

Switzerland Needs Leaders, Not Managers

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At a time when the Swiss economy is navigating global uncertainties yet still heading toward moderate growth, companies face a central challenge: How can they attract top talent in a tight labor market - and, more importantly, retain and develop them over the long term?

And what role does leadership play in this, especially when many leaders and organizations struggle to connect with the values and mindset of Gen Z?

My philosophy: Leadership can be light, effective, and fulfilling - if you know how to lead.

In a working world increasingly shaped by AI, hybrid models, and mental stress, this philosophy offers a clear alternative to the traditional “busy manager” - a figure often at odds with the healthier work-life-balance model preferred by younger generations. Modern leadership is about asking the right questions. Today’s leaders don’t need to have all the answers - they need to ask the right questions. Those who help their people grow don’t need more pressure and a “I-know-it-all-mentality” - they need a model that provides clarity, focus, and relief.

That’s how you create attraction and impact as a leader.

Numerous studies show that employees don’t leave companies - they leave their leaders. The reverse is also true: They stay because of their leaders and their teams.

Means: Employer branding is one of the most important responsibility for leaders! Companies that prioritize modern leadership values, mental well-being, and flexible work models don’t just attract talent - they build real and long lasting loyalty. This is especially true in Switzerland, where demographic shifts and increasing competition from attractive international job markets are making talents even harder to find and bind in the future.

Great leaders are becoming role models for top talents. And that’s exactly what Switzerland needs: Leaders, not managers. In a time of economic stability and digital transformation, we need people who lead with clarity, balance, and energy. Because: Success doesn’t come from working harder - but from leading smarter.

About the Author

Marc Lutz is an executive in the recruitment and talent solutions industry, currently serving as Managing Director for Hays Switzerland as well as for Denmark, Sweden, and Austria. With over two decades of experience at Hays, Marc has played a pivotal role in shaping the company’s strategic direction across multiple regions. Starting his career in IT Contracting, he quickly advanced through leadership roles in Germany and Austria, and since 2011 has led the Swiss business.

Marc is known for his pragmatic leadership style, deep market understanding, and commitment to building high-performing teams. He is a strong advocate for cross-border collaboration, contracting excellence, and customer-centric innovation. As a member of the swissstaffing board, he also contributes to shaping the future of the staffing industry in Switzerland.

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