Untie the knots

How to navigate change with confidence

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Hi. We are Ray Sono.

We ==future-proof== your business.

Driven by digital expertise. Proven by numbers.

EXPERTISE

25 years

of digital potential unleashed

OFFICES

2 Munich Berlin

main hubs

PARTNER ALLIANCE

65

cooperations

CLIENT RELATIONSHIP

8+ years

Ø collaboration duration

INDUSTRIES

B2B
B2C

TRANSPORT & LOGISTICS   INDUSTRIAL SERVICES
PHARMA & HEALTHCARE   FINANCIAL SERVICES
CONSTRUCTION   AUTOMOTIVE   MOBILITY
ENERGY   SOFTWARE   TELECOMMUNICATIONS

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CREW

250+

digital experts

REVENUE

32.3 M. €

in fiscal year 2023/24

CLIENTS

DACHSER	Audi	e·on	DB	Lufthansa
Since 2022	Since 2017	Since 2016	Since 2004	Since 2001
Austrian	ARAL	Consors bank	B&O	O₂ Telefónica
Since 2003	Since 2012	Since 2024	Since 2020	Since 2021
Adobe	WMF	McDonald's	Boehringer Ingelheim	HARTMANN
Since 2017	Since 2019	Since 2015	Since 2021	Since 2016
ZEISS	HEIDELBERG	KLÜBER LUBRICATION	VOITH	ZEPPELIN
Since 2018	Since 2021	Since 2023	Since 2017	Since 2018

COMPANY RATING

4,5 ★★★★☆

Ø Google, Glassdoor, Kununu

BVDW RANKING

7th place

digital transformation 2024

SINCE

2011

CO₂ neutral

myclimate
shape our future

Regina Puls

Principal Consultant | Strategy
Ray Sono

Experience: 10 years

Clients

DACHSER VOITH ZEISS

HARTMANN Adobe ZEPPELIN
WE CREATE SOLUTIONS

Dr. Franz Steinberger

Principal Consultant | Strategy
Ray Sono

Experience: 10 years

Clients

AUDI VOITH DB

B&O O₂ Telefónica Consors bank!

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What type of change are we talking about?

How far do we want to stretch our thinking?

EXPLORE COMPLETELY NEW DIRECTIONS

Transformative Change

ENRICH OR VARY current strategy

What perspective do we want to take?

DEEPEN the business core

LEVERAGE business capabilities and strength

EXPAND business aspirations

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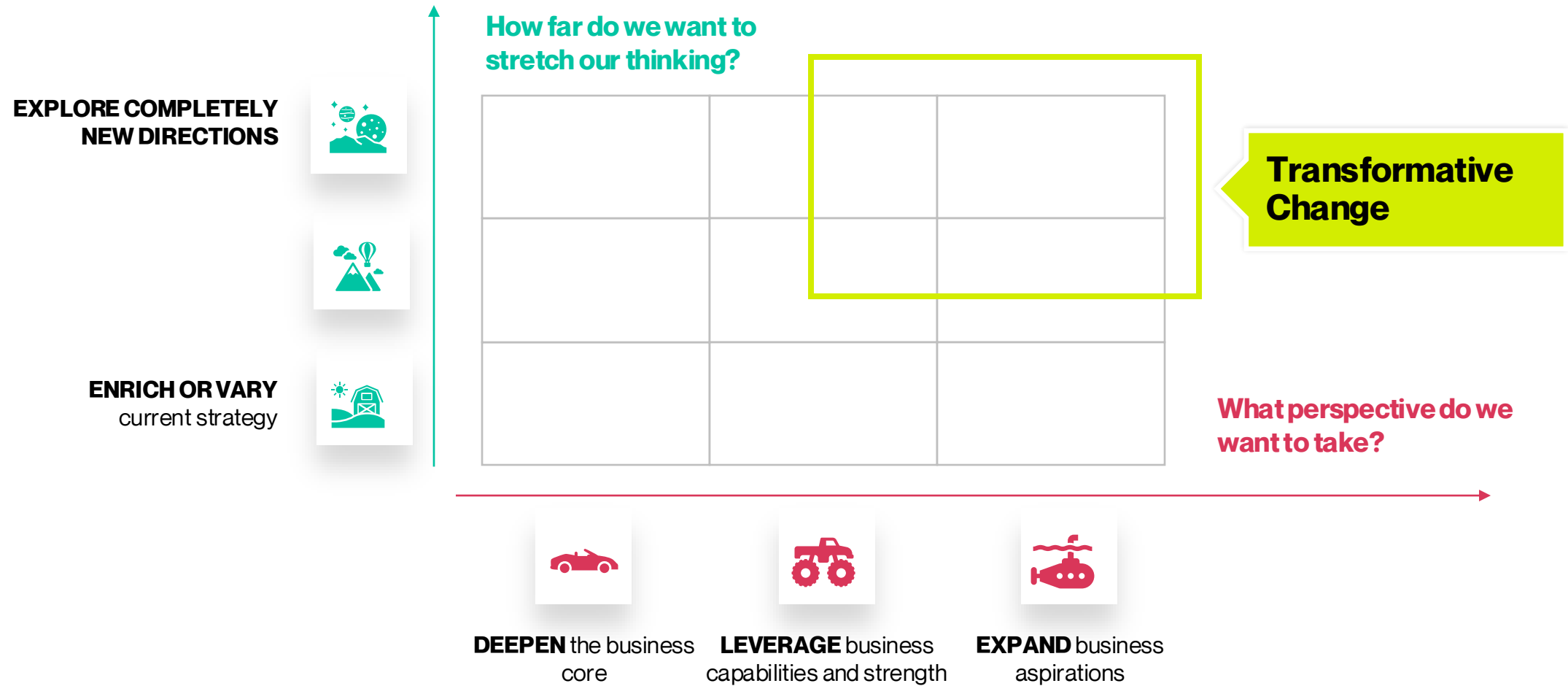
Poll: Where do you feel you are in your change journey?

Which of the following options best describes your organization?

A
Planning

We've committed to making a change but are still figuring out the how — the approach, timing, and communication.

B
Navigating

We've committed to making a change but are in the middle of a challenging change journey with obstacles left and right.

C
Change Experts

We have adapted change — new ways of working, processes, or structures — as our working mode throughout the organization
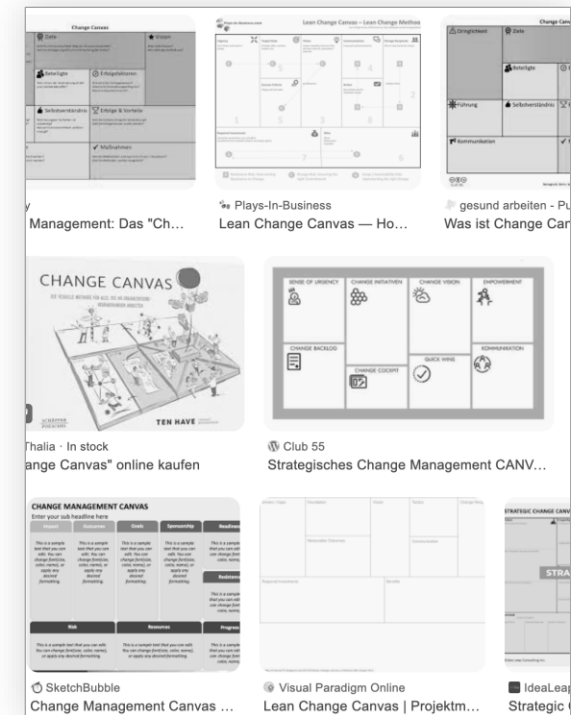
D
Resetting

We started implementing change, but results didn't match expectations — so we're taking stock, adjusting, or starting afresh.

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What to expect today

Theory

Practice

Mental Models &
Hands-on Experience

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Managing Board

Business

Technology

Customer Unit

Product

Sales

Controlling / Finance

Marketing

...

People

Organization

Technology

Goals

Empower-
ment

Motivation

Processes
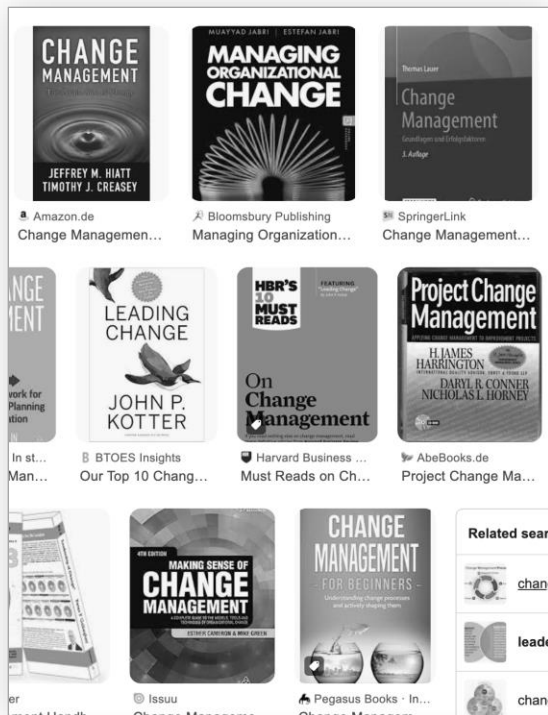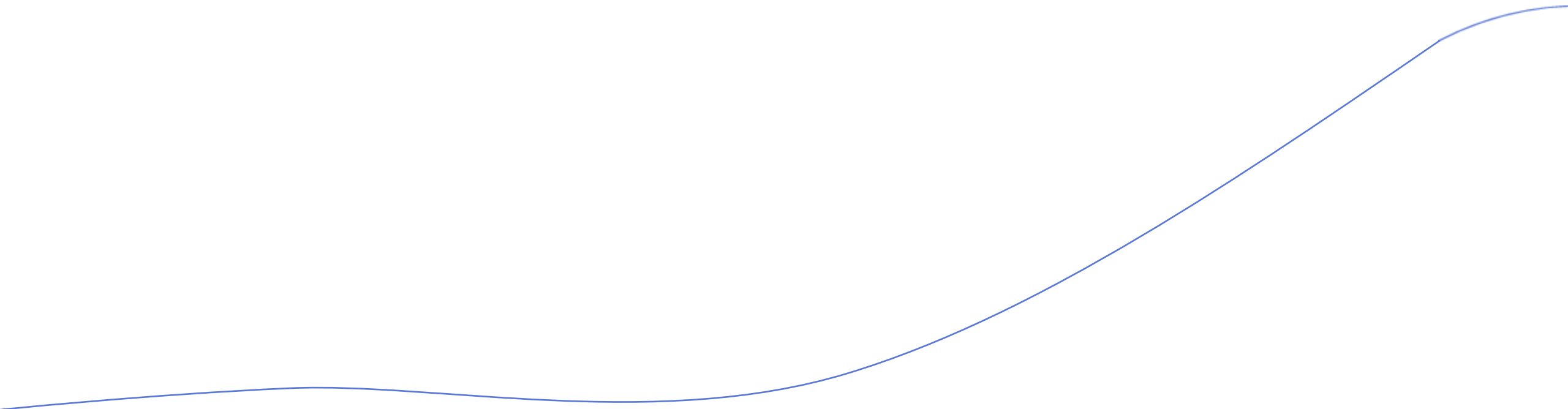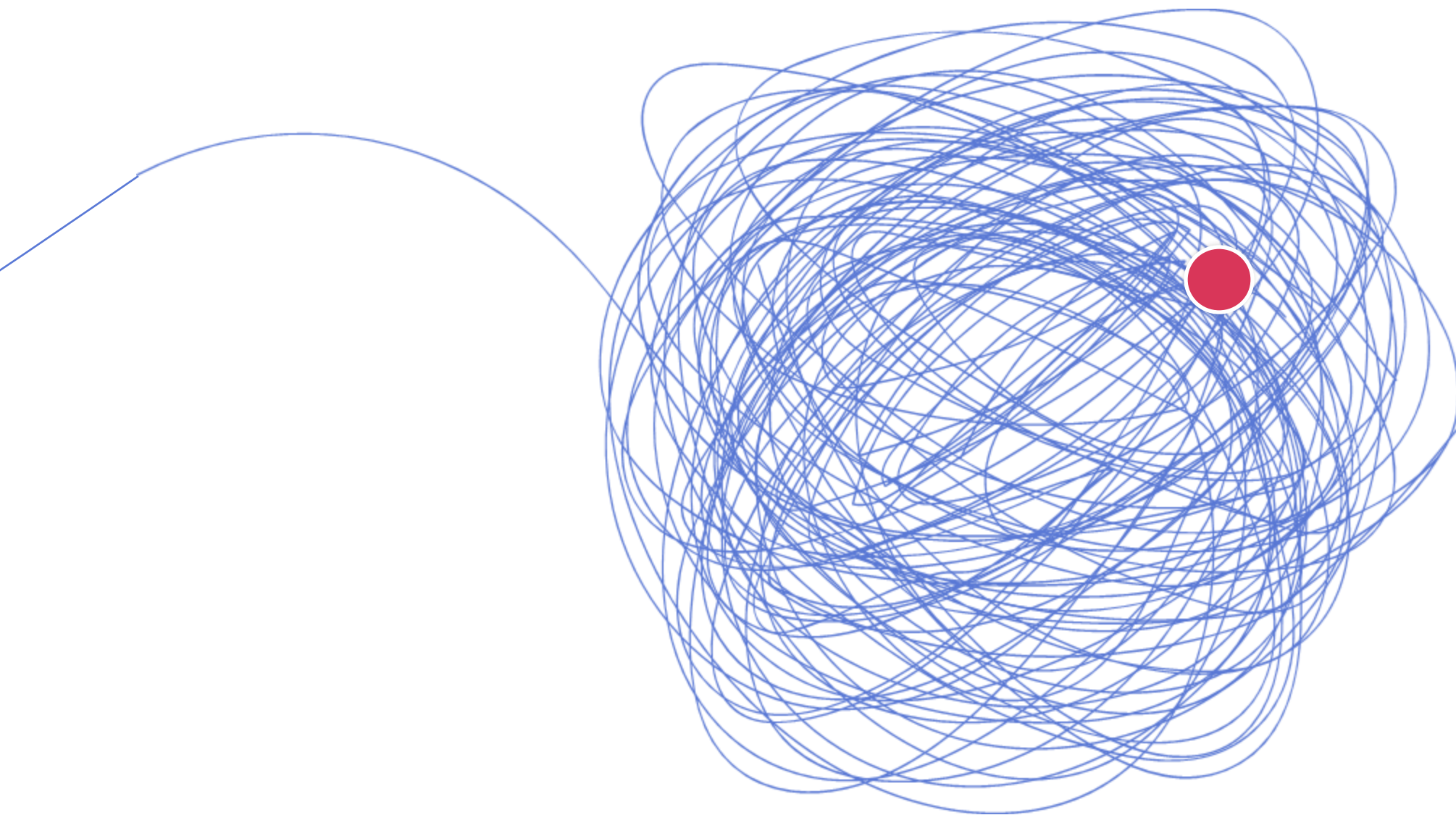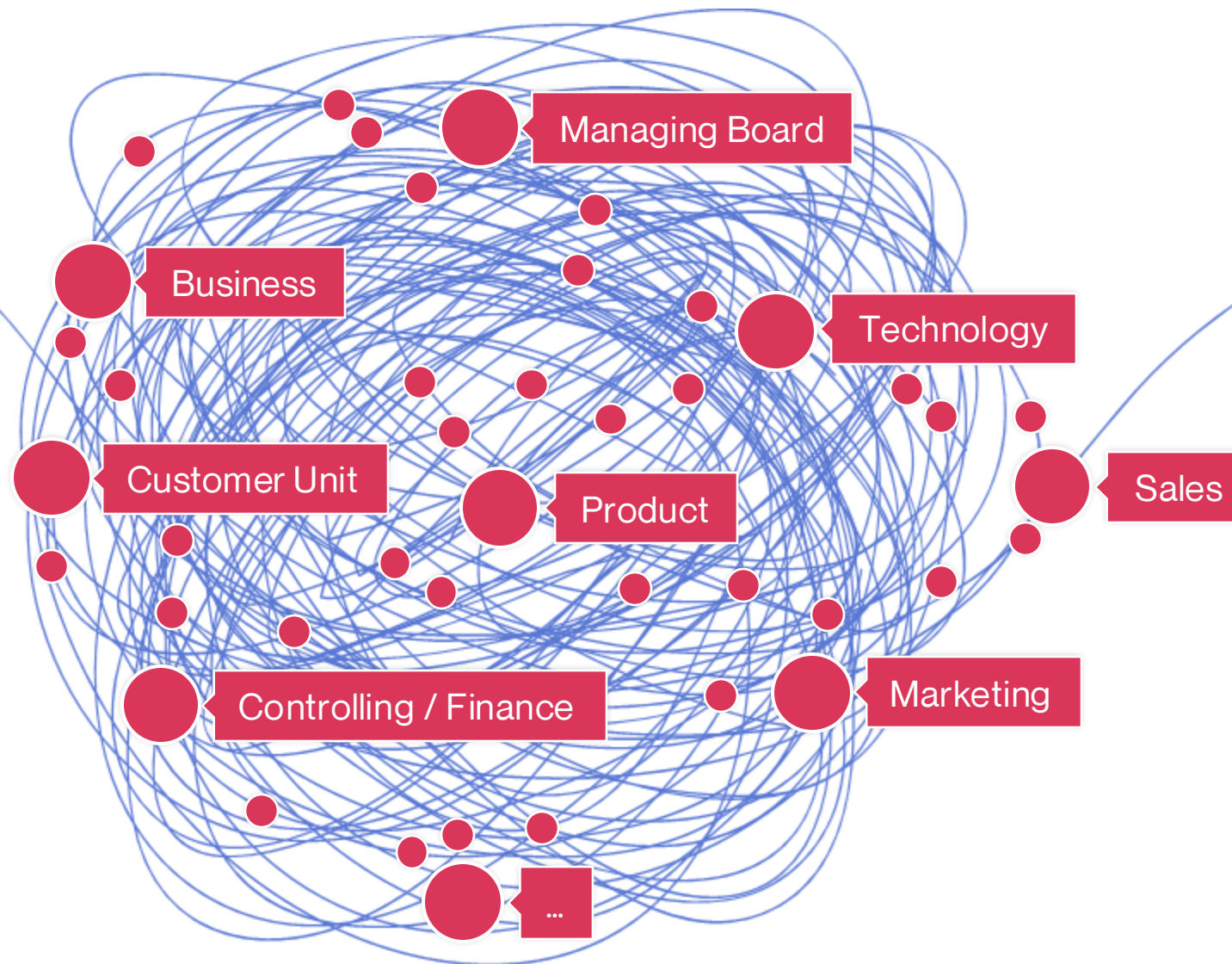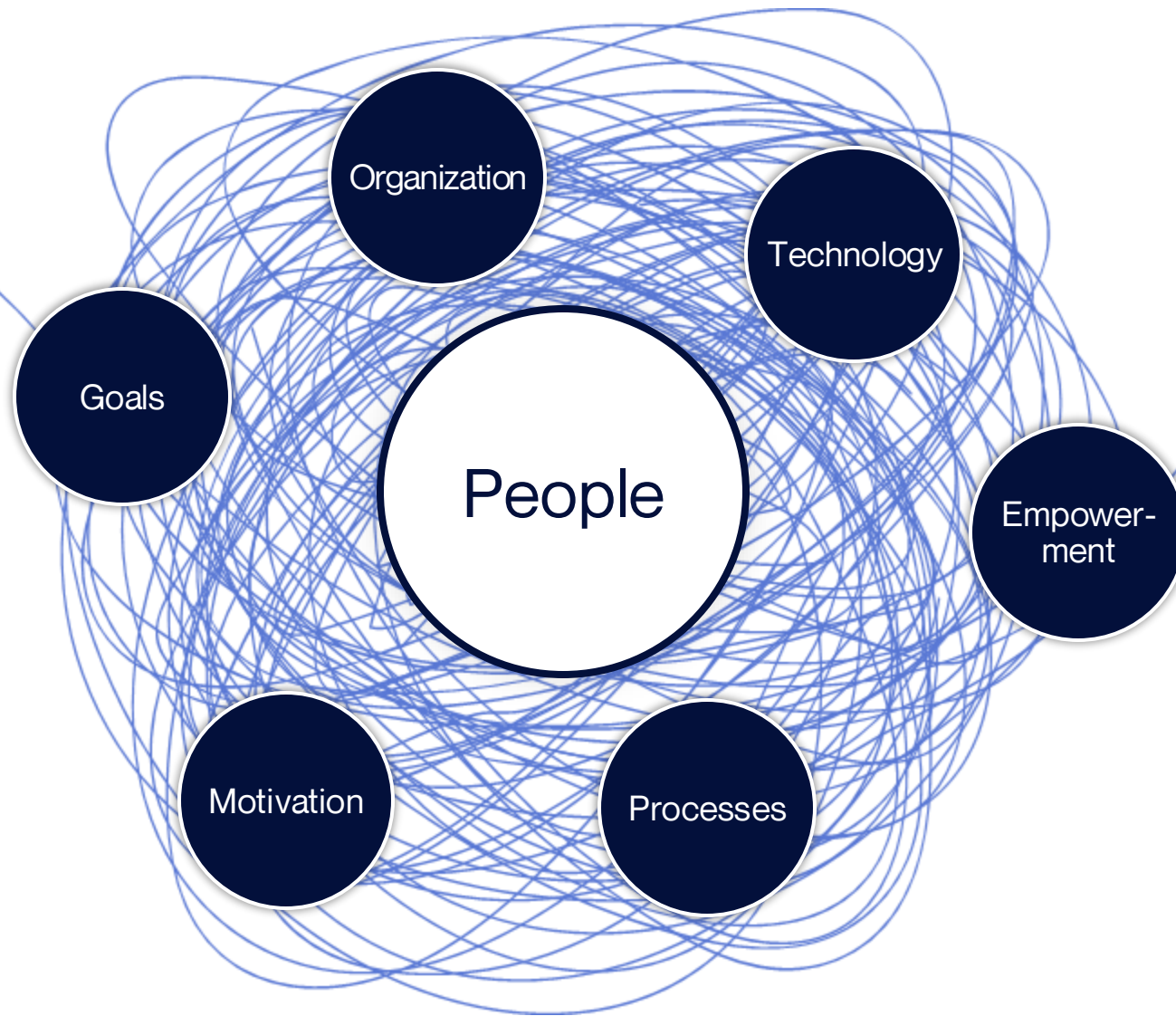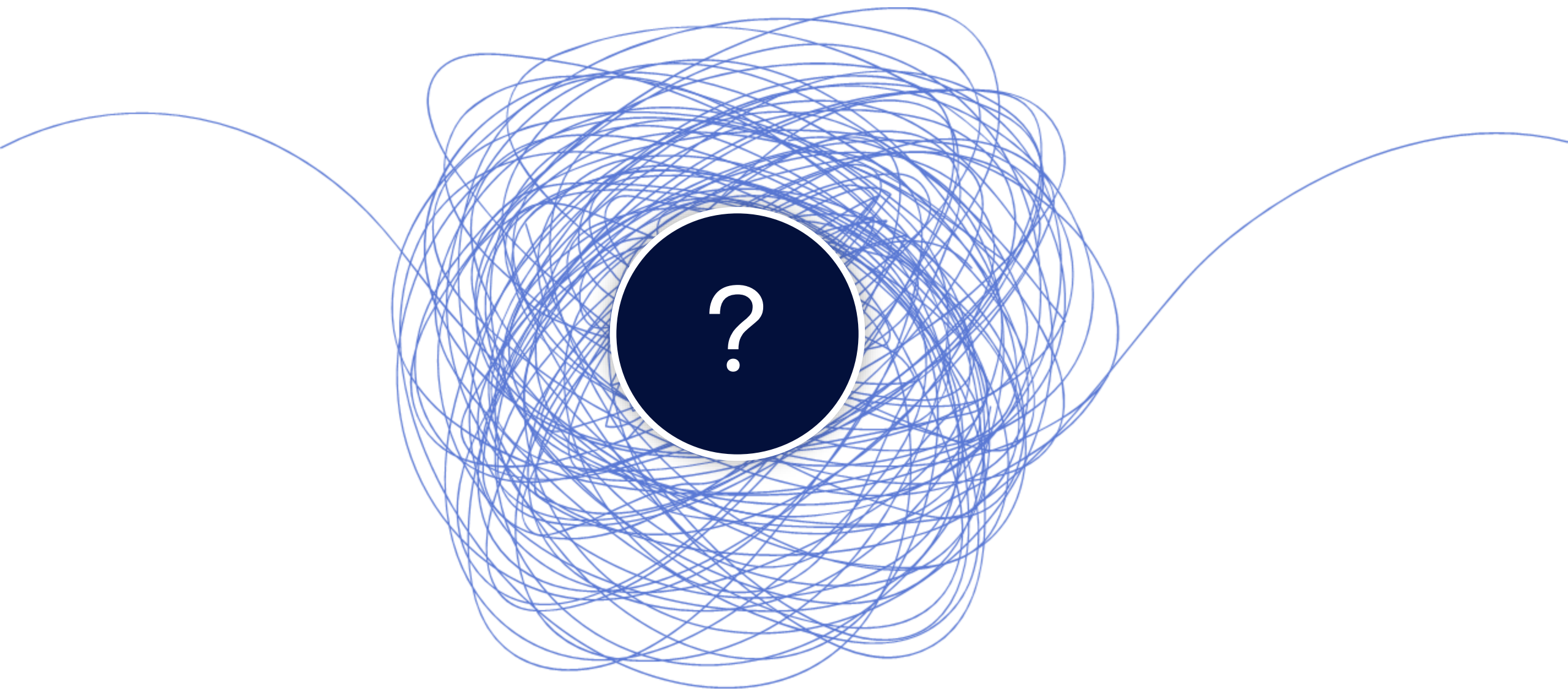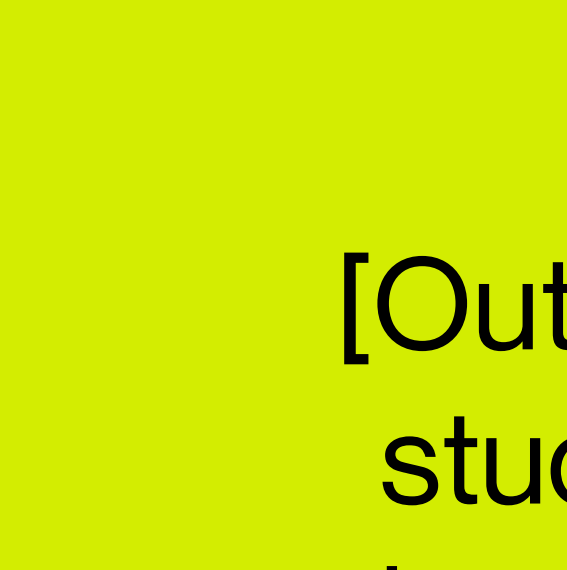
"75% of corporate transformation programs fail in terms of value generated."

Martin Reeves et al. 2023. "What Superprojects Teach Us About Corporate Change".
BCG.com.

"84% of companies fail at digital transformation."

Bruce Rogers. 2016. "Why 84% of companies fail at digital transformation". Forbes.com

[Out of 16,000 projects studied] only 0.5% were on budget, on time, and delivered the desired outcomes.

Cf. Bent Flyvberg & Dan Gardener. 2024. *How big things get done*. Pan Macmillan.

How do we get from here...

Make a plan

Rollout changes

Fizzling out ...
aka „Adoption"

Impact

Time

How do we get from here…

Impact (vertical axis)

#1 Desirable Futures

#2 Minimum Viable Changes

#3 Balance of Control & Ownership

#1 Vision **#2 Prototype** **#3 Scale**

Time (horizontal axis)
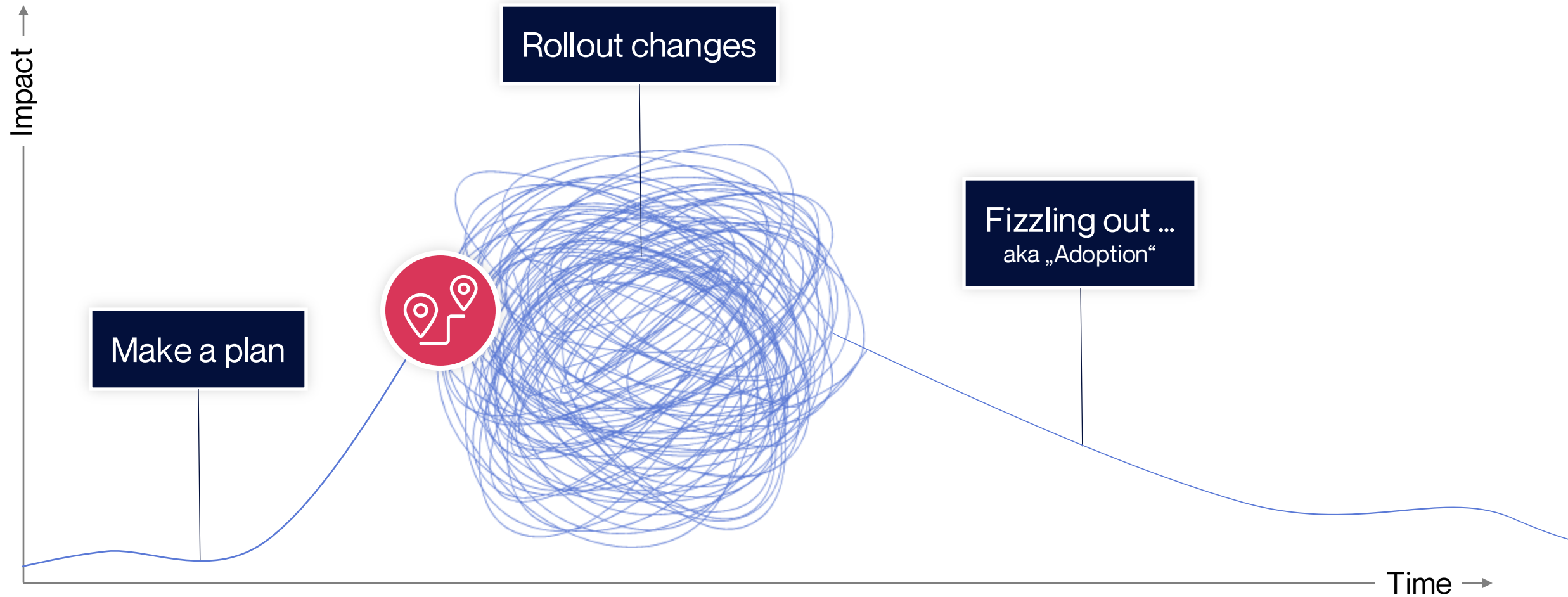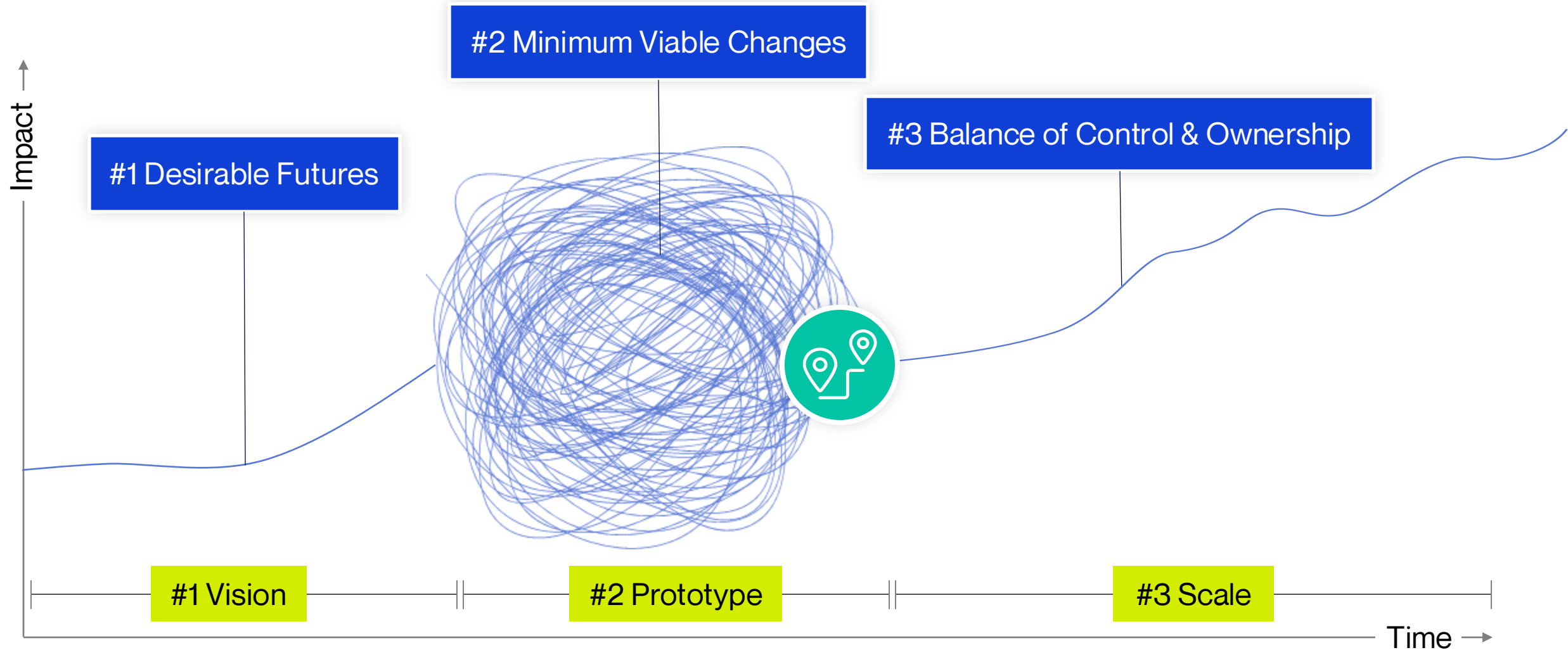
"Leadership is [...] the navigation of a group from a defined starting point in the present to a different, clearly and simply defined state [...] in the future."

Chris Hirst. 2020. *No Bullsh*t Leadership.* Profile Books.

Desirable Futures: Shape a transformative change vision that survives project realities

Spot the knots

Shiny vision statement, no traction	Mediocrity and no focus	One way and no way out

Yes, everyone's voice counts—but clarity wins over consensus.

Value

Stress-test the Future from Multiple Viewpoints
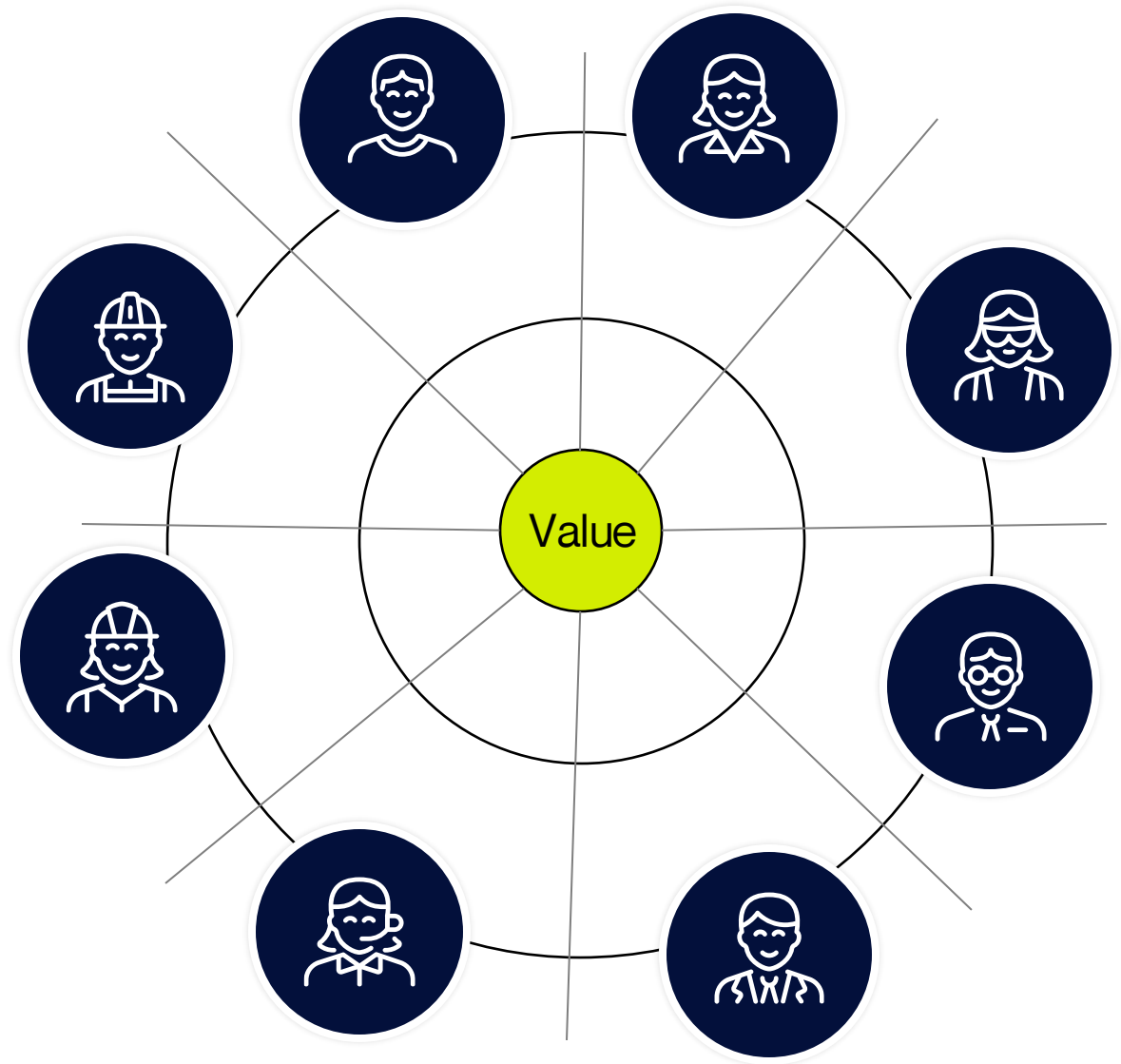
Viable Vision

Experts
Tech, Business, Process, etc.

Users
All affected

Business Strategy

Lacks business case

Lacks reality check

Lacks domain knowledge

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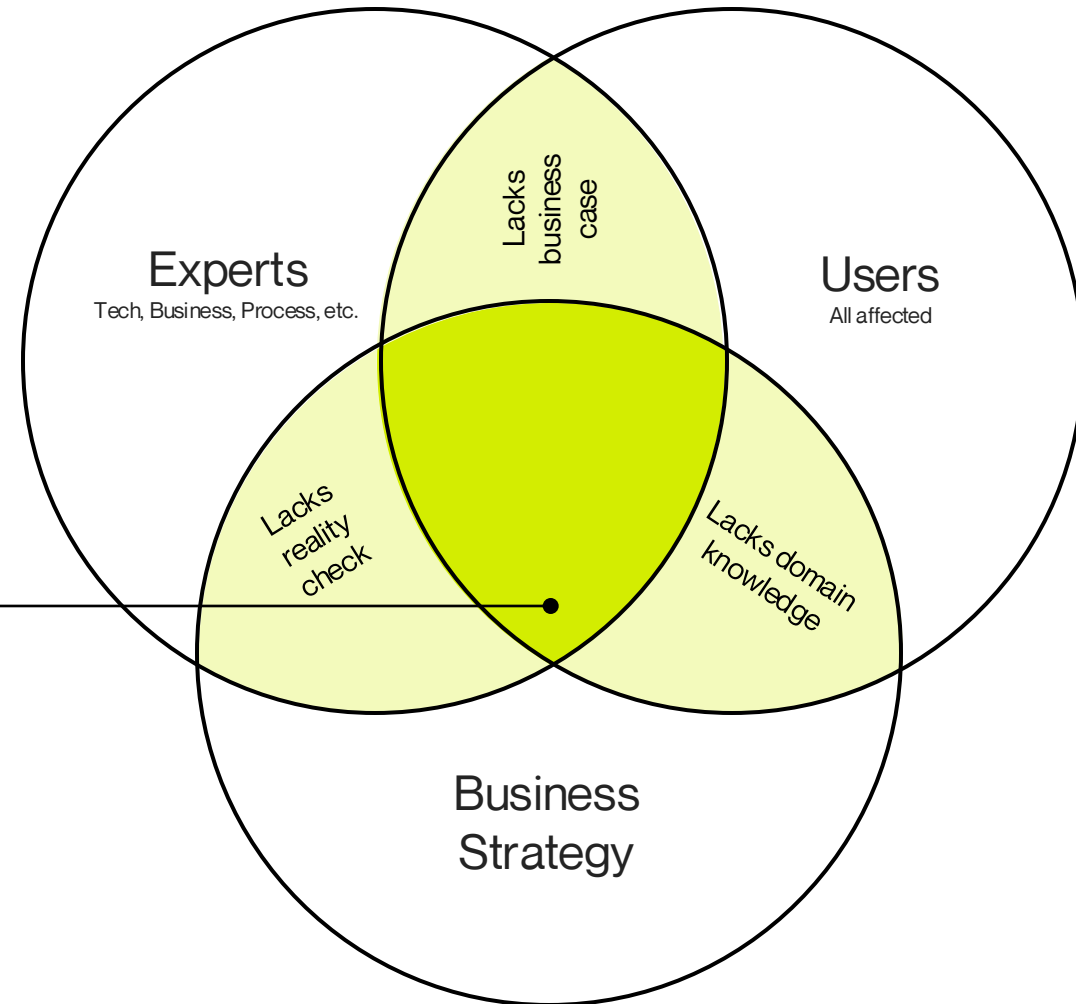
The Magic of
"What would have to be true?"*

1) Scenario Building: What does the desired future state look like? How does it manifest itself?

2) Identify change levers: What dimensions have changed? How radically?

3) Ask "What would have to be true?" and identify assumptions and your influence on them.

Ecosystem /
Supply Chain

People

Technology

Culture
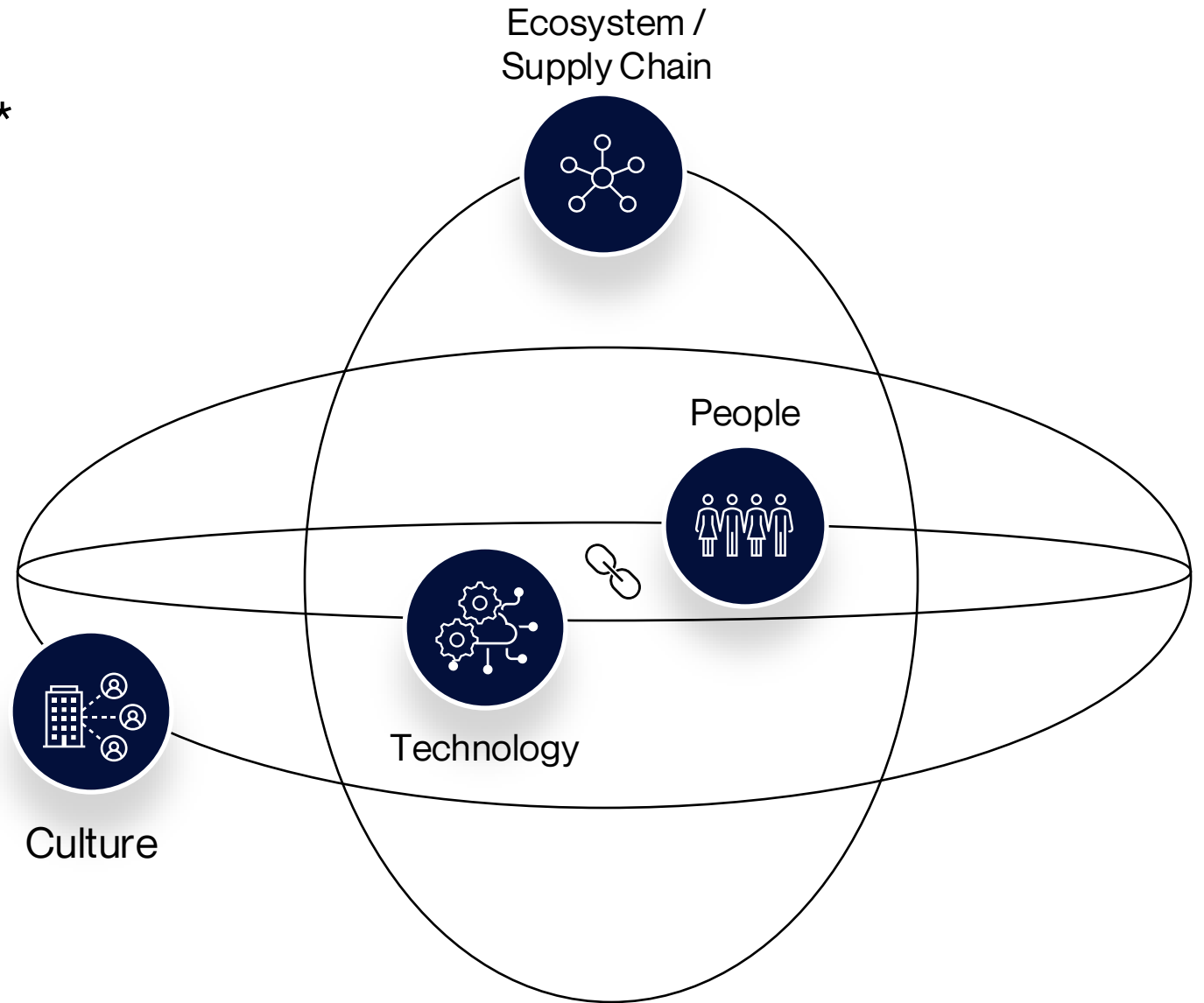
Translate Strategy into Impact

Vision Statement

Purpose of Transformation   10%

Organisational Relevance   10%

Base Layer

Goals and KPIs   20%

Tools, Plans and Guides   50%

Benefits   10%

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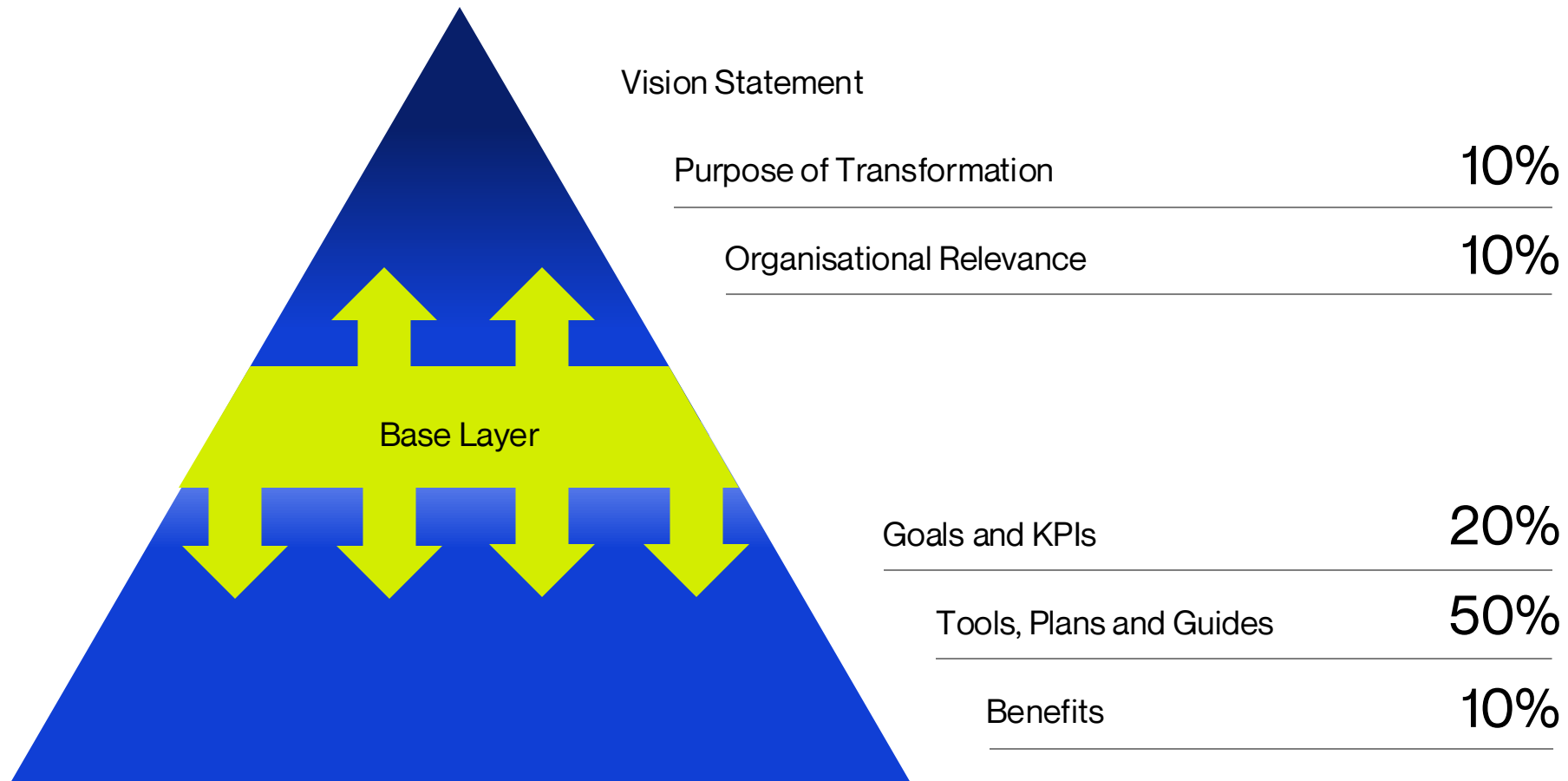
Prototype change to <mark>mitigate risks and ensure buy-in</mark>
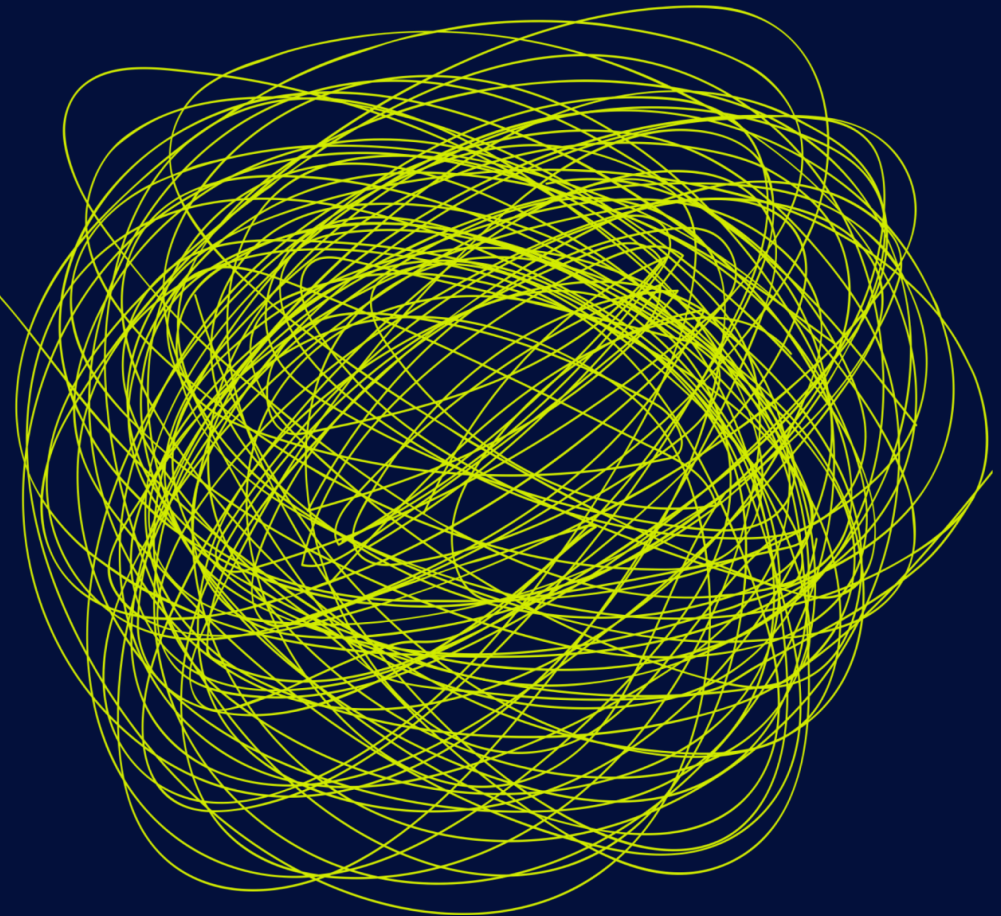
Spot the knots

Fixing symptoms instead of root causes

Rushing into untested masterplans

Over-promise, under-deliver

"[Change] doesn't come from the top. It starts at an organization's **periphery** [i.e. **its teams**], led by unit managers **creating ad hoc arrangements** to **solve concrete problems.**"

Michael Beer (et al.), "Why change programs don't produce change" in *Harvard Business Review* .

Identify the right change levers through targeted research

Apparent

Technology & Tools

Latent

Processes & Organization

Incentives & Motivation   **Mindsets**   **Capabilities**
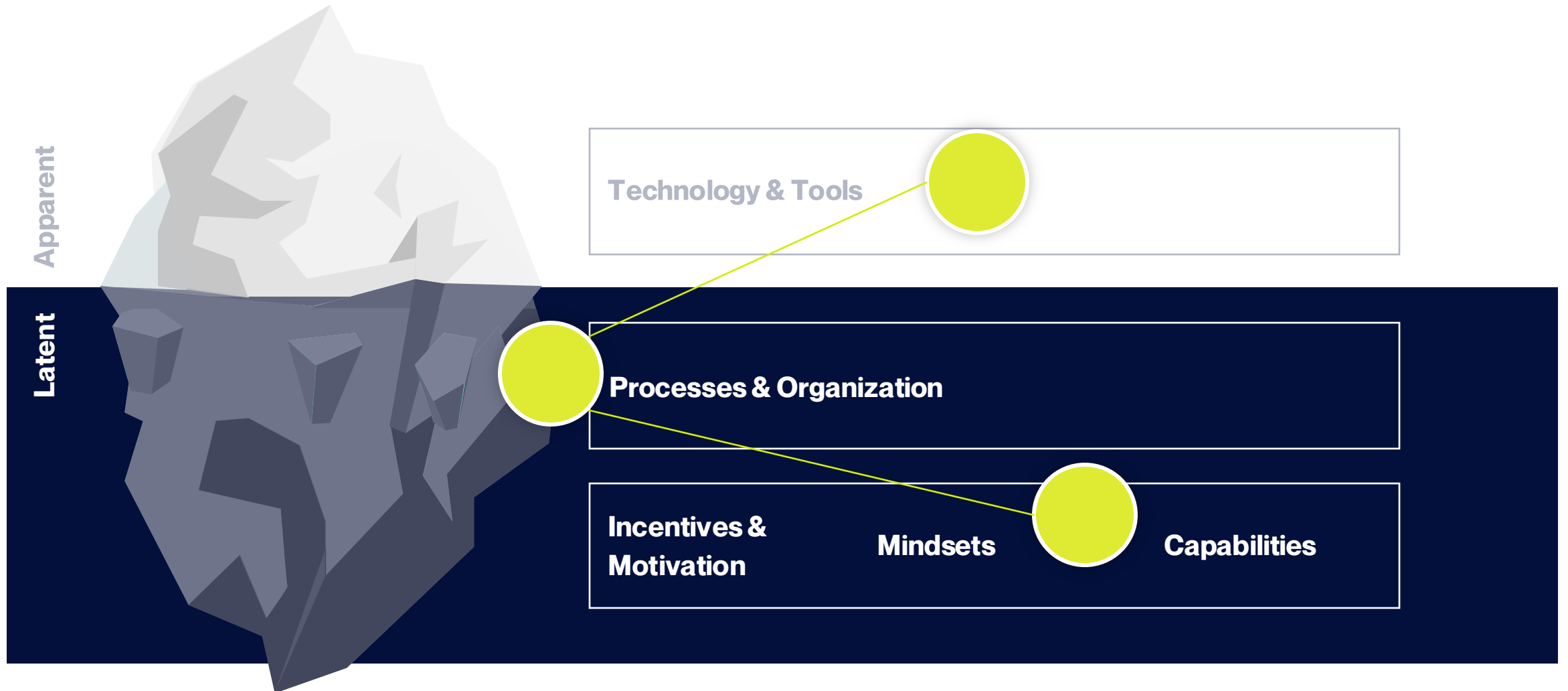
Minimum Viable Changes: Prototypes in organizational development

1. Define need   **2. Develop prototypes**   **3. Scale systematically**

Co-create ideas

Iterate

Develop measures, priotise according to the vision

Define the problem

Explore the problem space

Map the system

MVCs

Develop MVC concepts…

Evaluate   Learn

Initiate change

… and scale measures systematically.

Carry out sprints

Reviews
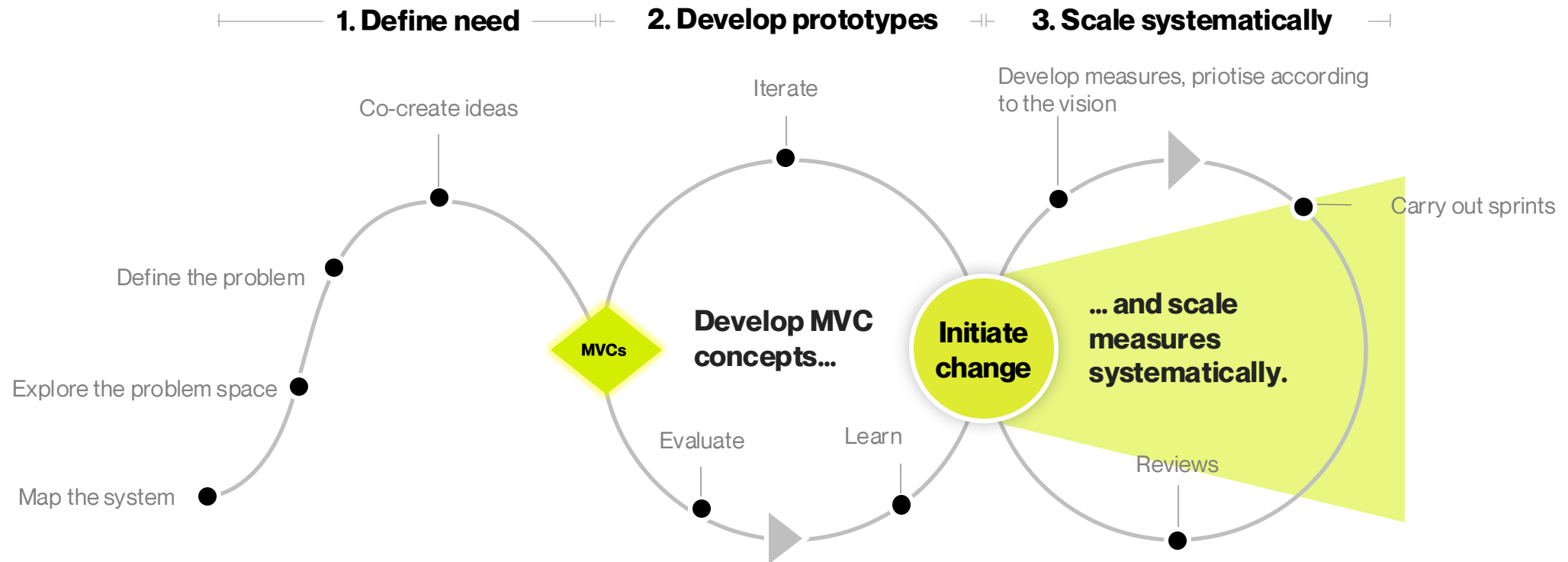
Parallel MVCs to accelerate organizational learning and inform the rollout strategy

Rollout

#1
Processes

MVC

#2
Roles & Responsibilites

MVC

#3
Enablement

MVC

Maturity & Impact

100-180d

1y
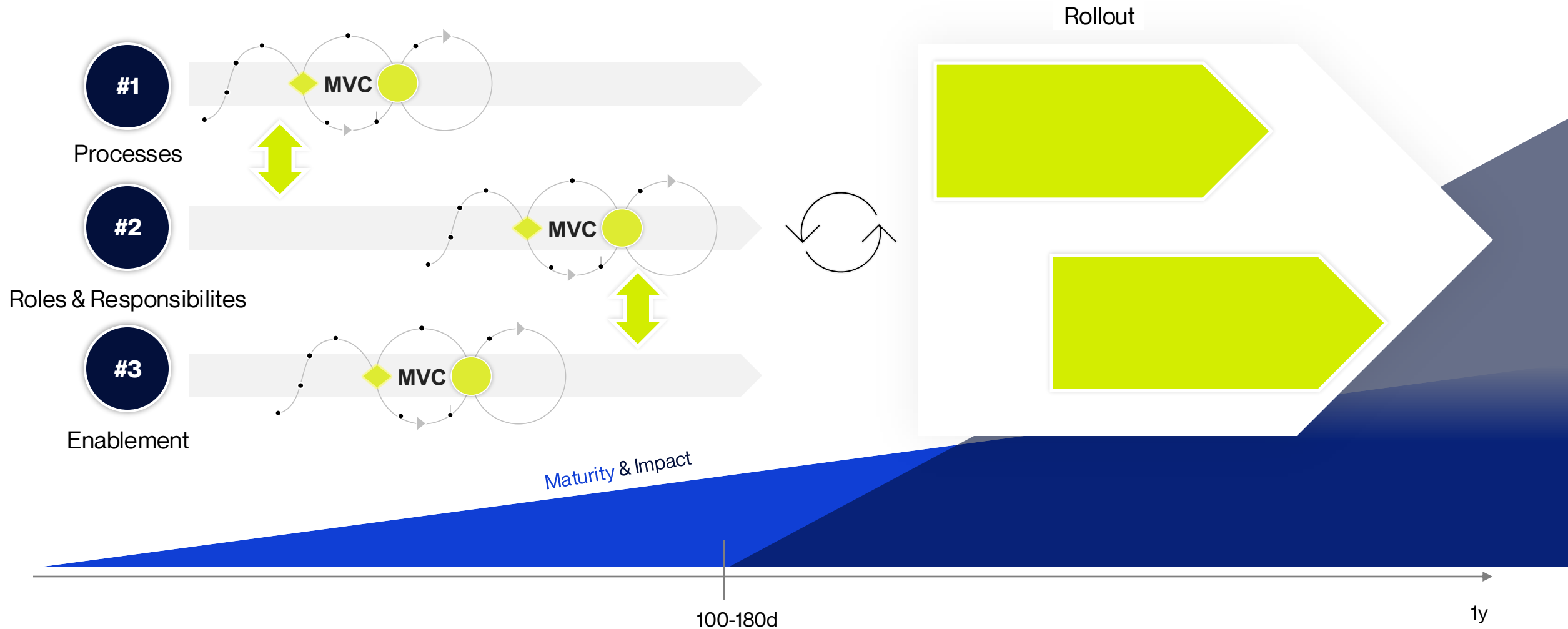
In short: a "silver buckshot" approach to change
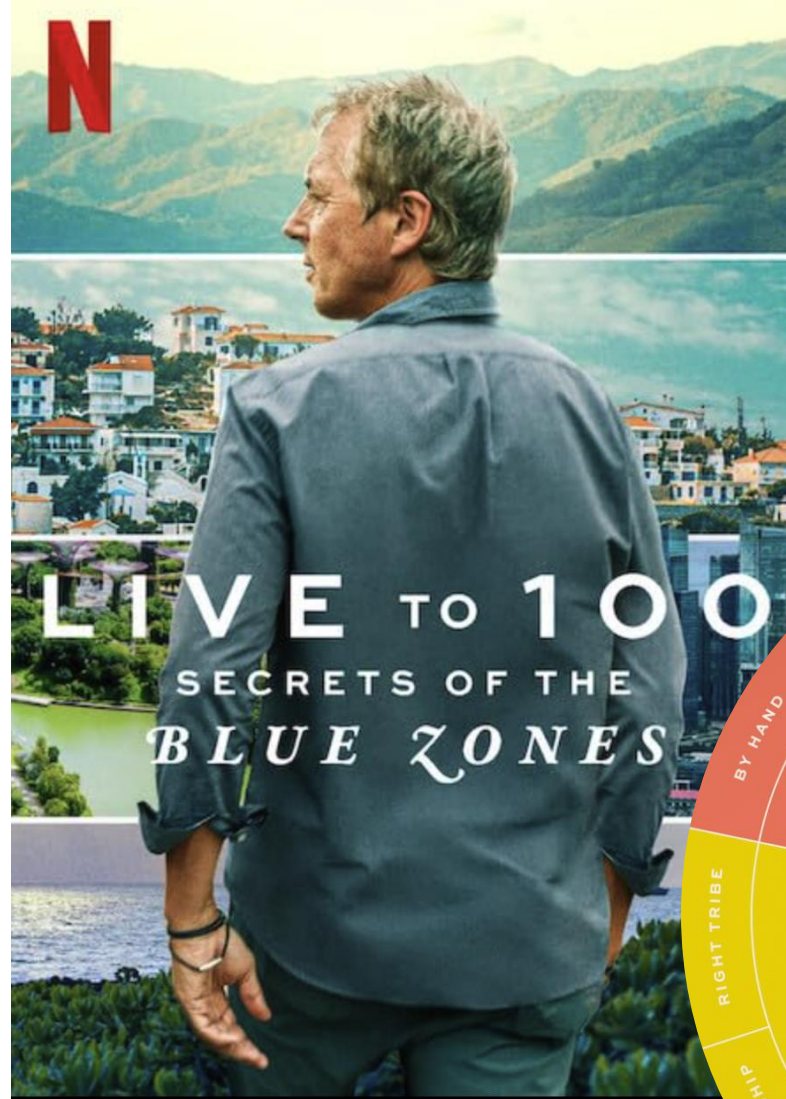
Let them: Build a system to ==balance control and ownership==
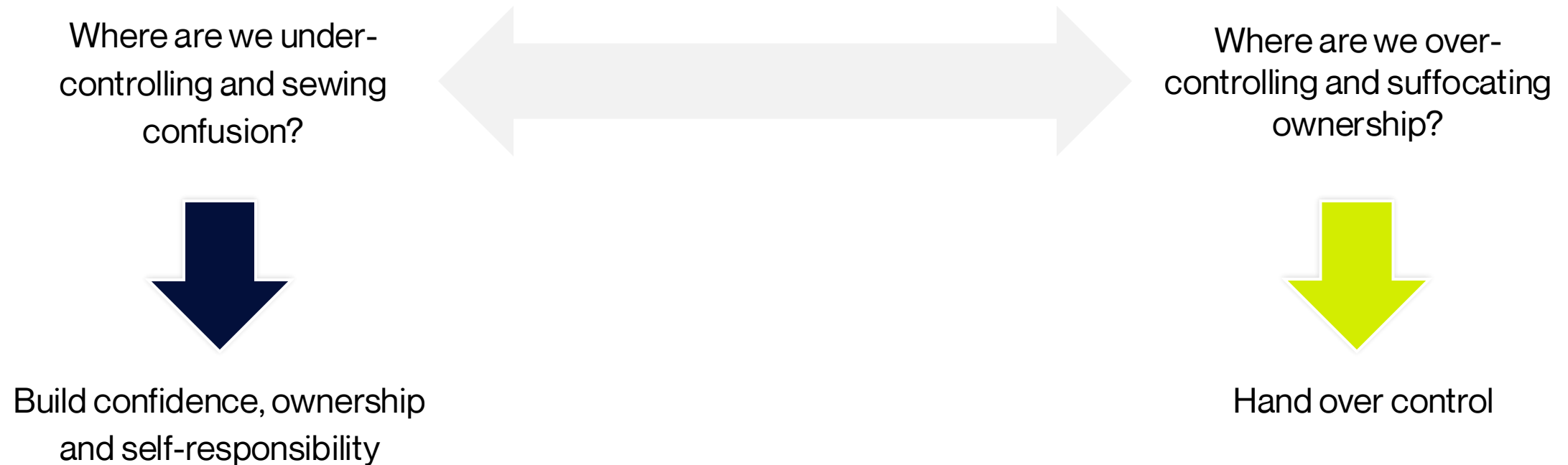
Spot the knots

Ok, so what do
I do now?

Am I even allowed
to do that?

Maybe I will just
wait it out.

Build the Reflex to Rebalance Control and Ownership

Where are we under-controlling and sewing confusion?

Where are we over-controlling and suffocating ownership?

Build confidence, ownership and self-responsibility

Hand over control

Build Confidence, Ownership and Self-Responsibility

Provide direction

Change agents or process buddies
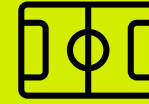
Use minimum viable standards

Test, review, and adjust

Hand over Control

"What" > "How"

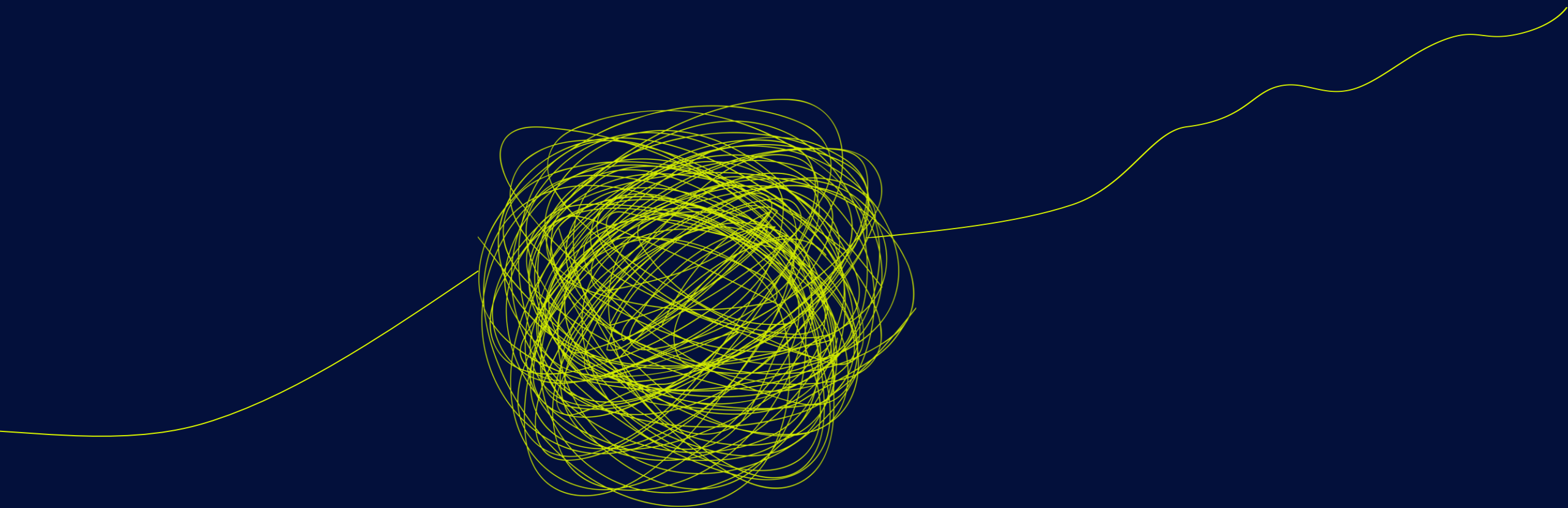Playing Field

Impact x Irreversibility

Communicate continuously

Acknowledge that you chose the stoney path ahead. Again, and again.

Your Change Playbook: Vision, Risk, Empowerment

How to navigate change with confidence

#1

Desirable future

Shape a transformative change vision that ==survives project realities==

> Three perspectives

> Clarity over consensus

> What would have to be true?

#2

Prototype change

==Mitigate risks== and ==ensure buy-in==

> Three levels of change

> Minimum Viable Changes

> Silver Buckshot

#3

Let them

Build a system to ==balance control and ownership==

> Balance: Control vs. Ownership

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Feeling stuck on the next step?

We are here to help,
<mark>book an expert session</mark>
with us.

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