Profile of

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This document was written as the starting document, providing introductory information for my MBA-study at RUSHMORE University.

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2. My short profile

First of all I would like to give a very short description about me, to give you (the reader of this document) the wish to continue reading.

- I was born on the 10th of January, 1968 which makes my star sign Capricorn.
- I was born in **Berlin** (the capital of Germany), I went to school there, studied there and now I am working there.
- When I was born, Berlin was still a divided city and I lived in the west part, that means in the part associated with the Federal Republic of Germany. My childhood was influenced by the split city, with its disadvantages and advantages.
- I finished my study of Communications (a subpart of Electronics) with a diploma.
- After my study I briefly worked as a consultant at **IBM**.
- After this period I went to **Alcatel** to start working there as a **Software Engineer** in **Telecommunications**.

I have worked for Alcatel since 1992, during this time (now almost 9 years) I have had the opportunity to try many things, e.g.:

- to work with many different cultures.
- work together with many countries.
- have direct contact with our customers.
- work in different improvement teams (e.g.: Quality, Test, Tools).
- become a leader of several tasks –such as **group leader** and **project team leader.**
- To speak and read English daily.

3. My childhood

I was born on the 10th of Jan, 1968 in Berlin. At this time, a wall split the city into the west and the east. The west part pertained to the Federal Republic of Germany and the east part to the German Democratic Republic.

The Berlin Wall was part of my whole childhood and certainly had an influence on me. I had to learn that there was a life outside this city – something that was usual for people who lived without a wall. A journey was always more fascinating for me than for my relatives' children, living in cities without walls around them. For other people it was normal to travel from here to there, but for my family and me, there was always an effort associated with traveling.

I finished my school days at the age of eighteen and a half. I left a high/ grammar school with A-levels, which gave me the qualification to study what I wanted. I appreciated this qualification. One year before I left school, I still had no idea about what I wanted to become in my professional life. During a course of physics, I got the feeling that studying something in the direction of physics could be the right thing for me.

4. My professional career

After school I decided to study electronics. I assumed this to be related to physics whereas studying physics itself would give me too few chances in industry.

Before I could start to study, I had two things to do. First of all, I had to decide which subpart of electronics I wanted to specialize in - either Energy or Communications. I decided to take Communications.
Second, I had to achieve half a year of practical experience in a factory. I did this at IBM, Germany.

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Afterwards I studied Communications, which I finished with a diploma.

After I had gained my diploma, I worked for half a year as a technical consultant at **IBM**, Germany. During this period I was to integrate my diploma research within IBM. I was to extend my research, teach the people and introduce it into the company. It was an exciting time. First of all I saw that my diploma had 'a real sense' and I saw that the work I'd put into it was used. I had some experience of how it felt to develop a product and 'sell' it later. I also gained the experience of teaching people how to become familiar with the product; this was exciting and I will never forget it.

Then I realized something: I studied Communications and I had a diploma and work related experience (mainly with hardware). In my spare time however, I always did some software-programming at home. I decided to switch my profession. I decided to move away from hardware and go into Software.

I started my 'real' profession working for **Alcatel,** in autumn 1992 where I contracted as a Software Engineer. During my first 2 years here I was a Software Designer and Tester in R&D (Research and Development) in Telecommunications.

During the following years I had the opportunity to join some working groups (e.g.: Quality Improvement and Test Improvement). In this time I gained a lot of experience in working together in large teams, developing an understanding for others' opinions and an idea about how complex working in large companies can be. There is very seldom a 'right' or a 'wrong'. Most often the practical way forward will be by taking the middle ground. It is common, that not everybody is 100% satisfied, because his/her wish is not fulfilled. I regularly used English, because my team and my department were responsible for export markets.

In 1999 I became a **team-leader for a project**. My team was composed of a core of 12 people. Some people from Portugal and Belgium joined in addition the team temporarily. This team leader function strengthened my management abilities.

My main tasks were:

- Building detailed development plans for my team with respect to milestones.
- Controlling the quality, the budget we spent and the progress of my team.
- Regular checks if our output was meeting requirements and meeting our development rules.
- Recovery actions, if milestones could not be reached, additional effort arose or unexpected problems (e.g. illness) happened.

In this role I was responsible for the quality of the products, the time frame and the costs incurred. I gained practical experience of the magical triangle (cost - time - quality) for the first time.

As a next step I became the **group-leader in a functional department** - this means not leading a single project but leading a group which is working for several projects at the same time. In this function I earned experience in another way, that of leading people. As a project team-leader my focus was on facts, e.g. milestones, quality or targets. As a group leader other aspects were important, e.g. training group members, personal interests, personal dreams and the personal development of my group. From my point of view a project team leader is interested in the outcome of the project whereas a group leader is interested in how we achieve an outcome for the benefit of many people. As a group leader I earned a lot of experience of the teambuilding process, of the different working styles of people and of different people's behaviors. I also gained experience in motivating other people, if this is at all possible.

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Currently I am doing two things in parallel. I am a group leader of 3 different groups and I am a project team leader. As a project team leader I now lead 2 groups with a core of 17 people. This team is now spread over 4 countries.

5. My informal education

I like to use my spare time to broaden my knowledge. My personal improvement and my knowledge are of great importance to me. I never stop learning things.

In the last years I have studied some software-languages e.g. Pascal, C, C++ and Java.

I also read books about different forms of management: change management, knowledge management and team management.

I read about the Universe and Physics for my personal satisfaction and development. I am really fascinated by articles on stars, the contents of our universe and the International Space Station (ISS). For me it is a little tragic that most Mars missions failed and I really hope that some day, in my lifetime, a manned star-flight to Mars, takes place.
I would really like to know how our Universe was established and all about the physics behind this. If there is something that I learned during the last years, it is that I know that nobody can answer these questions at the moment. The physics behind 'Black Holes' and Quasars is still unclear and I wonder if it will be ever be fully clarified.

For me, personal development is:

1. Reading many things
2. Having contact with many people.

I am sure that a person who does not continuously try to develop him/herself misses a good chance to see a wide range of life's opportunities.

6. My deepest interests

My deepest interests are:

- To bring things forward.
- To guide people, so they can work more efficiently and more contentedly.
- To teach people.
- To control and to improve any kind of process.
- To write and to distribute my own book.

Additionally, I would like to work in foreign countries for 1-2 years, e.g. the USA, Portugal, Switzerland or Turkey. I also want to work using the English language.

My deepest interests certainly lie in the technical area. I am not as interested in things like the economy, environment or health.

My deepest interest is not to run my own business, but to occupy an important role in a huge company.

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7. My wishes for the future

I would like to become an important and famous person.

'Important' means to me that I can make decisions and that I can guide people for their personal benefit.
'Famous' means to me, to be a writer of a book that is sold and used as a reference at universities or similar places.

I would like to earn more money. I would like to have a 'higher' position in a company.

My key dreams are:

1. Make Decisions

When I dream of 'Making Decisions' then I think about decisions that influence the future of a department or a whole company. To plan the start of a project for a company or plan the general strategy of a company, is a very important and valuable task. My dream is to be in such a position. To plan the direction of a team and to realize it, is a wonderful experience. To realize this dream I need the ability to find the people who can help me; the ability to get in contact with these people, the ability to convince these people and finally to put it all into motion.

2. Guide people

During my years working as a software engineer and a leader of different groups, I found that I always wanted to encourage other people to improve themselves. My intention was always to teach other people the things I knew. I always tried to define our working relationship and to find out how we, as a group, could improve on it. To be honest, I have to admit that I liked the feeling that somebody did what I proposed or that somebody liked what I told him/her. Whenever I saw that my ideas were acted upon or that my proposals improved something, I felt very good.

3. Process Improvement

During my years of work I always focused on the processes that were followed. I always checked to see if the process was good, perfect or could be improved. I was convinced that a good process leads those involved, through their work without much friction. The better the process is, the less chance of failure; the less chance of failure, the more contented the people involved with the process will be. This will always add to the overall success of the company and of course benefit the customer.

In general I dream of positions in a company like:

- The Executive Director
- Process Trainer

8. Why I chose Rushmore

I realized, during the years that I have been working, that it is not sufficient to be a 'High Potential' (in my company this wording means to be a very valuable player). You need more,

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to qualify for higher positions. You need good connections, endurance, opportunities where you can prove your performance, luck and you need something special that others don't have.

It was for this last reason that I wanted to add a new qualification to my existing ones. I wanted to study something related to management and something that qualifies me 'automatically' for high-level management positions. I investigated and found out that the title MBA has a high value in Germany. It was then clear that I wanted to achieve this title.

At this moment, it was unclear to me, how I could gain an MBA? I knew that it could be studied in the USA and Great Britain. But I was satisfied in my job and I did not want to interrupt it. I thought about distance learning, but did not know how to find a university that offered such a curriculum ?

Now luck came into the picture. I subscribed to several magazines and in one I read Rushmore's advertisement, so I visited Rushmore's homepage.

The following aspects convinced me to start the course:

1) To create my own articles (that may even become books).
2) To be able to study and continue my normal work (distance learning).
3) The length of time I can take to complete my MBA is not fixed.
4) The WEB-site that I build will provide a picture of me and my abilities.
5) The possibility to improve my English.

If you like to send any comments, please feel free, mailto:Beyer@OlafBeyer.de or visit my WEB-site at http://www.olafbeyer.de.

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