

LEADERSHIP
INSTITUT

Information on Strategy Activation

Strategy only takes effect when leadership turns it into aligned action.



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 fifteen 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. Six months later, surprisingly little of them had reached the people who were supposed to implement them. That observation gave rise to the MLI Leadership Institut. In my current work, too, I keep seeing surveys in which most employees say they know neither the company's strategy nor their own concrete contribution to it. Since 2013, we have worked with leadership teams precisely at the point where strategy must turn into behavior. We combine insights from neuroscience and psychology with effective leadership methods.

Today, some one hundred coaches and experts stand behind the institute. For every engagement, we assemble the team that helps our clients put strategy to work in daily operations through leadership. And we let ourselves be measured by the results.

This dossier shows what we offer and how we think and work. If you would then like to find out whether we are the right partner for your challenge, we are happy to discuss it openly with you, even if the answer turns out to be "no."

Kind regards,

Sebastian Morgner

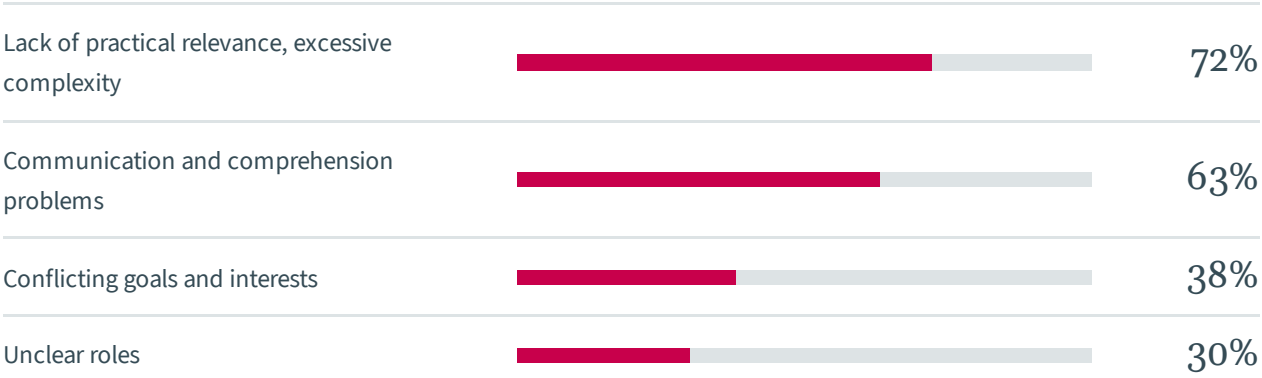
We help people in leadership roles become more effective.

Leadership is a complex task. It means arriving at insights together and rallying people behind shared goals. The bottleneck is attention. Whatever gets no attention does not happen, no matter how well it was planned.

Your leadership team has approved the strategy. Two thirds of your employees cannot explain it, let alone their own contribution.

Nine out of ten strategic initiatives fall short of expectations. Why? Never before have people been exposed to so many sources of information and distraction. That is why leadership consistently directs attention to the outcomes that matter most.

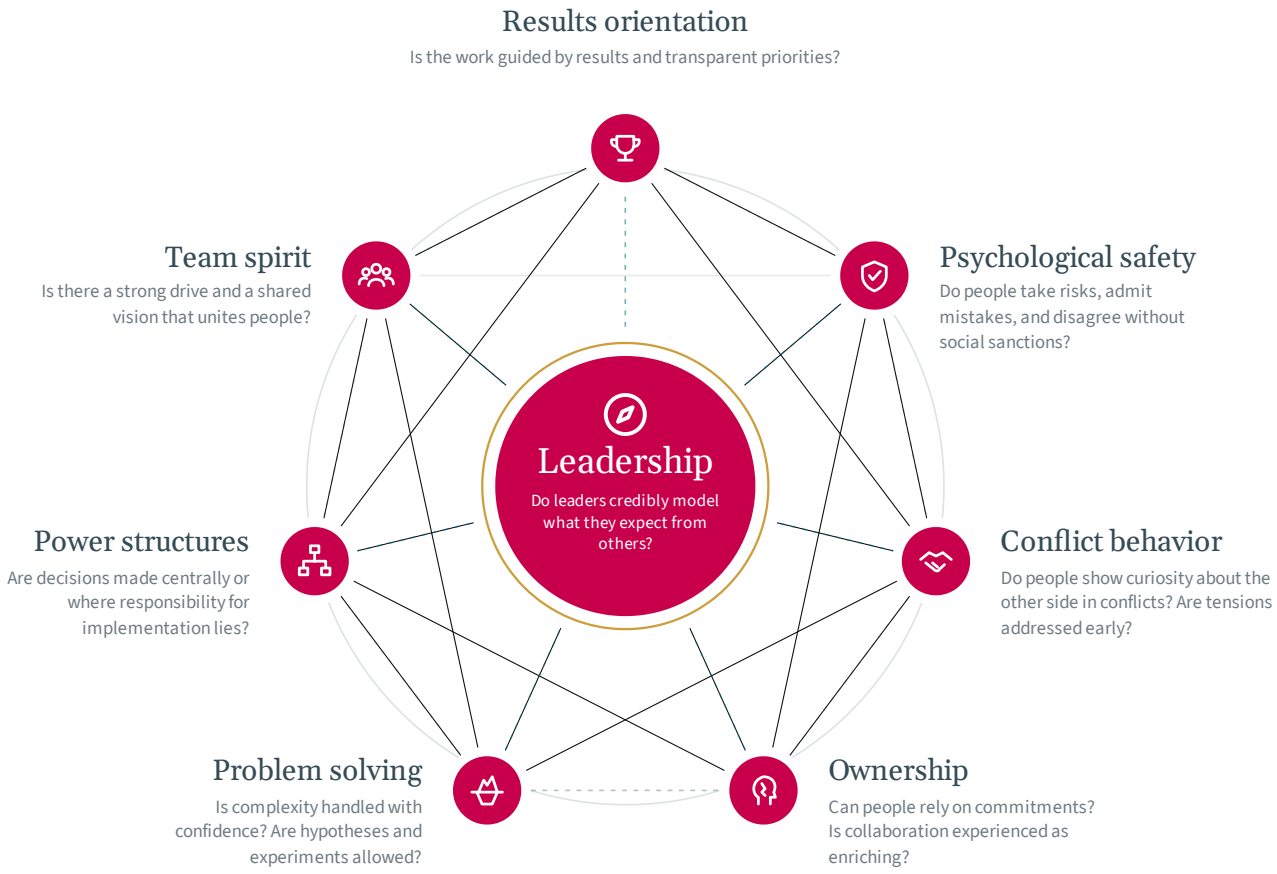
Why execution fails: Every reason is a leadership task.



MLI survey 2023, more than 250 executives: standardized questionnaire for all respondents plus selected in-depth interviews. Multiple answers possible.

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.



Culture surveys capture the state of an organization. We measure what leadership can change about it, before and after concrete interventions.

The ambition behind it: a results-driven performance culture. Because nothing makes working life more fulfilling than purpose and self-efficacy.

Personally selected. Jointly accountable.

MLI is an owner-managed leadership institute with a curated network of experienced executives, coaches, and specialists.

Leadership works on several levels: through inspiring stories, strategic thinking, effective methods, and how leaders show up in the moments of truth of everyday work. For every engagement, we assemble a team that strengthens your leaders where the benefit is greatest.

Especially amid the disruption brought by artificial intelligence, people in leadership roles need a counterpart who understands the situation, assesses it neutrally, and addresses blind spots. Effective leadership combines purpose and structure: it gives people a direction worth pursuing while creating clarity about priorities, roles, and results.



250+
leadership teams supported

1,500+
senior executives coached and advised

20,000+
participants in leadership programs

~100
curated coaches and specialists in the network

Internal survey, as of August 2026.

WHAT SETS US APART

Strategy and leadership in one piece.

Leadership behavior is the lever for turning strategic goals into action. This usually involves change as well.

Measured, not felt.

We measure relevant success factors before and after a project. We make our methodology transparent from the outset.

One institute, one contracting partner.

Some one hundred selected specialists, central project management, and a shared quality standard. Working with us stays simple.

Self-reliance as the goal.

Our goal is that, in the long run, you no longer need us. We equip leaders and internal multipliers with the methods and impulses they need to anchor change.

Where is your biggest challenge right now?

MLI offers four paths to effective leadership. Start by assessing the status quo. If you recognize yourself in one of the four questions, you have found the right field.

Strategy Activation

TYPICAL QUESTION

"We know our strategic goals. We just can't get them executed!"

AI Trans-formation

TYPICAL QUESTION

"Everyone is talking about AI. Everyone does their own thing. How do we set this up wisely?"

Coaching & Sparring

TYPICAL QUESTION

"Individual challenges or conflicts are holding back the impact of leadership."

Leadership Development

TYPICAL QUESTION

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

More from page 7 →

How we proceed. Each phase can also be commissioned separately.

Assessment

2–6 WEEKS

Baseline survey, stakeholder interviews, analysis of obstacles and expectations.

Vision and design

3–8 WEEKS

A vision worth striving for, a narrative that captures attention, program design, and key activation points.

Activation

2–24 MONTHS

Implementation with experts from the MLI network. Every person knows their contribution to shared success.

Anchoring

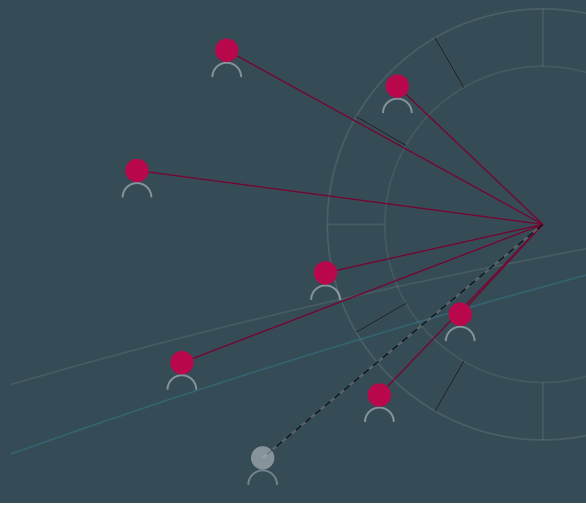
ONGOING

Impact analysis, methods and tools, reviews, and follow-ups.

MLI LEADERSHIP INSTITUT

Strategy Activation

Strategy only takes effect when leadership turns it into aligned action.



"We know our strategic goals.
We just can't get them executed!"

STRATEGY ACTIVATION – WHAT MATTERS

The best strategy only creates value in daily work.

Decisions change a company only when the thinking and actions of everyone affected are aligned with them day to day.

Our approach combines subject matter and group dynamics.

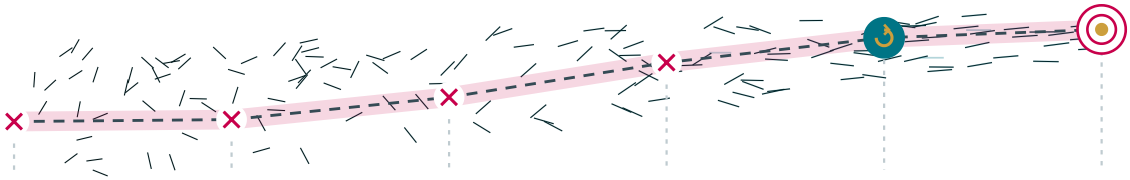
We bring the people involved into a shared process of understanding, from the vision to the concrete methods of putting it into practice.

Strategy Activation follows a clear system.

A compelling story of the future, an understandable roadmap, and regular strategy sprints provide orientation, progress, and commitment.

Strategy Activation is the leadership work that turns an approved strategy into aligned action in daily operations. It combines the steering of attention with group-dynamic processes for concrete strategy execution. To this end, it uses a compelling story of the future, a tangible roadmap, and a fixed rhythm of strategy sprints in which executives and key people work across functions on concrete results. Its goal is achieved when everyone involved knows their contribution to shared success and lives it, self-directed, every day.

THE PATH TO STRATEGY ACTIVATION



Health Check
Biggest bottlenecks

Leadership coalition
Key people

Vision
A concrete idea of what success looks like

Roadmap
Clarity about the way forward

Sprints
Focus on concrete results

Daily enablement
Executives and multipliers

How a strategy sprint works.

A shared cadence focuses the attention of people who are pulled in different directions every day.



Goal setting — 1 DAY
Shared priorities, target results, and accountabilities.

Focus on execution — 3 MONTHS
Time for concrete execution across functions.

Check-in — MONTHLY
60 minutes to spot where things are stuck.

Review and retrospective — END OF SPRINT
Concrete results first, then an hour for collaboration.

WHAT YOU HAVE IN THE END

- A rolling roadmap that provides orientation and makes priorities visible
- A proven methodology for implementing strategy step by step
- Better collaboration across organizational boundaries
- Clear accountabilities and greater ownership
- Internal sprint masters and multipliers who carry the process and methodology forward on their own

EFFORT AND SCOPE

DURATION	9 to 18 months until handover
PARTICIPANTS	Executive management plus 10 to 100 key people
ENTRY POINT	Analysis of the existing execution system, 4 to 6 weeks, can be commissioned separately
FEE	Flat fee for each phase

> *“The last 18 months have been an exciting journey with you, and I have learned a lot along the way.*
>
> **Jan Semmerling**
> CEO and Co-owner, Diamant Software

CASE FROM PRACTICE · FINANCIAL SOFTWARE

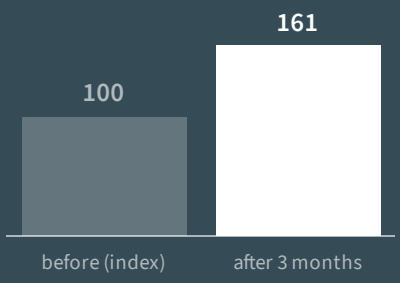
GOAL	From slow development to market-ready output.
APPROACH	Organizational analysis, leadership system, clear roles, strategy sprints.
RESULT	**Three-year backlog cleared, time to market cut from 24 to 7 months.** A new strategic partner valued the company at twice what M&A advisors had estimated before.
TAKEAWAY	Value emerges from the interplay of technology, roles, process, and leadership.

What changes measurably.

Source: MLI survey 2023, McKinsey, World Management Survey

STRATEGY UNDERSTANDING

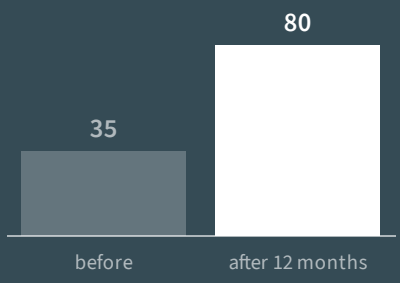
+61%



Post-merger: standardized survey of all participants, Likert scale 0 to 10, n = 2,400, before and after activation.

KEY RESULTS ACHIEVED IN %

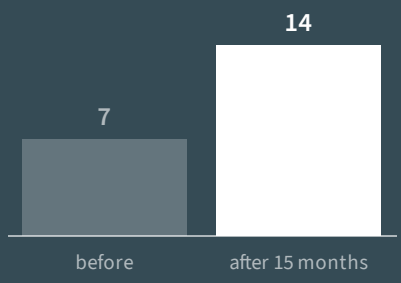
+45 points



SaaS company: documented attainment of results-based objectives before and after Strategy Activation, twelve months each.

EBITDA MULTIPLE

doubled



Valuation estimates by several M&A advisors before, compared with the price paid by a strategic investor 15 months later.

WHAT MAKES WORKING WITH MLI DIFFERENT

- **Strategy is decided in people's minds.** We translate strategy into the moments of truth of daily work.
- **A shared rhythm.** A shared leadership cadence replaces uncoordinated alignment meetings and steering committees.
- **A neutral position.** An experienced outside perspective and a role no one inside the company can play.
- **Self-determination is our standard.** The aim of every engagement is to build capacities and competencies within the client organization that ensure lasting internal anchoring.

EVIDENCE FROM PRACTICE

TELECOMMUNICATIONS

Post-merger to convergent provider

Comparison of leadership styles and social dynamics, development and visualization of an activating vision, shared mission and roadmap. In activation workshops, all executives clarified with their teams their concrete contribution to shared success.

RESULT

Grasp of strategy up 61% in three months. Shared team spirit among leaders.

FOOD INDUSTRY (FMCG)

Turning crises into strategic opportunities

A market leader in the confectionery industry had to change its strategy because of geopolitical crises. Three-month strategy process, SWOT analysis, execution through strategy sprints.

RESULT

Strong growth in new markets. Concentration risk in volatile markets reduced.

LEADERSHIP INSTITUT

Who you work with

In the end, people work with you, not an institute.

Some one hundred curated coaches and specialists with their own leadership experience. The goals of your engagement determine who works for you. Some examples:



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, not a range of vendors. That contact proposes the best possible team from some one hundred selected coaches and specialists. There is one accountable project lead, one contract, and one invoice. And one place that ensures quality in your project.

Leadership that lets people grow.

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.

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

What we share: Leadership always mirrors its time.

It combines archetypal knowledge of human behavior with what is possible today. We gladly share key insights and methods that we gain from our research, from encounters with leading personalities, and from our projects. Always, of course, while maintaining confidentiality.



Tiefgang

In German. Sebastian Morgner in conversation with thought leaders from business, science, and society: on questions that get short shrift in hectic daily life. On personal challenges, strategy, and leadership in the age of artificial intelligence.

On Spotify and all major platforms



Expedition Zukunft

In German. How we can use chance to master uncertainty and complexity. Leadership as an expedition: a goal worth striving for, a resilient team, and joy in the unexpected.

Available on Amazon

Leadership Insights

In German. Articles on leadership practice, strategy, coaching, and artificial intelligence, and encounters with figures such as Nassim Taleb, Muhammad Yunus, and Bill McDermott. Every article also available as a print version.

leadership-munich.org/fuehrungswissen

The AI Leadership Compass

48 statements in eight fields of action, rated against the verifiable current state. Complete it on your own first, then compare within the leadership team.

leadership-munich.org/kompass

Terms and credentials

STANDARD CONTRACT TERMS

CONTRACTING PARTNER	MLI Leadership Institut GmbH (limited liability company), Mühlstraße 4, 86911 Dießen am Ammersee, Germany
CONTRACT STRUCTURE	Either a flat fee with clearly defined performance criteria or time and materials in fee days
INTRODUCTION & BRIEFING	Free of charge until a binding proposal is prepared
BILLING	Monthly as a retainer or based on services rendered
PAYMENT TERMS	Usually 30 days after receipt of invoice
FRAMEWORK AGREEMENTS	Coaching contingents on call, discounts above a defined fee volume
CONFIDENTIALITY	Through NDAs. Content from interviews is reported anonymously.

TRAVEL TIME	Travel time is billed at 25% as working time.
OTHER COSTS	An administrative flat rate for material, administrative, and travel costs is customary; itemized billing possible. No travel costs within greater Munich.
CANCELLATION	Coaching sessions can be rescheduled free of charge up to 48 hours in advance; after that, the full fee applies.
LIABILITY INSURANCE	General and professional liability; certificate of coverage on request
DATA PROTECTION	Processing under the GDPR, data stored in the EU; data processing agreement under Art. 28 GDPR
PUBLIC TENDERS	Self-declaration under Sections 123–124 GWB (German competition law), certificates of good standing, proof of insurance within 5 business days
REFERENCES	Reference calls with comparable clients on request

FEES (BASIS FOR NEGOTIATION)

Daily rate, consulting & facilitation

Partner, senior expert	€3,000–3,500
Expert	€2,400

Hourly rate, coaching

C-level coaching	€450
Leadership coaching	€330
Strategy coaching on Lake Ammersee	from €6,900

Other daily rates

Concept design	€2,000
Project management	€1,700

Discounts for engagements of €50,000 or more. All fees plus VAT.

WHAT YOU CAN MEASURE US BY

When we agree on a flat fee, we keep our word. There are no surprises after the fact on an ongoing engagement. We do, however, expect our partners to meet their obligations to cooperate.

PROOF OF IMPACT

Standardized survey before the start and after completion of an intervention, using the same questionnaire. On request, we disclose the instrument and methodology before the contract is signed.



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

All routes lead directly to people.

Personal conversation

A 30-minute introduction and sparring session with Sebastian Morgner. We sort out your situation and name the central lever, even if MLI is not the right partner for it.

Book a time in the calendar

Email

Describe your topic in a sentence or two. We will reply within two business days.

info@leadership-munich.org

Phone

Prefer to talk directly? 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 code takes you straight to booking a meeting with Sebastian Morgner, free of charge and without detours.

MLI LEADERSHIP INSTITUT

EXPERTS IN **STRATEGY** **ACTIVATION**