LEADERSHIP INSTITUT

INSTITUTE DOSSIER · OCTOBER 2026

We activate strategies through leadership.

What we do, how we work,
and how you can measure us.

MLI Leadership Institut · Dießen am Ammersee
leadership-munich.org

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

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LEADERSHIP INSTITUT

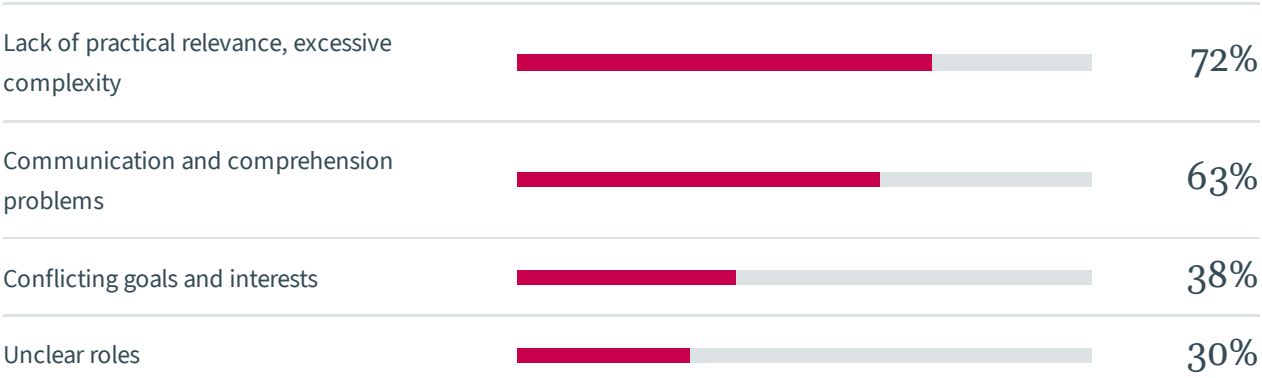
We help people in leadership roles become more effective.

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.

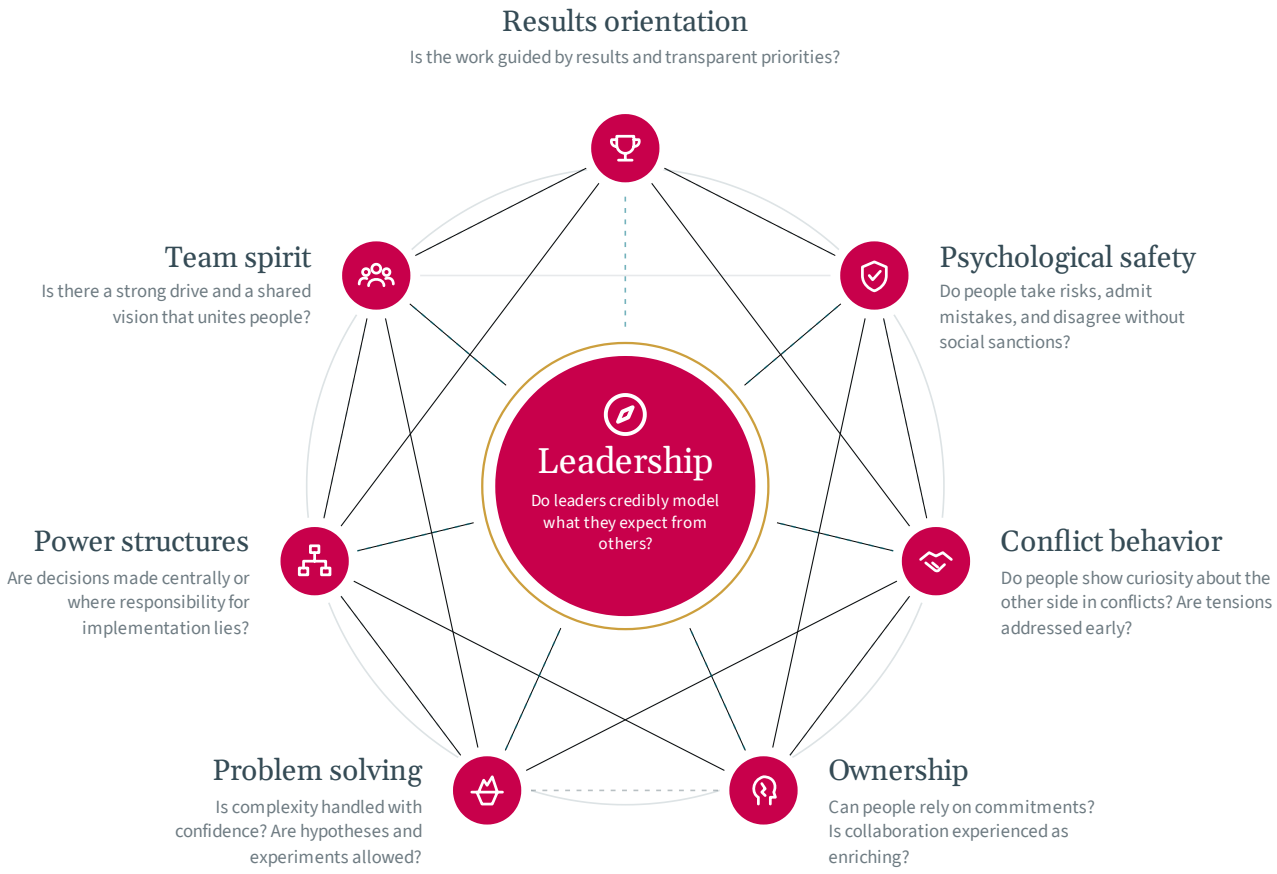
Why execution fails: Every reason is a leadership task.



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!"

More from page 8 →

AI Trans-formation

TYPICAL QUESTION

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

More from page 11 →

Coaching & Sparring

TYPICAL QUESTION

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

More from page 14 →

Leadership Development

TYPICAL QUESTION

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

More from page 17 →

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

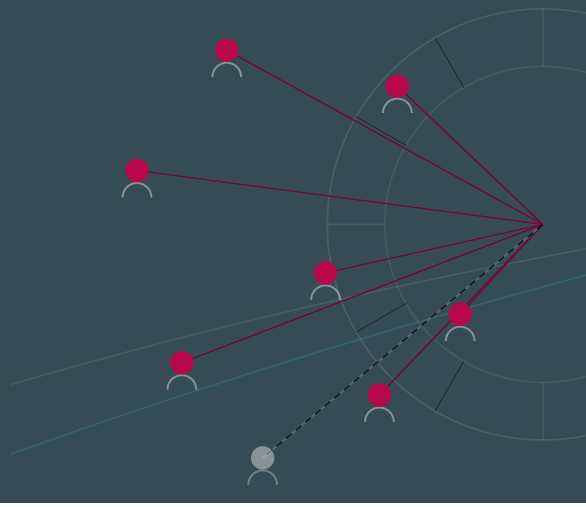
Implementation with experts from the MLI network. Every person knows their contribution to shared success.

Anchoring

ONGOING

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

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.

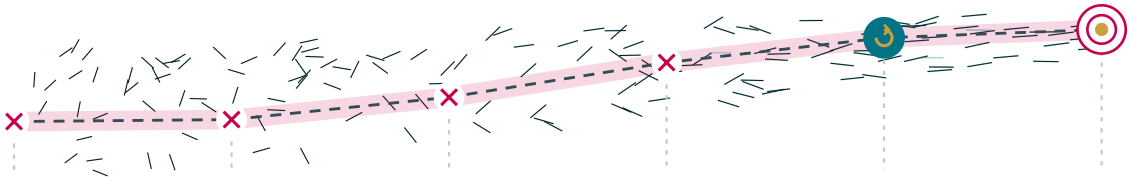
We bring the people involved into a shared process of understanding, from the vision to the concrete methods of putting it into practice.

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

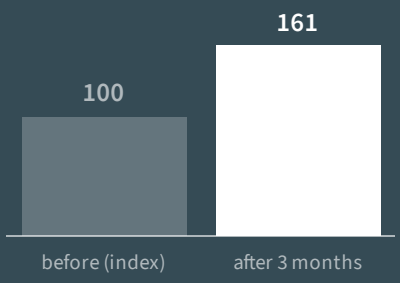
GOAL	From slow development to market-ready output.
APPROACH	Organizational analysis, leadership system, clear roles, strategy sprints.
RESULT	**Three-year backlog cleared, time to market cut from 24 to 7 months.** A new strategic partner valued the company at twice what M&A advisors had estimated before.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

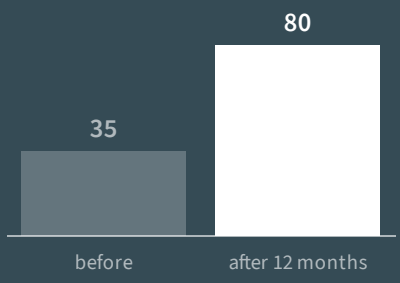
+61%



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

KEY RESULTS ACHIEVED IN %

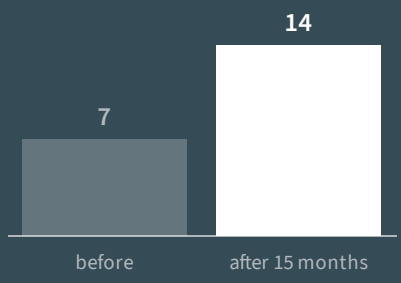
+45 points



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

If you don't lead AI, AI will lead you.

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

AI TRANSFORMATION – WHAT MATTERS

AI is changing business models and organizations.

It calls for a fundamentally new approach that reconciles rapid technological development with people's capacity for change.

Neutral outside expertise

We don't sell software. We help your leadership team assess AI soberly and choose the right first steps.

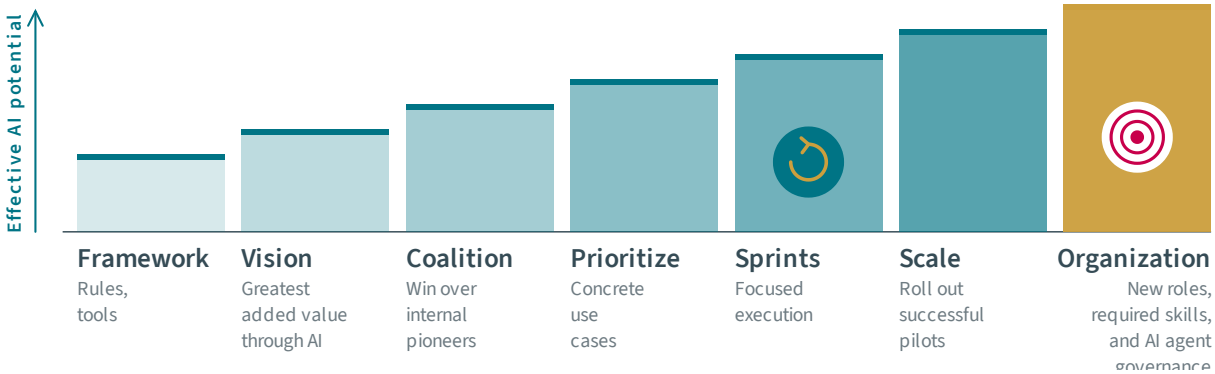
Getting into action quickly and systematically

In a workshop, we identify your company's key success levers and support leadership teams in setting up and steering the AI transformation.

AI Transformation is the leadership task of introducing artificial intelligence into the business model and the organization in such a way that the pace of technology keeps step with people's capacity for change. It covers defining the framework, a vision with the strategic fields of application, implementing AI initiatives in quarterly sprints, and developing an organization in which people and AI identities work together productively and purposefully. AI Transformation succeeds when the use of AI lastingly improves the customer experience and productivity, and the company remains independent in its strategic decisions.

THE PATH TO AI TRANSFORMATION

From the framework to a reimagined organization.



A pit stop every three months: What do we continue, what do we stop, what do we try next?

AI strategy, AI architecture, and leadership at one table.

We add three perspectives so you can quickly gain the overview you need.

Sebastian Morgner

STRATEGY AND LEADERSHIP

Managing Partner of MLI, thirty years of leadership experience in digital transformation. Leads the process.

Dr. Tobias Große-Puppendahl

AI ARCHITECTURE

Principal Enterprise Architect Data & AI at Porsche AG, GenAI platform for around 60,000 employees. Reviews architecture, data, and governance.

Tristan Post

AI STRATEGY

Founder and CEO of the AI Strategy Institute, author of *AI Native*. Evaluates use cases by business value.

AI Course Setting

A compact workshop for your management team, with MLI experts as neutral sparring partners.

WHAT YOU HAVE IN THE END

- **An honest assessment of where you stand in the most important fields of action**
- **The fields of application with the greatest strategic value**
- **Clarity about obstacles and success levers**
- **An understanding of how people and AI will work together in the future**
- **Decisions and next steps, documented in writing**

AGENDA

30 min	Impulse: success levers of the AI transformation
90 min	Assessment with the AI Leadership Compass
75 min	Cornerstones of an AI vision
60 min	Governance logic of the transformation
30 min	Decisions and next steps

AT A GLANCE

SCOPE	Half a working day, about 5 hours
GROUP	Leadership team, 6 to 15 people
BEFOREHAND	Compass profiles of your team, evaluated
FEE	**€9,500 flat fee**, plus VAT

Our theses on AI Transformation

If you disagree, we are happy to debate.

Waiting is not a neutral position

The technology is evolving so fast that companies without hands-on AI practice will fall behind or become dangerously dependent on external vendors.

AI competence requires a new way of learning

In the past, people shone with knowledge. Today, curiosity and practical experience count: treating AI like an intelligent new colleague with whom you quickly learn to collaborate.

AI success needs structure and leadership

AI agents multiply the capabilities of employees many times over. Someone has to take responsibility for what they do, and they must create measurable value – otherwise chaos ensues.

WHAT MAKES WORKING WITH MLI DIFFERENT

- **Neutral.** We sell no software, no licenses, and no implementation. We will also advise against an unnecessary investment.
- **Three perspectives, one mandate.** Transformation expertise, AI architecture, and AI strategy sit at the same table.
- **Value decides.** Systematic derivation of use cases according to their value. Clear accountabilities, success and termination criteria.
- **Clear role boundaries.** Technical implementation by your teams or partners; support in selecting partners, without commission.

EVIDENCE FROM PRACTICE

PROCUREMENT PLATFORM

Toward an AI-native business model

Many ideas, no shared vision. AI Leadership Compass, one-day future workshop with the management team, prioritization with the AI Utilization Matrix, AI roadmap.

RESULT

Implemented AI-native within twelve months, opened up a new market for automated procurement.

SAAS · SOCIAL MEDIA

Recognized AI's potential early.

An AI product vision with stakeholders and customers as early as 2019. Ongoing market and SWOT analysis, company development in three-month strategy sprints.

RESULT

Built a development team across 14 countries, 20% annual growth despite crises.

FINANCIAL SERVICES PROVIDER

Realignment through AI

A legacy core system moves to an AI-enabled platform. Transformation mechanics for several hundred people involved, clarification of roles and rollout mechanics.

RESULT

Higher velocity, fewer escalations, more time for market-relevant features.

Responsibility needs a counterpart with no agenda of their own.

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

COACHING – WHAT MATTERS

Responsibility needs a protected space.

A leadership role can be lonely at times. Doubts, conflicts, and difficult decisions cannot always be discussed openly inside the company.

Personally selected

MLI selects potential coaches based on the task, expertise, and personality. This way, executives quickly get the impulses that move them forward.

Coaching for individuals, teams, and organizations

Executive coaching, sparring for leadership teams, strategy coaching on Lake Ammersee, and centrally provided coaching contingents.

Leadership Coaching is an insight-driven process in which leaders develop solutions together with an independent coach or sparring partner to systematically strengthen their effectiveness. This is only possible in a protected space where doubts, conflicts, and personal obstacles can be voiced openly. Besides the coach's experience and command of methods, personal fit is essential for coaching success.

MLI supports C-level executives, senior executives, and leadership talent in demanding individual challenges, and with the MLI Coach and Expert Portal offers companies a reliable, straightforward solution. The coaches and experts bring their own C-level leadership experience, leadership psychology, organizational development, practical understanding of technology and AI, media and communication experience, and intercultural expertise. They work in Europe, Asia, and the Americas.

TYPICAL OCCASIONS

TAKING OFFICE

The first hundred days

The start in a new role shapes the years that follow.

CONFLICTING GOALS

Legitimate interests, necessary decision

Bringing about a decision whose gains outweigh its follow-up costs.

COMPLEXITY

High effort, little progress

Work focuses on priorities, time, and the situations in which impact gets lost.

LEADERSHIP TEAM

Strong individually, laborious together

Roles overlap, critical issues go unspoken, decisions don't hold.

CHANGE

The direction changes, and so does the role

Positioning, levers, and the personal leadership system put to the test.

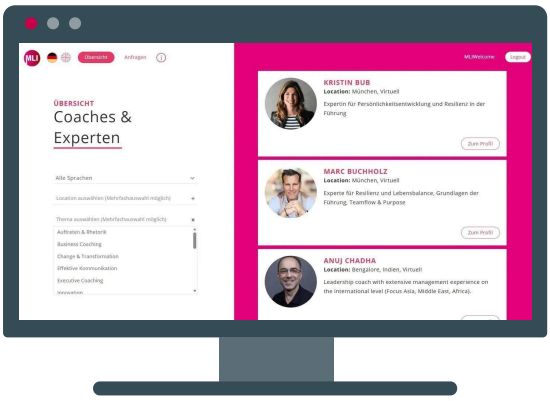
STRAIN

When reserves are depleted

Constant time pressure, inner restlessness, the question of deeper meaning.

Your executives choose for themselves.

From a selection you approve in advance.
Because in coaching, personal fit is what counts.



Original view of the MLI Coach and Expert Portal.

FOR THOSE RESPONSIBLE

CONTRACT	Framework agreement with hour contingents
PRESELECTION	You decide which coaches and experts your executives see
SATISFACTION	Semiannual, anonymized survey
BILLING	One invoice for all coaches
CONFIDENTIALITY	Conversations remain confidential. A joint clarification of the assignment is possible.

THE COACHING PROCESS

1 You make the preselection for your target group and receive access to the coach portal.

2 You share the link with those entitled to coaching. They see profiles with an introductory video, location, and areas of expertise.

3 The eligible person chooses one to three favorites. A preferred coach then gets in touch directly to arrange an introductory meeting.

4 **Free introductory meeting and clarification of the assignment:** What is it about, what will we work on? Only then does the engagement begin.

5 **Working from a contingent.** Typically seven hours to start with. Coachee and coach set dates and rhythm.

6 **Switching remains possible.** If the chemistry isn't right or the coaching topic changes, coachees can switch coaches at no extra cost.

Strategy coaching: Time to set your course.

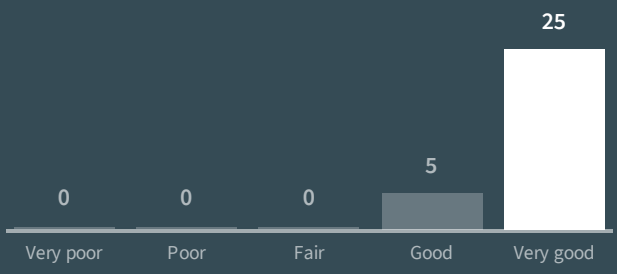
For leaders and entrepreneurs ahead of their next important stage. Interviews with companions along the way yield a robust outside view, followed by a full-day coaching workshop on Lake Ammersee. The result: a logbook with an implementation plan. **Sebastian Morgner provides personal guidance.** sebastian-morgner.de

How coachees rate MLI.

Recent survey at one client: 30 executives, as of October 2026.

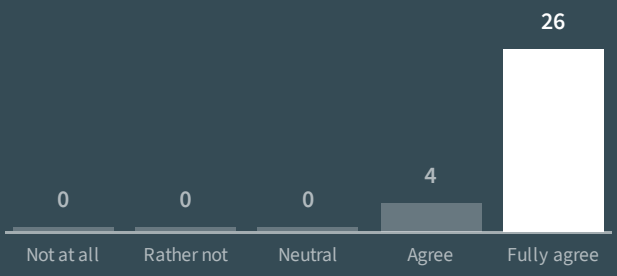
HOW DO YOU RATE THE COACHING OVERALL?

Avg. 4.8 out of 5



I WOULD RECOMMEND MY COACH

Avg. 4.9 out of 5



Standardized online survey of all participants in a coaching program after completion of the series, scale 1 to 5, n = 30. Both questions are part of the questionnaire MLI uses to evaluate every coaching program.

VOICES OF COACHED LEADERS

"

Working with MLI inspires me and gives me the courage to try new things and grow in my impact.

Dr. Lena Lindemann
CHRO, ERGO Group

"

It opened my eyes in many areas and made things clearer. A coach who combines competence and humanity exceptionally well.

Ibi Waked
Head of Sales, Fotofinder

"

Thank you for your sparring and our exchange, which have made me a better CEO and probably a better person, too.

Owner and CEO
of a software company

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]

Leadership Development is the practical development of leadership competencies based on concrete, relevant challenges. These derive from the strategy, the current market environment, and the internal need for change.

Leadership Development succeeds when trust in leadership grows across the organization, collaboration is experienced as constructive, and adaptability to new market conditions measurably improves. What matters is that the leadership team acts in alignment and employees can rely on binding leadership standards.

FRAMEWORK

TARGET GROUPS	Executive teams, senior management, middle management, and leadership talent
FORMATS	Programs of 1 to 24 months, workshops, trainings, conferences, keynotes, virtual, in person, and hybrid.

WHAT WE NEED FOR THIS

- Clarity about the context, including latent conflicts and challenges
- Sponsors: the management level above the target group, in interviews and at the kickoff
- Internal sparring partners for co-creating relevant case examples
- Design work: confidential interviews to understand current patterns, obstacles, and levers

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

From assignment to program

Every MLI program begins with a question: What is occupying your leadership team right now, and what is holding it back?

Context	Briefing on strategic goals and the situation of the leadership team concerned, including aspects that are uncertain and still open, as well as potential lines of conflict.
Interviews	Conversations of 30 to 45 minutes with people from the target group and the sponsors. They pinpoint learning needs and provide examples in the company's own language.
Co-creation	Together with your project leads, we align the didactic design and develop concrete cases. Half a day that decides acceptance.
Design and staffing	We create workbooks, tools, case studies, and checklists, and deliver the formats with the best-suited people from our network.
Adjusting course	After the first module, we evaluate what worked. More important topics can replace planned content. By the end, an annual program often looks different from how it started. And that is intended.

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.

Typical leadership goals

C-LEVEL

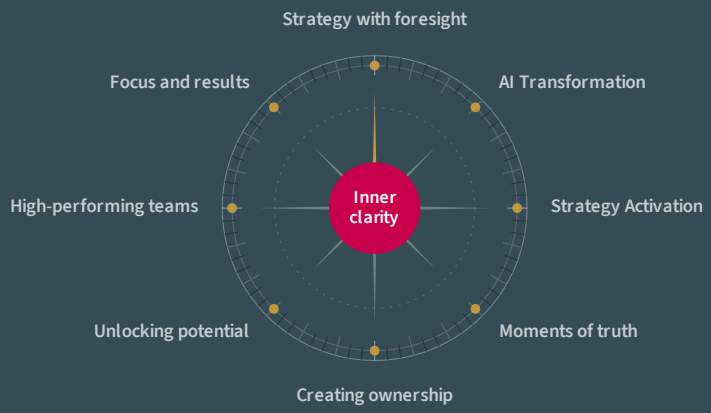
Shaping the future and securing progress

GENERAL LEADERSHIP TOPICS

Creating the conditions for peak performance

LEADERSHIP TALENT

Leading people and teams day to day



Purpose determines design.

INDUSTRY: INSURANCE

Leadership culture

PURPOSE

Convey the new culture of an inclusive performance-driven society to 5,000 executives worldwide.

APPROACH

- Clarification of the assignment with the executive board, interviews with those affected
- Co-creative workshops with the client's project team to develop case studies
- Digital learning spaces and moderated virtual discussion forums with 20 participants each

DURATION 15 months

RESULT

- **A shared understanding of leadership in more than 40 countries**
- **Common leadership tools in the client's corporate design**
- **NPS of 72 among participants**

INDUSTRY: TECHNOLOGY

C-level readiness

PURPOSE

Prepare senior talent for C-level responsibilities.

APPROACH

- Briefing by the executive board
- Selection of experts and thought leaders
- Virtual formats and in-person leadership labs: strategic thinking and storytelling, dealing with complexity, self-leadership, and strategy execution

DURATION 9 months

RESULT

- **Discussion of future theses with the executive board**
- **Individual development plans**
- **A strong peer network**

INDUSTRY: FOOD

Future skills

PURPOSE

35-member leadership team for strategic realignment.

APPROACH

- Moderated strategy dialogue: understanding levers and translating them to one's own area
- Anchoring strategic goals in daily work
- Self-management: handling uncertainty and stress with composure
- Leading and communicating: objections, difficult messages, delegation

DURATION 24 months

RESULT

- **Greater confidence in leadership**
- **A common language and binding leadership tools**
- **Onboarding toolkit for new executives**

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

Re:think Leadership – Talks for strong leadership.

Every keynote combines background knowledge with a concrete case example, a practical tool, and, on request, an activating interaction. It always addresses the specific context of the company or organization.

SIGNATURE · KEYNOTE

Expedition Leadership

How leadership teams master complexity and change.

Nine out of ten strategies fall short of expectations. Whether change succeeds depends largely on the social dynamics within leadership teams and organizations. How do you lead your team on an expedition into the unknown so that progress happens and humanity is preserved? Sebastian Morgner presents the five stages of an expedition and the social dynamics that determine success.

LENGTH 45–60 minutes · 90 minutes on request
SPEAKER Sebastian Morgner

SIGNATURE · KEYNOTE

Who leads when AI thinks?

Success levers for the world of work tomorrow.

Only three percent of companies feel prepared for AI agents. Yet artificial identities will soon far outnumber human employees. As a founding member of the Alliance for People & AI (Zukunftsallianz Mensch & KI), Sebastian Morgner shows what we as leaders should prepare for – and how to get a vibrant AI transformation underway. With a live AI moment and the AI Leadership Compass in the room.

LENGTH 45–60 minutes · optionally with AI Course Setting
SPEAKER Sebastian Morgner

CO-FORMAT · KEYNOTE

The psychology of change

Mastering change – neuroscience meets the hero's journey.

Change programs fail not because of strategy, but because of the brain. The biggest bottleneck is rarely discussed: human attention. In this talk, neuroscientist Dr. Markus Deutschmann and Sebastian Morgner vividly show what we can learn from the archetype of the hero's journey and how, in a leadership role, to use attention effectively for one's goals.

LENGTH 60–90 minutes · joint talk
SPEAKERS Sebastian Morgner · Dr. Markus Deutschmann

IMPULSE · KEYNOTE

The power of words

Moving people with conviction, vision, and story.

AI produces text in seconds – words are becoming cheap. Many people delegate thinking to statistical models. But who are you when technology does the thinking? And what matters in a leadership role if you want to engage, inspire, and move people for the long term? The keynote combines conviction, vision, and storytelling. Three registers structure the talk: honesty, urgency, confidence.

LENGTH 20 · 45 · 90 minutes
SPEAKER Sebastian Morgner

HOW WE WORK

Every keynote begins with a preliminary conversation, short interviews with participants, and a calibration of examples to your organization. No standard slides.

FEE

Approx. €3,500–5,000 (plus VAT), depending on scope and interactive formats.

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**

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Institute Dossier
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