

TRANSEARCH

YOUR WORLD PARTNER IN EXECUTIVE SEARCH

COMING OUT OF THE CRISIS STRONGER

The Importance of Culture, Leadership and Resilience in Times of Major Crisis

30. MÜNCHNER MANAGEMENT KOLLOQUIUM

March 08, 2023

Dr.-Ing. Carlo Mackrodt



Agenda

1. INTRODUCTION
2. SUMMARY OF THE RESULTS
3. CONCLUSIONS
4. ABOUT TRANSEARCH
5. THE SURVEY TEAM / INVITATION TO C-SUITE ROUNDTABLES IN 2023

2. INTRODUCTION

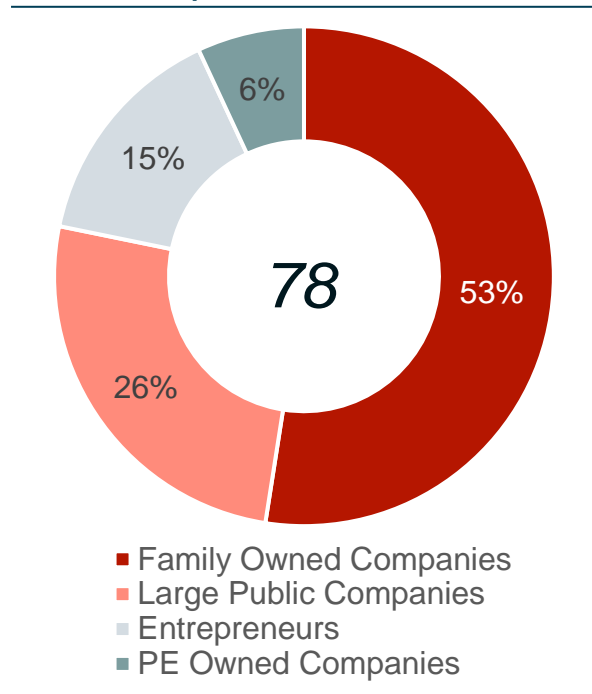


8 Roundtables with 78 participants in 2022*

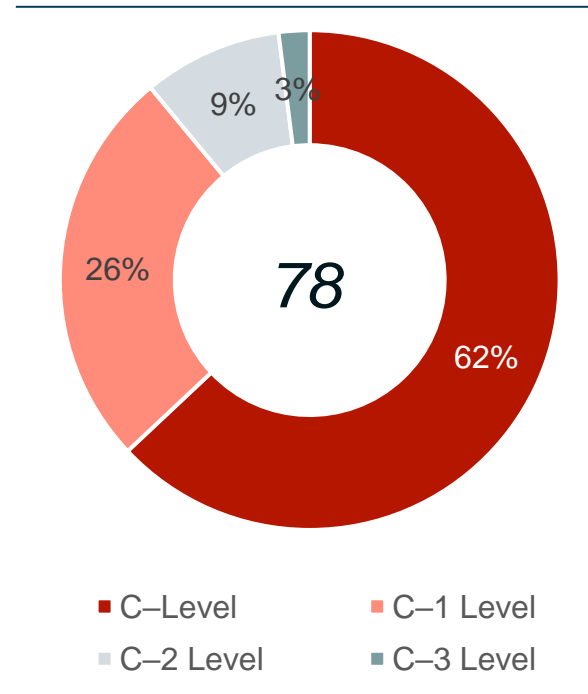
CHARACTERIZATION OF THE PARTICIPANTS

- 53% of the participants come from a family-owned business
- 62% of the participants are C-Suite executives
- 31% of the respondents are located outside of Germany

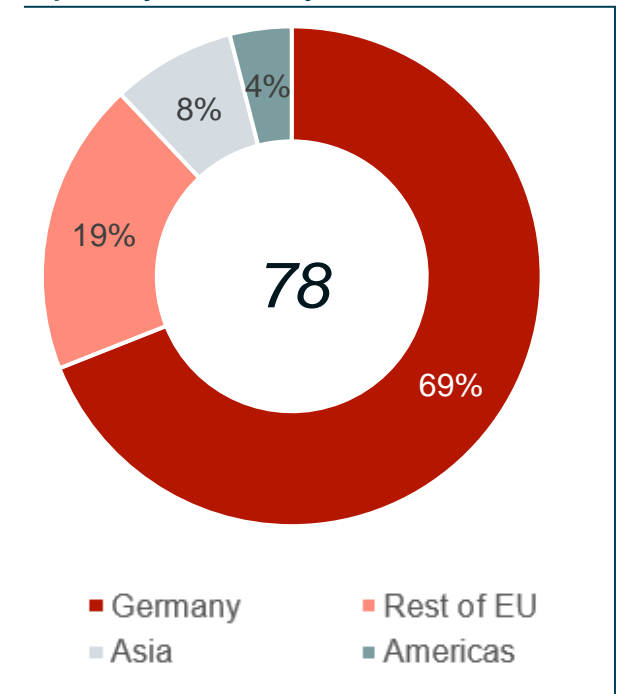
Ownership structure



C-Suite



Split by Country

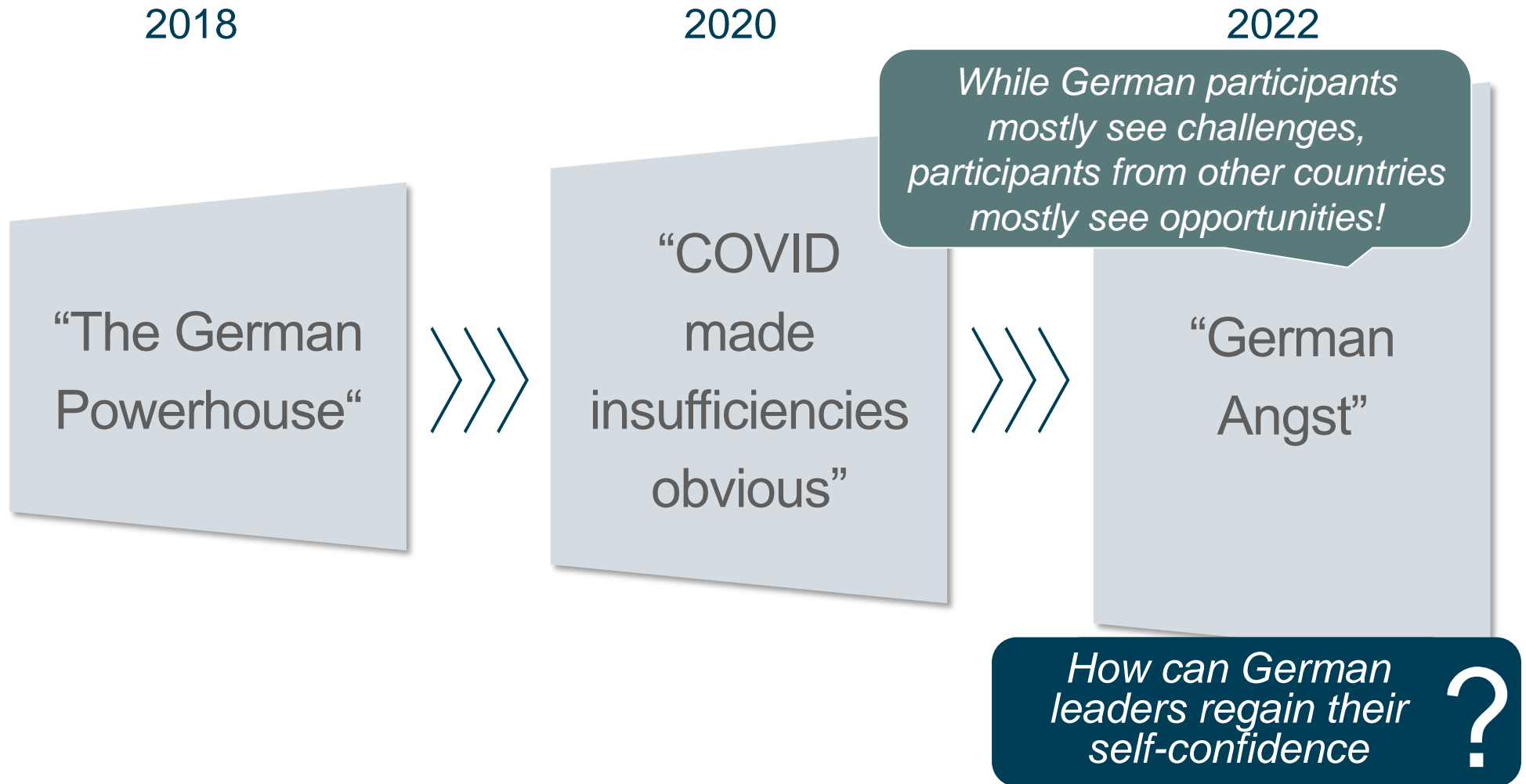


* Aug./Sept. 2022 C-Suite Roundtables with 78 participants in total

2. SUMMARY OF THE RESULTS



The mood has changed completely since 2018

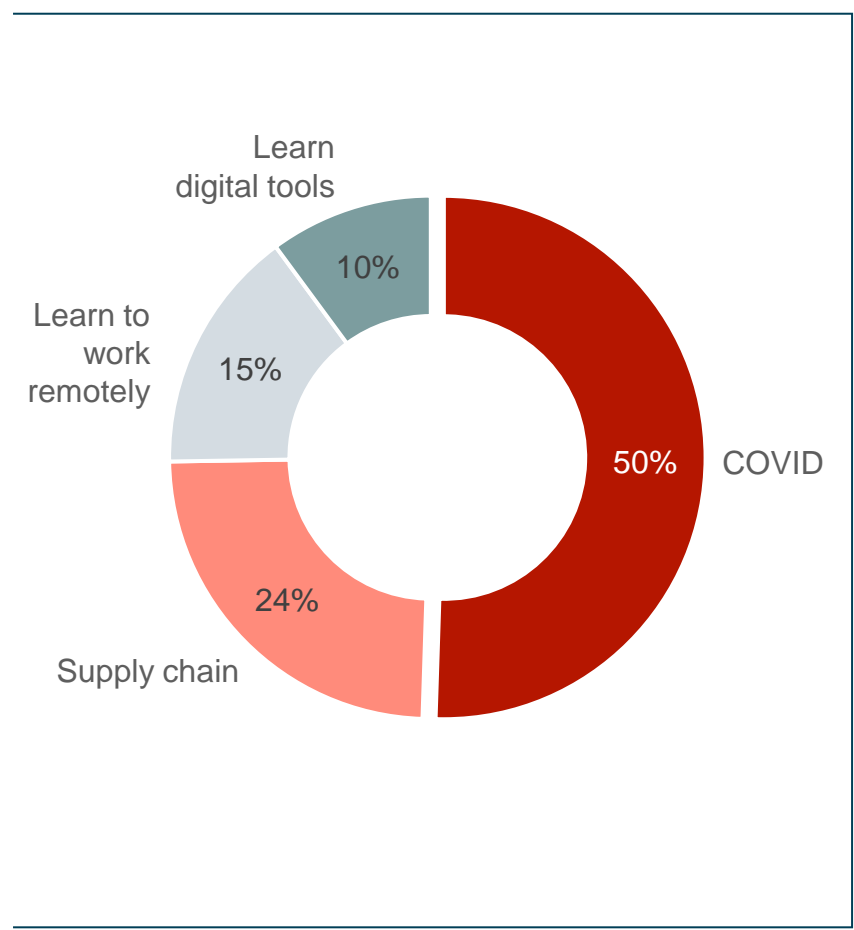


Source: Quotes from the TRANSEARCH Roundtable discussions in 2022

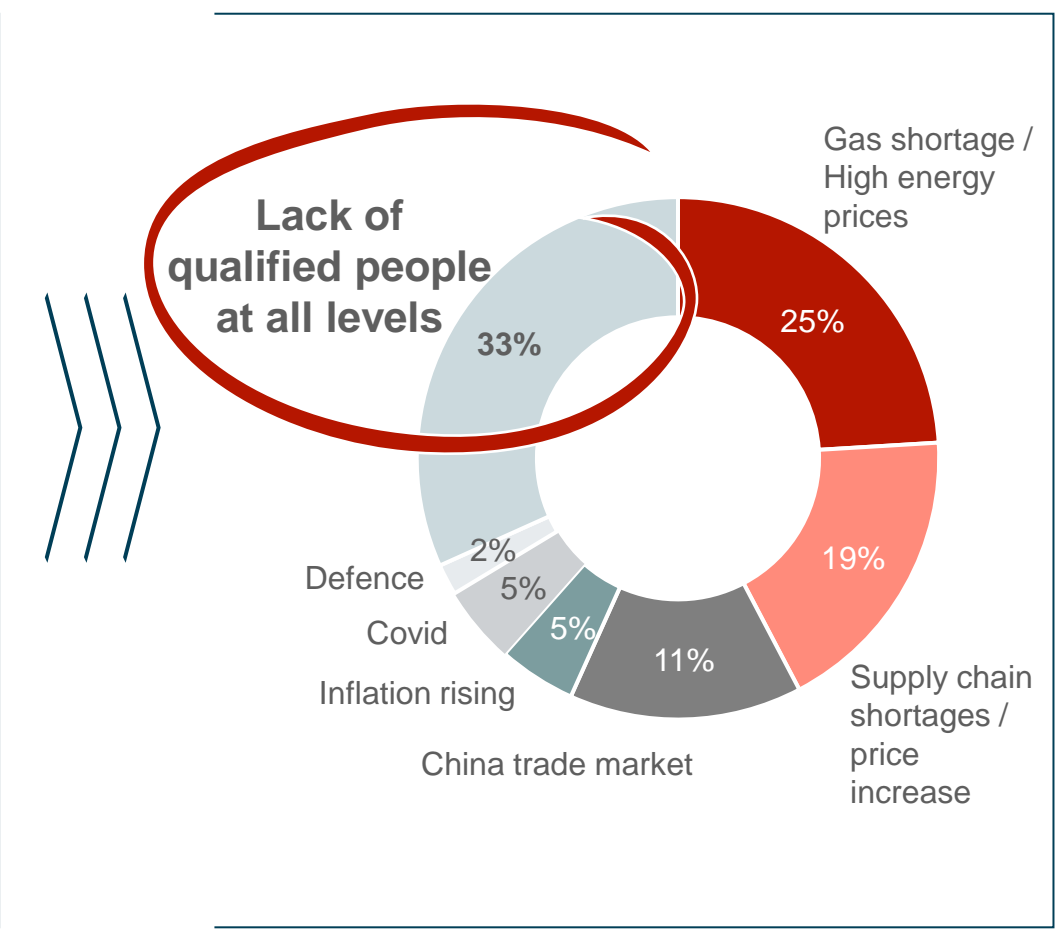
The major market challenges have changed dramatically during the last two years*

MARKET CHALLENGES

2020



2022

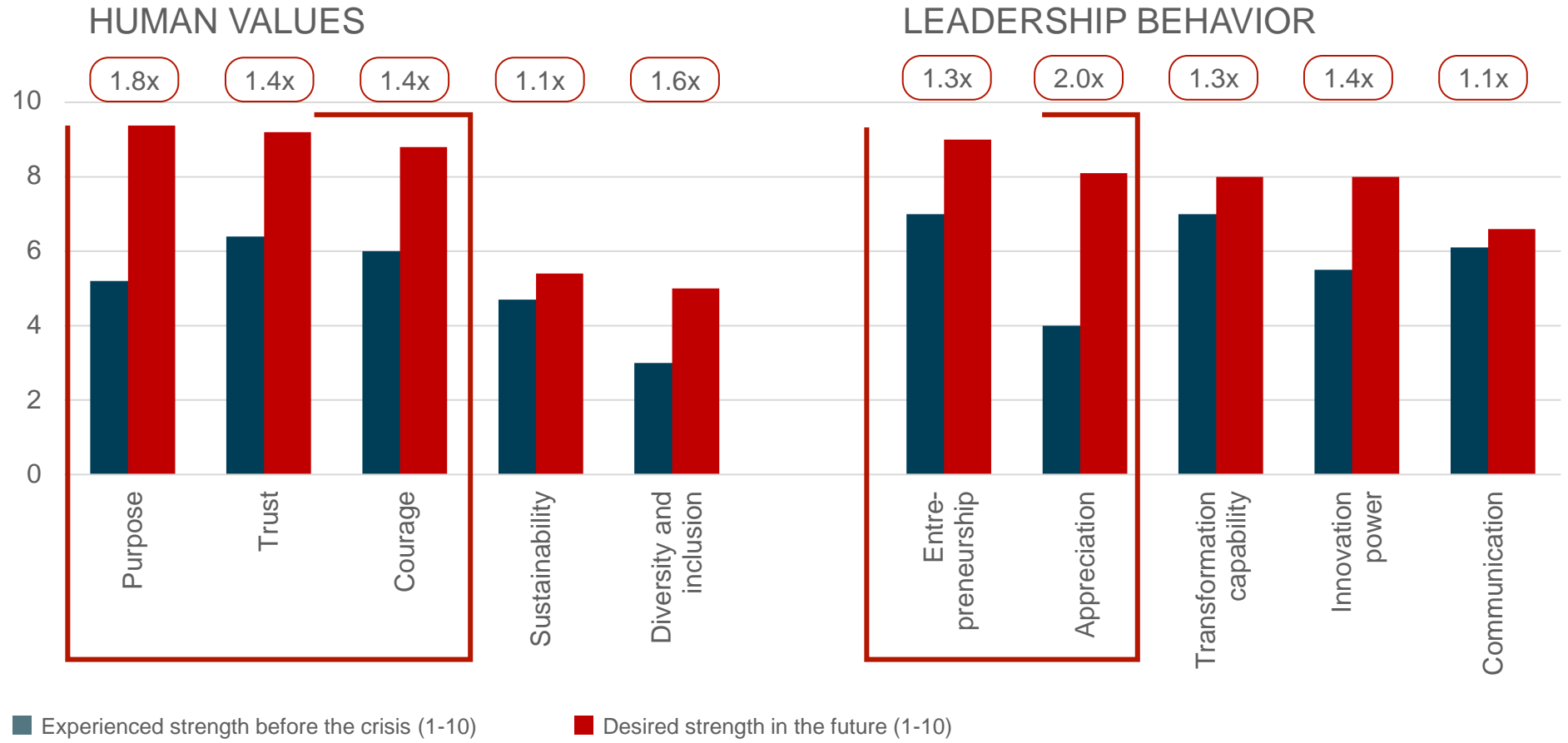


* Counted number of quotes during the 2022 TRANSEARCH Roundtable sessions in 2022 with 78 participants in total.

Human values and expectations on leadership behaviors are changing. Purpose and appreciation increased most.

PEOPLE

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

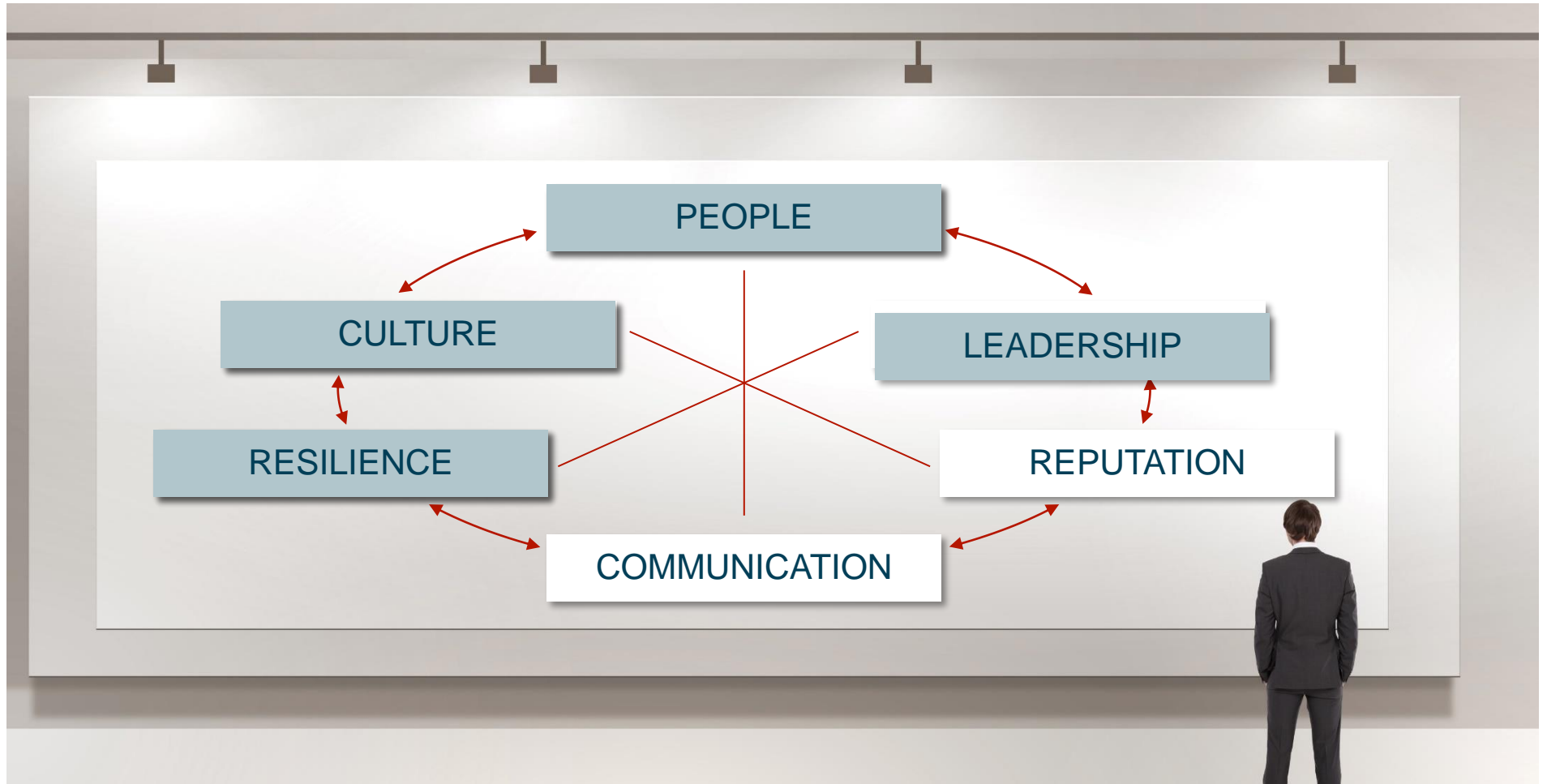


■ Experienced strength before the crisis (1-10)

■ Desired strength in the future (1-10)

In the discussions, six key levers were identified that will make companies stronger.

SIX KEY LEVERS TO MASTER THE CURRENT CRISIS*



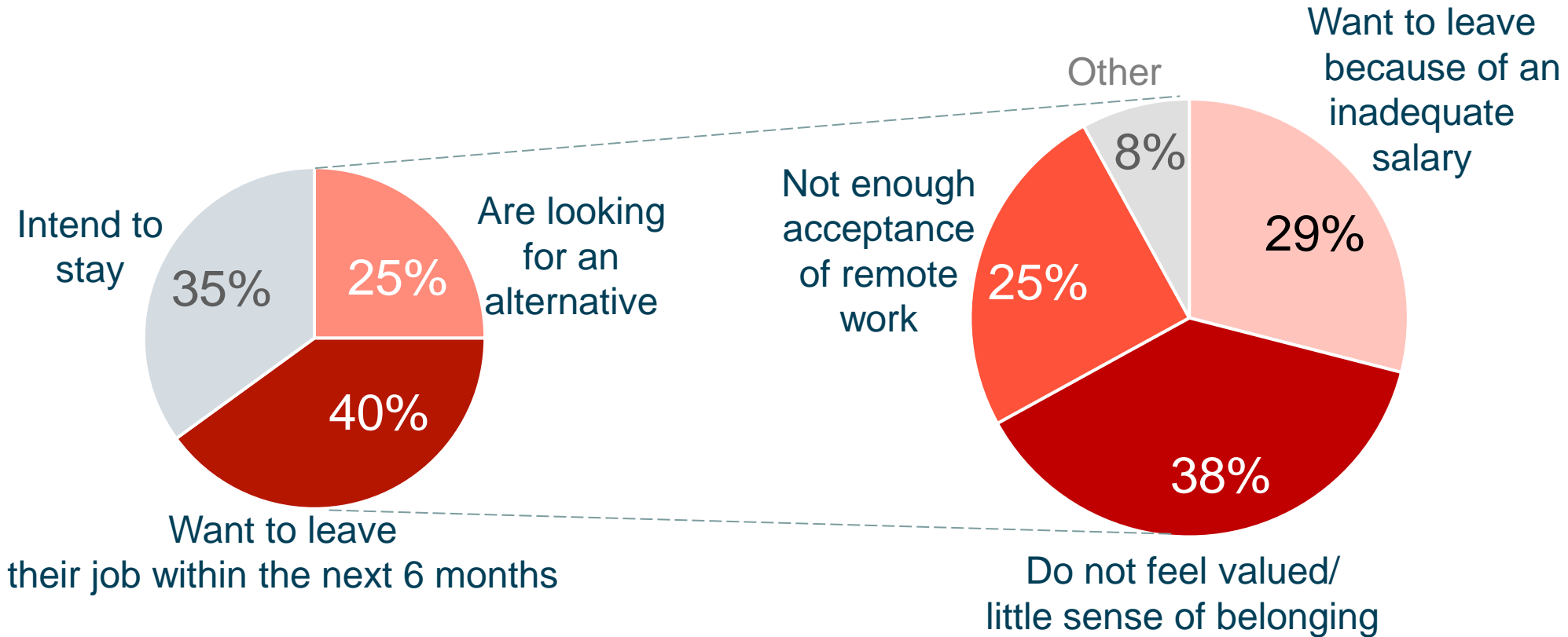
* Source: TRANSEARCH Roundtable discussions in 2022

■ mentioned in this presentation

65% of employees are looking for an alternative job.

PEOPLE

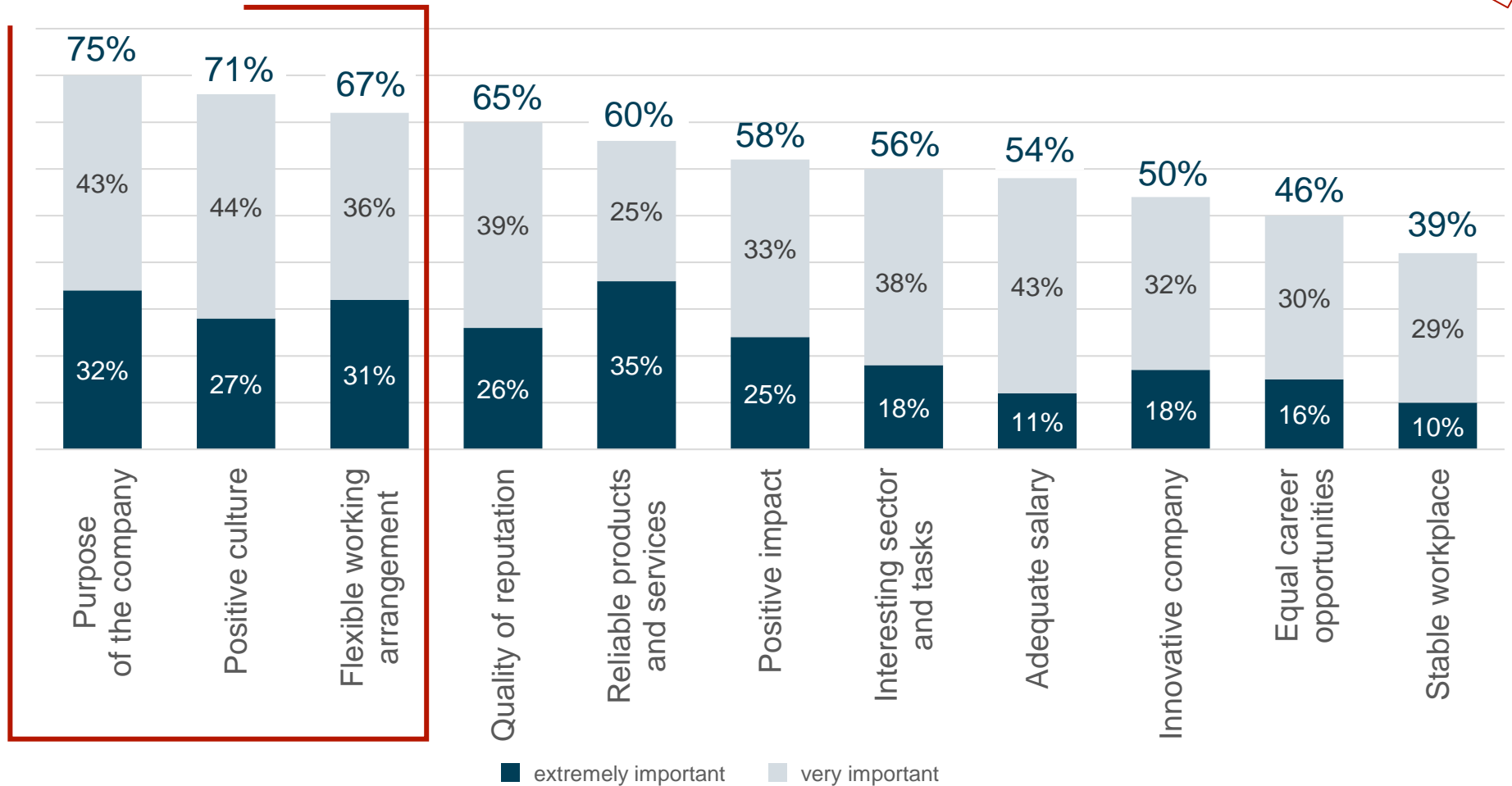
REASONS WHY EMPLOYEES ARE QUITTING THEIR JOBS



Flexible working arrangements have become a crucial factor.

PEOPLE

PARAMETERS FOR CHOOSING THE WORKPLACE

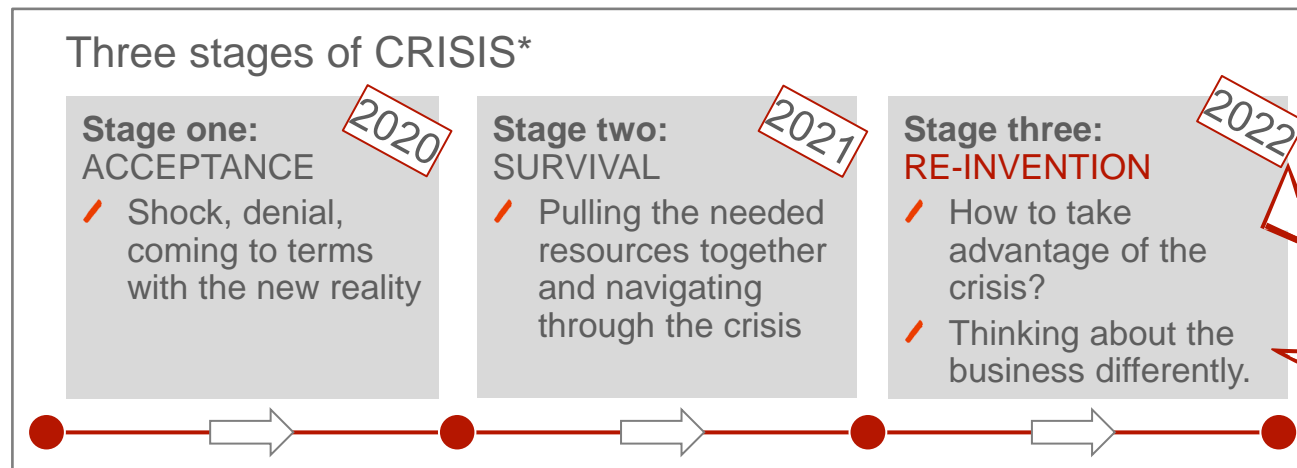


Source: Gabriele Ghini, „CEO Branding in the Reputation Economy“

Culture is the fuel that helps adapt to new situations with agility – is the basis for resilience.

CULTURE

AN AGILE MINDSET ENSURES A HIGH SPEED OF LEARNING



It is the **mindset** that determines whether an organization is **agile enough** to take advantage of the new realities in a crisis.

A DIFFERENT APPROACH!

* Source: John O. Burdett

Leadership can be described along the dimensions of „Head, Hand, Heart & Spirit“

LEADERSHIP

“Let your staff work as autonomously as possible”

USUALLY IN FOCUS

DIRECTION

- / Visionary/Strategic
- / Intellect/Structure
- / Convincing Communication
- / Digital Literacy

THE HEAD



THINK

DELIVERY

- / Drive Strategy into Business
- / Target Orientation
- / Manage Complexity
- / Tangible Results

THE HAND



EXECUTE

OFTEN LACKING ATTENTION

DAY-TO-DAY DIALOGUE

- / Energy Level
- / Passion
- / Positive Vibes
- / Trust

THE SPIRIT



INSPIRE

DEVELOPMENT

- / Emotional Intelligence
- / Walk the Talk
- / Coaching Mastery
- / Attract, Hire and RETAIN Top Talent!

THE HEART



ENGAGE

Practical Intelligence

Interpersonal Intelligence

Tomorrows Leadership will be different ! “What can we do to become more resilient?”

RESILIENCE

FOUR TRAITS OF RESILIENCE TO BE WORKED ON

Resilience is defined as “absorbing change and bouncing back”.

Four traits of resilience*:

1. Mental toughness
2. Agility/adaptability
3. Passion to learn
4. Leadership of self

“Looking ahead and riding the wave enables us to actively shape our future...
...even in times of crisis!”**

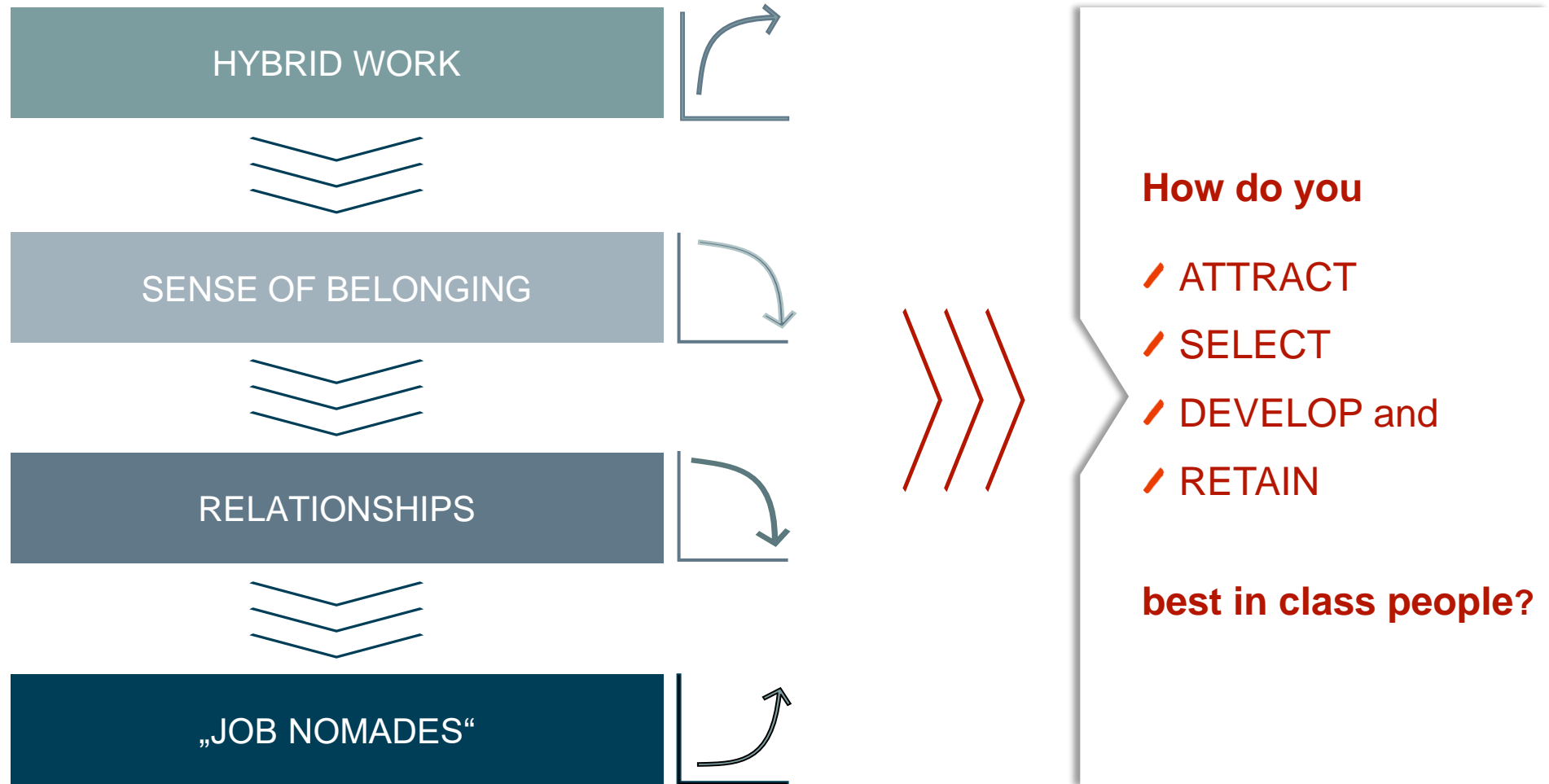
* Source: John O. Burdett

**Source: Prof. Dr. Marion A. Weissenberger-Eibl

3. CONCLUSIONS

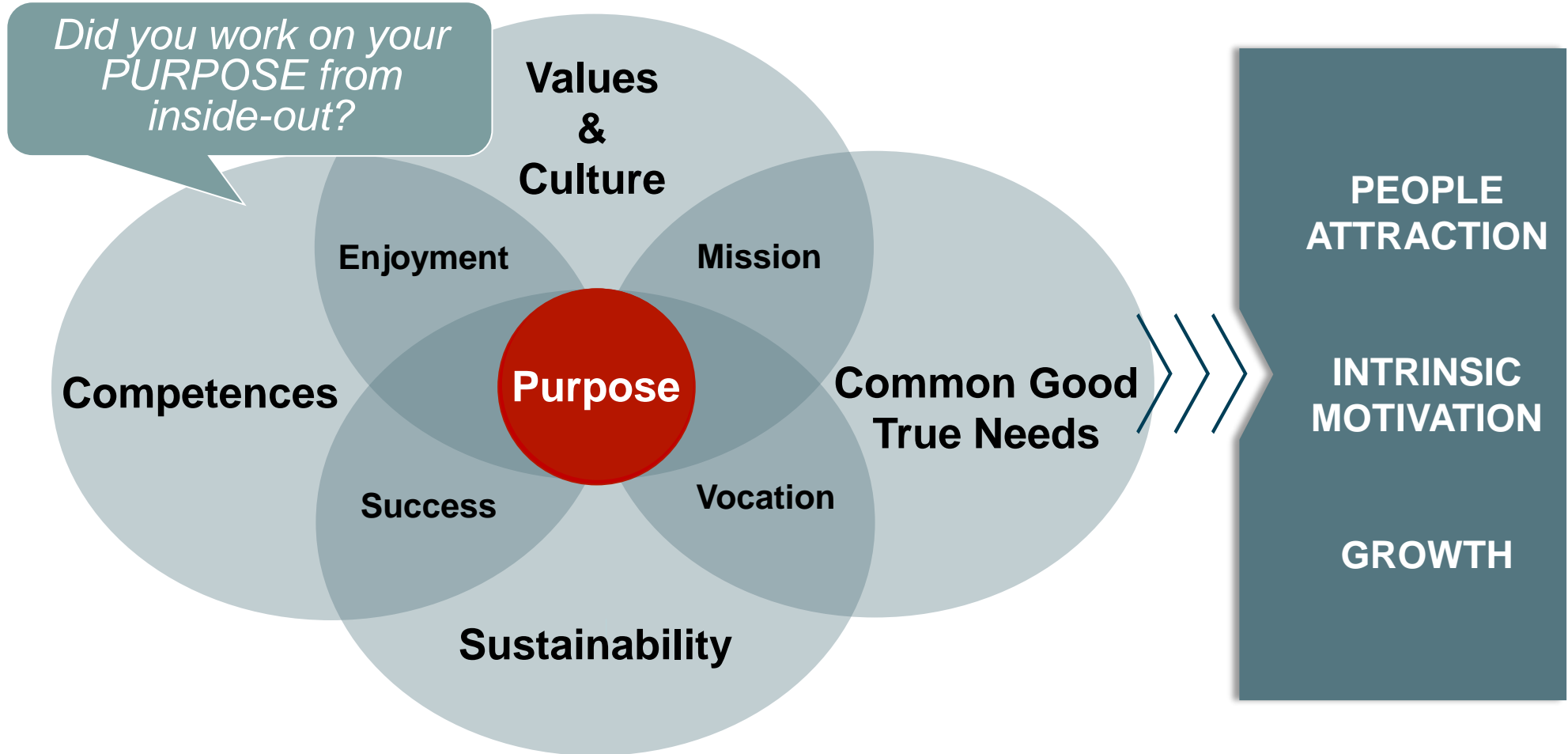


Due to hybrid work, sense for belonging and relationships are diminishing. Job-changes increase significantly.



Purpose is the glue that keeps all levels of a company working towards the same goal!

PURPOSE IS THE REASON FOR EXISTANCE BEYOND MAKING MONEY



* Source: Karrierebibel.de and TRANSEARCH Roundtable discussions in 2022

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

MODERN LEADERSHIP AND PERFORMANCE CULTURE

- Let your employees think and work like entrepreneurs.
- Give positive impulses (a call or email can increase productivity by 25%).

Listen!
Listen!
Listen!

- Meaningful tasks related to **purpose**
- Leadership+performance culture based on **trust**

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

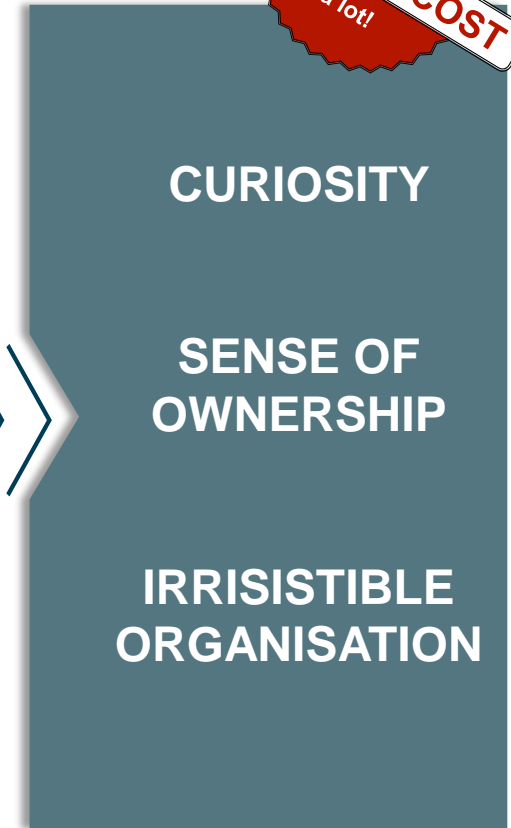
Take power away from your managers and trust your employees to do their jobs well.

- Working like **Entrepreneurs**
- Give **autonomy****
- Unique** working conditions***
- Transparent** development opportunities

Improve performance by focussing on personal growth instead of compensation.

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

The best
DOES NOT COST
a lot!



• GOOGLE's former CHRO
** Delegation is too restricted and does not unleash the power of creativity
*** Not only KITAs but: mobile working hubs; diverse, worldwide teams; self-directed teams; meetings only if needed - research indicates: -50%.

For each key lever a key question was distilled, supported by recommendations on how to master the current crisis*.

SIX KEY LEVERS AND KEY QUESTIONS TO MASTER THE CURRENT CRISIS



* Source: TRANSEARCH Roundtable discussions in 2022



4. ABOUT TRANSEARCH

TRANSEARCH International Partners is one of the leading global executive search companies.



EUROPEAN COMPANY WITH A BROAD NETWORK OF TOP EXECUTIVES

- ✓ Founded 1982 in Paris, France
- ✓ Owner-managed
- ✓ 60 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

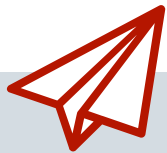


If you need a competent partner to discuss what to do differently on Monday, please do not hesitate to contact us

TRANSEARCH HAS ESTABLISHED RELEVANT SERVICE OFFERINGS AND TOOLS FOR THE FOLLOWING OCCASIONS:

- ✓ **Executive Search** to identify and attract the best candidates to fill vacant positions in the company's leadership team or advisory board.
- ✓ **Independent appraisals** of key people or leadership teams in case of organizational transformations and/or changes of leadership and/or shareholders.
- ✓ **Investment in individuals:** TRANSEARCH Strategic Leadership Review (TSLR) as a talent management program for the targeted development of your best employees.
- ✓ **Culture and leadership realignment:** In-depth insights into the corporate and leadership culture as a basis for reflection, discussion and determination of the future direction. Team workshops followed by implementation programs.

✓ ...



Do not hesitate to contact us for a discussion of the aspects most important to you – no obligations attached!

5. THE SURVEY TEAM/ INVITATION TO C-SUITE ROUNDTABLES IN 2023



The Survey Team

DR.-ING. CARLO MACKRODT

Carlo is Managing Partner with TRANSEARCH and heading the Munich office. He has 30 years of industrial and top management consulting experience, specialized on medium-sized and family-owned companies in the chemical, industrial equipment, automotive, high-tech and consumer goods industries. The impact of digitalization is his area of special interest.

He started his career as R&D Project Manager in the field of casting technologies and materials processing science, followed by almost one decade with KEARNEY in the Restructuring and Strategic Procurement Practice. Subsequently, he joined DCI, a market-place start-up, as executive board member and after its IPO joined HENKEL, where he held several international executive positions in IT, Finance, Supply Chain and Adhesives Production for the industry and consumers goods business unit.

Carlo studied Mechanical Engineering and Industrial Engineering at the Technical University of Munich (TUM), He holds a PhD degree in Engineering with focus on Casting Technologies and Materials Processing Science. He participated in postgraduate executive programs at IMD (Lausanne), INSEAD (Fontainebleau) and Thunderbird University (Arizona).

Grown up in Florence, Italy, he gained international experience with assignments in the USA, Brazil, UK, Italy, Sweden and China. Carlo speaks fluently five languages. He enjoys the mountains, likes white water kayaking and skiing and is actively practicing Aikido.



The Survey Team

BERND WENZLER

Bernd has been supporting TRANSEARCH since 2018 in projects with a focus on B2B-oriented business models and cross-sectional topics of leadership consulting. With his profound experience in transformation projects and a value-based understanding of leadership, he shapes corporate cultures along the Orxestra® dimensions. Combining expertise in the aerospace industry, automotive and mechanical engineering with the perspectives of strategy, business model and innovation management, he delivers quantifiable results.

Bernd was first involved with the implementation of Kanban processes while studying business administration at the University of Passau. He gained operational experience as an interim manager in various companies of the Treuhandanstalt. As head of procurement for non-production materials at Daimler-Benz he was responsible for the international purchasing strategy of infrastructure and production facilities and was part of the PMO team DaimlerChrysler in Detroit. After joining Airbus, he set up and implemented new business models and developed new market segments (Public Private Partnerships, Product as a Service, Homeland Security). As CEO of the Defence Electronics business unit, he developed this unit from an internal supplier to an independent, internationally operating B2B company. Subsequently, as CRM, he was responsible for the establishment and management of internationally operating joint ventures in India, South Africa, the Middle East and the USA.

As an advisor, Bernd supports medium-sized companies in questions of international business development, innovation management and the creation of digital business models. He holds several supervisory board mandates and is also involved in corporate social responsibility projects.



Many thanks to our TRANSEARCH colleagues for supporting the C-Suite Roundtables initiative in 2022



Ulrich F. Ackermann, Managing Director, TRANSEARCH International Germany and Chairman TRANSEARCH International Partners



Johannes Burghold, Managing Partner TRANSEARCH International Romania and Regional Vice President Eastern Europe



Dr. Barbara Busetto, Vice President South Europe & Global Council Member, TRANSEARCH International Italy



Prof. Dr. Jörg Elias, Principal, TRANSEARCH International Germany



Dr. Stefan Schwänzl, Client Partner, TRANSEARCH International Germany

Contact details for participation at one of the eight virtual C-Suite Roundtables in Aug./Sept.2023 (duration 1h)

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Interested to become part of our
C-Suite Network for:

- Peer-to-Peer Communication
- Best Practice Learnings
- Studies
- Leadership Consulting?

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