting to focus not only on applying the standard business principles, but trying what works. Applying the neuroscience findings to managerial practice can really propel companies to new levels; even though it might mean that managers will have to stop doing most of what they do now. ■

*Igor Šulík is the managing partner of Amrop Slovakia, a member of the Jenewein Group*



Company (Listed alphabetically)		Chief executive officer	Year of establishment in SR / # of employees in SR / Languages / Rok založenia v SR / Počet zamestnancov v SR / Jazyky		Active also as / Spoločnosť je aktívna aj v oblasti	Placements through personnel leasing in SR in 2010 / Obsadzovanie pozícií cez personálny lízing v 2010	Other services / Ostatné služby	Three major sectors for personnel leasing and temporary employment / Tri najdôležitejšie sektory pre personálny lízing alebo dočasné zamestnanie		Employment abroad / Zamestnanie v zahraničí	
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Drieňová 34 Bratislava 821 02 indexnoslus@indexnoslus.sk		+421(0)2 4910-9322 +421(0)2 4910-9312 www.indexnoslus.sk	+421(0)2 4910-9322 r.cvapek@ indexnoslus.sk	1991 102 E, G, H	●●● ISO9001:2008 2 20(20)	700(50,000) 56% 1%	3% 3% 37%				
<b>3 Manpower Slovensko s.r.o.</b>		<b>Peter Peregrim</b>									
Cintorínska 9 Bratislava 811 08 manpower@manpower.sk		+421(0)2 5710-3415 +421(0)2 5710-3455 www.manpower.sk	+421(0)2 5710-3414 peter.peregrim@ manpower.sk	2003 2,127 E, G	●● ISO9001:2000 2 6(4,000)	2,069(1,800) 60% 10%	10% 10% 10%				
<b>4 Start People s.r.o.</b>		<b>Patrik Petráš</b>									
Eden Park - Drieňová 1/H Bratislava 821 01 info@startpeople.sk		+421(0)2 5262-1214 +421(0)2 5262-1218 www.startpeople.sk	+421(0)2 5262-1214 ppetras@ startpeople.sk	1992 29 E, G	●● ISO9001:2008 1-4 6(NA)	2,490(8,000) NA NA	NA NA NA				
<b>5 Trenkwalder, a.s.</b>		<b>Luboš Sirotea</b>									
Nám. 1.mája 18 Bratislava 811 06 skinfo@trenkwalder.com		+421(0)2 5710-8300 +421(0)2 5710-8305 www.trenkwalder.sk	+421(0)2 5710-8343 l.sirotea@ trenkwalder.com	1991 100 E, G	●● ISO9001:2000 1-1.5 9(450)	20,000(42,000) 75% 5%	0% 15% NA				
<b>6 Work Service Slovakia, s.r.o.</b>		<b>Edyta Rososinska-Nuoška</b>									
Hattalova 12 Bratislava 831 03 edyta.nuoskova@workservice.eu.sk		+421(0)911 050-791 +421(0)2 5441-9855 www.workservice.eu.sk	+421(0)911 050-795 edyta.nuoskova@ workservice.eu.sk	2007 15 E,G,PI	● NA 1 2(30)	500(6,000) 90% 0%	0% 10% 0%				

RETAINED EXECUTIVE SEARCH FIRMS

Company (Listed alphabetically)		Chief executive officer	Year of establishment in SR / # of employees in SR / Languages / Rok založenia v SR / Počet zamestnancov v SR / Jazyky		Active also as / Aktívna tiež ako	Target sectors / Obsadz. sektory	Placements in SR in 2010 / Obsadzovanie pozícií v roku 2010	Other services / Ostatné služby
Address City, Postal code E-mail		Phone Fax www			Temporary employment agency Recruitment agency Human capital consulting firm	Production / Výroba Automotive / Automobilový priemysel Energy sector / Energetika Telecommunications & IT / Telekomunikácie & IT Finance / Finančný sektor Logistics / Logistika Sales / Predaj Advertising & media / Reklama a Média Travel & restaurants / Cestovný ruch a reštaurácie Health care / Zdravníctvo Public sector / Verejný sektor Professionals (lawyers, auditors... ) / Odborníci (právnici, audítori...)	# of placement / Board and C-level / Middle management / Celkový počet umiestnení / Board a C-úroveň / Stredný manažment	Executive board consulting / Poradenstvo správnym orgánom spoločnosti Management audits / Manažérské audity Interim management / Interim manažment Training / Trénovanie Outplacement / Outplacement
Názov (v abecednom poradí)		Generálny riaditeľ						
Adresa Mesto PSČ E-mail		Telefón Fax www						
<b>1 Accord Group ECE</b>		<b>Jana Martinová</b>						
Leškova 3A Bratislava 811 04 bratislava@accord-ece.com		+421(0)2 2063-3248 +421(0)2 5443-2921 www.accord-ece.com	+421(0)2 2064-3248 j.martinova@ accord-ece.com	2004 6 E, G, F		Affiliated with: AESC 4-6 1(33)	Affiliated with: AltoPartners Executive Search Worldwide 85 31 54	
<b>2 Amrop Slovakia - Member of Jenewein Group</b>		<b>I. Šulík, M. Fondati, M. Krekáč</b>						
Štefanovičova 12 Bratislava 811 04 slovakia@amrop.sk		+421(0)2 5443-6001,4 +421(0)2 5443-6001,4 www.amrop.sk	+421(0)2 5443-6001,4 slovakia@ amrop.sk	1990 25 E,G,F,H,R	● AESC, ECGI			
<b>3 Appel Counselling, s.r.o.</b>		<b>Lubomír Dranga</b>						
Leškova 3A Bratislava 811 04 info@appel.sk		+421(0)2 2077-0077 NA www.csx.sk	NA dranga@ appel.sk	1993 9 E	● NA	Affiliated with: Arthur Hunt Group 2-5 1(0)		
<b>4 Aquinti (Slovakia), s.r.o.</b>		<b>Tomáš Revaj</b>						
Karadžičova 8/A Bratislava 821 06 info@aquinti.sk		+421(0)911 798-253 +421(0)2 5939-6200 www.aquinti.sk	+421(0)911 899-990 tomas.revaj@ aquinti.sk	2010 NA E,G,I		NA 4-8 1(NA)		
<b>5 Arthur Hunt, s.r.o.</b>		<b>Blanka Schellingová</b>						
Obchodná 24 Bratislava 811 06 office@arthur-hunt.sk		+421(0)2 5263-2761,-3 +421(0)2 5273-1090 www.arthur-hunt.com	+421(0)2 5263-2761 schellingova@ arthur-hunt.sk	2000 6 E,G,F		NA 3-4 1(9)		

20 years of  
experience

graduated  
top of his  
class

has  
interpersonal  
issues



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Executive Search





Company (Listed alphabetically)	Address	Phone	Chief executive officer	# of employees in SR / # of Slovak advisors (# of foreign advisors) / Languages / Počet zamestnancov v SR / Počet slovenských poradcov (zahrančných poradcov) v SR / Jazyky	Consulting areas / Oblasti poradenstva	Active also as / Aktívna tiež ako
Názov (v abecednom poradí)	Adresa	Telefón	Generálny riaditeľ			
City, Postal code	Mesto PSČ	Fax	Telefón			
E-mail	E-mail	www	E-mail			
					People acquisition / Získavanie ľudí Staff development / Rozvoj ľudí Compensation / Odmeňovanie Performance management / Riad. výkonnosti Organisation audits / Organizačné audity Management audits / Manažérske audity Management systems / Manažérske systémy	Employment agency Recruitment agency Retained executive search firm Temporary employment agency
					Three major sectors for human capital consulting / Tri najdôležitejšie sektory pre poradenstvo v oblasti ľudského kapitálu	
<b>1 A-Omega, s.r.o.</b>	Agátová 5525/9 Malacky 901 01 a-omega@a-omega.sk	+421(0)34 772-2336 +421(0)34 772-2336 www.a-omega.sk	Katarína Ikrényiová +421(0)905 303-291 katarina@ a-omega.sk	6 4(0) E,S	● ● ● ● ● ●	production companies, services- health services, transport and wholesale trade
<b>2 Aujob s.r.o.</b>	Jelenia 11 Bratislava 811 05 office@aujob.sk	+421(0)2 5296-6882 +421(0)2 5296-6882 www.aujob.eu	Peter Ulbrík +421(0)2 5296-6882 ulbrik@ aujob.sk	20 20(0) E,G,V,H,Bg	● ● ● ● ● ● ● ●	technologies and IT sector, banking / financial sector, sales and marketing, production
<b>3 Eduka spol. s r.o.</b>	Riečna 2 Bratislava 811 02 eduka@eduka.sk	+421(0)2 5464-3441 +421(0)2 5464-3442 www.eduka.sk	Ján Smik +421(0)2 5464-3441 jsmik@ eduka.sk	12 12(0) E,G	● ● ● ● ● ●	NA
<b>4 EPPP - European Public Policy Partnership, Think Tank</b>	Štefanovičova 12 Bratislava 811 04 slovakia@eppp.sk	+421(0)2 5443-6001,-4 +421(0)2 5443-6001,-4 www.eppp.sk	M. Nádaždyová, M. Krekáč +421(0)2 5443-6001,-4 slovakia@ eppp.sk	8 6(2) E,G,F,R,H	● ● ● ● ● ● ● ●	private sector, public sector, EU institutions / international bodies and agencies
<b>5 FBE Bratislava s.r.o.</b>	Liptovská 10 Bratislava 821 09 fbe@fbe.sk	+421(0)2 5441-8513,-4 +421(0)2 5441-8515 www.fbe.sk	Daniel Laco +421(0)2 5441-8513 daniel.laco@ fbe.sk	20 18(2) E,G	● ● ● ● ● ● ● ●	banks, insurance companies, IT/telecom, retail, production
<b>6 HRman, s.r.o.</b>	Prešovská 41 Nitra 949 01 hrman@hrman.sk	+421(0)37 655-8887 +421(0)37 655-8886 www.hrman.sk	Pavel Uhrinčat +421(0)903 556-655 uhrincat@ hrman.sk	10 10(0) E	● ● ● ● ● ● ● ●	automotive, public administration medical and pharma
<b>7 Hudson Global Resources, s.r.o.</b>	Šafárikovo nám. 4 Bratislava 811 02 bratislava@hudson.com	+421(0)2 3216-1800 +421(0)2 3216-1801 www.hudson.com	Andrea Colantoni +421(0)2 3216-1800 bratislava@ hudson.com	6 6(0) E,G,R	● ● ● ● ● ● ● ●	NA
<b>8 Human Dynamic CEE</b>	Dobšinského 14 Bratislava 811 05 sk.office@humandynamic.com	+421(0)2 5720-3530 +421(0)2 5720-3540 www.humandynamic.sk	Eric Kung +421(0)2 5720-3530 NA	6 3(NA) E, S,R	● ● ● ● ● ● ● ●	technology and IT finance consumer goods
<b>9 Ivan Perlaki Consulting</b>	Martinengova 8 Bratislava 811 02 info@perlaki.sk	+421(0)2 6280-1193 +421(0)2 6280-3017 www.perlaki.sk	Ivan Perlaki +421(0)2 6280-1193 iperlaki@ perlaki.sk	NA NA E	● ● ● ● ● ● ● ●	NA
<b>10 Jenewein Group</b>	Štefanovičova 12 Bratislava 811 04 slovakia@jeneweingroup.com	+421(0)2 5443-6001,-4 +421(0)2 5443-6001,-4 www.jeneweingroup.com	Martin Krekáč +421(0)2 5443-6001,-4 slovakia@ jeneweingroup.com	103 88(15) E,G,F,H,R	● ● ● ● ● ● ● ● ● ●	foreign investors, MNCs and leading local companies, public sector, EU institutions, NGOs
<b>11 KNO Slovensko s.r.o.</b>	Tolstého 7 Bratislava 811 06 kno@kno.sk	+421(0)2 5443-2303 +421(0)2 5441-0148 www.kno.sk	Steven J. Kelly +421(0)2 5443-2303 kno@ kno.sk	9 7(2) E,R	● ● ● ● ● ● ● ●	NA
<b>12 Krauthammer Slovakia, s.r.o.</b>	Záhradnícka 60 Bratislava 821 08 info.slovakia@krauthammer.com	+421(0)2 2090-2415 +421(0)2 2090-2416 www.krauthammer.com	Marián Dubjel +421(0)2 2090-2415 info.slovakia@ krauthammer.com	7 4(NA) E,G,F,H,D,S,R,Chi	● ● ● ● ● ● ● ●	finance, pharma medical, IT/telecom, services, manufacturing
<b>13 Libellius s.r.o.</b>	Hattalova 19 Bratislava 831 03 info@libellius.com	+421(0)2 4463-6366 +421(0)2 4463-6367 www.libellius.com	Martin Chioracký +421(0)905 700-228 martin.chioracky@ libellius.com	8 8(0) E,G	● ● ● ● ● ● ● ●	NA
<b>14 Maxman Consultants, s.r.o.</b>	Gajova 4, P.O.Box 5 Bratislava 820 04 bakos@maxman-consultants.com	www.maxman-consultants.com +421(0)2 5263-1515 +421(0)2 5263-1552	Lukáš Bakoš +421(0)907 790-222 bakos@ maxman-consultants.com	5 5(NA) E, PI	● ● ● ● ● ● ● ●	IT/telecom, manufacturing, energy
<b>15 Natek s.r.o.</b>	Grösslingova 4 Bratislava 811 09 workwithus_contact@natek.sk	+421(0)2 5262-1977 +421(0)2 5262-3897 www.natek.sk	Paul Novak +421(0)2 5262-1977 paul.novak@ natek.sk	45 25(20) E,G,F,I	● ● ● ● ● ● ● ●	technology and IT telecom
<b>16 Williams &amp; Partner Slovakia</b>	Klariská 14 Bratislava 811 03 info@wmp.com	+421(0)2 2051-2720 +421(0)2 5413-1291 www.wmp.com	Joerg Keplinger NA joerg.keplinger@ wmp.com	12 3(2) E,G	● ● ● ● ● ● ● ●	finance and bank sector consumer goods industry

Name of conference (exhibition) (Listed by date of job events)		Conference director		PR manager		Conference / Konferencia / Exhibition / Výstava / Event / Podujatie	Month (date) event is held / Conference (exhibition) / www / Conference (exhibition) e-mail	Obdobie konania konferencie (výstavy) / www konferencie (výstavy) / E-mail konferencie (výstavy)	Conference (exhibition) was first held in (year) / # of visitors in 2010 / Location of the event / Rok prvého konania konferencie (výstavy) / Počet návštevníkov roku 2010 / Miesto konania konferencie (výstavy)	Description / Popis				
Organiser	Address	Phone	Fax	E-mail	City, Postal code									
Názov konferencie (výstavy)	Organizátor	Adresa	Telefón	Fax	E-mail	Mesto, PSČ	Riaditeľ konferencie	Telefón	Fax	E-mail	PR manažér	Telefón	Fax	E-mail
<b>1 HR &amp; Management</b>	<b>Peter Krutý</b>	<b>Lucia Burianová</b>												
Profesia, spol. s r.o. Pribinova 25 Bratislava 811 09 profesia@profesia.sk	+421(0)2 3220-9110 +421(0)2 3220-9118 www.profesia.sk	+421(0)915 912-827 kruty@profesia.sk	+421(0)915 912-825 burianova@profesia.sk	February www.hrmanagement.sk vystava@profesia.sk	2011 NA Bratislava	unique HR event in Slovakia offers workshops, discussions and business brunches,								
<b>2 Scholar - Secondary School - Student</b>	<b>Emil Dobiáš</b>	<b>Eva Majerníková</b>												
Expo Center a.s. Pod Sokolicami 43 Trenčín 911 01 expocenter@expocenter.sk	+421(0)32 743-5600 +421(0)32 743-5600 www.expocenter.sk	+421(0)32 743-5600 dobias@expocenter.sk	+421(0)32 743-1725 expocenter@expocenter.sk	March - April www.expocenter.sk dobias@expocenter.sk	NA 5,132 Trenčín	international high schools, specialised secondary schools, training institutions fair								
<b>3 Practical Experiences in HR - Motivation and Remuneration</b>	<b>Jitka Žatkuliaková</b>	<b>Andrea Gondová</b>												
Združenie pre riadenie a rozvoj ľudských zdrojov Kominárska 2 Bratislava 831 04 zrtz@zrtz.sk	+421(0)2 5564-2471 +421(0)2 5564-2472 www.zrtz.sk	+421(0)2 5564-2473 jitka.zatkuliakova@zrtz.sk	+421(0)2 5564-2471 andrea.gondova@zrtz.sk	April www.zrtz.sk konferencia@zrtz.sk	2000 86 Bratislava	remuneration strategy, practical experience with development of reward systems, employment motivation								
<b>4 Human Resources Development and Employee Training</b>	<b>Jitka Žatkuliaková</b>	<b>Andrea Gondová</b>												
Združenie pre riadenie a rozvoj ľudských zdrojov Kominárska 2 Bratislava 831 04 zrtz@zrtz.sk	+421(0)2 5564-2471 +421(0)2 5564-2472 www.zrtz.sk	+421(0)2 5564-2473 jitka.zatkuliakova@zrtz.sk	+421(0)2 5564-2471 andrea.gondova@zrtz.sk	June www.zrtz.sk konferencia@zrtz.sk	1997 57 Bratislava	new trends and problems in employee training and effective systems, coaching approach and projects funded by ESF								
<b>5 Human Resources for Children. Thank you!</b>	<b>Mario Fondati</b>	<b>Jana Hyžová</b>												
Amrop Slovakia Štefanovičova 12 Bratislava 811 04 hrdetom@amrop.sk	+421(0)2 5443-6001,4 +421(0)2 5443-6001,4 www.amrop.sk	+421(0)2 5443-6001,4 mario.fondati@amrop.sk	+421(0)2 5443-6001,4 hyzova@jenevingroup.com	September www.21kmpredeti.lfdi.sk hrdetom@amrop.sk	2009 120 Bratislava	The initiative is a part of a charitable 21 km run for children in need organized by Children's Safety Line								
<b>6 International Conference on Interactive Collaborative Learning</b>	<b>Mikuláš Huba</b>	<b>Katarína Žáková</b>												
Slovenská e-akadémia, n. o. Sadmelijská 1 Bratislava 831 06 eas@eas.sk	+421(0)2 4488-4710 +421(0)2 4488-4710 www.virtuni.eas.sk	+421(0)905 524-357 mikulas.huba@stuba.sk	+421(0)2 6029-1742 katarina.zakova@stuba.sk	September www.virtuni.eas.sk eas@eas.sk	2000 NA Bratislava	relevant trends , research results, developing and testing elements of interactive computer aided learning								
<b>7 New Vision in Human Resources</b>	<b>Erika Jankajová</b>	<b>Mária Sirmiková</b>												
In Form Slovakia, s.r.o. Vajnorská 8/A Bratislava 811 04 inform@informslovakia.sk	+421(0)2 5557-2730 +421(0)2 5557-2676 www.informslovakia.sk	+421(0)904 859-228 jankajova@informslovakia.sk	+421(0)905 993-760 sirmikova@informslovakia.sk	September www.informslovakia.sk inform@informslovakia.sk	2008 220 Bratislava	conference for HR managers, executives, corporate development specialists, sales, recruitment & personnel agencies								
<b>8 ICETA International Conference</b>	<b>František Jakab</b>	<b>Štefan Fejedelem</b>												
elfa, s.r.o. Park Komenského 7 Košice 040 01 iceta@elfa.sk	+421(0)55 625-3839 +421(0)55 625-3200 www.iceta.sk	+421(0)905 715-816 jakab@elfa.sk	+421(0)915 886-827 fejedelem@elfa.sk	October www.iceta.sk iceta@elfa.sk	2001 about 200 The High Tatras	international conference focused on information and communication technologies in education and e-learning								
<b>9 Personal Management</b>	<b>Pavla Pohanková</b>	<b>Ján Duraj</b>												
Trend Representative, s.r.o. Tomášikova 23 Bratislava 851 01 promotion@trend.sk	+421(0)2 2082-2136 +421(0)2 2082-2223 www.etrend.sk	+421(0)2 2082-2109 pohankova@trend.sk	+421(0)2 2082-2164 duraj@trend.sk	October www.trendkonferencie.sk promotion@trend.sk	1994 200 Bratislava	one of the greatest HR conferences in SR, part of conference is HR Gold 2011								
<b>10 Bibliotéka</b>	<b>Marek Mesároš</b>	<b>Martina Sekulová</b>												
Incheba, a.s. Viedenská cesta 3-7 Bratislava 851 01 incheba@incheba.sk	+421(0)2 6727-1111 +421(0)2 6727-2254 www.incheba.sk	+421(0)2 6727-2485 mmesaros@incheba.sk	+421(0)2 6727-3345 msekulova@incheba.sk	November www.incheba.sk biblioteka@incheba.sk	1992 35,000 Bratislava	presentation of books, magazines, library equipments, book design								
<b>11 Job Forum</b>	<b>Marcela Beníčková</b>	<b>Eva Majerníková</b>												
Expo Center a.s. Pod Sokolicami 43 Trenčín 911 01 expocenter@expocenter.sk	+421(0)32 743-5600 +421(0)32 743-5600 www.expocenter.sk	+421(0)32 744-1039 expocenter@expocenter.sk	+421(0)32 743-1725 expocenter@expocenter.sk	November www.expocenter.sk benikova@expocentersk	2009 3,302 Trenčín	international job & education opportunities fair								
<b>12 Pedagogika</b>	<b>Marek Mesároš</b>	<b>Martina Sekulová</b>												
Incheba, a.s. Viedenská cesta 3-7 Bratislava 851 01 incheba@incheba.sk	+421(0)2 6727-1111 +421(0)2 6727-2254 www.incheba.sk	+421(0)2 6727-2485 mmesaros@incheba.sk	+421(0)2 6727-3345 msekulova@incheba.sk	November www.incheba.sk biblioteka@incheba.sk	1995 35,000 Bratislava	an exhibition of education and learning technology								



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WARREN BENNIS

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