

TRANSEARCH

YOUR WORLD PARTNER IN EXECUTIVE SEARCH

COMING OUT OF THE CRISIS STRONGER

The Six Levers for Success in Times of Major Crisis

TRANSEARCH C-Suite Roundtables
Aug./Sept. 2022

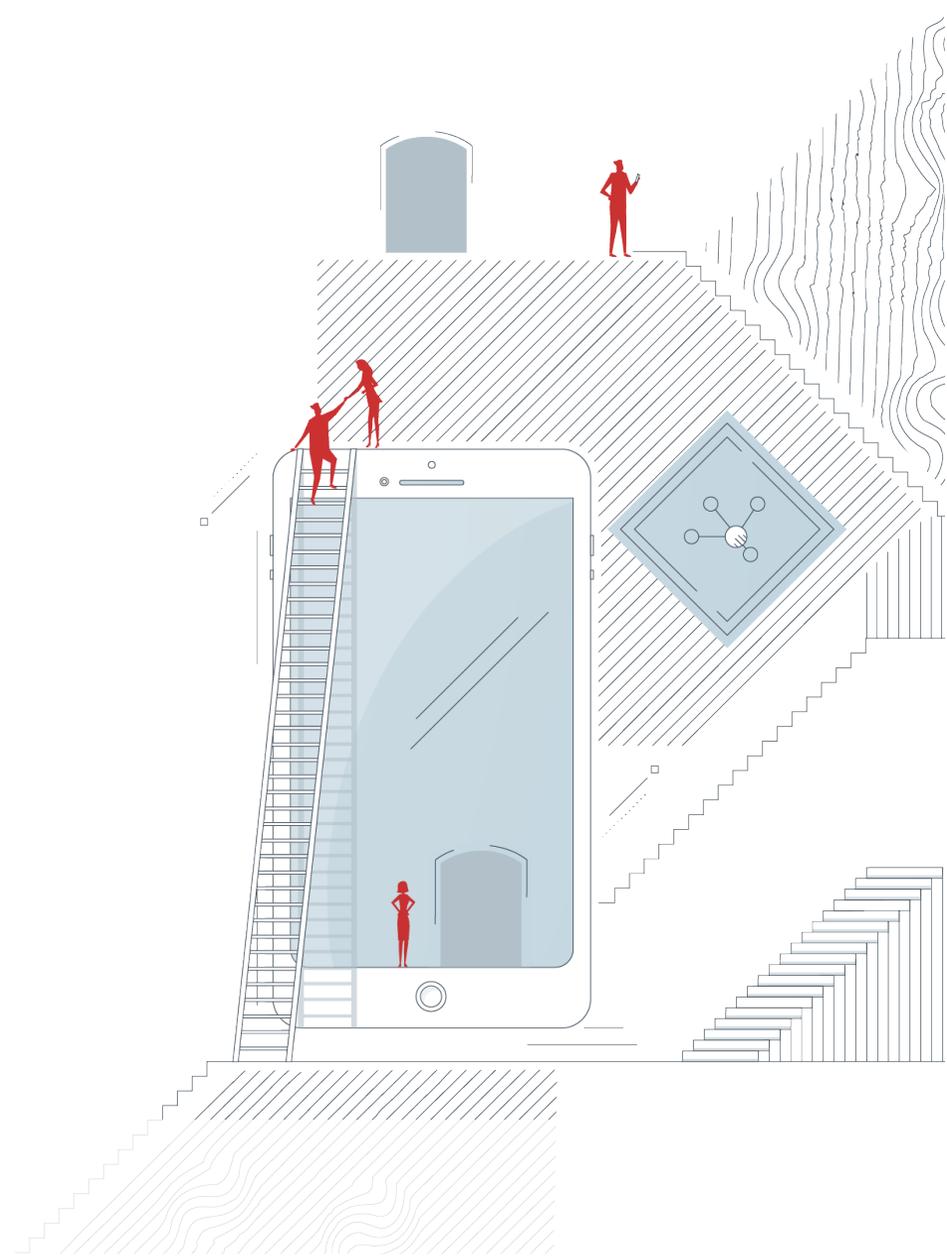
Dr.-Ing. Carlo Mackrodt and Bernd Wenzler



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1. INTRODUCTION



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
- ✓ 70 offices in 40 countries
- ✓ Global top 10 in executive search
- ✓ Specialists in all industries worldwide
- ✓ Only consultants with top management experience
- ✓ USP: the Orxestra[®] method and the know-how on how to „implant“ transformation energy into firms

40
YEARS
TRANSEARCH
YOUR WORLD PARTNER IN EXECUTIVE SEARCH



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

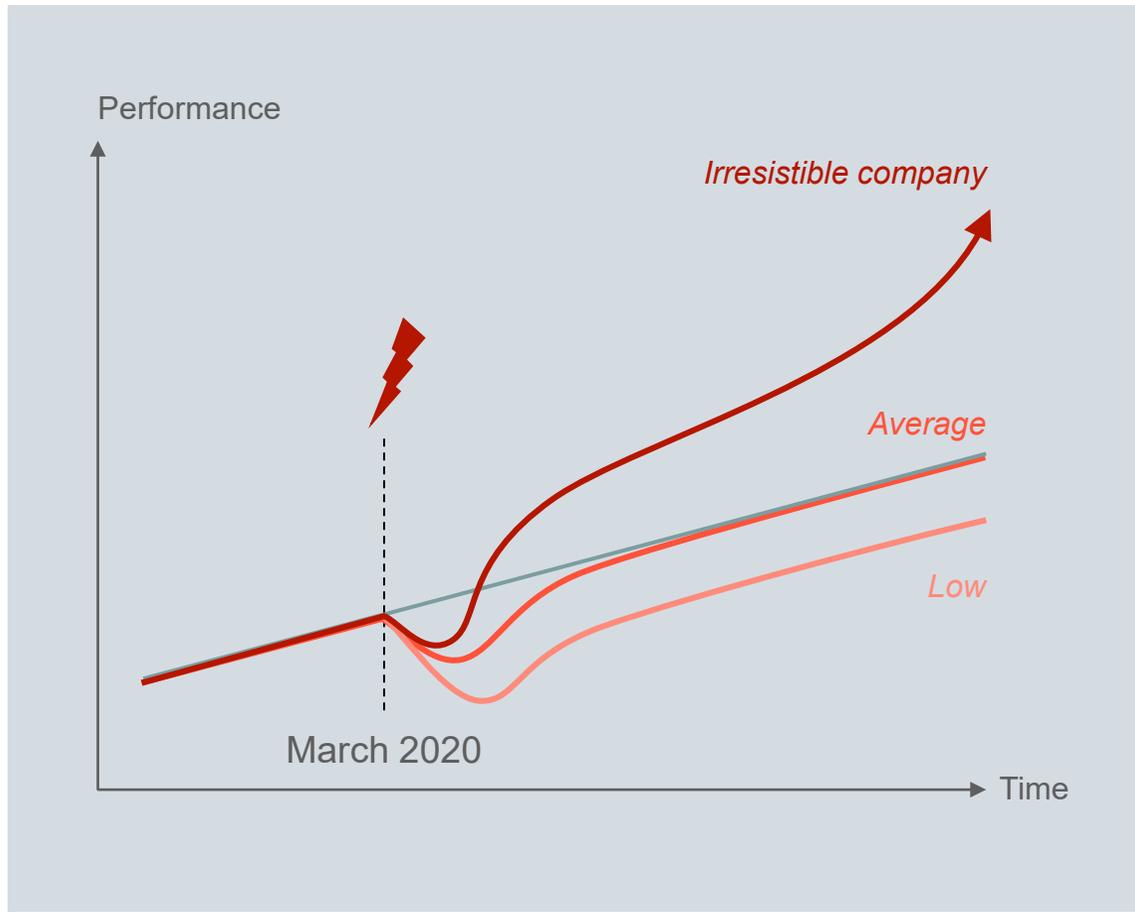
(Peter Drucker)



“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

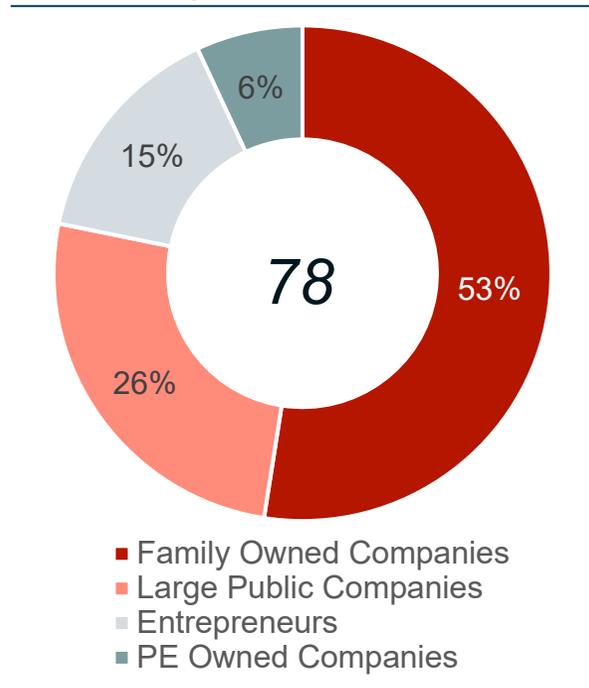
- Peer-to-peer Communication
- Studies
- Leadership-Consulting

8 Roundtables with 78 participants in 2022*

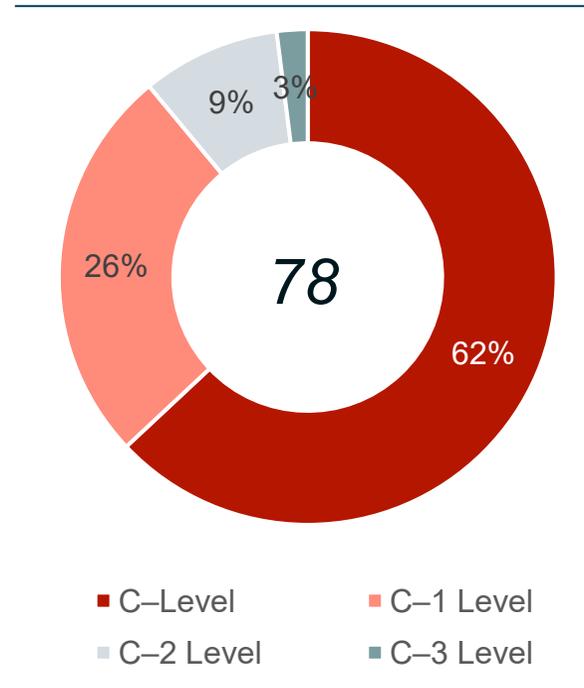
CHARACTERIZATION OF THE PARTICIPANTS

- 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

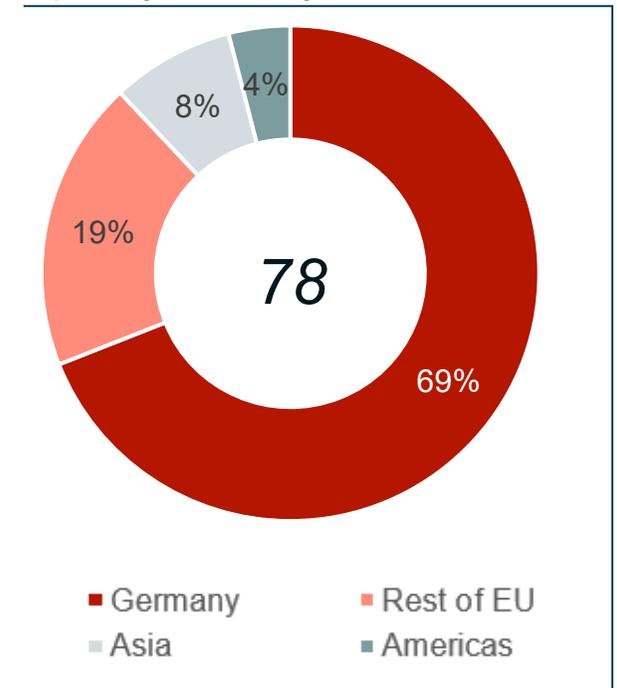
Ownership structure



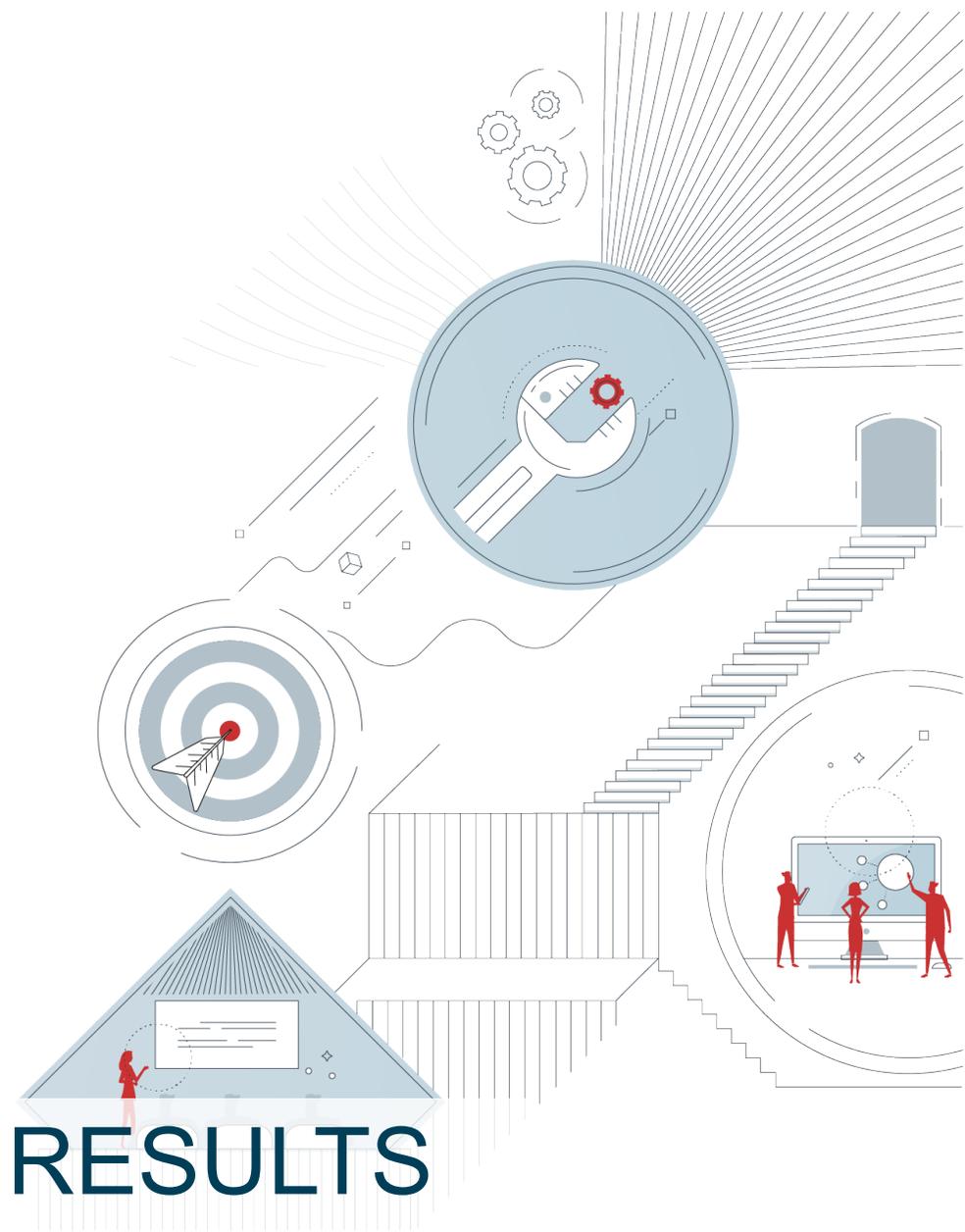
C-Suite



Split by Country

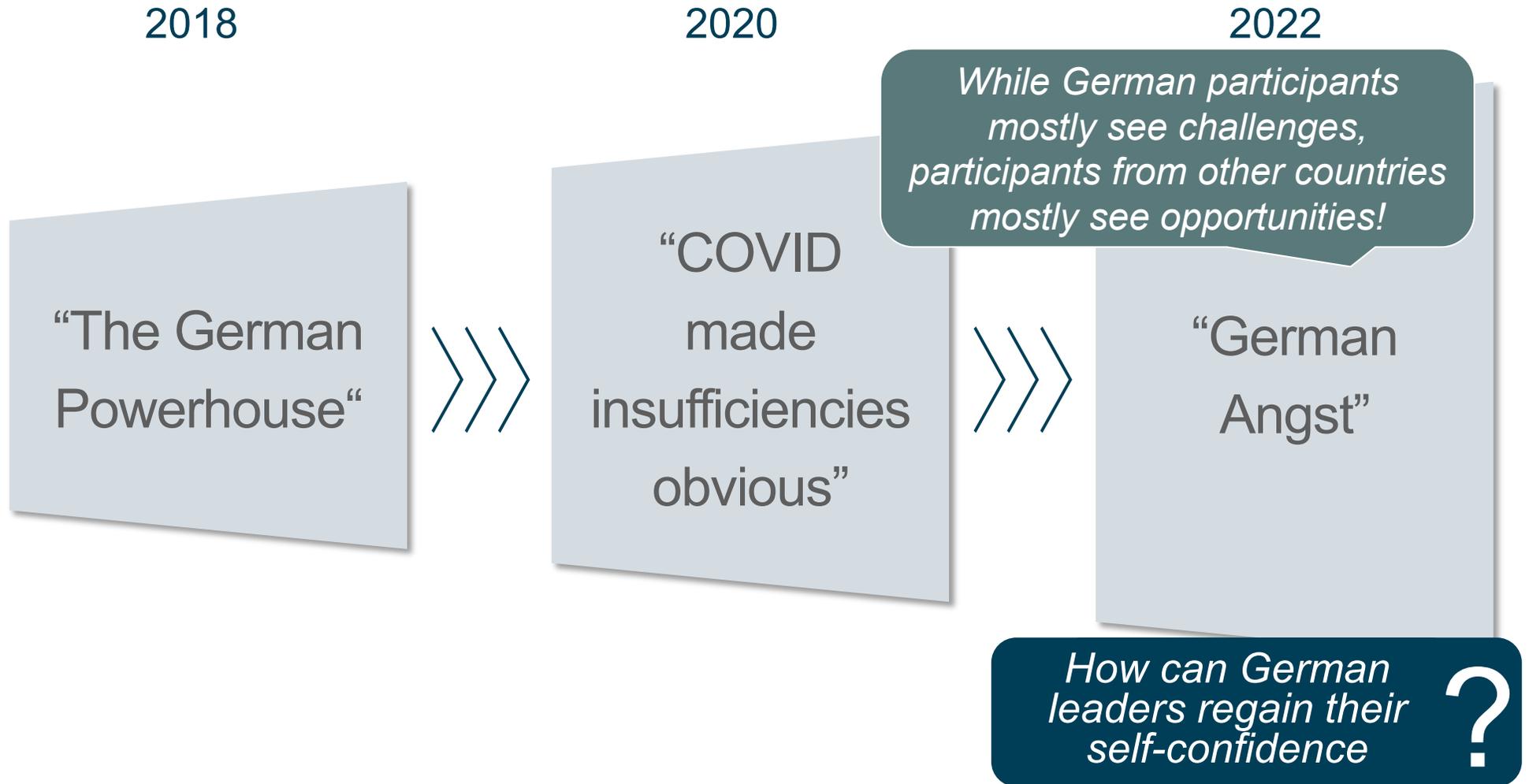


* Aug./Sept. 2022 C-Suite Roundtables with 78 participants in total



2. SUMMARY OF THE RESULTS

The mood has changed completely since 2018

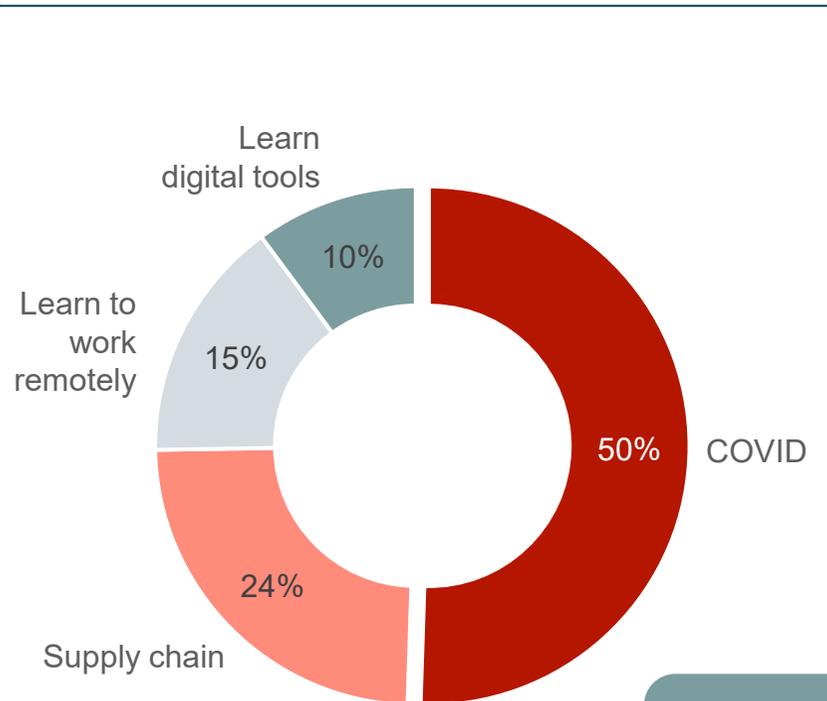


Source: Quotes from the TRANSEARCH Roundtable discussions in 2022

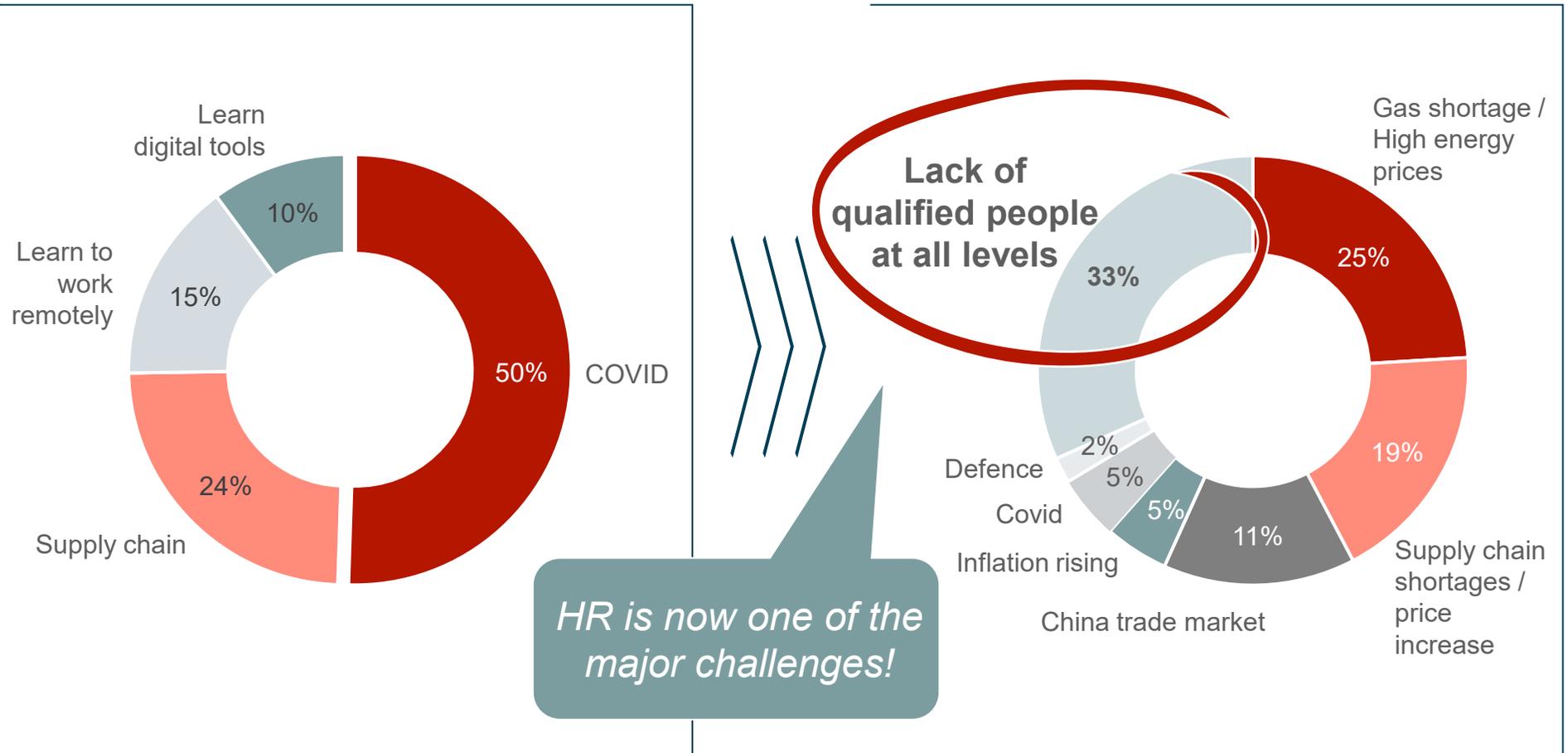
The major market challenges have changed dramatically during the last two years*

MARKET CHALLENGES

2020



2022



HR is now one of the major challenges!

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

Identify capabilities and strengths of EU countries and leverage these in a joint approach



7 GEOPOLITICAL LEVERS – ONLY 3 CAN BE INFLUENCED BY CORPORATE STRATEGIES

1. Develop a common **European identity** and balance it out with local necessities.
2. Ensure a coordinated **European energy concept**.
3. Redefine a **European security concept**.
4. Develop a common EU and non-EU-markets approach.
5. Take advantage of the varying **factor costs** and value creation standards in the different European countries.
6. With the political focus on **sustainability and CO₂ neutrality**, spearhead regenerative energy technologies and concepts.
7. Focus on **European core competencies** by country and reduce dependencies from outside of Europe. Go local!



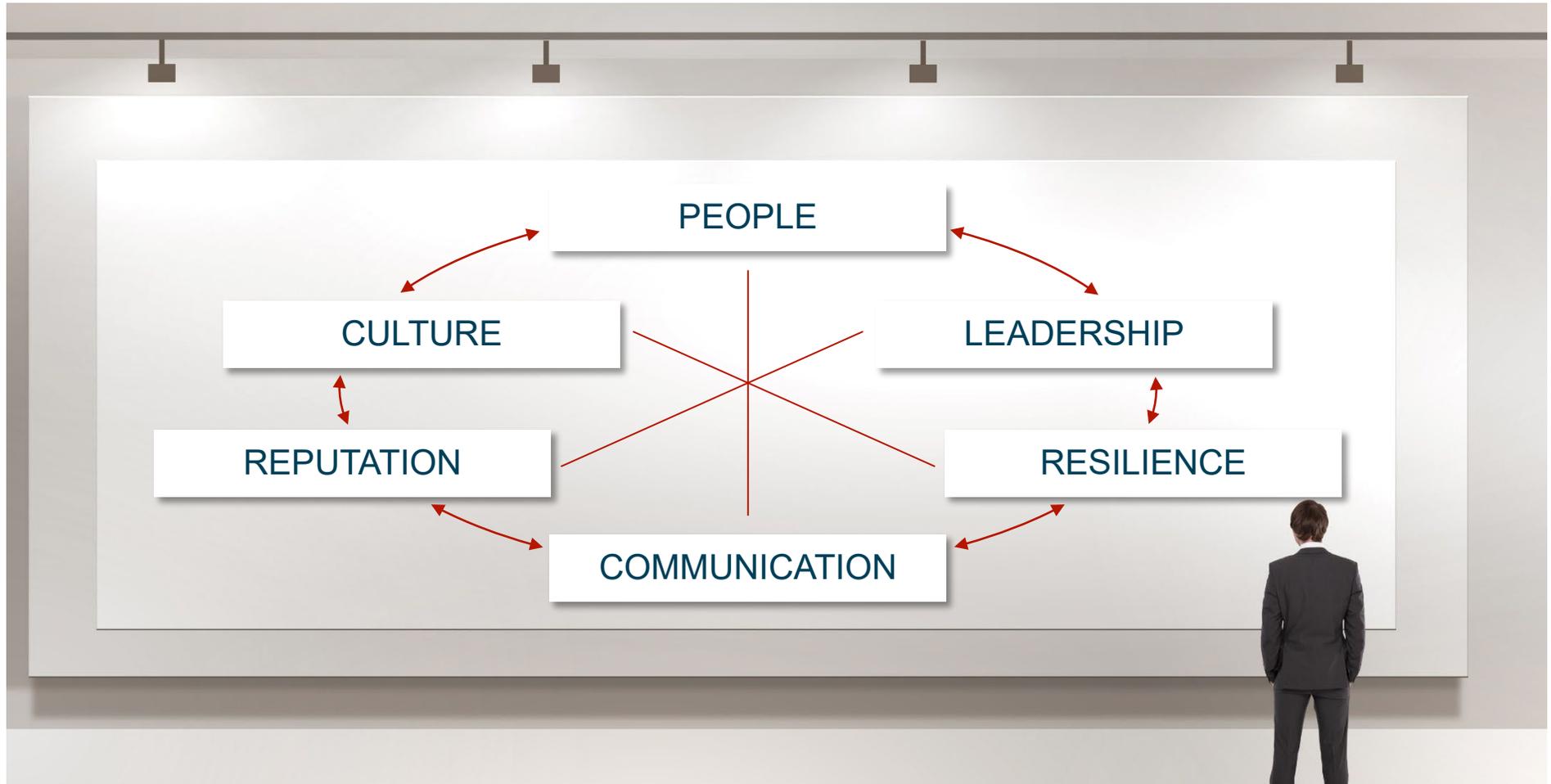
**ENTREPRENEURS
NEED TO ACT
INSTEAD OF
WAITING FOR
POLITICAL ACTION**

Can be influenced by corporate strategy

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

3. CONCLUSIONS



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



KEY LEVERS	KEY QUESTIONS
PEOPLE	<i>Are you creating a sense of belonging?</i>
CULTURE	<i>Are you managing your culture?</i>
LEADERSHIP	<i>Have you established a good leadership balance?</i>
REPUTATION	<i>Do you meet your brand's promise?</i>
RESILIENCE	<i>Do you train the traits of resilience with your people?</i>
COMMUNICATION	<i>Do you pro-actively communicate with all levels?</i>

* Source: TRANSEARCH Roundtable discussions in 2022

For all levers, quotes, KPIs, benchmarks and recommendations on how to master the crisis have been elaborated

LEVER 1: PEOPLE – How to master the crisis

Are you creating a sense of belonging?

IN TIMES OF STRESS AND PRESTIGE, EMPLOYEES...

- ✓ The CEO is an active listener
- ✓ How do we attract and retain top talent?
- ✓ Did we introduce new roles and responsibilities?
- ✓ Do we give autonomy to our employees?
- ✓ Do we give people the resources they need to succeed?
- ✓ How flexible are our processes?

LEVER 2: CULTURE – How to master the crisis

Are you managing your culture?

“CORPORATE CULTURE THAT IS COMPATIBLE WITH THE BUSINESS STRATEGY...”

- ✓ What is our purpose and vision?
- ✓ What makes us unique?
- ✓ How do we measure success?
- ✓ How strong are our values?
- ✓ Do we measure and reward the right behaviors?
- ✓ Do we invest in our people?
- ✓ Do we separate work and life?
- ✓ Do we create a safe environment for innovation?

“W

LEVER 3: LEADERSHIP – How to master the crisis

Have you established a good leadership balance?

PEOPLE JOIN A COMPANY TO FOLLOW SUPERVISORS WHO...

- ✓ Head: Do we have a clear direction? Do we lead by example?
- ✓ Hand: Are innovative ideas encouraged? Are we building a strong follow-up?
- ✓ Heart: Are we providing a good balance of support and challenge?
- ✓ Spirit: Do they support us? Are our leaders visible?

“W

LEVER 4: REPUTATION – How to master the crisis

Do you meet your brand's promise?

TO ACHIEVE A BRAND'S PROMISE AND...

- ✓ Did we deliver on our promises? Do we have a consistent message?
- ✓ Did we deliver on our promises? Do we have a consistent message?
- ✓ Is our market position clear? Who is taking the lead?
- ✓ Do we regulate our levels, funding, and resources?
- ✓ How do we manage our reputation?

“W

“W

Source: John O. Burdett: Measuring Reputation

“THE GREATEST LEADERSHIP QUALITY IS MENTAL TOUGHNESS...”

MENTAL TOUGHNESS

- ✓ Do we create a culture of self-confidence that allows us to go beyond the fear of getting it wrong?
- ✓ Do we create conditions for making bold decisions?

“W

“W

“W

Source: John O. Burdett: Measuring Reputation



Do not hesitate to ask for full presentation with details

LEVER 5: RESILIENCE – How to master the crisis

Do you train the four traits of resilience with your people?

“SEE THE CHALLENGES AS OPPORTUNITIES, CHECK YOUR FINANCIAL STATUS AND COMMUNICATE YOUR CONFIDENCE TO THE ENTIRE STAFF.”

Participant

- ✓ Do we pro-actively communicate the company situation and the security of jobs in times of crisis?
- ✓ Do we have a periodical informal format to answer people's questions?
- ✓ Do we perform periodical skip-level meetings with all ranks?
- ✓ Do managers visit blue-collar workers in production, laboratories, logistics etc. from time to time?
- ✓ Do managers informally meet with their staff at lunch, evening events, dinner or at a barbecue in private surroundings? Or just pick up the phone in case of need?

“What will I do differently on Monday?”

“What will I do differently on Monday?”

Are you managing your people, your culture and are you improving the resilience of your organization?

CREATE A SENSE FOR „BELONGING“ AND „OWNERSHIP“

- What is our purpose?
- Why do we do what we do?
- What do we believe in?
- What makes us special?
- Do we make the difference our people's lives?
- Are we the place to be?



„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.
- Give positive impulses (a call or 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+performance culture based on trust
- Working like an E.i.E**
- Unique working conditions***

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

Listen!
Listen!
Listen!

- Transparent development opportunities

Improve performance by focussing on personal growth instead of compensation.

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

CREATE A SENSE OF BELONGING AND OWNERSHIP

+

BUILD AN IRRISISTIBLE ORGANISATION

The best DOES NOT COST a lot!

* GOOGLE's former CHRO

** E.i.E. Entrepreneur in the Enterprise

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

“Be positive, look ahead and ride the wave!”

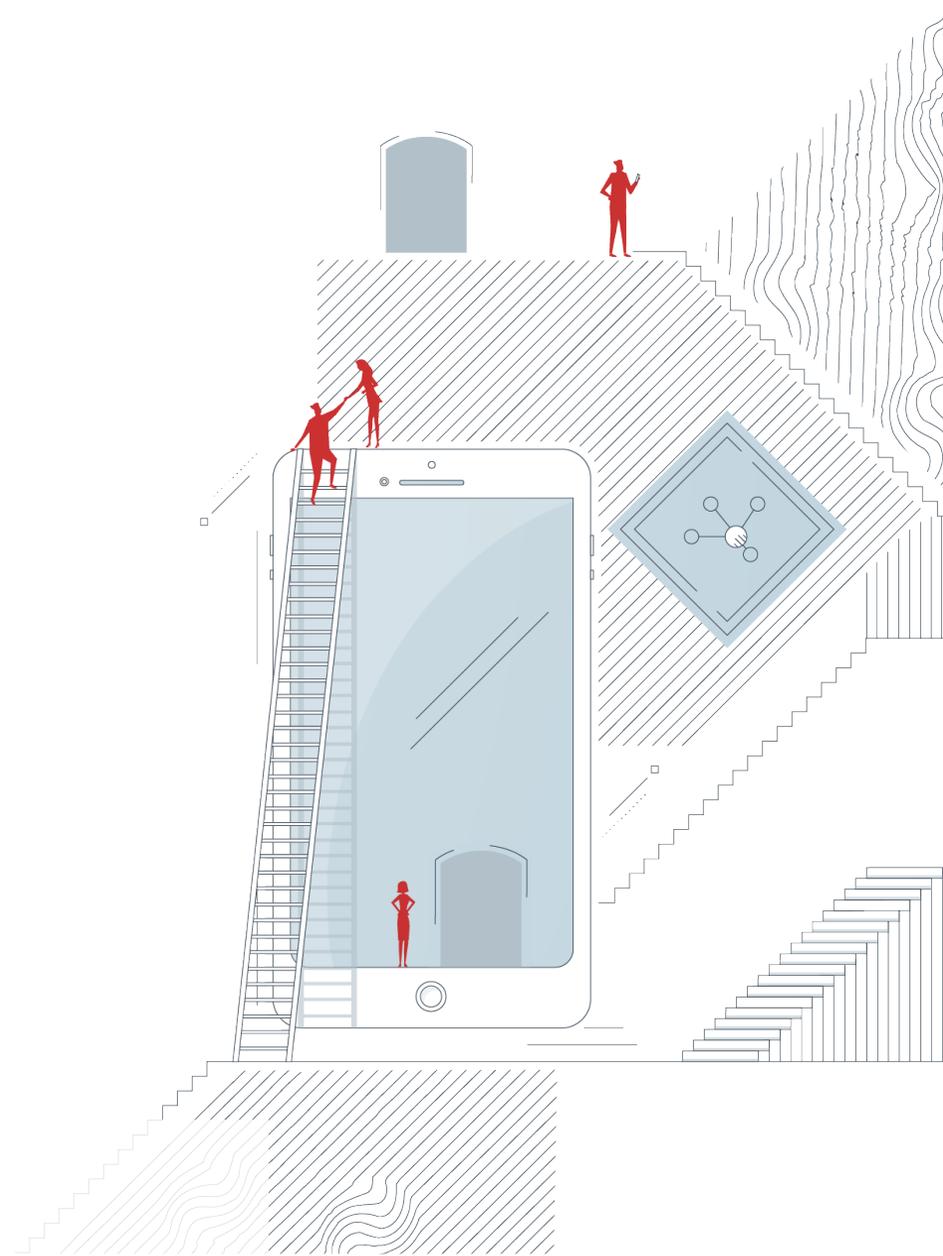
“As an innovation expert and futurologist, I react to the crisis by directing my attention to the future. **Looking ahead** and exploring your options is always helpful and advisable.

Think of a wave. We can let it roll over us or prepare ourselves and ride it purposefully. To prepare means to determine possible **future scenarios**, to develop **strategies** and to make **trend-setting decisions**, e.g., by adapting your organization, setting up **agile teams** and giving them **freedom to act**. That is: Give them the highest possible **autonomy**.

Or to put it another way: looking ahead enables us to actively **shape our future – especially in times of crisis!**”

Prof. Dr. Marion Weissenberger-Eibl
Fraunhofer Institute for Systems and Innovation Research, Karlsruhe

5. THE SURVEY TEAM



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

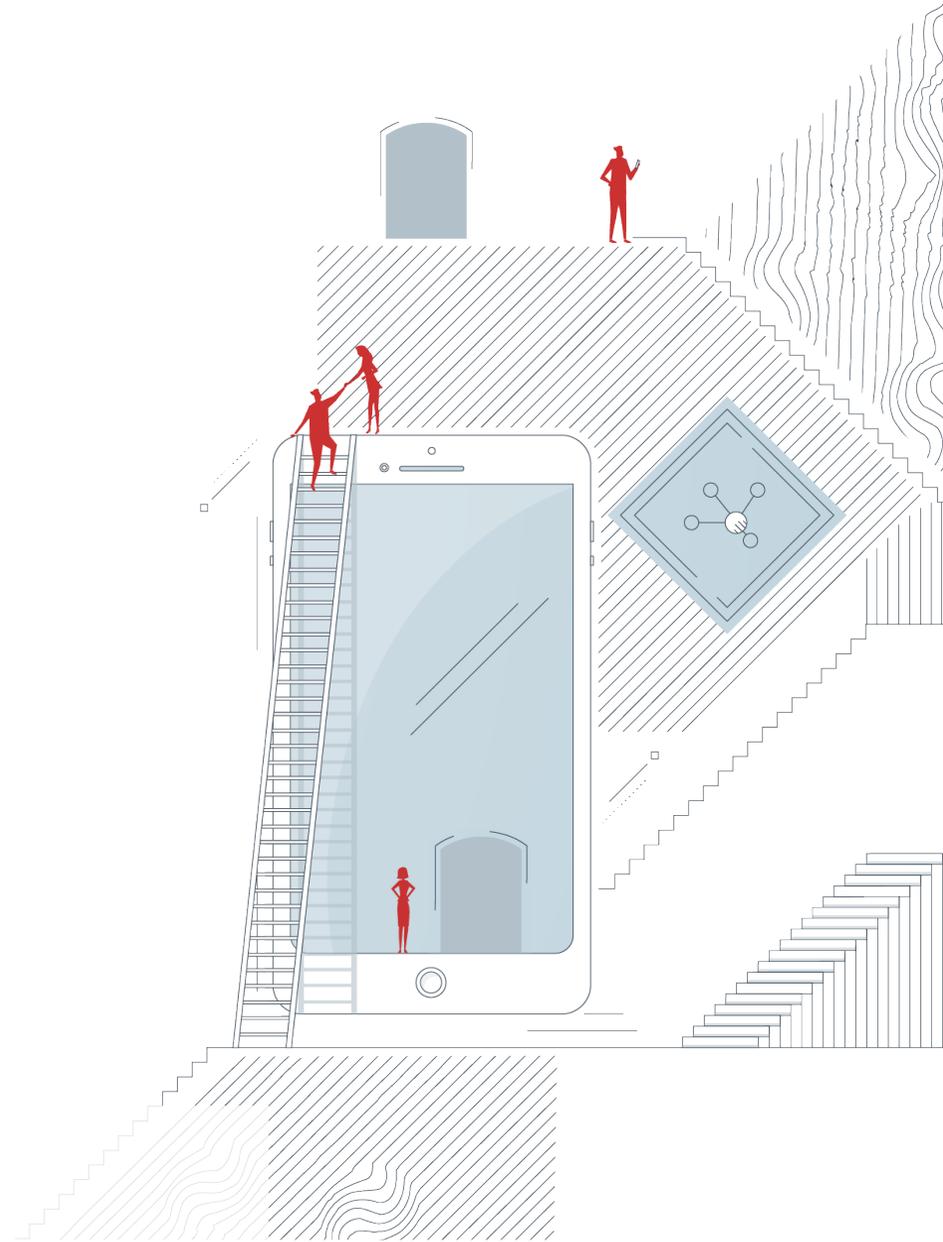


Prof. Dr. Jörg Elias, Principal, TRANSEARCH International Germany



Dr. Stefan Schwänzl, Client Partner, TRANSEARCH International Germany

5. CONTACT



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!

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