

# TRANSEARCH

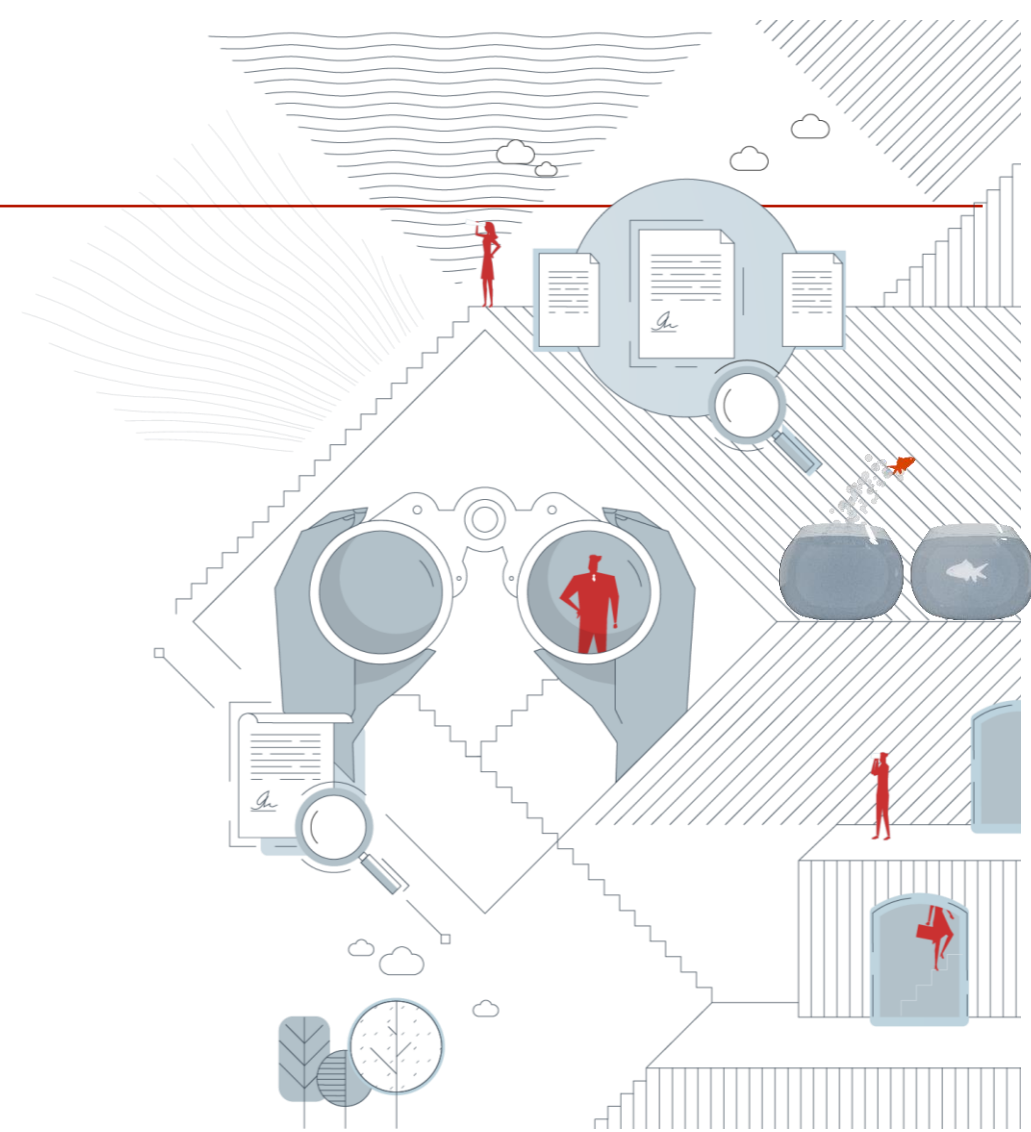
YOUR WORLD PARTNER IN EXECUTIVE SEARCH

## “ARE YOU PREPARED FOR THE NEW REALITY?”

How leading companies took advantage of the hybrid working conditions and came out of the crisis stronger.

Münchner Management Kolloquium  
March 8 and 9, 2022

Dr.-Ing. Carlo Mackrodt



# Agenda

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# TRANSEARCH International Partners is one of the leading global Executive Search companies

## EUROPEAN WITH A BROAD NETWORK OF TOP EXECUTIVES

- ✓ Founded 1982 in Paris, France
- ✓ Owner-Managed
- ✓ 70 Offices in 40 Countries
- ✓ Global Top 10 in Executive Search
- ✓ Specialists in all Industries worldwide
- ✓ Only Consultants with Top Management-Experience
- ✓ USP is the Orxestra® Method and the Know-how on how to „implant“ Transformation-Energy into firms



**THE HEAD**



THINK

**THE SPIRIT**



INSPIRE

**THE HAND**



EXECUTE

**THE HEART**



ENGAGE

**TRANSEARCH**  
YOUR WORLD PARTNER IN EXECUTIVE SEARCH

# Our Conviction

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“The greatest  
**danger** in times of turbulence  
is not the turbulence,  
it **is** to act with  
**yesterday’s logic.**”

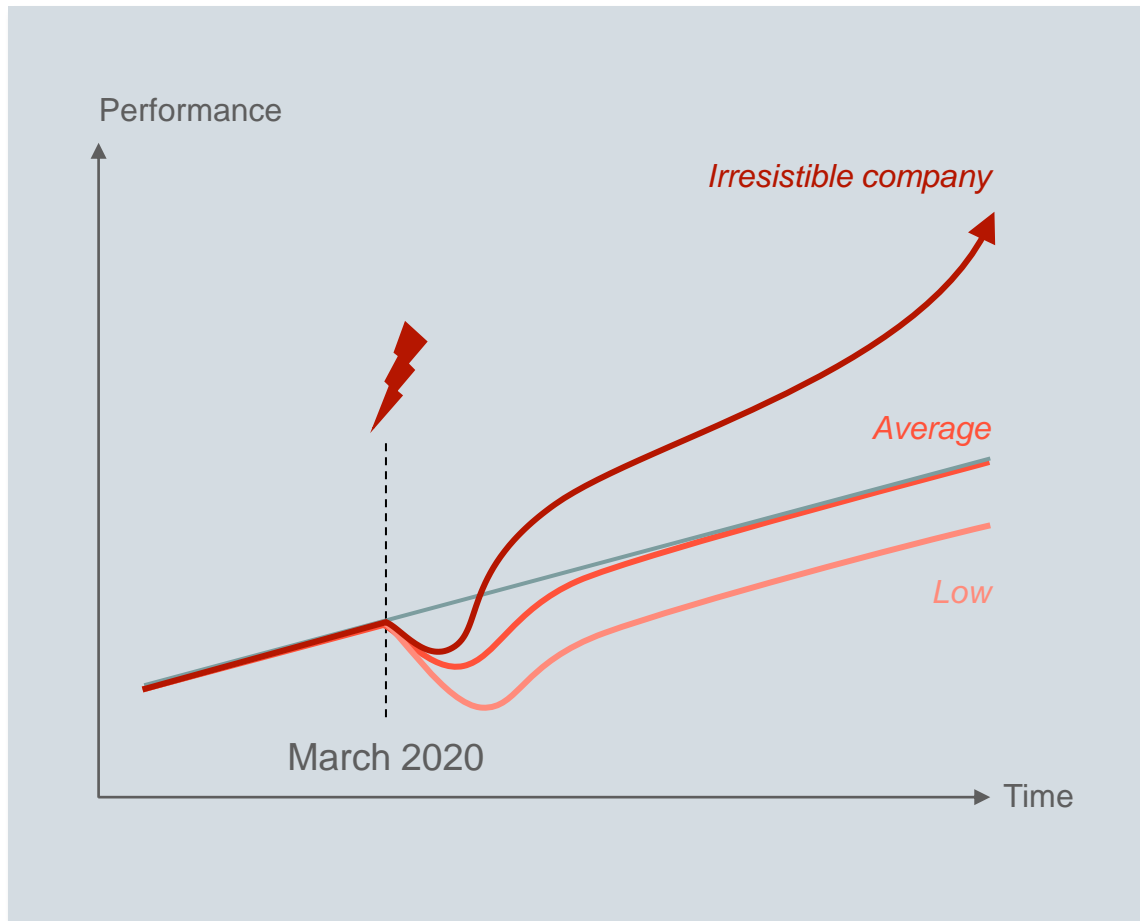
*(Peter Drucker)*



“ARE YOU  
PREPARED  
FOR THE  
NEW REALITY?”

# In times of crisis there is no handbook for successful transformation

SHARING EXPERIENCE, IDEAS AND SOLUTIONS CREATES A KIND OF AGILE TRANSFORMATION MANAGEMENT

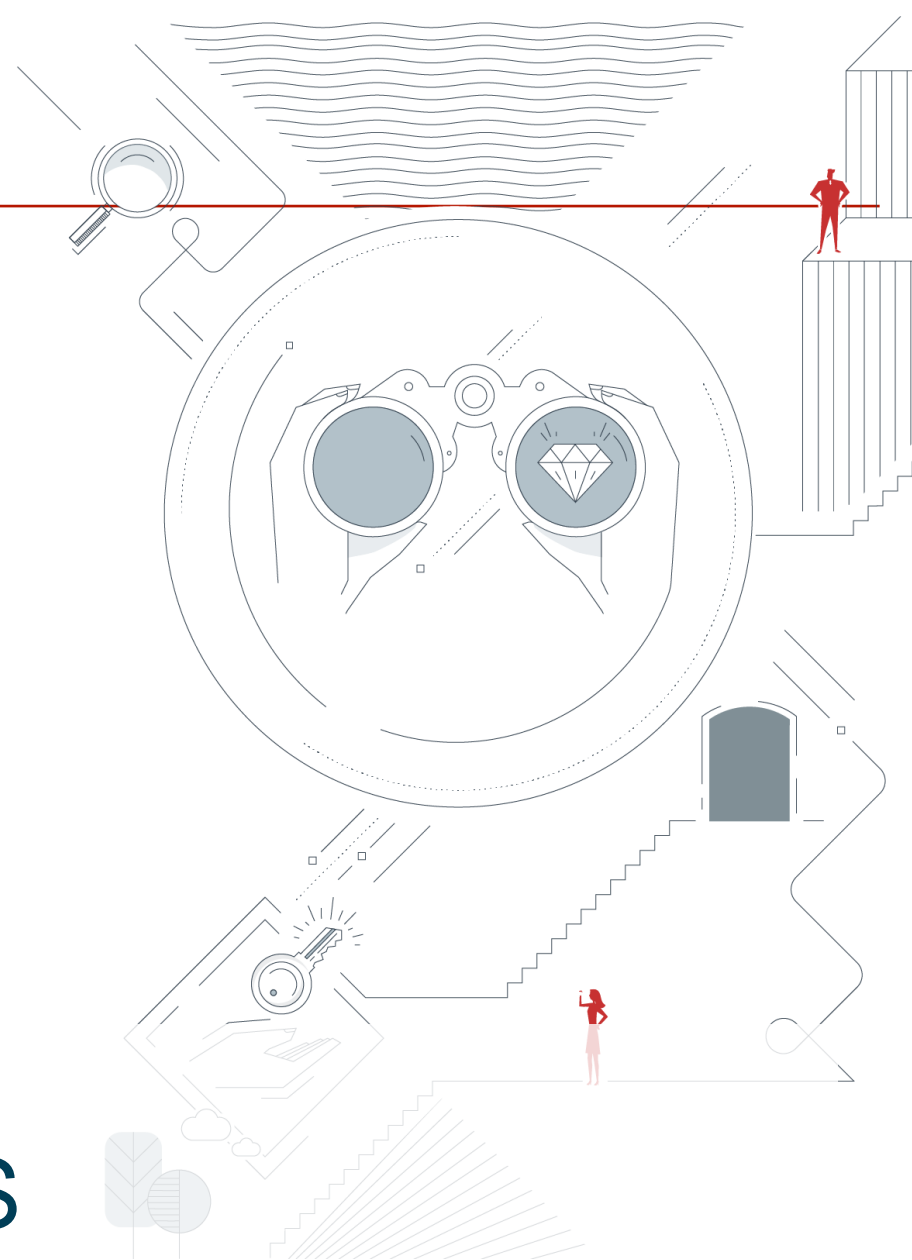


**TRANSEARCH**  
offers a platform for  
its "OPEN TRANS-  
FORMATION" to its  
C-Suite network

- Peer-to-peer Communication
- Studies
- Leadership-Consulting

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## 2. SURVEY SET-UP AND RESPONDENTS



# Since 2020 TRANSEARCH offers its network for discussions on how to come out of the crisis stronger

## PRINCIPLES AND STRUCTURE OF OUR PLATFORM:

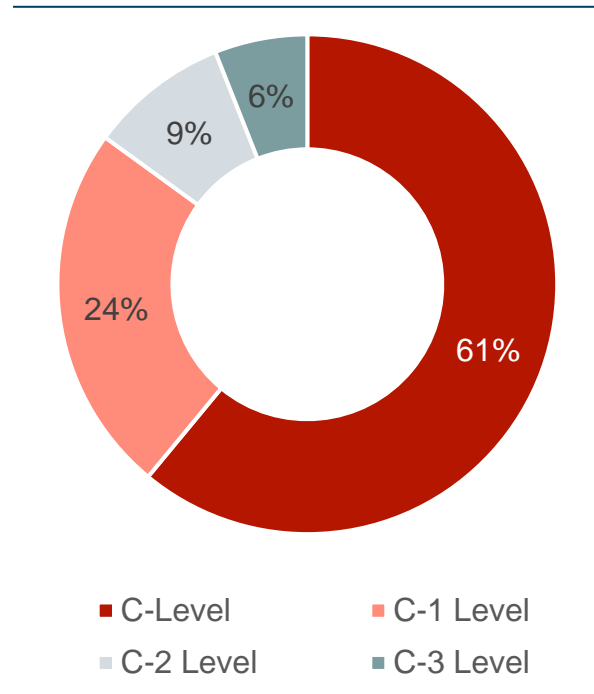


# Participants are mostly C-Suite executives from large public and privately owned companies worldwide\*

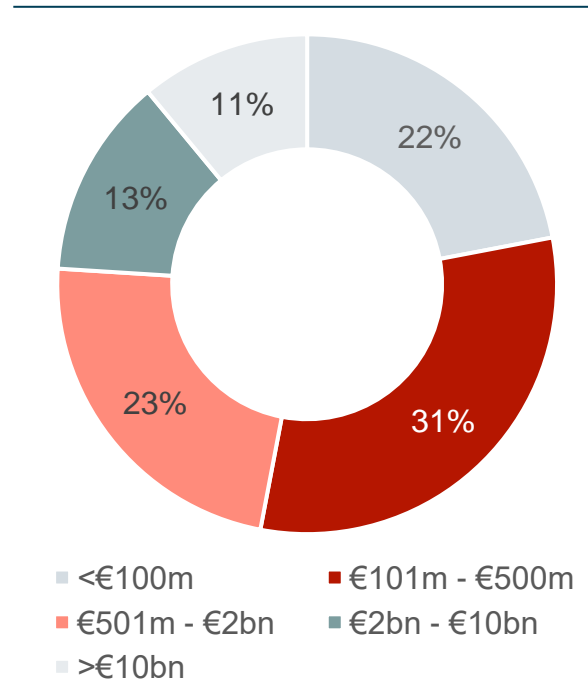
## LEVEL OF PARTICIPANTS / ANNUAL SALES / OWNERSHIP STRUCTURE

- 61% of the participants are C-Suite executives
- 47% of the respective companies generate a turnover of more than €500 million
- 26% of the participants come from a family-owned business

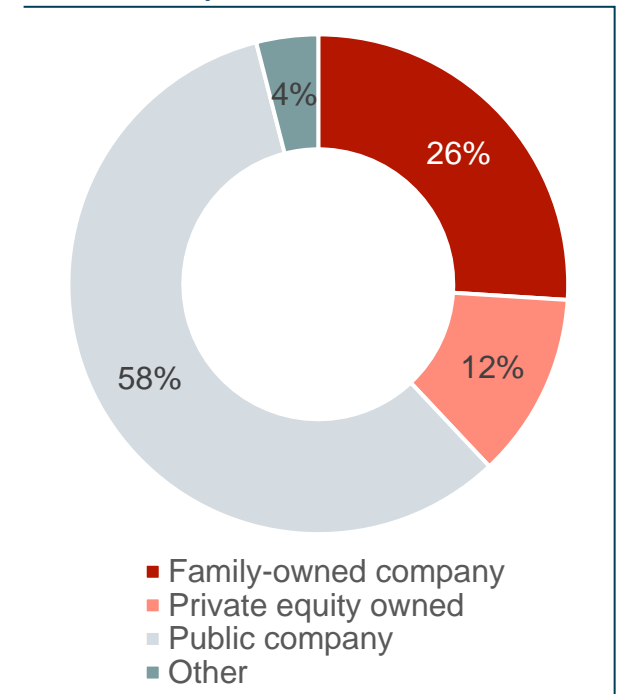
### C-Suite



### Annual sales



### Ownership structure

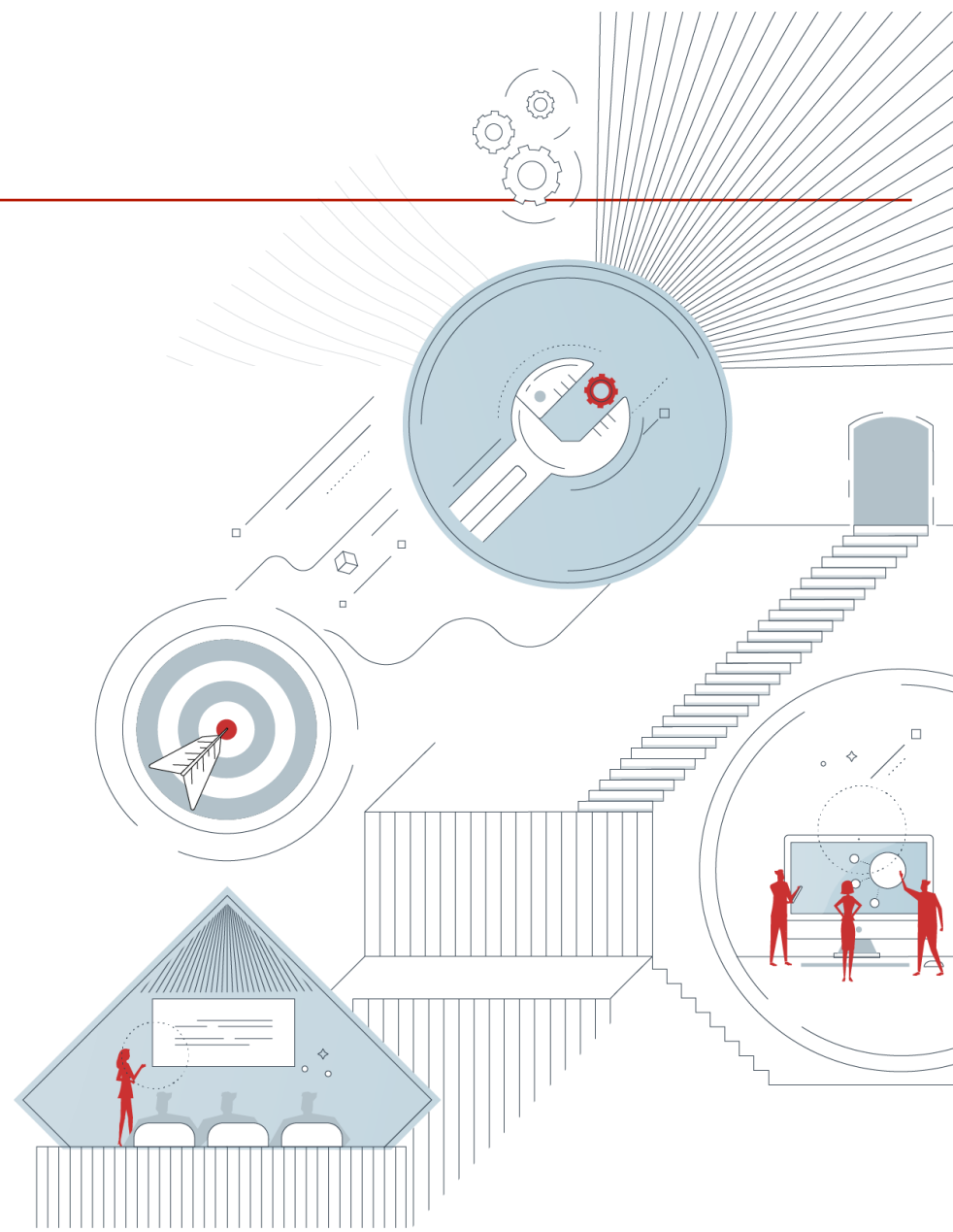


\*80% of participants were German or from Western Europe  
58% of participants were from Producing Industries or Consumer & Retail



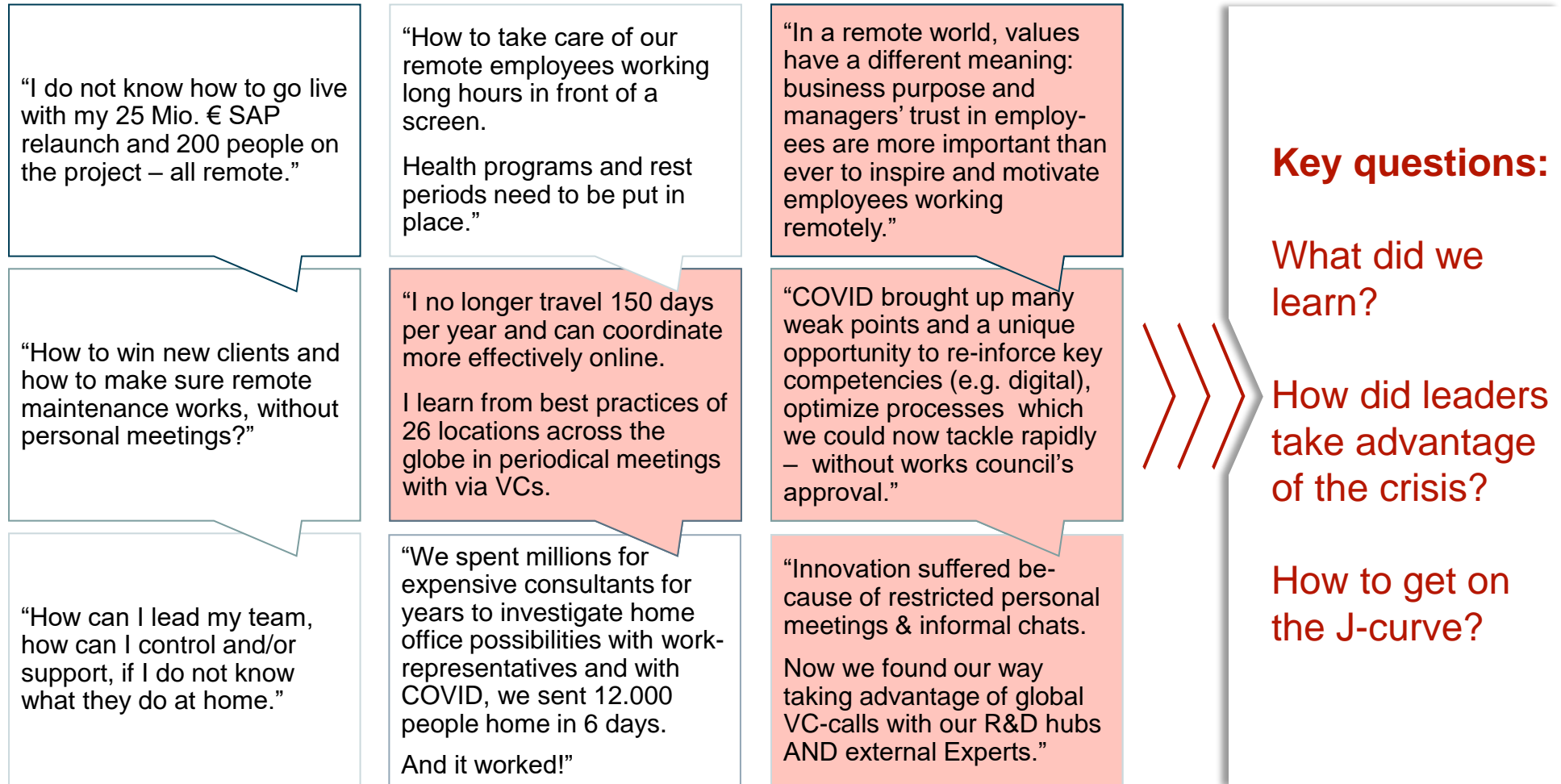
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# 3. SUMMARY OF LEARNINGS



# Shift in C-Suite participants' feedback changed from the unknown and fear to seeing the immense opportunities

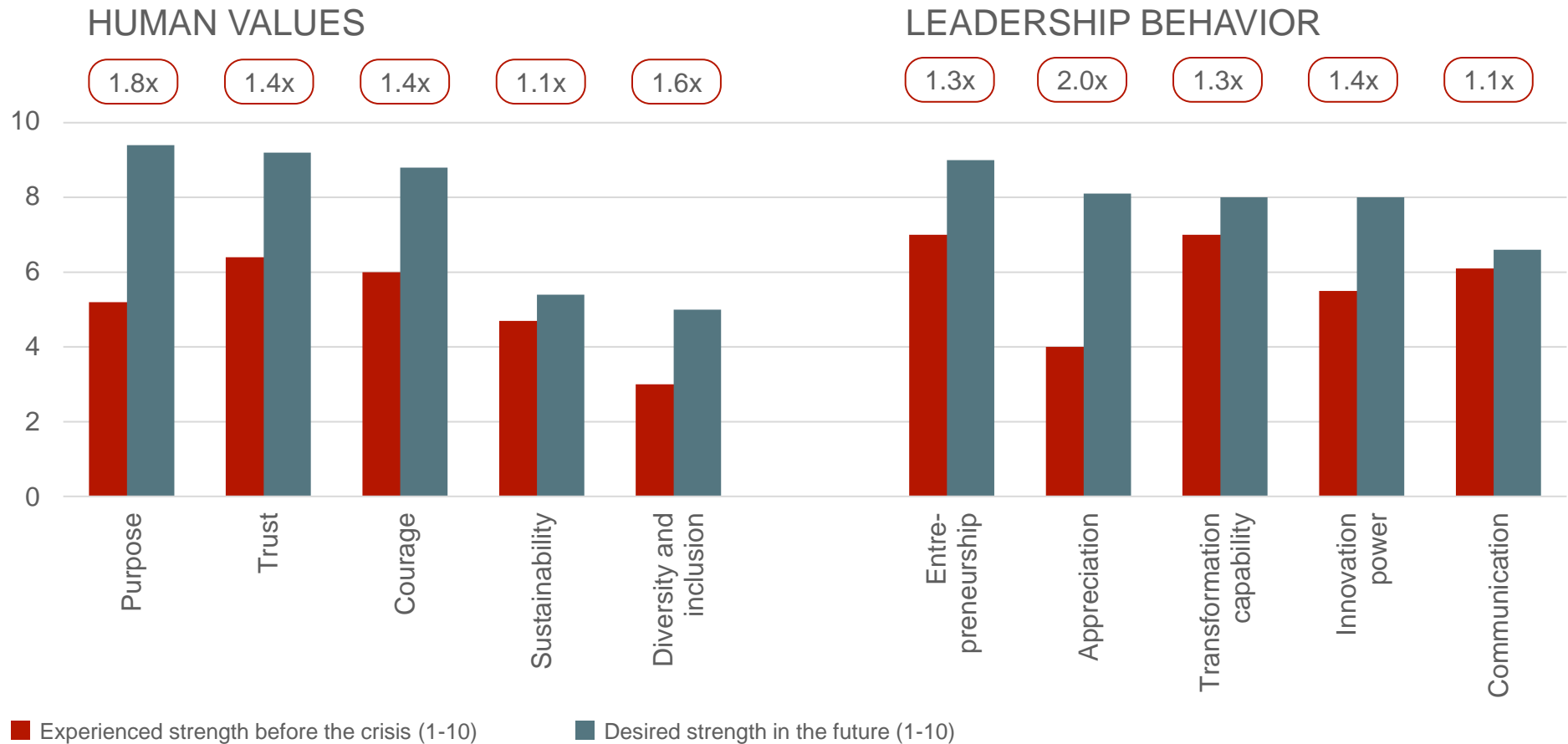
## PARTICIPANT'S FEEDBACK IN 2020 AND 2021



□ 2020    ■ 2021

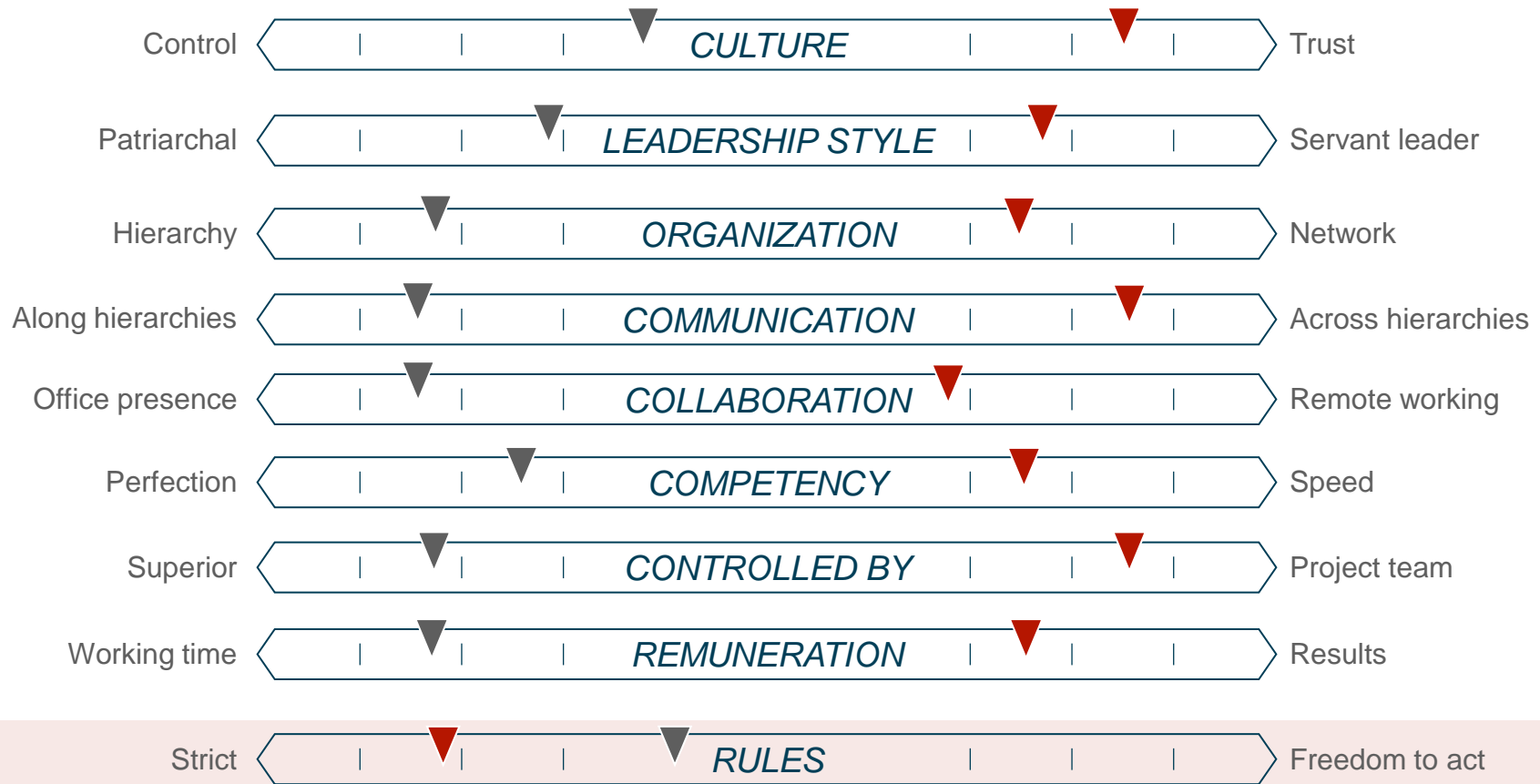
# Human values and expectations on leadership behaviors are changing

FIVE VALUES PARTICULARLY INCREASED IN IMPORTANCE: PURPOSE, TRUST, COURAGE, ENTREPRENEURSHIP AND APPRECIATION OF PEOPLE



# Culture and leadership will have to adapt to the digital age

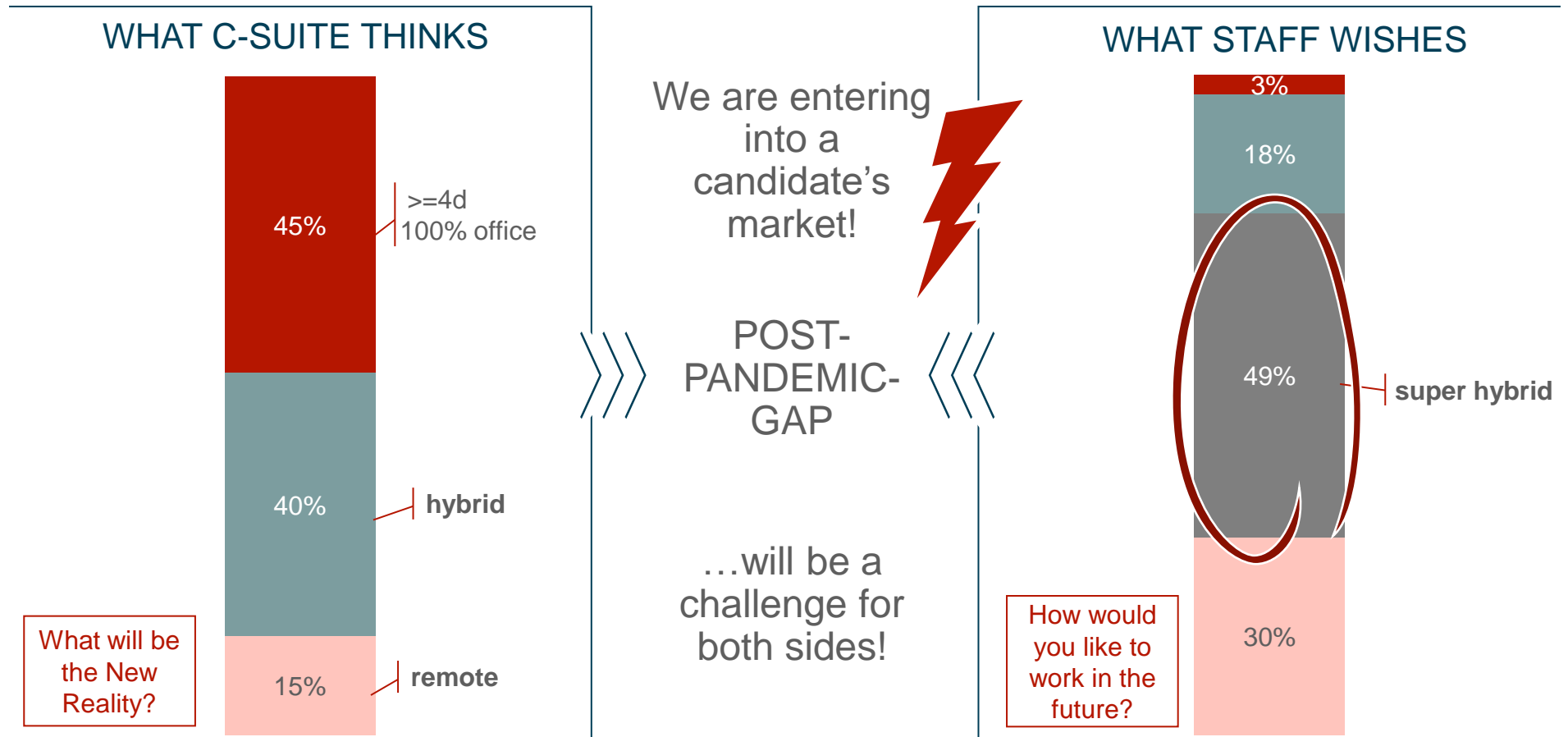
## STRICTER RULES WILL BE NECESSARY!



▼ Traditional/Old school    ▼ New Reality

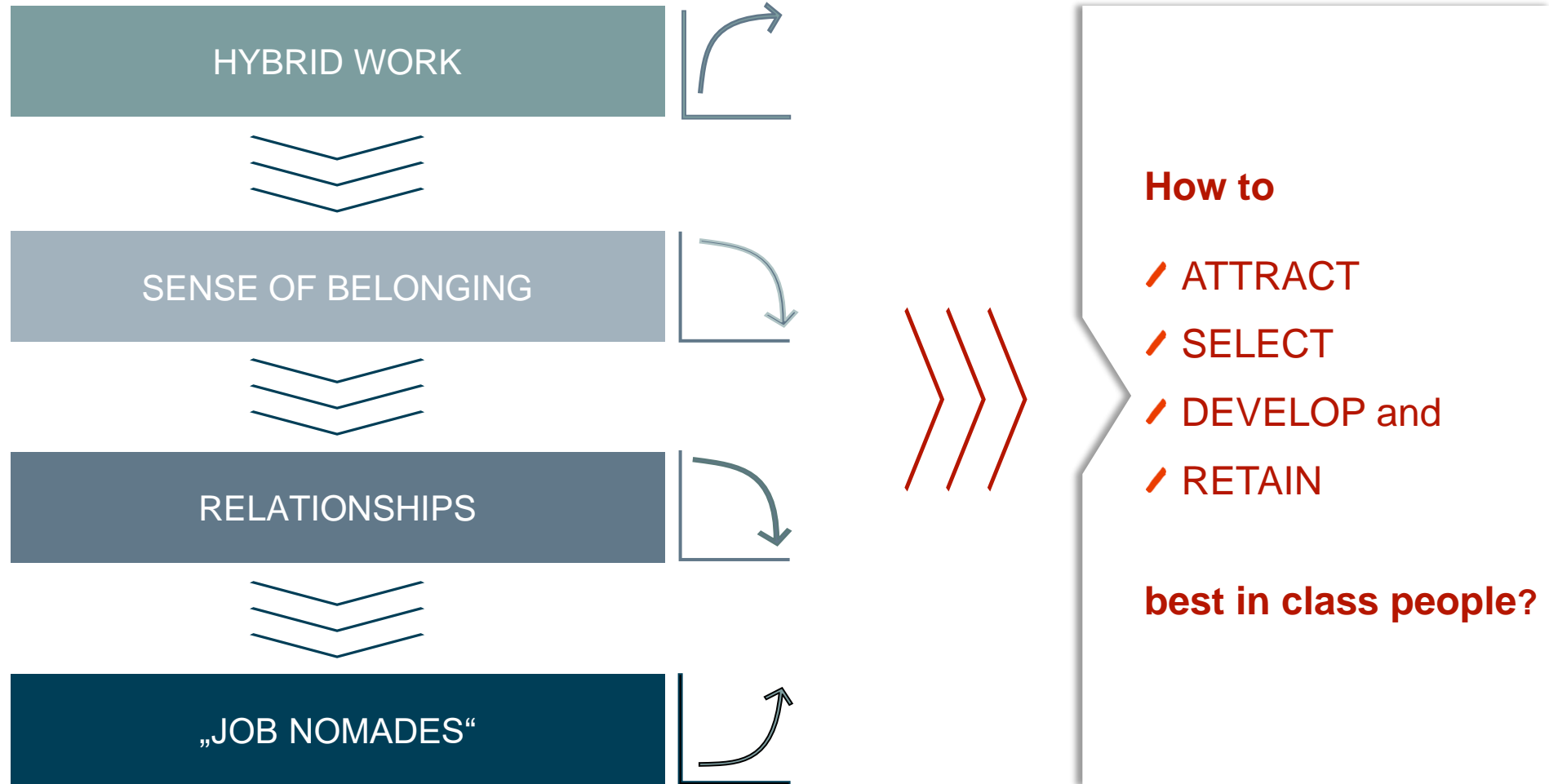
# Hybrid work is now expected to become the new reality

MOST C-SUITE EXECUTIVES NOW BELIEVE THAT WORK WILL BE 55% REMOTE OR HYBRID. **BUT 49% OF STAFF EXPECT FULLY FLEXIBLE REMOTE WORK!**



- 100% office
- 50/50s = hybrid
- I decide when I go to the office
- 100% remote

Due to hybrid work, sense for belonging and relationships are diminishing. Job-changes increase significantly.



# Six key challenges for working in a hybrid world identified by C-Suite leaders

THE "EARLY BIRDS" WILL LEAD THEIR COMPANIES SUCCESSFULLY INTO THE FUTURE; THE PROCRASTINATORS AND WHINERS WILL FALL BACK.



Strong focus on **entrepreneurial spirit**, emotional intelligence and openness for change.



**Inspiring trust and appreciation** is critical for engagement and team spirit. Leaders rather delegate and support, to unleash the power of the staff.



Improving **organizational agility** and working in **self-directed teams** is seen as a major challenge.



Urgent need for **digitalization** experts, **transformation** managers, **innovation evangelists** – internal and external of the organization.



Maintaining high **sales** performance, high **service levels** and keeping the **supply chain** running are major challenges in **remote working environments**.

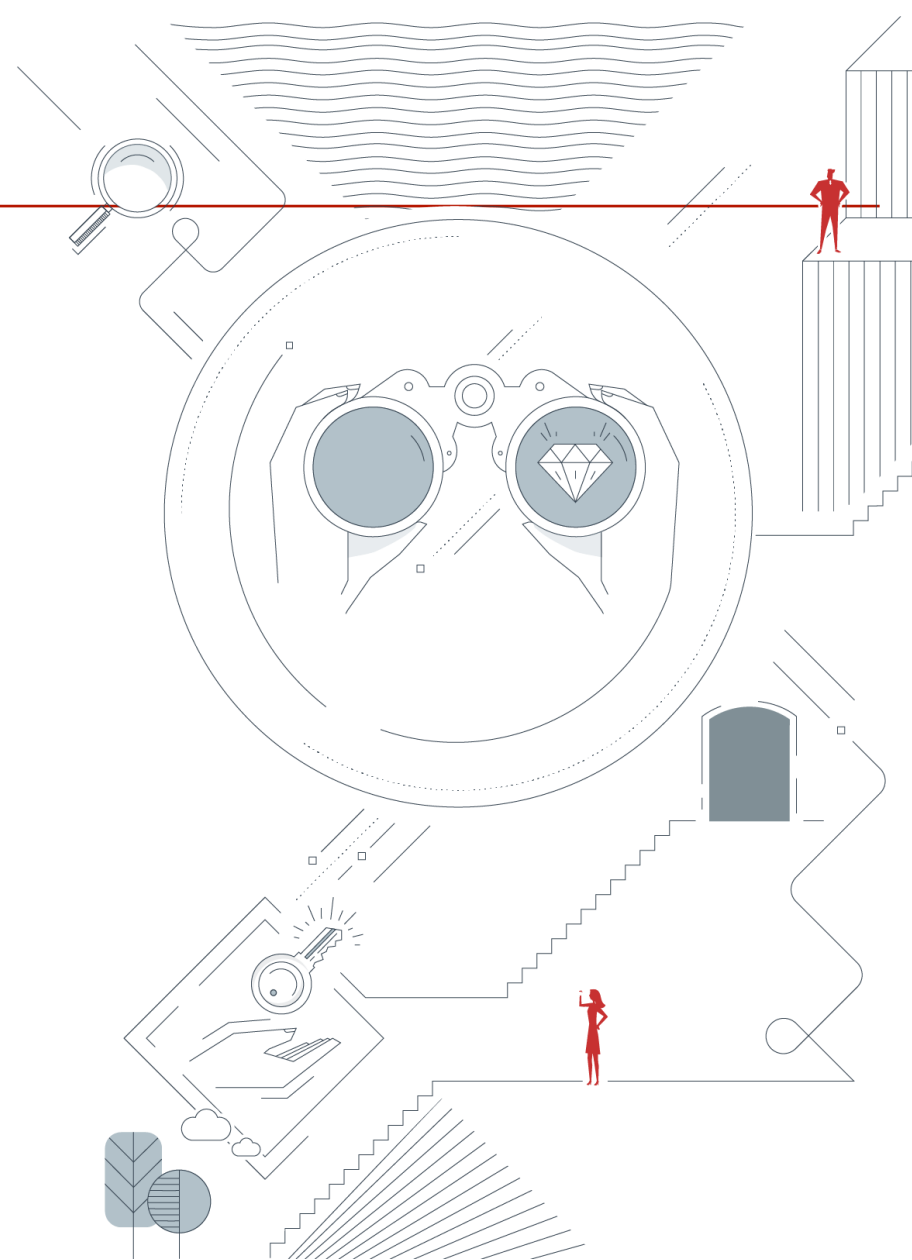
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Major HR challenge is to **maintain efficiency despite remote working practices** and to attract, select and retain top talent that will transform the company.

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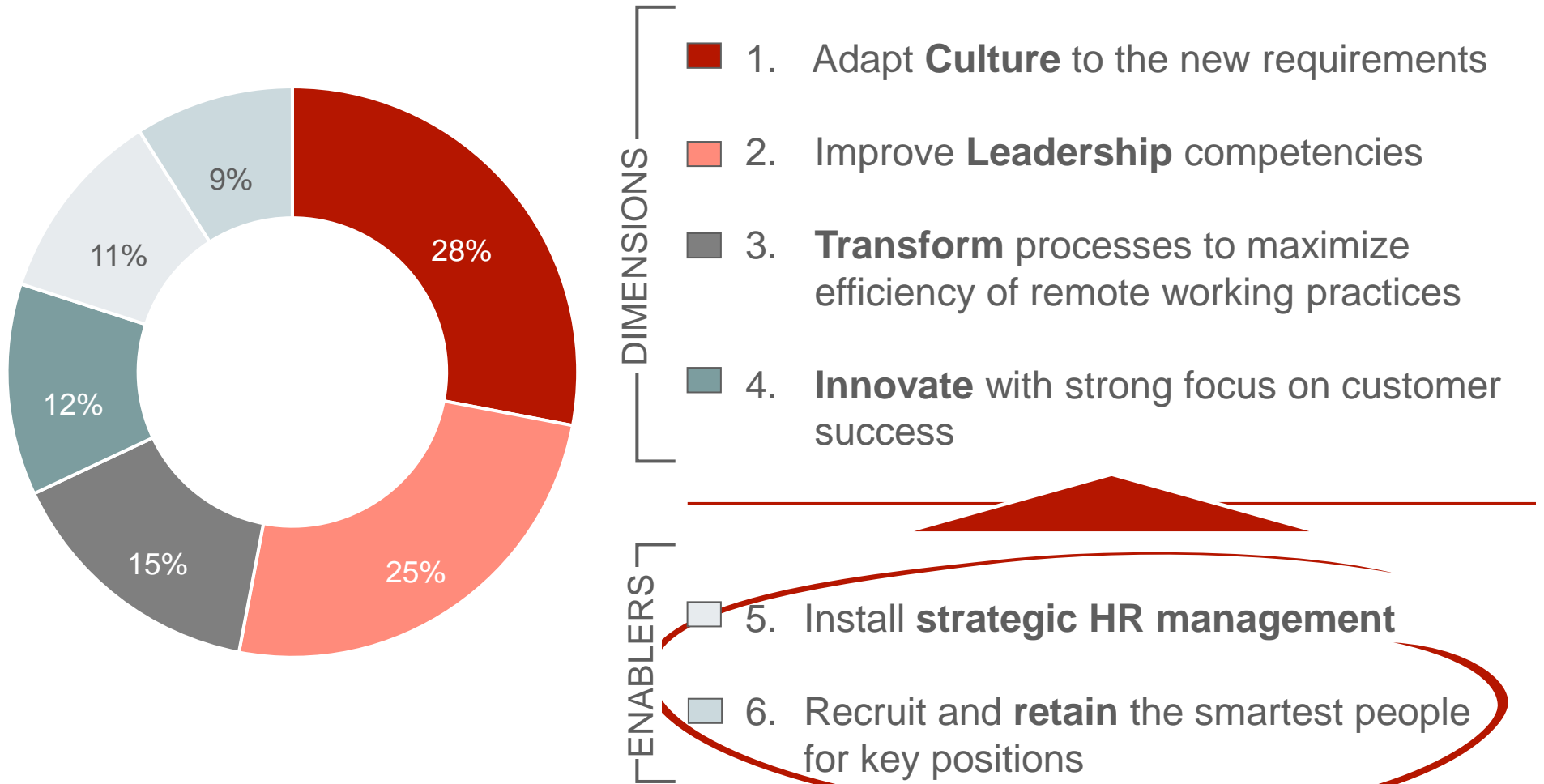
# 4. HOW TO BECOME AN IRRESISTIBLE COMPANY



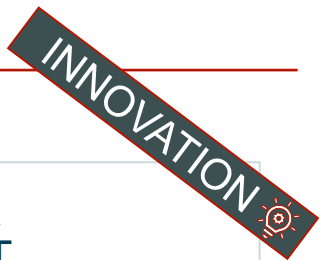


# At leading companies four key dimensions and two enablers have been identified which made the difference

## IMPORTANCE OF THE FOUR DIMENSIONS PLUS TWO ENABLERS



# How to become a future-oriented, agile & irresistible company



## THREE PILLARS FOR FUTURE SUCCESS

### VALUES, PURPOSE, LEADERSHIP and CULTURE

- VALUES are changing; thus, competencies need to change
- PURPOSE more important than ever for attracting people
- The LEADERSHIP and CULTURE need to be adapted to the new necessities
- SERVANT LEADER or coach instead of acting like a boss
- Maintain a good balance between direction and support
- Clear RULES of the game\*

### SUSTAINABLE TRANSFORMATION and INNOVATIVE CROSS-FERTILIZATION

- Try to avoid hierarchies and create NETWORK organizations
- Work with AGILE teams
- Introduce the features of a HOLACRATIC organization
- SHARE INFORMATION instead of hoarding data
- Learn how to deal with DIMINISHING LOYALTY and “digital nomads”

### STRATEGIC HR POSITIONED AT C-SUITE

- HR topics are board matters
- Top companies make HR a TOP PRIORITY
- CEO and Leadership Team, supported by “EMPOWERED” HR are key to creating an irresistible culture
- HR supports to increase the REPUTATION
- HR supports to ATTRACT and HIRE the smartest people and listen to them!

\* See Peter Scott Morgan “The unwritten rules of the game”

# Why culture now?



## Three stages of CRISIS

### Stage one: ACCEPTANCE

- Shock, denial, coming to terms with the new reality

### Stage two: SURVIVAL

- Pulling the needed resources together and navigating through the crisis

### Stage three: RE-INVENTION

- How to take advantage of the crisis?
- Thinking about the business differently.



"Is tomorrow's organization **AGILE** and **SPEED OF LEARNINGS** high enough to take advantage of the **NEW REALITY**?"

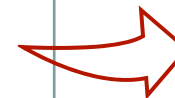
## Three levels of CULTURE

STRATEGY

ORGANIZATION

CULTURE

- L1: Behaviors, Systems, Processes
- L2: Values, sense of belonging, Informal, collaborative networks
- L3: Mindset, how to shape reality



**A DIFFERENT CONVERSATION!**

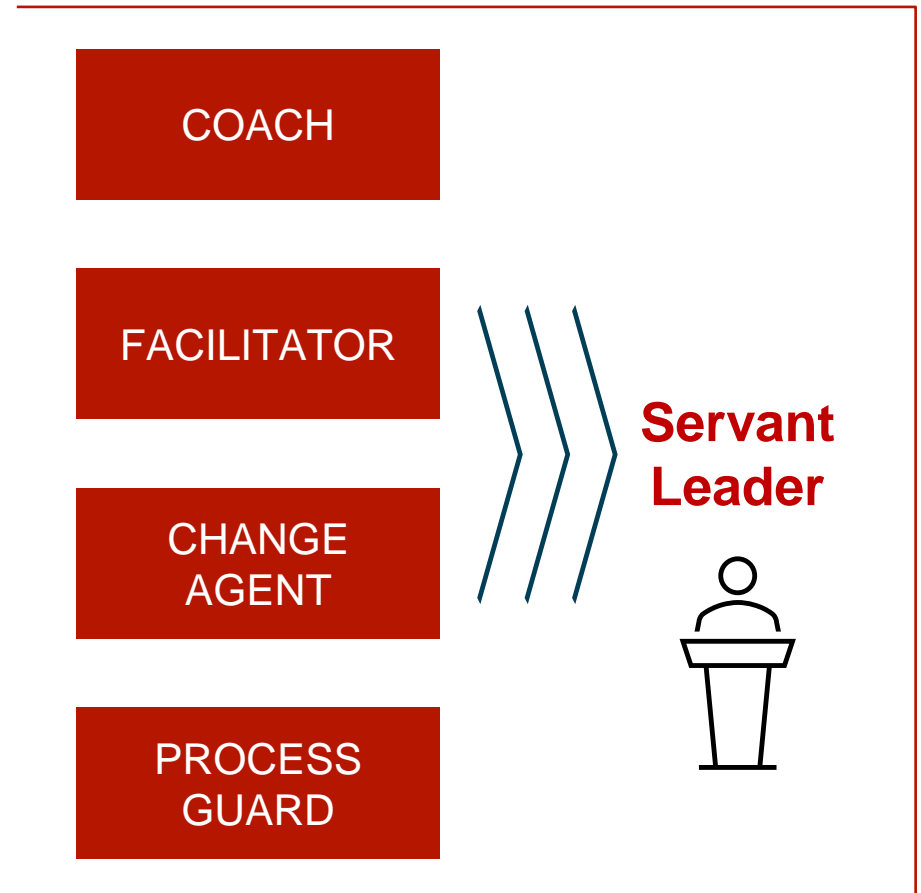
# In the digital age, not the patriarch but the servant leader\* will be successful

## LEADERS

- ✓ act with entrepreneurial mindset
- ✓ do not direct, manage and define the way forward in concrete terms
- ✓ instead serve to coordinate, develop and support their employees
- ✓ consistently delegate tasks to the person with the right competence

## AND

- ✓ clearly define, communicate and follow-up on rules and procedures
- ✓ charge relationships



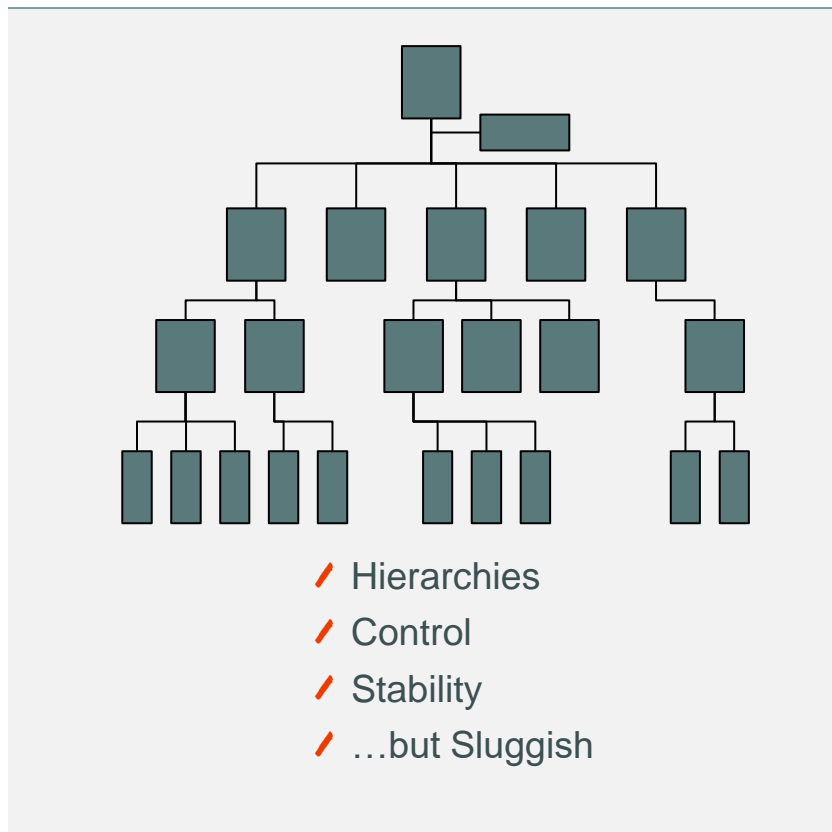
\*Source: Heidelberg Institute for Systemic Leadership and 1<sup>st</sup> Heidelberg Servant-Leadership Symposium, June 2018

# Hierarchical structures will be dismantled, and employees will work in agile, self-directed networks

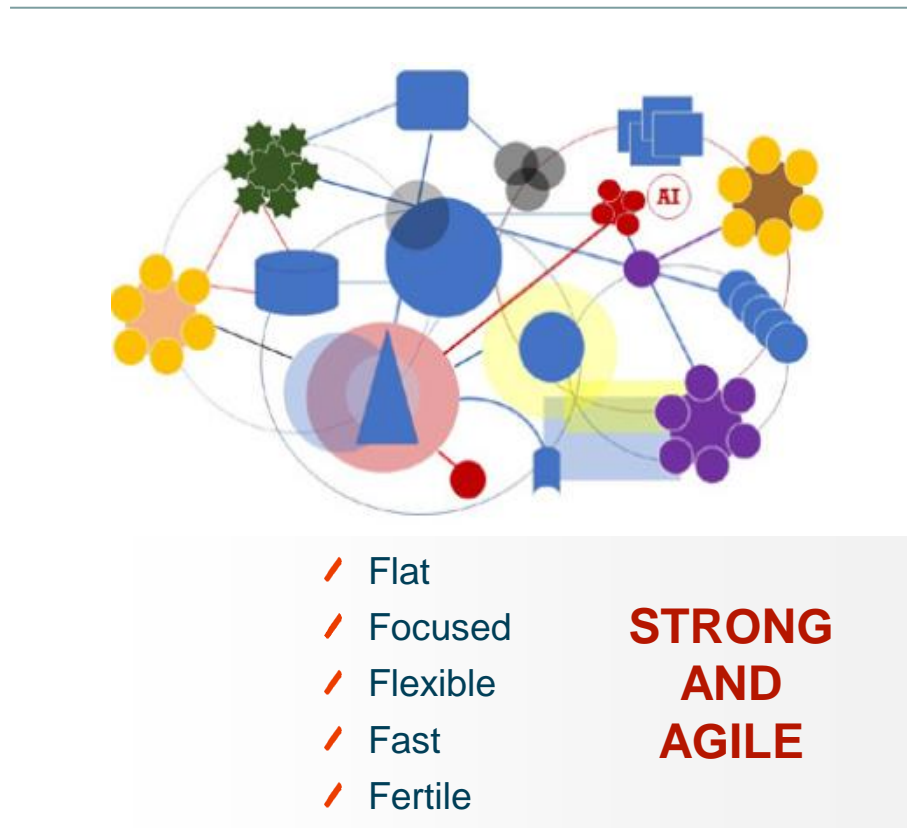
## TRANSFORMATION TO PERFORMANCE ORIENTED RESPONSIBILITIES



### 20<sup>th</sup> Century: Hierarchy



### 21<sup>st</sup> Century: Network of self-directed teams



# Key propositions for HR management

PEOPLE, PEOPLE, PEOPLE!



1. **People** are a company's most valuable resource.
2. CEO and Leadership Team supported by "empowered" HR are responsible for the **leadership and performance culture**.
3. Focus on to **attract, select, develop** and **retain** the smartest people...
4. ...and don't tell them what to do; rather **let them tell you** what to do.\*
5. CEOs and Heads of HR need to **cooperate peer to peer**.



**CONCLUSION:**  
SUCCESSFUL  
COMPANIES HAVE  
MADE HR A TOP  
PRIORITY

\* Steve Jobs

# „Put the most capable individuals in power, do not take yourself too seriously ...and relax.“ (Laszlo Bock\*)

## MODERN LEADERSHIP AND PERFORMANCE CULTURE



- Let your employees think and work like entrepreneurs.
- The best things in life are for free (or almost free).
- Give positive impulses (an email can increase productivity by 25%).

Take power away from your managers and trust your employees to do their jobs well.

- Meaningful tasks related to purpose
- Leadership and performance culture based on trust
- Working like E.i.E.
- Unique working conditions\*\*
- Transparent development opportunities

Pay for performance only!  
It's perfectly OK to remunerate two employees in the same position differently.

Improve performance by focussing on personal growth instead of compensation.

Company culture is vastly superior to strategy. Trust your people!



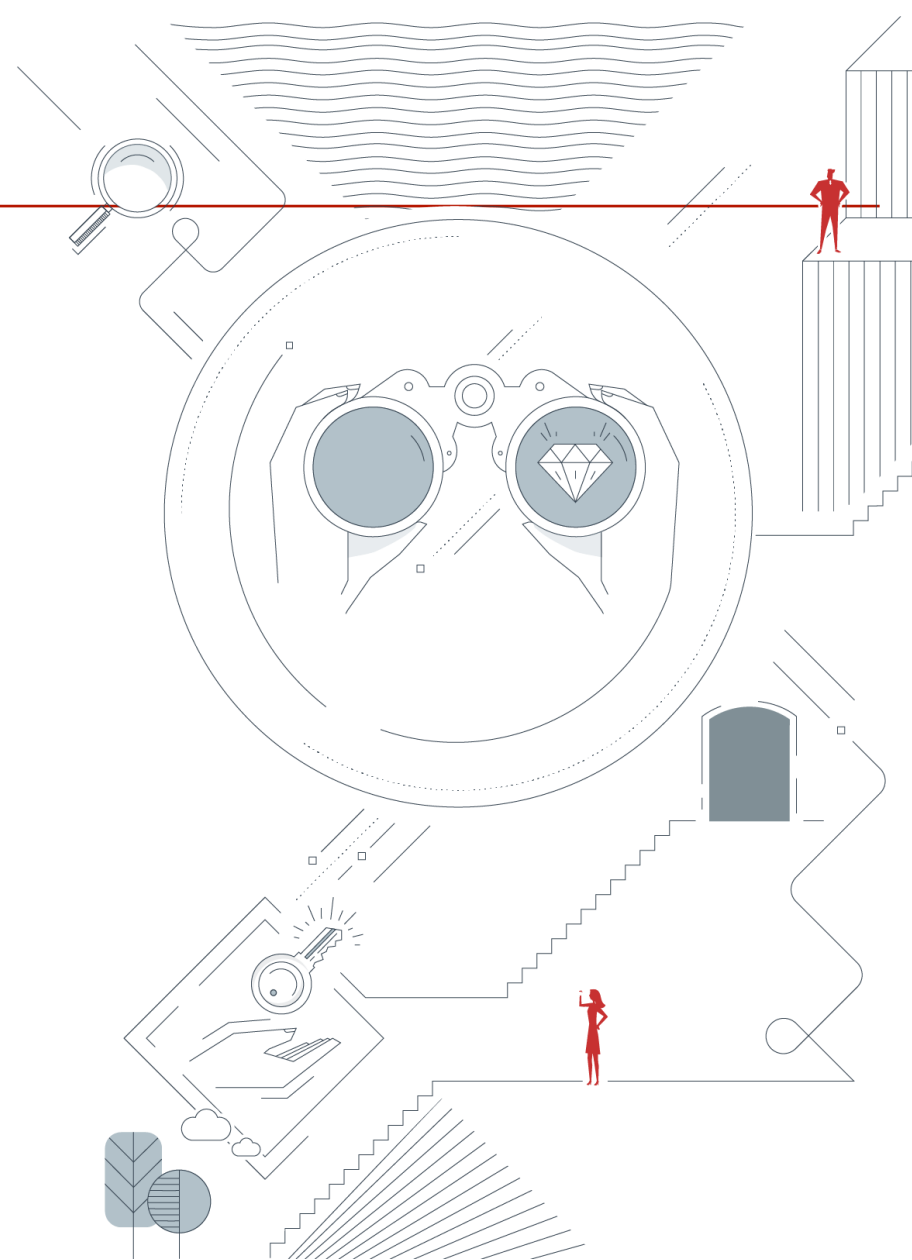
**THE IRRISISTIBLE ORGANISATION**

\* GOOGLE's former CHRO

\*\* Not only KITAs but: mobile working hubs; diverse, worldwide teams; office like an adventure, self-directed teams etc.

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# 5. RECOMMEN- DATIONS FOR IMPLEMENTATION





# Are you managing your culture?

## CREATE A SENSE FOR „BELONGING“

- Why do we do what we do?
- What do we believe in?
- Where are we headed?
- What makes us special?
- How does what we do make a difference in people's lives?



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6. BECOME A  
PART  
OF OUR  
NETWORK!

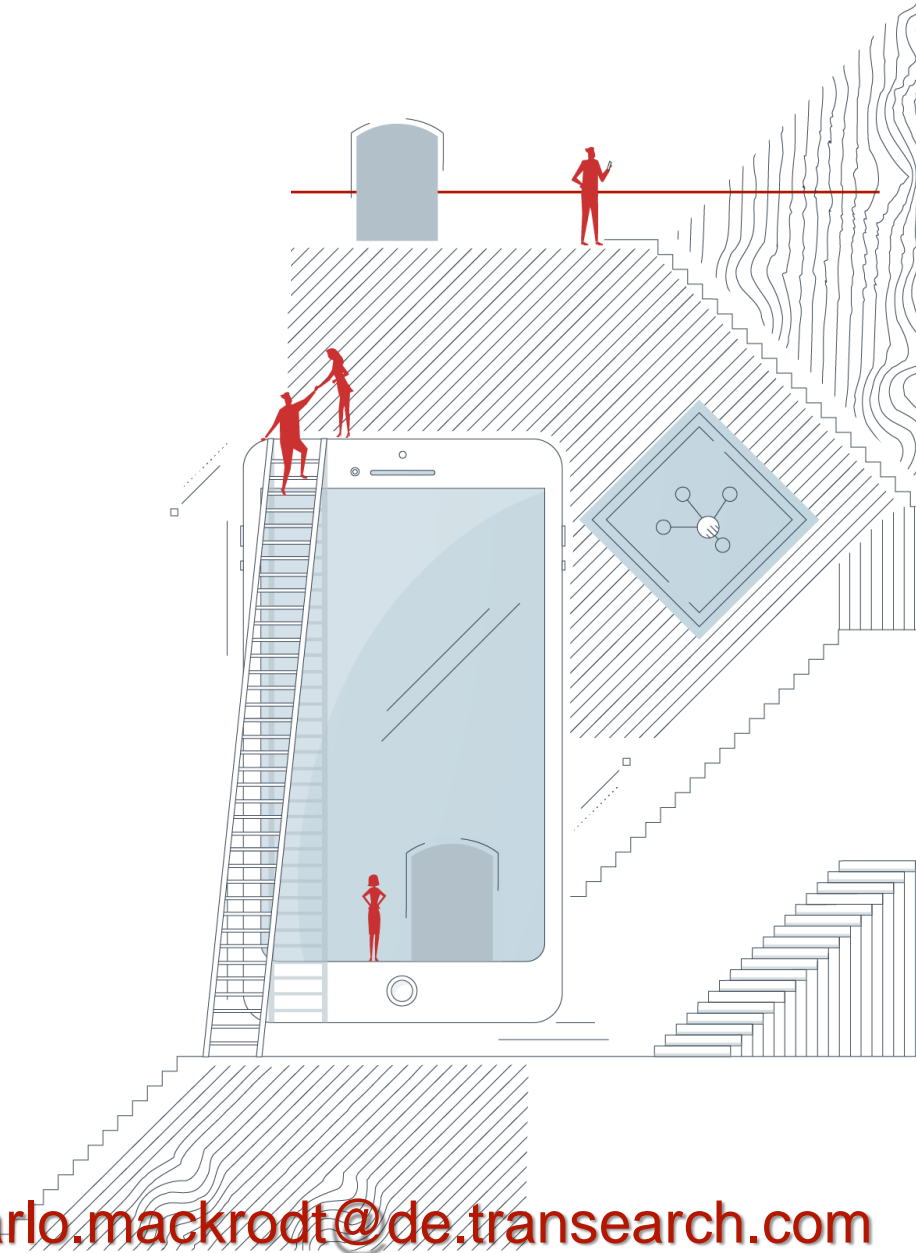


WOULD YOU LIKE TO  
BE PART OF OUR  
RESEARCH?



Leave your  
business card here!

or write an eMail to: [carlo.mackrodt@de.transearch.com](mailto:carlo.mackrodt@de.transearch.com)



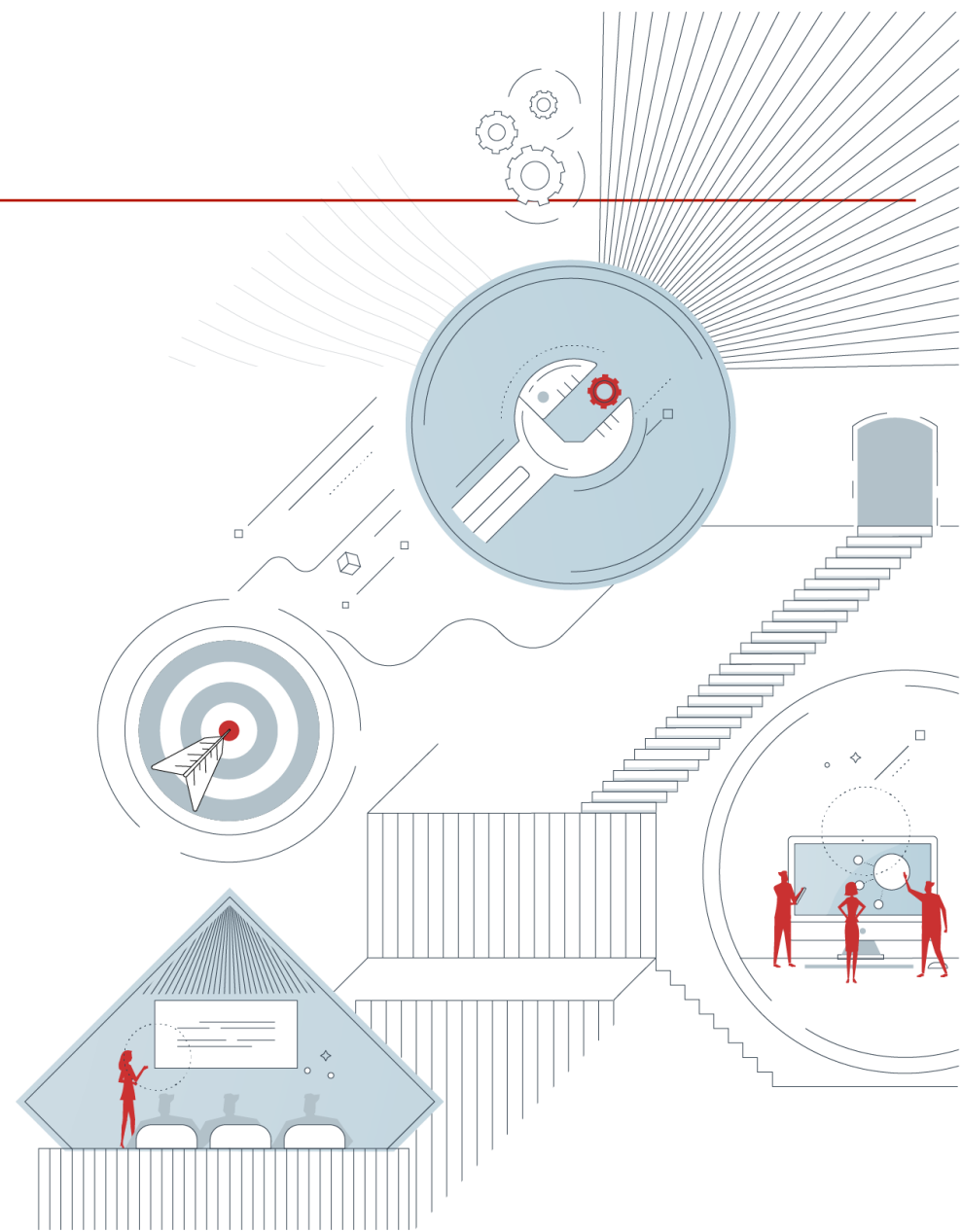
# Your Contact



**Dr.-Ing. Carlo Mackrodt**  
TRANSEARCH International  
Deutschland GmbH  
Arnulfstrasse 37  
80636 Munich

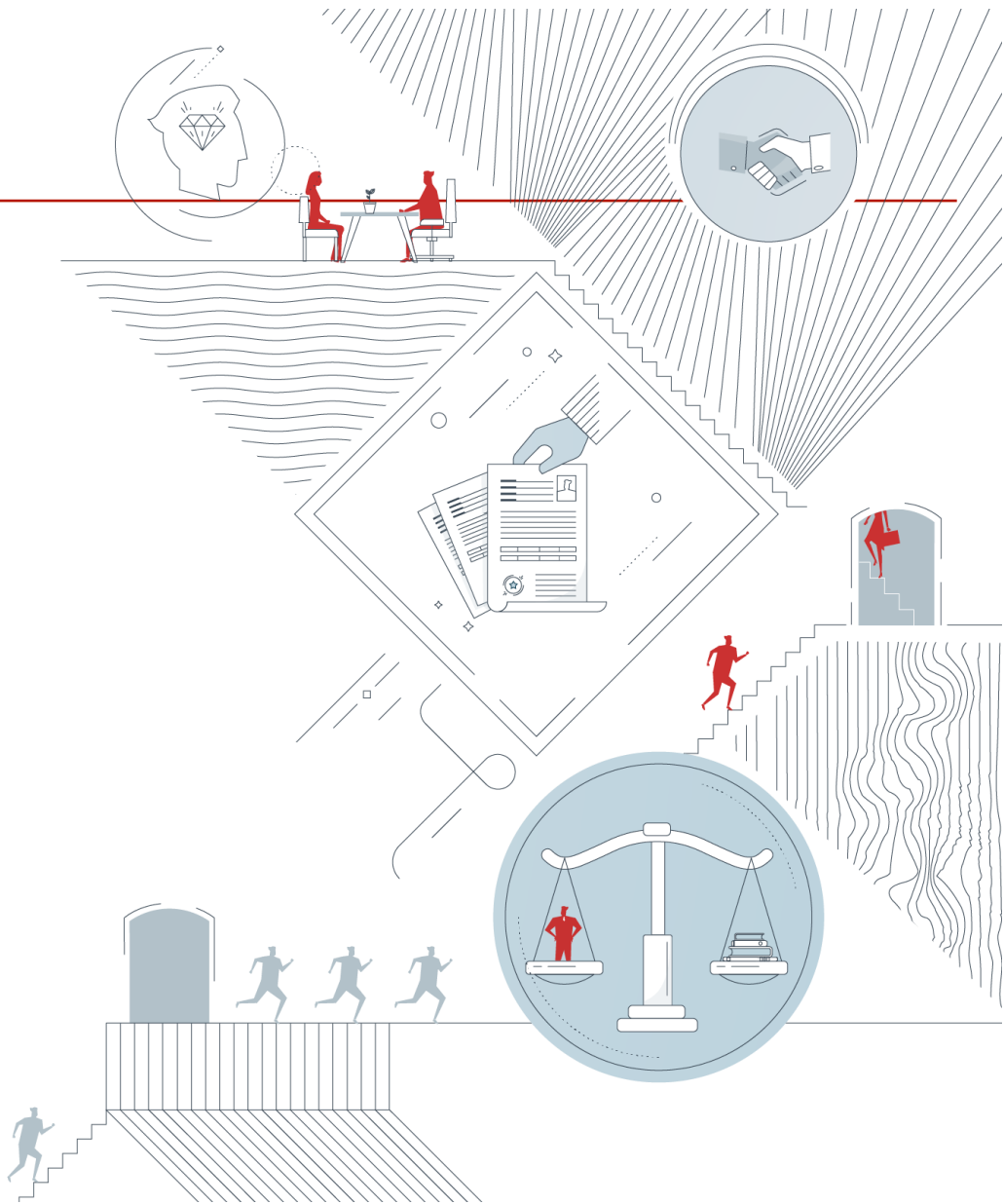
Phone +49 (89) 2555 29 651  
Mobile +49 (0) 171 555 37 55  
E-Mail [carlo.mackrodt@de.transearch.com](mailto:carlo.mackrodt@de.transearch.com)

[www.transearch.com](http://www.transearch.com)



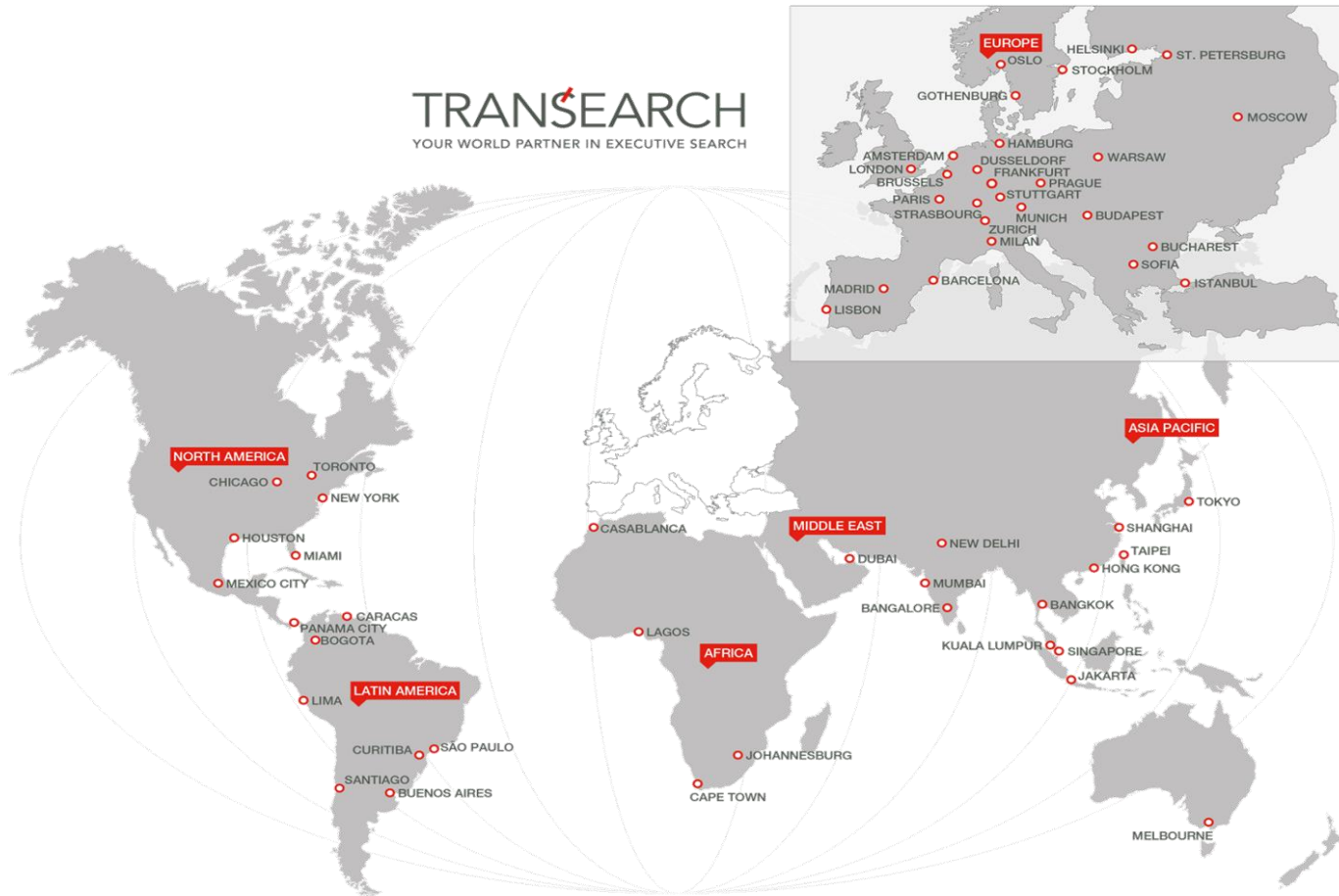
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# 7. APPX: ABOUT TRANSEARCH



# Global Presence

TRANSEARCH WAS FOUNDED AS AN EXECUTIVE SEARCH COMPANY IN 1982 AND HAS OVER 600 EMPLOYEES WITH 60 OFFICES IN 40 COUNTRIES



# New Benchmarks

## HIGHEST STANDARDS IN CONTENT, PROCESS AND RESULTS

### OUR COMMITMENT

- ✓ Over 1,500 placements per year with placement and **stick rates > 90%**
- ✓ We measurably distinguish ourselves with **clear milestones** and targets
- ✓ The TRANSEARCH Orxestra® method minimizes the **risk of a miss hire**
- ✓ Our consultants have in-depth knowledge of the **issues** and **challenges** in the organizations
- ✓ **We care** during staffing and beyond onboarding
- ✓ Large, global **candidate pool**
- ✓ Highest **process reliability** and **speed**



### OUR SERVICES

- ✓ **Executive Search** for C-Suite and management positions
- ✓ **Leadership Reviews** especially during restructuring or after M&As
- ✓ **Leadership Consulting** i.e. Culture, leadership, team and individual Orxestra® workshops
- ✓ Consulting in **talent management** and **succession planning** process
- ✓ HR consulting for specialist and middle management positions by **artec\***

\* artec Personalberatung GmbH

# TRANSEARCH Expertise

“WE ARE NOT SEARCHING FOR THE BEST, BUT FOR THE RIGHT“

(JOHN O. BURDETT)

## INDUSTRIES



## VALUE DRIVERS



## ACCESS TO CANDIDATES

- / Business & Professional Services
- / Construction & Real Estate
- / Consumer & Retail
- / Energy, Mining & Utilities
- / Financial Services / Private Equity
- / Government, Educ. & Non-Profit
- / Industry
- / Life Sciences
- / Renewable / Clean Energy
- / Technology / Digital

- / Culture
- / Leadership
- / Business Models / M&As
- / Safety, Health, Environment
- / Sustainability
- / Globalization
- / Process Optimization
- / New Work
- / Agile approaches
- / Innovation Management
- / Digitization
- / AI & Big Data
- / Additive Manufacturing
- / Disruption
- / ...

- / Global Databases
- / Regional & global candidate pool

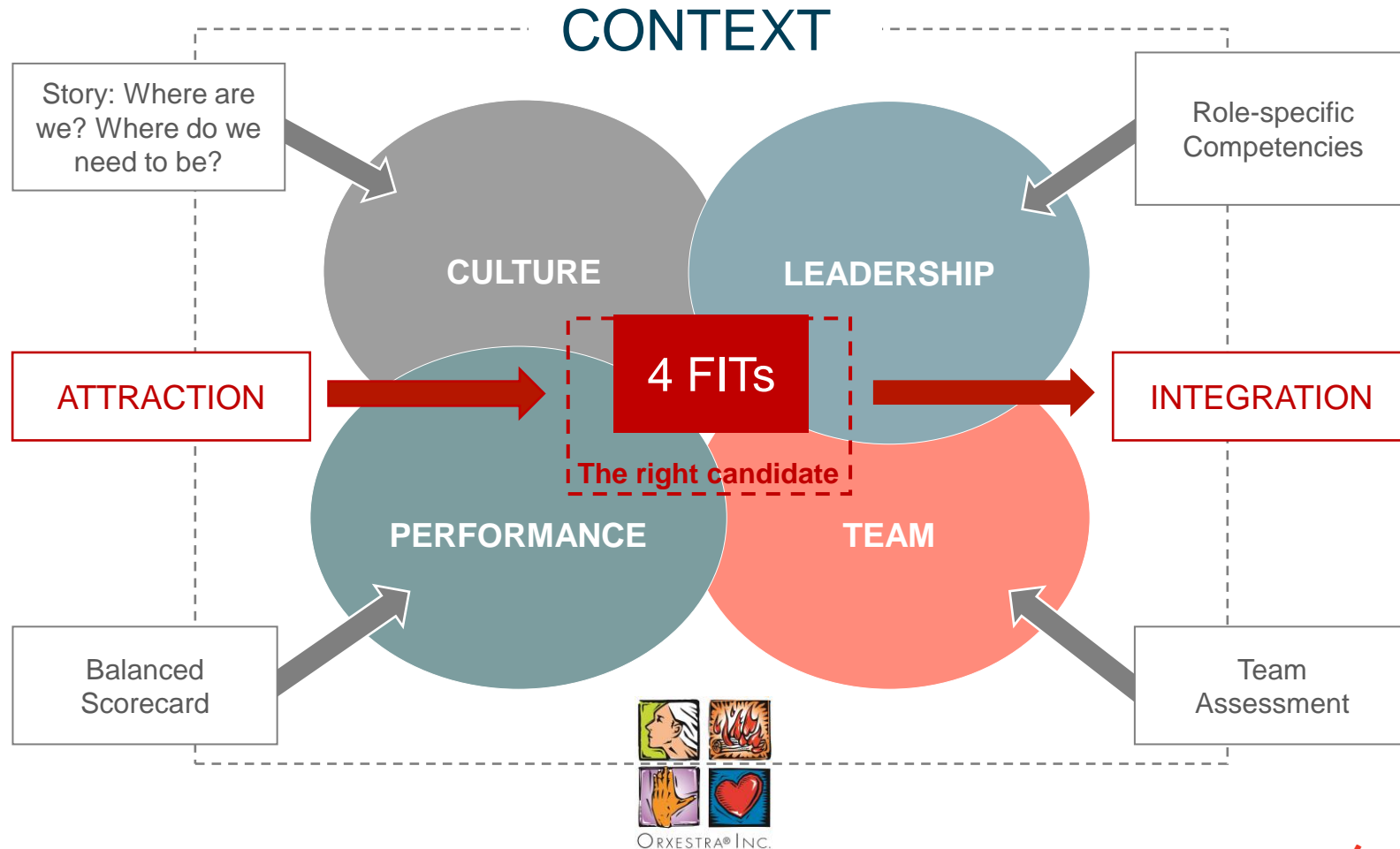


- / Diversity and inclusion are deeply rooted in the TRANSEARCH DNA



# The TRANSEARCH Orxestra® Method

THE RIGHT CANDIDATE MATCHES THE 4 CRITICAL DIMENSIONS OF FIT



Source: The Empty Suite. John O. Burdett (2016)

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