



Executive Summary

- A head of IT in a high-profile European bank faced: his department was being restructured and was struggling to cope with the simultaneous integration of many different task-sets and new employees.
- High expectations since his particular department had been set up as the role- model for company-wide IT organisation

Results

- The client was able to implement a clear plan for his working life and significantly reduce the number of decisions made „off the cuff“.
- He enjoyed being back in control of his time and priorities as well as an improved work-life balance.
- Minimised stress and increased efficiency throughout the department, all thanks to improved transparency of his actions.

Challenges

- Find a new balance between leadership and delegation.
- Department of 80 team members needed to be managed rather differently to the departments he had led in the past.
- Lacked methods and know-how to implement change both personally and socially



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- A German prime-league university reorganized its IT-landscape where more than 400 institutes worked with insular IT-solutions and unclear user-rights.
- By changing the organisation, collaboration initiatives among the institutes have developed and cost-savings are significant.

Challenges

- German University culture is characterized by autonomous institutes developing in an insular way.
- Academics and staff are not used to define tasks and roles beyond their unit.
- Redefining the project from “find an IT-solution” to “organization of the university”

Results

- Transparency on services provided, roles and responsibilities of institutes and functions
- Easier on-boarding of new staff
- Personalized IT- roles according to tasks
- Higher reliability of data
- More time for core spectrum – research and education
- Budgetary savings through centralized purchases



Challenges

- ➔ **High employee turnover, lack of motivation, communication and delegation difficulties.**
- ➔ **Underlying conflicts between board members were making working relationships very difficult.**
- ➔ **The expectations of our client and those of his employees were different.**

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- ➔ **A board member of a leading financial services corporation faced high employee turnover and a divided board. Out of ten proposals presented to the Board of Directors, only one would be approved.**
- ➔ **In three phases – leadership assessment, goal setting and implementation of a roadmap - a contentious process regarding personnel decisions was introduced.**

Results

- ➔ **Cooperation: Seven out of ten unanimous approvals of proposals by the Board of Directors. Products with an annual turnover amounting to tens of millions went to market much sooner.**
- ➔ **Career: The executive was asked to take on additional board responsibilities.**
- ➔ **Team Productivity: Within 6 months, our client had reorganised his team and improved their productivity by 15%.**
- ➔ **Staff Turnover: The number of dismissals and transfer requests declined within a year to 10% below the firm's average.**
- ➔ **Reputation: In a 360° evaluation, the board member received much better feedback than the year before**