

# Global competition



Global competition, a rapidly evolving and knowledge-based economy, and a more diverse workforce place unprecedented demands on today's managers, policy makers and administrators. Forward thinking and effective leaders expecting to succeed in this environment understand the need for continuous learning . 2004 SD Times 100, carefully considered each organization's offerings and reputation with developers, as well as the attention and conversation we've heard around the company and its products and technologies, as a sign of leadership within the industry. " Yet, is it the only thing it has to say " Thanks" to?

Many people talk about the decline of the work ethic. In reality, it is not the work ethic which has declined. Rather, it is leaders who have failed. Leaders have failed to instill vision, meaning, and trust in their followers. They have failed to empower them. Regardless of whether we're looking at organizations, government agencies, institutions, or small enterprises, the key and pivotal factor needed to enhance human resources is leadership. Warren Bennis and Burt Nanus, 1985 Still, it goes without saying that the leadership itself has its roots in many different factors, one of which is to be highlighted here.

The name of it is decision making. Here it is to be showed through the diagram, having been taken into account from the very beginning. From the start human history, diagrams have been pervasive in communication. The role of diagrams and sketches in communication, cognition, creative thought, and decision-making is a growing field. Consider the question: " why has profit declined? " Still, types of decision-making also vary a lot. Here is a good example of them: Subjective and Objective Decision-Making: Your

decisions might be categorized in two groups with possible overlaps in some cases.

One category is subjective decision-making which are private, such as how you want to live your life, or decide on something just because “ It feels good”. In subjective decisions you might also consider your strengths, weaknesses, opportunities and threats. The other group of decisions is objective, purely unemotional decision-makings, which are public, and require one to “ Step outside one” so that you can discount your emotions.

For example, a CIO deciding for the company must ask among other questions, “ Can I convince the shareholders? This group of decision-making involves responsibility, which requires rational, defensible and accountable decisions. Therefore, the first group consists of private decisions which might involve emotion, and the second is almost entirely based on rational decision-making. However, the really hard decisions involve a combination of both. The difficulty might arise from the fact that emotions and rational strategic thinking are on two different sides of the human brain, and in difficult decisions one must be able to use both sides simultaneously.

Magic Software is honored by this industry recognition from the editors at SD Times,” said Menachem Hasfari, CEO of Magic Software Enterprises. “ Inclusion in the SD Times 100 once again confirms iBOLT’s growing position as a leading business integration framework, which enables companies to align IT and business goals to realize more rapid return on investments with reduced costs and optimized business processes. ” Assessment The

importance of assessment data is directly attributable to the large number of decisions for which they are relevant inputs.

They can be helpful in problem diagnosis, resource allocation, job choice, regulation, and a host of other decisions that have to be made by individuals both inside and outside organizations. The basic rationale for assessment is that by increasing the ability to collect, interpret, and use comprehensive and valid data about the functioning of social organizations, contributions can be made to both the understanding of organizations and the capacity to enhance organizational effectiveness. And, organising, which alone has lots of good and bad examples nowadays:

Clearly there are more and more workers that are finding themselves part of the changing global economy. These workers are often not part of the established company and union structures that are based around “ traditional economy” companies. They are invariably unorganised. Data from the United States shows that the number of Internet related jobs in that country soared from 1. 6 million to 2. 3 million in the first quarter of 1999 alone. This has come about as new companies were created or others shifted employees to new assignments to take advantage of the Internet.

Perhaps more staggering is the fact that only one in three companies that were surveyed to get this data existed in 1996. The so-called “ dot. com” collapse of late 2000, early 2001, eliminated about 100, 000 of these jobs, many of which were in small or medium sized enterprises. Although reliable data is not available, examples abound in any one of UNI’s sectors and in the

very heart of the changing global economy. There are now a large number of new companies in the new global economy that are largely unorganised.

Vodafone-Airtouch a mobile phone company with more than 42 million customers world-wide and which controls four of Europe's largest mobile operators, is also virtually unorganised and actively opposes union organisation. In fact a recent survey by the UNI Telecom sector shows the shocking figures that in Europe alone, the organising rate in mobile phone companies is only about 5% of the workforce. MCIWorldCom, the world's largest Internet backbone company, also actively opposes union organisation and is virtually unorganised.

This is a challenge to UNI affiliates. Other companies in the new network economy have also opposed union organisation, but efforts to recruit union members in these companies are now paying off with the CWA in the United States sommakine progress with the world's largest software company, Microsoft Corporation. Except for the historical information contained herein, the matters discussed in this news release include forward-looking statements that may involve a number of risks and uncertainties.

Actual results may vary significantly based upon a number of factors including, but not limited to, risks in product and technology development, market acceptance of new products and continuing product conditions, both here and abroad, release and sales of new products by strategic resellers and customers, and other risk factors detailed in the Company's most recent annual report and other filings with the Securities One more thing found to

be of vital importance is a careful leader-choosing. Heads of enterprises are to be chosen carefully to suit all factors needed.

Gil Trotino To Replace David Leichner Trotino, 40 years of age, served from 2001 to 2003 as Marketing Director for Northern Europe for BMC Software Inc. , a leading provider of enterprise management solutions. From 1996 to 2001 Trotino served in various sales and marketing management positions for BMC and for New Dimension Software Ltd. , which was. acquired by BMC in April 1999. From 1996 to 2003, Trotino was based in The Netherlands. Prior to that Trotino held technical positions in various Israeli software companies.

Gil replaces David Leichner, who joined Magic in 1994 and acted as Magic's Vice President of Worldwide Marketing since 1998. " David has served Magic well and many of the marketing strategies and tactics we apply today are his brainchild," said Hasfari. " We appreciate the contributions he has made over the past nine years and wish him well in his future endeavors. " " I have devoted the last nine years to creating and executing the marketing strategy that forms the foundation for Magic Software's product and market penetration," said David Leichner. While this was a difficult career move, I am pleased to be leaving Magic with a strong and motivated global marketing team that will provide the backbone and support for the Company's future success, under the leadership and direction of Gil Trotino, a seasoned marketing professional. "

About Magic Software Enterprises Magic Software Enterprises, a subsidiary of Formula Systems , develops, markets and supports software development,

deployment and integration technology that enables enterprises to accelerate the process of building and deploying applications that can be rapidly customized and integrated with existing systems.

Magic technology, applications and professional services are available through a global network of subsidiaries, distributors and Magic solutions partners in approximately 50 countries. Formula Systems is an international information technology company principally engaged, through its subsidiaries and affiliates, in providing software consulting services, developing proprietary software products and producing computer-based solutions. Except for the historical information contained herein, the matters discussed in this news release include forward-looking statements that may involve a number of risks and uncertainties.

Actual results may vary significantly based upon a number of factors including, but not limited to, risks in product and technology development, market acceptance of new products and continuing product conditions, both here and abroad, release and sales of new products by strategic resellers and customers, and other risk factors detailed in the Company's most recent annual report and other filings with the Securities and Exchange Commission. The choice made by the company is to be proved. But the leaders themselves are to be found by the company or, the most magnificent thing, made:

Myths of Leadership • Leadership is a rare skill. Nothing can be further from the truth. While great leaders may be rare, everyone has leadership potential. More important, people may be leaders in one organization and

have quite ordinary roles in another. The truth is, leadership opportunities are plentiful and within reach of most people. • Leaders are born, not made. Don't believe it. The truth is, major capacities and competencies of leadership can be learned. We are all educatable, if the basic desire to learn is there. This is not to suggest that it is easy to be a leader.

There is no simple formula, no rigorous science, no cookbook that leads inexorably to successful leadership. Instead, it is a deeply human process, full of trial and error, victories and defeats, timing and happenstance, intuition, and insight. • Leaders are charismatic. Some are, most are not. Charisma is the result of effective leadership, not the other way around. Those who are good at it are granted a certain amount of respect and even awe by their followers, which increases the bond of attraction between them. • Leadership exists only at the top of an organization.

In fact, the larger the organization, the more leadership roles it is likely to have. • Leaders control, direct, prod, and manipulate. This is perhaps the most damaging myth of all. Leadership is not so much the exercise of power itself as the empowerment of others. Leaders are able to translate intentions into reality by aligning the energies to the organization behind an attractive goal. Leaders lead by pulling rather than pushing; by inspiring rather than ordering; by enabling people to use their own initiative and experiences rather than by denying or constraining their experiences and actions.

The good policy of leadership leads to the development of new markets, because of the new people involved. The example of Magic Software is to be taken into account. The case of the company is a great example for those



developing new areas. Because of the fact that, Magic Software Strengthens Its Position As Leading Provider Of Technology And Solutions For Senior Living And Healthcare In The U. S. The execution of a stock purchase agreement with existing shareholders to purchase twenty one percent of the outstanding and issued stock of Advanced Answers on Demand, Inc. (AAOD). This purchase increases Magic's holding in AAOD from 63% to 84%.

Advanced Answers on Demand ([www. advanced-answers. com](http://www.advanced-answers.com)) develops, markets and supports integrated software solutions designed to meet the challenges and ever-changing demands of the healthcare and senior living industries. AAOD continues to be an industry leader in the U. S. and provides a vast array of software solutions to over 500 facilities. AAOD's solutions are developed and deployed using Magic's eDeveloper application development technology.

“ AAOD is performing very well with continuous growth in annual revenue and profit from the time of our initial investment three years ago,” said Menachem Hasfari, CEO of Magic Software. Given the growing opportunities in the senior living industry in the U. S. and abroad, we expect the consolidation of the number of shareholders to provide us with the flexibility we need to develop the AAOD business more quickly and with stronger results in this growing industry. “

Conclusion We can build upon these skills by first being consciously aware of the steps we travel through on our quest for the right solutions to both short and long term problems or situations. There is also the possibility of putting together workshops to learn the concepts, experience the components that

make up the process, and even practice some of them in experimental scenarios based on making decisions. And of course, facilitation of a mentorship program geared towards the development of new leaders, is a great use of an organization's time. All of these will bring us a lot closer to our personal desire of becoming powerful, insightful leaders of the future. How important is decision-making? I will let the reader be the judge of that.