

# THE HUB

THE BUSINESS AND CAREER MAGAZINE

3 / 2019



## Generation

The new game changers to reckon with

Doing it right: Why some people are more successful than others  
Blood-donating Superheroes • Data Collection - Friend or Foe?  
Travel Tip: Agadir, Morocco • Social Selling • and many more



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## WORD FROM THE CO-FOUNDERS



*Olivier Duha*



*Frédéric Jousset*

We are glad to present the 11<sup>th</sup> edition of The HUB magazine! It sure is a fast-paced world. Just when we are all getting to understand the millennials, a new generation has already emerged! In our latest edition, we will give you insights into the characteristics of Generation Z and their impact in the work environment.

We have also lined up many other interesting reads for you such as data collection and the importance of enhancing fair, transparent and proper use of data. Check out our article about social selling and how it can increase your sales efforts when implemented correctly.

What we demand from our work life is quite a lot. But does our approach to career choice and work provide us with the results we want? Read more about this interesting topic in the, “Happiness and engagement at work” article.

The pursuit of success is a natural and universal drive that we all share. Nonetheless, are there common practices that successful people have?

And as is our custom, we also included our city tip for your relaxation and rejuvenation. If you are currently planning your holiday destination, travel and explore one of our beautiful Moroccan locations – the amazing city of Agadir.

We appreciate your feedback. Feel free to send your questions, thoughts and comments at [TheHUB@sellbytel.com](mailto:TheHUB@sellbytel.com).

**Have fun reading our latest issue of The HUB!**



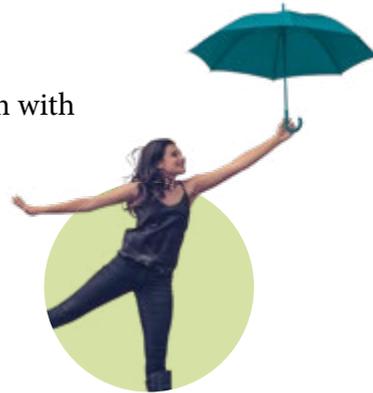
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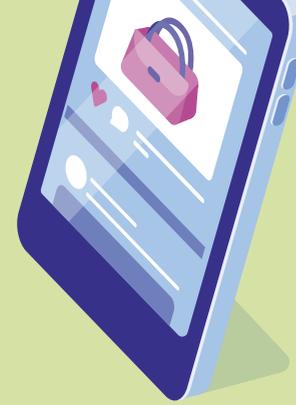
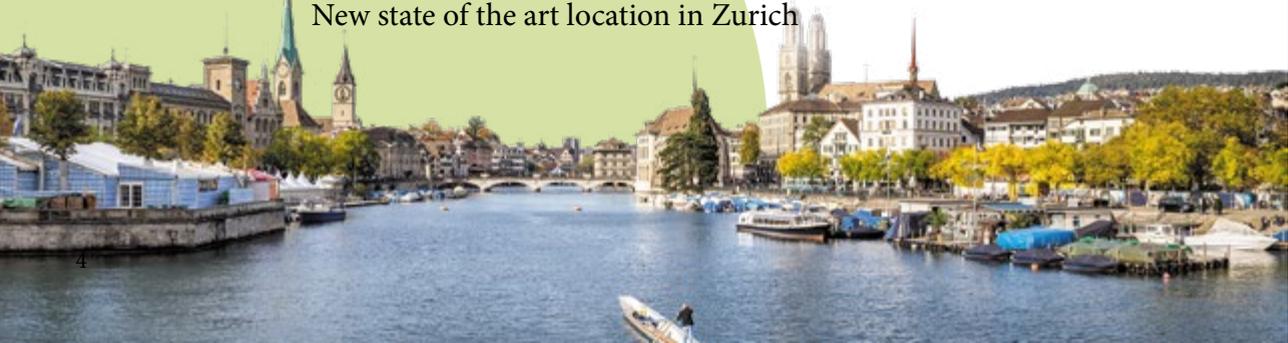
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# SHORT NEWS

Information from all around the world

## Green up your life

Which plant matches your living situation best?

### Monstera

Water it regularly, expose it to gentle sunlight, guide its growth and it will transform your apartment into a tropical garden.



### Succulent & Cactus

Each plant a little piece of art. A great option for people who don't have a green thumb and might forget to water their plants every now and then.



### Mass Cane

For the patient hobby gardener, slow growing but easy to maintain. This plant was claimed by NASA to be the number one plant when it comes to removing formaldehyde.



### Orchids

As beautiful as they are, they have specific needs. A good choice for passionate plant keepers.

## This summer try out a digital detox

and travel to these destinations with no phone connection!

### Patagonia, Argentina/Chile

go off-grid at many remote and beautiful places.

### Black forest, Germany

don't surf the web, hike the trails!

### Yakutat, Alaska

breathtaking views and native culture.

### Tristan da Cunha

"world's most remote inhabited island"  
(which also has a volcano)

### Parrano, Italy

join a meditation retreat at Eremito.



## Famous entrepreneurs and their mishaps:

### Bill Gates

Bill Gates, the Microsoft founder, was arrested in 1977 for driving without a license and ignoring the red traffic light.

### Colonel Sanders

The iconic founder of the fast-food chain Kentucky Fried Chicken (KFC) was rejected 1,009 times before his recipe was accepted by a restaurant willing to franchise.

### Akio Morita

Sony's Co-Founder Akio Morita tried to make a living by selling automated rice cookers, which failed as he only sold 100 units.

### Steve Jobs

Before Apple, Steve Jobs was working with Steve Wozniak on a game called *Breakout* for Atari. Jobs was given \$5,000 by Atari to develop the game, but he lied to Wozniak about the total funding. Jobs claimed the company only provided \$700, with Wozniak pocketing \$350.



# GENERATION Z

## The new game changers to reckon with

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According to the American Psychological Association, Generation Z are individuals born from 1997 to 2012. So, if your son or daughter is turning 22 this year, they are amongst the oldest of this generation. But why is Generation Z important in the first place?

Over the past year, Gen Z has taken hold in popular culture and journalism. Sources ranging from Merriam-Webster and Oxford to the Urban Dictionary now include this name as the successor of Millennials, and Google Trends data show that “Generation Z” is far outpacing other names in people’s browsing content on the internet. In North America, Generation Z already comprises 7% of the workforce, with numbers projected to grow dramatically over the forthcoming years. By the end of 2019, it is estimated that 30 million Gen Zers will have entered the workplace in America alone. These rising numbers in combination with what business book author Bruce Tulgan states as ‘the greatest generational shift the workplace has ever seen’, arouse interest in what cultural change can be, but equally how employers should respond to this new generation currently entering the workplace.

Baby Boomers grew up in the television era which rapidly expanded globally, changing their lifestyles and connection to the world in fundamental ways. Generation X grew up as the computer revolution was taking place, and Millennials came of age during the internet explosion. In this progression, what makes Generation Z unique is that the above developments have been part of their lives from the start. The iPhone launched in 2007, when the oldest Gen Zers were 10. By the time they were in their teens, the primary means by which young Americans connected to the web was via mobile devices, Wi-Fi and high-bandwidth cellular

devices. Social media, constant connectivity and on-demand entertainment and communication are innovations Millennials adapted to as they grew up. For those born after 1997, these are no longer anything extraordinary to their lives – they are an integral part of them. In addition to their technology-driven lifestyle, workplace researchers and HR specialists are devoting ample time to predicting the possible attitudes and lifestyles Gen Zers strive for, both inside and out of the workplace.

### Work-Life Separation and Leadership

While Millennials included a hand full of optimistic workaholics that strive to climb the career ladder, Generation Z puts its priorities on other domains. Economist and HR-specialist Christian Scholz states that people from this new generation seem to be more emotionally distant from their jobs, with a large proportion valuing a strict distinction between their jobs and private life.

Generation Z has shown they understand that the traditional ‘Work-Life Balance’, doesn’t exactly mean to balance one’s work and life and to constantly be available for the company when needed. This way of working will become outdated, as they place more value on starting and finishing work punctually, structured schedules, and a peaceful life outside of work without any phone calls interrupting their holiday or 3 a.m. wake-up calls.



A qualitative research study with 16,000 young individuals born after 1997 revealed that they are less willing to take over leadership positions and roles that require very high amounts of responsibility. Why? Because these positions are typically very demanding, time-consuming, nerve-wrecking and display an overall threat to the self-satisfaction of employees. Leadership positions require an active corporate goal-mindset, strong ability to judge, criticise, and guide people in their daily roles. This image, according to Scholz, does not fit into the value model of Gen Zers.

The critical question that emerges from this is: how do you motivate Gen Zers to go beyond what is expected (i.e. do more than the bare minimum).

Even though answering this question is the holy grail of all HR specialists and workplace researchers, it is very difficult to make accurate predictions. Thus far, researchers have theorized that leaders have to make compromises with Gen Zers to maintain harmony in the workplace. It will be important for leaders to identify which individuals are better suited for different tasks. In their planning they should use criteria that answer questions such as who is more suited to work overtime, who is most resilient, or who is a better fit for doing less stressful work. This skill is one that future leaders will have to harness if they aim to remain in their position according to Dan Schawbel, Director at the Future Workplace Research Lab.

### **Identity Nomads, Self-awareness and Ethics**

Generation Y (i.e. Millennials) were practically the first group of individuals to be introduced to a major change in the consumption of

information. The psychological effects of the usage of popular social media sites were first experienced by Millennials and have been extensively cited in academia. Whilst for many, social media has brought negative impacts on psychological health, Generation Z is expected to be of a higher self-awareness that places less value on materialism – and comparison of how green their front lawn is to their neighbours but rather focusing on what they as individuals want, as well as what society needs most from them. Such attitudes will further influence the consumption patterns of Gen Zers, according to a 2018 report from McKinsey and Company.

Concerning consumerism, 'Gen Zers value the expression of the individual identity, as well as consumption as a matter of ethical concerns'. Gen Zers will become a generation in which, the search for truth is at the root of all behaviour. This quest for self-expression and awareness is guided by experimenting with different ways of being themselves and to shape their individual identities over time through constant self-evaluation and reflection.

While such predictions may appear safe and sound, what we must not forget is that generational studies are more of an art than real science. Therefore, many of the forecasted theories or early-stage ethnographic observations cannot be treated as definite signs of how the future workplace will look. Having said that - especially in our current world that is facing global issues like climate change and social inequality – we need competent leaders more than ever before. The development of this evolving generation will be an interesting one to follow, especially for marketers, youth trend spotters, social scientists, and global enterprises.

*Maximilian Distler*

## Facts about Generation Z:

- **Weekly TV usage has declined from 14.8 hours for millennials to 13.2 hours for Gen Zers.**
- **Instagram, Snapchat, Twitter, and YouTube are significantly more popular social media sites.**
- **In the last 12 months, there has been a 41% increase in the usage of ad-blocking software from young male users.**
- **75% of Gen Z teens want to convert hobbies to full-time jobs.**
- **61% would rather be an entrepreneur than an employee when they graduate from college.**

Source: Mckinsey.com

# DOING IT RIGHT

## Why some people are more successful than others

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The pursuit of success is a natural and universal drive that all humans share. This drive, paired with the realization that some people from similar backgrounds make it further in life than others, cause us to wonder what it is that these people have or do differently, setting them apart from the rest.



The Internet is full of listicles enumerating the skills, personality traits and habits of highly successful people. However, most of them appear to be no more than opinion pieces that do not reference any credible source.

I spent some time searching the Internet for scientific research that was able to provide us with insight into what makes high achievers accomplish all that they do. Here are my findings:

### **1. Success depends more on personality than intelligence**

According to research conducted by Nobel laureate economist James Heckman and his colleagues, IQ was a predictor of success in less than 2% of their studied subjects. The survey consisted of studying data about IQ scores, standardized test results, grades, and personality assessments from thousands of people in America, Britain and the Netherlands. They found that school grades were a better predictor for success than raw intelligence. According to the researchers, good grades are not a reflection of raw brain power but of personality traits such as persistence, conscientiousness, openness and curiosity. The good news is that personality traits can be developed to a greater extent than intelligence.

### **2. Successful people have a growth mindset**

Professor of Psychology at Stanford University Carol Dweck describes in her book: *The New Psychology of Success*, how there are basically two

mindsets about abilities in general and intelligence in particular: The Fixed Mindset and the Growth Mindset. The Fixed Mindset represents the idea that our intelligence is fixed and we are unable to change it. This leads to unwillingness to take on new challenges and face new obstacles, since there is a focus on looking smart rather than becoming smarter. The Growth mindset is the opposite. You believe that you can improve your intelligence, so you try more things and try harder, which leads to improvement, self-confidence, and overall success.

### **3. Some of it is luck**

Seth Stephens-Davidowitz is a former Google data scientist and Harvard-trained economist. He analysed the Wikipedia pages of 150,000 people who were prominent in some area or another and analysed the collected data so as to zero in on what made these people successful. He found that successful people tend to grow up near big college towns and big cities, their hometowns tend to be culturally diverse and many of them are the children of immigrant parents.

### **4. Knowing the impact that your work has on others makes you more successful**

Wharton management professor Adam Grant has spent a big part of his career studying what motivates workers in all types of fields. He says that when workers can see first-hand the positive results that their work has on others, there is always a significant

rise in productivity. In one experiment he studied the workers of a public university's call center whose job was to secure donations to the university through the phone. He arranged one group of callers to meet the recipients of the donation, a group of students with scholarships. Compared to the workers that did not meet the students, these callers spent twice the amount of time on the phone and their average weekly earnings went from \$185.94 to \$503.22.

### **5. Successful (and healthy) people are not influenced by the opinions of others**

According to research by Jennifer Crocker PhD, a psychologist at the University of Michigan's Institute for Social Research, who has worked on a series of studies on self-esteem, found out that college students who based their self-esteem on external factors like physical appearance, grades and peer approval had worse grades, relationships and mental health. On the other hand, those who based their self-esteem on internal factors – such as having a sense of morality and virtue – were less influenced. The latter group not only performed better at school, but they were happier and less likely to have conflicts with professors or taking drugs.

### **6. Successful people wake up early**

Florida State University psychology professor Roy Baumeister famously found that willpower is like a muscle that becomes fatigued from overuse. The later it is in the day, the more depleted your supply of willpower is. That's why most successful people start their day early and do the tasks that demand more of their willpower before their workday even starts. These can include exercise, difficult projects that need to be completed and even working on their passion projects. Doing these difficult tasks is way easier when you are fresh out of bed than after a long day of stressful meetings.

### **7. The brains of successful people are more interconnected**

A team led by Stephen Smith of the University of Oxford, and David Van Essen, Washington University, St. Louis, mined Human Connectome Project data on 461 individuals to find out if certain brain patterns were correlated with certain demographics and behaviour. They found out that people of higher education and income, greater life satisfaction and financial success all had a higher level of interconnection between the different parts of their brains while being in a default mode, or resting state.

### **8. Successful people participate in open networks**

In an interview conducted by author and entrepreneur Michael Simmons, Ron Burt – one of the world's leading network scientists, explained that according to several studies, being in an open network was the biggest predictor of career success. A closed network is a small group of people where everyone knows each other. This could be a small business, a religious community, a small town, etc. An open network is a large group of interrelated and diverse groups of people. In an open network you are the link between these groups, which gives you access to different opinions, worldviews, and perspectives, which stimulates your creativity and maximizes your chances of succeeding.

Throwing in the towel is an outlandish vocabulary found nowhere near successful people. Even in the face of adversity, successful people stay focused and goal-oriented. And as shown above, they share key character traits that help them to always stay ahead.

*Esteban Villanova*

## **BLOOD-DONATING SUPERHEROES**

Observed on June 14th every year, World Blood Donor Day seeks to acknowledge the hard work of the early medical professionals such as Karl Landsteiner, and to recognize their efforts in developing a technology that saves so many lives today. What started as an experiment many years ago, led to the birth of a whole new breed of heroes who contribute their blood so that others may live.

This year's theme was "Blood donation and universal access to safe blood transfusion" with the aim of achieving universal health coverage around the world. The slogan was "Safe blood for all" and the objective was to continue raising awareness about the need for safe blood in the delivery of sustainable health care. And because there is always a need for all blood types, our superheroes from Barcelona answered this call. They celebrated the day by donating blood to a local hospital. Thanks to these blood donors around the world, those in dire need of blood transfusions are saved!

*Evelyn Kamau*



In this edition of The HUB, we would like to highlight one of our beautiful Moroccan locations – the amazing coastal city of Agadir.

My Travel Tip

# AGADIR

MOROCCO

## CLUB MED GADIRI TEAM

"We work in the sector of tourism and travel @WebhelpAgadir. We are really proud to be part of the amazing team @Agadir! Work hard, play hard is our motto: we know how to be professional and best performers and we also try to have fun after work or during outdoor activities"



### Fun Facts

Agadir offers 340 days of sunshine per year

Agadir port is the largest canned sardine exporter of the world

The argan tree covers an area of more than 800'000 hectares in the region located between Essaouira & Agadir

It is normal to spot a few goats on the argan trees eating the tasty fruits



## MAGICAL MARINA

The Marina is the place to be for after work or holiday entertainment with family or friends. This magical resort complex offers numerous activities such as: nautical sports (Jet Ski, Fly Board, Surfing...), yachting club, night clubs, pubs, lounges, gaming rooms etc. Thanks to all of the above, the Marina has rapidly become a must-visit tourist attraction.



## AGADIR PORT & SEAFOOD

Agadir's port is the largest seaside resort in Morocco. If you want to try out delicious local specialties, Agadir port is graced with lots of traditional Moroccan restaurants. For fish lovers, the port serves delicious seafood plates fresh from the sea! And for more mouthwatering cuisines, we recommend our guests to dine in the friendly and luscious "Purée Passion" restaurant – which is located on the shore of Agadir port.



## BIO AGADIR PRODUCTS

Agadir prides itself in being home to Bio Agadir, an organic beauty product brand that is located in the heart of Agadir, in the El Houda district. Owing to its location near the emblematic trademark of Morocco – the argan forest, Bio Agadir draws its seeds from organic farming to manufacture products that are 100% organic. With the availability of argan Oil, Bio Agadir's cosmetics range from oils to face and body care.



## OUTDOOR ACTIVITIES

Located on the shore of the Atlantic Ocean, Agadir is Morocco's first coastal resort that has a six-mile-long sandy beach which draws people from all around. There is absolutely everything for everyone. From watersports activities such as, jet-skiing and parasailing, to sand-based activities like quad bikes, dune buggies, horse and camel rides. Agadir has lots of wonderful outdoor activities to enjoy and explore.

Lamia Kaddouri

## DATA COLLECTION – FRIEND OR FOE?

Are we the first generation whose behavior will be fully predictable? Under this frightening question lays the roots of our relationship with data collection. Despite the modernity of the question, concerns raised from the interference of data in our daily choices are far from being new.

In 1890, Brandeis and Samuel Warren already raised concerns regarding the disclosure of private affairs and its consequences under expanding communication technology. 130 years ago, they already emphasized that “Recent inventions and business methods call attention to the next step which must be taken for the protection of the person”. In our information society, where automated decision making is considered the next step of greatness under the name of “Artificial Intelligence”, a warning from the past may ultimately ring a bell.

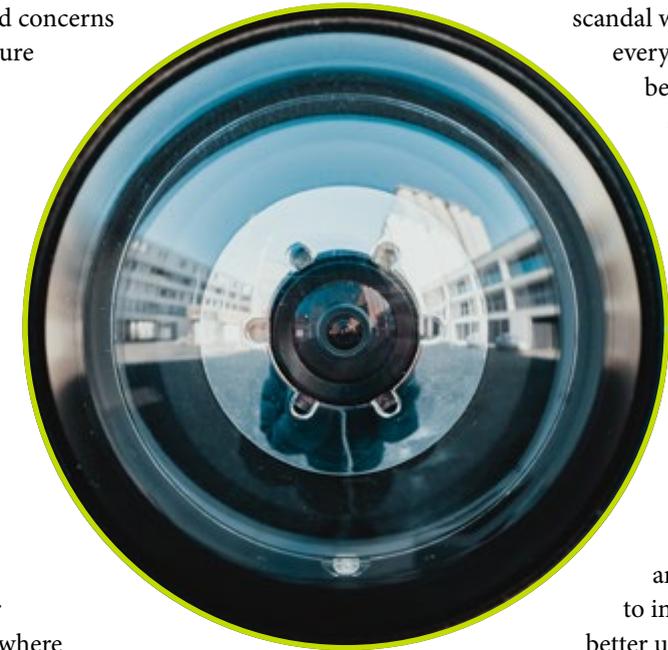
Our digitally-driven world creates an amount of data that is unimaginable. The World Economic Forum believes that by 2020, we will have generated 44 zettabytes of data. This would represent 40 times more bytes than there are stars in the observable universe (source: [www.weforum.org](http://www.weforum.org)). The question is therefore not to avoid collecting data but rather to control the way

such data is used. This very specific point is key in understanding the purpose of privacy – privacy is not to forbid data collection, but to enhance fair, transparent and loyal use of data. The Cambridge Analytica scandal allowed us to rethink the use of data and questioned the fact that our behavior in the digital world could lead to unsolicited and unexpected use of our navigation history on

the web. A key consequence of this scandal was to highlight that every insignificant behavior, because it is repeated, creates trends allowing a computer to analyze and, in a way, understand who we really are, and, in a way, what we really want.

Marketing gurus found in this new ability to drive engagement, a new and powerful technique to improve sales and to better understand consumers.

In its concept of ZMOT (Zero Moment of Truth), Google underlined that consumer choice is today more and more driven by information gathered on the internet prior to any purchase. By using embedded marketing analytics (through cookies), brands are now able to anticipate the needs and requirements of consumers and target specific segments of individuals who are more likely to purchase their products. Such technology allowed Amazon in 2011 to file a patent to partially and preemptively complete the shipment process of goods - only providing the delivery address for the package



when it is in transit. In other words, your product is shipped to you before you even buy it based on data collected through minor habits such as frequently visiting certain websites, liking pictures or web content or sharing information etc.

The outcome of such understanding opens exciting new perspectives in various domains. The health industry is facing its fast-track innovation cycle. Predictive health allows doctors to better analyze symptoms and understand how our physical body works. As an example, in 2019, Google announced that, AI powered healthcare machines diagnosed lung cancer cases 5% more often and reduced false positives by 11% compared to humans. Such results allow for a significant reduction of “false positive” and thus help healthy patients avoid the painful medical treatment. The banking industry uses data collection and analytics to prevent possible fraud. Finance has improved its ability to work on complex trading operations through automated trading systems, with operational analytics allowing industries to consume less energy in their production cycle. Machines are more and more included in our daily life without us noticing it. Did you realise this morning on

your commute, that the traffic lights or subway train are probably controlled by machines?

This silent revolution still requires human intervention in decision making. Indeed, while the process of finding possible outcomes is left to the machines, humans still need to verify the results. Human interpretation and science is still at the heart of our interaction as machines are not yet able to understand the context of their actions. A machine is a programmed piece of equipment. It is developed to function and to be used in a very specific context. Such limitation does not allow a machine to understand when inconsistency or unexpected data occurs. In 2010, false data was injected into the New York Stock exchange and the High Frequency Trading machine did not detect the error, working with this disposition for several minutes resulted in what is called the “2010 Flash crash”. Machines are still unable to understand the ethical consequences of their choice and humans are key to understand how machines work. Ethics in business is today not only a vague principle, but a mandatory compliance topic. Privacys fall within this scope and its implications are tremendous.

By designing a fair and respectful data collection process and making it mandatory for any business dealing with individually-identifiable data to adhere to it, privacy has become the cornerstone of how machines understand us. In a certain way, we may become predictable, but not yet understandable.

*Boris Paulin*

# WEBHELP SWITZERLAND

## New state of the art location in Zurich

In our endeavor to continue fostering a WOW place for our employees to work in, our colleagues in Zurich recently moved into a new location.

The new site impresses with innovative design and quality standards that complement modern working conditions. Thanks to the ample space, more than 200 employees are currently accommodated. The efficient workspaces with cutting edge infrastructure create room for the sustainable growth of our current and future projects.

**“Behind our clients’ satisfaction and loyalty is the tenacious drive of proactivity, expertise and determination from our greatest asset – our employees”.**

*Daniel Deckert – CEO Switzerland*

From this location, our specialists provide premium solutions in Swiss-German, French, Italian and English languages for our global leading clients in numerous industries such as Telecommunications, Media, Consumer Goods and Retail as well as Financial Services.

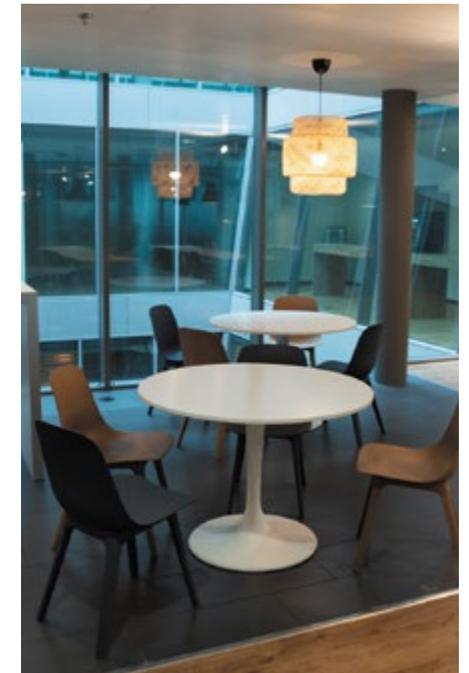
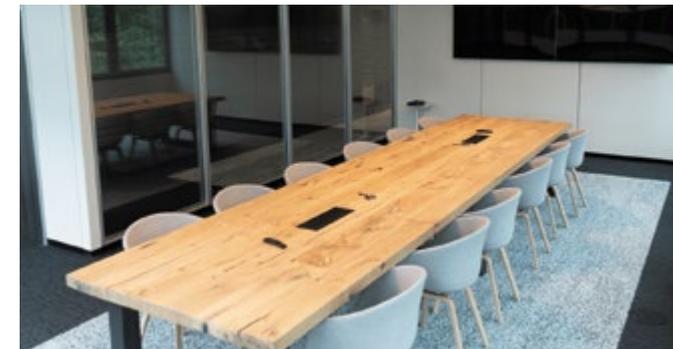
The teams constantly enhance the customer’s journey through innovative solutions like the Web-RTC chat, data analytics, social media monitoring combined with a human touch, to not only meet but to also exceed our clients’ needs.

*Evelyn Kamau*

Centrally located, the office allows for numerous shopping and restaurant possibilities that are nearby. Our employees as well as visiting clients travel for only ten minutes from the airport or the main train station.

### KEY FEATURES OF THE SITE:

- PCI-DSS compliant
- DIN EN ISO 18295 | DIN EN ISO 15838 certified
- Environment-friendly air conditioning system
- Excellent transport connection
- Spacious meeting rooms
- Attractive office design





# SOCIAL SELLING

## Increasing the scope of your sales efforts

Thanks to the millions of conversions happening on social media, marketers have a great opportunity to actively listen to communities and engage with audiences which was out of reach for brands before. Beyond engagement, social media is now becoming the right place to increase the scope of your sales strategy.

As one of the favorite channels, more and more sales professionals continue to incorporate social selling into their sales initiatives. It not only involves niche B2B professionals trying to get the first contact on LinkedIn or Twitter. It is also a major B2C sales opportunity.

According to a GE Capital study, 81% of B2C shoppers search online before making a purchase. That's an impressive figure! This article is thus designed to guide you with the first steps towards a rewarding social selling journey!

### 1. Define your objectives

When starting a proactive social selling approach on social media, your main driver is what you actually want to get out of it. Do you need to increase sales? Do you want to have a push or pull sales strategy? At which step of your sales funnel do you want to reach your customers? Do you just want to warm them up (closer to awareness strategy) or close your sale? Hand in hand with this objective, you should also decide on the length of this campaign, as this will establish the framework for your project and also determine how you will approach the project as a whole.

### 2. Choose the teaser

Based on the objective of your campaign, you will need to decide on how you want to trigger engagement. That includes thinking about the type of conversation you want to get involved in.

### Some examples for conversations:

- Conversations where your brand is mentioned
- Conversations where your competitors are mentioned
- Conversations where an audience discusses generic subjects with little to no connection with your business

### 3. Understand your customers and choose the right segment

Deciding the client persona that you will address will not only help you target the right people but also help ensure consistency in the message and tone of voice. Having this in mind will help you to be more focused when engaging with the audience and therefore increase the efficiency of your campaign. A good way to understand your customers and where they like to express themselves is through social listening analysis. Through [www.falcon.io](http://www.falcon.io) you can find new, relevant audiences to target by building social listening queries based on product, category or popular topics just to name a few.

Thanks to an audience analysis, you can define aggregated customer segments by topic.

Do you want to create a list of people that like tennis? Identify them on Twitter and create your specific audience list. Your segmentation could be based on gender, demographics, age, but also on communities or interests.

#### 4. Choose a platform of engagement and engage!

If you are a B2C company, Twitter is probably your best ground for development as most profiles are public and conversation really lies in the DNA of the network. However, you still need to be careful not to cross the line by making sure that your engagement efforts are not perceived as intrusive. For a B2B company, LinkedIn is probably more appropriate. However, it might be more difficult to access conversations as LinkedIn is not as open as Twitter (especially in groups, which can be private).

#### Once you have chosen the right platform, you can start your engagement process:

Select your social seller dream team

Pick the engagement platform that suits you the best

Start engaging your defined audience with your best teaser.

#### 5. Define KPIs

In order to be able to drive a successful proactive campaign, you will need to decide and define the KPIs in order to measure your success.

#### Some examples for KPIs are:

Conversion rate

•

Engagement rate

•

Conversation volume

•

Click rate

This should be directly linked to your objectives and set in such a way that it demonstrates the quality of your engagement activities without being impossible to reach.

In social selling, metrics are the keystone of a successful campaign. Monitoring your KPIs will help you optimize your strategy and results: pivot your teaser, adjust your audience. For example, using A/B testing when orchestrating large social selling campaigns.

When implemented correctly, social selling indeed leverages social media as a tool to collect information, establish new connections, nurture positive relationships and also introduce products and services. And in order to maximize the full potential of social selling, implementing the above steps greatly helps to enhance a more organized and productive social selling.

*Quentin Ober*

# HAPPINESS AND ENGAGEMENT AT WORK

## A perspective from Positive Psychology

For the most part in human history, working was a means of survival. Everyone in the family, clan or tribe had to contribute to the economy to the best of their abilities. Failing to do so could mean hunger or death. Little thought was put into “finding the right career path” or feeling “fulfilled” at work. It was a matter of do or die.



Fast forward a few thousand years and things have dramatically changed, at least in industrialized nations. Work is not about survival anymore, at least not entirely. Not only do we want our job to sustain us, but we also want it to be fun, enjoyable, engaging, and meaningful.

What we demand from our work life is quite a lot. But is our approach to career choice and work providing us with the results that we expect? According to a Gallup poll, 85% of workers around the world are not engaged or, even worse, actively disengaged from their jobs. The fact is that for most people, it simply sucks to go to work and that's a big problem given the fact that we devote most of our awake hours to working.

The fact that our job doesn't satisfy us is not something that we can ignore without peril. If we feel that we are stuck in an occupation that doesn't suit us, in an area of no interest to us where our abilities are wasted, we could be on our way to work-related stress, which can cause all kinds of mental and physical problems. Dissatisfaction with our job can have widespread negative consequences in our lives as a whole.

I think it's fair to say that we need to take a closer look at job satisfaction and engagement. This is a responsibility of the individual as much as it is an imperative factor for businesses that wish to improve the productivity of their workers. We will

look into the discipline of positive psychology to try to understand what happiness, satisfaction and meaning are and what we can do as workers and employers to maximize these elements in our jobs and those of our employees.

### What is Positive Psychology?

In Positive Psychology, the focus is not to try to cure a person suffering from a mental pathology, but rather to elevate the life of the average person to its highest potential. It sounds a bit like a self-help system, but Positive Psychology is based purely on empirical research and takes an evidence-based approach to maximizing the mental and emotional well-being of the individual. Defining this well-being is not a simple task though, as there are many definitions by different researchers. Nonetheless, according to prominent psychologist and author Martin Seligman, there are three different forms of well-being, or “dimensions of happiness” that are independent from each other, meaning that you can experience one of them to a high degree but not the others. Let’s look at what Martin Seligman has to say about these three dimensions of happiness:

#### 1. Pleasant life

“A pleasant life consists of having as much pleasure as you can, as many of the positive emotions, and learning some of the dozen or so techniques that actually work in increasing the duration and intensity of your pleasures. There are shortcuts to the pleasures such as going shopping, watching television or drinking a glass or two of wine or beer. These things do not lead to long-term happiness.”

#### 2. Engaged life

“An engaged life is like being in-tune with the music, being totally wrapped up in the people you love or what you’re hearing. There are no shortcuts



to the engaged life. The engaged life can only be attained by first knowing what your highest strengths are, your signature strengths, and re-crafting your life to use them at work, in love, in leisure, in parenting and in friendship.”

### 3. Meaningful life

“A meaningful life consists of again knowing what your highest strengths and talents are and using them in the service of something that you believe is bigger than you are. Hugh Hefner was not entirely right. The pursuit of pleasure makes almost no contribution at all to a satisfying life. It is the pursuit of meaning and the pursuit of engagement that does. Life satisfaction is not a function of pleasure, it is a function of engagement and meaning.” (source: [ppc.sas.upenn.de](http://ppc.sas.upenn.de))

Seligman sees these types of happiness in a hierarchical way in which the first one is lesser than the other two and the second one is a prerequisite of the third one. With the second dimension of happiness, engagement is most relevant to our topic of finding happiness and meaning at work, following the Gallup poll that was mentioned above which shows that an incredible majority of people around the world are actually mentally and emotionally disengaged with their job.

Engagement is related to the development of one’s own strengths through effort and practice, which leads to what famous psychologist Mihály Csíkszentmihályi calls the state of flow, a state of total immersion with an activity that is demanding enough to require the use of our full strength. A big problem is that most people do not necessarily know what their main strengths are. Our educational system tends to focus on the standardization of knowledge and skills than the development of individual strengths. It might be a good idea to do one of the strength tests that are available on Martin Seligman’s website at: [www.authentic happiness.sas.upenn.edu/](http://www.authentic happiness.sas.upenn.edu/)

There are 24 human strengths that Seligman and his colleague Chris Peterson identify that are mostly universal in all cultures. Think of them like the sort of thing that you would teach your children, like generosity, kindness, persistence, love of learning, courage, etc.

Once you get a good idea of what your strengths are, you could start to see in which ways you could apply them at work. For example, if creativity is one of your strengths, you can try to apply it to come up with solutions that no one has thought of before regarding problems related to your job, industry, etc. If social intelligence is one of your strengths, you could try to develop that strength further by interacting with colleagues or clients in a more focused and present way.

The main point here is that by applying your greatest strengths at work you will be on track to developing a sense of engagement with your job that you didn't have before. This will not only bring more enjoyment or positive emotion, but you will also be on a path towards mastering your field based on personal growth and experience. Without engagement there is no mastery and without the developing of your signature strengths there is no engagement. As the ideas of Positive Psychology start to expand deeper into the world of business and education, we may see a radical

change in the way that we choose our careers and relate to the workplace.

But in the meantime, each individual needs to assess his or her own psychological strengths, develop them and apply them in a way that brings an experience of active and immersive engagement with their occupation. If Dr. Seligman and his colleagues are correct, this might be the way for us to obtain all the things we demand our jobs provide for us while gaining mastery and building a better, more meaningful life in the process.

*Esteban Villanova*



## UNITY IS STRENGTH

### Spanish top management meeting 2019

True leadership translates visions into reality – And we are lucky to have such leaders at Webhelp! This year's Spanish top management event was held in Girona, Spain and it was attended with 60 managers from different projects and departments with Roxane Divol – our Chief Operating Officer – as our special guest. We chose "Unity" to be our slogan as it is also one of Webhelp's core values.

As part of the team building event, the meeting kicked off with the collection and gathering of pieces to assemble a race car. The objective was to foster and encourage the strong team spirit and unity amongst the participants.

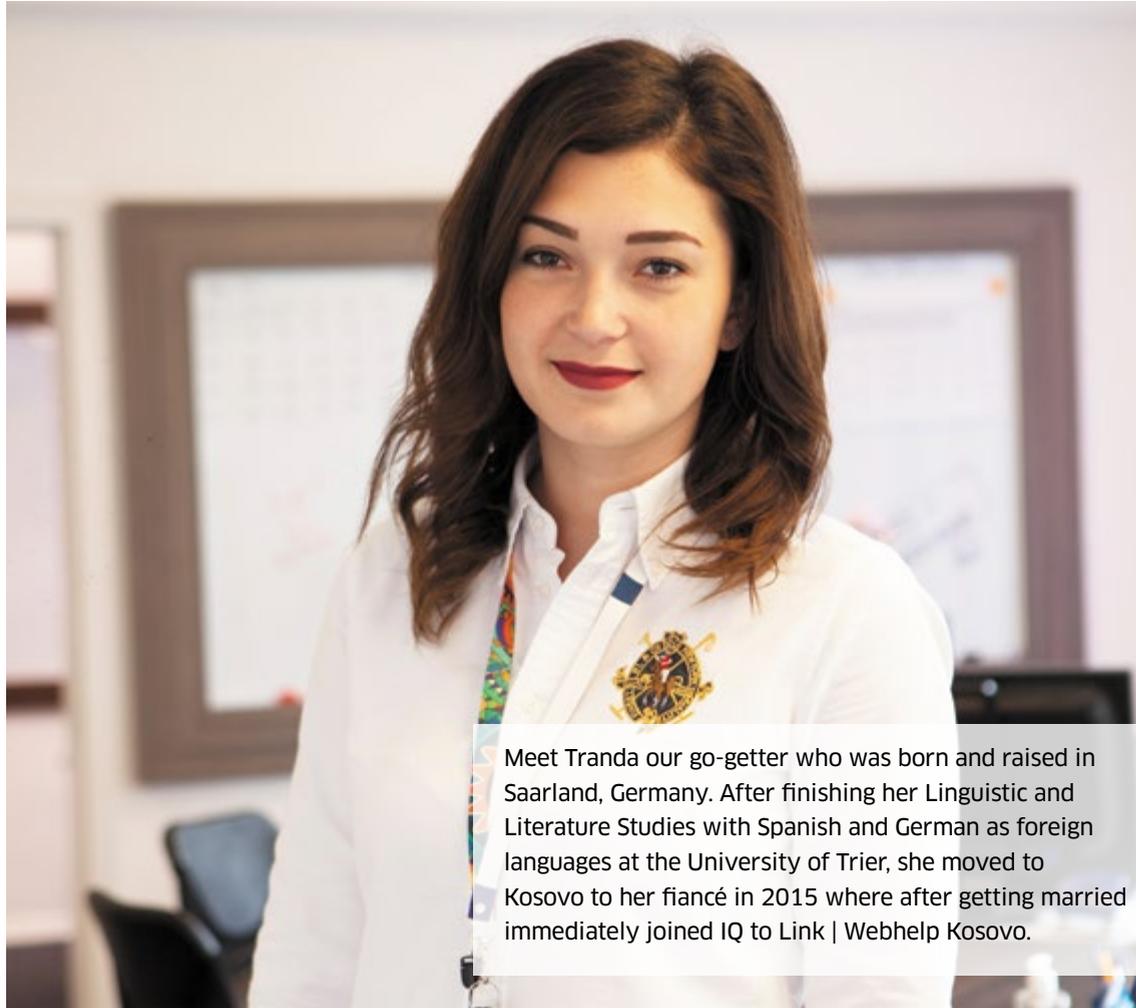
To finalize the annual meeting, attendees were updated on the company's current status, its growth plans and goals for the future. The event was successful and everybody left even more energized and charged to keep working and winning together!

*Carla Ferigle*



# “DON'T WAIT FOR OPPORTUNITY – CREATE IT.”

Interview with Tranda Gjonbalaj –  
Key Account Manager at IQ to Link | Webhelp Kososvo



Meet Tranda our go-getter who was born and raised in Saarland, Germany. After finishing her Linguistic and Literature Studies with Spanish and German as foreign languages at the University of Trier, she moved to Kosovo to her fiancé in 2015 where after getting married immediately joined IQ to Link | Webhelp Kososvo.

**Nice to meet you Tranda, could you please tell us about your start in Webhelp, and how your career has developed since then?**

I was 22 when I joined the company and had no clue what I was doing (laughs). At that time, it felt like my boss had thrown me into a deep ocean and I thought that I was never going to

master my job and the required tasks. Being young in the corporate world, I thought that step by step, someone will explain everything to me. And at that time, it felt like the most challenging way to start a job. Looking back today, it was as a matter of fact the best way to start! It has greatly helped me to become who I am today and it's funny because I do the

same thing to the employees am in charge of (smiles). I usually give them guidelines and that's it. Everything else is up to them. I want everybody to be responsible, resilient, motivated and target-oriented. And I don't think that you can develop someone while still controlling everything they do or spoon-feeding them. You need to give them as much freedom and trust as possible in order to develop them to become independent and successful people.

When I joined the company, I started working as an Account Manager for our first client – a worldwide leading logistics company. And a few months into the project, we gained a lot of new employees and I started building up my own team. Following this development, we gained many international client accounts from the telecommunications to internet service providers and to digital platforms. And as Head of Account Management, I was responsible for all the accounts.

**What is your current position all about?**

Having worked for four years as an Account Manager, I am familiar with the necessary procedures and steps. Although business is the same, every account is unique and has different expectations. After my parental leave, I created an internal doctor's practice and a cooperation with local day cares to increase our employees' satisfaction. At the moment, I am honored to be implementing a huge project with one of our largest clients, a multinational sportswear corporation!

**What do you enjoy most about your job?**

The responsibility I have is what I love most about my job. To know that you are responsible for global leading companies, for your employees and for the success of a big company, is the best feeling you can get from your job. Knowing that

one person can have such a big impact gives you a lot of humility, appreciation and recognition.

**How do you overcome every day challenges?**

Every morning, I start my day motivated and with a clear head. As soon as I get to work, I forget all other problems and issues and only concentrate on my work. Within my job I try to find the perfect balance and to overcome every challenge. I remain calm and focused even during difficult situations.

**Which character trait would you say defines you perfectly?**

I'm very resilient and can positively handle pressure. Ironically, I reached the point that I need the pressure to work, otherwise it gets boring for me.

**Which advice can you give to people who would like to pursue the same career?**

You need to be determined and goal-oriented to achieve your goals. Everything is possible as long as you stay motivated and work towards your goal. Keep going and you will certainly achieve everything you want!

**Any hobbies during your free time?**

Since I have a 9-month-old son, I don't have many hobbies anymore (laughs). I spend nearly all of my free time with my family and I try to have the best quality time. Furthermore, I love traveling a lot, getting insights into other cultures and also getting to know new people with different backgrounds.

**Indeed very inspiring, thanks a lot Tranda for the interview and all the best in your career!**

*Evelyn Kamau*

# JOB

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## Global Data Engagement Manager (m/f/d)

Continental Europe or UK based

### Your tasks

- Support the sourcing, processing, storing and reporting of data across global accounts
- Establish and manage a governance process that embeds across the project lifecycle
- Maintaining data standards, including adherence to the Data Protection Act/GDPR

### Our desired profile

- Excellent understanding of Webhelp clients' business, customers and market environment
- Understanding of Project Planning methodology (Princ2 etc)
- In-depth working knowledge of customer service centers
- Excellent understanding of internal systems and departmental procedures

If you are interested in this position and think you have the required skills and experience, please send your application to Safia Redjil on [sredjil@webhelp.com](mailto:sredjil@webhelp.com)

## German 3D Printing Trainer (m/f/d) 0719D

Barcelona, Spain

### Your tasks

- Deliver technical training for channel partners in site and travel onsite
- Machine maintenance
- Request consumables
- Availability on traveling minimum of 10 % of working time

### Our desired profile

- Native German and fluent English
- Experience in technical support
- Experience in managing B2B customers
- Strong interpersonal, negotiation and persuasive skills
- Proficiency in M. Office and CRM
- Experience in the printing industries

If you are interested in this position and think you have the required skills and experience, please send your application to Albert Pons on [albert.pons@sellbytel.es](mailto:albert.pons@sellbytel.es)

## Sales Manager / New Business / Global Accounts (m/w/d) 0619A

Nuremberg, Germany

### Your tasks

- Acquisition of new customers at Managing Director level with focus on the top 200 companies worldwide
- Responsibility for the entire sales cycle, from approach to sales pitch to order completion
- Up- and cross-selling within the entire Sellbytel portfolio

### Our desired profile

- At least 3 years sales or account management experience
- Motivated self-starter with a solution-oriented way of working
- Fluent in spoken and written English

If you are interested in this position and think you have the required skills and experience, please send your application to [career@sellbytel.com](mailto:career@sellbytel.com)

## Business Intelligence Analyst - India (m/f/d)

### Your tasks

- Support the sourcing, processing, storing and reporting of data across global accounts

If you are interested in this position and think you have the required skills and experience, please send your application to Safia Redjil on [sredjil@webhelp.com](mailto:sredjil@webhelp.com)

## Training & Quality Assurance Specialist (m/f/d)

Kuala Lumpur, Malaysia

### Your tasks

- Training new hired and existing employees
- Monitoring and analyzing the interactions between customer supports and clients

If you are interested in this position and think you have the required skills and experience, please send your application to [career@sellbytel.com](mailto:career@sellbytel.com)

## Mid-Market Account Manager (m/f/d)

Sunnyvale, CA & Austin, TX

### Your tasks

- Consult with our Senior PGM to execute sales campaigns
- Work closely with cross-functional partners in campaign design activities
- Manage all executional activities that drive cross-sell, renewal and upsell campaigns

### Our desired profile

- Highly skilled in building influential relationships
- Excellent analytical skills
- Experience executing email campaigns through marketing automation and CRM tools
- Experience with Marketo, Salesforce and LinkedIn Sales Navigator a plus
- Passion for cloud computing and Google Apps

Are you a good fit for this job?

Contact Cypress Hawk: [cypress.hawk@sellbytel.com](mailto:cypress.hawk@sellbytel.com)

## Japanese 3D Remote Support Engineer (m/f/d) 0518G

Barcelona, Spain

### Your tasks

- Provide support to remotely resolve IT issues and application problems for our customers

If you are interested in this position and think you have the required skills and experience, please send your application to [career@sellbytel.com](mailto:career@sellbytel.com)

# SNEAK PEEK

HIGHLIGHTS OF THE HUB MAGAZINE 4 / 2019

THE FLAWED  
CONCEPT OF  
PERFECTIONISM



THE IMPORTANCE  
OF IMPLEMENTING  
A CUSTOMER  
CENTRIC  
OUTREACH

A TINY  
INTERNATIONAL  
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ETIQUETTE GUIDE



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# Snapshot

Adel | Team Leader | Berlin, Germany  
Ultra runner

