

Dr. Georg Martensen

Consultant for leaders and organisations in change processes,
dealing with complexity & multiple rationalities,
Lecturer for organisation, leadership and personnel development at the
TU Braunschweig



FOCAL POINTS

- ▶ Consulting for Executives
- ▶ Supervision of boards & top teams
- ▶ Crisis intervention & conflict resolution
- ▶ Existential Leadership development
- ▶ Life coaching and counselling

PROFESSIONAL BACKGROUND

- ▶ Management and leadership experience all the way through the ranks [Manager, Head, Director, Vice, Senior, C; Supervisory Boards]
- ▶ Studies in economics and social psychology,
- ▶ Doctorate (Dr. rer. pol.)
- ▶ Research, teaching & policy advisor
- ▶ Systemic organisational developer
- ▶ Supervisor & Coach
- ▶ Logotherapist & Existential Analytic Consultant
- ▶ Profile Dynamics® consultant

WHAT YOU CAN EXPECT FROM ME

I will open a resonance space for you in an open dialogue, which establishes a relationship of trust in life experience and personality, inner independence, authenticity and professional sovereignty.

Our common path reveals your dysfunctional routines, and I support you in understanding yourself in them. In this way you expand your perceptual and dialogical competence and your ability to act.

You'll recognize the effect of your own shadow casting in the company and make the commonality of the task within your team your theme. In this way you'll succeed in acquiring your own authority and respect of your environment towards your positional power again and again.

CONTACT

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FIELD EXPERIENCES

- ▶ Science, research & policy advise
- ▶ Corporate finance, venture capital, start-up consulting, investment management (hands on)
- ▶ Public Services, Utilities & Companies
- ▶ High Responsibility Teams
- ▶ Corporatism, Associations
- ▶ Regional Networks
- ▶ Executive & Supervisory Boards

Coaching for Executives – Supervising Development of Boards and Top-Teams

Self-organization in teams - Irritation in management

De-formalization of established processes, reduction of hierarchical levels, dissolution of departmental boundaries: All this create contradictory, confusing effects and are experienced as threatening to influence and positional power. They

- ▶ call into question management through planning, command and control,
- ▶ produce loss of identity, which was previously derived from position,
- ▶ break up the unity of disciplinary leadership and functional business responsibility,
- ▶ devalue experiential knowledge and seniority,
- ▶ create serious self-esteem problems and psycho-dynamics.

TOP Teams: Departments draw on nothing, CEOs are drowning in overload

Organisational decentralization and irritation of the middle level bring the joint responsibility of performance and coordination within TOP management teams into focus. The departmental principle draws with a short ladle in the barrel of profound overall responsibility. Management systems are experiencing a disturbing increase in the diffusion of responsibility. Rising diversity together with a dysfunctional departmental principle finally discharges in CEO overload. Typical reactions are, e.g., the compulsive working off of established rituals (agenda focusing), hyperactive business (absent presenteeism or present absenteeism), defensive communication (silence, sighing, point fixation; recently Candy Crush), cronyism in the tabooing of mistakes, overhearing of critical signals, numbness and aggression of "betas" towards "omegas".

Leadership in change - managing the unpredictable

Counter these typical perception and communication errors by actively

- ▶ pointing out the commonly shared responsibility an explicit issue,
- ▶ paying attention to the culture of cross-functional coordination,
- ▶ mapping the explicitly nature of their joint task at your level,
- ▶ handling conflicts professionally and transparently,
- ▶ appreciating critical voices as seismographs of impending upheavals,
- ▶ focusing on reflection and self-awareness.

By way of this, we together create a robust dynamic for yourself as a team that will enable you to form yourselves routinely and flexibly in such a way, that you will be able to cope well, even with unexpected events.

Generating Resonance – that's my contribution to your development as a TOP Team

Organisations need more leadership, not less. And very this in a very different way.

leadox – als mensch in führung gehen [i.e. *taking the lead as a human being*] works with you to design resonance spaces and supports you in shaping your development processes in a professional and sustainable manner.

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