

A guiding light

Effective corporate development

The new stars in the corporate development world are novel organization models based on networks and cooperation. But when it comes down to business, corporate development is often fragmented and based on old differentiated concepts. Real, sustainable change, however, can only happen with an integrated perspective.

by Manfred Höfler

Cooperation between experts for development and specialists for change still does not exist in larger corporations. The same holds true for the consulting business, where you find experts for industries, functions, people and systems. The consultants compete for attractive projects within their strategic group. Most of them just try to sell their services and show off their own competence, ignoring the actual needs of their clients. They are caught in their mental models or the restrictions of their business models.

Experts for M&A, strategy, organizational design, IT-related process redesign, innovation, communication, HR development, lean management, controlling, etc. try to support the development of a company towards future success and try to improve current performance. But how often do they really keep the holistic corporate development in mind? How often do experts try to influence the top management with their own mindset and success patterns and avoid necessary cooperation with other specialist fields?

Development incubators

High impact support in dealing with effective corporate development is only possible through an integrated approach. Internal experts need to set up common development initiatives, connect specialist fields and get people with an integrated mindset on board. They need to work in dialogue style (enrich, motivate each other for common success) instead of trying to prove that their own concept is the only right one.

Consultants could be the incubators for such developments but only if they are able to act with an integrated mindset. Creating real impact as a consultant requires focusing on three consultancy roles: management experts, corporate development designers and facilitators (see illustration).

Value for money

If internal experts (e. g. HR, strategy, organizational development, change) and their consultants acted with this integrated mindset, projects in larger organizations could be set up totally differently, having much higher impact. Additionally, this approach could reduce consultancy costs by at least 30 percent and increase the efficiency of internal and external experts by 30 percent. Other industries would call it »value for money.« In practical terms, this means that each consultant has to be able to work in the three roles mentioned above. It also means that an impact-focused consultant needs to be aware of when and how to integrate somebody with additional competence to create a sustainable corporate development.

Hot spots

Quite a lot of developments get lost or stuck in today's corporate complexity. Paying attention to hot spots could help to focus energy.

According to our experience, we currently see four core fields that need to be considered in an integrated approach:

- 1 High impact change with »Rapid Results.«
- 2 Efficiency improvement by Lean concepts.
- 3 Future creation by innovation.
- 4 Direction setting by leadership.

These assumptions were also the guiding light for our new magazine. In four chapters, we concentrate on Rapid Results, Lean Administration, Innovation and Leadership Development and show you by means of concepts, cases and customer interviews how an integrated approach supports effective corporate development. ●

Three consultancy roles for high impact corporate development

