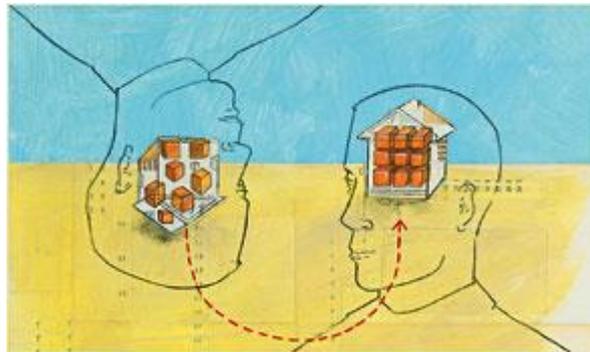


# Semaphore Think Tank Paper 1

---

*Semaphore Think Tank Paper 1*

## The Change Challenge



7 burning change themes and how  
to change individual and collective minds.

## The Business Challenge 2010

When corporate leaders around the globe were asked in December 2009 by The Conference Board about their biggest challenges they would face in 2010 they answered in all industrial relevant regions with one voice:

1. Excellence in execution (55.4%)
2. Consistent execution of strategy by top management (47.0%)
3. Sustained and steady top-line growth (42%)

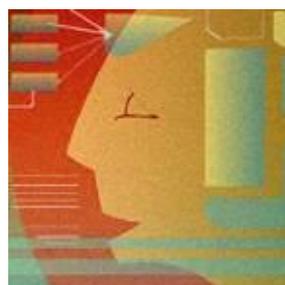
This annual report by [www.conference-board.org](http://www.conference-board.org) provides an overview of the top 10 challenges cited the by 444 CEOs, chairmen, and presidents who responded to the survey, which was fielded from October to December 2009.

1.	Excellence in execution	42.3	55.4
2.	Consistent execution of strategy by top management	39.9	47.0
3.	Sustained and steady top-line growth	38.8	42.3
4.	Customer loyalty/retention	33.5	40.1
5.	Speed, flexibility, adaptability to change	29.0	46.6
6.	Corporate reputation for quality products/services	24.1	20.2
7.	Stimulating innovation/creativity/enabling entrepreneurship	23.0	18.2
8.	Profit growth	22.7	34.6
9.	Improving productivity	19.9	36.9
10.	Government regulation	18.9	12.6

Note: The first row are 2009 figures e.g. 42.3%, the second row show 2008 figures (55.4%); Respondents were allowed to rate multiple challenges as being "greatest concern"

What makes the list of topics valuable for us as a specialised provider for global leadership programs and strategic change projects are those challenges which are based on the way the organisation is looking at their way of working: 1 Excellence in execution, 2 Consistent execution of strategy by top management, 3 Speed, flexibility, adaptability to change, 4 improving productivity.

These four challenges are not coming from the market but straight from the minds of leaders, managers and employees! From our German-centric as well as European and international experience base we have identified the most challenging situations which impose broad and deep change and discussed them with our affiliates and clients.

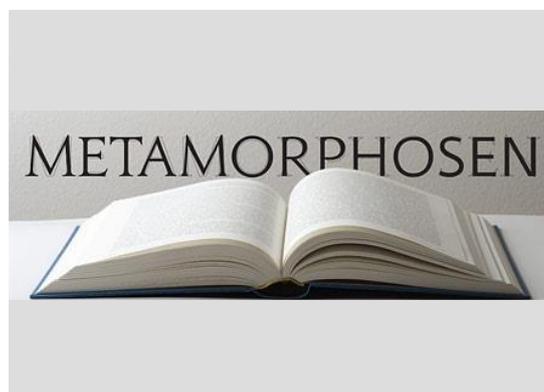


## The Change Challenge 2010

For the last 10 years Moving Mind partners have identified those change and transformation topics which seem to be the most uncomfortable after the obvious restructuring approach. When the standard repertoire of change like down-sizing, adaptation of key processes, up-skilling of the workforce etc had been exhausted, we moved in to help with the following mandates:

1. Operationalize and implement a new strategy and business model and get each employee on board
2. Revitalise teams, divisions, BU's and the whole organisation in their motivation to deliver more effectively in stagnant markets, ever more precise processes, transparency of personal performance and accountability
3. Create a carefully choreographed wave of change which translates the strategic intent like customer-centricity to meaning for every single employee
4. Providing advanced and customised leadership skills of the Middle Manager as facilitator of change
5. Enablement of each employee to deliver his or her part in processes and the creation of corporate value effectively
6. Cultural integration after mergers, mediate and overcome trauma situations like being the second/take over party in a M&A.
7. Use of an invisible trusted advisors for top level leader as sounding board

Our clients come in all sizes and from all industries because we are in the people business. The underlying principles of motivating people in high performance organisations to think and act differently are not very different. Only the cultural sphere changes the surfaces of social interactivity and behaviour. That is what all of the Moving Minds partners learned the hard way being consultants and entrepreneurs for many years.



Not all books keep their promises that after you have read a page-turner: your world will never be the same as before. Our book of track record of changes is full of success stories.

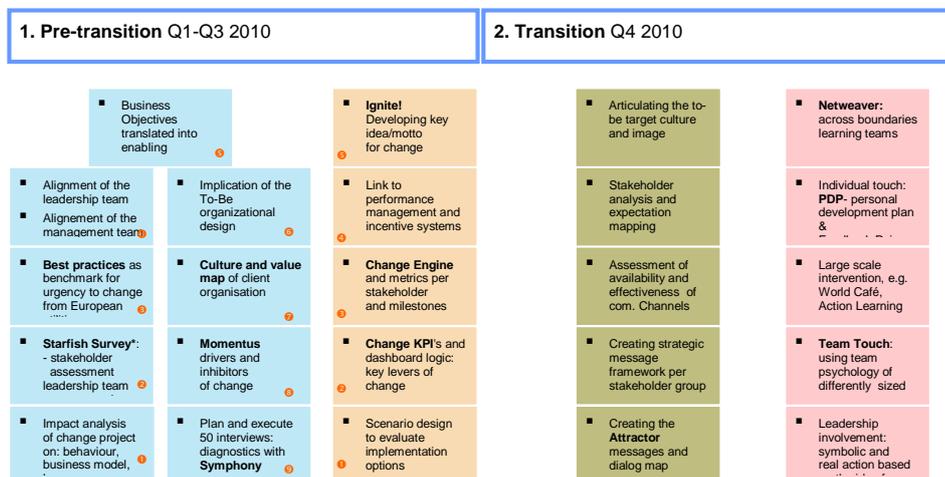
## What Moving Minds delivers

From our track record as partners in leadership programs and strategic change projects we can claim to be successful architects and implementer for adapted and more productive ways of thinking and acting. Together with the clients organisation we transform established way of thinking while using conventional ways like interviews in the diagnostic phase, educating their change agents, applying stakeholder specific strategic communication and change KPI's for steering projects.



Our approach is straight forward: We define hard and soft KPI's which define and measure the intended goals of a change initiative, diagnose the business context and specific situation of the organisation. Only then we select customised tools for the implementation of change elements.

We are applying conventional measures *plus* state-before-the-art methods to get results faster and keep the achieved performance level longer. Here an excerpt (client example) from our method library founded on scientific insights, common sense and honed in many projects.



Our passion statement as Moving Minds partners and affiliates is that we love to support leaders, managers, teams and organisations on their way to the next level of effectiveness and adapted use of their resources requested from an ever changing environment. We have acquired over the years a profound understanding of various business logics and use organisational psychology as a key tool to understand and foster change processes.

# Impressum

---

Moving Minds GmbH  
- International Partners for  
Leadership & Change -  
Hermann-Allmers-Straße 31  
28209 Bremen  
Germany

T. +49 421 20 52 91 19  
F. +49 421 20 52 91 29  
M. +49 160 71 72 73 2

[roland.gieske@moving-minds.de](mailto:roland.gieske@moving-minds.de)  
[www.moving-minds.de](http://www.moving-minds.de)

© Moving Minds GmbH 2016

[www.moving-minds.de](http://www.moving-minds.de)