

## **Karrieresprung mit etwas Wehmut**

Die Bundesinnung hat eine neue Geschäftsführung – Zeit, um auf die letzten 25 Jahre der Branche zurückzublicken



< Yff'Dfc Z"'8 f"'? U]bnž'k ]Y'[Y\h'a Ub'bUW 'gc 'Y]bYf'`Ub[Yb
i bX'Ui W 'k ]W h][Yb'NY]h'Ui g'gc 'Y]bYf': i b\_h]cb3

F Y]b\UfX'? U]bn. 'K Y\a Øh]["'8 Ug'k Uf'a Y]b'@YVYbž'i bX'Yg'\Uh
a ]f'gY\f'j ]Y'': fYi XY'VYfY]hYh''\=\W 'a OW\hY'Ui W 'X]Y'A O[`]W\\_Y]h
bi hmYbž'i a 'a ]W\ni 'VYXUb\_Yb"'Ni a 'Y]bYb'VY]'XYf'²: N' 'U`g
C f[Ub'XYf'\=\bi b[Yb'i bX'XUa]h'Ui W 'U`g'C f[Ub'XYf'[YgUa hYb
6fUbW\Y"'Ni a 'UbXYfYb'Ui W 'VY]'U``Yb'Gd]hnYbZi b\_h]cbAfYb'i bX
XUa]h'Ui W 'ghY`j YfhfYhYbX'VY]'U``Yb'6Yhf]YVYb"'9]b'\Yfn`]W\Yg
8 Ub\_YgW\Ob'f]W\hY']W\'Ub'?F': fUbn'@Ui g'i bX'gY]bYa 'B UW\Zc`[Yf
Fi Xc`Z'A Ybn``ZØf'X]Y'YfZc`[fY]W\Y'i bX'ZfYi bXgW\UZh`]W\Y
Ni gUa a YbUfVY]h''\=\a '6YfY]W\'XYf': `Y]gW\k ]fhgW\UZh`[]'h'a Y]b
VYgcbXYfYf'8 Ub\_'U``Yb'ZØbZ'DfAg]XYbhYbZ'X]Y']W\'VY['Y]hYb'Xi fZhY.
?F'5bhcb': fYi XYbgdfi b[Z'?F'<Ubg'HfØb\_Y`Z'<Yffb'?F'9fbgh
Dc``U\_Z'8]f'''<Y`a i h'GW\a Yf\_Yf'i bX'?F'?Uf`'GW\a ]YXVUi Yf''</pre>

K Y`WXY`k UfYb`X]Y`VYgcbXYfg`k ]WX h][Yb`<][\`][\hg3
9g`k Uf`Y]bY``Ub[Y`VYfi Z]WXY`NY]h`ZØf`X]Y`: `Y]gWXYfi bX`a ]h`XYb
: `Y]gWXYfbži bX`Yg`]gh`Y]bY`gY\f`gWX ObY`NY]h`[Yk YgYb"`5i WX`a ]h
[fc»Yb`Gcf[YbžgWXcb`U``Y]b`k Ybb`a Ub`Ub`XYb`9I !6Y]hf]hh`XYb\_h"
8U`\UVYb`k]f`%--'`gWXcb`5fVY]hg[fi ddYb`[Y[fØbXYhžkc`k]f
5i gk]f\_i b[Yb`Ui Z`X]Y`: `Y]gWXk UfYbei U`]hÀh`bUWX`XYa `9I !6Y]hf]hh
]a `J cfZY`X`ØVYfdfØZhYb"`&\$\$%`Zc`[hY`XYf`[fO)\*ha O[`]WXY`Gi dYf!
; 5I žX]Y`6G9!?f]gYž`[`Y]WX`ni a `GhUfh`XYg`?ccfX]bUh]cbgVØfcg
: `Y]gWXk]fhgWXUZh"
<]Yf`\UVYb`k]f`[YgY\Ybžk]Y`k]WXh][`X]Y`Ni gUa a YbUfVY]h
nk]gWXYb`XYf`: `Y]gWXk UfYb]bXi ghf]Y`i bX`XYa `; Yk YfVY`]gh"`8 Ug
k Uf`XYf`gWX`]a a gha O[`]WXY`: U``` 'bÀa`]WXžXUgg`XUg

@YVYbga ]hhY`a Ò[`]WXYfk Y]gY'k U\bg]bb]['a UWXh' ž'[YZc`[h'j cb Y]bYa 'f]Yg][Yb'9]bVfi WX'XYf'GWX`UWXhnU\`Yb"'9g']gh'i bg [Y`i b[Ybž'XUgg' \( \Delta \)Xi ghf]Y'i bX'; Yk YfVY'\]Yf'a ]h'Y]bYf'Ni b[Y gdfUWXYb"

8 Ugʻ[Ya Y]bgUa YʻDfcZ]`]YfYbʻ[Y`Ub['XUa ]hj ]Y``VYggYfʻU`gʻ]b
UbXYfYbʻ@ÀbXYfbžk cʻbUWkʻk ]Yʻj cfʻY]bʻf][]XYfʻ? Ua dZ
[Y[YbY]bUbXYfʻ\YffgWkh" '9gʻ]ghii bgʻ[Y`i b[Ybžʻ\]YfʻY]bY
[Ya Y]bgUa YʻD`UhhZcfa 'ni 'gWkUZZYbʻi bXʻ[Ya Y]bgUa Yʻ\bhYfYggYb
i a ni gYhnYb" '8 Ua ]hik UfʻX]Ygʻa Y]bYfʻA Y]bi b['bUWkʻY]bYʻgY\f
k ]Wkh][Yžʻghfi \_hi fY``YʻŸbXYfi b['ni a 'K c\`YʻXYfʻ6fUbWkY" I bX`XU
gWkUi Yʻ]Wk'[YfbYʻXUfUi Z'ni fØW\_"

## 5 i Z'k Y`W\Y'UbXYfYb'8]b[Y'k YfXYb'G]Y'[YfbY ni $f@W_V`]W_Yb3$

9]b'k Y]hYfYg'k ]WXh][ Yg'H\Ya U']gh'bUhØf`]WX'XUg'² ghYffY]WX]gWXY
@YVYbga ]hhY`Vi WXžXYf'7cXYI'i bX'XUa ]h'XUg'? Ud]hY`'6%("'→WX
\UVY'\]Yf'[ Ya Y]bgUa 'a ]h'XYb'UbXYfYb'A ]h[`]YXYfb'XYf'7cXYI!
I bhYf\_ca a ]gg]cb'X]YgYg'? Ud]hY`'[ fi bX`Y[ YbX'k Y]hYfYbhk ]W\_Y`h
i bX'a cXYfb]g]Yfh"'8 Ugg'i bg'XUg'[ Ya Y]bgUa '[ Y`i b[ Yb']ghž'XUfUi Z
V]b']WX'ghc`n"

9g'[Y`Ub['i bgž'XUg'Ui W\']b'[i hYa '9]bj YfbY\a Yb'a ]h'XYf
@YVYbga ]hhY`\_cbhfc``Y'i bX'!Ui Zg]W\h'ni '`ÒgYb"'Gc'k ]Y'Yg'g]W\
[Y\Òfhž'XYbb'X]YgYg'6i W\']gh'b]W\hg'GhY]bYfbYg' 'gcbXYfb'Yhk Ugž
XUg'g]W\'k Y]hYfYbhk ]W\_Y`h"'8Ug'k Uf'X]Y'6Ug]gž'i a 'X]Y'\c\Y
Ei U`]hÀh'XYf': `Y]gW\!'i bX'K i fghk UfYb']b''² ghYffY]W\
Ui ZfYW\hni Yf\U`hYb"'8Ug']gh']bgcZYfb'VYXYi hgUa ž'XYbb'k ]f
\_ÒbbYb']b''² ghYffY]W\'b]W\h'Ui Z'A Yb[Y'gYhnYb"'K]f'\_ObbYb'bi f
XYb'Ei U`]hÀhgk YhhVYk YfV'[Yk]bbYb"

9]b UbXYfYfž'k]WXh][Yf'Di b\_h']gh'XUg'5A 5!<UbXk Yf\_g]Y[Y`"'5`g 6i bXYggdUfhYb[YgWXÀZhgZØ\fYf'gY\Y']WX 'Yg'bi b'Ui WX']b'Y]bYa [fÒ»YfYb'Ni gUa a Yb\Ub['i bX'gWXÀhnY'i a gc'a Y\f'X]Y
K]WXh][\_Y]h'X]YgYg'Dfc'Y\_hYg"'=\WX'k ØfXY'a]f'k ØbgWXYbž'XUgg'XUgž k Ug'\]Yf']a '@YVYbga]hhY`VYfY]WX'[Ya UWXh'k i fXYž'g]WX'Ui WX']b UbXYfYb'6YfY]WXYb'ZcfhgYhnh"'9g'[Y\h'XUfi a ž'XYb'AY]ghYf'i bX

 $XUgž'k Ug'Yf'`Y]ghYhž'\Yfj cfni \YVYbž']\ a 'Y]bY'6\emptyset \ bY'ni '[YVYb'' 8 Ug'\UVYb'k]f'a ]h'XYa '5A 5! < UbXk Yf_g]Y[Y`'[YgWk UZZh''5i Wk'\UhX]Y'?ccdYfUh]cb'a ]h'XYf'5A 5'gY\f'[i h'Z b_h]cb]Yfh' 'k Ug'b]Wk h gY`Vghj YfghÅbX`]Wk']gh''$ 

; ]Vh gʻUi W\ '8]b[ Yž'X]Y 'G]Y ']a 'B UW\ \]bY]b 'UbXYfg'[ Ya UW\ h \  $\dot{A}hhYb3$ 

 $B \ Uh \ Of^`] \ W. \ "`K \ ] f `\ Uhh \ b 'j \ ] Y `Y `9f Zc `[ Y \ Z' UV Y f `Ui \ W. `A \ ] gg Y f Zc `[ Y "` \ W. `A \ Ahh Y `ni a `6Y ] gd ] Y ``[ Y fb Y `g W. cb `g Y \ f 'j ] Y `` Zf \ Ø \ Y f `Y ] b Y \ = U[ Y \ Ua d U[ b Y `Z \ Of `X ] Y `: `Y ] g W. Y f `[ Y \ UV h"$ 

'G]Y'g]bX'J]nY!DfÀg]XYbh'XYg'=bhYfbUh]cbU`Yb A Yhn[Yfa Y]ghYfj YfVUbXYg'f⊨A JŁ"'K]Y'k]fX'Yg'\]Yf k Y]hYf[Y\Yb3

.

 $6\,Y\,gi\,\,WX\,Y\,b\,\,{}^{\,\prime}G\,]Y\,{}^{\,\prime}i\,\,b\,g\,{}^{\,\prime}Ui\,\,Z.\,\,{}^{\,\prime}Z\,{}^{\,\prime}Y\,]gWX\,i\,\,b\,X\,Wc\,{}^{\,\prime\prime}Uh$