

### Let's start with your general thinking about the next year.

Information: Survey Results

Peace in Europe?

only positive outlooks/thoughts Recession -

27%

which impact the business?

loy to start into a new year

30%

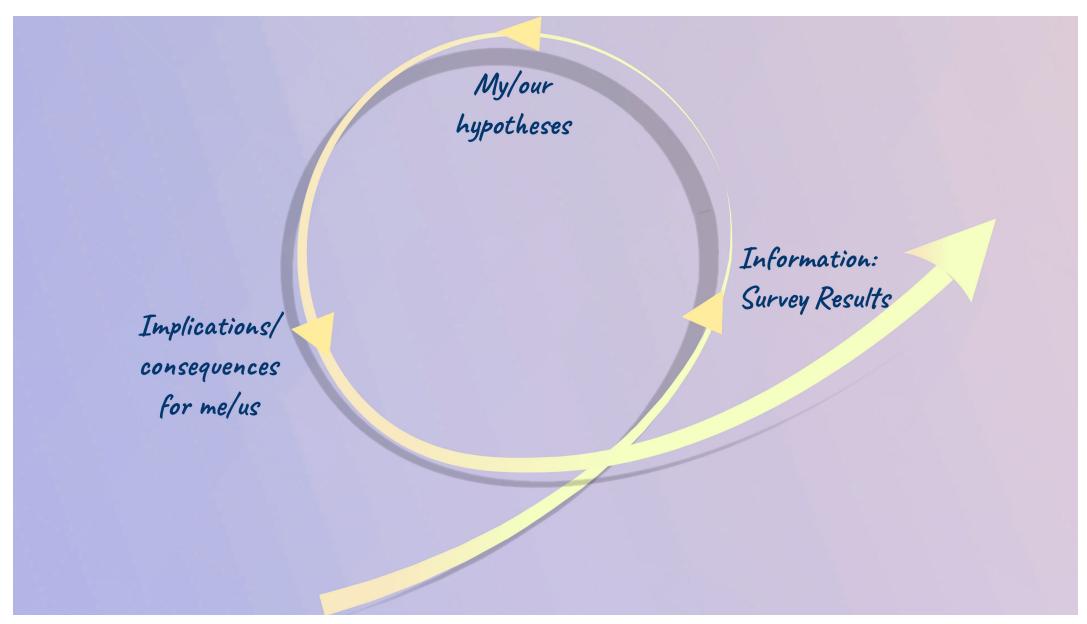
Concerns + poitive outlook/thoughts, change & transforamtion (can be seen as positive as negative)

Hope, growth, uncertain situation

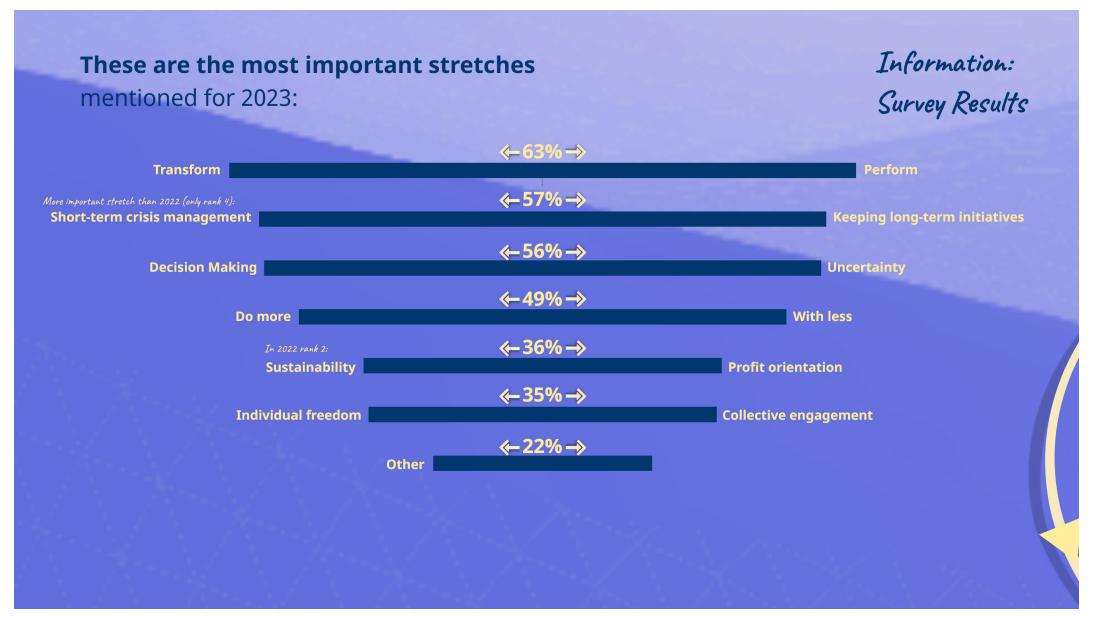
What comes immediately to your mind when thinking about 2023?

Unstable; big changes necessary everywhere; lots of risk but also lots of opportunities;

We all need to see ourselves as part of a global community for change --> for a clear turning point in history for more sustainability, more trust, more collaboration, more democracy, more peace







#### New stretches/Dilemmas in business

Emotion <-> Ratio

Resilience <-> Long-term pressure = "the new norm"

Grow AI <-> Control AI

Cost optimization <-> Customer investments

Managing cases <-> Managing processes

International business <-> Local action

Efficiency <-> Flexibility

Information overflow <-> beneficial and reliable information

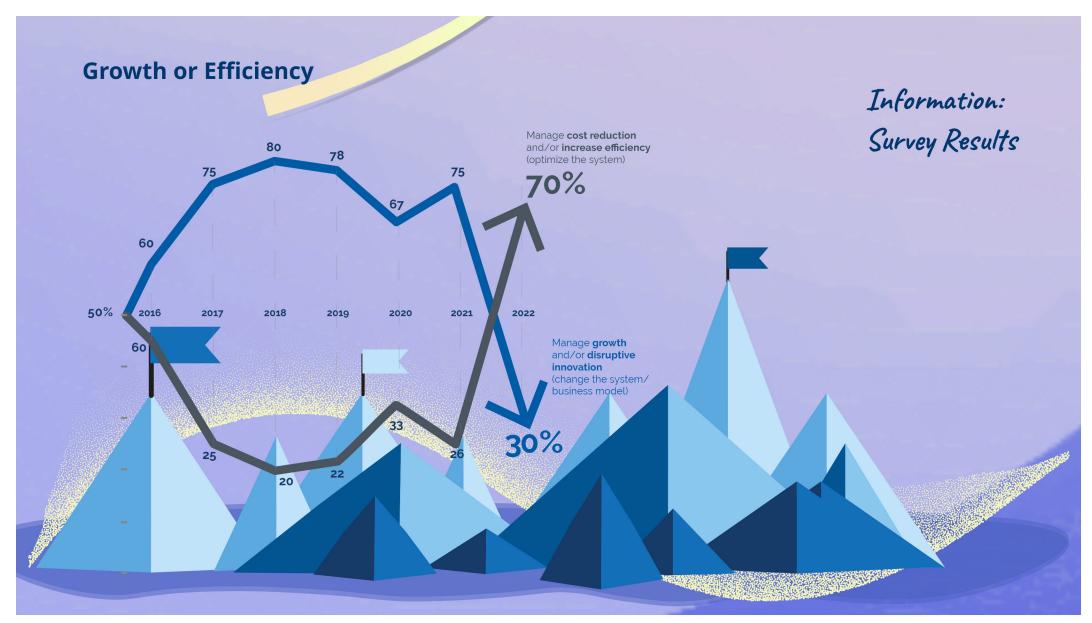
# **HR** topics

Provide more <-> demand less from (future) employees

Experienced managers <-> new leadership

Control <-> learning and listening

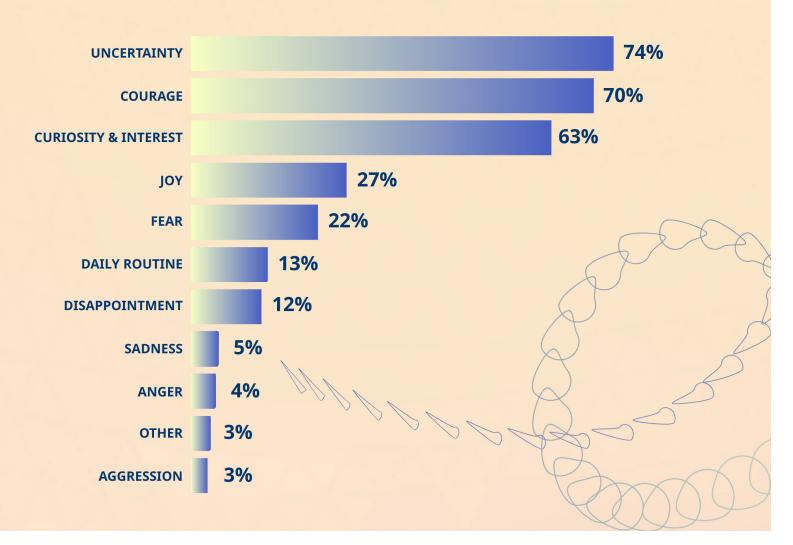


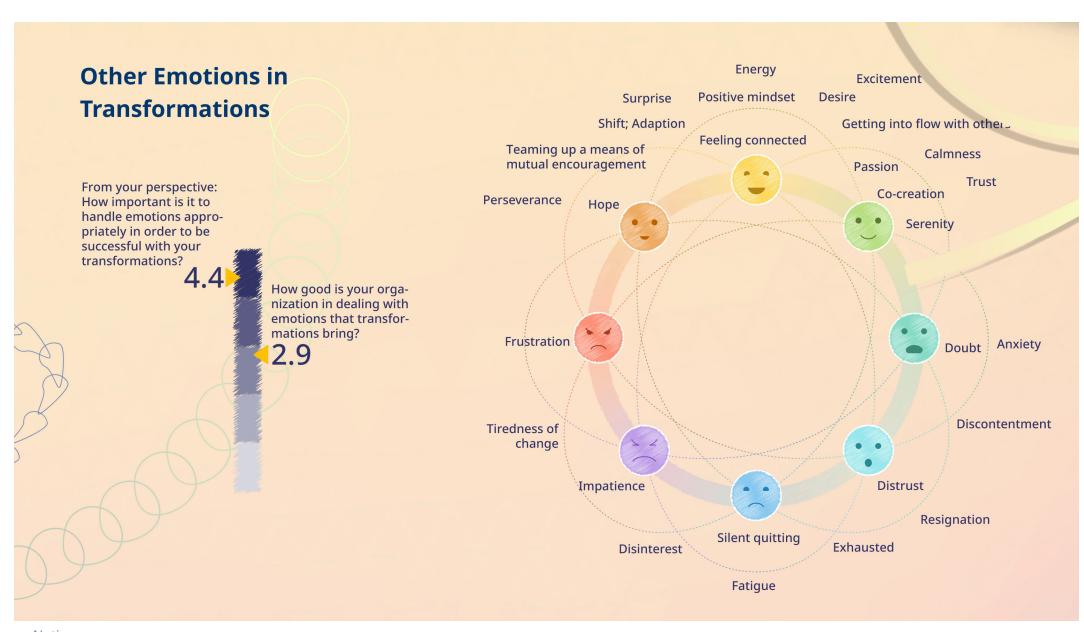




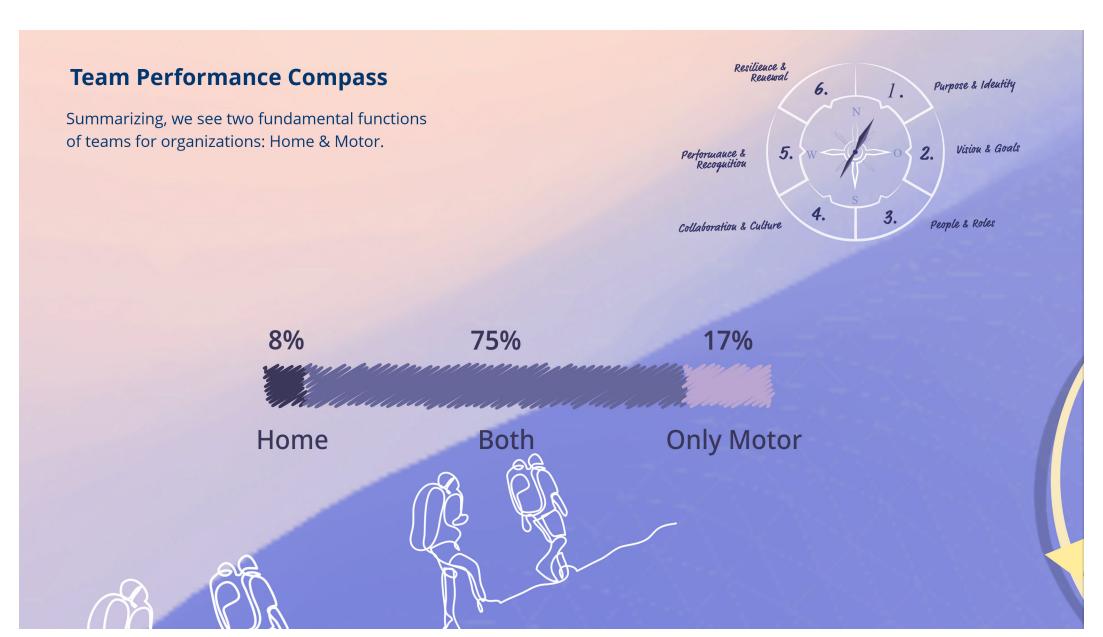
## **Transformation Experience**

2023 will certainly bring a lot of transformation. Looking at the most important transformation projects that will affect you and your business in 2023 from an emotional point of view: which emotions might be predominant?







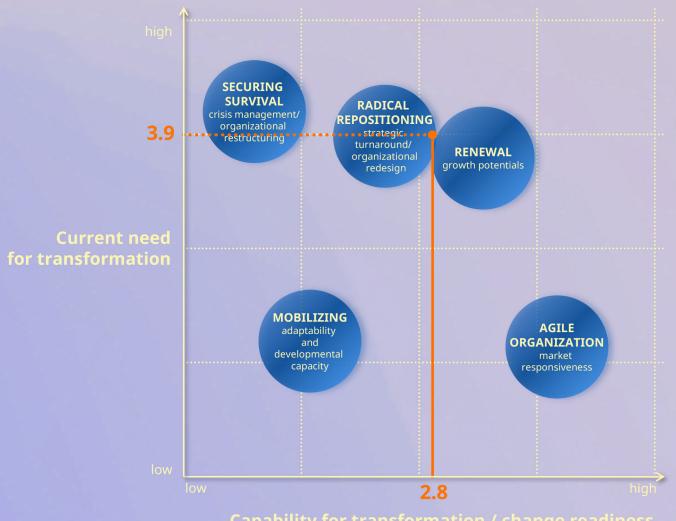




## **Transformation map**

Looking at your organization (or the organizations you are consulting) in 2023, all in all: how high do you see the need for transformation?

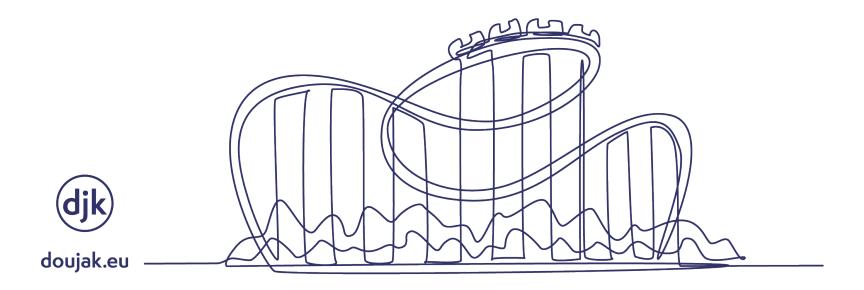
ow high do you rate the readiness for transformation (willingness & ability)?



Capability for transformation / change readiness







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