

impulse

Organization Development

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We don't just consult you, we support you!

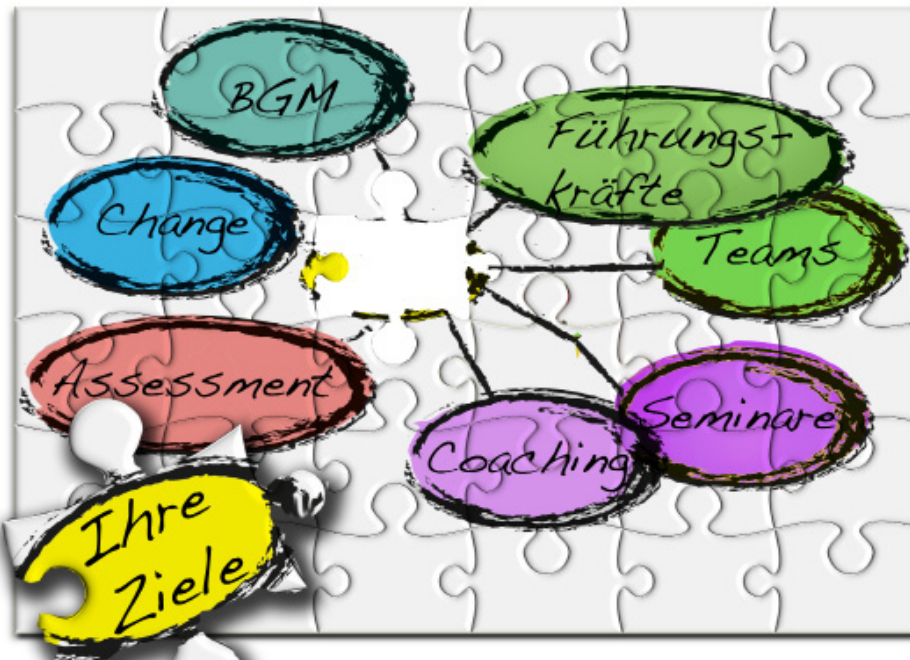
Companies are in a bitter competition for the best employees and reorganizations are to be realised in an increasing velocity, caused e.g. by the digital change. Change management has become part of the everyday life. Communication and leadership, teamwork and work-life balance are placed special emphasis on. For the employees they make the difference between resignation and high-performance work.

As executive or professional you have to react to ongoing changes every day, no matter if it is in a new job, a new position, or a promotion to a leading position. In both cases an independent and methodologically profound support helps to resolve conflicts and to promote personal potentials as well as those of your team.

Your employees are the soul and the mirror of your company

Impulse has a holistic view on organisational development. Starting with business culture and strategy, we also take a look at the processes as well as the social competencies of your employees.

How Impulse will support you
Impulse supports your company in:



- ▶ Operating your change management,
- ▶ Implementing your occupational health management,
- ▶ Organising your assessment centre
- ▶ Conducting your management trainings and coachings,
- ▶ Implementing your team workshops
- ▶ Introducing performance reviews
- ▶ Do team development,
- ▶ Career development and personal reorientation.

We take your needs seriously. Thus we customize our offer according to your demands and choose practice-oriented methods.



Management trainings | 2

People want to be led, not managed

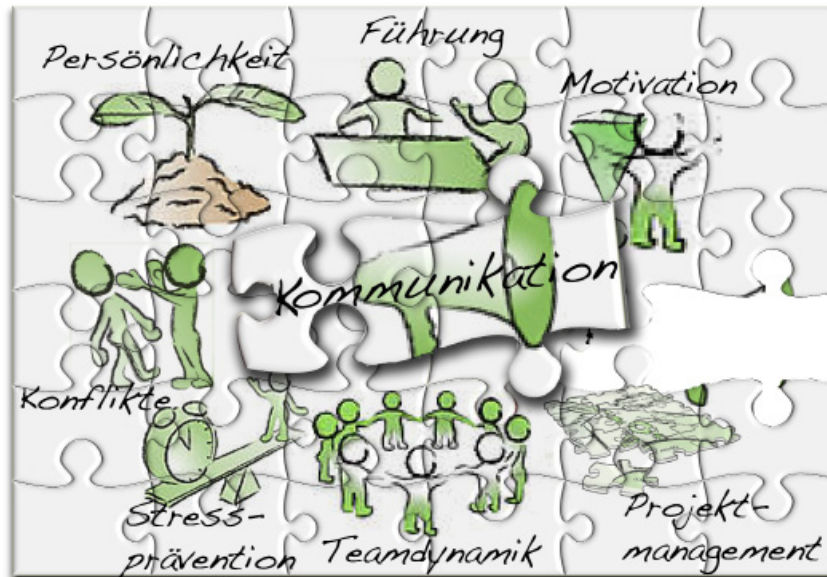
Executives are confronted with a variety of different challenges every day. Not only do they have to make and advocate decisions. As link between the higher management levels and the employees, they are caught between two stools. They account for the communication between the levels and have to solve conflicts. Also, they have to motivate their teams and make sure they work productively. Executives thus not only need expert knowledge, but also a high level of communication competency as well as leadership skills.

How Impulse will support you

Our executive trainings connect theoretical basics with self-experience, practical exercises and exchanges of experiences. Your executives will quickly and thoroughly gain the skills needed to meet their challenges self-confidently. Unexceptional settings can be chosen to support the process if wanted.

The executive training proceeds in seven steps:

1. Definition and setting of individual goals,



2. Analysis of the current state with a pre-test (e.g. 360° audit or questionnaire),
3. Workshops for different leadership skills and methods
4. Practice
5. Reflection and review
6. Possibly coaching units by the hour
7. Evaluation with a post-test (e.g. 360° audit or questionnaire)

The executive training usually takes 10 days with 5 hours each, extended over a period of six months. It consists of the following modules:

- ▶ Personality analysis and leading role,
- ▶ Managerial behaviour and tools,
- ▶ Communication and conversation techniques,
- ▶ Moderating and mediating conflicts,
- ▶ Team building and development,
- ▶ Motivation and incentives,
- ▶ Behaviour in change processes

Any training will be tailored to the needs of the executive(s). Additional coachings are possible. We are happy to talk with about your individual requirements. Contact us for a noncommittal offer.

Hennings Bäckerei GmbH

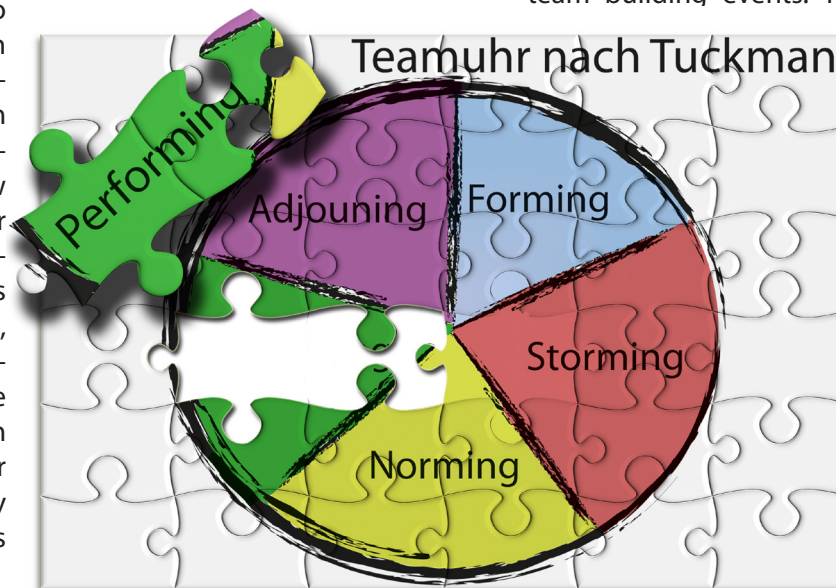
"Thanks a lot for the well-structured and methodological profound executive training. The seminar was individually tailored to our company and - besides the theoretical basics - has taken up our everyday business in practical exercises. Within the six months of the training, we noticed a continuous improvement of our performance reviews and team discussions. We are sure that the seminars of Impulse will help us reaching our companies' goals and a better motivation of our employees."

3 | Team trainings

A team is more than the sum of its parts

Where people work together, great things can emerge. However, also conflicts can occur. The reasons for them can be various: A new team leader or a new colleague joins the group, reorganisations change existing team structures or a completely new team is established.

In all team stages, there are specific challenges for every team member. The goal of every company in these situations must be that the transfer of knowledge is ensured and the performance of every employee is increased. Only if all team members are geared to each other, things run smoothly.



How Impulse will support you:

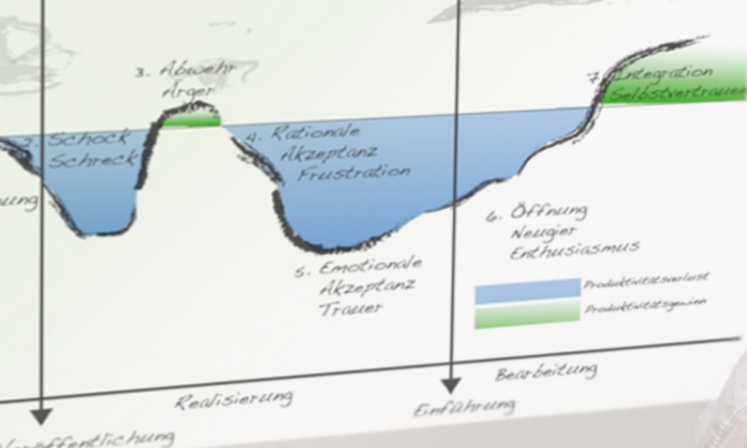
Our team at Impulse connects theory with practical team building events. The practice-oriented setups of the trainings illustrate playfully behaviour patterns and team dynamics and thereby guarantee advancements of knowledge. Creative methods of reflection expedite group formation, create confidence and optimise the group's communication. Unexceptional settings can be chosen to support the process if wanted.

Our team building trainings usually take one to three days, depending on their goals. They normally consist of the following modules:

- Team dynamics and motivation,
- Roles and potentials within the team,
- Preventing and solving conflicts,
- Communication and constructive criticism

Helmholtz-Zentrum für Umweltforschung - UFZ

„We once again want to thank you for the very successful team training. The event unanimously found our approval and improved the understanding among ourselves. We have participated in some team development trainings, but this one had the highest standard.“

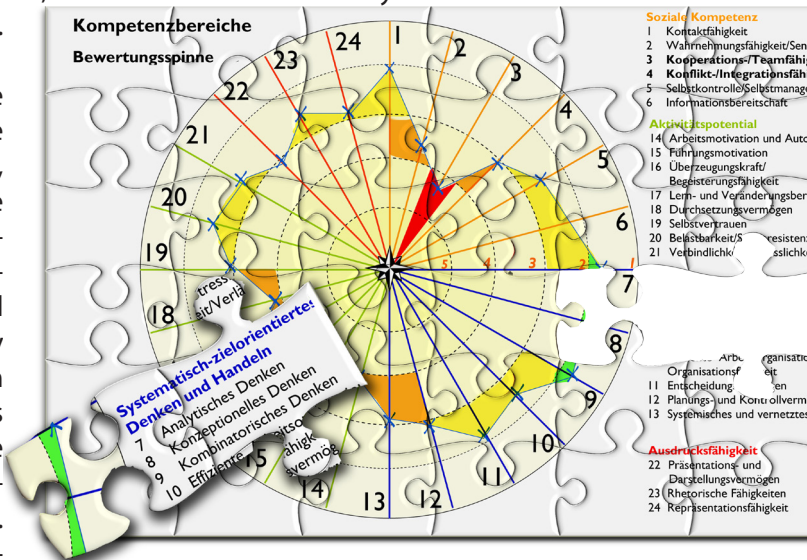


Change Management | 4

Change is the only constant

Changes are unavoidable for the survival of companies, be it due to digitalisation, mergers or new strategies. However, changes are often encountered with internal resistance, which can cause necessary developments to fail.

In a time where change is the only constant, an effective change management, involving all employees by making them participants of the change process, is indispensable. External moderation helps to increase understanding and to solve internal conflicts.



How Impulse will support you

Since 2009 Impulse supports change processes of companies and institutions. Our approach is to take business culture as well as the employees with their needs and fears serious.

This helps us to transform changes processes from top-down orders into an active involvement of all company levels. The process will then be supported by all employees.

We use the following methods:

- Management and employee coachings,
- Team development,
- Strategy development,
- Identification of business objectives and solutions,
- Resource-oriented work,
- Mediation and conflict coaching,
- Moderation of kickoff events

Unister GmbH

"Many thanks for the help with finding new objectives for our department for the next two years once again. The work in our objectives-workshop was not always easy and sometimes even controversial. Yet, thanks to your good moderation in the end we successfully passed our goals and had all our employees motivated for the upcoming changes. Especially rewarding was the mixture of theory, practical work and raft-building."

5 | Coaching

Supporting executives and professionals with their challenges

Those who assume new responsibilities in a company are often confronted with new routines. As executives, they suddenly become self-responsible leaders, motivators, supervisors and have to report to the higher management. As professionals, they find themselves in new processes and communication structures.

This does not only mean they have more responsibility, but also higher burdens and more potential for conflicts.

Therefore, it is important to know one's own strengths and limits to derive individual management tools.

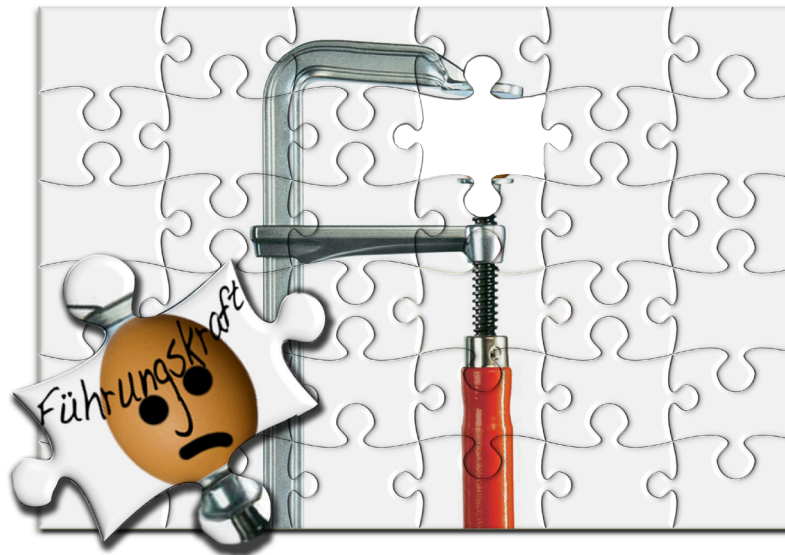
A coaching will help you to enhance your profile by increasing your self- and external perception. Furthermore it will support you in analysing personal topics, finding out more about your personal fears and activating hidden potentials. The most important step is to understand oneself.

How Impulse will support you:

Our coaches never take challenges as being simply black and white and find the solutions in the persons

involved. Our coachings are:

► **Systemic:** In our systemic coachings we're looking for the relations between the relevant topics and find



the right solutions together with you.

► **At eye level:** We take you seriously, give constructive criticism and make the process transparent.

► **Individual:** We help you to find your own hidden competencies and resources and to make them utilisable.



► **Creative:** We use creative coaching techniques like metaphors, coaching cards and exceptional coaching places. This allows for a change in perspective on yourself and your challenges.

We help you to master the following challenges:

- Managing changes,
- Solving conflicts,
- Being effective as an executive,
- Finding the right position in a team,
- Optimising your self-awareness

Jörg Risse (Chairman GÖK Consulting)
"I experience Mr. Necke as a very 'special' coach. With his creative, vivid and diverse methods, he consistently helps me reflecting important topics and supports me in developing solutions and seeing things from a different perspective. He scrutinises figuratively and with a lot of humour. The highlight of our coaching session was in a museum: a painting became the mirror of my situation and at the same time it offered a solution. I fully recommend Mr. Necke as a coach."



Workshops | 6

Knowledge and methods are the foundation of your success

Some challenges do not make it necessary to question yourself entirely. Sometimes it is enough to have a profound methodological competence to master your new tasks successfully. If you already know your strengths and limits, you can learn the methods to utilise your potentials in our seminars.

You're not sure yet whether our offers suit you? We invite you to learn more about us and our methods in a taster course.

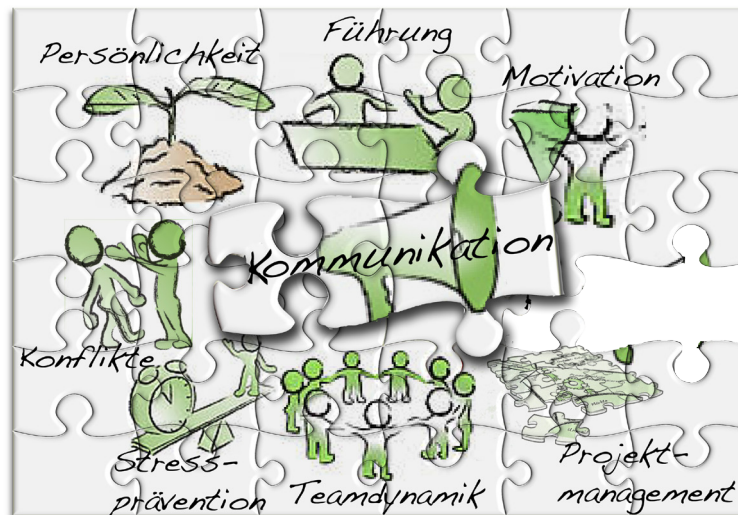
Attend our taster seminars to learn more about the basics of:

- Conflict resolution,
- Employee motivation,
- Moderation of performance reviews,
- Staging presentations,
- Work-life balance,
- Personality and resources,
- Rhetoric and presentation,
- Motivation and group processes

All seminars take six hours and can be booked separately. The events take place in our seminar rooms in

Leipzig, Waldstraße 4. The number of participants is limited to 10 per seminar.

If you want to learn more about one of our topics, attend one of our taster seminars (six hours each).



Our seminars have their foundation in reality. Thus, in each seminar we start from the theoretical basics of a topic and build on this knowledge in comprehensible, vivid examples.

Prices per person

Private clients: 120€

Business clients: 200€

REGIOCAST GmbH & Co. KG

"Thomas Necke was able to impart his expert knowledge in an interesting way. He has a talent of illustrating things vividly and to underpin them with practical examples, so we didn't notice as time went by. We really profited from his calm and appreciative manner. Many thanks for things!"

7 | Occupational health management (OHM)

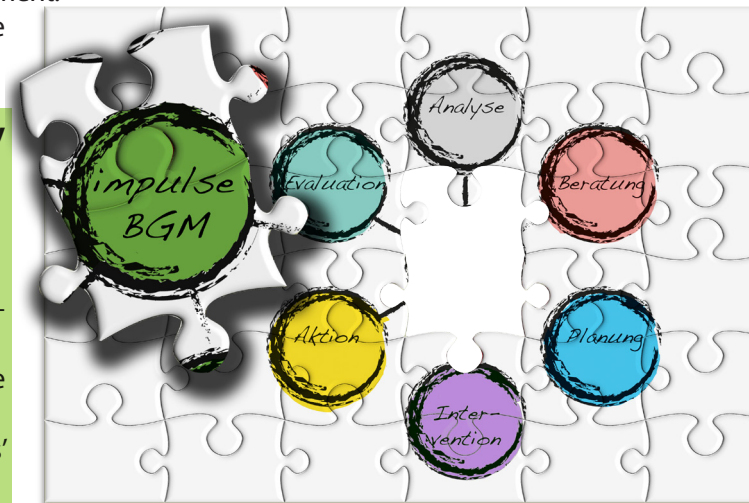
A business is only as healthy as its employees

A healthy and motivated workforce is decisive to a business' lasting success. Its employees are its brains and hands – its innovators and implementers. However, at a time of increasing stress and high drive, this principle is threatened. These days, businesses not only have to contend with the consequences of a changing demographic, but they are also being put under pressure by global competition and extremely dynamic market development. Change is the only constant. This external pressure also leads to increasing stress within businesses.

How will Impulse accompany you on your way to implementing OHM:

- Analyse your processes and structures
- Identify ways to reduce stress and
- A transparent, collective working culture
- Reduction of stress and a better work-life balance
- Improved motivation, trust and a positive sense of self-worth among employees
- Improvements in management's & employees' social skills
- Sensible and efficient operational procedures & structures

The result: good working conditions and a high standard of living in the workplace, which will effectively improve both the motivation and health of your employees, as well as the productivity and innovation of your business. The aim of OHM is a lasting increase in operational results through improving and securing productivity, quality and efficiency in the business.



4 Steps to Success

► **Analysis:** With the help of confidential employee interviews and an analysis of business structures and operating figures, areas that could be potentially be improved by OHM will be identified and the first optimising measures will be drawn up.

► **The Concept:** Subsequently impulse will work with the task force to develop a sensible concept for integral OHM that fits to your business. Measures will be identified and prioritised and responsible parties, as well as time scales and costs will be assigned to them.

► **Organising OHM:** We will actively assist by providing team workshops and seminars about communication, conflict resolution, work-life balance and leadership. Key to these seminars is not only the transfer of knowledge, but also a perceptive and humorous relationship with the employees.

► **Evaluation and further development of OHM:** With a view to maintaining quality standards, each measure will be assessed to ensure its success and when necessary adjustments will be made. Through targeted knowledge transfer, impulse will ensure that you are in a position to further develop and rejuvenate your OHM in the future.

8 | Assessment Center

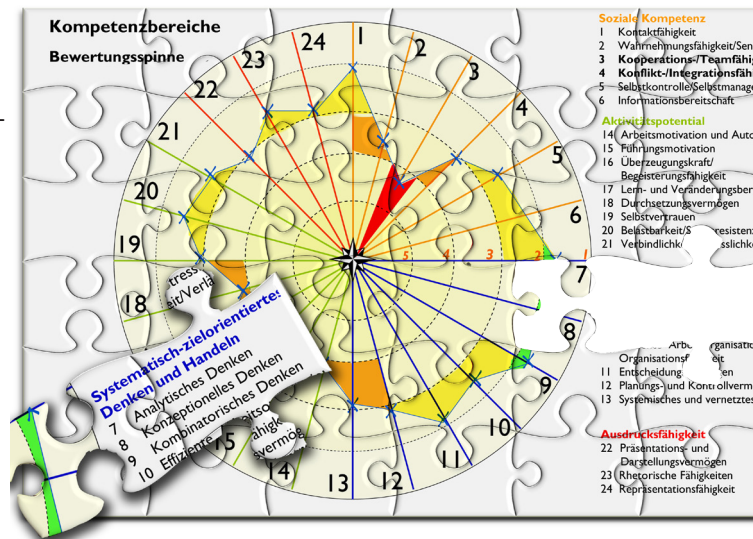
A good potential analysis will tell you more than thousand résumés

Application papers and the persons behind them often differ immensely. Will the applicant meet the requirements? Will he fit into the team? In many cases companies will only learn over time who they really hired. In as many cases this is too late.

Assessment centres allow for the companies to learn about the applicants, who they are as persons and to make the right decisions. They put applicants in situations close to the reality of their routine business and challenges and thereby make the results comparable. Behaviour patterns, resilience and communication skills of the applicants are experienced without filter. Specific tasks make the expert knowledge and approach to work of your applicants appraisable. In short: assessment centres make sure to employ or promote the right person.

How Impulse will support you

As external moderators, our experts help you to clearly define the task fields of employer and applicants. Thereby, they increase the validity and the internal acceptance of your assessment centre.



For your assessment centre, we:

- Develop competency models and requirement sets,
- Develop exercises,
- Develop observation sheets
- Assist you in conducting the assessment centre
- Evaluate the results and derive recommendations for action
- Conduct observation trainings

Comparex AG

"Mister Necke supported us in conceiving, implementing and conducting some assessment centres for our junior managers and for potential analyses of our executives. We especially appreciate his experience, his psychological knowledge and the pleasant and professional cooperation. His way of giving honest and direct feedbacks made him gain the respect of the participants. We are looking forward to continuing our cooperation."



impulse Team | 9

Ganzheitlichkeit erfordert Perspektivenwechsel

Since 2009, Impulse supports companies in the fields of change management, occupational health management and the development of executives and professionals. Our holistic approach is founded on field-tested methods and a broad spectrum of perspectives, qualifications and experiences.

Thomas Necke, Master HRM (General Manager)

"A good leader recognizes the competences of every single person in the team."

Born 79 | University lecturer | Leadership skills | Communication | Organisational psychology | Rhetoric | Team training | Human resource- and personality development | Studies in Leipzig and Paris | specialist: corporate health management | Systemic coach (Professional Coach DBVC)



Anke Hofmann, PhD

"Inner clarity leads to convincing, manageable solutions."

Born 73 | Corporate culture | Organisational development | Change companionship | Dialogues of values | Systemic consulting and coaching | Women in managerial positions | Leading, Communication, appreciation, resilience, negotiation



Susanne Skoruppa, M.Sc., LL.M.

"Everything unknown and uncertain bears chances for the creative development of one's personality."

Born 79 | Organisational development, conflict management, intercultural communication, career development, mediation & negotiation | international work experience (USA, GB, France, Asia at U.N., World Bank, NGOs) | Mentor for international future leaders | Studies in Berlin & London



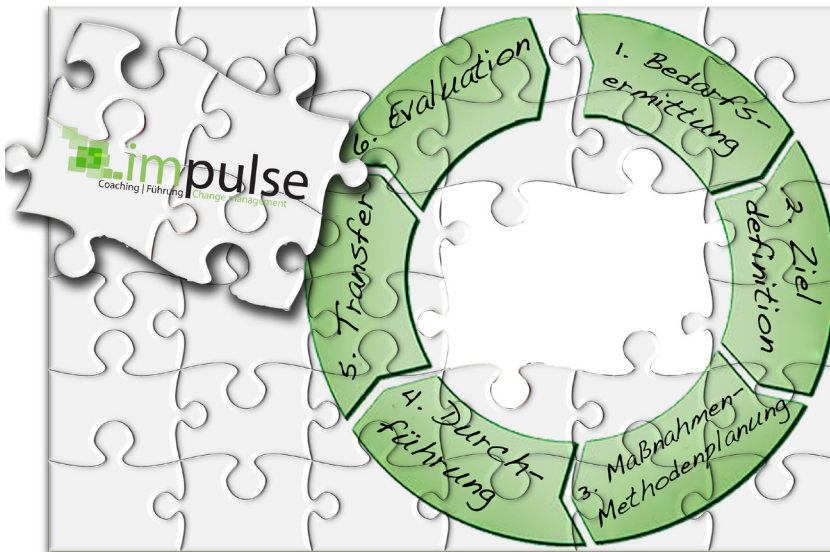
Our trainer and consultant have a master's degree and are university lecturer for different leadership and management topics as well as soft skill methods.

We are happy to talk with you personally about your individual challenges with change management. Contact us for a noncommittal offer.

10 | Methodology

The solution often can be found within ourselves

Our principle is that the solution for any challenge can be found in the persons, because humans can only act within their own potential resources. To achieve a permanent behavioural change, our intrinsic motivation needs to be bolstered. This can only happen if the participants really understand the insights we reach in our seminars. Thus, as consultants we don't just present ready-made solutions, but rather want to support you methodologically, so that you can find your potentials yourself. Don't think of us as instigators, impinging on you. Think of us as gardeners, enabling our plants to grow by adding light and water.



We focus on your practical success

The principles of our approach to work are "Theory, exercise and self-experience". By using our methodological knowledge, playful practice and self-reflection within typical situations, we facilitate a sustainable

transfer of your insights to the workplace. From a methodological perspective, what is most important is the practical applicability of a behavioural model and the fitting to the individual needs.

Our support thus includes the following methods:

- ▶ Working with metaphors,
- ▶ Peer group supervision,
- ▶ Models of motivation (e.g. according to Heckhausen und Gollwitzer),
- ▶ Communication models (e.g. according to Schulz von Thun, Watzlawick),
- ▶ Different interactive and creative methods (e.g. Scaling),
- ▶ Fun-oriented outdoor activities (e.g. for team building),
- ▶ Insights through self-awareness

Methodology meets expertise

Our experts at Impulse all have completed qualifications and degrees in their operating range. They draw on longstanding experiences in supporting business and private clients. Thomas Necke, chief executive of Impulse, is Professional Coach of the German Federal Association of Executive Coaching, registered association (Deutscher Bundesverband Coaching e.V.).

We support you at eye level.

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Organisationsentwicklung

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