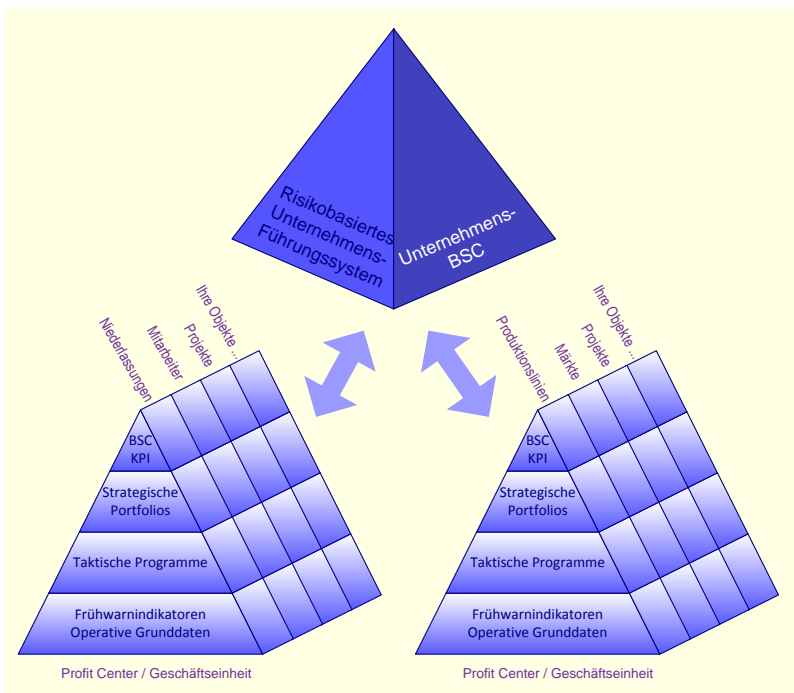


«I don't want to be seen by the group management simply managing my company; I want them to see me actively leading it.»

Background

The importance of strategic leadership is often, particularly in SMEs, underrated. However, studies show that in an unstable economic environment such as the one in which we currently operate, only those companies that are strategically driven by operative daily business can stand the test of time.



At every level of business, the person in charge has the same goal: to successfully meet driving goals by using management skills

Strategic management is as much a leadership task as it is a management process

The mainstay of analytical strategy work is market positioning with a focus on competitive advantages. For this purpose, a multistage procedure is recommended: analysis, strategy development (e.g. by using the Blue Ocean Strategy) and strategy conversion (e.g. by using Balanced Score Cards) as well as controls («are we on track?»).

The process definition is firmly and rationally regulated.



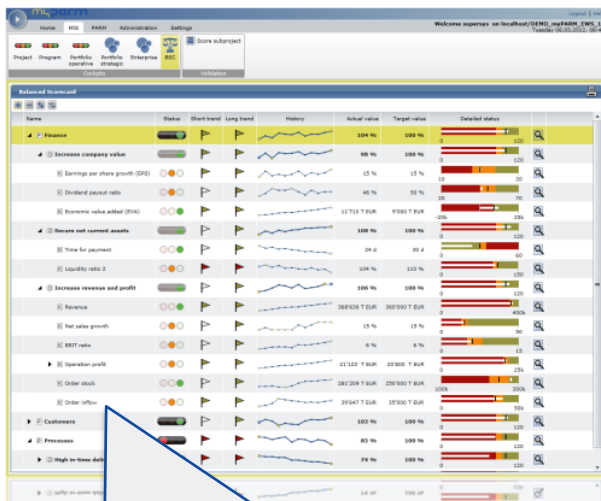
However, the leadership task is linked with the guidance aspect of strategy work and aims to motivate staff. Leadership is, therefore, very emotionally driven.

Because of this, this aspect is rather explosive, because a strategy only works if all the company sections have the same goals and work towards them in the same way.

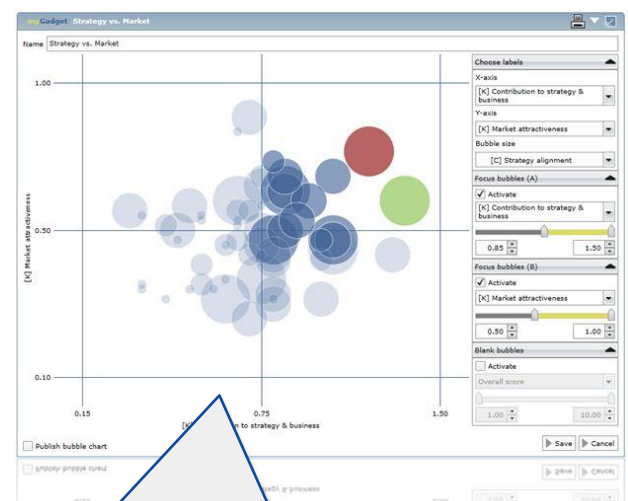
«When you make a decision, employees have to go along with it. When you lead, it has to be a freely given right.»
 [quoted from 'Die Welt@, 11.04.12]

A wolf pack in the wild is more often than not lead by several leading animals, often the parents, and not one single alpha male.

«This is how we fix the analytical problem»

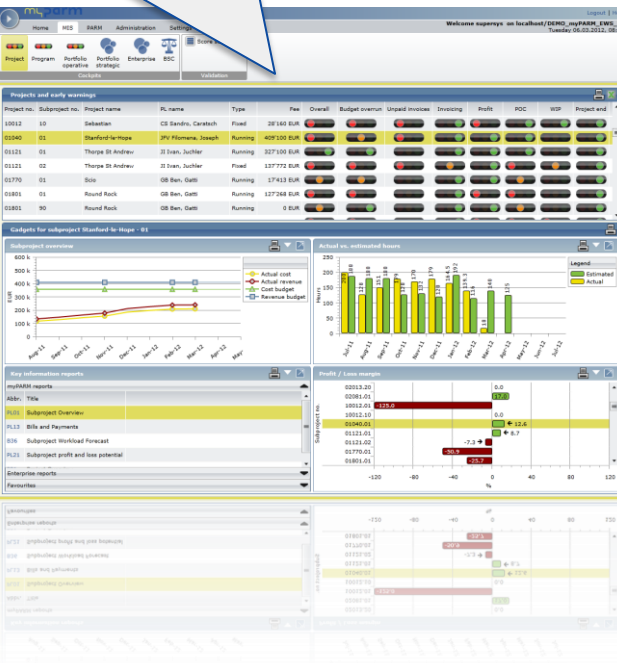


Governance Level
Your perspectives, goals and KPIs together with trend indicators

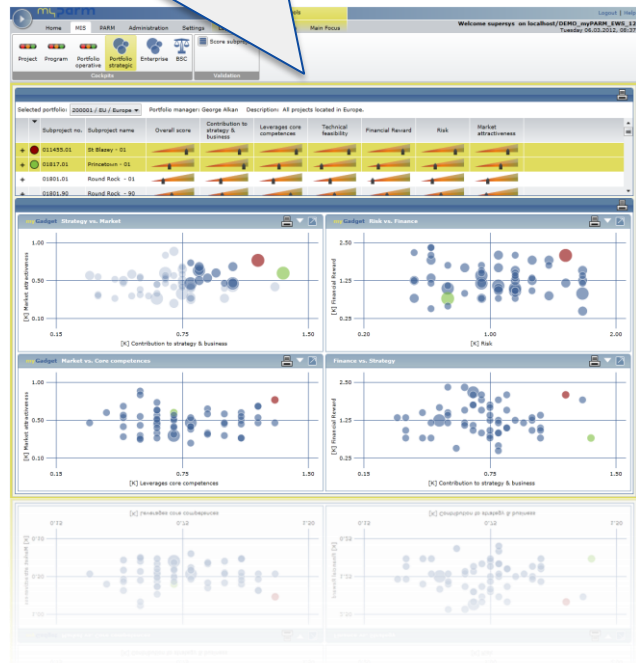


Tactical Level.
How do my objects (subsidiaries, projects etc.) contribute to the corporate strategy?

Operative Level.
Are my objects (projects, production units etc.) in the green area?



Portfolio Level.
How perform my objects (projects, hospitals etc.) in comparison to each other?



Further information

Do you have further questions or would you like more information about applying?

Mr Pfister will gladly give you personal advice and further information

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