



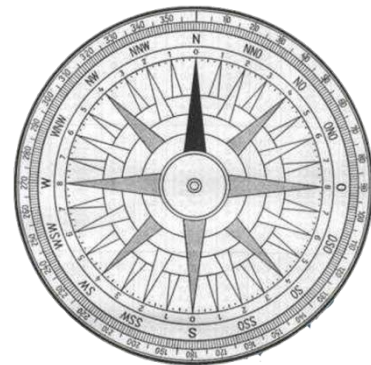
REFERENCE PROJECT 3

» We often spend so much time coping with problems along our path that we forget why we are on that path in the first place. The result is that we only have a dim, or even inaccurate, view of what's really important to us. «

Peter Senge, Massachusetts Institute of Technology

LEADING AND NAVIGATING THE NEW

ON THE WAY TO SUCCESS



FINDING AND INCREASING POTENTIALS. HOW YOU CAN ACHIEVE 25% MORE GROWTH OVER 2 YEARS WITHOUT PROLIFERATING THE AVAILABLE RESOURCES.

OUR STARTING POINT

A large European service provider had been sold to 2 international banks. Of course these expected bank type returns from the purchase.

A well-known strategic development company had been called before us in order to examine the initial situation and develop corresponding recommendations. A managing director of the company, who had been recently appointed, knew us from a past cooperation and called us one day: "... We have produced lots of paper and PowerPoint slides here. However, somehow we are not making any progress. My feeling tells me that we cannot implement it with them. The analysis itself does not produce any clear results either. Can we meet next week?"

At the meeting we were then able to have a look at and scrutinise essential parts of the collected materials.

The other company's approach to questions appeared to us to be very linear, very 'classical'. We asked ourselves how they intended to understand and develop such an 'un-classical' situation with such classical questions... It was obviously also this approach which made it difficult for the company to discover real possibilities for itself.

THE CHALLENGES

Together with our customer we were facing several challenges:

- The new owners of the company were bankers. They hardly knew the business, however had set more than demanding targets which they had extrapolated from comparable calculations of the industry.
- Marketing and sales faced a seemingly unsolvable problem. They had been clearly told: "No cash out!" Neither for more sales people, nor for new branches, etc. There was no budget for this. The assets of the company were to remain unchanged.
- So far the sales team had hardly worked systematically. The company services were distributed rather than sold. They had long-standing customers and maintained these. So far no analyses had been conducted either concerning where the company could grow still or how large the own market even was.
- The old management wanted to face the new challenges, however did not know how; the new managers were also standing in front of a kind of blank canvas and did not know what the first strokes should look like. How should all of this be managed? There were not only very demanding targets; the primary aim was to ensure the company's mere survival.

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OUR TASK

1. Develop a strategy which helps us to understand what we have to do in order to gain a clear picture of the current situation.
2. Develop a management concept and a plan for our executives' training, enabling them to master the new challenges as soon as possible and without any further help.
3. Train the teams in Sales, Operations and Customer Service to the extent that they can cooperate well cross-department.

THE SOLUTION

First of all we carried out stakeholder and multi-stakeholder interviews which gave us and our customer a clear picture of the current situation.

Subsequently, we brought all parties involved together in a large workshop and ensured that all managers and employees had a clear perception of the organization's current situation. A first visioning work was also carried out there.

The managers then took part in the important higher qualification measures of the subject area "personal mastery". They developed their leadership skills and compiled new meeting technologies with us, which were suitable for the company.

After this phase the management established the foundations of the new organization in a prototyping process and subsequently also realised these.

These measures for the management were continuously accompanied by a learning loop in which the events, and the assumptions upon which they were based, were reflected (Double Loop Learning).

Several managers took advantage of the offer to receive individual coaching.

The teams of Sales, Operation and Customer Service as well as HR and Administrations were given training with contents relevant for them and developed so far.

The CHANGE process was implemented within 8 months. A new corporate mission statement was developed as well as one new main and several sub-strategies, the necessary leadership skills, prototyping technologies and implementation technologies. New meeting technologies were created and all necessary competences for the 'new' company were conveyed in the training.

RESULTS

As a result of all these measures the first success was recorded during the current fiscal year. The company revenue rose by approx. 23% at the end of the first year.

In the 2nd year, in which specific improvement measures were repeatedly carried out as a part of our process facilitation, a 25% increase in revenue was generated once again compared to the previous year.

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This was a very pleasing result for us and our customer. It confirmed for us once again what can be achieved within the shortest possible time if methods, attitudes, meeting technologies and clarifying settings are used from **leading and navigating the new**.

Thetis-Akademie leading and navigating the new

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