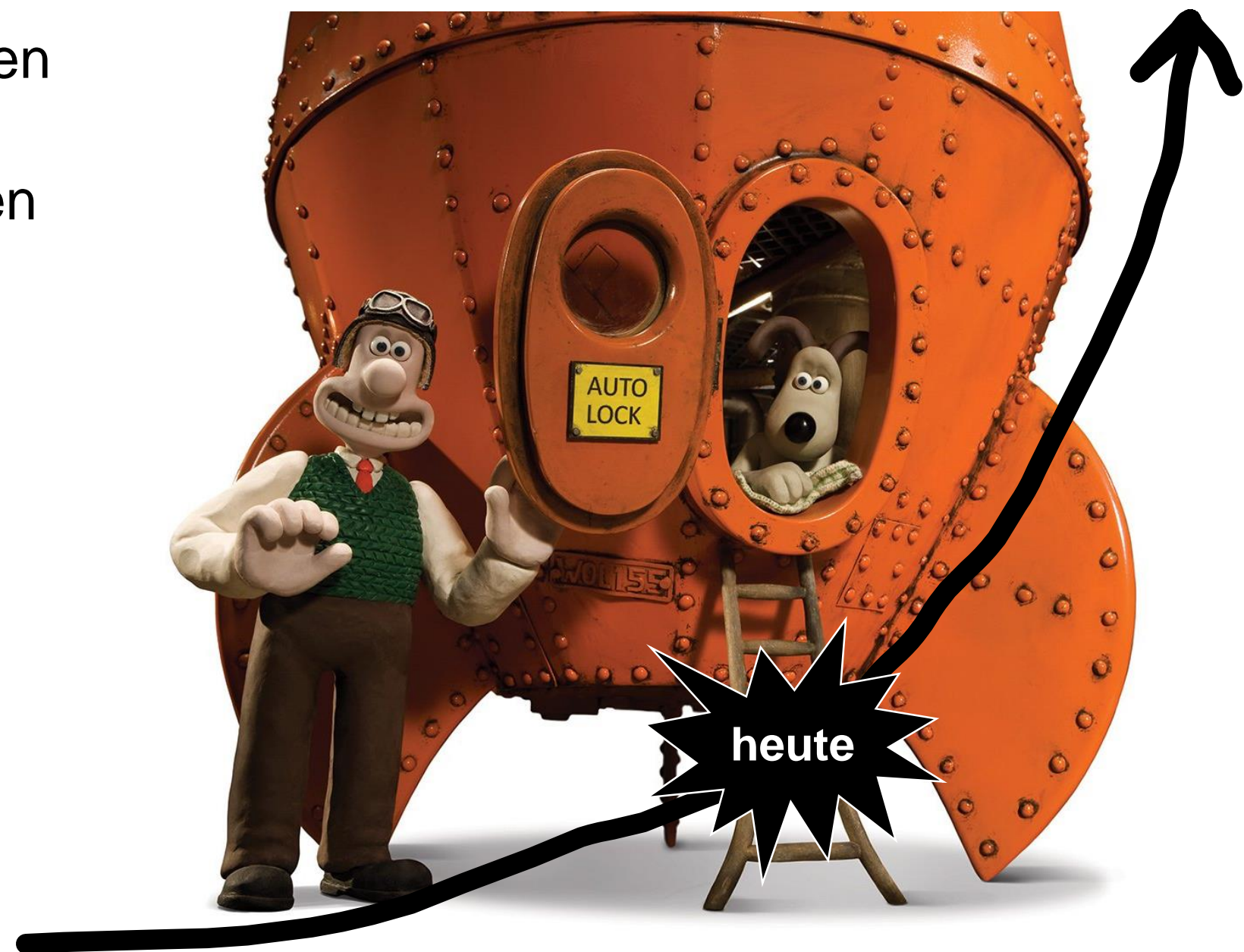


DMO-Management von morgen

Ein Blick auf die
Führungsperson
der Zukunft

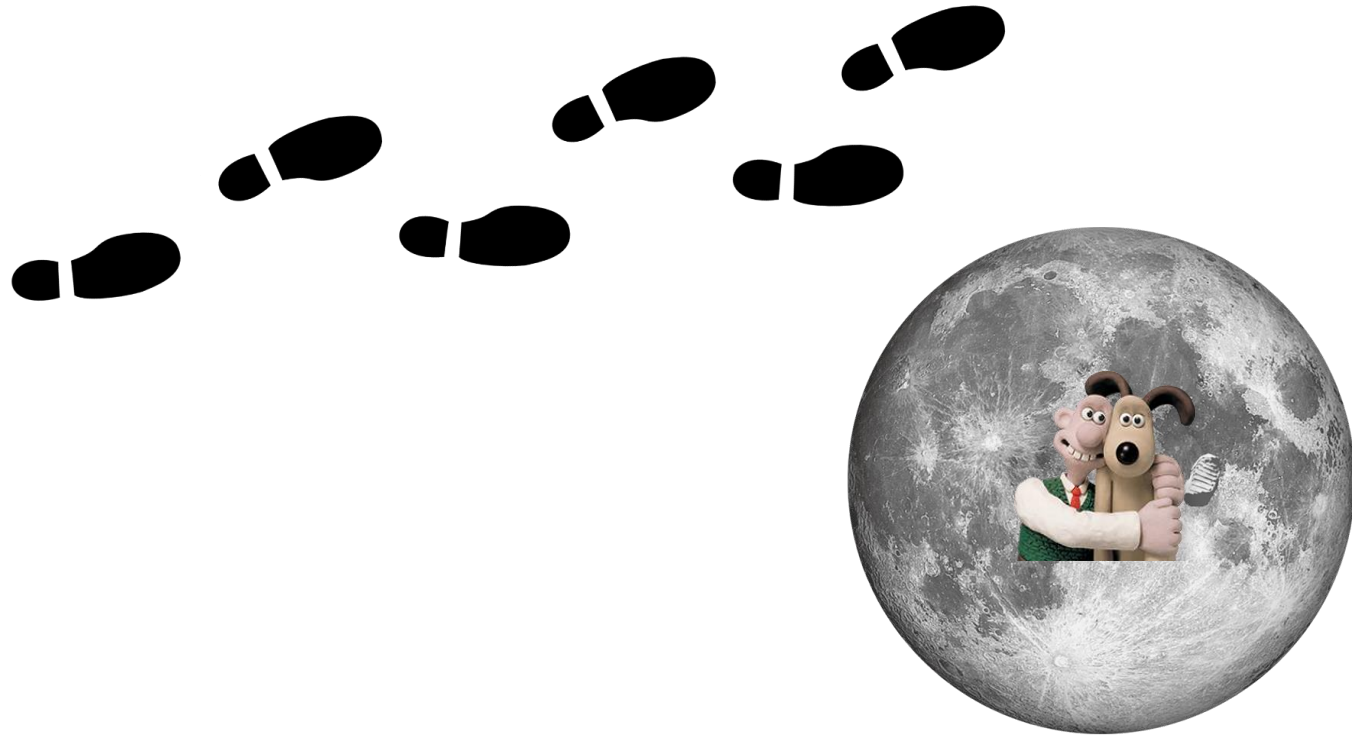


Wandel wird in den nächsten 10 Jahren grösser sein als in den letzten 100 Jahren



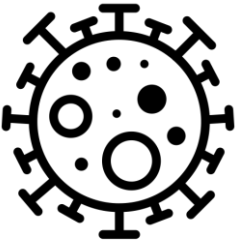
Exponentielle Entwicklung

30 lineare Schritte bringen mich
30 Meter vom Startpunkt weg

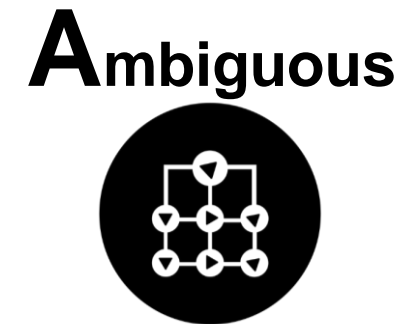
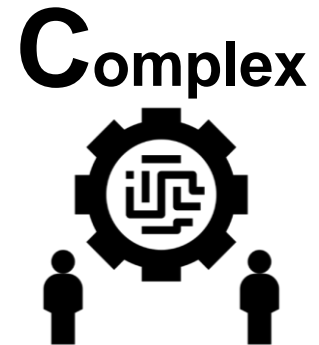
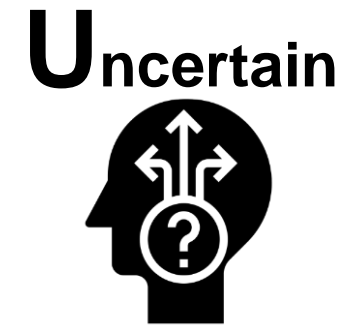
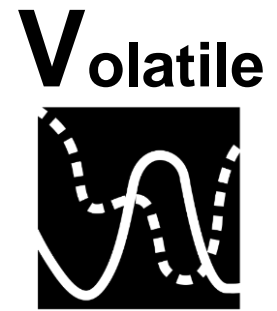


30 exponentielle Schritte bringen
mich 536'870 Kilometer weg

VUCA Welt



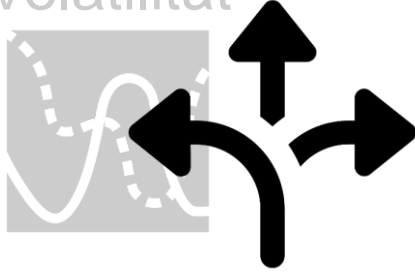
VUCA Welt



**Wie begegne
ich dem?**

VUCA Welt

Volatilität



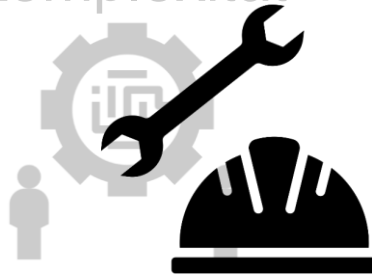
Agilität

Unsicherheit



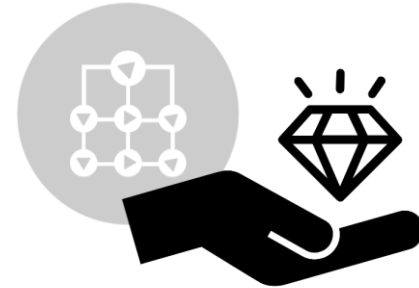
Vertrauen

Komplexität



Machen

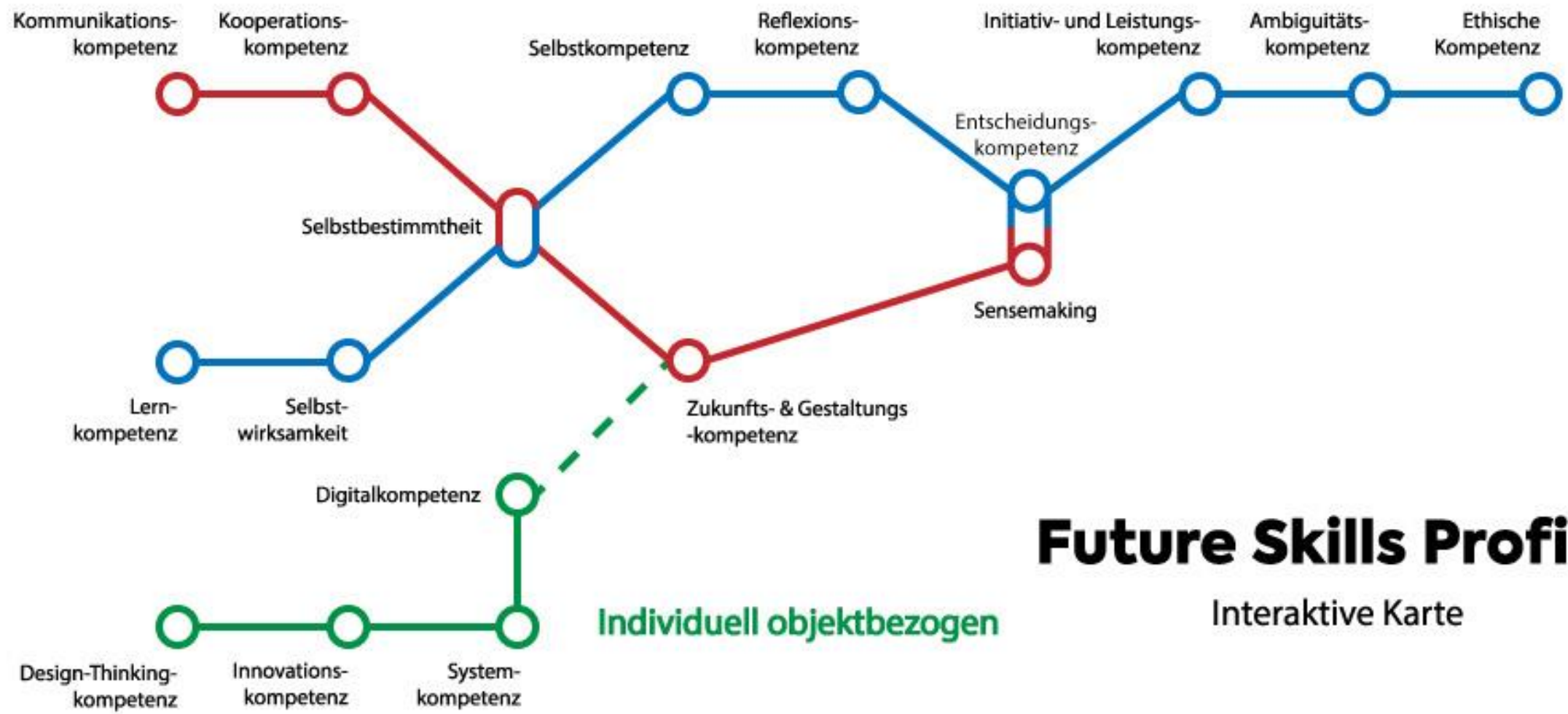
Mehrdeutigkeit



Werte

Individuell organisationsbezogen

Individuell entwicklungsbezogen



Future Skills Profile

Interaktive Karte

5 Tipps für Führungskräfte der Zukunft

1.

Mensch im Zentrum

Transformation



Gesellschaft

Innovation

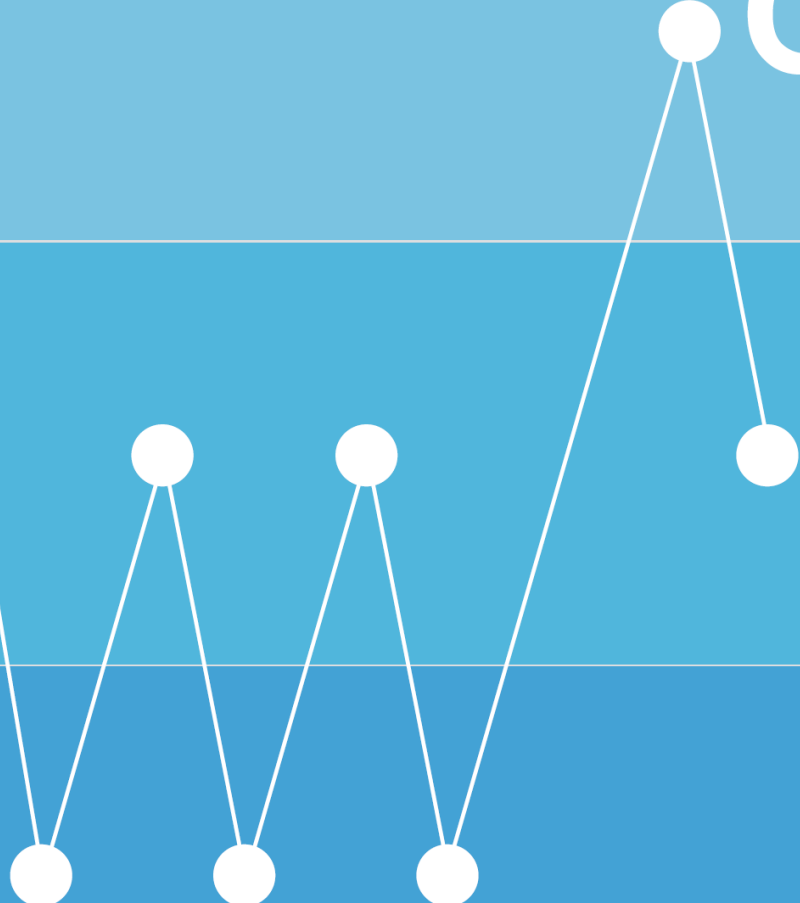


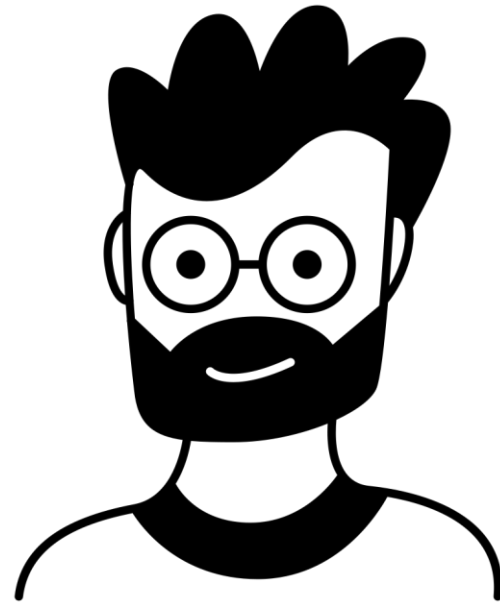
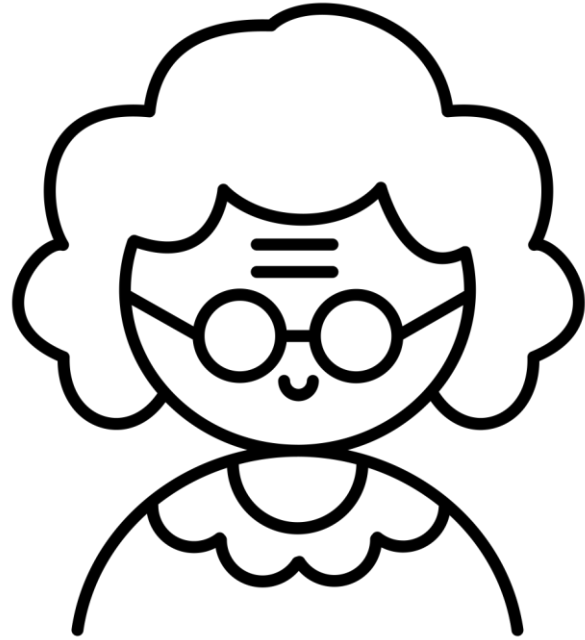
Systeme

Verbesserung



Produkte





2.

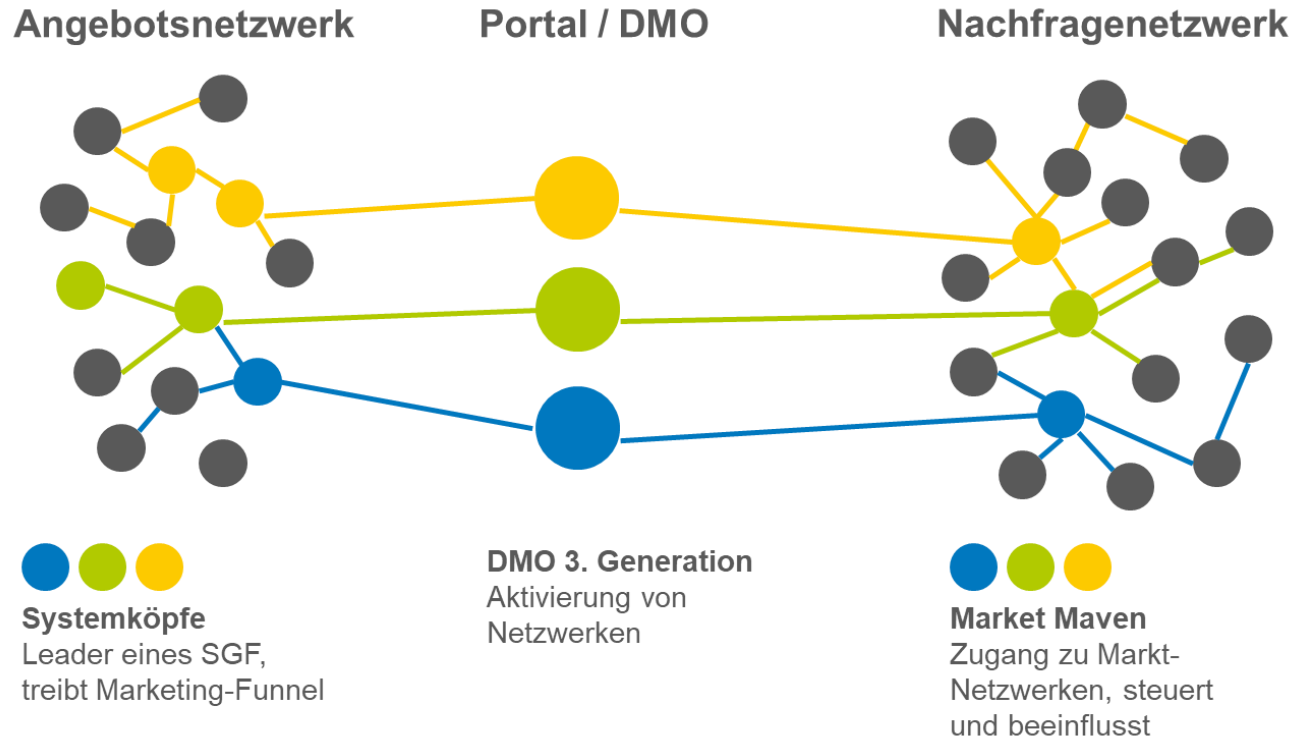
**Denken in Systemen
und Problemen**

Successful problem solving requires **finding the right solution to the right problem**. We fail more often because we solve the wrong problem than because we get the wrong solution to the right problem.



To manage a system effectively, you might **focus on the interactions of the parts** rather than their behavior taken separately.

Russell L. Ackoff, 1919-2009

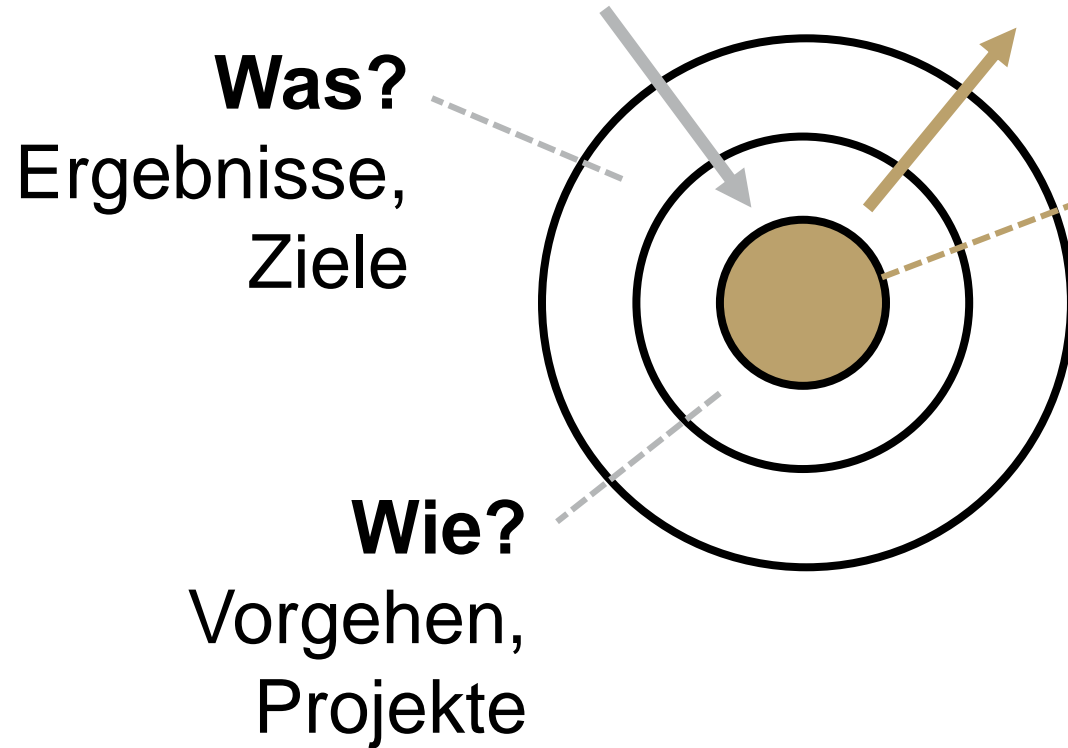


Beritelli, Laesser, Reinhold, Kappler

Das St. Galler Modell für Destinationsmanagement

3.

**Werte als Fundament,
Agilität im Handeln**



Warum?
Sinn, Werte, Haltung

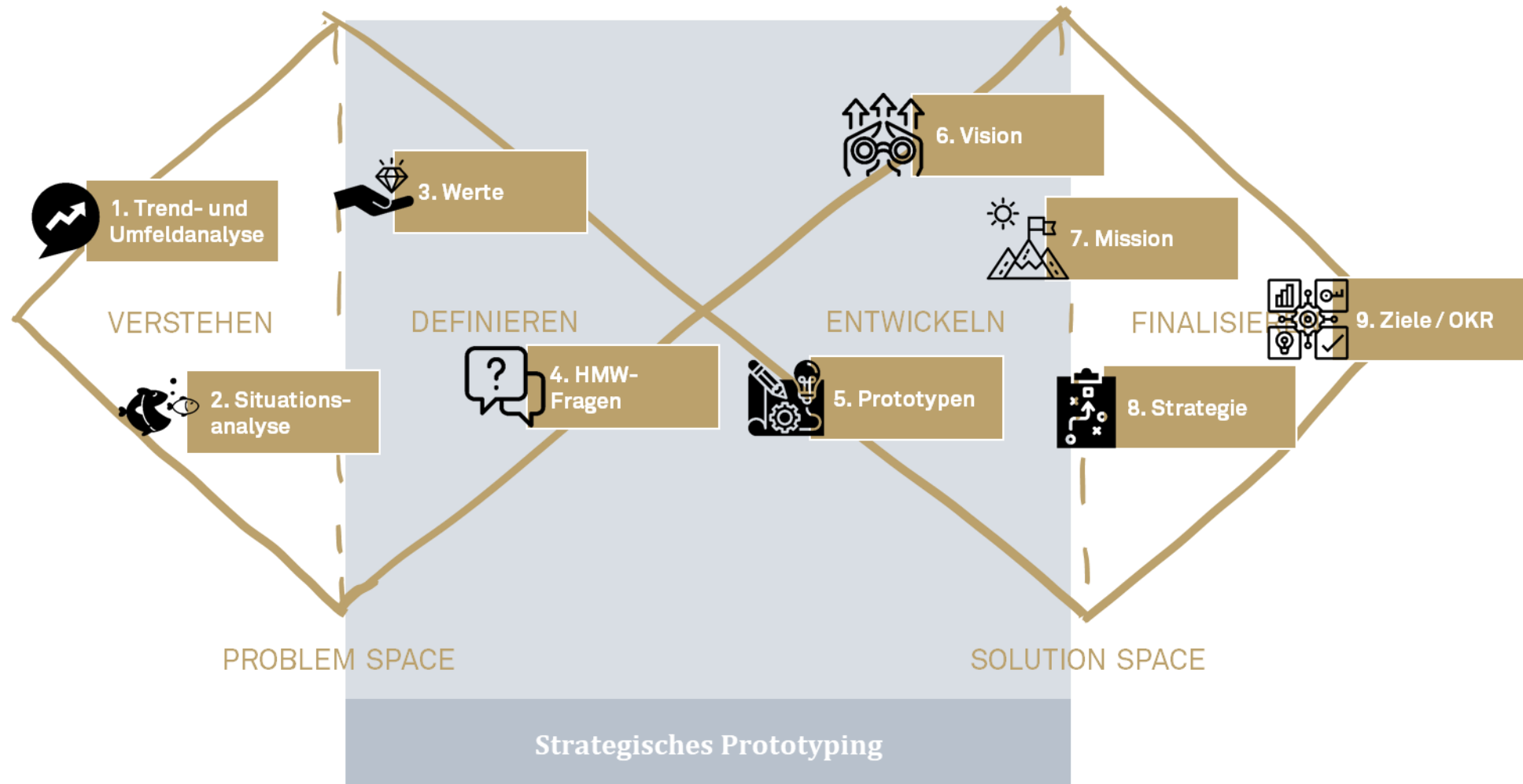
«Warum gibt es uns?»
«Was macht uns aus?»
«Für was stehen wir?»

The Golden Circle

Simon Sinek

Strategisches Prototyping

Martin Sturzenegger / «Double Diamond» von Design Council



4.

Perspektivenwechsel

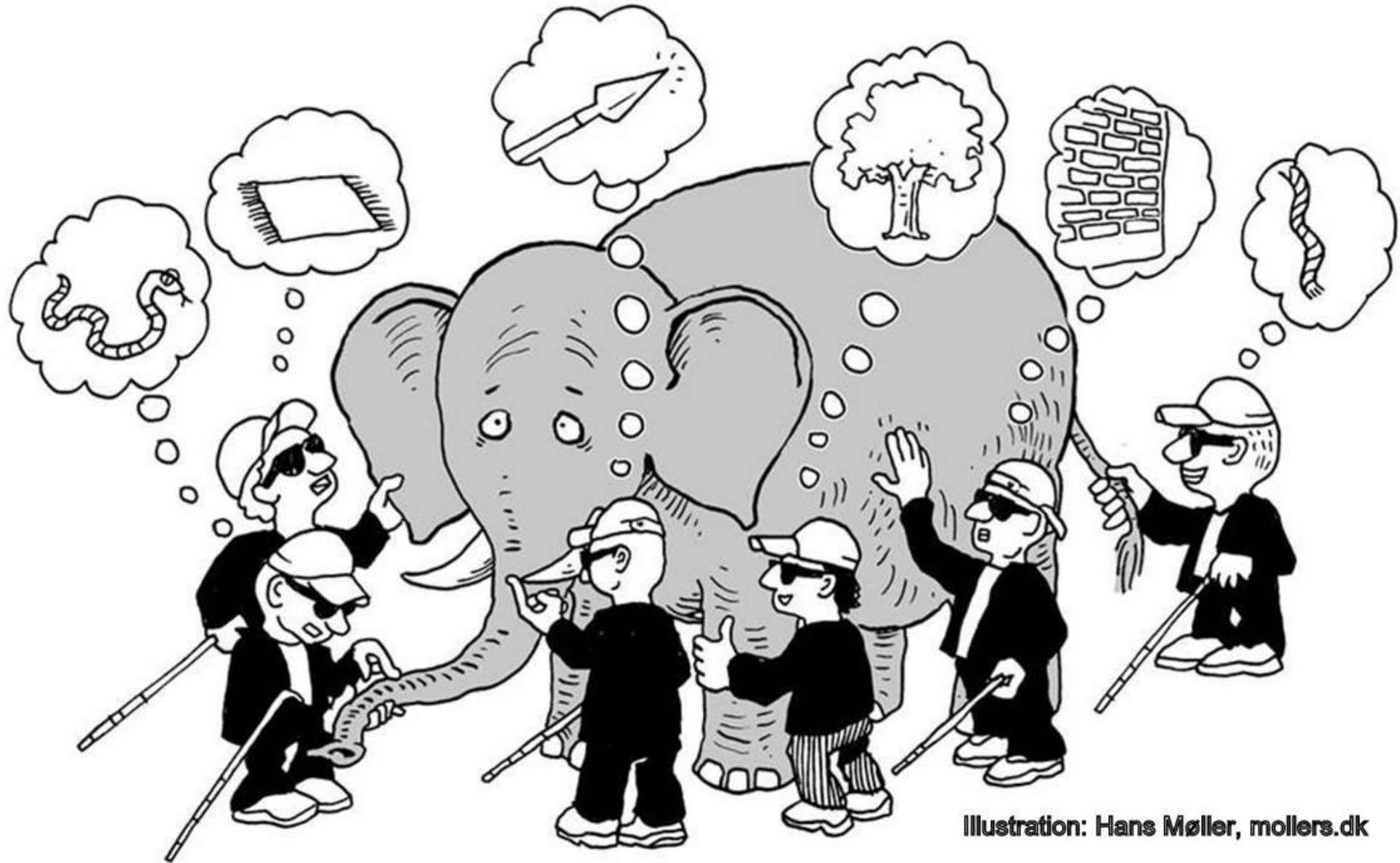
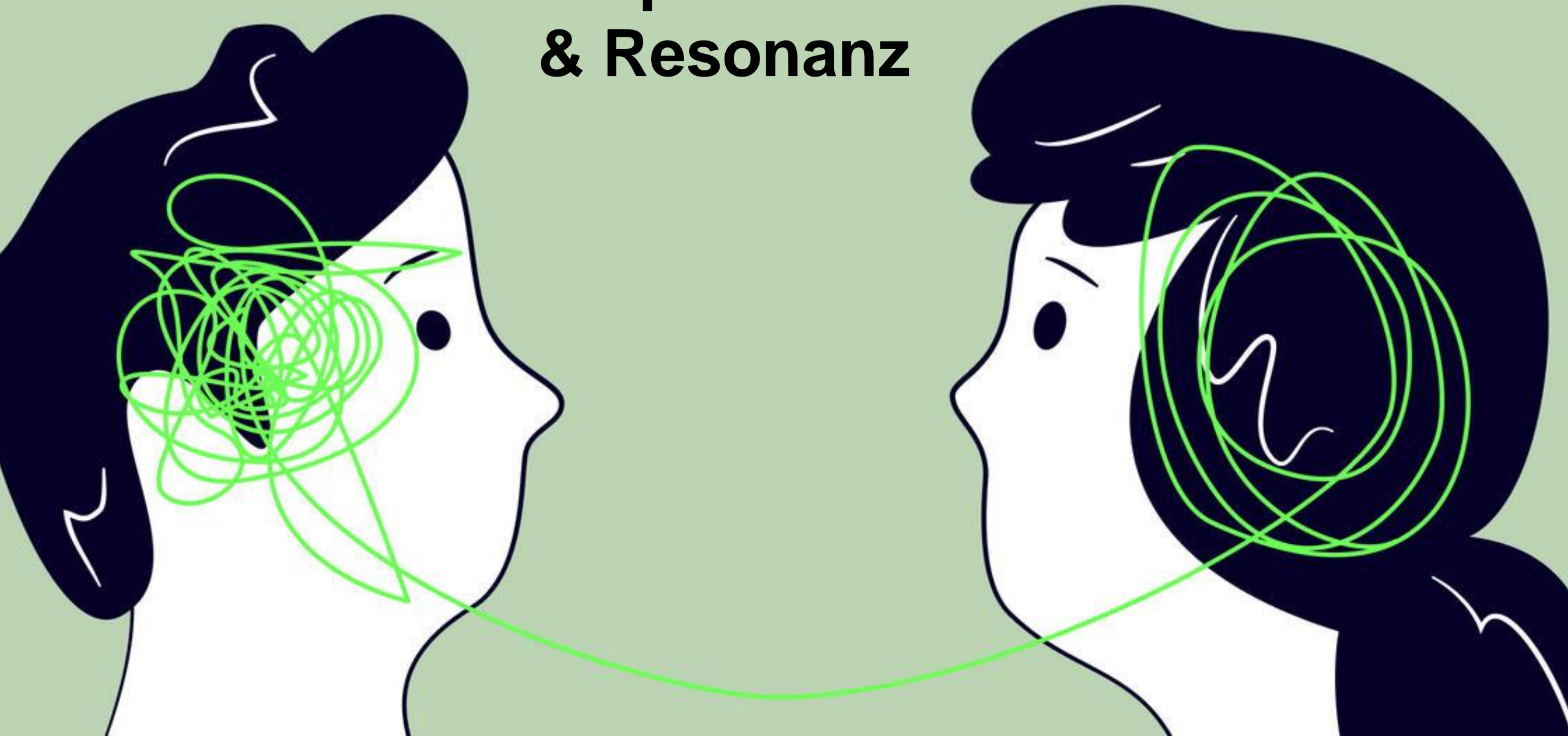


Illustration: Hans Møller, mollers.dk

Empathie & Resonanz



5.

Machen und Beobachten

Please use the
purpose made
paved path
provided



Diolch
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ASDA.com





Prototyping als Labor und Katalysator

...noch dies

**MAS
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DESIGN**

zhdk.ch/mas-strategic-design



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Danke fürs Zuhören

Martin Sturzenegger, November 2022

