

**New in the TCM Team**

*TCM International Stainz*



**Mag. Isabella Fänerich-Lang**  
*Legal Department*

**Bernd Dabernig**  
*Tool technologist*

**Bernd-Stefan Neuwirth**  
*System administrator*

**Anja Köberl**  
*Trainee office clerk*

**TCM GmbH**



**Josef Oschischnig**  
*Field representative  
Tyrol & Vorarlberg*

**Jürgen-Anton Edegger**  
*Office procurement manager*

**Katharina Haring**  
*Trainee office clerk*

**Peters Engineering GmbH**



**Elke Rebernik**  
*CAD drafterperson*

**Thomas Kaltenberger**  
*Team leader automation technology*

**Robert Kerschbaum**  
*Employee in technical development*

**Esther Nitsch**  
*CAD drafterperson*

# Intercultural Competence is more than just language

Globalization and internationalization are current buzzwords both in private and professional life. Our activities increasingly take us across borders or even to other continents, whether on holiday or business. This often puts us in contact with people with different cultural backgrounds. However, the ability to speak foreign languages and knowledge of country-specific “Do’s & Don’ts” are no longer sufficient to be successful on the international stage.



**Intercultural Negotiation Competence- What is that actually?**

Intercultural Negotiation Competence complements the individual, expert, strategic and social abilities of every person. These include, for example, sociability, communication skills, the readiness to learn something new, the ability to react flexibly and spontaneously, to be able to alter one’s own patterns of behavior and thinking, the ability to empathize, freedom of prejudice, being aware of one’s own cultural imprint, the ability to appropriately encounter foreign cultures and minimize one’s own ethnocentricity, culture-sensitive negotiating etc.

One of the central skills is so-called ambiguity tolerance; the ability to tolerate cultural differences and inconsistencies without stress or negative evaluation and to use them as a source of creativity. Phrases such as “Time is money” or “First

things first” can be divisive in intercultural situations and questions such as those with regard to the obligations of agreements and contracts, obtaining and surrendering of precise information, interpretation of punctuality or simply the question as to whether the ‘Yes’ of a Chinese partner is actually to be taken as a ‘Yes’, take on a new level of importance.

Not having answers to these types of questions can be expensive.

The increasingly merging world brings with it new challenges that we must prepare for appropriately so that we do not find ourselves in a situation again where we have to learn from old mistakes, because the often quoted “loss of face” can result in a loss of business.

**Initial situation:**

Our rapid growth and international development have brought a high degree of internationalization to the

TCM Group. There are now several hundred employees and partners in our worldwide network whose cross-border activities are subject to a wide array of cultural influences. For the individual networks this means numerous internal and external communication interfaces with a correspondingly high potential for conflict.

It is against this background that the issue of intercultural management has gained in importance.

**TCM has accepted this challenge and is leading the way:**

In July 2008 a project was started that deals with the intercultural aspects of TCM on a scientific basis.



**Sandra Jozsz**

“Overcoming personal pitfalls and recognizing and using cultural differences as sources of creativity and synergy.” This is how the intercultural trainer and mediator with long term management experience in industrial plant construction around the world views the focus of her project activities for TCM.

### The goals of the project include

- Identification of culturally relevant factors for reducing costs
- The ability to react more successfully where cultural differences can lead to misunderstandings
- Increasing employee efficiency and motivation
- Significant expansion of competence advantage and customer orientation through the integration of intercultural negotiation competence
- Evaluation of possible synergies and
- The achievement of internationally focused marketability, based on the results of intercultural communication science.

This applies to TCM as a whole to the same extent it applies to the employees and it is meant to be forward-looking, solution-oriented and of enduring value.

# TCM China - Best Service Provider 2007 / 2008

The TCM China Tool Management at SWWPT Loutang has been distinguished with the “Best Service Provider 2007/08” award by Shanghai Volkswagen.

Since March 2005, the TCM China Team has been operating a Level-3-Tool Management at SWWPT (Shanghai Volkswagen Powertrain, Loutang). In 2007 and 2008 the TCM Tool Management SWWPT (Loutang) met or exceeded the most significant targets set by TCM and SWW.

TCM employees took part in a variety of seminars and trainings on the topics of workplace safety and protection. Not a single work accident was registered during the entire year and there were no work stoppages or hindrances due to safety problems.

The construction of a new QS-System also substantially improved the work quality of the tool pre-adjustments; the I.O.-Rate of the tool pre-adjustments reached 99.83% - this from a young team with an average age of 24, without much experience, is a super accomplishment.

The TCM Team contributed significantly to lowering the tool costs for SWW through its outstanding and stable re-grinding quality, organized logistics, low service costs and substantial technical support. As a result, it has received a high level of acceptance and the recognition of customers.

The TCM employees were always rapidly on site when there were any production quality problems or emergency situations and they were able to find appropriate solutions due to their experience and expertise. This resulted in success for the customers and TCM: no production stoppages, less waste and lower tool consumption.

In the area of inventory and goods management, the incoming and outgoing goods process has been optimized and the interface to SWW (Planning and Purchasing) improved, resulting in increased tool supply security.

With this award we are approaching the future together and offering our customers steadily improving service.

*Tool Manager LiBin receiving the award from Frank Engel, General Manager of SWW Powertrain*



### New in the TCM Team

#### TCMI, TRW Dacice

**Marek Demjan**  
Sales

#### TCMI, Büro Detroit

**Ernst J. Kassik**  
Sales Director NA

#### TCMI, tedrive Düren

**Udo Wilmar**  
Tool Adjuster

**Werner Benetreu**  
Tool Manager

#### TCMI, OPEL Rüsselsheim

**Klaus-Peter Geier**  
Tool Expert

#### TCM Bochum

**Dietmar Riepert**  
CNC miller in tool construction

**Katharina Hamm**  
Procurement Manager Tool Management and Tool Grinding Shop

#### TEZ, Technologiezentrum Georgsberg

**Cornelius Nevrinceanu Ph.D.,**  
Development & Innovation Manager

### TCM congratulates



**Dipl. Ing (FH) Martin Pronegg**  
Conclusion of the university degree programme “Production Technology & Organization”  
Currently project engineer at EPCOS

**Michaela Czerny**  
LAP with honors Michaela is now assisting Mr. Deutsch in the Bookkeeping Department. (TCM GmbH Stainz)

**Bianca Kogler**  
LAP with honors. Bianca is now employed as a secretary with the Peters Company.