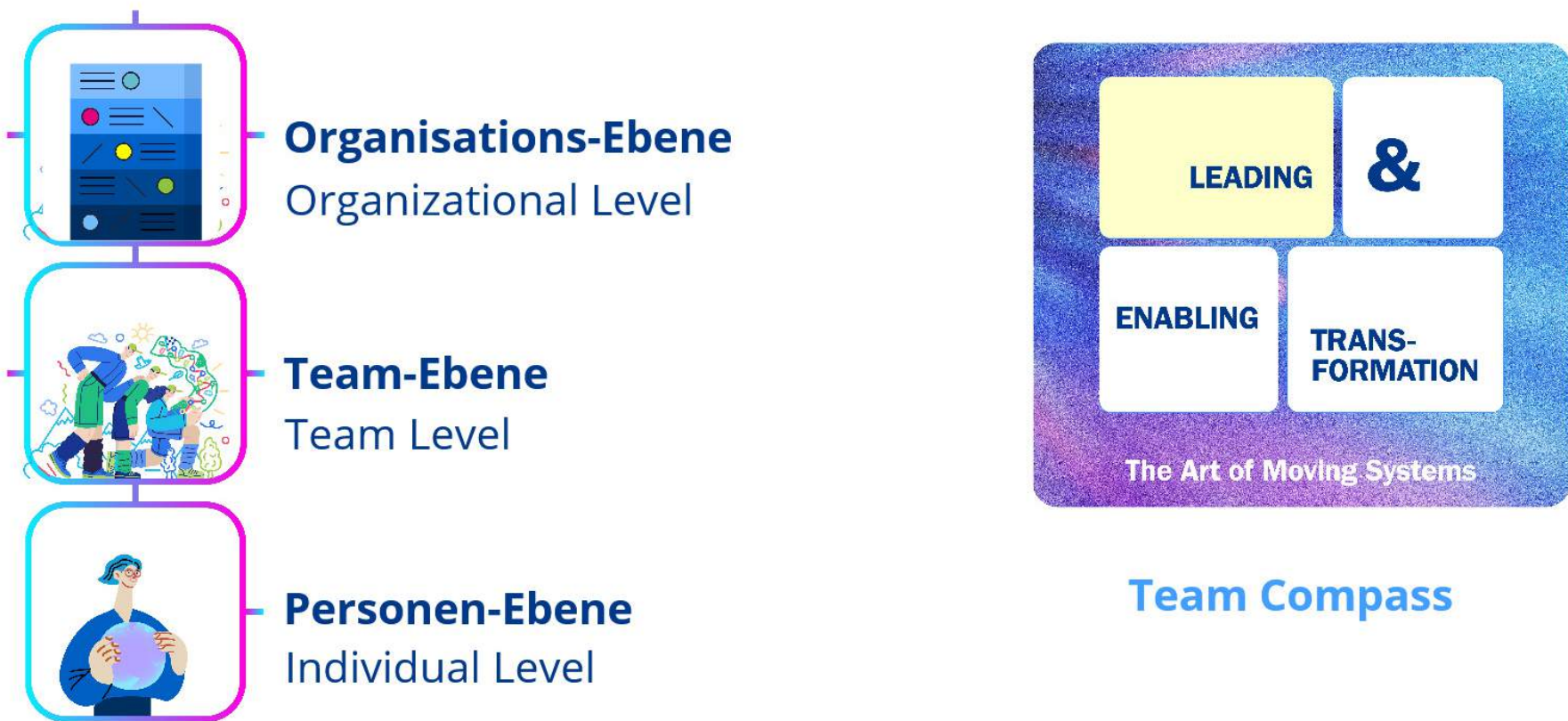


Chapter 3: Implications for leading transformation.
Kapitel 3: Implikationen für Leading Transformation



How many teams (leadership teams, cross-functional teams, project teams, etc.) will be essential contributors to your company's success in 2026?
Wie viele Teams (Führungsteams, funktionsübergreifende Teams, Projektteams usw.) werden im Jahr 2026 wesentlich zum Erfolg Ihres Unternehmens beitragen?



Implications for leading transformation (based on the interviews).
Implikationen für Leading Transformation (aus den Interviews).

“ ... speak clearly ... what is possible, what is not possible. ... joint decisions ... faster and more courageous ... ”

Personen-Ebene
Individual Level

- **Orientierung bei Unsicherheit:** klare Prioritäten, klare Grenzen, „was ist möglich / was nicht“ - und das bei größtmöglicher Empathie und Übersetzungs-Leistung
- **Entscheidungsfindung als Führungsleistung:** Geschwindigkeit + Mut; Fehlerkultur als Rahmenbedingung.
- **Leadership jenseits von Headcount:** Statuslogiken aktiv neu definieren.
- **Orientation in uncertainty:** clear priorities, clear boundaries, what is possible/what is not — and communicate this with the greatest possible empathy and translation capacity.
- **Decision-making as leadership:** speed + courage; use mistakes as a learning opportunity.
- **Leadership beyond hierarchy:** actively redefine status logics.

Team-Ebene
Team Level

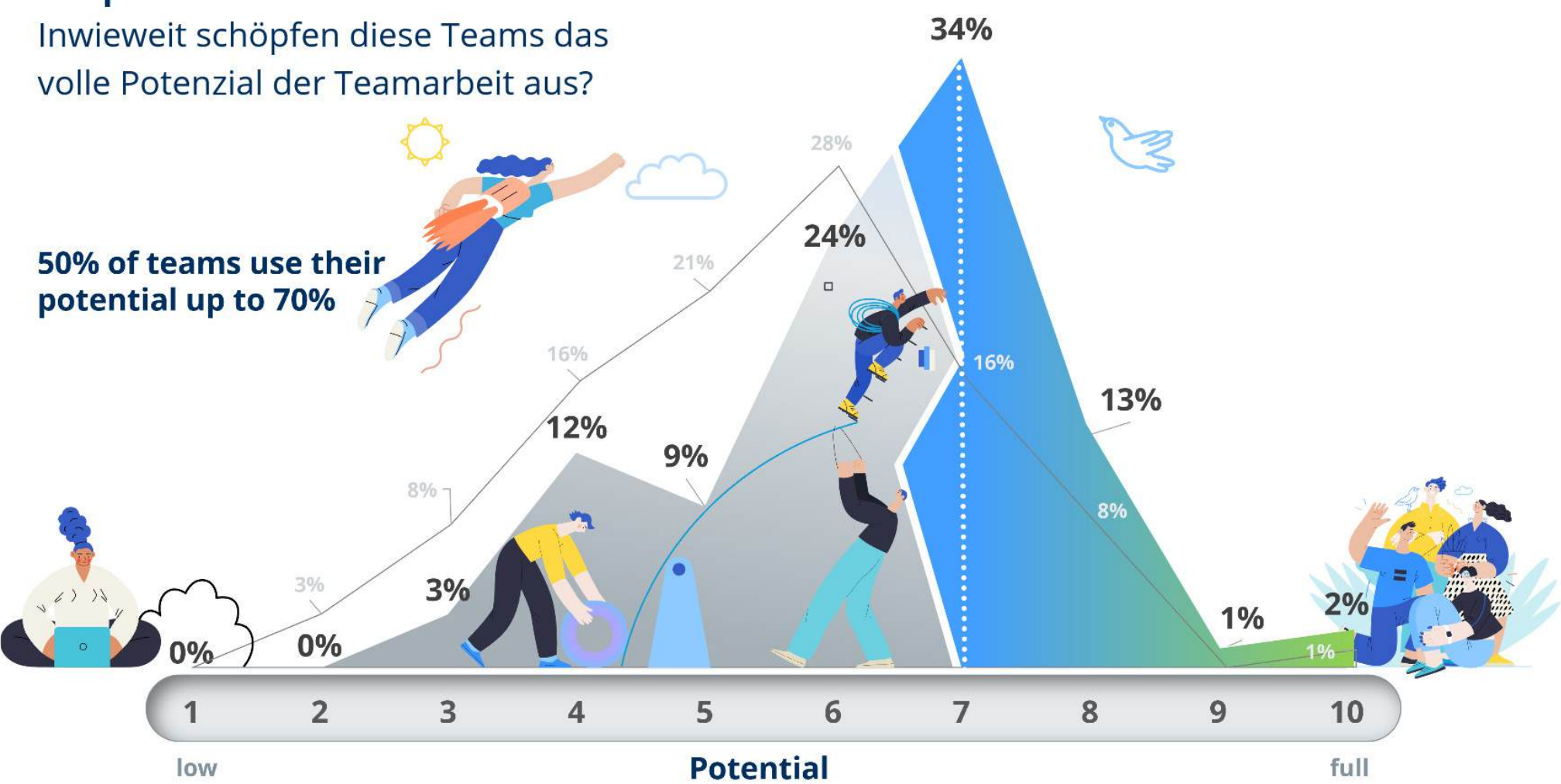
- **Rahmen setzen:** Zielbild, Entscheidungsregeln, Zusammenarbeitsmodell.
- **Kommunikation als Schleife:** wiederholen, testen, Feedback integrieren.
- **Konflikte produktiv machen:** „In den Kern gehen“ statt „Herumzureden“.
- **Raum für gemeinsame Entscheidungen:** „Lösungen“ erarbeiten, statt Einzel-Entscheidung.
- **Set the framework:** target picture, decision rules, and collaboration model.
- **Communication as a loop:** repeat, test, integrate feedback.
- **Make conflicts productive:** “get to the core” instead of “harmonizing everything away.”
- **Create space for joint decisions:** develop “solutions” instead of making individual decisions.

Organisations-Ebene
Organisational Level

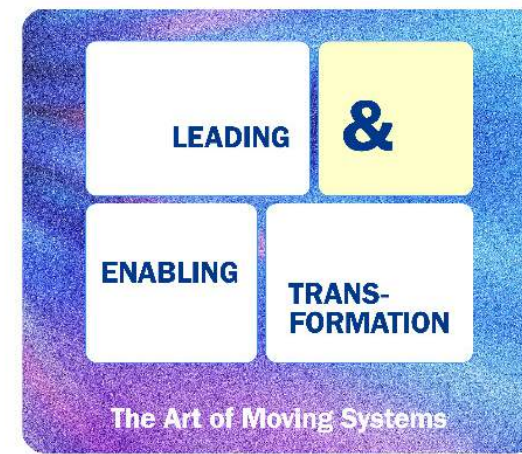
- **AI-Integration als Operating Model:** Governance, Rollen, Fähigkeiten, Risiken, Ethik.
- **Schnelligkeit durch Sequenzierung:** weniger parallele Initiativen, klarer Fokus & Sprints (Portfolio Disziplin).
- **Externe Perspektive gezielt nutzen:** in Phasen hoher Unsicherheit und bei blinden Flecken.
- **AI integration as an operating model:** governance, roles, capabilities, risks, ethics.
- **Speed through sequencing:** fewer parallel initiatives, clear focus & strict portfolio discipline.
- **Use external perspectives in a targeted way:** especially in phases of high uncertainty and where blind spots exist.

LEADING

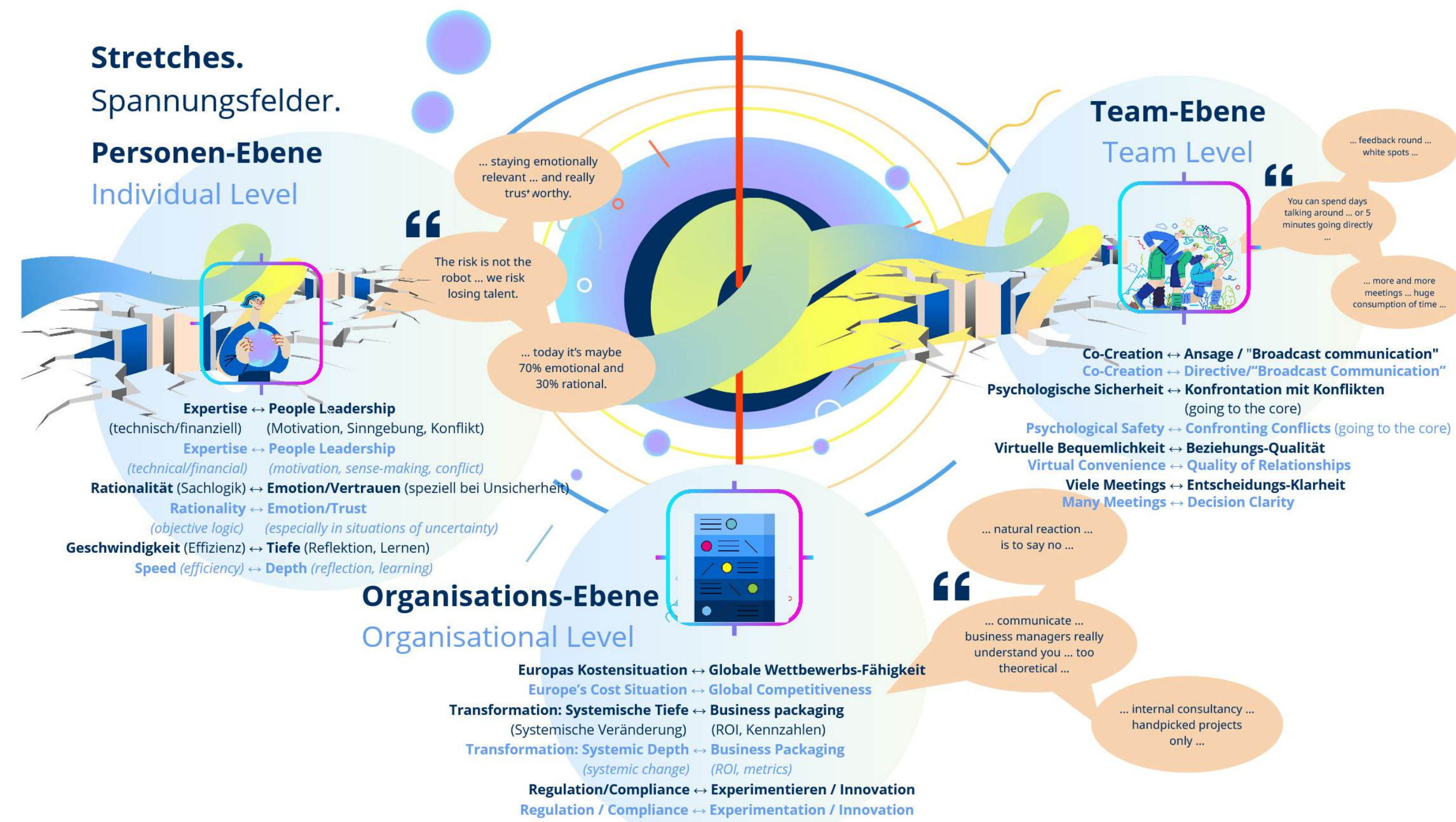
To what extent do these teams exploit the full potential of teamwork?
Inwieweit schöpfen diese Teams das volle Potenzial der Teamarbeit aus?



Chapter 2: Stretches. Kapitel 2: Spannungsfelder.



Stretches. Spannungsfelder. Personen-Ebene Individual Level



BANI means: Exploring and leading with polarities is essential.

We have listed the most essential polarities/stretches mentioned in the last years and asked participants to reconfirm.

BANI bedeutet: Das Erkunden und Führen mit Polaritäten ist essenziell. Wir haben die wichtigsten in den letzten Jahren erwähnten Polaritäten/Spannungsfelder aufgelistet und die Teilnehmenden gebeten, diese erneut zu bestätigen.



Hypothese:
Multiple, simultane Veränderungen: **weg von** eine Veränderung kommt und wir müssen dabei die Performance halten **hin zu** permanente, potentiell fundamental durchgreifende Veränderung

Planbarkeit ist endgültig Vergangenheit bzw die Zyklen werden noch viel kürzer. Aus diesem Grund wir das Spannungsfeld "Unsicherheit vs. Entscheidungsfindung" wichtiger.

Abgeleitete Hypothese: Haltung hinter Entscheidung wird noch wichtiger nach dem Motto "was wir sähen, ernten wir".

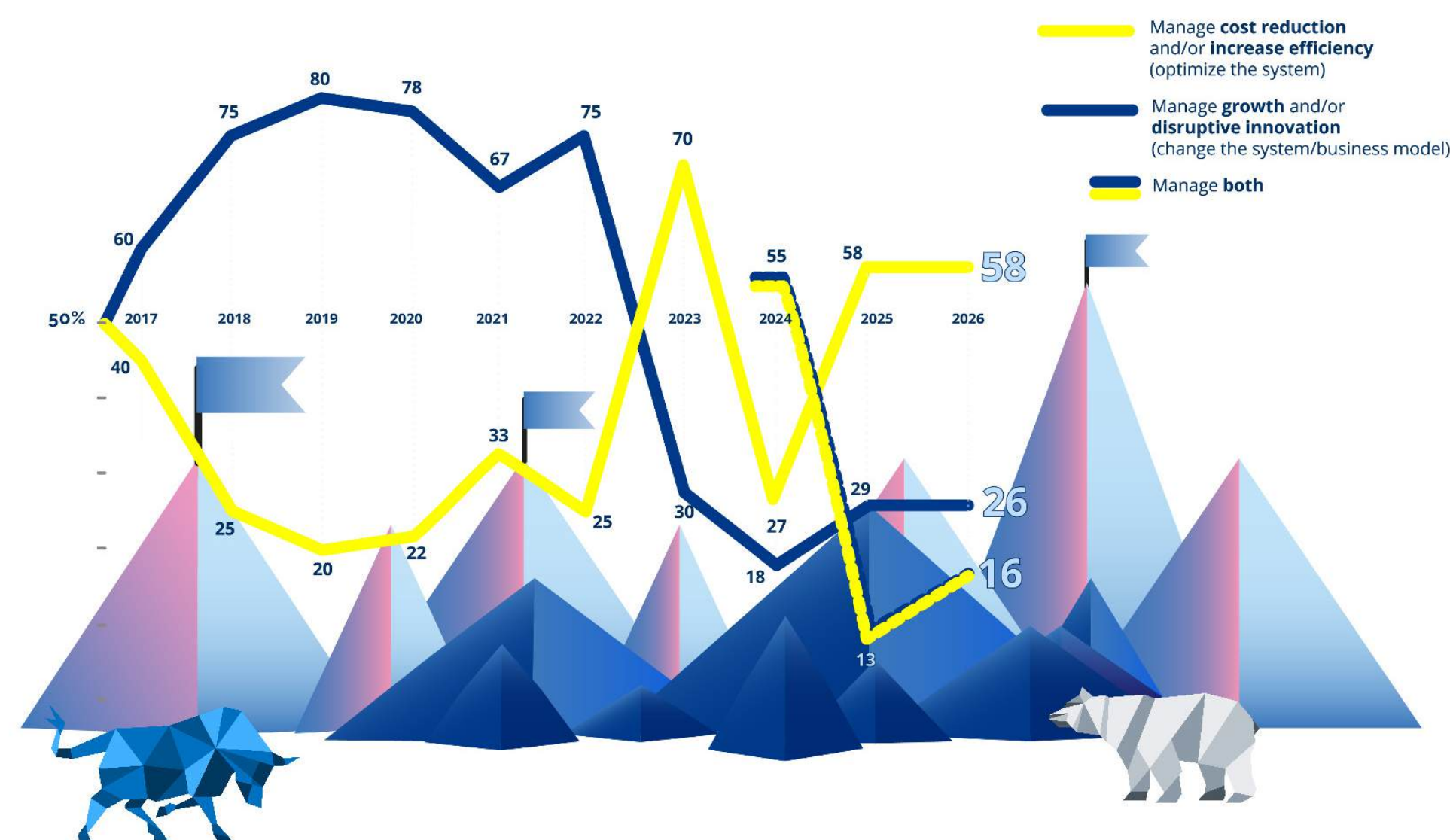
Hypothese:
Multiple, simultaneous changes: we are moving **away from** change as a **single event**—where performance must still be maintained—towards continuous, potentially **fundamentally transformative change**.

Predictability is finally becoming a thing of the past, or at least the cycles are becoming much shorter. For this reason, the tension between **"uncertainty vs. decision-making"** is becoming increasingly important.

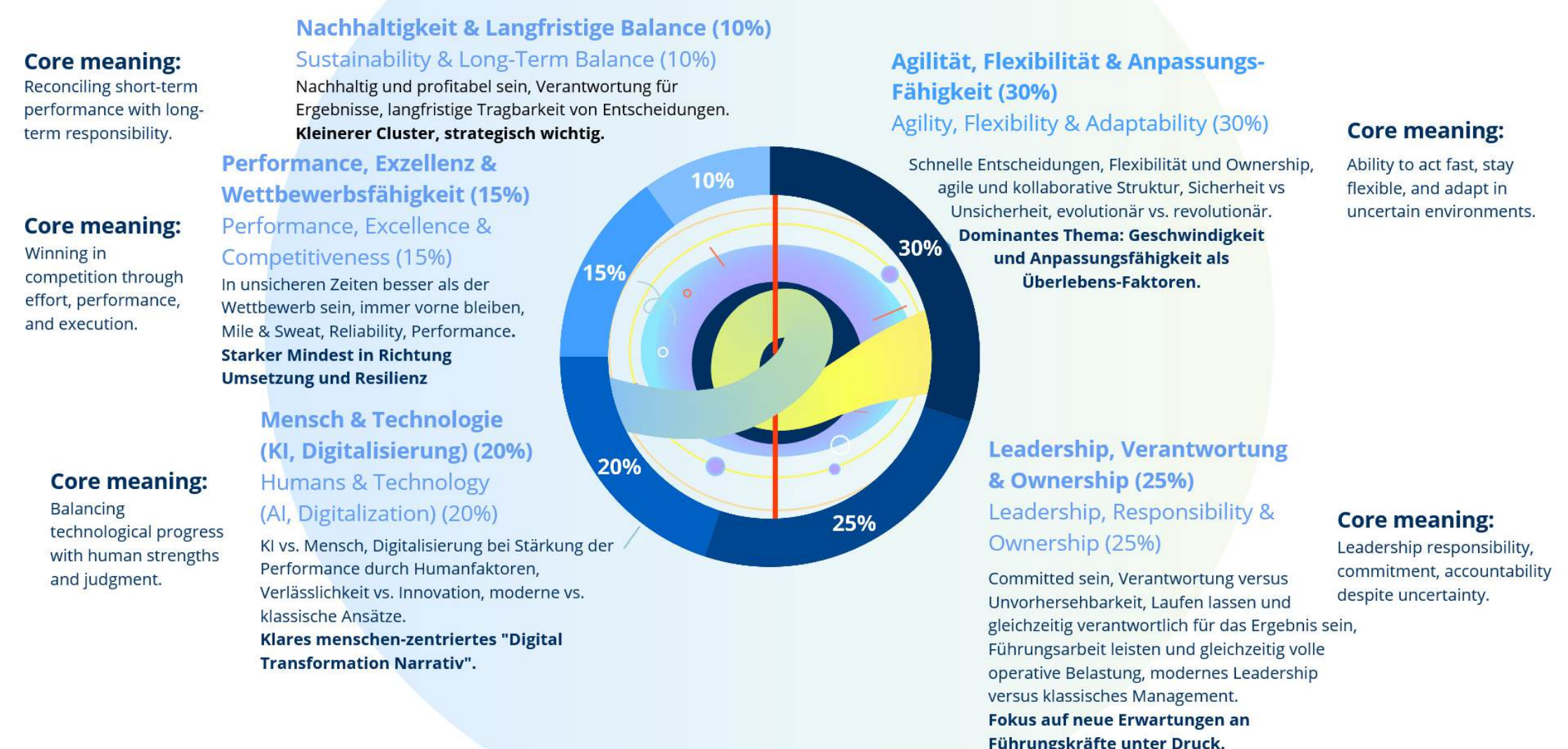
Derived hypothesis: The mindset behind decisions will become even more important, following the principle: **"What we sow, we reap."**



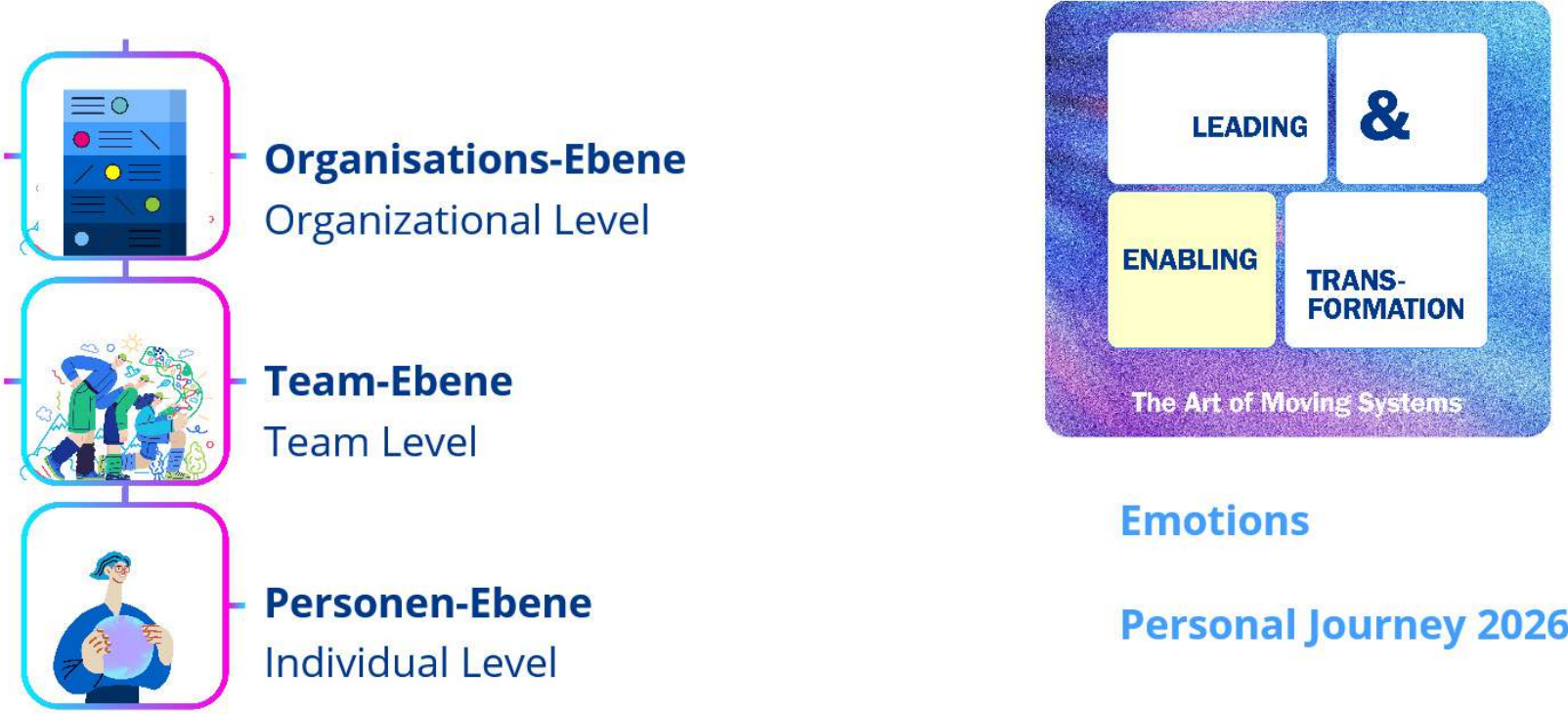
Growth or Efficiency. Fokus auf Wachstum / Effizienzsteigerung oder beides.



Aspects of BANI (open question toward additional stretches). Aspekte von BANI (offene Frage zu weiteren Spannungsfeldern).



Chapter 4: Implications for enabling transformation
Kapitel 4: Implikationen für Enabling Transformation



Implications for enabling transformation (based on the interviews).
Implikationen für Enabling Transformation (aus den Interviews).

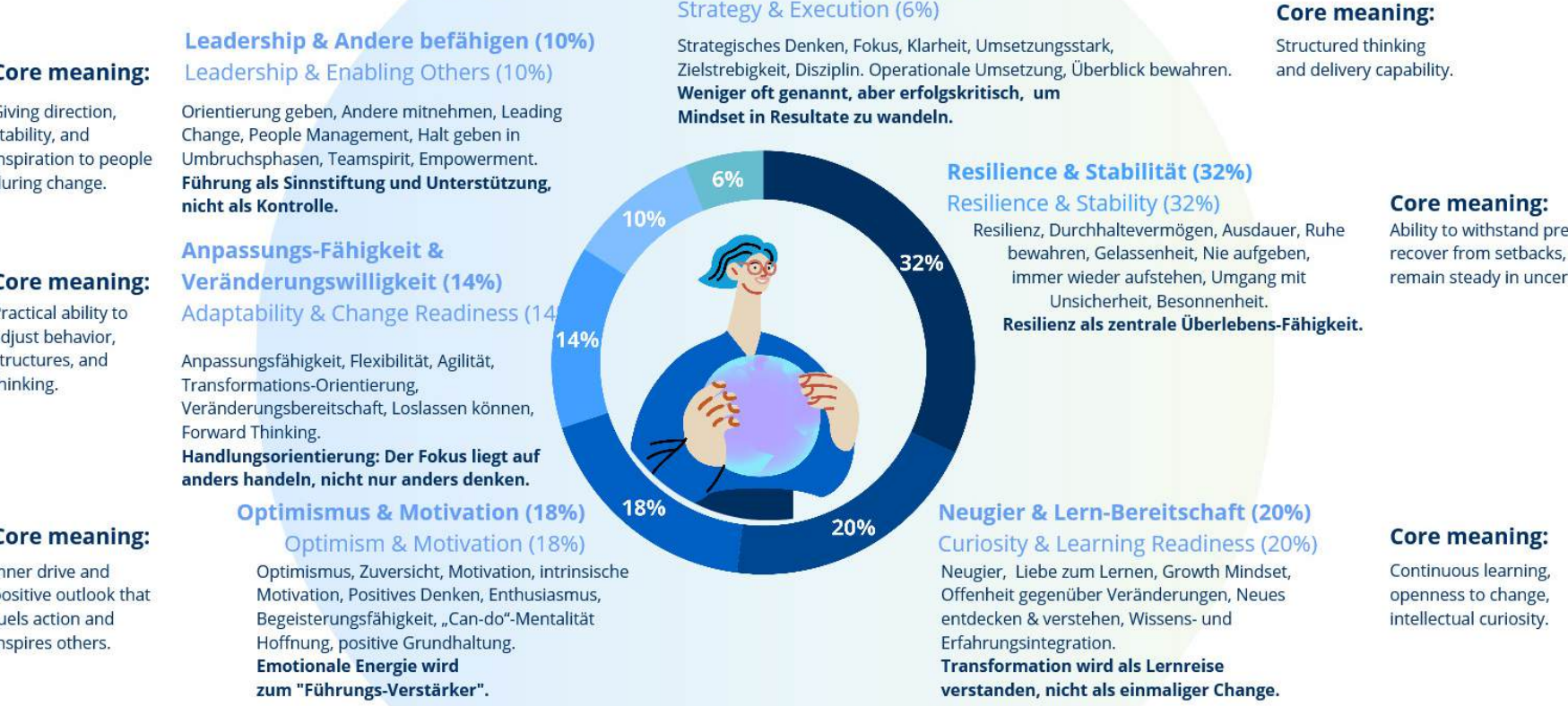


Handling emotions.
Umgang mit Emotionen.

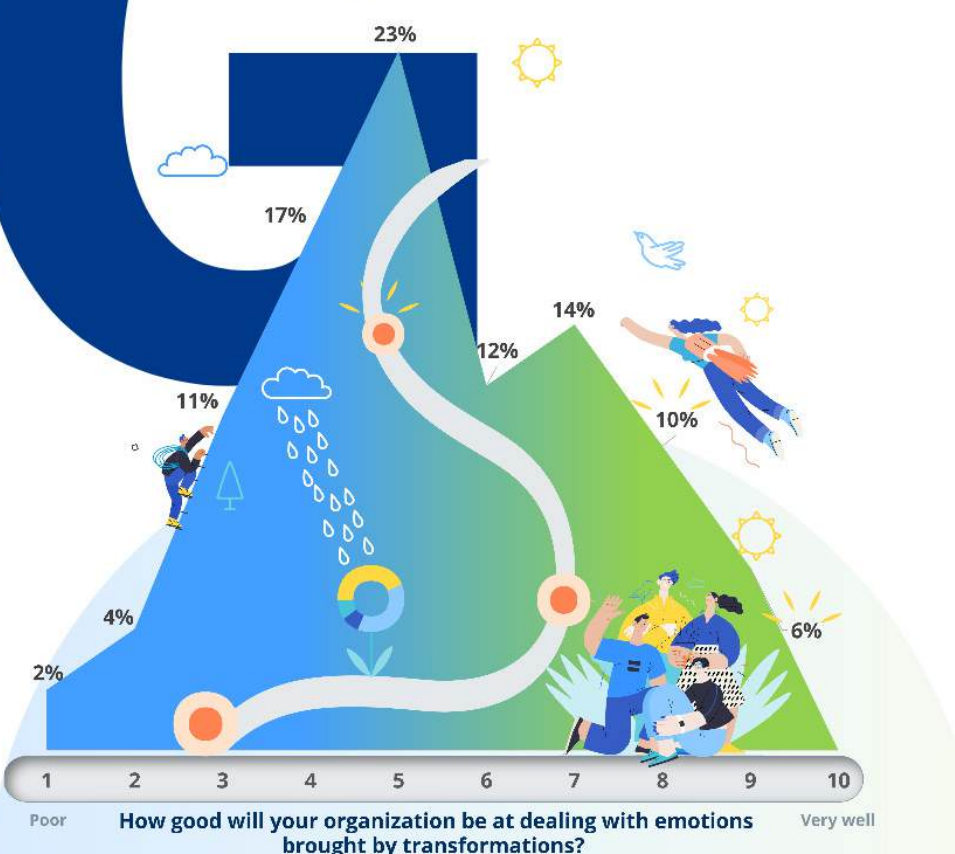
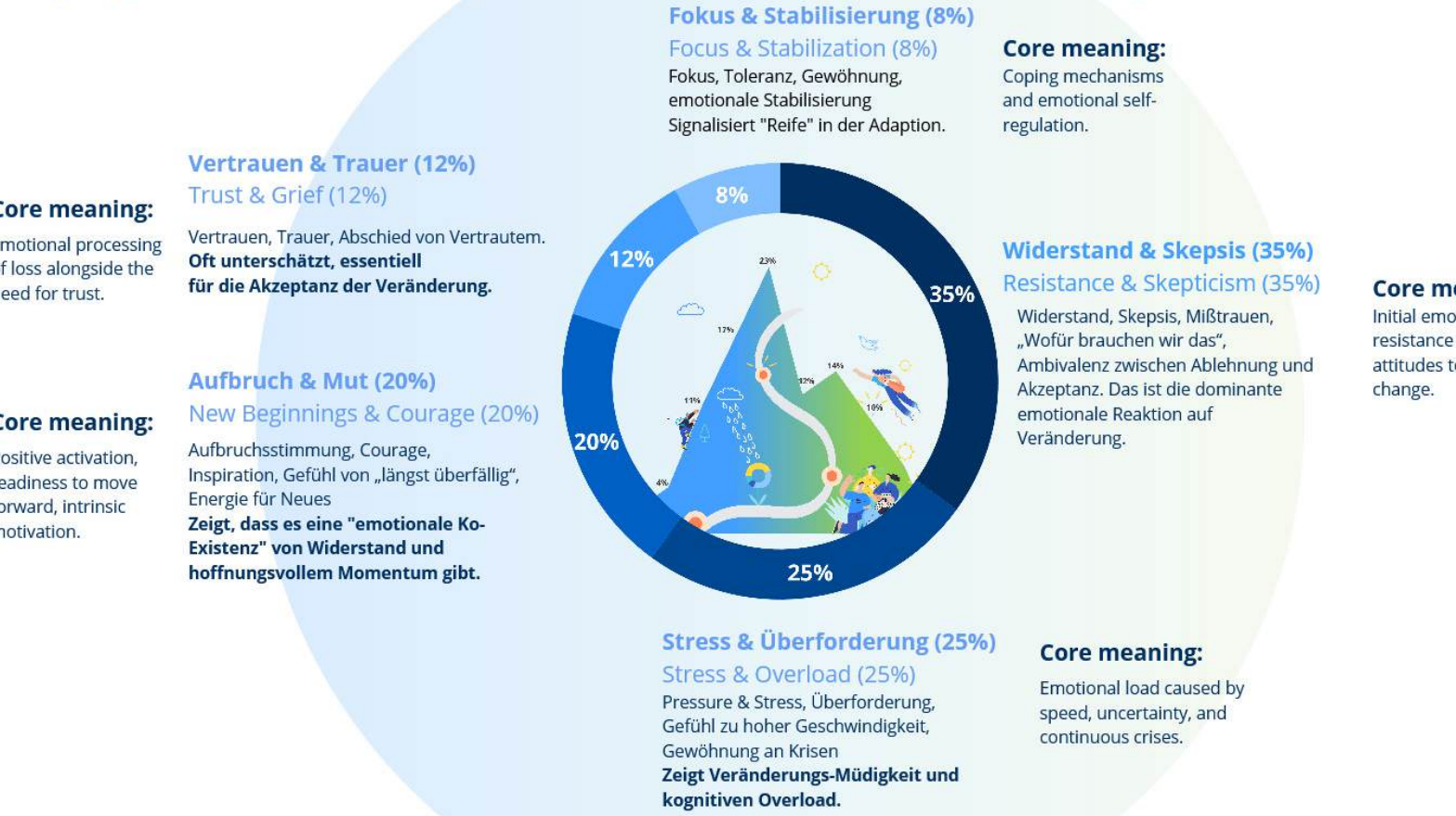


ENABLING

Personal Journey 2026.
Persönliche Weiterentwicklung 2026.



Dealing with emotions. Additional aspects from open question.
Umgang mit Emotionen. Weitere Aspekte aus den offenen Nennungen.



Thinking about your personal journey, what is your greatest strength that you would like to take with you into 2026?
Wenn Sie über Ihren persönliche Reise nachdenken, was ist Ihre größte Stärke, die Sie gerne mit ins Jahr 2026 nehmen würden?



Personal attitude - from a superdual perspective.
Persönliche Haltung - superdual gesehen.



Chapter 1: How will transformation be experienced?

Kapitel 1: Wie wird Transformation erlebt?



What does transformation mean on an individual level? (For leaders and key roles) Was bedeutet Transformation auf der Personenebene? (für Leader & Schlüsselrollen)

1. Role Shift

Topic Expert → People Leader

Transformation is experienced as a shift from expert logic (manage topics) to people leadership (lead people). Many leaders have been socialized in technical/financial domains; they are now expected to provide orientation without producing false certainty.

Systemic Framing:

- Symptoms: Regression to linear A → B thinking; overload due to ambiguity.
- Hypotheses: Recognition systems reward technical expertise, while leadership development lags behind.
- Structural tensions: Expectation of predictability → reality of increasing uncertainty.

Systemische Einordnung:

- Symptome: Rückfall in lineares A→B-Denken; Überforderung bei Ambiguität.
- Hypothesen: Anerkennungssysteme belohnen Fachwissen; Leadership-Development hinkt.
- Strukturelle Spannungsfelder: Erwartung nach Planbarkeit → Realität steigender Unsicherheit.

Transformation wird als Shift von Expertinnenlogik (manage topics) zu People-Leadership (lead people) erlebt. Viele Führungskräfte sind technisch/finanziell sozialisiert; sie sollen jetzt Orientierung geben, ohne Scheinsicherheit zu produzieren.

4. Emotions as an Implementation Factor

Implementierungsfaktor

Emotions are described as crucial for implementation and commitment. Without space for emotions, even the best concept will fail.

Systemic Framing:

- Symptoms: A concept/architecture exists, but implementation stalls down.
- Hypotheses: Emotions are treated as private; there is a lack of spaces and competencies for emotional work.
- Structural tensions: Rational business case → emotional buy-in.

4. Emotions als Implementierungsfaktor

Emotionen werden als entscheidend für Umsetzung und Commitment beschrieben. Ohne Raum für Emotionen scheitert selbst das beste Konzept.

Systemische Einordnung:

- Symptome: Konzept/Architektur vorhanden, Umsetzung bricht ab.
- Hypothesen: Emotionen werden als privat behandelt; es fehlen Räume/Kompetenzen für Emotionen.
- Strukturelle Spannungsfelder: Rationaler Business Case → Emotionaler Buy-in.

3. Status / Career Logic vs. Automation

AI/automation is described as a trigger for questions of status and identity. Risk: People may sabotage change if recognition remains tied to headcount or traditional roles.

Systemic Framing:

- Symptoms: Hidden resistance to automation; talent attrition.
- Hypotheses: Status is (implicitly) tied to team size or traditional roles; incentives work against transformation.
- Structural tensions: Efficiency → identity/status.

3. Status-/Karrierelogik vs. Automatisierung

AI/Automation wird als Trigger für Status- und Identitätsfragen beschrieben. Risiko: Menschen sabotieren Veränderung, wenn Anerkennung an Headcount/Traditionrollen gekoppelt bleibt.

Systemische Einordnung:

- Symptome: Verdeckter Widerstand gegen Automatisierung; Talentverlust.
- Hypothesen: Status wird (implizit) an Teamgröße/Traditionrollen gekoppelt; Incentives sind kontra-Transformationen.
- Strukturelle Spannungsfelder: Effizienz → Identität/Status.

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3. Meetings & Virtual Overload: Quantity vs. Quality

Virtual work enables more meetings but reduces quality. More participants, more time spent, fewer decisions.

Systemic Framing:

- Symptoms: Meeting inflation; fatigue; "decision drift".
- Hypotheses: Virtual tools lower coordination costs but also lower participation culture.
- Structural tensions: Availability → focus.

4. Team Dynamics as a Resource

Group and relationship dynamics: belonging, trust, and a shared language as accelerators.

Systemic Framing:

- Symptoms: Conflicts or silos block collaboration.
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2026 overview – key thoughts from the survey Blick auf 2026 – Kerngedanken aus der Umfrage

Overall:
Gesamtstimmung und Situation „Das neue Jahr braucht ein neues, positives Narrativ.“

Der Blick auf 2026 ist überwiegend von Herausforderung geprägt. Genannt werden finanzielle und kommerzielle Schwierigkeiten, schwaches Wirtschaftswachstum, geopolitische Herausforderungen, Kriege sowie die Wettbewerbsfähigkeit des europäischen Marktes. Das Umfeld wird als stark beeinflussend erlebt. Die Dynamik nimmt weiter zu, Entwicklungen verlaufen schneller und parallel.

Emotionale Aspekte: „Resilienz ist das A und O“
Neben der schwierigen Lage zeigen sich Hoffnung und Zuversicht. Viele Menschen hoffen, dass Dinge besser werden und dass Krisen, Konflikte und Kriege überwunden werden können. Es gibt den Wunsch, dass es anders wird als bisher. Gleichzeitig gibt es auch Stimmen, die davon ausgehen, dass alles so bleibt, wie es ist. Resilienz wird als grundlegende Voraussetzung hervorgehoben.

Kernthemen: „Belastungstest für Führung, wichtigster Hebel: Team-Play“
Zentrale Themen sind die stark steigende Komplexität, viele gleichzeitige Entwicklungen sowie ein hoher Speed. Die Situation wird als fordernd für Führungskräfte beschrieben. Resilienz wird als zentral angesehen. Neue Technologien, insbesondere AI, werden eine Schlüsselrolle spielen. Eine Schlüssel-Funktion kommt den Führungs-Teams zu. Führung schafft den richtigen Rahmen für die Kombination unterschiedlicher Funktions-Logiken, und damit die Bewältigung der Komplexität.

Was es braucht: „Nachhaltige Transformation“
Genannt werden Transformation und nachhaltige Veränderung, um Unternehmen effizient und konkurrenzfähig zu halten.

Overall mood and situation: „The new year needs a new, positive narrative.“

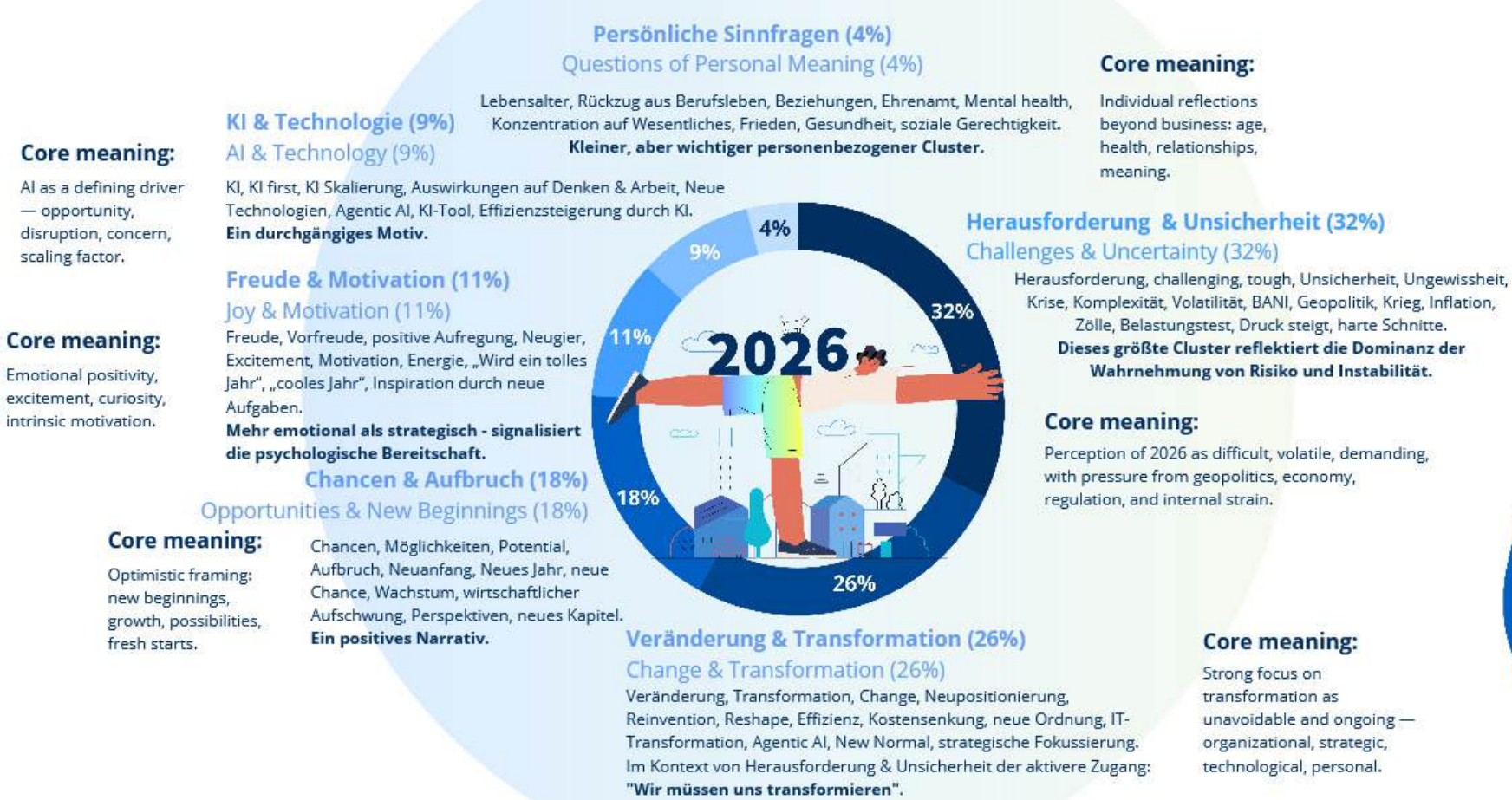
The outlook for 2026 is largely shaped by challenges. Financial and commercial difficulties, weak economic growth, geopolitical tensions, wars, and the competitiveness of the European market are frequently mentioned. The environment is perceived as highly influential. At the same time, dynamics continue to increase—developments are unfolding faster and in parallel.

Emotional Aspects: „Resilience is key.“
Despite the difficult situation, there are also signs of hope and confidence. Many people hope that things will improve and that crises, conflicts, and wars can be overcome. There is a desire for things to develop differently than in the past. At the same time, some voices assume that things will remain largely unchanged. Resilience is highlighted as a fundamental prerequisite.

Core Topics: „A stress test for leadership – the most important lever: team play.“
Key themes include rapidly increasing complexity, many simultaneous developments, and a very high pace of change. The situation is described as particularly challenging for leaders. Resilience is considered central. New technologies—especially AI—are expected to play a key role. Leadership teams have a crucial function. Leadership must create the right framework to combine different functional logics, enabling organizations to cope with increasing complexity.

What Is Needed: „Sustainable transformation.“
Transformation and sustainable change are seen as necessary in order to keep organizations efficient and competitive.

First thought/thing that comes to your mind when you think about the new year. Der erste Gedanke/das Erste, was Ihnen in den Sinn kommt, wenn Sie an das neue Jahr denken.



Leading Transformation by Teams.

Transformation durch Teams führen.

ES IST MACHBAR!

TEAMS sind ein starker Hebel:
man erreicht die Individuen viel besser über Teams (Organisation = Team of Teams). Im Median sind 6-10 Teams essenziell für den Erfolg. Das ist eine managerbare und überschaubare Anzahl. Es gibt noch genügend Potential für die Entwicklung dieser Teams (1/3).

Wie hebel ich das Potential:
Vor allem über die Verbesserung von Collaboration & Culture, People & Roles.

Über das Who und How zum WHAT.

IT IS ACHIEVABLE!

Teams are a powerful lever:
Individuals can be reached much more effectively through teams (organization as a "team of teams"). On average, 6-10 teams are essential for success. This is a manageable and clearly defined number. There is still significant potential for development within these teams (around one-third).

How to unlock this potential:
Primarily by improving collaboration & culture and people & roles.

From the Who and the How to the What.

TRANSFORMATION

The most burning question in ACCEPTING, IMPLEMENTING, and USING AI in your organization in 2026.

Die brennendste Frage in Bezug auf die AKZEPTANZ, IMPLEMENTIERUNG und NUTZUNG von KI in Ihrem Unternehmen im Jahr 2026.

bedeutung konkret möglichkeiten fokus business befähigung technologie eingesetzt organisation schaffen aufgaben

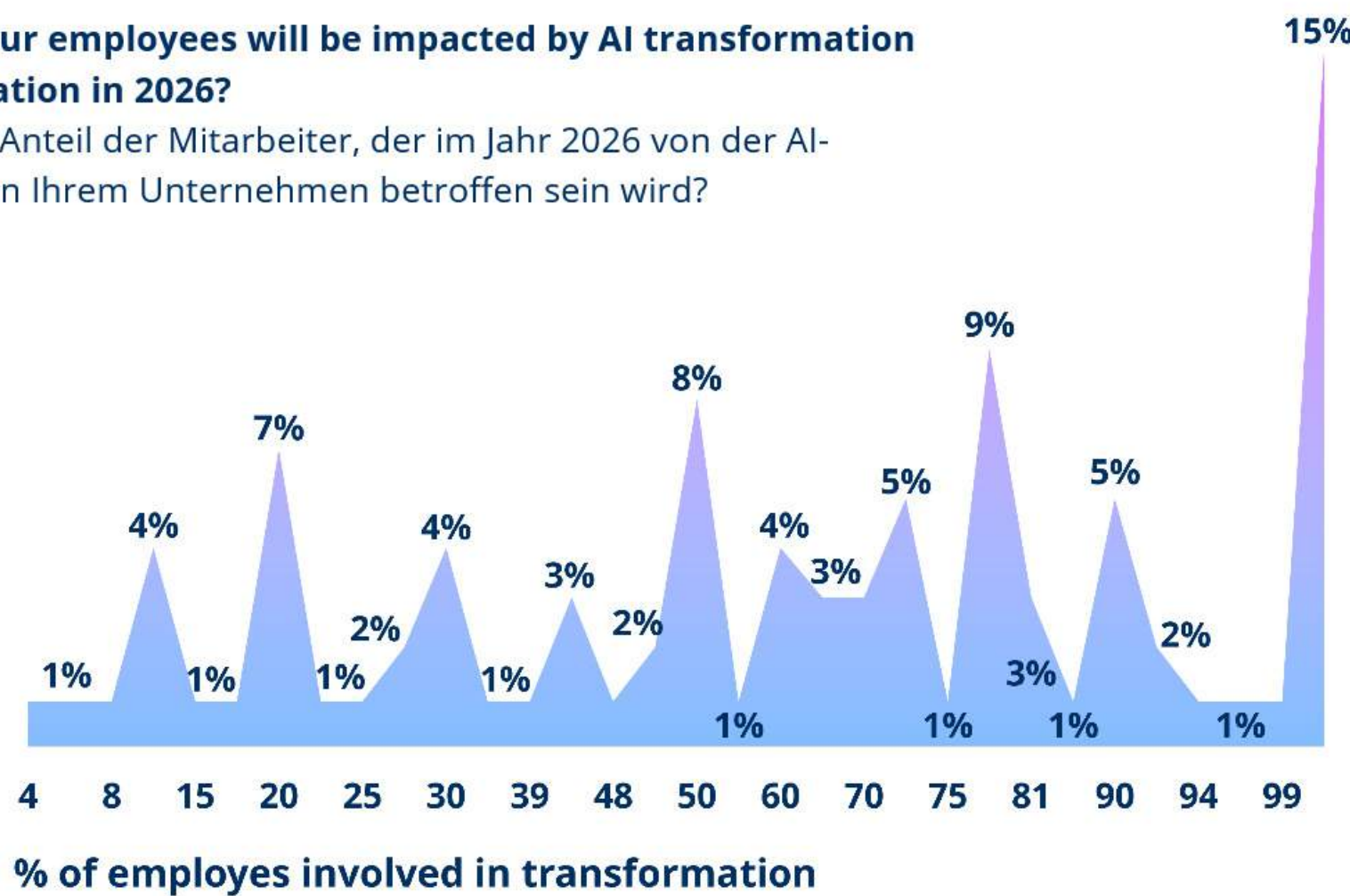
mehrwert

weit wirklich tools menschlich sinnvoll unterstützung verständnis entwicklung mitarbeiter qualität nachhaltig transformation datenschutz aussehen

What part of your employees will be impacted by AI transformation in your organization in 2026?

Wie hoch ist der Anteil der Mitarbeiter, der im Jahr 2026 von der AI-Transformation in Ihrem Unternehmen betroffen sein wird?

% of amount of involvement



AI. What's the impact?

KI. Was ist die Auswirkung?

Core meaning

Need for clear guardrails to ensure speed without loss of direction.

Core meaning

Capability building as a prerequisite for successful value creation.

Core meaning

Personal and social implications of AI.

The Art of Moving Systems

„The Art of Moving Systems“ beschreibt eine sehr konkrete Wirksamkeitslogik:

Systeme bewegen sich, wenn

- (a) Richtung erkennbar ist,
- (b) Menschen beteiligt sind,
- (c) emotionale Dynamiken bearbeitet werden und
- (d) der Prozess eine klare Struktur ("Prozess-Sicherheit") hat.

„Leading & Enabling Transformation“ wird zur Kernkompetenz von Führungskräften. Berater übernehmen Mitverantwortung.

Systems move when

- (a) **direction is visible**,
- (b) **people are genuinely involved**,
- (c) **emotional dynamics are addressed**, and
- (d) the **process has a clear structure** ("process safety").

„Leading & Enabling Transformation“ becomes a **core competence of leaders**, with **consultants sharing responsibility** in the process.

Typical interventions.

Typische Interventionen

- **Movement through meaning:**
Sinn & Vision als orientierender Magnet.
Purpose & vision as an orienting magnet.
- **Movement through artifacts:**
Visuals & Narrative machen Komplexität handhabbar.
Visuals & narrative make complexity manageable.
- **Movement through cadence:**
regelmäßige systemische Schleifen.
Regular systemic loops.
- **Movement through edges:**
Verlässliche Beziehung + konstruktive Konfrontation.
Trusting relationships combined with constructive confrontation.
- **Movement through capability:**
Organisation lernt, ohne abhängig zu werden.
- The organization **learns and builds capability without becoming dependent.**

Principals.

Prinzipien.

Movement through meaning:

Sinn & Vision als orientierender Magnet.

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Organisation lernt, ohne abhängig zu werden.

- **External observation:**
Introduce a **temporary outside perspective**; conduct **system analysis at the level of patterns**.
- **Getting to the core quickly:**
Move **from symptom** → **hypothesis** → **leverage point**.
- **Strengthening commitment:**
Small, **team-owned steps** with a **high likelihood of implementation**.
- **AI as a colleague: Professional delegation to and leadership of AI.**

The Art of Moving Systems

Our hypotheses

Unsere Hypothesen

Our Implications

Unsere Ableitungen

Our hypotheses

Unsere Hypothesen

Our implications

Unsere Ableitungen