

## **MFB News – July 2009**

### **Management Requires Courage**

In a world of recession and turbulence, managers must be able to capture opportunities faster than their competition does. They have to take responsibility and be proactive in their jobs. And this takes courage.

#### **Sound leadership**

A deepening recession is not all doom and gloom. While there are losers, there are also winners. Speed and decisiveness are key survival factors. Senior executives must show their leadership qualities and add real value. This means candor, openness and vulnerability - as well as willingness to take responsibility for hard choices.

#### **Flexible organizational structures**

Leadership can only be effective and successful when organizations create flexible structures that are able to adapt to market changes. Flexibility is not only restrained by hard-wired production process characteristics, but also by organizational and communicational procedures in the planning process. However, our experience shows that many small and mid-size companies lack the organizational flexibility to cope with down markets. Here, experienced consultants can help to address the challenges and support management to steer successfully through the downturn.

#### **Managers as role models**

Your role as a manager or the head of a department of an organization is to guide and give direction to the team. The best way to guide your team and to make them accept and support all necessary changes is to become an exemplary role model. How well a member performs depends upon the motivation given by the boss. Your task is to encourage and inspire others to improve the quality of their work, and even themselves. You need to instill in them the desire to excel and accept responsibility.

#### **Strategic thinking**

Globalization and rapidly shifting markets ask for strategic thinkers who are able to see the big picture. Executives need to develop a direction, i.e. a vision, for their business and then work backwards to develop a plan to accomplish that vision. Strategic thinkers are not mired down by the details of managing day-to-day issues. They look at the organization as a whole to assess attributes and areas of opportunity.

Independent strategy experts can help your management to look at the forest, not the trees. They support your management to function strategically and focusing the majority of their attention on the bigger picture and from a larger perspective - whilst also ensuring that the day-to-day business of the organization is served adequately too. That's what gets the business paid today, whilst building the future of tomorrow.

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