

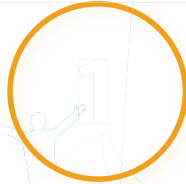


Global Survey 2015.

Get inspired by the results
for your own compass 2015.



MANAGE UNCERTAINTY AND COMPLEXITY



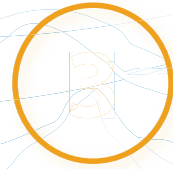
LEADERSHIP



INVESTMENTS



MANAGE CHANGE



MARKET ORIENTATION



WORLD ECONOMY

1. LOOKING BACK ON 2014.

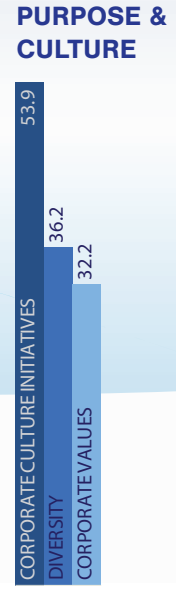
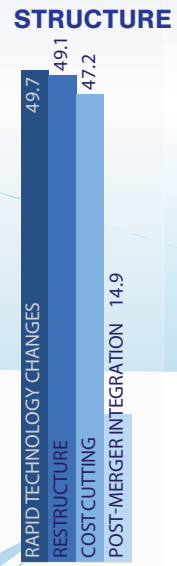
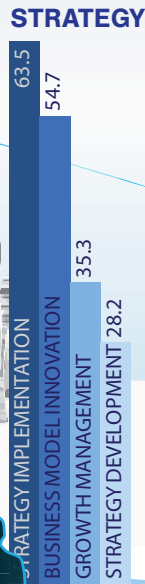
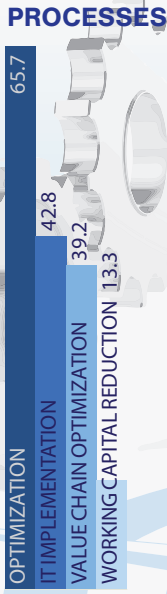
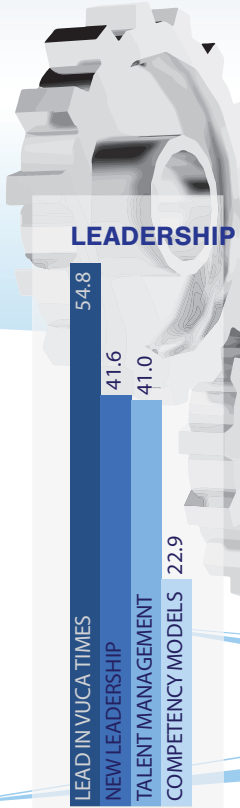
“Which of the following challenges were the most important for you and your company?”

The Doujak Global Survey 2015 has been conducted by Doujak Corporate Development during Q4/2014. We would like to thank all the participants for their contributions. If you are interested in the detailed results („white paper“) please contact alexander.doujak@doujak.eu directly.



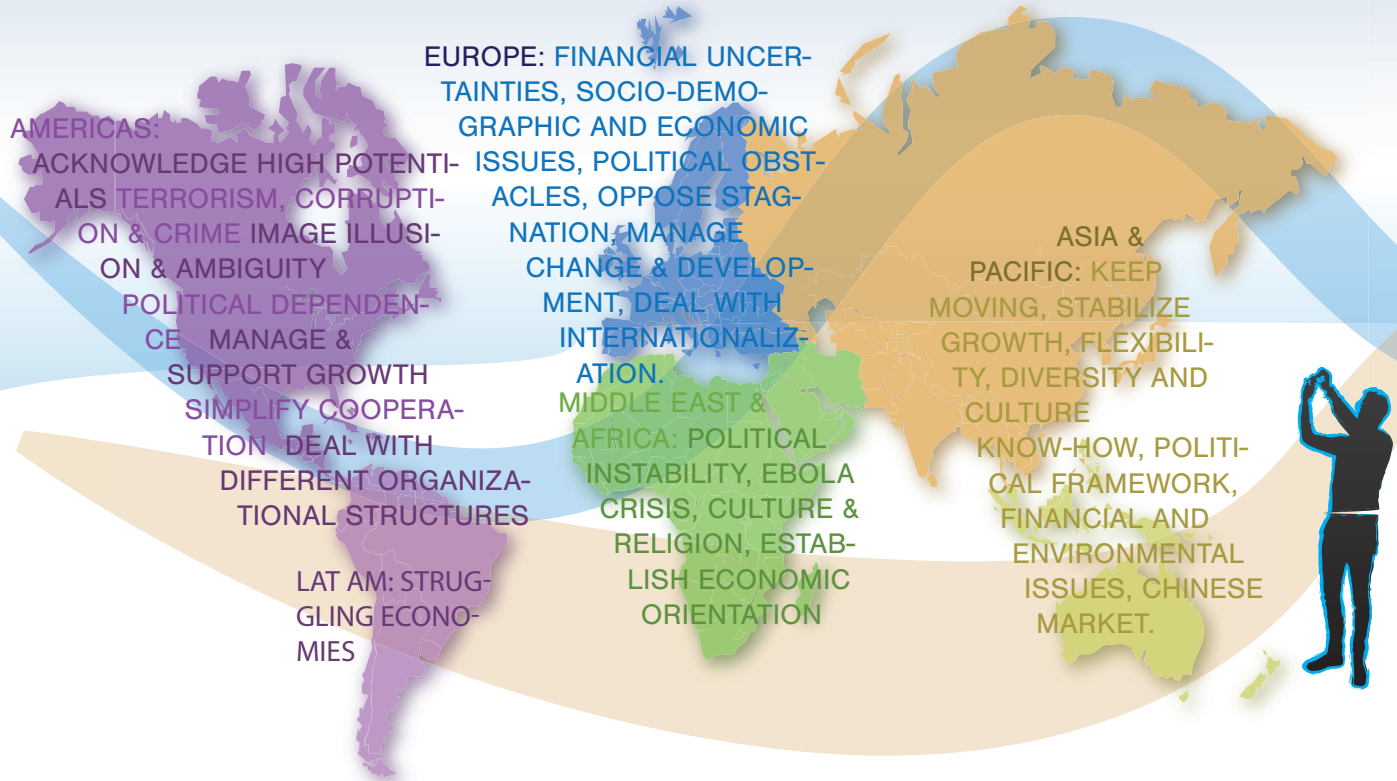
2. CORPORATE DEVELOPMENT 2015.

“Which challenges do you see in further developing companies and managing change in 2015?”



3. THE REGIONS: AMERICAS, EUROPE, MIDDLE EAST & AFRICA, ASIA & PACIFIC.

“Which specific challenges do you see within these regions?”



4. CHANGE MANAGEMENT 2015.

“Which challenges do you see in managing change in your company 2015?”

STEERING CHANGE
56.3 35.4 34.0 31.9 30.6



COMMITTED AND RESILIENT KEY PLAYERS LEAD THE CHANGE BY EXAMPLE
GENERATING A SENSE OF URGENCY
IDENTIFYING AND ELIMINATING OBSTACLES TO CHANGE
ESTABLISHING A POWERFUL GUIDING COALITION
IN-DEPTH ANALYSIS AND DEVELOPMENT OF AN APPROPRIATE CHANGE STRATEGY

COMMUNICATING CHANGE
63.8 46.8 42.6 31.2



CREATING A STRUCTURE AND ENVIRONMENT FOR AN OPEN COMMUNICATION (THIS INCLUDES ADDRESSING AND ACCEPTING CRITICISM)
EFFECTIVELY COMMUNICATING THE CHANGE VISION TO ALL STAKEHOLDERS
CREATING AWARENESS OF WHAT IS HAPPENING DURING THE CHANGE PROCESS
CREATING AND COMMUNICATING SHORT-TERM ACHIEVEMENTS

IMPLEMENTING CHANGE IN %
47.6 46.9 41.4 31.0 21.4



OVERCOMING CULTURAL BARRIERS TO IMPLEMENT CHANGE IN THE LONG TERM
INCORPORATING CHANGES INTO THE COMPANY
PREVENTING RISK AVERSION, THE FEAR TO MAKE MISTAKES
OVERCOMING TECHNOLOGICAL/ IT CONSTRAINTS
OVERCOMING GENERATIONAL BARRIERS TO IMPLEMENTING CHANGE IN THE LONG TERM

5. AREAS OF STABILITY AND RESILIENCE.

“Which areas will provide the most stability and resilience for your organization?”



6. EFFECTIVE LEADERSHIP.

“Effective leaders need to build up their own stable zones for staying happy, healthy and balanced. Which of these zones will I focus on in 2015?”

MYSELF

REFLECTING ON WISHES AND MOTIVATIONS

57.3%

COACHING
28.7%



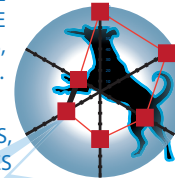
BUILDING UP
MY RESILIENCE
43.4%

DEVELOPING MY
PERSONAL SKILLS
38.5%

MY LIFESTYLE

PRACTICE
SPORTS 74.8%

CULTURAL
ACTIVITIES LIKE
CONCERTS,
MUSEUMS,...
23.1%



SPENDING TIME WITH
FAMILY AND FRIENDS
72.0%

READING NEWSPAPERS,
BOOKS OR MAGAZINES
36.4%

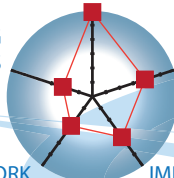
HEALTHY AND
BALANCED NUTRITION
48.3%

VACATION AND
LEISURE TRAVEL 44.1%

MY WORK

MANAGING MORE EFFECTIVELY
59.2%

IMPLEMENTING
NEW PROCESSES
21.8%



IMPROVING
LEADERSHIP SKILLS
38.7%

IMPROVING WORK
ENVIRONMENT
25.4%

IMPROVING SOCIAL
CONTACTS WITHIN THE TEAM
35.2%

MOTTOS FOR 2015.

Get inspired by the mottos others have already found for their personal 2015.

I think the biggest challenge in this astonishing world is to find what works for you ... Find it and pursue it relentlessly! ... Everyone has an opportunity to develop, contribute and grow! ... Work smarter, not harder. ... Expect the unexpected. ... Fix the basics, before starting big! ... Take it - Change it - or leave it. ... More relaxation to master a tough year. ... Do the right thing and have fun while doing it! ... Es gibt nichts Gutes, außer man tut es 😊 ... I do what I like. ... Think big, act wise, impact life. ... True Leaders create Leaders, not Followers. ... Standardization where possible – diversity where needed. ... Why type when you can talk? ... Together we are better. ... Be yourself! ... Surfing the wave with a smile. ... Step by step - cross to the stars, but do not leave the ground! ... I can do it! ... Time for a change. I think the biggest challenge in this astonishing world is to find what works for you. ... Find it and pursue it relentlessly! ... Everyone has an opportunity to develop, contribute and grow! ... Work smarter, not harder. ... Expect the unexpected. ... Fix the basics, before starting big! ... Take it - Change it - or leave it. ... More relaxation to master a tough year. ... Do the right thing and have fun while doing it! ... I do what I like. ... Think big, act wise, impact life. ... True Leaders create Leaders, not Followers. ... Standardization where possible – diversity where needed. ... Why type when you can talk? ... Together we are better. ... Be yourself! ... Surfing the wave with a smile. ... Step by step - cross to the stars, but do not leave the ground! ... I can do it! ... Time for a change. I think the biggest challenge in this astonishing world is to find what works for you. ... Find it and pursue it relentlessly! ... Everyone has an opportunity to develop, contribute and grow! ... Work smarter, not harder. ... Expect the unexpected. ... Fix the basics, before starting big! ... Take it - Change it - or leave it. ... More relaxation to master a tough year. ... Do the right thing and have fun while doing it! ... Es gibt nichts Gutes, außer man tut es 😊 ... I do what I like. ... Think big, act wise, impact life. ... True Leaders create Leaders, not Followers. ... Standardization where possible – diversity where needed. ... Why type when you can talk? ... Together we are better. ... Be yourself! ... Surfing the wave

We wish you all the best in 2015.

Call **Alexander** on his mobile phone +43 699 110 23 330 or meet him for a relaxing coffee in **Hietzing**

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Meet **Elisa** virtually on Xing www.xing.com/profile/Elisa_Alberto or in person in **Munich**

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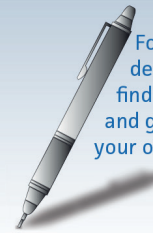
Write **Petra** an e-mail @ petra.gronalt@doujak.eu or meet her personally in the **Doujak Office**

Write **Sandra** an e-mail @ sandra.lehner@doujak.eu or meet her personally in the **Doujak Office**

Or visit us via www.doujak.eu

Create your own compass 2015.

This is an invitation to create your own compass 2015. We have asked international managers and consultants on their view of 2015. Have a look at the results and get inspired for your own orientation.



For your convenience – detach the card, find yourself a good place and good drink for designing your own compass.

Trends / Challenges which will be relevant for me in 2015:

My priorities 2015 (team level):

My priorities 2015 (company level):

My priorities 2015 (personal level):

My personal Motto 2015: