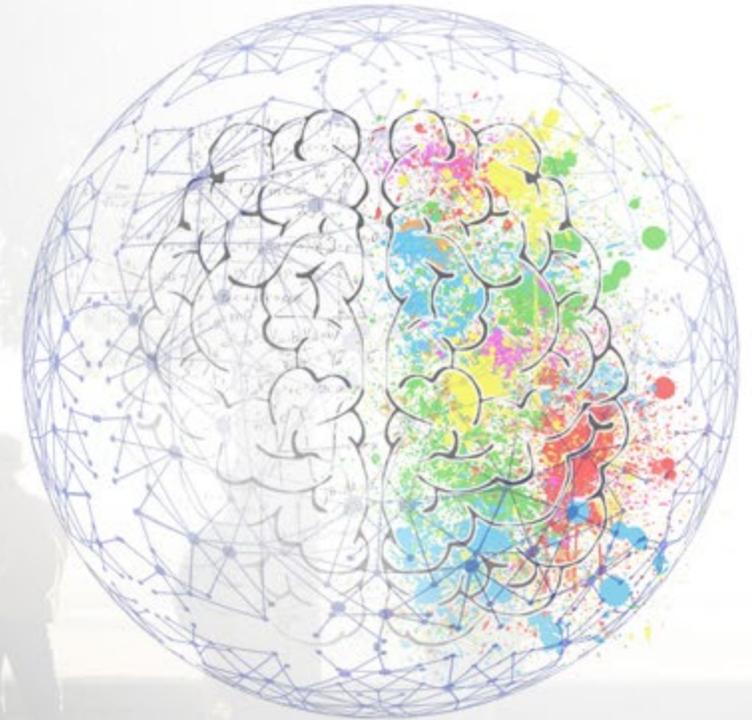


***Fast,
Scalable,
Precise
Impulses***

40 Years of Experience **Numerous Big Transformations** **Joint Analytics & Creativity**



Step 1: Develop the Key People to Better Perform:

LATERAL THINKING IN MENTORING AND COACHING CREATES NEW PERSPEKTIVES

■ The Individual Demand Situations

- Significant challenges for enterprises and institutions in these disruptive (VUCA) times to cope with the manifold demands to transform (dozens of triggers and long-term developments to be regarded are in place).
- Fresh thinking from out of the box to develop new perspectives more important than ever.
- Hybridity is fast growing in organizations (e.g. classical vs. agile) and demands new solutions
- Usual interventions and transformations often stay without sustainable success

■ Strong Individual and Personal Solutions

- **Mentoring:** Reframe difficult situations and find new solutions for problems with a fresh thinking out of the box from outside with an experienced practitioner
- **Integrated Coaching Concept:** Combine mentoring with systemic coaching and play acting. Get a different perspective on the business situation with its issues, learn about your personality and its inner drivers and rehearse new behavior and mindset by play-acting training.
- **Micro-Projects and or Transformation Assistance:** Define change and transformation projects for further development and offer the needed external assistance



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Step 2: Create A High Performance Organization: SIMPLY REVEAL & DEVELOP THE HIDDEN PERSONAL + SYSTEMIC CAPABILITIES

■ The Demanding Organizational Situation

- More challenges for enterprises and institutions in these disruptive (VUCA) times with its societal and technical developments and frequent global crisis (like Covid-19, Climate, Political Issues etc.)
- As-Is-Settings do not function any longer for unclear reasons and the key persons have a tunnel view in their stressful situation.
- Request for stability & clarity clashes with increasing ambiguity and felt loss of control
- Usual interventions and transformations often stay without sustainable success

■ Strong Specific Organizational Solutions

- Implicitly, organizations and their ecosystems have nearly all items and capabilities needed to fix their fundamental issues and future demands themselves
- Often, organizations only need a focused impulse from outside by a experienced externals (through coaching & mentoring, sparring & reframing for key players, organizational setting checks) to design the demanded tailor-made solutions.
- All general concepts, models, methods and tools have anyway to be individually customized to the concrete setting.
- For agility and efficiency reasons, a new culture of cross-silo cooperation, interaction and learning is crucial and has to be coached.



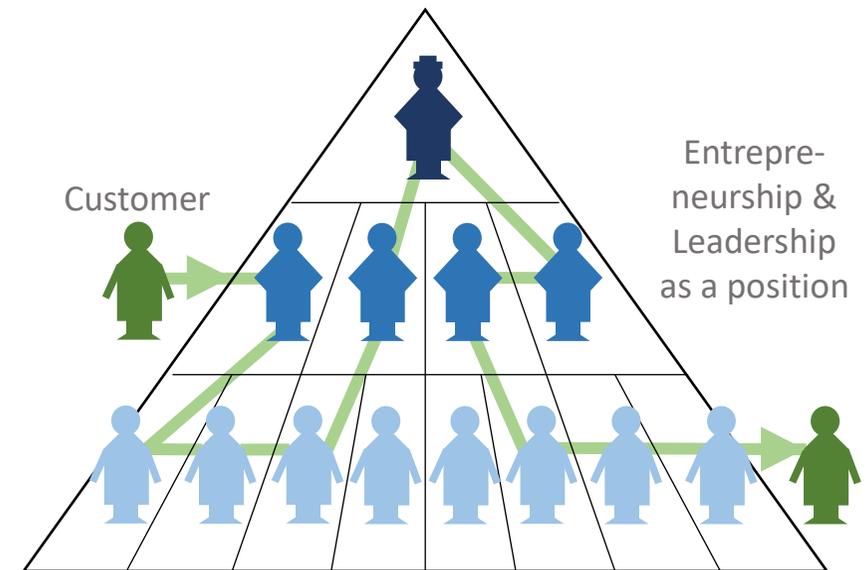
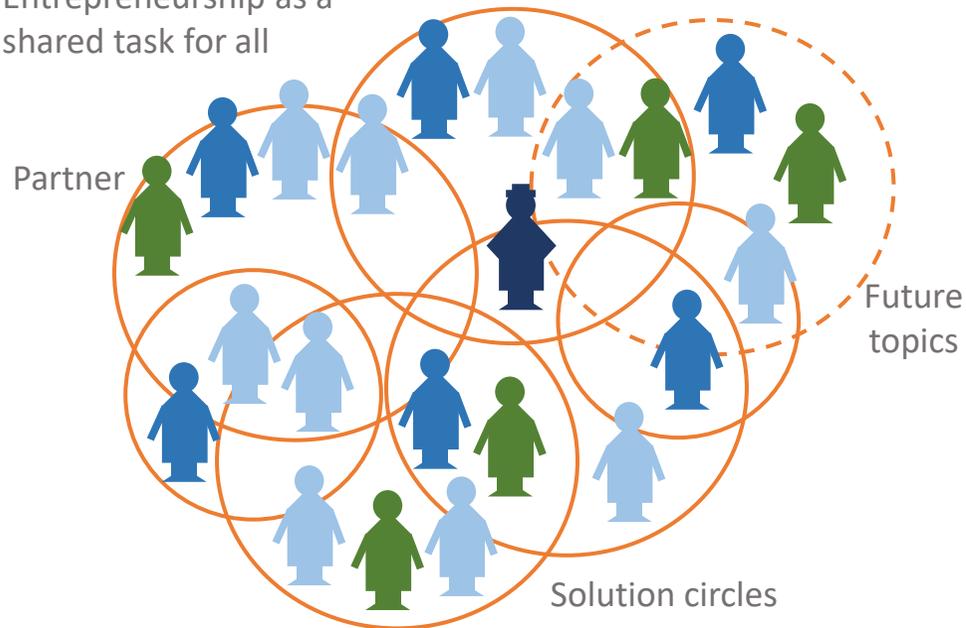
The Outcome: An Organization with Great Performers

ON THE BASE OF A NEW UNDERSTANDING OF ORGANIZATION & LEADERSHIP

Agile: Building Organisation for Efficient Activities, Entrepreneurial People and Fast Flexible Solutions

Old: Building Organisation Mainly for Chains of Command, Positions and Power Structures in Org Charts

Entrepreneurship as a shared task for all



Classical org charts are only conveying an illusion of certainty and clarity in an agile world.
The new world of organization will be hybrid with classical and agile parts in parallel
The new organization will be thought across inner silos and across the whole ecosystem

Fast, Scalable, Precise Impulses Create the Momentum

A “CAFETERIA CONCEPT OF IMPULSES” OFFERS DIFFERENT COMBINABLE APPROACHES

1. **Teaser Workshops:** With single persons or teams. Rough analysis of the current organizational set-up & its issues on high-level (Professional Setting-Check). Decision about potential deep dives.
2. **Strategy Workshops:** Evaluation of the initial situation in detail, decide direction and roadmap, draft and prioritize needed initiatives roughly incl. needed approaches together with exec management.
3. **Coaching & Mentoring – in person and/or online:** Support of the key persons or teams for a defined time (e.g., in critical projects and project phases).
4. **Activity Labs and Micro-Programs:** Fast and innovative creation of solutions for analyzed current issues in Labs. Lab-Series to create in-house solutions for prioritized initiatives and realize them in the organization.
5. **Defined Transformation Support:** On demand sparring, re-framing, consulting and quality assurance for the broad realization in the enterprise, incl. continuous learnings & their integration into practice.
6. **Regular Setting-Checks:** Analyse organization’s progress at defined important transformation roadmap milestones. Ensure needed quality of results and accuracy of risk register

Teaser workshops with individuals or teams

Half-day events (with preparation and follow-up demand)

Strategy workshops with top team

One-day events (with preparation and follow-up demand)

Coaching & Mentoring in critical phases for individuals and teams

Personal coaching of the key project team members or whole teams in critical phases (e.g., for defined periods with ca. 2 hours/week)

Activity Labs and Micro-Programs on demand for selected teams

Half to one-day workshops per Lab (with preparation and follow-up demand)

Regular Setting-Checks for Success Evaluation and Lessons Learned

Half-day events (with preparation and follow-up demand)

Keep the external impulse as limited as possible: some examples on potential efforts

Applicating the Overarching “Three Pillars Approach*”:

DEVELOPED BY OUR INTERNATIONAL EXPERT COMMUNITY (> 70 MEMBERS**)

Key setting check questions:

Are you ready for journeys in unknown areas?

- Is the impact of the VUCA world on you clarified?
- Is a shared understanding of the endeavor in place?
- Is there a commitment on a sustainable purpose?
- Are the needed transformation and the development process to a real “Travelling Organization” already designed and started?
- Are your governance frameworks and systems ready for your agile journeys?

Do you have the needed capabilities for your journey?

- Are the involved teams and individuals fully motivated, strong-willed and open for the transformation journey?
- Has an agile mindset been consistently developed?
- Are the required capacities and skills on board (especially about project and change management)?
- Is your organization’s culture mature enough for journeys in unknown areas (risk & error acceptance)?
- Are all resources on the journey effectively connected with each other across all silos-thinking?

Is your leadership concept ready for the journey?

- Is a suitable practice on delegation, self-steering teams, enablement of people to take responsibility in place?
- Do you have a culture to build up and keep trust and the perception of being (psychologically) safe in the team ?
- What is your plan to set up agile communication platforms & practices on new policies and daily work?

How do you manage the needed transformation journey?

- How will you evaluate progress and success on the journey (through partly unknown territories)?
- How will you align and reconcile the journey’s progress and results with the classic organization environment of your organization?
- How will you install feedback and learning procedures?

Sustainable
Purpose

Travelling
Organisation

Connectivity

*Based on ‘Three Pillars of Organization and Leadership in Disruptive Times’ by P. Wollmann, F. Kühn, M. Kempf (Editors), Springer Nature ©2020 and ‘Organization and Leadership in Disruptive Times by P. Wollmann, F. Kühn, M. Kempf, R. Püringer (Editors), Springer Nature ©2021 and ‘Transforming Public and Private Sector Organizations’ by P. Wollmann, R. Püringer (Editors), Springer Nature ©2022 - Details at www.the3Pillars.org

** see slides 9 - 11

Experience & References

Areas of Expertise



- (Head of) **University Tutor Program in Mathematics**
- (Head of) **Enterprise Planning**
- (Head of) **Strategic Planning & Controlling**
- (Head of) **Project Portfolio Management**
- (Head of) **Market Research**
- (Head of) **Enterprise Financial Transactions**
- (Head of) **Strategic Business Development**
- (Head of) **Strategic Change Management**
- (Director of more than 20) **Large Global & Local Transformation Programs – Special Focus on Transformation in General**
- (Member of) **Strategic Global Initiatives** on diverse Subjects
- (as Senior Consultant:) **Consultancy & Coaching & Mentoring**
- (as Founder) **Start-up in the Wine Business**
- **Initiator, Lead and Facilitator of Large Global Professional Communities and Networks**
- **Editor & Autor** of numerous German and International **Books on Strategy, Business Development, Organization Development & Leadership, Project and Change Management, Project Portfolio Management etc.**

Experience & References

PROJECT EXAMPLES



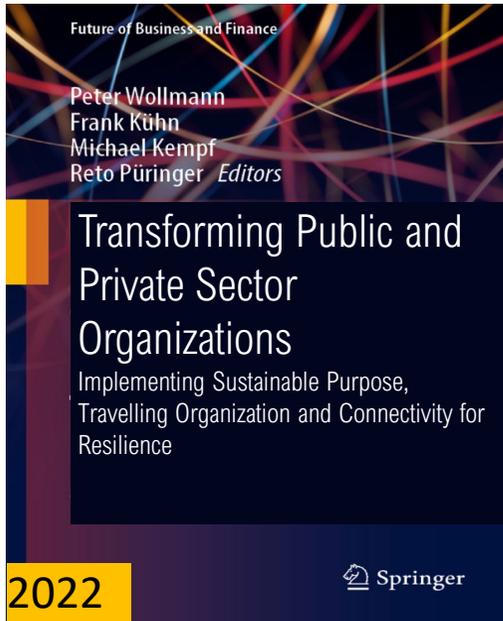
“What in our collaboration is preventing us from being more productive across the silos?”

Finance Services Industry, Mechanical Engineering, IT, Large Consultancies, Real Estate, L & D, Academic Sector

- **Merger and Integration Projects** at global Financial Services Enterprises
- **Organisation Development** at a large family owned company and afterwards integration into a **Global Player**
- **Strategy Development** of an Insurance Company
- **Process Optimization** to reach sustainable cost decreases in the Financial Services Industry
- **Transformation** of a **Real Estate Group** to enable it for **Future Competition** and enforce **Change Capabilities**
- **White Paper** on fundamental **Transformations** for a large Consultancy
- **Global Actuarial Transformation Program** to develop **Strategic Capabilities** incl. **Data Management**
- **Transformation** of a **Global L & D Enterprise**
- **Concept, Learning Workshops and Coaching** for effective **Change and Project Management**

40 Years of Experience in Transformations

New 3-P-Book – Publication on 07. August 2022



*Lead Editor together with Reto Püringer as Co-Editor and an International Group of 19 Authors (**above right**) and 15 C-Suite Interviewees (**downright**)*

Covering immediately applicable transformation experiences in the private and public sector from e.g.: Albania, Argentina, Australia, Austria, Brazil, Belgium, China, Colombia, Germany, India, Italy, Jamaica, Singapore, Spain, Switzerland, United Kingdom, United States of America.

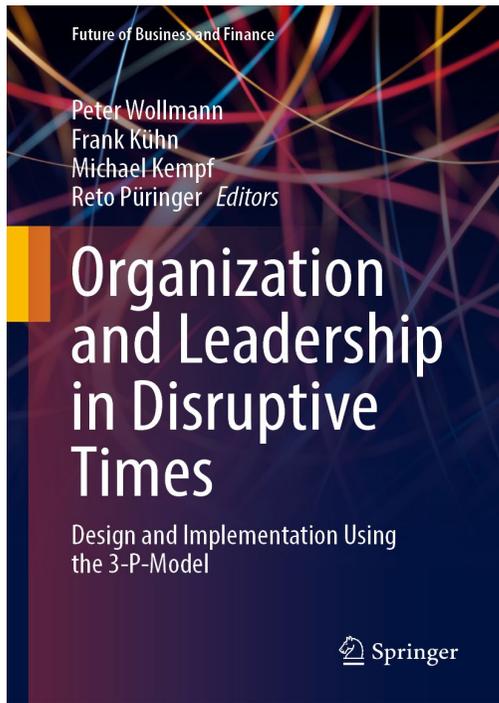


Content & Outcome of Three-Pillar Book #3

- Addresses an explicit demand expressed in a large number of C-Suite interviews: how managing significant transformations in the private and public sector?
- Develops in 23 chapters a typology of transformations, their triggers, numerous transformation concepts and transformation use cases in the private & public sector.
- Analyzes key success and failure factors – especially in the context of people-connected soft facts and of start-ups
- Shows again the perfect applicability of the 3-P-Model and especially the concept of a "Travelling Organization"



The Previous Books of the Three-Pillar Series at SpringerNature: Book #2 Published in 2021 (in “Future of Business and Finance”):



Three-Pillar-Book #2

Lead Editor with Dr. Frank Kühn, Michael Kempf and Reto Püringer as Co-Editors and with an International Group of 30 Senior Execs, Experts and Academics as Authors from numerous global players.

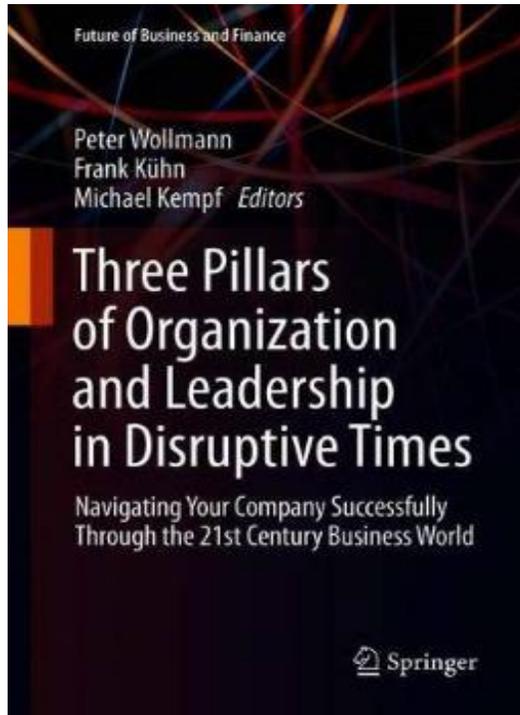
Covering a large number of different types of private and public sector organizations, industries and Fields, geographies etc.



Key Content & Outcome of the Previous Three-Pillar Book (#2, published 2021)

- 27 chapters with numerous use cases in the private & public sector, crisis management (Covid-19), 3-P design recommendations etc.
- Proof: the 3-P-Model can be universally beneficially applied
- 3-P is very well applicable on hybrid situations in organizations (classic vs. agile, traditional vs start-up, organic vs disruptive, entrepreneurial vs. regulation, line vs. project management etc.)
- 3-P is crucial for development of navigation systems for hybrid organizations

The Previous Books of the Three-Pillar Series at SpringerNature: Book #1 Published in 2019 (The Future of Business and Finance)



Three-Pillar-Book #1:

The Start of an Amazing Journey

Lead Editor with Dr. Frank Kühn and Michael Kempf as Co-Editors and with an International Group of 19 Senior Execs, Experts & Academics as Authors with different backgrounds and from different parts of the world



Tim Burmeister



Alberto Casagrande



Bernadette Cass



James Chamberlain



Robi Dignen



Volker Heiche



Nicole Hönig de Locarnini



Isabell Huschka



Michael Kempf



Frank Kühn



Christal Lalia



Sharon Lofa



Alfred Mevissen



Mercedes Nkrevataj



Ralf Püringer



Fernando Sarabna



Hannspeter Schmidt



Mane Theres Schmidt



Peter Wollmann

Overarching Analysis & Consulting Approach “Three Pillars” (developed in the book series)

Sustainable Purpose

A convincing ‘what for’ and ‘reason why’ is necessary to make sure that topics are elaborated with inspiration and ambition to create real value and top support.

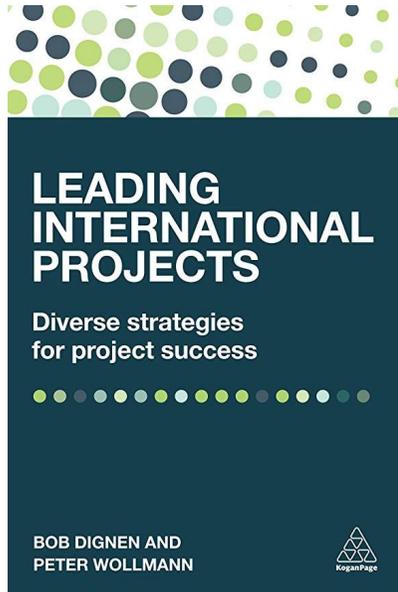
Travelling Organization

Only letting oneself in for the dynamics of the markets leads to success on a joint journey with trust in the collective capabilities and behaviour.

Connecting Resources

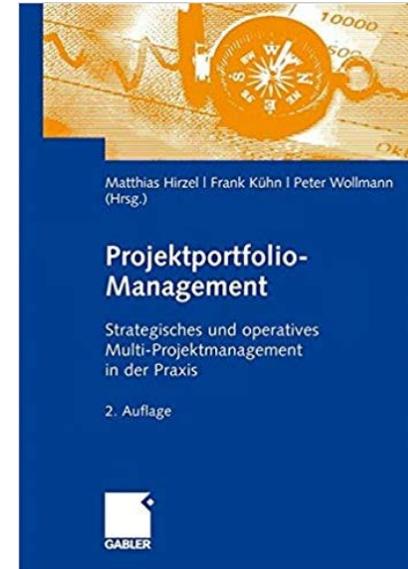
Concentrating on joint development of our strategies, projects, resources and capabilities instead of dividing and creating silos

Writing Projects up to 2019 (Selection)



Editor's and Authors' fundamental discussion on the book conclusion took place at Podere Il Cocco, Montalcino in 2015

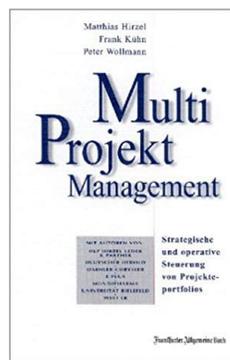
Editor together with Bob Dignen. Case Studies of an International Group of Experts & Authors, London, October 2016



Editor together with Matthias Hirzel and Dr. Frank Kühn in 2009



Editor together with Dr. Frank Kühn in 2012



Editor together with Matthias Hirzel and Dr. Frank Kühn in 2002



Editor together with Matthias Hirzel in 2000



Participation in Manuals and Workshop Reports



+ numerous articles in professional journals

The Partner Teams and the Networks

- Three Pillars Community (> 70 members from 5 continents, from over 20 countries and from about 50 different organizations, thereof more than 20 large global players)
- Business Transformation Team of one of the “Big Four” in Germany
- Dr. Hannspeter Schmitt – HPS Consulting
- Gudrun Pleuger – Systemic Coaching
- Annabelle Bardot – Acting Coaching
- Babette Drewniok – Lecturer, Trainer, Business Coaching
- Greenhouse Group, Brussels
- York Associates (Dr. Martin Kirchner-Anzinger and Bob Dignen)
- Jeff Aristy - Big Apple Business
- Alberto Casagrande – Ex McKinsey and global Big Data Expert – CEO The Core
- Network of CITO/COO/IT-Transformation Directors (Zurich, Generali, IWG etc.)
- Diverse Experience Exchange Networks (Project & Project Portfolio Management, Large Transformations)

