

# KARL KRONER KG

(hereinafter referred to as KKUB)

## CAREER

KARL KRONER KG (hereinafter referred to as KKUB) is looking for you as a cool analyst, creative thinker and doer in one person.

Successful consulting and successful strategies are characterized by the following factors:

- They require the courage and the will to innovate, progress and succeed.
- They are based on excellent, realistic analyzes that encompass all aspects of a company and its environment.
- They are geared towards the individual competitive situation of the customer's company and aim for profitable growth.
- They are anchored in the company and are supported and lived by all employees.

Only if it is possible to design the advisory process in such a way that these requirements are met will advising a strategy become what it actually is: "More art than knowledge".

We are looking for cool analysts, creative thinkers and doers all rolled into one. And if you want to take on this challenge, then you've come to the right place.

Please check the further details:

- QUALIFICATION
- PERSONALITY
- REASONING POWER
- ENTRY
- PROPOSAL

If you feel addressed by this appearance, please send your meaningful documents to our contact address.

## Use of Personal Data

KARL KRONER KG (hereinafter referred to as KKUB) processes personal data in accordance with the European Data Protection Basic Regulation (DSGVO), the German Federal Data Protection Act (BDSG) and, where applicable, project-specific regulations with our customers. The data protection declaration in accordance with Art. 13 DSGVO contains:

1. Basics
2. Data Processing in Connection with Website of the KKUB
3. Processing of Personal Data within the Scope of the Establishment of Contact
4. Sending of Information (e.g. newsletter, invitations, events, etc.)
5. Processing of Personal Data in the Framework of Projects
6. Ordering Printed Products
7. Data Processing in Connection with other Applications
8. Events, Press and Public Relations
9. Right of Data Subjects (your rights)

In order to inform you about data processing and your rights and to comply with our duty to inform you (Art. 13 and 14 DSGVO), we inform you in our privacy policy about the processing of personal data when using our website, when contacting us (via the contact form, by e-mail, telephone or post) and in relation to all other services provided by KKUB. For details on data protection, see the Karl Kroner KG data protection declaration:

<https://www.karl-kroner.com/en/dataprotection/index.html>

## QUALIFICATION

We expect applicants to have a very good university degree (a doctorate is an advantage). You speak English, of course; an additional foreign language would be an advantage.

- Your stays abroad have opened new perspectives for you.
- You encounter your surroundings and environment without prejudice and see more sunshine than clouds.
- Challenging internships have increased your analytical work and performance.
- You are well aware that complex tasks can only be solved in a team.
- You are sure that your ambition will not prevent you from being open-minded and productive in a team.

## Subjects:

Everything is possible: economists, engineers, computer scientists. Tax consultants, lawyers. What is important is that you are a cool analyst, creative thinker and a doer in one person and you want to lead.

## VALUES:

### ● EXCELLENCE

- > Creativity
- > Innovation
- > Success
- > Meritocracy
- > Curiosity / analysis
- > Communication

### ● ENTREPRENEURSHIP

- > Clout
- > Motivation
- > Growth
- > Diversification
- > Peace
- > Internationality
- > Responsibility

### ● PARTNERSHIP

- > Cooperation
- > Empathy
- > Openness
- > Transparency
- > Trust
- > Fairness
- > Respect

# PERSONALITY

## Committed to being an advisor.

A broad know-how, convincing arguments and liberating creativity make good consulting. When you start out as a consultant, you are not at the end of your life - you are just starting out.

We support you in your career in every feasible way; but the driver of your personal development is yourself.

## Your intellectual curiosity is great.

You keep an eye on the decisive political, economic and social connections; you analyze and evaluate them on an ongoing basis.

You use every opportunity to learn about tools and exchange information with colleagues, experts and customers.

You know very well that only a wide awake consultant is a good consultant and can really make a difference.

## Personality is characterized by the ability to self-assess.

Leading and managing are not the same thing. But they are necessarily connected and complement each other. Any effort to bring both (managing and leading) together in a personal union will cause more problems than it solves.

A consultant (expert) is characterized by extensive knowledge. Consultants accept challenges and solve tasks methodically, goal-oriented, appropriate and independent.

The manager's task is to plan, organize and coordinate

Employees need their managers not only to assign tasks, but also to define the purpose.

Managers need to organize work, not only to maximize efficiency, but also to foster skills, develop talent and produce results.

The task of the leader is to control, inspire and motivate and requires a sufficiently broad horizon.

## Manage versus Lead

In his book "On Becoming a Leader", published in 1989, Warren Bennis compiled a list of the differences between managers and leaders.

For consultants, this list is essential because it helps to align the content of their consulting with the issues and interests of normative, strategic and operational management.

A revised version of this list was reproduced as follows:

- The manager manages.  
The leader innovates (developed constructed elaborated invented).
- The manager is a copy.  
The leader is an original.
- The manager maintains the status quo.  
The leader develops the status quo.
- The manager focuses on systems and structures;  
The leader focuses on people and their behavior.
- The manager is dependent on control.  
The leader creates trust.
- The manager has a view of the here and now.  
The leader has a long-term perspective.
- The manager asks how and when.  
The leader asks what and why.
- The manager always has his eye on the end result.  
The leader's gaze is directed to the horizon, to the environment.
- The manager adopts dominant opinions and imitates.  
The leader breaks new ground (developed).
- The manager accepts the status quo.  
The leader questions the status quo.
- The manager is the classic good soldier.  
The leader captivates with his charisma and is a personality in his own right.
- The manager does things right.  
The leader does the right thing.

Managers consider a business unit, a company, a group, an industry or an economic area as an accumulation of social systems. Social systems that build networks according to interests, confirm each other through these networks, develop and propagate constructions of reality and motivate an action or promote or irritate a formation of opinion.

## REASONING POWER

Good consulting means asking, listening, arguing and communicating knowledge. Strict objectivity, analytical precision and consistent implementation make quality of a consultation.

- This demanding business requires a high level of concentration, a lot of work and high mobility.
- Consulting is first and foremost communication and the power of argumentation is the key to success.
- The A and O of a good argumentation is active listening. But before active listening can take place, good questions must be asked.
- Questions, active listening, communication and argumentation are processes that can be practiced.

Practice your art of questioning with the following questions:

- who (has done something)
- what (has he done)
- where (did he do it)
- when (did he do it)
- how (did he do it)
- why (did he do it)
- from where (is the information)

These questions make your conversation partner think. Listen actively to your conversation partner with great sensitivity and empathy ... - and he will open up.

Your dialogue partner will expect a solution from you. Formulate the solution and show your conversation partner the ways to solve the problems you have raised (your conversation partner has provided the arguments for your solution; you only have to summarize the arguments with your knowledge in a structured way); and you have found a solution and made a friend.

Asking questions, active listening, communicating, structuring and summarizing arguments, and presenting the results and solutions are the most important components of the consulting process.

## Argumentation

An argument is a statement or a chain of conclusions (conclusion), which is used to substantiate a statement or a thesis.

The logical correct conclusion of a statement out of other statements or arguments is called a proof. In the course of time fixed latin idioms for argumentation forms have developed.

In science argument is understood as a set of connected statements (premises and thesis) too, where the thesis is derived from the premises by conclusion.

Arguments can be critical and/or constructive. They serve to convince people of the correctness or falsity of a thesis and are therefore an essential tool in the field of science, criticism, discussion and dialogue.

Arguments must be steady in principle. T. Edward Damer has summarized a practical guideline for the examination of deceptive arguments in his work according to 5 categories (A Practical Guide to Fallacy-Free Arguments):

- Structure Principle
  - Petitio Principii (Circular proof)
  - Fallacies of inconsistency
  - Fallacies of deductive inference
  
- Relevance Principle
  - Fallacies of irrelevant premise
  - Fallacies of irrelevant appeal
  
- Principle of acceptability
  - Unwarranted assumption fallacies
  
- Principle of sufficiency
  - Fallacies of missing evidence
  - Causal fallacies
  
- Principle of refutation
  - *Fallacies of counterevidence*
  - *Ad-hominem- misconclusions*
  - *Fallacies of diversion*

## Communication

The contents of the argumentation and communication are to be oriented to the circle of the listeners:

### ● **Expert-Layman Communication**

The expert layman communication is the interaction between experts (consultants) and laymen. In concrete terms, the aim is to convey expert knowledge to laypersons in such a way that they are able to absorb and apply it in a meaningful way.

The terms used by an expert (consultant) should be adapted to the layman's understanding. The layman should at least be given the basic principles of the relevant field.

### ● **Expert-Management Communication**

Expert-manager communication is the interaction between experts and operational managers. Specifically, it is about taking up the problem of operational management and offering a solution that primarily provides an answer to the following questions: where? as? when?

### ● **Expert-Leader Communication**

Expert leader communication is the interaction between experts and strategic or normative management. Specifically, it is about taking up the problem of strategic or normative management and offering and evaluating alternative solutions that provide answers to the following questions: who? what? why?

### ● **Expert-Jurist Communication**

Interpretation is one of the most important tools of a jurist.

The goal of interpretation was once to determine the will of the legislator (so-called subjective theory). According to the opinion prevailing today it has however the determination of sense and purpose of the law to the goal and thus the determination of the will of a law (so-called objective theory).

The change from subjective to objective theory is justified in particular by the problems of subjective theory. Not only is the will of the legislator or the author often unclear, but laws or documents of the client may contain more than the legislator or the author initially thought.



Furthermore, the client's standards or guidelines change over time. It is possible that something was not considered at the time of the enactment, but this can be interpreted into it today. However, even objective theory is not infallible; after all, there is no will of the law or of a document, only the will of the author and that of the interpreter.

## **STARTED**

For interns, graduates and experienced consultants and managers.

We take on projects in which very different experiences and starting positions may be required. As different as the starting position may be, we expect energy and dynamics, collegiality, empathy and the will to succeed from applicants.

Nothing works without a willingness to perform and the urge to try something new.

### **As a Trainee**

... the course is set for your future.

KARL KRONER KG does not employ interns for sorting work. From the first day on you will be assigned to a project and you will be given a subtask which you will be allowed to carry out with a high degree of personal responsibility.

As a rule, you will have personal contact with the customer.

### **As a Graduate**

... you can start right away.

With a very good Master's degree, diploma, state examination or master's degree, you will start with us as a junior consultant and start your career with a steep and fast learning curve, which will soon bring you into independent tasks.

If you already have a doctorate, you will usually join us directly as a consultant.

### **As a Professional**

... you can contribute your experience and reap success.

You come from industry or are already a successful consultant and are looking for conditions that could be more optimal. With us, you can bring your knowledge and experience into play anew, complement and expand your professional experience.

The position you take up with us is based on your professional background.

## As a Manager

... you have experience in personnel management and want to experience how an organization comes to life.

You come from industry, have experience in personnel management and international projects and are looking for a new challenge.

With us you can bring your knowledge and experience into play in a new way, complementing and expanding your professional experience, for example by working on a strategy project in a first step and then taking over the implementation of recommendations or taking on interesting management tasks in the context of succession planning.

The position you take on with us is based on the project requirements as well as your professional background.

## Challenge with the company of the customer to be successful.

Every company needs a solution that is precisely tailored to the company's circumstances and that corresponds to the respective competitive situation and expected development.

No two companies are alike, so there is no solution that can simply be conjured out of a drawer.

The Challenge:

1. as cool analysts, creative thinkers and doers in one person, in a team, you must develop and implement solutions that contribute to the profitable growth of the customer's company
2. you must be aware that you usually encounter encrusted structures that most people would like to keep; and you must take people with you with sensitivity and empathy; you must know

"If you want to build a ship, don't drum up the men to procure and prepare wood or divide the work and assign tasks - but teach the men the longing for the endless wide sea.

(Antoine de Saint-Exupéry)

3. you must be aware that you have not arrived when you start with us; you are just starting out.

Those who can do a lot can also achieve a lot in a non-institutionalized consulting firm. At KARL KRONER KG you can expect an intensive time, a time in which you will be challenged, in which you will constantly develop yourself.

## Experience is the key to a successful future

The experience gained from the analysis and evaluation of economic, normative and economic policy aspects helps to see the world and its development with different eyes.

Potential analyses help to understand the markets and their development. Industry and company comparisons help to evaluate business models and their development.

The development of economically meaningful guidelines and structures determine the behavior of a company.

The evaluation of business units and strategies forms the basis for the dimensioning and design of processes and process chains, IT management, and services.

## FURTHER QUESTIONS?

If you have any further questions, please call us or send us an e-mail. We will contact you immediately.

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