

LEADERSHIP INSTITUT

Leadership Development

> *Leadership strength grows from focusing on the challenges that matter now.*



Sebastian Morgner
Managing Partner
MLI Leadership Institut

> *"Leadership is like an expedition. You need a destination worth striving for and a taste for adventure."*

Strategies rarely fail because of the plan.

They fail because other things take priority in day-to-day work.

Dear Reader,

For 15 years in the financial industry, most recently as Global Head of Marketing at UniCredit in Milan, I watched strategies being developed and communicated at great expense. A few months later, often little of them had reached the people who were supposed to implement them.

That observation gave rise to the MLI Leadership Institut. Since 2013, we have been researching what makes leadership effective and working with leadership teams precisely at the point where strategy must turn into behavior.

Leaders know more about leadership today than ever before. But knowledge alone does not change behavior. Under time pressure, in conflict, and in times of great uncertainty, people fall back on familiar patterns.

Leadership development must therefore start with the challenges that matter most to the company right now. It strengthens shared judgment, establishes binding leadership standards, and helps leaders act deliberately even in difficult situations.

Kind regards,

Sebastian Morgner

Leadership strength grows from tasks that must be solved now.

"We have good leaders. Together, they fall short of what they could achieve."

LEADERSHIP DEVELOPMENT – WHAT MATTERS

Leadership determines whether strategy takes hold in daily work.

People in leadership roles directly influence the performance of employees and teams: through their behavior, the way they communicate, and their leadership system.

Real tasks from your daily work.

Executives have little time. That makes it all the more important that shared development formats give them insights and methods that deliver immediate practical value.

Programs for greater impact

A mix of impulses, methods, virtual and in-person formats, tailored precisely to the target group: leadership talent and senior leadership in Germany and internationally.

80% **of a company's performance is shaped by leadership behavior.**[1]

How to recognize the impact of a leadership program

01 The leadership team acts in alignment and translates the strategy into its own areas of responsibility.

02 Leaders use a common language and binding leadership standards.

03 Collaboration becomes more constructive, decisions clearer, and progress visible.

04 Leaders use the methods and tools in their daily work.

05 Employee engagement and initiative increase noticeably.

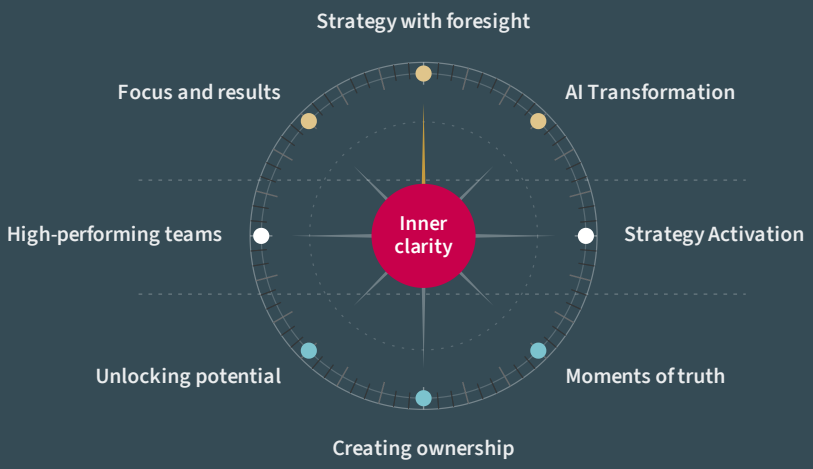
[1] MLI estimate based on MLI survey 2023 (250 executives), McKinsey "Strategy Beyond the Hockey Stick," World Management Survey

Program goals follow the desired change.

C-LEVEL
Shaping the future and securing progress

GENERAL LEADERSHIP TOPICS
Creating the conditions for peak performance

LEADERSHIP TALENT
Leading people and teams day to day



C-LEVEL

Focus and results
turning complex questions into results-oriented action

Strategy with foresight
thinking strategically, shaping the future, and making a vision tangible

AI Transformation
leading change processes and the AI transformation

GENERAL LEADERSHIP TOPICS

High-performing teams
building and developing high-performing teams

Strategy Activation
using social dynamics to foster a culture of cross-functional collaboration

LEADERSHIP TALENT

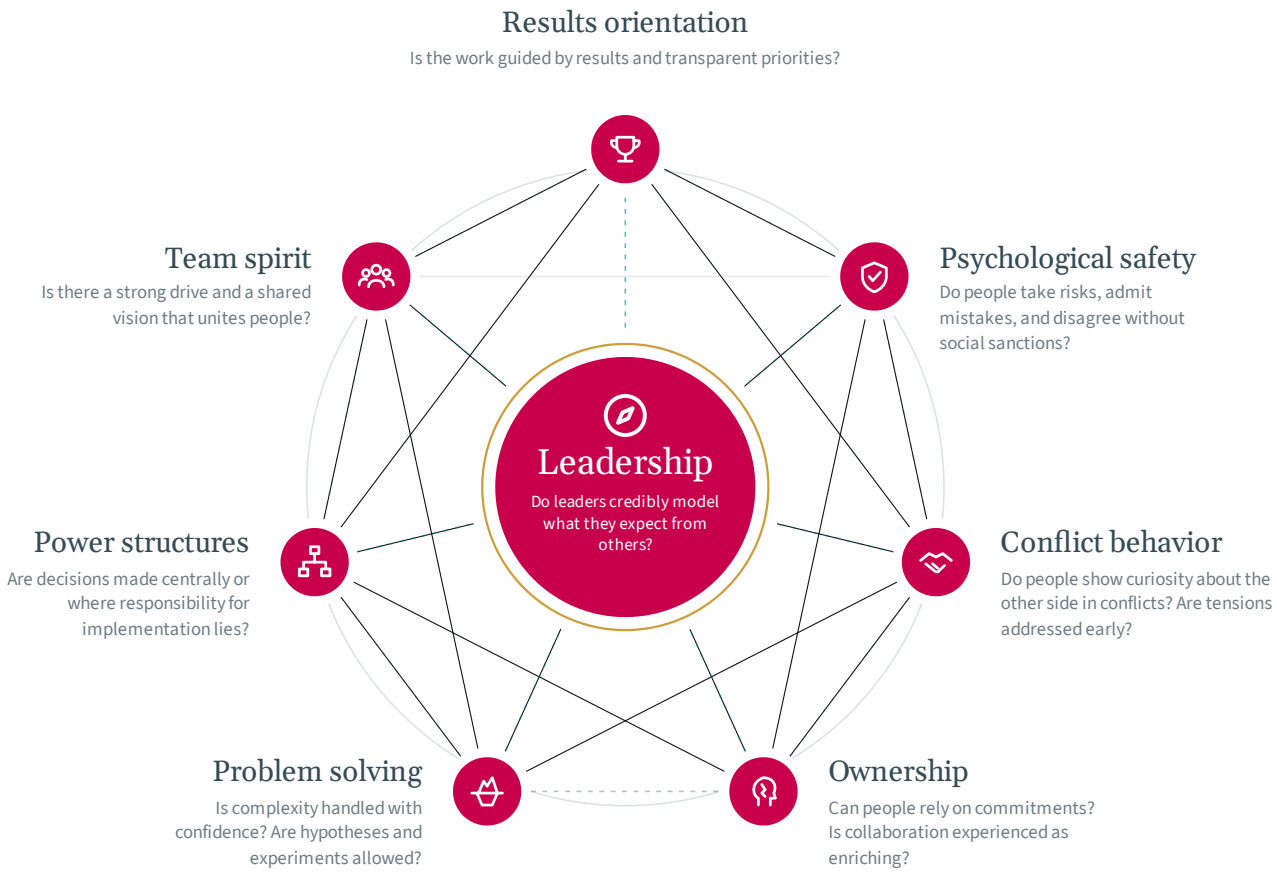
Unlocking potential
recognizing strengths, fostering talent, and empowering employees

Creating ownership
strengthening initiative and responsibility through delegation and feedback

Moments of truth
communicating clearly, resolving conflicts, and delivering difficult messages

Social dynamics determine success.

Companies with strong social dynamics adapt faster and stay more profitable over time. Nothing shapes these dynamics more than visible leadership behavior.



Leadership is a social competence.

People are social beings. They constantly check whether they belong, how others see them, and what prospects they have within a community. Employees therefore read their leaders' words, decisions, and moods as signals about their own position and future. A careless remark can unsettle an entire team.

Tools such as the **Neuro Traffic Light** help leaders perceive these dynamics, reflect on their own impact, and steer situations deliberately. Participants report that the neurosocial perspective has helped them achieve more with less stress.

How participants learn.

01

Understand the problem

Examine a concrete situation from everyday leadership and identify the decisive patterns.

02

Gain new perspectives

Expert input, research findings, and practical examples broaden the view.

03

Reflect on your own actions

Examine your stance, impact, and habitual patterns of behavior.

04

Try out methods

Apply effective methods in case work, simulations, and leadership labs.

05

Apply in daily work

Transfer insights to concrete tasks in your own area of responsibility.

06

Evaluate and anchor experience

Use coaching, peer case consultation, or pit stops to check what works and what needs to change.

> *We believe in leadership that combines purpose and structure, and in organizations in which people experience self-efficacy. We have been working toward this since 2013, with measurable results and the ambition to make ourselves superfluous.*

CASE STUDY 01 · GLOBAL INSURANCE GROUP

A shared understanding of leadership for 5,000 leaders.

More than 40 countries | 15 months | NPS 72

Starting point

An insurance group wanted to anchor its new leadership culture, "Inclusive Meritocracy," in leadership work worldwide. The program had to create a shared understanding across national and cultural borders while leaving room for concrete leadership situations from everyday work in each location.

Program design

- Clarification of the assignment with the executive board and interviews with leaders from the target group
- joint development of case studies with the client's project team
- integration of existing leadership tools, complemented by new methods where needed
- digital learning spaces for independent preparation and deepening
- moderated virtual discussion forums with 20 participants each
- work on concrete cases from everyday leadership

Result

- a shared understanding of leadership in more than 40 countries
- binding leadership tools in the company's corporate design
- an international learning architecture, steered centrally and applied locally
- a Net Promoter Score of 72 among participants



BRANDON HALL AWARD · GOLD · 2021

Awarded for a business transformation program we delivered with Allianz for its executives worldwide.

"

MLI is a partner that inspires us every time: in program design as well as in delivery, which is authentic and brings participants along.

Head of Leadership Development
Mechanical engineering group

Two programs. Two concrete tasks.

CASE STUDY 02 · TECHNOLOGY GROUP

Preparing high-potential candidates for the C-level.

3 in-person blocks 2 days each 9 months

Starting point

A group of leaders with strong functional expertise was to take on responsibilities at the top management level within two to three years. What they lacked was experience in developing a strategic vision and winning an organization over to it.

Program design

- **Strategic thinking:** recognizing trends, putting AI into perspective, and developing a viable vision that can be told as a story
- **Customer and innovation:** understanding customer value and prototyping ideas in an AI innovation center
- **Self-leadership and change:** reflecting on one's own leadership behavior, dealing with uncertainty, and implementing strategies in one's own area
- The learning journey connected the three in-person blocks with virtual impulses and concrete leadership assignments.

Result

- future theses for the company, discussed with the executive board
- a personal development plan for each participant to strengthen their leadership impact
- an international peer network that continued after the program
- Several participants were promoted in the year after the program ended.

CASE STUDY 03 · FINANCIAL SERVICES COMPANY

A new understanding of leadership for 350 leaders.

350 leaders 24 months

Starting point

The company wanted to enable its leaders to provide orientation in a phase of rapid change and to translate the strategy credibly into their own areas of responsibility.

Program design

- **Self-management:** regulating one's own state and dealing with uncertainty and stress; using the Neuro Traffic Light to work on stressors, strengths, and development potential
- **Leading and communicating:** handling objections, delivering difficult messages, delegating with a focus on results, and holding strengths-based conversations
- **Implementing strategy:** fostering continuous change, clarifying the team's contribution, and anchoring the strategy in moments of truth

Result

- leaders were able to represent strategic decisions convincingly and translate them to their own areas
- leaders and employees used a common, constructive language for conflict and resistance
- leaders built networks across functions and developed a stronger sense of team spirit

What our clients say.

> *Working with MLI helps us bundle our strengths as a team and set the right priorities.*

Andreas Ronken
CEO, Ritter Sport

> *Working with MLI inspires me and gives me the courage to try new things and grow in my impact. Sebastian Morgner is incredibly structured and data-driven and never loses sight of the big picture.*

Dr. Lena Lindemann
CHRO, ERGO Group

> *The collaboration is built on trust, and instead of a simple off-the-shelf concept we get creative solutions. They enjoy broad acceptance throughout the organization.*

Sandrina Hübner
Head Corporate Organisation and HR, Swiss Life Germany

> *By the end of the workshop, our management team had a shared picture of how to use AI, prioritized use cases, and a clear plan to anchor and implement the topic systematically.*

Frank Sattler
CEO, Techpilot

> *What convinces us most is the practical impact: participants developed their own vision for their area and were able to give their teams strategic clarity.*

Head of Leadership Development
Technology group

> *Our executives are particularly enthusiastic about the strong, practice-oriented examples in their work with MLI and the speakers who are well matched to us.*

Christian Rasch
Sole Board Member, Badische Staatsbrauerei Rothaus AG

OTHER CLIENTS (SELECTION)

Allianz · ERGO · SIEMENS · Deutsche Telekom · vodafone · JUNGHEINRICH · Ritter SPORT · OHB · IWH

Five steps to an effective program.

It starts with one question: What concretely should change in everyday leadership as a result of the program?

01 **Clarify the business context**

Together with the sponsors, we clarify strategic goals, target groups, desired changes, and success criteria. This includes open questions, uncertainties, and potential lines of conflict.

02 **Understand the leadership situation**

In confidential interviews of 30 to 45 minutes, we find out what occupies the leaders, which patterns slow progress, and which real cases the program should work on.

03 **Develop the program architecture**

Together with the project leads, we define development goals, sequence of topics, learning formats, transfer assignments, and impact measurement. Real cases are written in the company's own language and context.

04 **Learn and apply**

Suitable experts from the MLI network deliver the agreed formats. Participants work on concrete leadership assignments and apply new methods in their own areas between modules.

05 **Review impact and adjust**

After the first modules, we evaluate what has proven itself and where adjustments are needed. More important topics can replace planned content. The agreed criteria show what is changing.

What we need for this

- Access to sponsors, stakeholders, and people from the target group
- Internal sparring partners for design and organization
- Openness about strategic goals, uncertainties, and conflicts
- Willingness to adapt the program based on what we learn

In the end, people work with you. Fortunately!

MLI is a curated network of leadership experts, trainers, coaches, and specialists. They combine leadership experience, command of methods, and distinctive professional perspectives. The goals of your program determine who works for you.



Sebastian Morgner

STRATEGY ACTIVATION AND STRATEGY COACHING

More than 150 leadership teams supported; formerly Global Head of Marketing, UniCredit



Simone von Stosch

PRESENCE AND IMPACT

Former Berlin correspondent for Tagesschau and ARTE, psychologist



Dr. Markus Deutschmann

NEUROSCIENCE AND SOCIAL DYNAMICS

Research in Munich, at University College London, and at Stanford



Nina Zitouni

PERSONAL DEVELOPMENT AND COMMUNICATION

Some 20 years of coaching; women in leadership roles



Andreas Kuhndörfer

STRATEGY ACTIVATION AND TRANSFORMATION

Former CSO at BSH Home Appliances, Global Head Executive HR at Giesecke+Devrient



Sue De'Ath

TRANSFORMATION, CULTURE, AND TEAMS

Engagements at adidas, BMW, Allianz, Porsche, and Airbus; mediator



Dr. Tobias Große-Puppendahl

AI ARCHITECTURE

Principal Enterprise Architect Data & AI, Porsche AG



Tristan Post

AI STRATEGY

Founder of the AI Strategy Institute, GenAI faculty member at BCG



Brigitte Deden

EXECUTIVE COACHING WITH A FOCUS ON ASIA

14 years of coaching in Singapore and Germany



Armin Willy

INDUSTRIAL TRANSFORMATION

Former plant manager at Mercedes-Benz with up to 8,000 employees



Christine Schmitt

LEADERSHIP CULTURE AND ORGANIZATIONAL DEVELOPMENT

Former division head at Schindler, post-merger management



Dr. Stephan Gross

EXECUTIVE PRESENCE AND NEGOTIATION

Booz & Co., Head of EMEA Learning & Development at PwC

Our promise: What quality means to us.

Our quality starts with selecting the people we work with. Clear standards, regular feedback, and personal accountability secure it in everyday project work.

Selection process

Personal leadership experience at the relevant level, a recognized coaching qualification, or proven expertise in a contemporary leadership competence.

Personal recommendation

We work with experts and coaches who share our values and are a good personal fit. New members are usually recommended by experienced network partners.

Client feedback

We survey our coachees and clients during and after every engagement. We give preference to particularly effective coaches and experts.

Regular supervision

In projects and in coaching practice, our experts regularly reflect on their work, their stance, and their impact.

Shared standards

We are united by the philosophy of neurosocial leadership. We share values such as trust, reliability, results orientation, and appreciation.

Accountability

Every engagement has an accountable project lead from the institute who coordinates the team and answers for progress and results. Your contracting partner remains MLI.

You manage one institute, not ten vendors.

You have one point of contact, one contract, and one invoice. MLI assembles the right team, coordinates everyone involved, and is accountable for the quality of the entire program.

What you should know for your planning.

Every program grows out of the specific assignment. After clarifying the assignment, you receive a binding proposal covering scope, project team, timeline, and success criteria. Billing is either a flat fee or time and materials.

Fee guidance

Concept design	€2,000 / day
Project management	€1,700 / day
Expert, trainer, or facilitator	€2,400 / day
Partner or senior expert	€3,000–3,500 / day
Leadership coaching	€330 / hour
C-level coaching	€450 / hour

Working together

- free introductory meeting and briefing until a binding proposal is prepared
- monthly billing or billing based on services rendered
- payment terms usually 30 days
- confidential handling of interviews and personal information
- processing of personal data in accordance with the GDPR
- reference calls and supplier qualification documents on request

Framework

Programs from one to 24 months · for leadership teams, senior management, middle management, and leadership talent · in person, virtual, or hybrid · in Germany and internationally

All fees plus statutory VAT and any travel expenses incurred. The binding fee depends on scope, duration, project team, and agreed services.



A conversation, not an off-the-shelf proposal.

In a first conversation, we clarify your starting point, the goals of the program, and the most important open questions. If MLI is not the right partner for your task, we will tell you openly.

Personal conversation

A 30-minute introduction and first sparring session with Sebastian Morgner.

Book a time in the calendar

Email

Describe your topic in one or two sentences. We will reply within two business days.

info@leadership-munich.org

Phone

You can reach the institute in Dießen am Ammersee during regular business hours (Central European Time).

+49 8807 244446-0

SCAN TO BOOK A TIME

The QR code takes you straight to booking a free meeting with Sebastian Morgner.

MLI LEADERSHIP INSTITUT

EXPERTS IN STRATEGY ACTIVATION

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