

Executive Summary

We are a consulting boutique focusing on organizational issues, strategy development and corporate culture. We are based in Hamburg and Berlin. The toolbox consists of well established management and consulting know-how. Visual competence is used as a powerful add-on: a visual analysis, a specially designed workshop setting or a different perspective may be used to enhance management effectiveness. The product offering includes:

- Consulting engagements with companies, foundations and public institutions for strategy and organization development as well as facilitation of cultural change.
- Facilitation of network and management development events using the visual as an intermediary.
- Management development solutions for classic management issues based on a visual approach.
- Seminars on visual-competences tailored for special professional groups.
- Presentations and workshops at management conferences.

The issue of effective management in a visual world is the umbrella spanning projects in different sectors.

Pictures Have the Power

Management is currently undergoing a visual transformation. Various examples demonstrate this dramatic shift from the verbal to the visual:

- Shareholder value management or value based management concentrates multiple performance indicators into one key indicator: the share price and the corresponding icon. The chart of the share price is used to demonstrate how a particular company outperforms a relevant index. The stock price chart is often used as the central indicator of a company's state.
- The concept of a flat organization enhances the visibility of leadership in organizations. Supervisory roles are restructured. More employees have direct or at least a more direct access to management and leadership.
- Corporate vision statements have replaced the guidelines of 20 years ago.
- Corporate identity concepts determine how a corporation appears to stakeholders both inside and outside the company. Corporate identity concepts shape the visual environment of everyday management situations. Successful implementation of corporate identity concepts means that the design created by external experts is accepted and practiced by every member of the organization.
- The emergence and spread of popular management concepts, such as business process reengineering or balanced scorecard ... etc. are visual phenomena. They can only be successfully disseminated, if they are constructed around a basic graph that functions like an icon. In English, one speaks of business buzzwords or catch-phrases. And what about a "buzz-image" or a "buzz-picture" that catches our attention and immediately calls to mind a particular concept? Popular management concepts must be visual concepts to gain popularity!

To conclude: Management is a visual practice in two ways. On the one hand, managers are flooded with visual images such as presentations, graphics ... etc. Thus, visual competence in terms of perception is needed to analyse business processes, performance and corporate culture. On the other hand, managers also produce visual images to navigate and develop an organization.

Visuality is not just a part of everyday life in management. It is every day life in management! To think of management today one might even go so far as to state:

Management has turned into a visual practice. Another way of looking at it is to think of effective management as visible management. You can only manage, if you are seen. And you can't manage what you can't see. The Visual-Management approach results from this diagnosis of contemporary management. It builds on standard concepts and tools. In addition, visual competencies are used to enhance management effectiveness and to achieve business goals. Visual-Management has been developed by Armin Chodzinski and Dr. Claus Noppeney (CNC Hamburg/Berlin).

Catalysing Management Effectiveness

Companies funnel more and more resources into implementation initiatives. Nevertheless the results hoped for are proving harder and harder to come by. After dozens of change initiatives organizations suffer from "change fatigue". Consultants' charts have lost their magic. Thus, new approaches are needed to cope with the constant and sometimes even increasing need for change.

CNC focuses on strategy, organizational issues and corporate culture.

CNC's approach to strategy pays particular attention to the decision-making process. Strategic decisions tend to be the result of an organizational process. Solutions to complex problems require the involvement of interdisciplinary teams. They can no longer be reached by default or through an authoritarian management structure. Presently, strategic decisions are made more carefully; they are usually team decisions. Under these circumstances Visual-Management helps to clarify issues and structure problems. Converting information into visual representations builds alignment in teams and even provides new insights. In addition, individual insights turn into shared knowledge. Making alternatives distinct avoids superficial agreements and efficiently leads to a grounded consensus. CNC's methods lead to new forms of team work and go beyond conventional moderation. The visual is used as a cognitive power in its own right. Visual methods accelerate and focus strategy processes.

CNC's approach to organisational issues and corporate culture begins with the concept of the organizational iceberg. Interviews and surveys are commonly used to reveal differences within an organization and sometimes highlight significant issues. Visual methods such as photography are used by CNC to persuasively confront an organization with itself. They are an effective and efficient way to get a new look at the organizational iceberg conventional methods fail to uncover. Thus, Visual-Management provides an organization with a new look at itself and catalyses organizational change. This establishes enough of a sense of urgency to initiate a sustainable learning process.

To sum up: The CNC toolbox consists of established management and consulting know-how. Visual competence is used as a powerful add-on. An especially designed workshop setting, a different viewpoint or a visual analysis may be used to enhance management effectiveness.

Visual Competence as a Key Qualification

Today's management is deeply interwoven with visual elements. Due to growing technological capacities, the gap between the wealth of visual experience in management and the ability to perceive and use visual elements has been widening.

The consequences are alarming for corporations. Visual illiteracy blocks vital communication paths. In the first half of the 20th century intellectuals foresaw the necessity of visual literacy. As the saying goes: "The illiterate of the future will not be someone who cannot read but someone who cannot understand pictures." We now

experience the validity of this prophecy. The ability to use visuality effectively is underdeveloped. This is the motivation for visual competence. It comprises the production of visual formats as well as the perception of complex visual relationships.

Visual-competence can be developed and trained in different formats. Inhouse seminars, CNC trainings and workshops are customized to specific groups such as consultants, senior sales management or general management programs.

Complementing Conventional Approaches

Visual-Management has been developed by Armin Chodzinski and Dr. Claus Noppeney. Bringing together two unique backgrounds, they founded CNC to further refine the approach of Visual-Management. They have jointly taught at the business school of the Private University Witten/Herdecke and at St.Gallen.

Armin Chodzinski

Born in 1970. He studied History and Fine Arts at the HBK Braunschweig. He has lectured on art and economy and his work has been shown regularly at international exhibitions. In 1998, Chodzinski initiated his art project "Armin Chodzinski must join management!" He subsequently pursued a career in an international retail company. Though lacking any formal business training, he was soon given responsibility for strategic distribution projects. Since then, he has continuously been working in management and consulting.

Dr. Claus Noppeney

Born in 1968. Claus Noppeney studied Economics and Management at St.Gallen and Harvard University. His research and publications have been awarded a number of prizes, including the Peter-Werhahn-Preis (1999) and the McKinsey Essay Competition (1996). Project Manager with the Strategy & Organisation Practice at Arthur D. Little in Zurich; being exposed to an abundance of visual material in management workshops (e.g. flipcharts, Powerpoint presentations, beamers, moderation materials) and thus experiencing the pictorial-turn in management on a daily basis Claus Noppeney started to think about how to take advantage of this development. Since 2001 lecturing "Visual competence in organizations" and "Organizational Behavior", among others, at the University of St. Gallen and at the Grenoble School of Management (Ecole de Management).

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