

# TRANSEARCH

YOUR WORLD PARTNER IN EXECUTIVE SEARCH

## COMING OUT OF THE CRISIS STRONGER

### The Six Levers for Success in Times of Major Crisis (Abstract)

TRANSEARCH C-Suite Roundtables  
Aug./Sept. 2022

Dr.-Ing. Carlo Mackrodt, Bernd Wenzler

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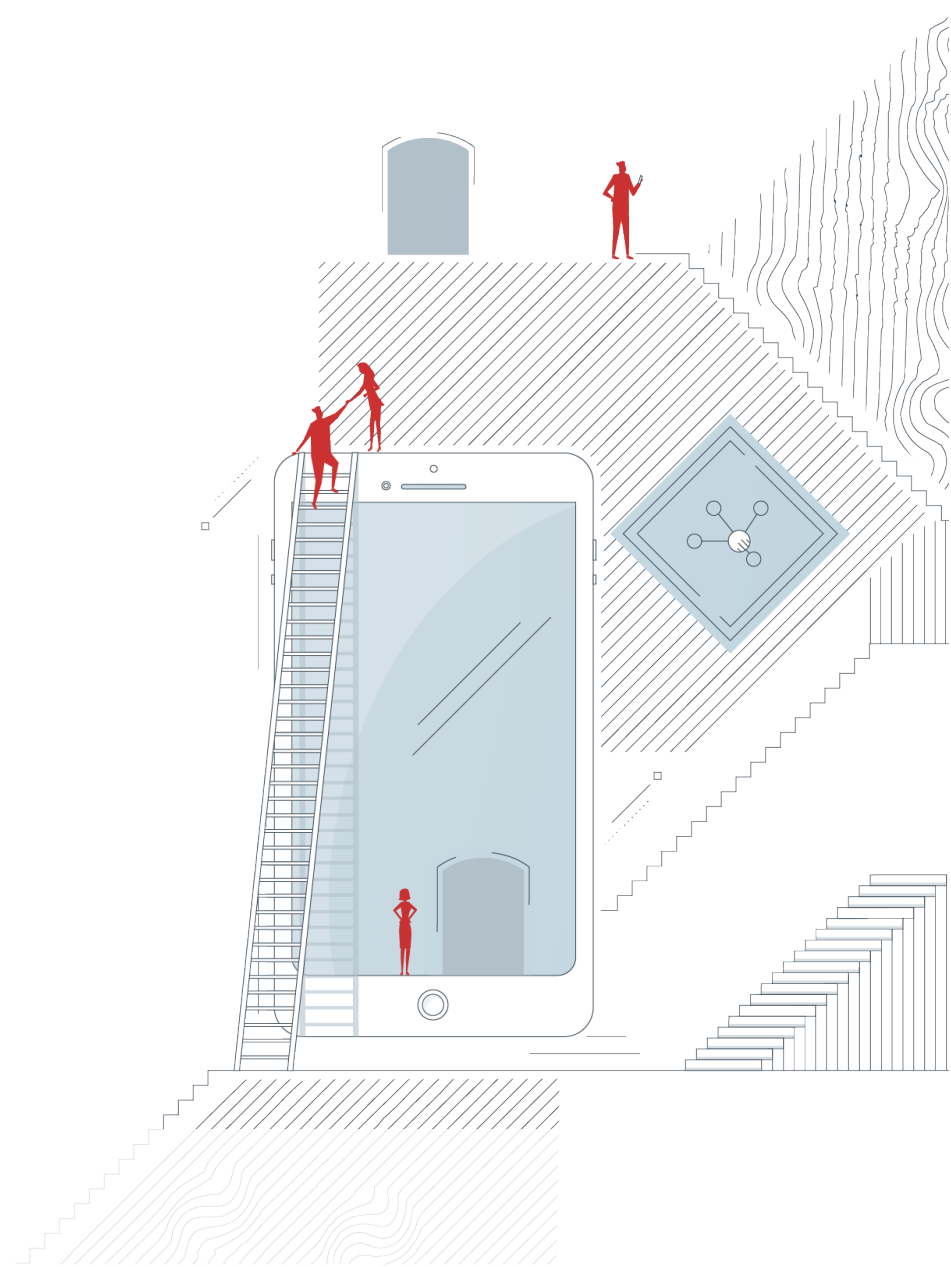
# Agenda

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1.	INTRODUCTION	3
2.	SUMMARY OF THE RESULTS	6
3.	CONCLUSIONS	20
4.	ABOUT TRANSEARCH	25
5.	THE SURVEY TEAM	28

# 1. INTRODUCTION

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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)*



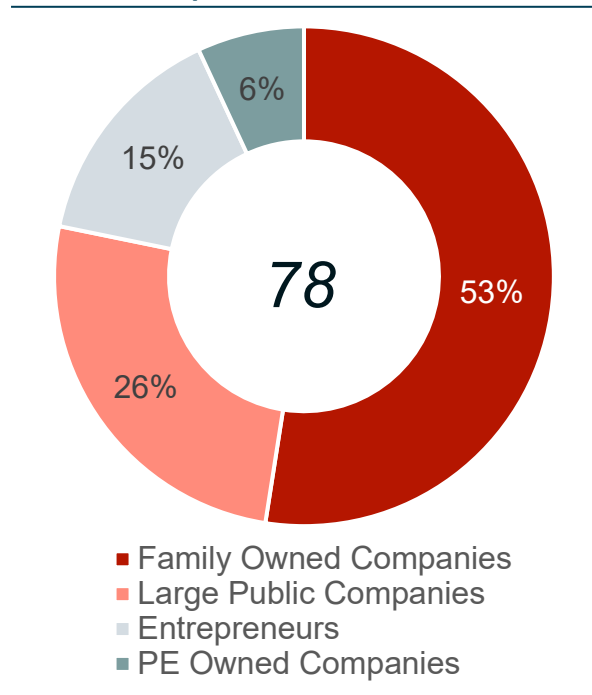
“ARE YOU  
PREPARED  
FOR THE  
NEW REALITY?”

# 8 Roundtables with 78 participants in 2022\*

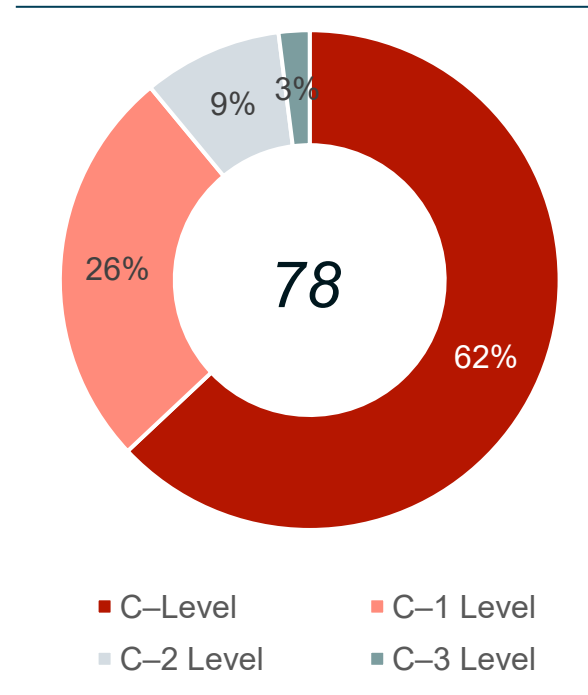
## CHARACTERIZATION OF THE PARTICIPANTS

- 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

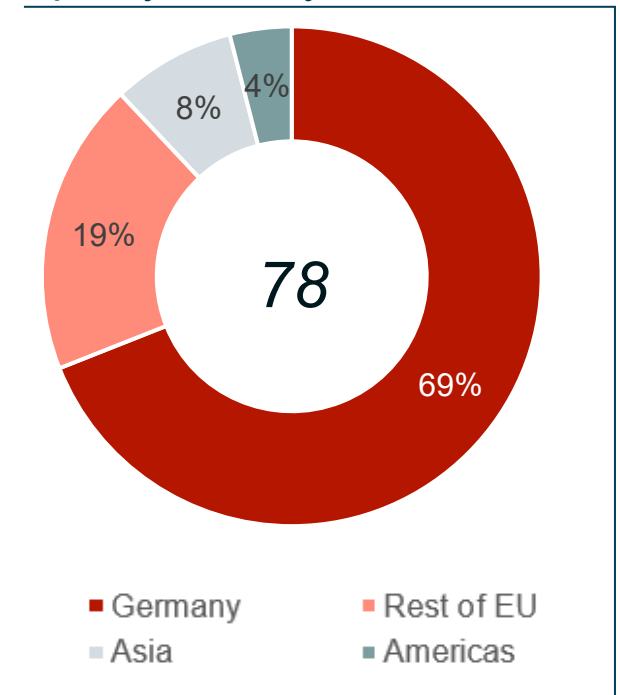
### Ownership structure



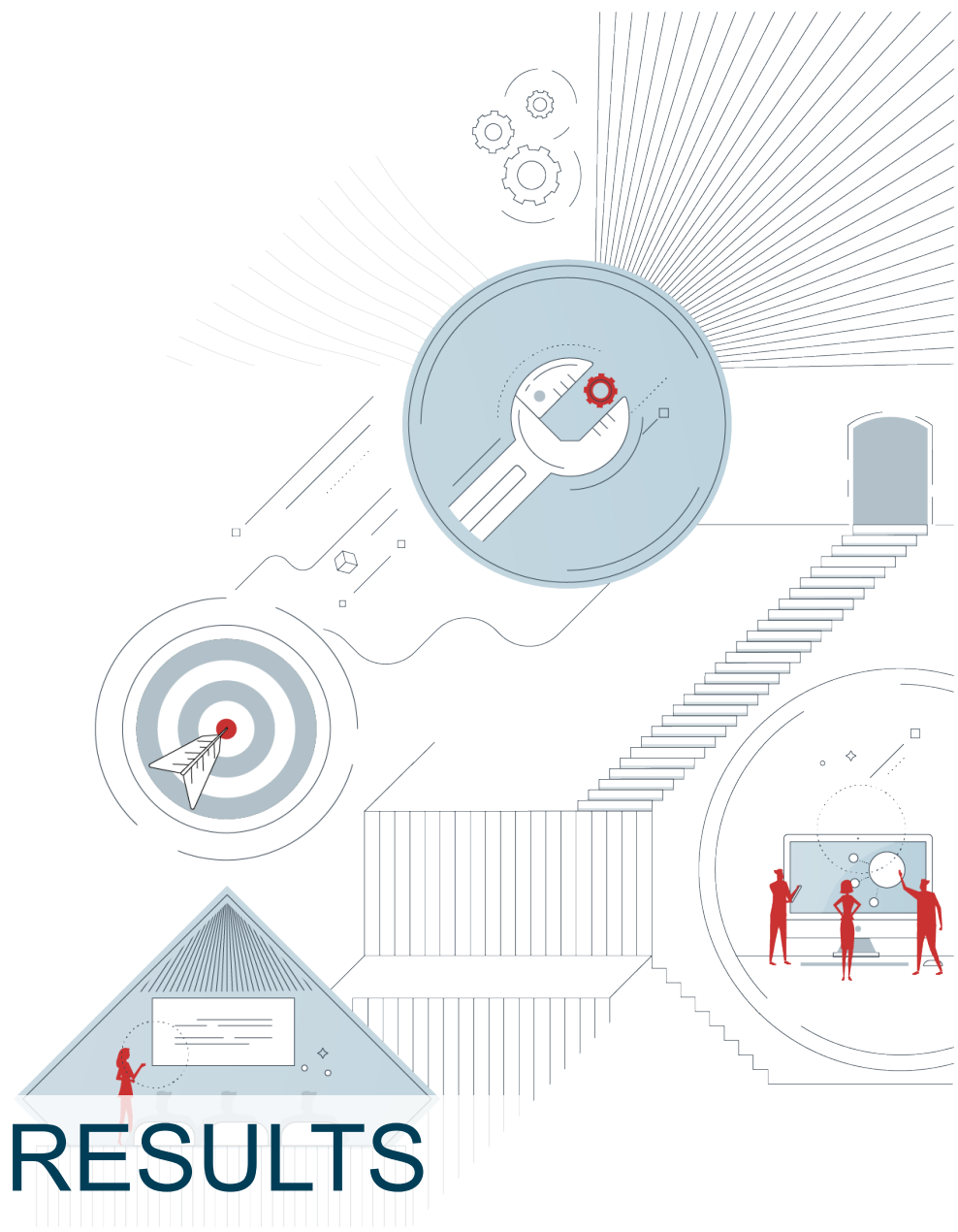
### C-Suite



### Split by Country

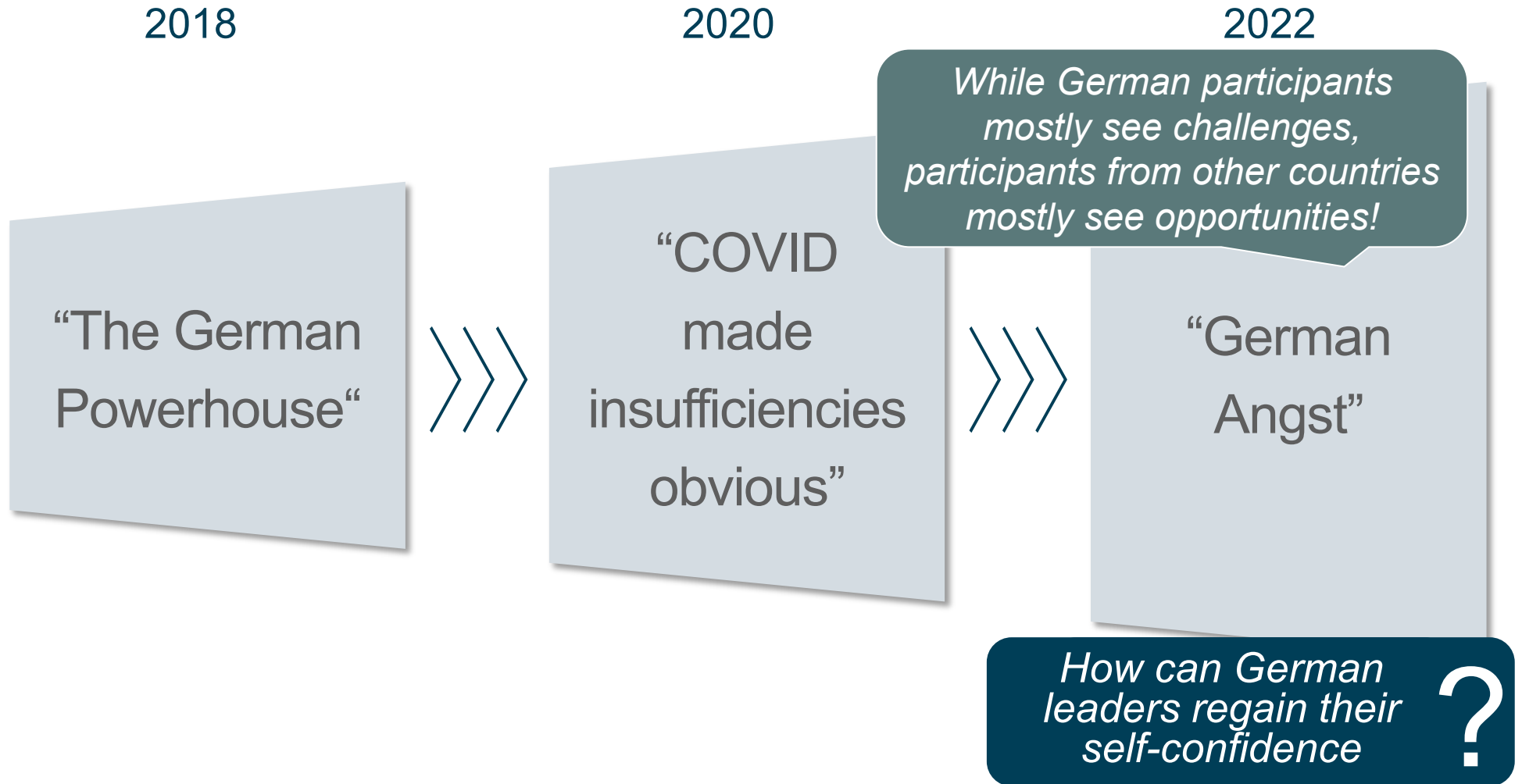


\* Aug./Sept. 2022 C-Suite Roundtables with 78 participants in total



## 2. SUMMARY OF THE RESULTS

# The mood has changed completely since 2018

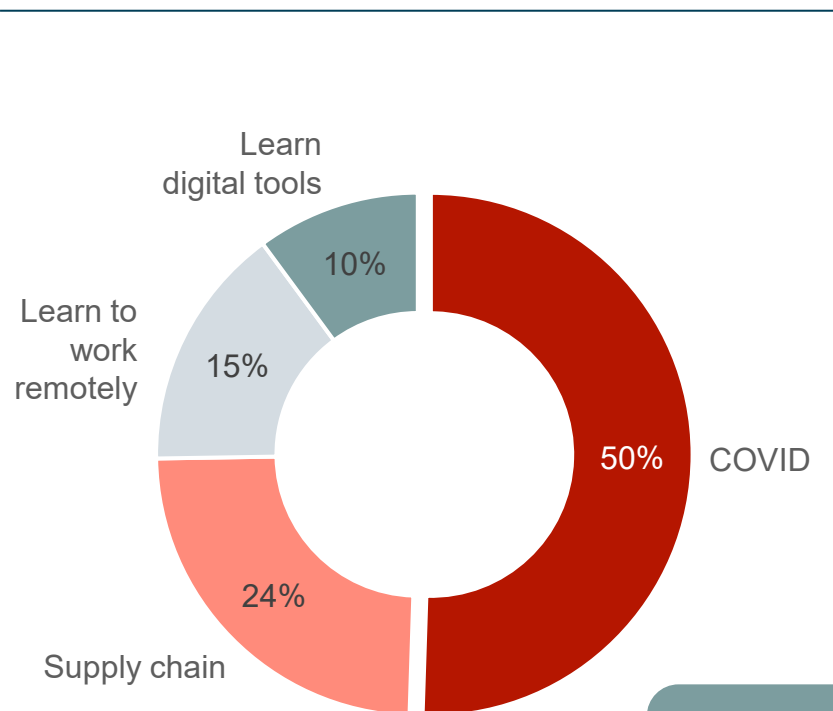


Source: Quotes from the TRANSEARCH Roundtable discussions in 2022

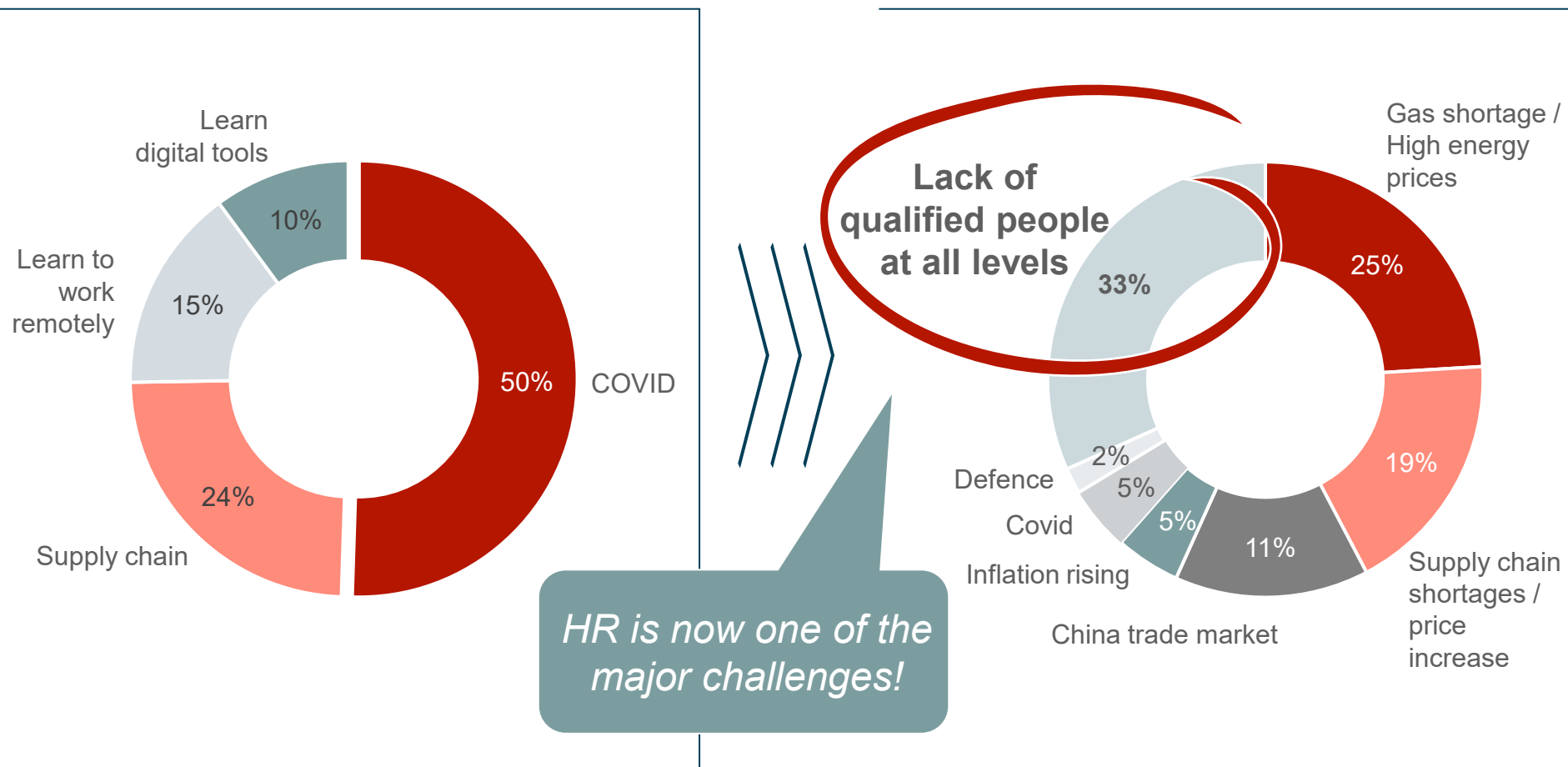
# The major market challenges have changed dramatically during the last two years\*

## 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 CO<sub>2</sub> neutrality**, spearhead regenerative energy technologies and concepts.
7. Focus on **European core competencies** by country and reduce dependencies from outside of Europe. Go local!



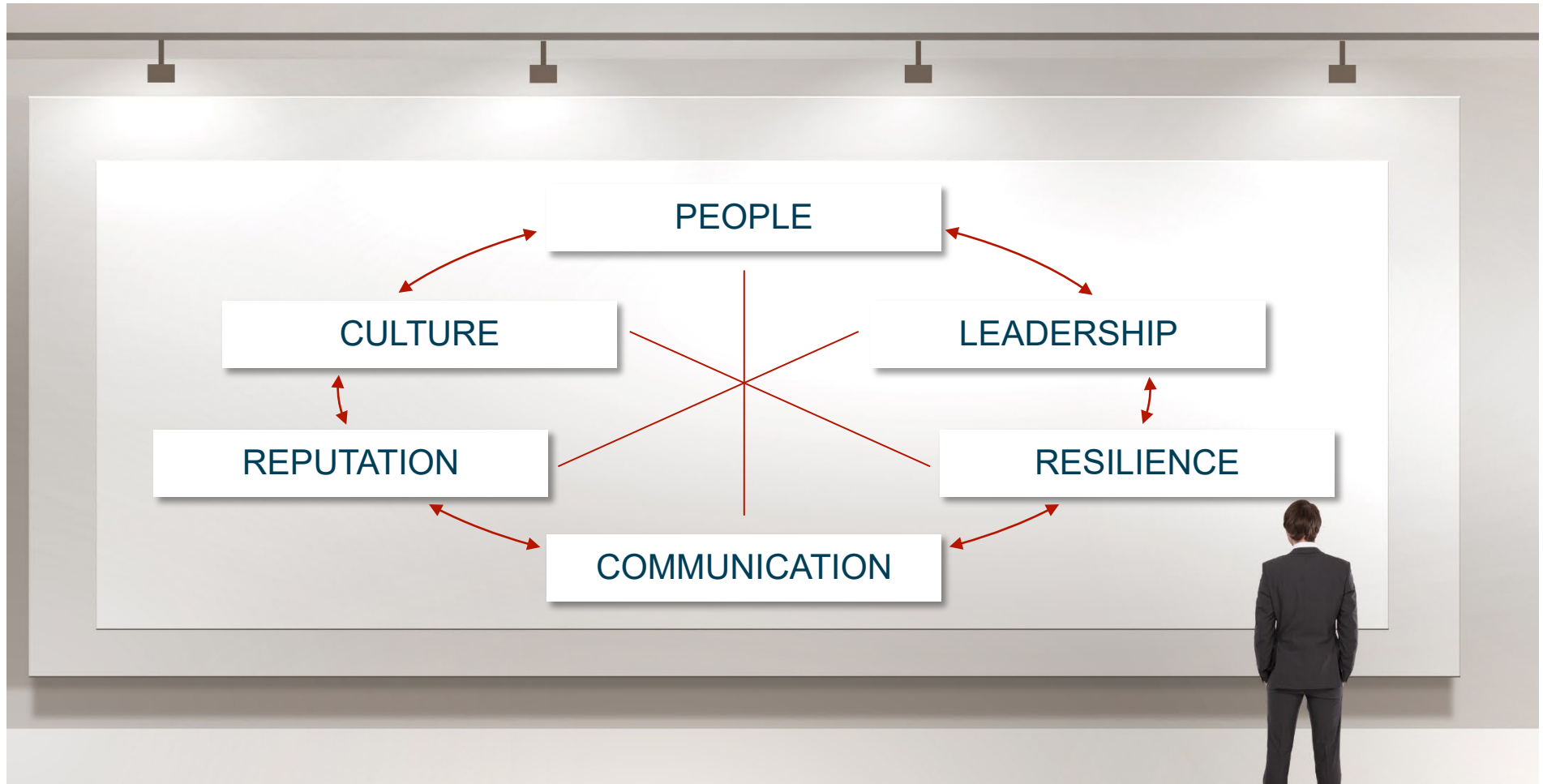
ENTREPRENEURS  
NEED TO ACT  
INSTEAD OF  
WAITING FOR  
POLITICAL ACTION

 Can be influenced by corp. strategy

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



## SIX KEY LEVERS TO MASTER THE CURRENT CRISIS\*

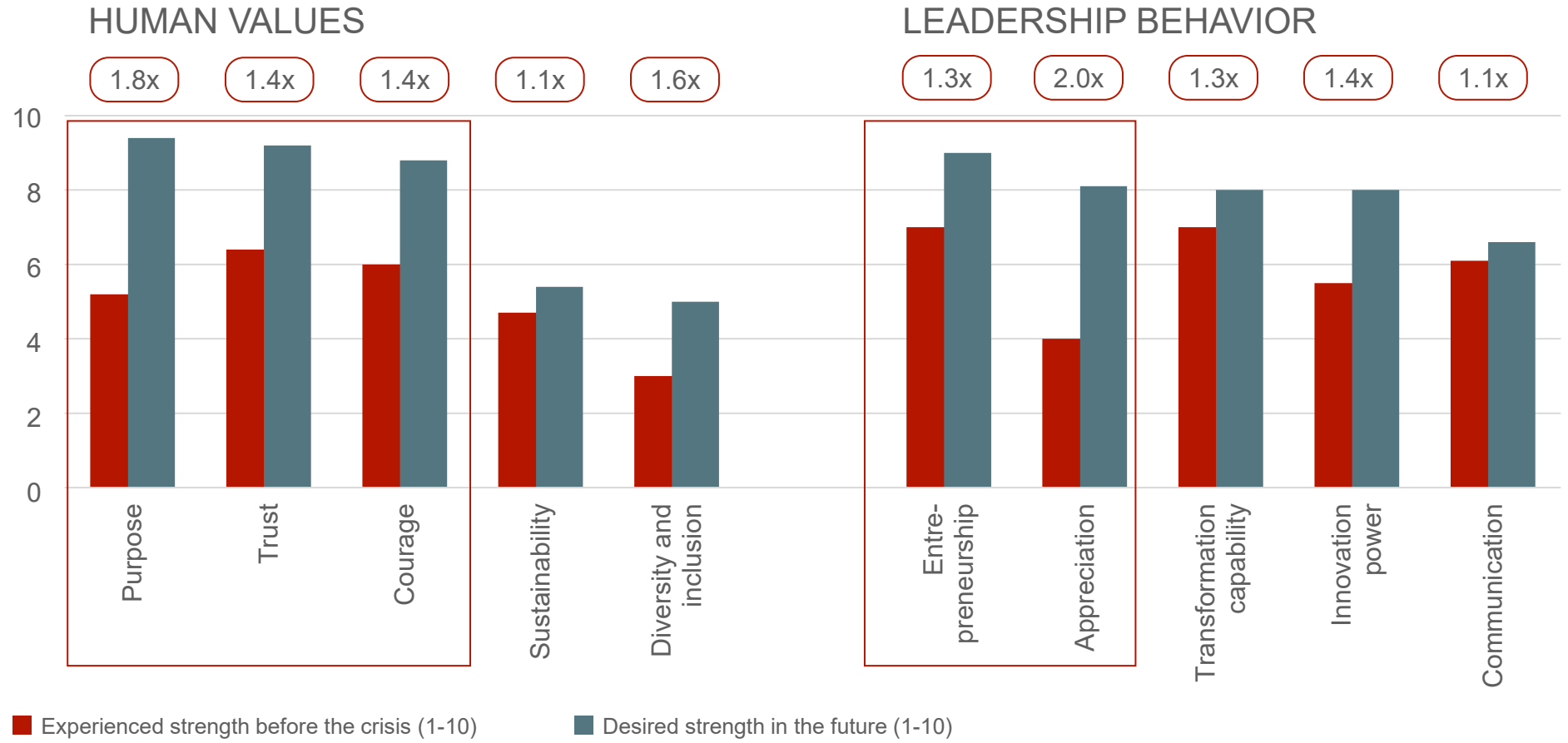


\* Source: TRANSEARCH Roundtable discussions in 2022

# Human values and expectations on leadership behaviors are changing.

PEOPLE

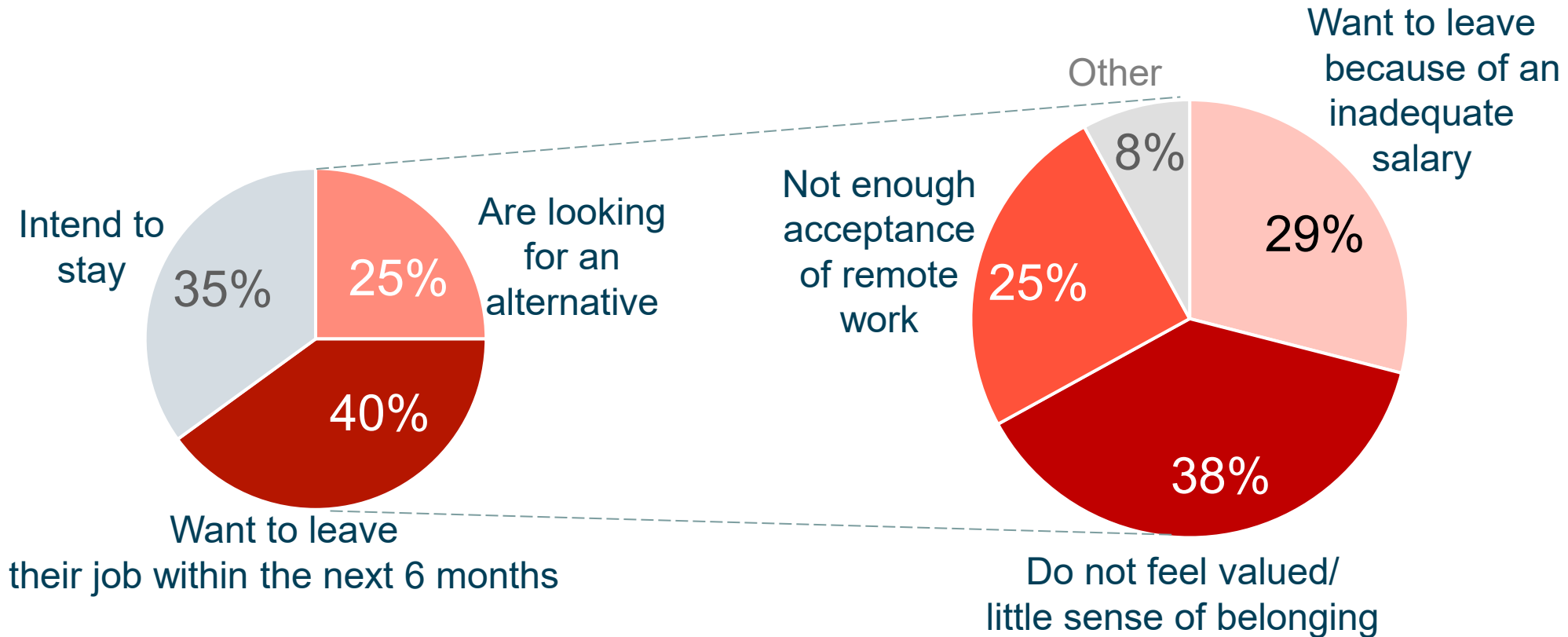
FIVE VALUES PARTICULARLY INCREASED IN IMPORTANCE: PURPOSE, TRUST, COURAGE, ENTREPRENEURSHIP AND APPRECIATION OF PEOPLE



# 65% of employees are looking for an alternative job.

PEOPLE

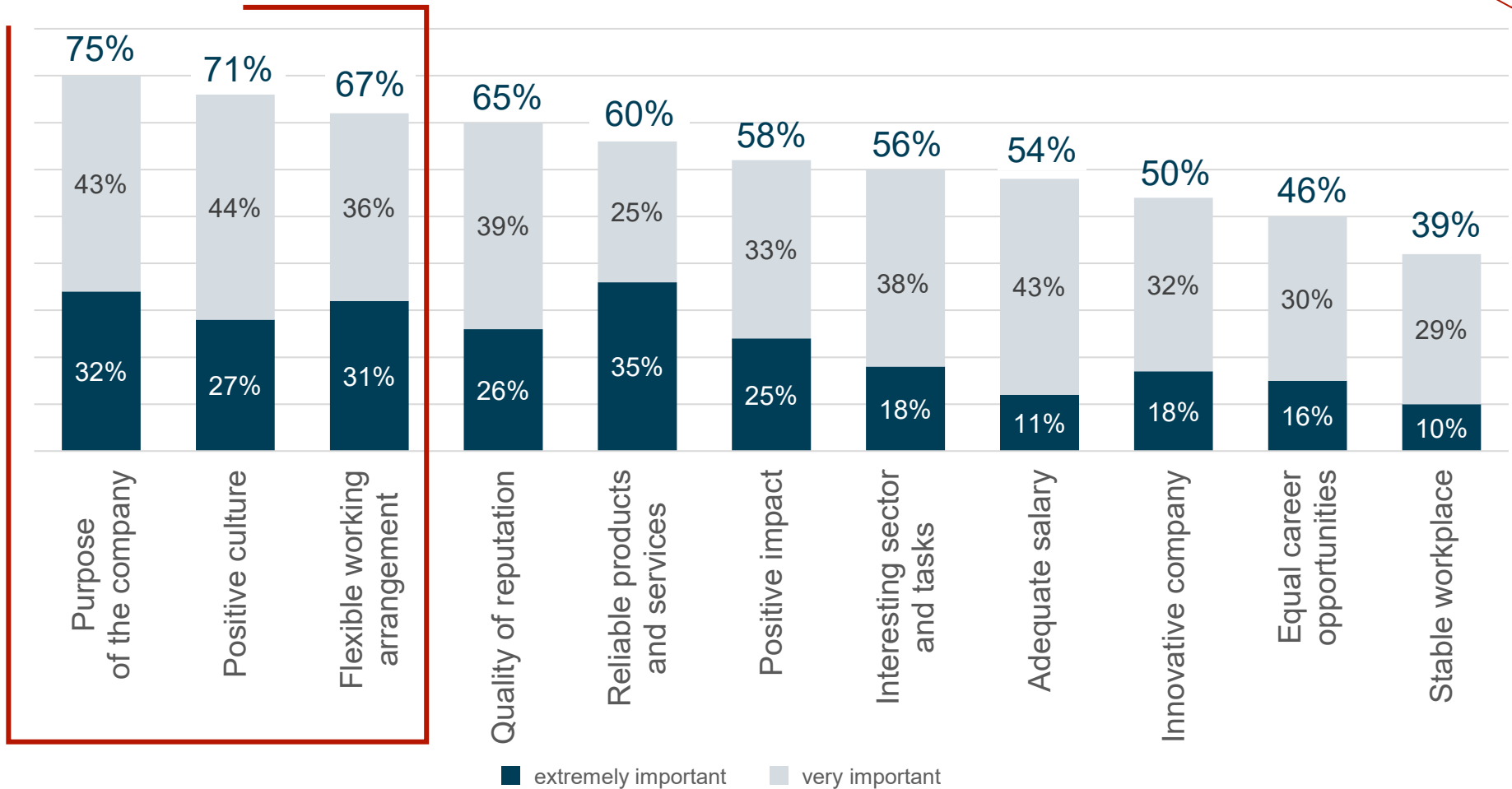
## REASONS WHY EMPLOYEES ARE QUITTING THEIR JOBS



# Flexible working arrangements have become a crucial factor.

PEOPLE

## PARAMETERS FOR CHOOSING THE WORKPLACE



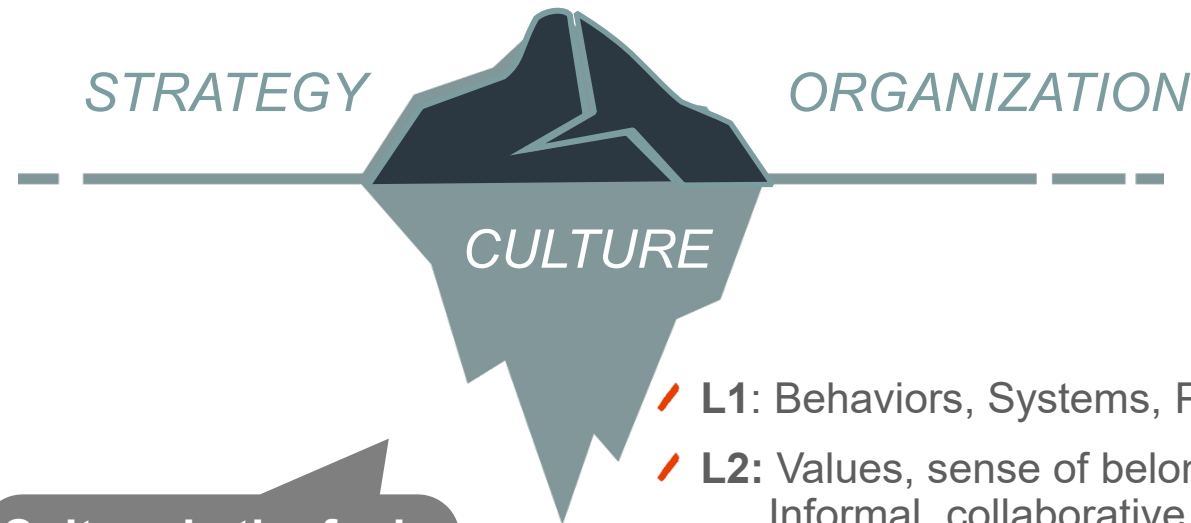
Source: Gabriele Ghini, „CEO Branding in the Reputation Economy“

# “...if you are not managing your culture, someone else is!”

CULTURE

AN AGILE MINDSET ENSURES A HIGH SPEED OF LEARNING

Three levels of CULTURE\*



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

Culture is the fuel that helps adapt to new situations with agility

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

A DIFFERENT APPROACH!

\* Source: John O. Burdett

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

LEADERSHIP

“Do not delegate – let 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
  - / Positive Vibes
  - / Passion
  - / Authentic

**THE SPIRIT**



INSPIRE

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

**THE HEART**



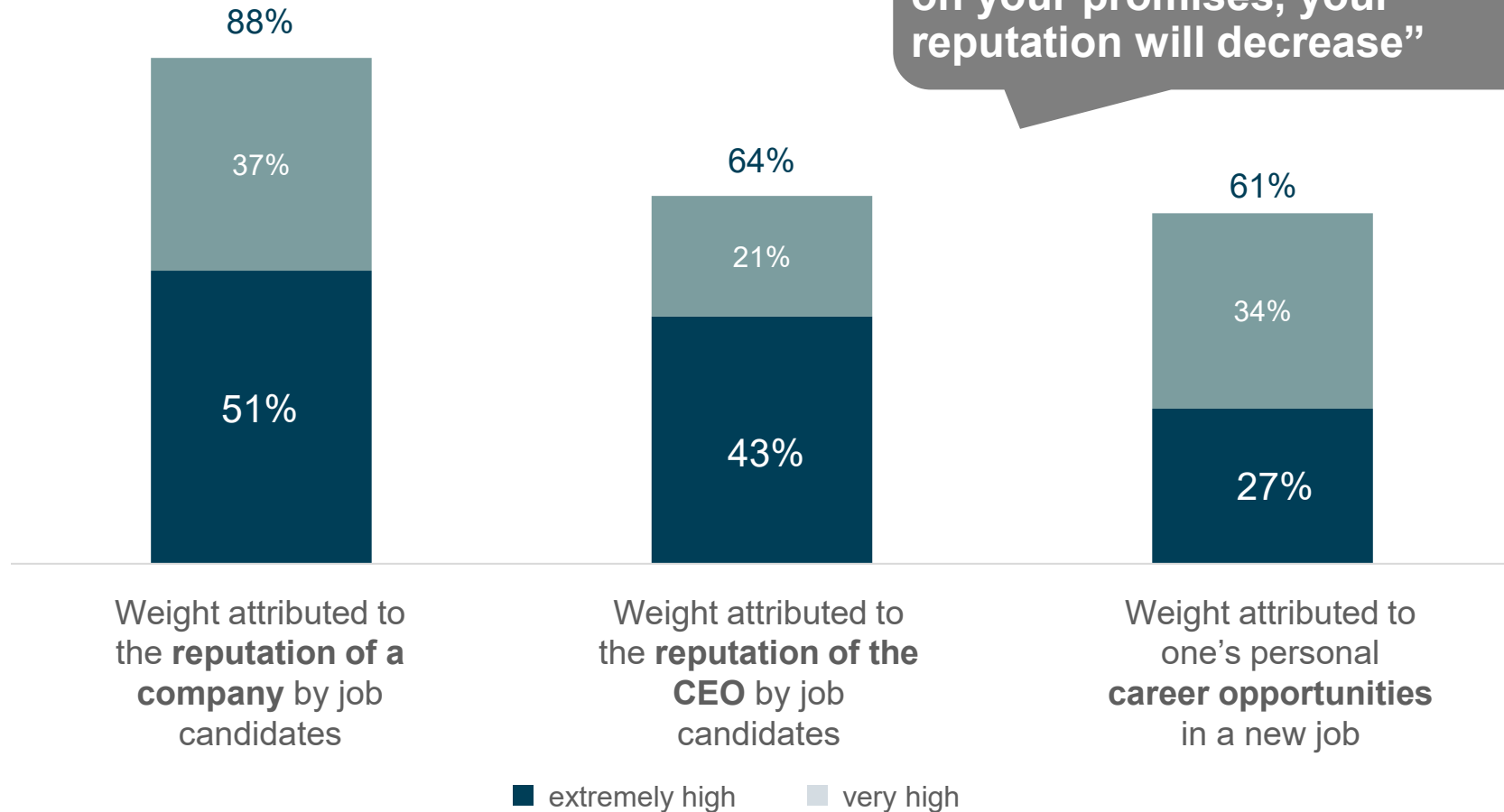
ENGAGE

Practical Intelligence

Interpersonal Intelligence

# The reputation of a company has a strong impact on attracting people

## IMPACT OF REPUTATION\*



Source: Gabriele Ghini, „CEO Branding in the Reputation Economy“  
\* Percentage of respondents



# “What can we do to become more resilient?”

RESILIENCE

**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

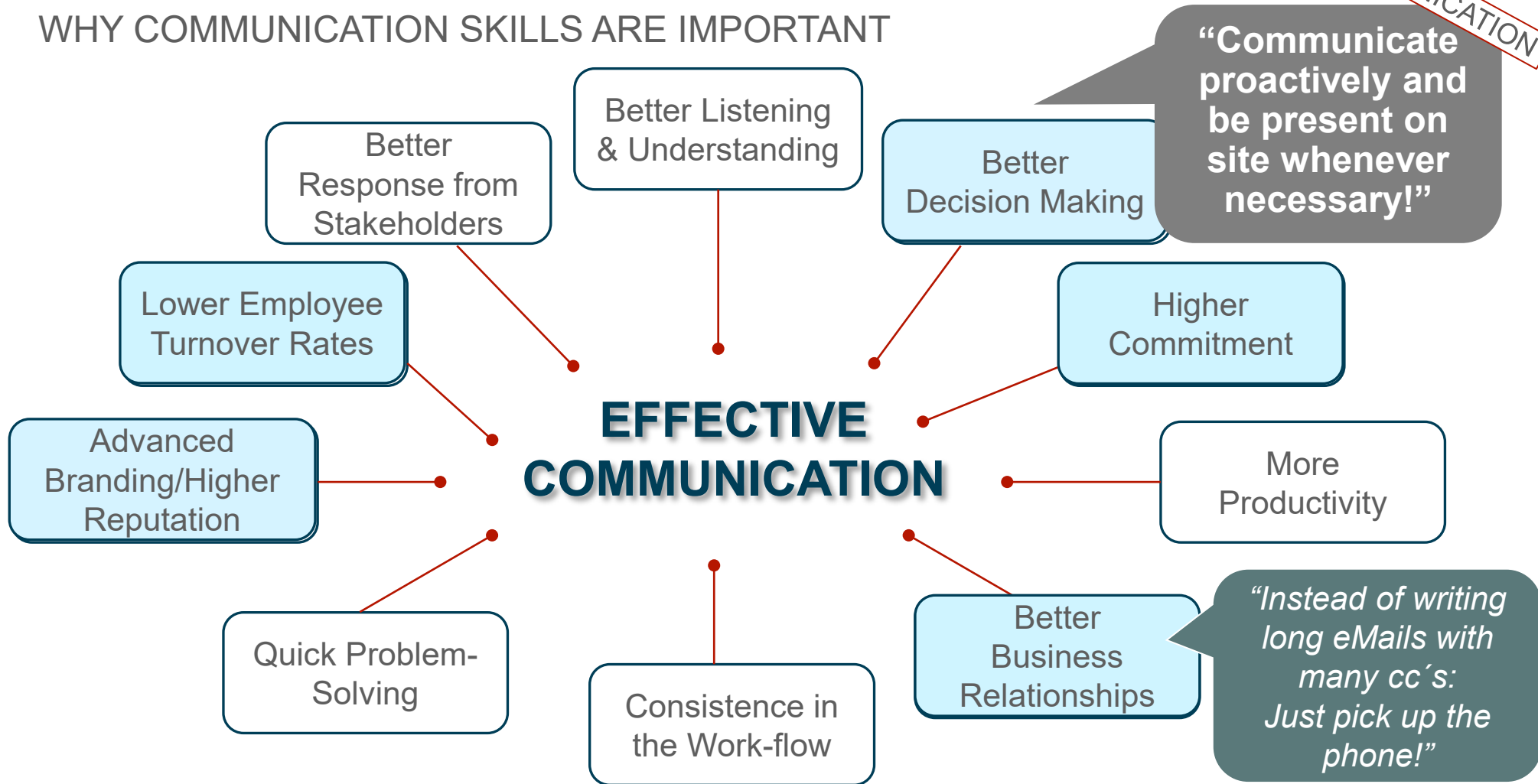
“Looking ahead and riding the wave enables us to actively shape our future...  
...even in times of crisis!”

**“Resilience means not only weathering the storm ... but being strengthened by it.”**

# The quality of leadership in an organization is an outcome of the quality of the day-to-day communication

COMMUNICATION

## WHY COMMUNICATION SKILLS ARE IMPORTANT



Source: Haillo and Salesforce

Most important reasons

# 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  
PRESTIGE, ESP

- ✓ The CEO is an
- ✓ How do we att
- ✓ Did we introdu
- ✓ Do we give aut
- ✓ Do we give pe
- ✓ How flexible ar

## LEVER 2: CULTURE – How to master the crisis

*Are you managing your culture?*

“CORPORATE CULTURE  
THAT IS C

- ✓ What is c
- ✓ What ma
- ✓ How do y
- ✓ How stro
- ✓ Do we m
- ✓ Do we in
- ✓ Do we se
- ✓ Do we cr

## LEVER 3: LEADERSHIP – How to master the crisis

*Have you established a good leadership balance?*

PEOPLE JOIN  
SUPERVISORS

- ✓ Head: Do we  
Do we
- ✓ Hand: Are in  
Are we  
follow
- ✓ Heart: Are we  
a good
- ✓ Spirit: Do the  
Are ou

## LEVER 4: REPUTATION – How to master the crisis

*Do you meet your brand's promise?*

TO ACHIEVE A  
PROMISE AND

- ✓ Did we develo  
Do we have a
- ✓ Did we develo
- ✓ Is our marketi  
Who is taking
- ✓ Do we regular  
levels, functio
- ✓ How do we tra

## LEVER 5: RESILIENCE – How to master the crisis

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

“THE GREAT  
EVERY TIME

- MENTAL TOUGHNESS
- ✓ Do we create a  
with self-confide  
that allows us to  
beyond the fear  
getting it wrong?
  - ✓ Do we create co  
for making bold  
decisions?

## LEVER 6: COMMUNICATION – How to master the crisis

*Do you pro-actively communicate with all levels?*

“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?



**Do not hesitate to ask for full presentation with details**

**“What will I do differently on Monday?”**

Source: John O. Burdett: Me

**What will you do differently on Monday?**

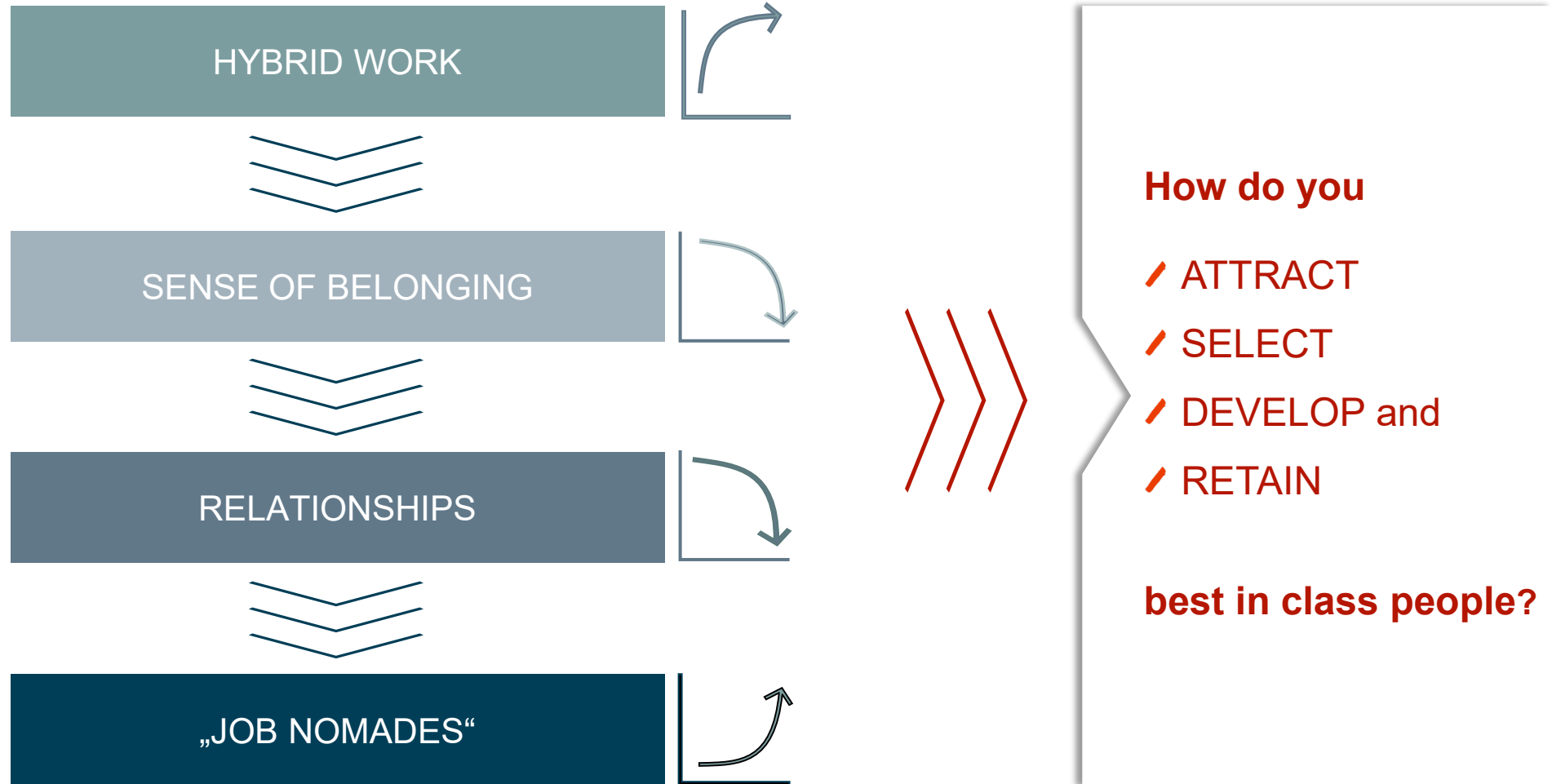
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# 3. CONCLUSIONS



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.



**CURIOSITY**

**SENSE OF OWNERSHIP**

**IRRISISTIBLE ORGANISATION**

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
- ✓ 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<sup>®</sup> method and the know-how on how to „implant“ transformation energy into firms

**40**  
YEARS  
TRANSEARCH  
YOUR WORLD PARTNER IN EXECUTIVE SEARCH



**TRANSEARCH**  
YOUR WORLD PARTNER IN EXECUTIVE SEARCH

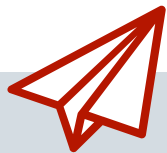
# If you need a competent partner to discuss what to do differently on Monday, please do not hesitate to contact us

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

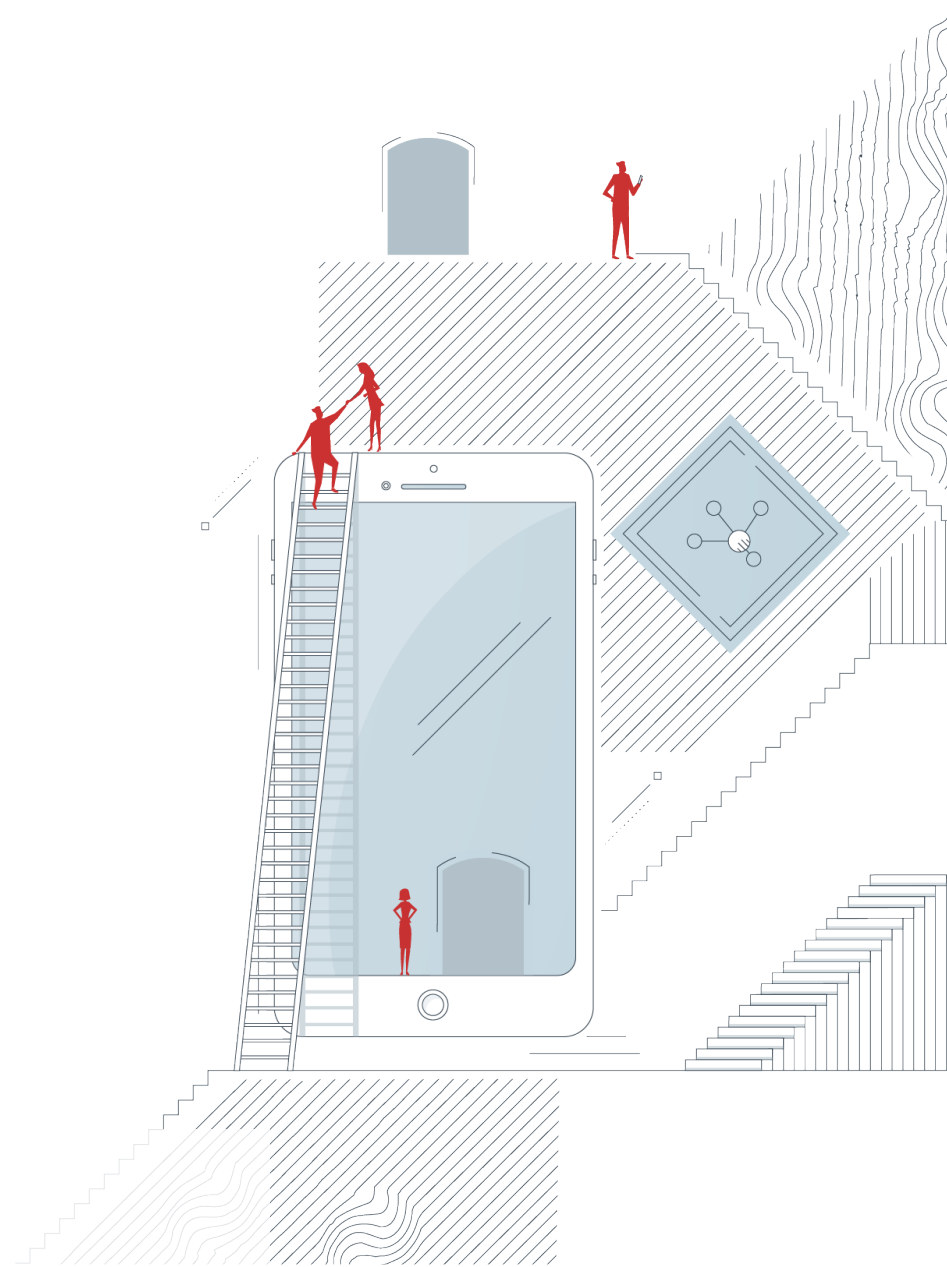
- ✓ **Executive Search** to identify and attract the best candidates to fill vacant positions in the company's leadership team or advisory board.
- ✓ **Independent appraisals** of key people or leadership teams in case of organizational transformations and/or changes of leadership and/or shareholders.
- ✓ **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



# The Survey Team

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## 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

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## 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

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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



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