



DOUJAK CORPORATE DEVELOPMENT

IMPRESSUM

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Keep developing



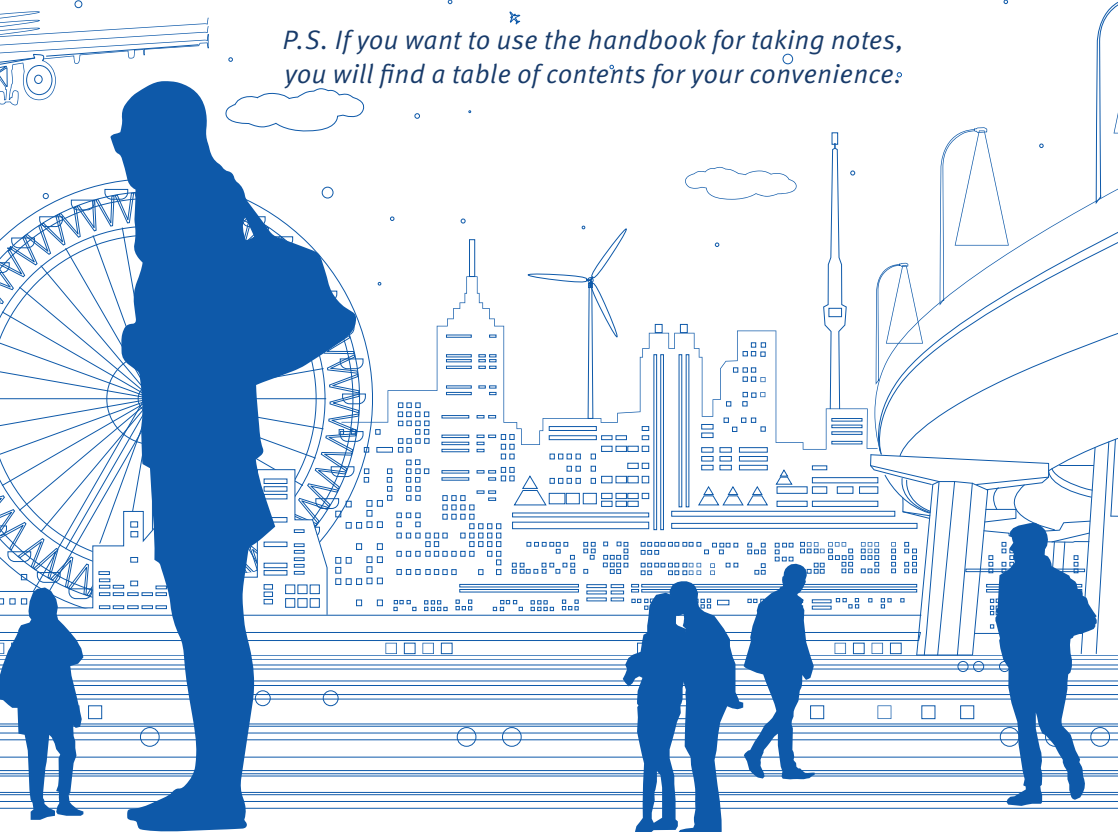
MY 2017!

We are delighted to present you the summary of our Global Survey 2017 as a source of inspiration for your own planning of 2017. Again managers from around the world have shared their thoughts and views on the next year.

Our recommendation:

Take the handbook, find a good place, get yourself a coffee/nice drink and start working through the different aspects. At the end of the section, you will find your „development wheel“ for summarizing your personal planning.

P.S. If you want to use the handbook for taking notes, you will find a table of contents for your convenience:



GROWTH OR EFFICIENCY?

Which of the following challenges are the most important for you and your company?

Managing growth and
(disruptive) innovation

75.3%

2017

Managing cost reduction and
increasing efficiency

24.7%

2016

2016

2017

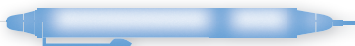


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THE RESULTS IN A NUTSHELL:

Trend is getting stronger towards growth and (disruptive) innovation. Our hypothesis: Managing cost and efficiency is seen a “homework“ which needs to be done anyhow. The key to sustainable success is growth and innovation.



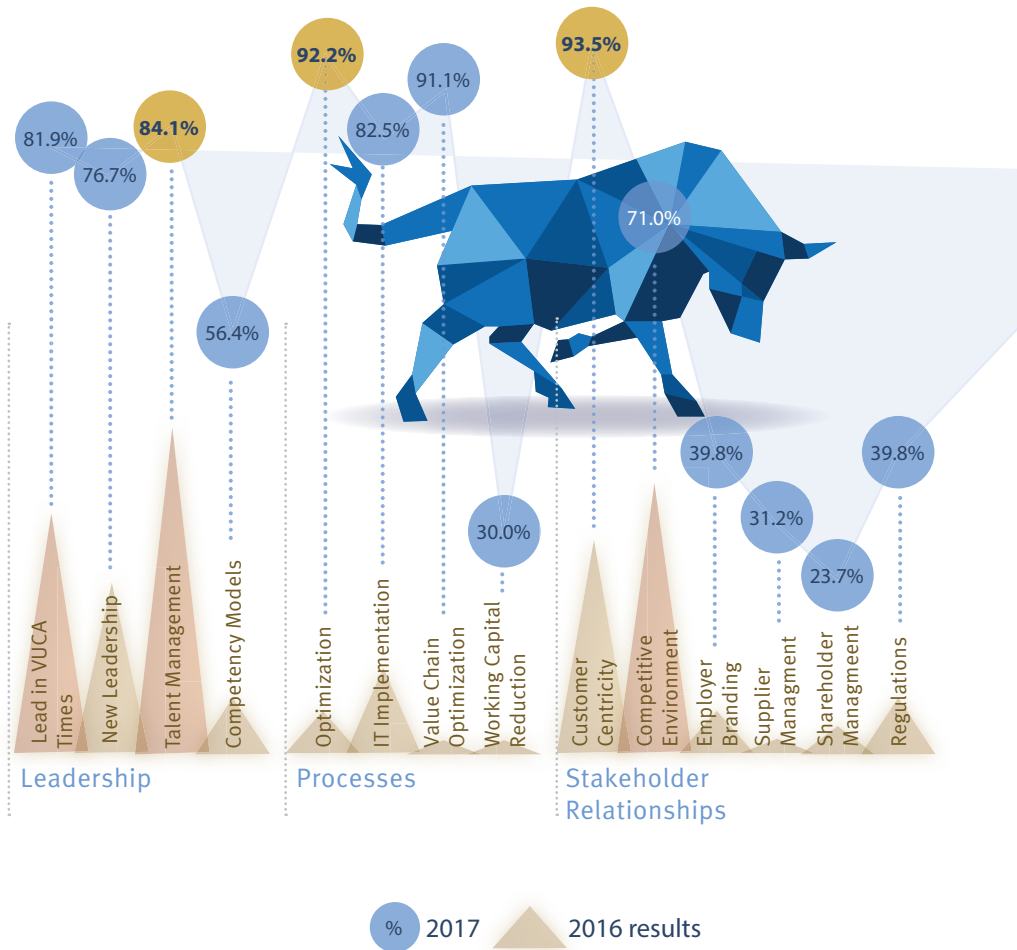
WHAT COULD THAT MEAN FOR ME?

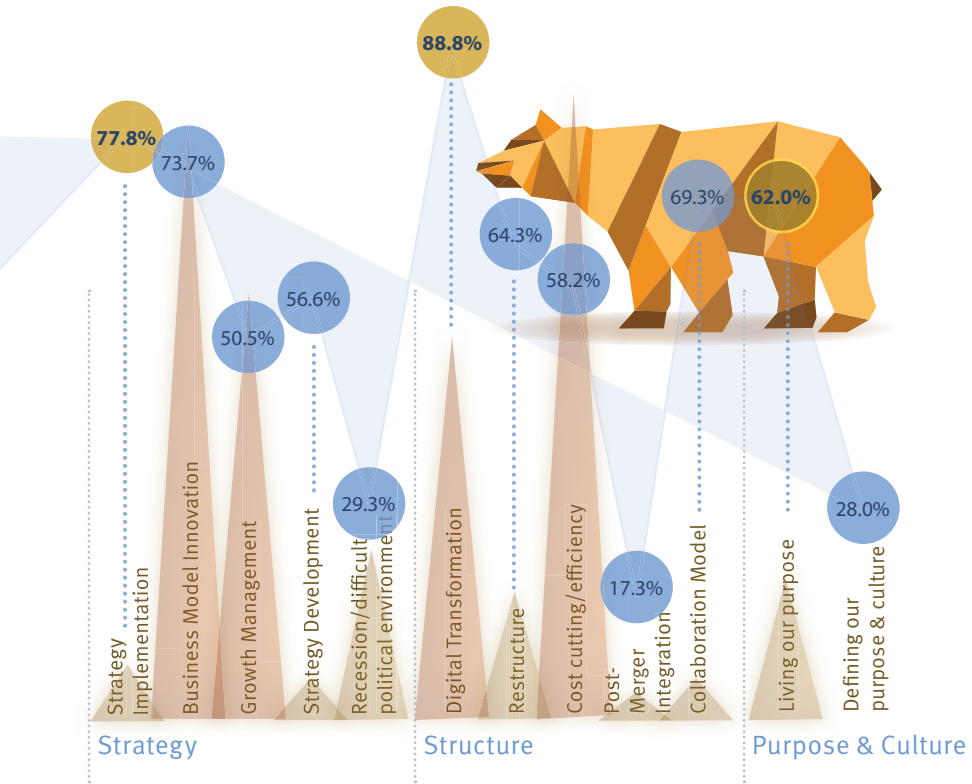
Implications for my own 2017 development plan



LEADERSHIP – PROCESSES – STAKEHOLDER RELATIONSHIPS – STRATEGY – STRUCTURE – PURPOSE & CULTURE:

Which main challenges do you see further developing in your company (or your clients' companies) in 2017?







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THE RESULTS IN A NUTSHELL:

LEADERSHIP: The hype of formal new concepts like competency models seems to be over.

Talent management & leading in VUCA times, in direct dialogue with stakeholders is being regarded as key success factor.

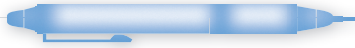
PROCESSES: Process optimization: the long road is not over yet 😊. The aspects and contents of optimization shift to digital processes and cross-collaboration.

STAKEHOLDER RELATIONSHIPS: Customer, customer, customer Even more in the center than in the past. Our hypotheses: the continuous inflow of highly customer focused start ups forces also the big corporations to put a lot of emphasis on customer centricity.

STRATEGY: Top of the list: Implementing strategy, getting into action mode within existing and new business models.

STRUCTURE: Digital transformation goes through the roof. It is one of the terms mentioned the most in all survey results. Aligned with it come new collaboration models which enable and foster digital transformation.

PURPOSE: Most organizations seem to have defined their purpose. Walking the talk, living the purpose in the context of a VUCA world is the top priority.



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CHALLENGES AROUND THE GLOBE:

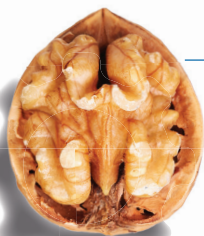
Which do you see in the different geographical regions?



- Political changes after the election
- Growth & gain market share
- Stronger regulations

- Impact of BREXIT
- Instability in certain countries (political, economic, populism, demographic change)
- Regulations vs. Innovation
- Increased competition
- Potential recession
- Adaption of Business Models

- Political instability (ISIS, wars, terrorism rich vs. poor, refugees)
- Price of oil
- Africa becoming a crisis market
- Scarcity of resources
- Compliance/Integrity/Ethical behavior

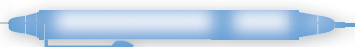


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THE RESULTS IN A NUTSHELL:

What should we say: did you expect all the unexpected which happened in 2016? So let's stay open and agile for reacting upon unexpected surprises in 2017.



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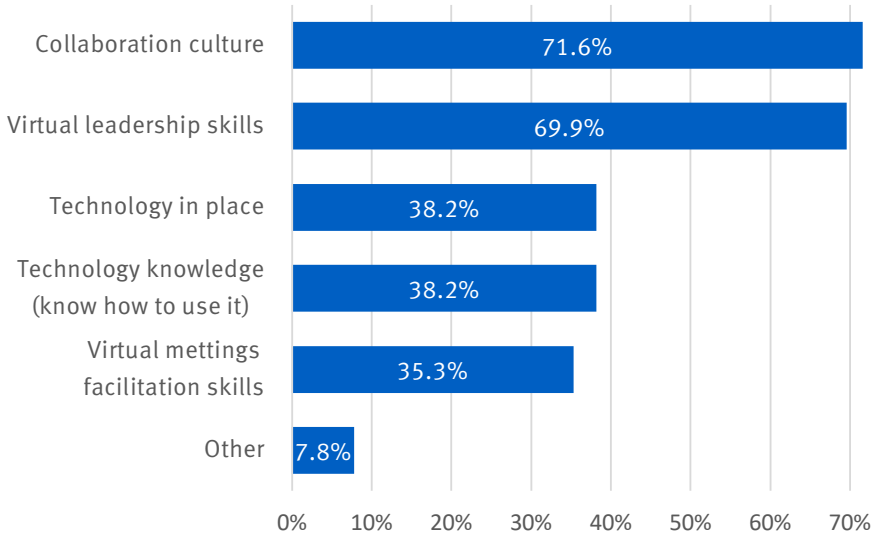
- Potential downturn in China
- Economic & political instability
- Manage growth & gain market share
- Change of Business Models / Digital Transformation
- „Asia Cocktail“:
Regulations / Volatility /
Compliance / Integrity/
Ethical behavior
- Cope with environmental effects & global warming

Asia-Pacific



VIRTUAL COLLABORATION & LEADERSHIP:

What would your organization need to be „state of the art“?



How much expertise do you have in virtual collaboration/
virtual leadership? (Please move the spot accordingly)



Minimum	Maximum	Mean	Std Deviation	Variance	Count
1.0	10.0	5.5	2.2	4.9	97

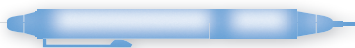


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THE RESULTS IN A NUTSHELL:

Compared to some years ago, where technology was seen as one of the biggest challenges to virtual collaboration, organizations have made some steps ahead in providing an internal technology within the organization to allow virtual interaction. What is clear is that the technology (and how to use it) is not enough when the organization does not have a collaboration culture and guidelines that foster virtual work. Leaders are also still struggling to find the right balance between “classical” leadership skills and developing new skills that are necessary to be successful as a virtual leader.

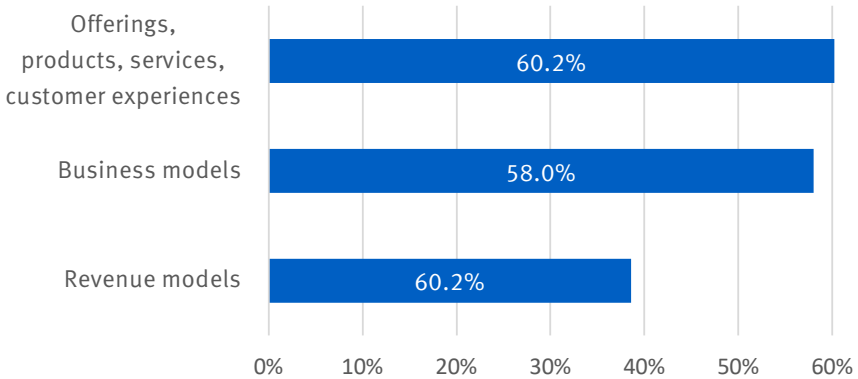


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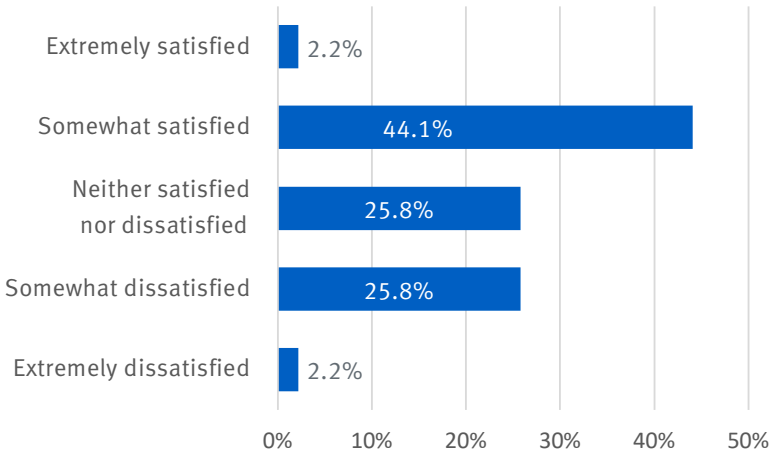
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ART OF OPPORTUNITY

Leaders are currently actively searching for opportunities for new ...



How satisfied are leaders with their efforts?



TOPIC 5



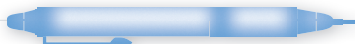
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THE RESULTS IN A NUTSHELL:

Whereas the search for new growth opportunities is a key topic for every organization, over 55% of respondents are displeased with the results achieved. The key challenges experienced are:

- Lack of urgency: Low awareness within the organization that new opportunities need to be found.
- Lack of capabilities, skills, and resources: Organizations don't know where to search for new opportunities, how to seize them, how to decide on which opportunities to pursue and which innovations to implement. The daily business has priority over the search and development of new businesses.
- This lack of capabilities results in established companies moving slowly and experiencing high internal resistance to new ideas.
- All this paired with missing executive sponsorship explains the low level of new ideas getting implemented and creating serious impact on revenues.

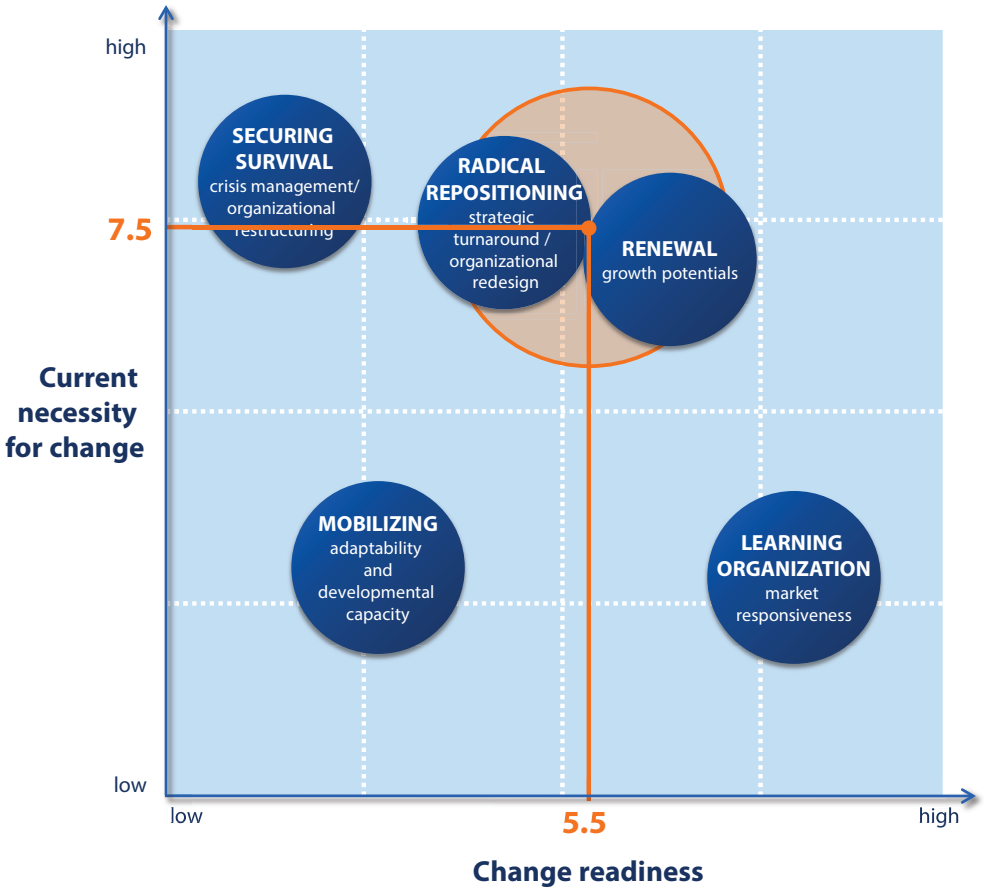


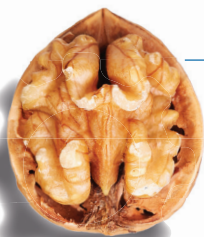
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TRANSFORMING YOUR COMPANY:

Which challenges do you see in 2017?





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THE RESULTS IN A NUTSHELL:

Most organizations seem to be in a position of renewal, seeking (desperately ?) for growth potential in a non-growth environment. This leads in some cases to the need for radical re-positionings.



WHAT COULD THAT MEAN FOR ME?
Implications for my own 2017 development plan



STABILITY AND RESILIENCE

Some people (including us) say, that it might be even more important to talk about how to increase stability and resilience, rather than to focus on change only.

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

- | | |
|----------------------------|---|
| 1. CLEAR STRATEGY & VISION | ↑ |
| 2. STRONG LEADERSHIP | ↓ |
| 3. CORPORATE CULTURE | ↑ |
| 4. HUMAN RESOURCES | ↓ |
| 4. COMMUNICATION | ↑ |
| 5. CUSTOMER RELATIONSHIP | ↑ |
| 6. NETWORKS | ↓ |
| 7. PROCESSES | → |
| 8. PRODUCT DEVELOPMENT | → |



Trend 2016 → 2017



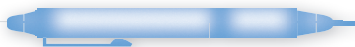


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THE RESULTS IN A NUTSHELL:

Clear strategy & vision, strong leadership on top.
Our hypothesis: Increasing volatility in the environment creates the desire for orientation and clear messages, both on a personal and on a content side.



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YOUR MOTTO FOR 2017

Automate the mundane to focus on communication and transparency

Keep on running

Unchanged since years: Do it right now!

Trusted

Stay calm and be an engine for positive feelings and developments

Love it - change it - leave it. If you can't win, don't play.

Accept that success only comes by trial and error **We will see us in 2018**

Get rid of old things and thoughts **Success** ... just do it persistent

Focus and prioritize - and - enjoy and relax! Stay focused on your job!

Prioritize and focus, concentrate on what really counts **Keep on track!**

Quality over growth

Organize all challenges and privacy

Focus on what you really want to do

We can do everything but there's no must

Nothing is as it seems

Be patient

Embrace change

Stay calm in stormy waters

Bits instead of paper!

Always look on the bright side of life

Be aware!

Don't reorg, make it work

Just do it

Stay kind and do it anyway

We need to be stubborn in our vision and flexible in our activities

Realize what developed and help people with digital knowledge

Specialize in my best and catch them all!

Hello 2017

Keep on moving

Heading for new shores

Service Excellence

Focus on your own resources

Optimize team work and live company culture

Be fresh

Change and stability!

Never miss a good crisis

Be successful instead of insisting being right!

You are beautiful ☺

Adventure is waiting

PASSION

A journey of a thousand miles begins with a single step

POWER

Disrupt yourself before others disrupt you!

INSPIRATION

Play an active part in shaping the future of our company

Sharing my trust of going new ways with the people around me

It's getting more complicated but we are on track

What is the next small step? If you go for it, go all the way!

Disruptive and traditional businesses can deliver hybrid success – if implemented properly!

Be authentic and do what you say

Develop a new frame

Just start instead of waiting for even better ideas

Make the impossible possible!

United we stand,

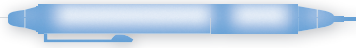
Even big waves make fun ☺ I'll catch my lucky star ☺

divided we fall

Exploit the opportunities at hand

Any decision is better than no decision!

Contribute to organizational learning and increase the rate of successful projects

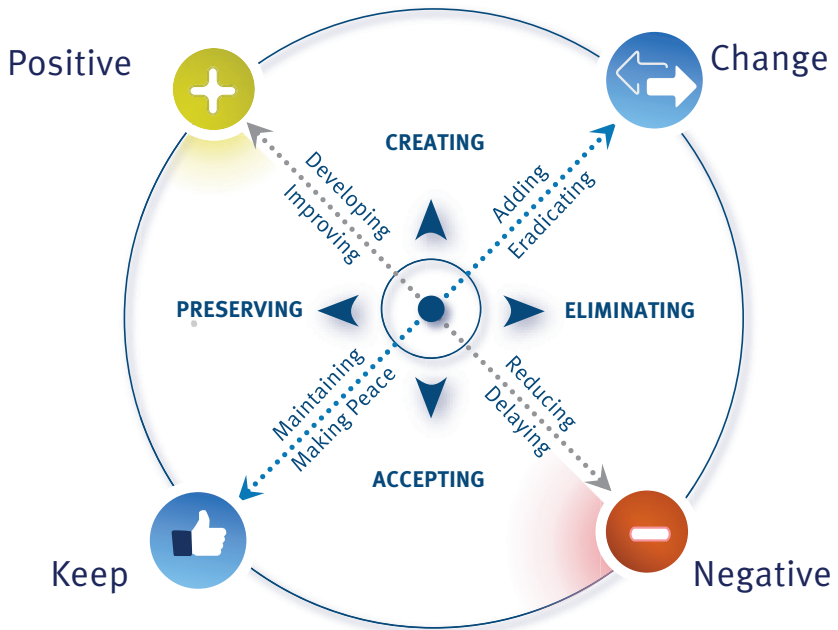


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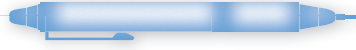
MY 2017

For summarizing your personal planning of 2017, you may use the structure of the development wheel. You will find some guiding in the boxes on the next page.

DEVELOPMENT WHEEL.



Adapted from Marshall Goldsmith (Triggers, 2016)



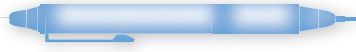
MY Development in 2017



PRESERVING: Which of my strengths do I want to maintain and improve?



CREATING: Which new strengths do I need to develop or add?



MY Development in 2017



ELIMINATING: What am I going to eradicate or at least, reduce?



ACCEPTING: I can't change everything: Being wise with myself: Is there something I simply need to make peace with or delay?

