



osb-i.com



We focus on the creative mobilization of existing resources.

Change and innovation have always been among the key challenges for organizations and companies. Currently, during disruptive dynamics, executives and employees often feel driven rather than in control. Even business models and leadership approaches that have been successful for many years are increasingly reaching their limits.

For more than 35 years, osb international's systemic organizational consulting has proven its supportive power in many industries and types of companies. We focus on our service areas of leadership, strategy, organizational design, and change, as well as on the overall theme of digital transformation. Our experienced consultants are sparring partners, trusted advisors and professional specialists who work with you to develop customized solutions for the future viability of your organization.

With the following insights into our range of services, we want to arouse your curiosity and invite you to a more in-depth conversation with us.

Dr. Heiko Hilse, Dr. Hellmut Santer and Frank von der Reith, Executive Board Members of osb international

1

»Today's world demands an unusual degree of adaptability from our companies. There is no doubt that new, more intelligent ways of dealing with change are needed. This is precisely why we mobilize the knowledge widely distributed among our customers and their networks and combine it with our external view to create innovative, sustainably effective solutions.«

Univ. Prof. Dr. Rudolf Wimmer, osb international



Who we are – What we can do – How we work

osb international was founded over 30 years ago with the vision of supporting executives and management teams in business decisions with tools from systems theory. Today, this enthusiasm for the relevant aspects of leadership and organization drives us more than ever. With passion, broad knowledge and perseverance, we accompany our clients through organizational changes, through digital challenges and through dynamic leadership situations. Our nearly 40 consultants are passionate fighters for your cause, reliable partners at eye level, structured companions and process architects, and innovative lateral thinkers.

We draw on specific know-how on the key issues of corporate management, which we develop in close cooperation with international research institutions and continuously test and develop in practice: From strategic positioning to finding strategy-aligned organizational designs, from the implementation of difficult restructuring projects to the implementation of tailor-made learning architectures to increase the learning ability and innovative power in the company.

In the process, we make sure to keep an eye on all the different problem dimensions at the same time: The usually very complex factual issues, the different time horizons to be considered and the difficult, emotionally always delicate questions of social interaction. This "Third Mode of consulting" is an expression of our claim to provide our clients with comprehensive but effective services, to always focus on a tailored solution and be a supportive sparring partner at eye level.

New, digital and agile contexts and methods are just as familiar to us as traditional structures and approaches – we combine our theoretical knowledge and practical experience with your expertise on your organization and processes. Collaboratively developed concepts, motivated employees, strengthened problem-solving skills and an organization with the capacity for self-renewal form the basis for sustainable implementation.

PASSIONATELY CUSTOMER-FOCUSED



Passion for profession: We are passionate about consulting and view ourselves as trustworthy, respectful, heart-felt and sympathetic partners, who work closely with our clients to develop the best possible solutions.

SCIENTIFICALLY GROUNDED



Our scientifically grounded, systems theory approach to consulting forms the basis and core inspiration for our work as consultants.

LEADERSHIP EMPOWERING



Our overarching objective is to enhance the capabilities of both the leadership system as a whole as well as each individual executive to empower them to safeguard the future of their organizations and companies.

CREATIVELY CUTTING EDGE



To support our clients with creative and innovative approaches, we stay at the cutting edge of contemporary issues and develop future-proof solutions that do not follow fashion.

CONTEXTUALLY CONFIDENT



Our consulting work consistently takes the relevant organizational and social contexts into account. We navigate these contexts with skill and confidence to develop solutions from within.

ACKNOWLEDGEDLY



With over 30 years of experience as professional consultants, we are proud of the reputation for excellence that we have built and the glowing endorsements we receive from our clients.

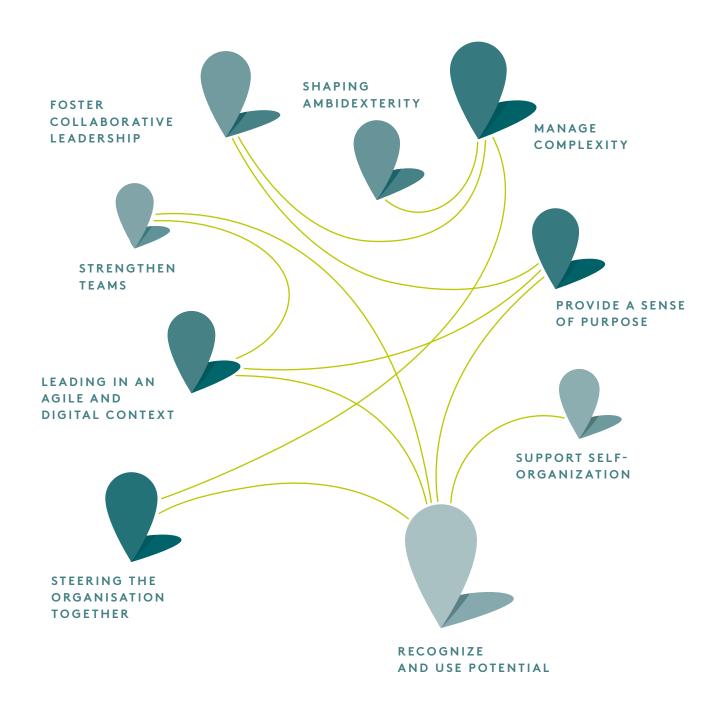


Leadership

Taking the lead together.

Leadership creates a viable future for your organization through systematic decision-making that removes any blockages to success. Through dynamic agility at the boundary of the system, leadership provides ongoing processing of "target/actual differences". Leadership is a capability of the organization and is realized by appropriate management structures, speeding up decision-making processes, and effective communication channels between all levels of management. The rapid pace of 21st century change also requires new forms of leadership, agility, flexibility, self-organization and networking.

Let us help you strengthen your leadership skills.





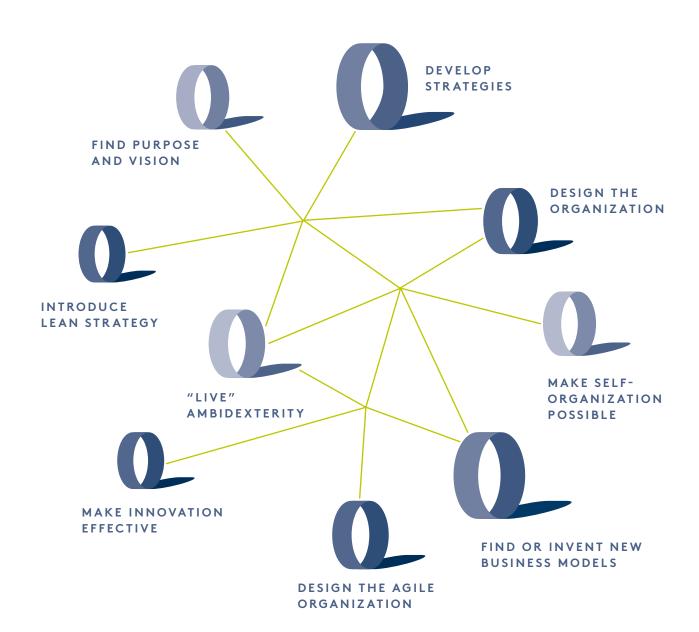
Strategy & Organizational Design

Shaping the future.

Strategies shape the future of the organization. We help you develop an attractive vision of the future that responds to future opportunities and the challenges you currently face. Purpose and vision are as much a part of this as strategic goals and new business models. We work in an international context, for entire companies, as well as individual business units or roles, and with a unique expertise in family enterprises.

Modern organizational design is a success factor for the Digital Transformation. We support you in developing and implementing the right organizational design for your organization. Looking at the organization from a systemic point of view will enable the successful development of integrated solutions for agile innovation as well as the improvement of the established business.

Let us help you shape your future and the performance of your organization.



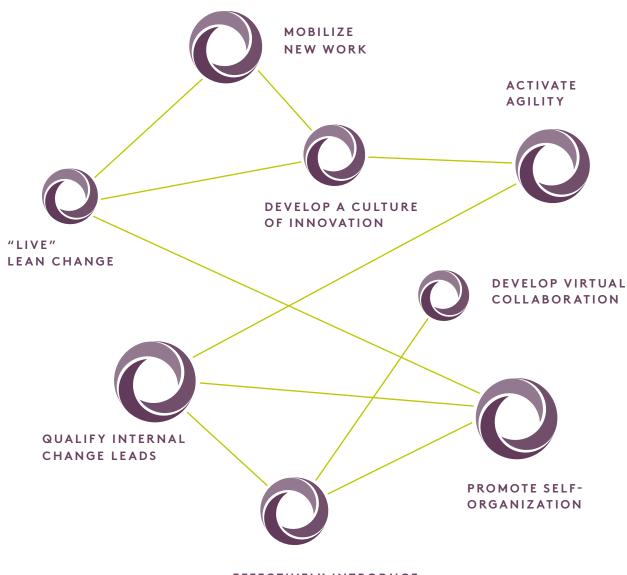
Change

Move effectively.

In times of rapid transformation, crises and digital transformation, the ability of organizations to change is an essential prerequisite for ensuring their survival. The key challenge for those involved is to move the organization forward with an eye to the future while at the same time ensuring the necessary stability in the current business.

But in an ongoing change process, it is difficult to predict how steering wheel, accelerator and brakes will respond. To make sure that all key players are up-to-date, creative communication and calibration channels are essential, as well as concepts and tools that are either tried and tested or are to be designed from scratch.

We support your organizational development with our proven methods and a spirit that combines agility with our powerful pragmatic orientation towards implementation.



EFFECTIVELY INTRODUCE ERP/IT-SYSTEMS

9

ABOUT US



Maik Arensmann



Carina Bayerdörffer



Jutta Bison



Klaus Danzeglocke



Wolfgang Dehm



Walter Dietl

Our consultants

At osb international experienced personalities with extensive qualifications will advise you. Lawyers, economists, physicists, engineers, psychologists, Anglicists, Germanists, theologians or educators offer excellent professional know-how and high process and implementation competence. osb-i was founded in Vienna in 1988; in 2002 osb international Consulting AG was established in Berlin. Today we are located in Vienna, Hamburg, Berlin and have an office in Cologne. We also have a network of cooperation partners in many important international business regions.



Dr. Ernst Domayer



Herta Fischer



Dr. Katrin Glatzel



Dr. Jörg Habenicht



Dr. Nina Haas



Oliver Haas

We are sparring partners for the key areas of your company.





Dr. Heiko Hilse



Lilly Hocke-Kammerer



Aldona Kihl



Caroline Kling



Jan Klose



Udo Kronshage



Hendrikje Kühne



Dr. Tania Lieckweg



Mauritius Lohmer



Dr. Christiane Müller



Dr. Thomas Neuber



Dr. Simone Ostermann



Margit Oswald



Sebastian Passow



Inga Pöhlsen-Wagner



Johannes Rauch



Janina Reitschmied



Dr. Nicole Riemer



Dr. Bernd Rolinck



Gina Rüther



Dr. Hellmut Santer



Dr. Alexander Schmidt



Prof. Dr. Thomas Schumacher



Michaela Schweikert



Sabine Stadelmann



Frank von der Reith



Univ. Prof. Dr. Rudolf Wimmer



Silvia Worbe

"In systemic consulting, there is no way around osb-i."

Andrea Prym-Bruck, William Prym Holding GmbH

Developmental Pathways

Our "Developmental Pathways" offer internal and external consultants as well as managers an excellent opportunity for individual training, professionalization and personal development.

The focus is on:

- exclusive insights into the practical experience of the lecturers
- profound theoretical background, including modern systemic approaches
- encounter with outstanding managers and consultants

What makes our Developmental Pathways special?

We offer Developmental Pathways in areas where osb-i represents a benchmark (cf. bestseller "Systemic Strategy Development" in its 6th edition). We combine this expertise with the participants' professional and personal experiences as well as their development needs. This creates a "path" over at least two modules, which we build together with the specific workshop group in a state-of-the-art way in terms of content and methodology.





The training for consultants with a systemic background

Next Step is a high-quality curriculum for experienced internal/external consultants and managers who want to take the next step in their professionalization. The six modules are designed by proven experts in systemic organizational consulting in an ongoing co-creative process.



The "supreme discipline" of corporate management

Strategy development is considered the "supreme discipline" of corporate management. In these two modules you will learn about strategy development from several perspectives in a well-founded practical and theoretical manner. For your own practical use and as a "trusted advisor" to the top management or a management team.



The key competency for leadership in complex companies

This two-part Developmental Pathway combines intensive practical learning experience with theoretical insights for leaders. Managers of different levels of experience as well as consultants equally benefit from the stimulating mix of practice-oriented reflection and evaluation of different leadership models.



The art of navigating change in complex settings

This three-module curriculum is designed for executives and consultants who want to gain a deeper understanding of the current drivers of change initiatives and learn how to creatively manage communication and collaboration within agile frameworks.



Designing dynamic and effective organizations

In these two modules, participants learn to apply tools and conceptual approaches on the way to a new organizational design. By looking at the active development of organizations from an entrepreneurial point of view, attractive solutions by means of organizational design will show.



The curriculum driving leadership excellence

Through Professional Leadership, we deliver a stimulating, intensive learning and development path to achieve personal leadership excellence. The four modules and highlya engaging virtual nuggets provide experienced executives with fresh insights, state-of-the-art methods and tools to increase their effectiveness as leaders.

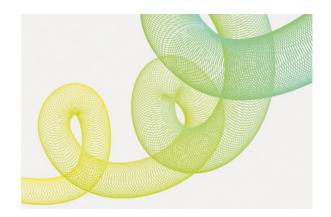
Seminars

The seminars address recent topics and developments. In contrast to Developmental Pathways, seminars are geared towards a selective acquisition of competencies. We offer directly applicable frameworks, tools and insights into organizational and business practice. We are happy to organize seminars as inhouse seminars for special target groups.



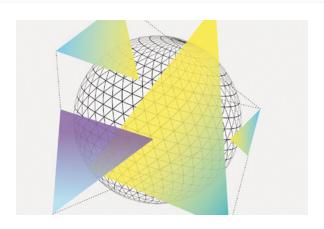
BECOMING AGILE

This 2-day seminar will look at the perspectives of organizational agility and what conditions are necessary for agile initiatives to succeed in traditional organizations. With the help of a consistent framework, useful tools such as the Organizational Quick Check and practical examples provided by the participants.



LEAN STRATEGY

What is the future of strategy work? In a compact one-day format, we introduce you to our ideas and tools of an agile strategy work. This type of strategy development is particularly suitable for dynamic market-based business models or new development after review within your functional area.



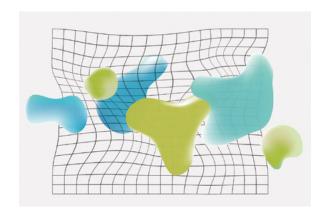
COLLABORATIVE LEADERSHIP

A two-day deep dive into what leadership is all about today. Leadership that focuses on Contribution, Creativity, Consent, Communication. These dimensions are complemented by tools and methods for practical use from the "4Cmodel". You are invited to reflect on your own attitude through a self-assessment test.



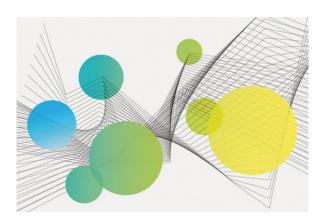
BEING DIGITAL

In the two modules of Being Digital we thoroughly deal with the digital transformation and its effects in organizations. With an inspiring mix of methods, we develop practical ideas and approaches to what – with regards to your environment – you should pay special attention to in the context of digital transformation.



LEADING THE AGILE ORGANIZATION

In this two-day seminar, we offer a framework for effectively shaping leadership within the agile organization. It is all about leadership and teams guided by agile principles. Within an organization that provides the framework for it. With practical tools, inspiration and new insights.



HYBRID LEADERSHIP

Virtual collaboration poses a new challenge for leaders: leading at a distance. This means adapting to different, successful ways of communicating. What is necessary is trust, clarity and a stability in social relationships. In three short virtual workshops you will design your own way of remote leadership.



Workshops

We as osb international, aim to be at the cutting edge of the latest topics and developments in leadership and consulting, without following every new trend. In our workshops, we invite you to explore and experience together areas that seem to us worthy of in-depth examination. In hand-picked groups we develop know-how together and learn from each other. The participants can thereby gain a head start in competence, where others only operate with modernlooking buzzwords.



DECISION-MAKING AS MANAGEMENT TEAM

The aim of this workshop is to make management teams fit for better and more sustainable decisions. The workshop is a testing ground for different decision-making procedures and processes. We provide knowledge transfer, including concrete, implementable steps for daily practice. Our motto is: learning by doing – stimulated by well-founded development impulses.



UNDERSTANDING SELF-ORGANIZATION

Self-organized teams and organizations are particularly effective when they are supported by credible shared values and when the roles, methods and rhythms of cooperation are respected in a precise and disciplined way. This workshop offers the necessary impetus and practical exchange on this.



HIGH PERFORMANCE AS A LEADERSHIP TEAM

Especially in challenging and uncertain times, leadership teams bear great responsibility for the future viability of their organization: This oneday workshop focuses on the central factors that turn a leadership group into a true leadership "team" with high performance potential – with a shared orientation and focus.

The Future Makers — the osb-i Podcast on Organization and Leadership

Every month, we talk to interesting people in key positions who think and act in a new way in their companies in order to remain future-proof in their area of responsibility.

Sample of previous episodes. Find out more at osb-i.com and on all popular podcast platforms.

#1 VIRTUELL ANDERS FÜHREN



with **Frank von der Reith**,
Partner osb international, and **Uwe Herold**, CIO Miele

#5 AGILE ORGANISATION GESTALTEN



with Aldona Kihl,
Partnerin osb international,
and Eliza Manolagas,
Agile Consultant ING Germany

#2 INNOVATION DURCH VERNETZUNG



with **Dr. Hellmut Santer**, Partner osb international, and **Claus Zeppelzauer**, ecoplus

#10 TOURISMUS MEISTERT KRISEN



with **Dr. Nina Haas**, Partnerin osb international, and **Martin Winkler**, CEO Österreichisches Verkehrsbüro

#13 DRIVING CUSTOMER CENTRICITY



with Janina Reitschmied, Seniorberaterin osb international, and Andreas Barth, Arvato Supply Chain Solutions

#14 DYNAMIKEN DER SELBSTORGANISATION





with Inga Pöhlsen-Wagner, Partnerin osb international, and Jörg Stark, Basler Versicherungen Deutschland



Feedback from our seminar participants and clients



"For several years, osb-i has accompanied the change processes of the ZDF administrative directorate. For me and my management team, the broad range of experience and valuable suggestions are an important basis for the continuous development of the organization and cooperation."

Karin Brieden,
Administrative Director at ZDF

"Together with osb-i, we have set up an international, group-wide development program that supports our executives in the digital transformation and drives the cultural change of the organization."

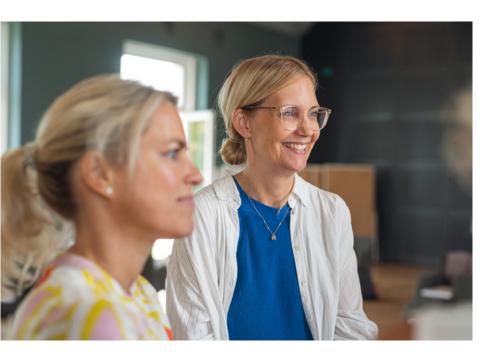
Nicola Breitschopf, Head of People Development at Helvetia "The 'Group Dynamics' Development Pathway was an outstanding learning experience for me."

Imke Ubben, HR Development at a technology company



"What convinced me was the thoughtful but equally pragmatic approach with which osb-i accompanied the transformation of our bank."

Dr. Thomas-Georg Hartstein,Head of Human Resources & Organizational
Development at Helaba



"Collaborative leadership – that is a term that speaks from my soul. Hierarchical structures have outlived their usefulness and are not fit for the future. Leaders cannot stand alone at the top but must bring the team idea into the entire institute. Leaders today have to be tangible, approachable and present."

Norbert Krug, Institute Director at Fraunhofer ITEM

»With osb-i's JuMP program, we have indeed started a new era of leadership development in the company."

Carmen Schlutow, Head of Talent Management at Techniker Krankenkasse

Cooperation with research institutes – knowledge grows when shared.

The more we share our knowledge with others and pass it on, the faster it grows and helps us all advance. Guided by this core belief, it has always been important for us to maintain a lively professional exchange with the professional consulting community. On the other hand, through our publications we are committed to the further development of the consulting approach (cf. "the Third Mode of consulting") and specific areas of knowledge (e.g. strategy development). After all, for many years we have been working with selected universities in close cooperation in research and teaching.

These include, for example:

- Free University of Berlin
- University of St. Gallen
- Management Center Innsbruck
- Danube University Krems
- University of Klagenfurt
- LIMAK Austrian Business School
- University of Magdeburg
- University of Vienna
- Private University of Witten/Herdecke
- Zurich University of Applied Sciences

Consulting for Family Enterprises

Family Enterprises are the hidden champions of the economy. They are often among the best in their industry and are characterized by a high degree of continuity and consistency. In our consulting services, we specifically address the special needs of Family Enterprises in the dynamic field between family, company and ownership. Decades of consulting support for owner families, coupled with scientific research into what factors make them successful, characterize our passion and sensitivity for this special type of company. We have specialized knowledge in this area – from strategy development to leadership culture to investment decisions or issues of passing leadership from one generation to the next.

Rudi Wimmer has laid essential foundations with his commitment at the Chair of Family Businesses as well as Dean of the Private University of Witten/Herdecke.



Nationally and internationally active. At home in all industries.

Our client base includes internationally operating large corporations and small and medium-sized enterprises as well as the public sector, non-profit organizations and expert organizations. The range of industries includes automotive and aviation, mechanical engineering, logistics, telecommunications and media as well as the energy industry, chemicals, financial services and more. We would like to thank our customers for the trust they have placed in us.















































We accompany you on your way into the future.



osb international Consulting AG

Chausseestraße 128/129 10115 Berlin Germany international@osb-i.com

osb Wien

Consulting GmbH

Volksgartenstraße 3/1. DG 1010 Wien Austria

T + 43 1 526 08 13 0 F + 43 1 526 08 13 19 wien@osb-i.com

osb Hambura GmbH

Ballindamm 13 20095 Hamburg Germany

T + 49 40 33 93 33 hamburg@osb-i.com

osb Berlin GmbH

Oranienburger Straße 90 10178 Berlin Germany

T +49 30 51 30 73 74 F +49 30 51 30 73 78 berlin@osb-i.com

osh Köln Büro

Tunisstraße 19-23 50667 Köln Germany

T +49 221 65 08 64 23 koeln@osb-i.com

Wien Hamburg Berlin Köln

osb-i.com