



2 **We are Business Psychologists**

2 **Services**

- 3 Concept
- 4 Executive Assessment
- 5 Management Assessment
- 5 Professional Assessment
- 5 Management Audit
- 6 Assessment Centre
- 7 Coaching and Training
- 8 Organisation Development / Change Management
- 10 Restructuring Human Resources Management

11 **Projects**

- 12 Car supplier
- 13 Engineering Company
- 15 Car manufacturer
- 17 Private Equity Company
- 18 Engineering Group

20 **Clients**

23 **Team**

- 23 Partners and Consultants
- 25 Office Management
- 26 Associate Partners

31 **SLP International**

31 **Research**

32 **How to find us...**

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We are Business Psychologists.

'Which people, which top executives do I need to keep my company on the path to success? How do I select these top people? How do I best deploy existing staff? And how do I go about developing the work environment and organisation?'

This is where Psychology steps in - taking over from business economics, which is less useful here. It was this realisation that led us to found Dr Sourisseaux Lüdemann & Partner.

We are Business Psychologists. We support you and your company with our expertise and knowledge of human behaviour in a number of widely different situations.

Dr. Sourisseaux, Lüdemann & Partner is a highly specialised Business Psychology firm with in Darmstadt and another office in London. As Business Psychologists we focus on the development of a company's most important resources: top executives, managers and staff, work environment and organisation. We achieve this working in close collaboration with our clients.

Services

Services for the success of your company

A Business Psychologist views successful business behaviour – and thus the success of your company – as a function of both people and environment. Therefore our services cover two areas of consultancy:

The people in your company:

We help you get the right people in the right place – particularly in the top positions in your company.

- Executive Assessment
- Management Assessment
- Professional Assessment
- Management Audit
- Assessment Centre
- Coaching and Training

The work environment:

We design and help you implement structures, processes and procedures that encourage your people to develop and contribute their skills to the



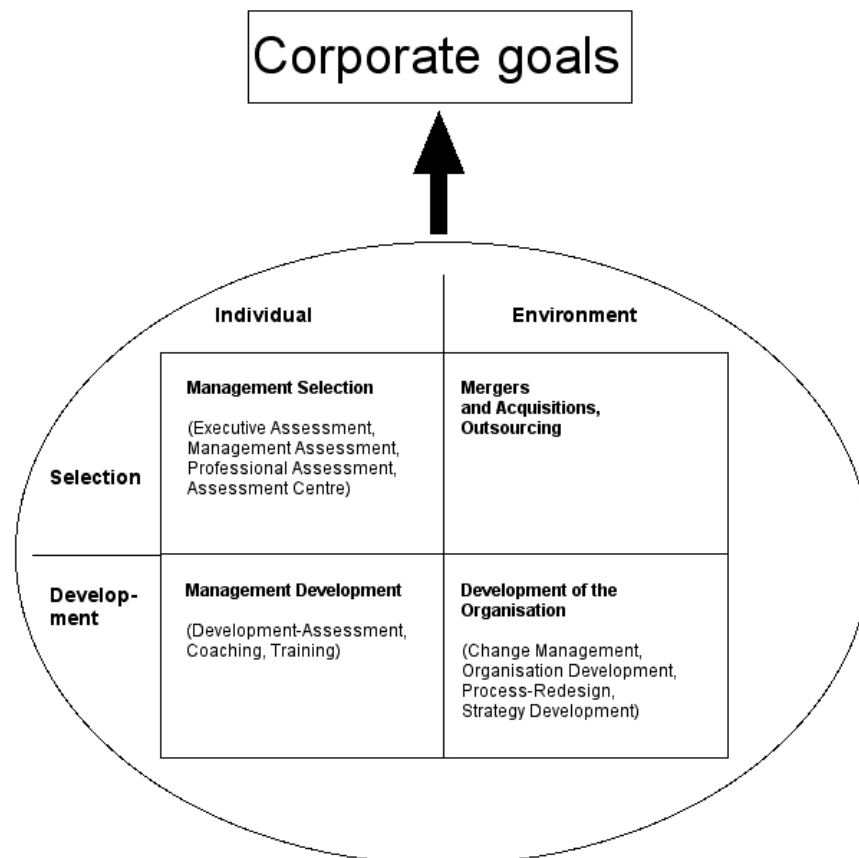
achievement of the company's objectives.

- Organisation development / Change Management
- Restructuring Human Resources

First, we concentrate on understanding your strategy. Only then do we put our Business Psychology tools to work– with the goal of permanently strengthening the management of your company. Depending on the situation and the objectives, it can be useful to combine our individual services.

Our services portfolio matrix

A Business Psychologist is skilled in the strategies of 'selection' and 'development'. He or she can apply these strategies either to the individual or the environment. Four basic areas of activity arise from this, areas in which we, as Business Psychologists, are very much at home. Our Services Portfolio can be seen as a matrix of these four areas. (see illustration).





Your company strategy and goals are our starting point. To assist you achieve these goals, we can use different techniques or methods in all four areas of activity. Many problems can be solved by working in just one of the areas. For example, to select the correct candidate for a top position we offer Executive Assessment. (top left area of activity: selection/individual). If the goal is developing a top executive's behaviour or style, we propose Coaching (bottom left area of activity: development/individual).

However, if you are concerned about your strategic goals, it can make sense to work in several areas – all at the same time. One of our key strengths lies in effectively combining our individual services – while not losing sight of your company's targets.

Executive Assessment

Executive Assessment enables you to make significant decisions about personnel with confidence. The goal is to make use of objective data and the neutral standpoint of the consultant Business Psychologist systematically to supplement existing knowledge of a candidate.

Variations

Do you want to appoint an external candidate to fill a position? Or are you inclined towards selecting a candidate from within your own company? We help you decide and select our approach accordingly.

- Selection Assessment supports you in selecting a suitable candidate for a top position.
- Development Assessment supports you in grooming a top executive for the performance of a specific task. We determine the potential of the executive and make suggestions for further development.

Our Approach

How well do the personal characteristics and skills of a top executive match the demands of the position in question? When seen against the background of the company's current situation, is the candidate the right person for the leading role? To be able to answer these questions, we first need to know the actual work environment. This involves understanding the company, its vision and its strategic goals. To this end, we undertake a detailed discussion with you and if it is appropriate, a selection of your colleagues.

Then we invite the candidate or senior executive to an Executive Assessment. This takes place over a whole day and comprises interviews,



psychological tests and questionnaires. We document the results in an Assessment Report, which is typically about fourteen pages. This report concludes with unequivocal recommendations. In a Selection Assessment, the report will make recommendations on recruiting or promoting the candidate, on ensuring an effective transition into the position, and on further development measures. In the case of a Development Assessment, the report will comment on potential and possible further development measures.

Management Assessment

The Management Assessment, like the Executive Assessment, supports you in important decisions concerning personnel. Here, too, the goal is to supplement existing knowledge about a leading executive and to offer recommendations. However, while the Executive Assessment deals with making appointments to top positions (first and second levels), the Management Assessment focuses attention on leading executives on the third and fourth levels of management.

The method is a simplified version of the Executive Assessment: The interviews and tests are not quite as comprehensive and the results report is not as extensive. Apart from this, its function (Selection Assessment or Development Assessment) and the line of approach is the same as that of the Executive Assessment.

Professional Assessment

Professional Assessment also supports you in making important decisions about personnel. But whereas the Executive Assessment and the Management Assessment deal with top executives, the Professional Assessment is for experts who are not in leading positions and employees who are to take up a leading position for the first time. Professional Assessment is used, for example, when you are looking for a suitable employee to fill a staff position.

Compared with the Executive Assessment, the procedure is relatively simple, with interviews and tests being completed in about half a day.

Management Audit

Management Audit focuses on the whole management team. Unlike Executive or Management Assessments, it concentrates on the functionality of a complete management team, rather than the leadership abilities of the individuals in it. It is the 'collective' strengths and weaknesses that are analysed and, as a result, it is possible further to develop the leadership strengths of the company as a whole.



Frequently a request for a Management Audit is triggered off by exceptional situations – ones which make unusually heavy demands on the leadership abilities of the management team: for example, a major change in strategy, a turnaround, a big change management project, an acquisition, takeover or merger.

Our Approach

In preparation, we hold a workshop to assess the current situation and the company goals, and establish the mix of skills, abilities and characteristics needed or desired in the management team.

The audit itself consists of a series of individual assessments which determine the management team's current strengths and limitations. Should a strength critical for strategic success be shown to be missing, we know what action is required to remedy this. If, for example, the team lacks the vital ingredient 'positive assertiveness', needed to propel the company forward, care must be taken to ensure that this strength is present in the next leading executive to join the team.

Assessment Centre

Assessment Centres support you in the selection and development of junior management staff. In contrast to Individual Assessments (Executive Assessment, Management Assessment) they involve group selection procedures in which up to eight candidates can take part.

- A Selection Assessment Centre helps you to make the right decision when selecting a candidate for a position as a junior member of the executive staff.
- A Development Assessment Centre is for junior staff that is already in your company and appear to be doing well. We assess several staff members to confirm their potential and suggest development measures that will enhance their progress and contribution.

Our Approach

The Assessment Centre can last one or two days. During this time, the participants perform various tasks such as role-plays, example cases, group discussions and presentations. They put their skills to the test in a kind of 'work trial' or simulation, during which they are observed and judged by a team of observers trained in and using exactly defined criteria. Depending on your goals, this team may include senior managers from your company; this can be a developmental experience for them.



Coaching and Training

Coaching and training are methods directed at the situation and abilities of an individual leading executive. The goal is to bring about skills and performance development to master upcoming activities. The main difference between coaching and training is that in coaching, there is a particular overriding concern to be worked on.

We offer various measures in the area of coaching and training:

- Executive Coaching (for individuals)
- Supervision Coaching (for several participants with similar functions)
- Team Coaching (for an existing team)
- Training.

Executive Coaching – the fast route to behavioural change

Case One: Dwindling markets, staff redundancies, and the need for turn round can create an unfamiliar situation which is too much for the executive director to cope with. Accompanying coaching helps him or her to overcome the crisis and put the company back on the right track.

Case Two: An IT specialist is promoted to a management position but, because of lack of management experience, feels 'not up to the job'. With the help of coaching he or she is able to acquire the missing skills within just a few months.

These are typical examples of the way coaching contributes, each involving a new situation demanding a change in behaviour. As this is so often the case, coaching aims to achieve a rapid change in behaviour, and this is usually possible in 12 to 14 sessions. To ensure an effective approach we agree on clear coaching goals at the outset of our assistance.

Supervision Coaching – finding solutions together

Supervision Coaching has been proven to be extremely effective as an advice and training method. Unlike Executive Coaching, this method is directed at a group of between five and seven participants who all have similar functions or roles, or are in the same circumstances. For example, the group could be composed of managers who have all been newly promoted to executive positions.

Supervision Coaching is based on the principle that the participants learn from one another and – under professional guidance – arrive at solutions together. Concrete cases appear on the agenda: For example, a participant reports on a tricky work situation he has experienced since his promotion. The Business Psychologist is able to bring new perspectives and



action options into play and encourage the participants to develop these themselves. Together the group works out a practical solution.

Team coaching – improving cooperation

Team coaching aims to improve the working methods and achievement potential of an existing team –a management team, for example. Another, rather different, reason to opt for team coaching may be an acute problem, which is endangering the solidarity of the group.

Training – practising new ways of behaviour

For us, the word 'training' refers mainly to behaviour training. Typically it is focussed on one particular area of behaviour identified after discussion with you. However we always deal with any participants' questions about other areas.

Our main training topics are:

- Intercultural management
- Conflict management
- Professional negotiation
- Team development
- Leadership
- Selection and evaluation of employees
- External and internal customer service orientation

Organisation Development / Change Management

It is not always sufficient merely to take the correct decisions about personnel or to make use of development measures to prepare your executives for new challenges. Sometimes it is also necessary to change the organisation and adjust to new demands. Structures, processes and procedures also have to be readjusted to suit the company goals.

We are convinced that knowledge needed to do this is already present in your company. Tapping this knowledge, and using it to optimise processes and procedures is the key contribution we, as Business Psychologists, can make. Successful change management is based on involving executives and staff in the project and in mobilising, structuring and implementing the know-how and skills they already possess.

Therefore our approach is to work with the people in the company. To do this, we have developed a comprehensive set of tools and techniques based on proven Business Psychology methods. Among these is organisation



diagnosis at the beginning of the project, moderated workshops, and large group interventions such as dialogue conferences, future conferences and open space technology.

Organisation diagnosis – an aerial view of your company

An organisation diagnosis aims to gain a systematic description and understanding of the initial situation, the ‚start point‘. The method leads to an overview of the state of the company – comparable to the aerial view of a town. Inefficient structures and weak points immediately attract attention, and show where further diagnostic steps and improvement measures are needed.

Dialogue Conference – reaching consensus

Successful Change Management depends on executives, managers and staff understanding and accepting the goals of the project. This is achieved through a ‚Dialogue Conference‘ bringing these people together. The goal of this conference is not only to give information about the project, but also to determine the Change Management goals together – true to the credo that people will only really work towards goals if they have had a role in establishing them.

Future Conference – working towards a vision

In a Future Conference a large group, reflecting the company as a whole, concentrates on a common vision for the future. This method typically brings into the open, the issues that the group members already share in common and agree upon. There are usually more of these than might generally be supposed.

Results produced at the Future Conference serve as guidelines for everybody’s performance as the project progresses.

Open Space Technology – using self-organisation

‘Open Space Technology’ is particularly useful in situations in which all the staff is affected – for example, the search for a new concept for the firm or the merger of two companies. Open Space Technology has proved to be of particular value as an initial conference before starting a change processes. This method is based on the creative strength of self-organisation among the participants, on their feeling for the genuinely important and interesting subjects and on their ability to assume responsibility for themselves. Although there is very little structure at the outset of the procedure, the results themselves are, in fact, remarkably structured.



Restructuring Human Resources

Modern Human Resources (HR) encompasses far more than the administrative care of personnel. By identifying the potential and development requirements of personnel; recruiting the right workers for the job; creating an effective general framework of; appropriate remuneration and reward systems, fair assessments and systematic communication among personnel. Human Resources acquires a strategic function. In collaboration with the other departments it can make a critical contribution to the success of the company.

So it is worth taking a closer look at the personnel process. Restructuring it usually leads to a reduction in costs, an improvement in productivity and quality, and an increase in worker satisfaction. Using our special methods for potential analysis and recruitment, we support you in the process of optimising Human Resources.

Potential Analysis – identifying the most important workers

Using a variety of tools, we help you not only to identify your most important workers but also to develop them further with a specific goal in view. Individual Assessment, Group Assessment, participant observation, simulations, case studies, tests are just a few examples from the range of methods available. In addition, we train supervisory staff to be able to make professional assessments of those working under them. By doing this we ensure that the personnel development process in your company is in a continuous state of improvement.

Recruiting Processes – crucial to the quality of personnel

The quality of your workers is largely determined at the point of recruitment. Mistakes at this stage can only be limited corrected by a costly personnel development. We help you to optimise the recruiting process – from working out a precise profile of requirements, through appropriate personnel marketing strategies and sound selection procedures, to tailor-made integration measures.

Our experience has shown that there is a potential cost reduction of at least 20 to 30 percent in almost every recruiting process – without any loss of quality. In addition, there are qualitative improvements: faster throughput times, candidate-oriented processes and selection procedures. Using a Recruiting Audit we analyse your recruiting process and highlight concrete, realisable improvements. The return on investment is generally worth many times the initial outlay.



HR-Strategy – derived from your company goals

Along with production and marketing, HR is now coming increasingly under scrutiny and finds itself having to justify its existence and provide proof of measurable success. How does the HR strategy interlock with the company strategy? What role should HR play in the company – service centre, administrative centre, creator, etc.? What is the structure and organisation of the HR department? What should it be? How does HR communicate its own services and achievements to the rest of the company? These are all problems which we work through with you until jointly we are able to identify improvement initiatives - for the good of the company, the personnel and, last but not least, the HR department.

Selected Projects

The following project descriptions will help to give you an insight into the nature of our work:

- Medium-sized car supplier: Management team newly appointed – individual assessments for all internal and external candidates
- Engineering company: Matrix organisation made new demands – top people selected according to strategy demands
- Car manufacturer: Problems in the management team – performance improved
- Private equity company: Guiding the new appointment of the management of an engineering company
- Engineering group: Top managers of the future identified

This further selection of projects demonstrates that our clients include companies from a number of different fields and of various sizes:

- German subsidiary, US aviation industry corporation: Assessment of complete management team – management audit with all members of the board
- Hospital: Senior consultant with marketing ambitions sought – individual assessments for the strategically directed appointment of the senior consultant



- Pharmaceuticals manufacturer: Strategy implementation – support throughout all company departments
- Car manufacturer: Supported set-up of a new research department
- Chemical concern: Advice on the introduction of a new assessment system
- Medium-sized chemical company: New ways of working in production – introduction support
- Pharmaceuticals manufacturer: Fit for new markets – negotiation training and coaching for market developers
- Chemical group: Crisis intervention – design and moderation of a conflict workshop

Car supplier

Following change of strategy and acquisition: management team newly appointed

Following its take-over by a competitor, a well-known car supplier was faced with the tasks of re-directing its strategy and capitalising on the opportunities presented by the acquisition. Today the company employs around 60,000 people and is an acknowledged partner of virtually every car manufacturer.

Goal

The goal of the project was to fill the top positions in the company with people who would be capable of understanding and implementing the new strategy. We used our know-how to support this process of selection.

Approach

Working in close co-operation with the board of directors, we identified the most suitable executives to fill all important positions, not only on management level, but also on the two lower levels. The implementation of the project comprised three steps:

- Strategy meeting with the board of directors. Top management explained the future strategy of the company to us. Essentially, what needed to be done was to exploit the potential thrown up by the acquisition and also



to massively extend the presence of the company in Asia and Eastern Europe.

- Defining requirements. Using our knowledge of the company strategy, we were able to define the requirements to be demanded of the top executives. Most essential were those skills vital for the implementation of the strategy. This was clear: in order to realise the synergies aspired to, while at the same time orienting the whole company along international lines, the integration skills and the intercultural skills of the executives would play a far more important role than had previously been the case. We compiled a requirements profile, which was subsequently fine-tuned with the collaboration of the top management.
- Company narrows down the selection. For each position the company put forward one or two candidates whom they felt would be suitable and with whom they had had pre-discussions. These candidates were either taken from within the company or had been recruited by a headhunter.
- Testing and selection of candidates. In comprehensive individual assessments – Executive Assessments and Management Assessments – we tested the proposed candidates. The list of executive skills considered vital to the strategy, which had been drawn up previously, and which now also included function-related skills, served as our observation and assessment barometer.

Result

The new leadership team dealt successfully with both the fusion and the change of strategy, and the company is now flourishing. The company has become one of our long-term clients and we perform between around 50 or 70 individual assessments for them each year. As before, these take place with the close collaboration of the company directors who immediately involve us whenever there is a change of strategy. To quote the CEO: 'Even the best strategy is worthless if we don't have people who can understand it and realise it.'

Engineering Company

Matrix organisation set new requirements:

Top people selected according to strategy demands

In the course of internationalisation, an engineering company operating worldwide introduced a matrix organisation. The success of this very exac-



ting form of organisation depended on the appointment of the right managers to key positions. Suddenly, a completely new set of requirements took centre stage.

Goal

The goal of the project was to bring the new matrix organisation to life, in other words, to fill the key positions with leading executives who would be in the position not only to square up to the demands of the new organisation form, but also to exploit the possibilities and scope offered by the change. Our brief was to use our business psychology expertise to support this selection process.

Approach

As was later to emerge, the company was on the brink of a major challenge. The matrix organisation proved to be extremely demanding. The first dimension was to be the region (Europe, Asia, North America, South America) second dimension the product lines (for which one product line manager was to take responsibility for all functions) and the third dimension comprised across-the-board functions like Research & Development or Finance. A leading executive in such an organisation has to be in the position to coordinate in three directions – with the regional manager, the product-lines manager and with colleagues from the “across-the-board“ functions.

Thus it was clear that the new organisation demanded people with special skills. A ‘Matrix-Manager’ has to be game for conflict and unafraid, for only a person with these qualities can make full use of the scope at his disposal and explore the possibilities of the three-dimensional matrix to its furthest boundaries. And he must be able to deal with ambiguities: whereas in a classically hierarchical organisation he would have a clearly-defined superior, in a matrix organisation he has to perform according to very much vaguer terms of reference and against the background of the most diverse interests of his matrix colleagues. As he has no disciplinary authority over the latter, he is obliged to achieve his goals by means of negotiation – for which he requires one essential attribute: personal authority.

Working in close co-operation with the company management, we identified the most suitable candidates for all the important positions. The implementation of the project took place in three steps:

- Strategy meeting with the board of directors. Top management explained the future strategy of the company to us, as well as the new matrix organisation derived from it.
- Defining requirements. We used the results obtained to define the requirements to be demanded of the executives; in particular, we determined



the competencies that would be critical for success. We adjusted the requirements profile in co-operation with top management.

- Company narrows down the selection. The company put forward one or two candidates, either internal or external, for each position.
- Testing and selection of the candidates. We tested the candidates proposed in Executive Assessments. The list of leadership competencies which had previously been drawn up, and which now included function-related aspects, served as our observation and assessment barometer.

Result

In the course of the individual assessments, it transpired that a number of established executives who had been expected to remain with the company did not measure up to the requirements. In order not to jeopardise the success of the new matrix organisation the company filled several top positions with new people.

Car manufacturer

Problems in the management team: performance improved

There was a lot left to be desired in the management team of a car manufacturer. The atmosphere was governed by an atmosphere of mutual mistrust, which threatened to jeopardise the success of the company.

Goal

The goal of the project was to improve the performance of the management team.

Approach

The success of a management team depends above all on two influential factors:

- the competence of each individual team-member
- the interaction of the individual team-members.

In both cases, the know-how of the business psychologist can make an important contribution towards improving or securing management success. In an introductory workshop with the management team of the car manufacturer, we worked on these fundamental connections and pointed out possibilities for improving the situation of the team.



In the second step, we performed an Executive Assessment with each single member of the team – 14 people altogether, comprising board of managers and area leaders. Our goal was to determine the strengths and weaknesses of the individual team-members as seen against the background of the company strategy. Thus, each team-member became aware of his own development needs and of where possibilities existed to improve the contribution of the team.

In the third step, working once again as a group, we investigated the interaction mechanisms between the individual members of the team: which mechanisms contributed to the success of the organisation, which mechanisms were harmful? In this way, we compiled a list of those functional and dysfunctional aspects, which were a feature of the team at that time. The fact that we were familiar with the idiosyncrasies of each team member from the earlier Individual Assessments helped us to recognise quickly the critical aspects that were at play in the interaction of the team.

There was one crucial problem in particular that needed to be solved: the team members felt incapable of trusting one another. Creating a measure that would bring about an atmosphere of trust was therefore our top priority. We chose to adopt the following procedure: each team member was given the task of speaking openly before the group about his own strengths and weaknesses – just as they had learnt to do at the earlier individual coaching sessions and which had met with their approval. Speaking openly about weaknesses and the mutual acknowledgment of strengths led to the team members accepting one another, wanting to know more about the strengths of the others – and subsequently establishing the trust in one another that had been missing.

Result

The company has confirmed to us that the concept was a success. Weaknesses certainly still exist amongst the members of the management team, but they know what these weaknesses are and are working on them. There has, above all, been an improvement in the interaction of the team members. The combination of both factors – improved quality of the individual team members and improved interaction between the members – has improved the performance of the management team and has led to a significant improvement in the performance of the company.



Private Equity Company

Assignment of a private equity company: accompanying new management appointments

The entire management of a medium-sized company with around 10,000 employees found themselves under scrutiny. The reason: an investment company had entered the company and wanted to ensure that the management were in the position to achieve the planned rates of return.

Goal

The goal of the project was to install a management team, which would be able to fulfil the yield expectations of the investment company. The private equity company commissioned us to accompany the selection of the management team.

Approach

The entry on the scene of a private equity company often leads to fundamental differences with the old management:

- The investor has an interest in seeing rapid entrepreneurial success. It is his aim to sell his shares at high returns within a very few years.
- The entrepreneur who has been working for his company for many years thinks in the long term. He would like to keep his company on, and is not prepared to give up his strategy for the sake of short-term success.

This is frequently a conflict without a solution because the demands the investor makes of the old management require them to act against their long-term strategic interests.

In this potentially explosive situation, we were assigned the task of conducting Individual Assessments (Executive Assessment) with the three directors of the engineering company. We were to determine whether the managers were in the position to realise the goals of the investment company. The three talks developed along very different lines:

- The chairman of the board was, it transpired, in the position to adapt to the new demands. He had only joined the company six months previously and was flexible enough to switch to the goals of the private equity company.
- Another member of the board was keen to remain with the company.



However, we recommended that he should leave. In the Assessment, the manager spoke decidedly against the measures the investors were planning – his argument being that they would damage the long-term interests of the company. The presentation and cogency of his case were brilliant; his fears were probably well grounded. But the factor that clinched our decision was that there was clearly no way he would be prepared to submit himself to the policies of the private equity investment company.

- The third member of the board was quite different: in the course of the assessment he realised that his personal philosophy was incompatible with that of the investors and, drawing his own conclusions, he left the company of his own accord.

Result

As a result of our advice, two of the three managers left the company and were replaced by managers from outside (we also took part in their selection at Executive Assessments). Both of these managers were experienced restructuring specialist. The investor is now secure in the knowledge that the management of the engineering concern will be unflinching in their pursuit of the targeted returns without ever losing sight of the exit date.

Engineering Group

Following a company-wide search: top managers of the future identified

A globally active engineering concern was searching its own ranks for a top manager for the future. We supported the company in its search for suitable young blood – with surprising results.

Goal

The goal of the project was to identify those employees with the potential to realise the vision and long-term strategy of the concern from among their 20,000-odd employees.

Procedure

During the pre-selection process, the company decided, by drawing up an extremely demanding training programme, to opt for self-selection. It was clear to all of the interested parties that this programme would have to be absolved outside of working-hours and would make huge demands on them in terms of time and commitment. The idea was that anyone applying would



participate in an Assessment Centre in which the individual's potential would be subjected to critical scrutiny. Only those who overcame this hurdle would be accepted to take part in the two-year-long programme.

Working in close collaboration with the company directors, we planned the line of approach. The realisation of the project was effected in the following steps:

- Meeting to determine strategy with the directors. At this meeting, we learned from top management about the vision and strategy of the company.
- Defining requirements. On the basis of the results, we defined the requirements to be demanded of the leading executives. In particular, we determined the competencies essential for the realisation of the company's strategy.
- Pre-selection of the candidates. "We are looking for the people who will lead the company into the future." This was the catchphrase used by the managing director and personnel manager when presenting the project in the individual business units and introducing the training programme along with the catalogue of requirements.
- Testing and selection of candidates. The aspiring candidates of the training programme took part in a group selection procedure in which we determined whether they really did have the potential to realise the vision of the company (Assessment Centre). The managing director and personnel manager of the concern joined two business psychologists to take part in the Assessment Centre.

Result

The result surprised all those involved. Just 20 people with possible potential applied to take part in the programme – an amazingly small number out of a total of 20,000 employees. And of these only a very few managed to overcome the hurdle of the Assessment Centre that would allow them to participate in the training programme. Whereas the personnel chief regarded this as a devastating result, the management saw it as a challenge to initiate swift action: 'We now know what a very dangerous situation we are in,' was the comment of the president, 'we urgently require fresh new talent to fill the top positions of the future'.



Clients

Abbott GmbH & Co.KG
Accenture GmbH
Ahrens & Bimboese GmbH
apetito Catering GmbH
Arabella Hospitality Group
ArabellaStarwood Hotels & Resorts GmbH
Arcor AG & Co.KG
Areva NP GmbH
Argillon GmbH
Avis Autovermietung GmbH & Co. KG
AXA Service AG
BASF IT Service GmbH
BASF SE
Bavaria International Aircraft Leasing
Bayerische Hausbau GmbH
Bayerische Immobilien Gruppe
BBT Thermotechnik GmbH
Berge & Meer Touristik GmbH
Blickle Räder+Rollen GmbH u. Co.KG
Böhringer Ingelheim Pharma GmbH & Co.KG
Brockhaus Private Equity GmbH
Clariant Verwaltungsgesellschaft mbH
comdirekt Bank AG
consell Werbeagentur GmbH
Continental AG
Continental Teves AG & Co. oHG
ContiTech AG
Covidien AG
Creaton AG
Damp Holding AG
Delton AG
DEMAG Cranes & Components GmbH
Deutsche Telekom AG
Deutsches Zentrum für Luft- und Raumfahrt
DFS Deutsche Flugsicherung GmbH
Dr. Ing. h.c.f. Porsche AG
Dynamit Nobel GmbH
easycash Holding GmbH
Eaton Fluid Power GmbH
Elementerra GmbH
EMAG Holding GmbH
Emitec Gesellschaft für Emmissionstechnologie mbH
Ernst Klett Verlag GmbH
Esser, Franke & Partner GmbH
Eternit AG



EVO Energieversorgung Offenbach AG
Ferrero Deutschland GmbH
Ferrero MCS GmbH & Co. KG
Flowserve Essen GmbH
Fuhrmann & Schütz Healthcare Public Relations GmbH & Co. KG
Fürst-Gruppe
Fürstlich Fürstenbergische Brauerei GmbH & Co.KG
Gauselmann AG
GDV Gütegemeinschaft Diät und Vollkost e.V.
Graf Hardenberg-Gruppe
Heraeus Holding GmbH
Hessisches Landesamt für Straßen- und Verkehrswesen
Hexal AG
Hochschule Ravensburg-Weingarten
Hochtief AG
Institut Straumann AG
ITT Corporation
KAEFER Isoliertechnik GmbH & Co. KG
Kaiserswerther Diakonie
Kamps-Gruppe
Karlsberg Brauerei GmbH
KBV Kassenärztliche Bundesvereinigung
Keiper GmbH & Co.KG
Keiper Recaro Group
KfW Bankengruppe
Kulmbacher Brauerei AG
Külpp & Partner
LuK GmbH & Co.
Lukaskrankenhaus GmbH
Lurgi GmbH
Mahle GmbH
MAN AG
Marconi Communications GmbH
Maria Soell GmbH
Marquardt GmbH
Mazda Motor Europe GmbH
MB-technology GmbH
Merckle GmbH
Metro Group
Mettler-Toledo GmbH
Monier Braas GmbH
MSD Sharp & Dohme GmbH
MTU Aero Engines GmbH
Neue Dorint GmbH
Obermark GmbH
Oerlikon Neumag
Oerlikon Textile GmbH & Co.KG



Organon GmbH
Paulaner Brauerei GmbH & Co.KG
Pearson GmbH
Peri GmbH
Pit-Stop Auto Service GmbH
Porsche AG
Porsche Deutschland GmbH
Porsche Lizenz- und Handelsgesellschaft mbH & Co. KG
Privat-Brauerei Schmucker GmbH & Co.KG
Randstad Deutschland GmbH & Co. KG
Rational AG
Recaro Aircraft Seating GmbH & Co.KG
Recaro GmbH & Co.KG
Repower Systems AG
Richter Chemie-Technik GmbH
Sandoz Pharmaceuticals GmbH
Sanofi Pasteur MSD GmbH
Schaeffler KG
Schenck Process GmbH
Schöck Bauteile GmbH
Schörghuber Akademie und Personalservice GmbH
Schörghuber Stiftung & Co. Holding KG
Schörghuber Unternehmensgruppe
Silgan White Cap Deutschland GmbH
Sirona Dental Systems GmbH
Smart GmbH
Sparkassenversicherung Lebensversicherung AG
Stadtbauplan GmbH
Starwood Hotels & Resorts Worldwide Inc.
SW-Schwäbische Werkzeugmaschinen GmbH
Tenneco Automotive Deutschland GmbH
Tenovis GmbH & Co.KG
TEVA Pharmaceuticals Germany GmbH
Twintec Technologie GmbH
Utz Gruppe
Valeo Schalter und Sensoren GmbH
Wabco Fahrzeugsysteme GmbH
WestLB AG
Wilma Bau- und Entwicklungsgesellschaft mbH
Wörwag Pharma GmbH & Co.KG
Zoom Deutschland GmbH



SLP Team

Our team consists of experienced business psychologists. In the following you will get to know our Partners and Consultants as well as Associate Partner, who support us in an international environment. In addition, our Office Management will be happy to assist you with any additional questions.

Partners and Consultants

Dr Andreas Sourisseaux, Founding Partner

Dr Andreas Sourisseaux is responsible for Executive Assessments, Management Diagnostics and Company Diagnostics. Prior to founding Dr Sourisseaux, Lüdemann & Partner in 1996 and after completing his studies – in Psychology and Business Studies – Dr Andreas Sourisseaux taught at the Technical University of Darmstadt and worked as a Business Psychologist at BP, AG, SCS, and KfW.

Martin Lüdemann, Founding Partner

Martin Lüdemann is responsible for Organisation Development, Coaching and Training. The main areas of his activity are team-, group- and individual coaching, large group interventions and moderation of workshops. Prior to the foundation of the partnership, Martin Lüdemann worked for several years at Lufthansa Consulting in Cologne and then as an independent consultant. Martin Lüdemann uses intervention techniques from the areas of group dynamics and large group dynamics. He studied Work, Business and Organisation Psychology, and Marketing at the Technical University of Darmstadt.

Jörg Polenz, Partner since 1996

Jörg Polenz is involved mainly in the areas of Executive Assessments, Management Diagnostics and Coaching. After studying Psychology and Linguistics Jörg Polenz taught at a private institute of further education and worked as a Business Psychologist at Lufthansa Technik AG in the fields of aptitude diagnostics and executive development.

Roderic Macmillan, Associate Partner since 1996

Roderic Macmillan has been an associate partner at Dr Sourisseaux, Lüdemann & Partner since its foundation. An independent consultant with more than 25 years experience, he is involved in management diagnostics and the assessment and development of executives for international companies in the sectors of telecommunication, electronics, chemicals and tourism. After completing his education in Psychology, Roderic Macmillan worked as a consultant at Urwick Orr & Partners, and then as a Business Psychologist at ITT Europe in Brussels. He is a Chartered Psychologist in



Britain and a Certified Management Consultant, Fellowship grade, and is affiliated to professional bodies in Belgium and the USA.

Christof Fertsch-Röver, Partner since 2003

Christof Fertsch-Röver specialises in the areas of management diagnostics and the development and implementation of HR strategies and processes. He also facilitates change programmes within the framework of reorganisations and of mergers and acquisitions. Before becoming a Partner at Dr Sourisseaux, Lüdemann & Partner, he worked for 17 years with other well-known national and international consultancies as a consultant and partner. Besides studying Psychology, he has also completed a number of supplementary courses of study, for example at Harvard Business School and Columbia Business School.

Sina Stübig, Consultant

Sina Stübig works as consultant specialising in Management Diagnostics. Executive Assessments and Assessment Centers are her main consulting activities. She also develops tools for Management Diagnostics. Ms Stuebig studied Psychology (with emphasis on work and organisation Psychology) at the University of Darmstadt and the University of Aachen. From 2004 to 2006, she worked as a project manager for a company which organizes recruiting events for graduates and young professionals. Since 2006 she has been member of the team at Dr Sourisseaux, Lüdemann and Partner.

Nadja Wienand, Consultant

As part of Dr Sourisseaux, Lüdemann & Partner, Nadja Wienand is mainly working in the areas Management and Professional Assessment, Management Diagnostics and Coaching. Already during her business studies and during her subsequent studies of psychology at the university of Darmstadt Nadja Wienand was working as freelance coach. After her studies she worked as a business psychologist at the Continental Automotive GmbH in the Business Unit ID and was responsible for personnel development and training with a focus on young potentials and executive development.

Harald Schmidt, Freelance Consultant

As part of Dr Sourisseaux, Lüdemann and Partner, Harald Schmidt is mainly working in the areas management diagnostics, coaching and leadership training. After his studies of psychology at the university of Frankfurt, he was trained in systemical organization development and change management. Harald Schmidt gained experience in the business-



management context during ten years of occupation in media/marketing and sales as well as during his function as director of a distribution company. By living and working several years in the United Kingdom Harald Schmidt collected as well a lot of international experience.

Dr Katja Stiliz, Freelance Consultant

Dr Katja Stiliz works as a freelancer at Dr Sourisseaux, Lüdemann and Partner since 2006, specialising in management diagnostics. Dr Katja Stiliz studied psychology at the university of Bonn with focus on industrial and organizational psychology. Later on she did her PhD in the field of the psychology of entrepreneurship. After her academic studies she worked about 10 years for Deutsche Telekom AG, at first as a specialist, thereafter as an executive manager in the field of management diagnostics and development. Since 1999 Dr Katja Stiliz is a self-employed consultant in the context of management diagnostics as well as human resources management and business management. Furthermore she was able to gain own entrepreneurial experience and teaches within the framework of a professorship in the degree programme business psychology.

Office Management

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Associate Partners: Europe

Charles Marchant, Psychologist, Germany/France

Charles Marchant is of French nationality and studied industrial and organizational psychology and Business Administration at the Free University Brussels. He began his career working as researcher in the heavy industries, then as HR-manager in Congo for a Belgium industrial group, in Belgium and Luxemburg for a Swiss based international trade company, and in Germany as CEO for an import and trade company. In 1992 he returned to his first vocation of human resources and established Marchant Human Resources in Frankfurt with an emphasis on executive search and assessment in the German French area. He also acquired a specific expertise in post-merge multicultural team integration. For this purpose he developed a genuine method to acquire effective behaviours in any intercultural situation.

Rosanna Gallo, Psychologist, Italy

She is a psychologist, specialised in work and organization and in well-being in the workplace and professor of promoting organizational well-being at university of Parma. She has worked for international consultant firms such as Hay Management Consultants and Watson Wyatt, Towers Watson. She holds a master in personnel development and a master in training trainers and attended the 3-year Paris conference of leadership authority and changing (International Federation of Social Innovation) and the 2 years adaptive leadership course (Cambridge Leadership Association) in New York. She attended the Kennedy School of Harvard on the art and practices leadership program. She is being certified by Annie McKee on emotional intelligence with Teleos Leadership Institute. She works on HR development, competency models, international assessment, executive coaching, managerial skills, performance management and experimental laboratories in management of emotions, relationship skills, leadership and teambuilding. She has written books on assessment centres, team building, quality of life and wellbeing in organisations, emotional intelligence, organizational development, as well as articles on development centres, organizational wellbeing and depression, leadership, collusion in training, etc.



Dr Krystyna Balawajder, Psychologist, Poland/Belgium

Dr Krystyna Balawajder is specialized in work and organization psychology as well as in social psychology. Dr Krystyna Balawajder is a lecturer at the Warsaw School of Social Sciences and Humanities in Poland and she runs the enterprise 'Balawajder Consulting' in Belgium, specialized in rendering services on the European market in the following activities: consultation for HRM specialists (assessment of managers, conflict resolution, business negotiations, improving organizational changes, developing employees skills), training for managers concerning: cooperation, effective communication, strategies of negotiation, effective and strategic management, organizational change management. She has published two books and 25 articles regarding this subject.

Dr Frantisek Belohlavek, Psychologist, Slovakia/Czech Republic

Dr Frantisek Belohlavek studied industrial psychology at the Olomouc University (CZ) and data analysis at the Charles University in Prague. He worked as a psychologist and HR manager in a big civil engineering company. Later, he taught HRM at the Olomouc University and worked as an executive director of a private school for managers. He has been a co-owner and a senior consultant of the company Traicon (Transform) for 18 years. He co-operates with automotive companies (Skoda, Hyundai, Continental, INA, TRW) as an assessor and management trainer. He has written eight books about leadership and human resources.

Stefan Lindstam, Psychologist, Sweden

Stefan Lindstam works as consultant specialising in management diagnostics. Mr Lindstam studied psychology with emphasis on work and organisation psychology at the university of Freiburg and the university of Mannheim. From 1999 to 2002, he worked as business psychologist at the HR-consultancy Assessio in Stockholm, Sweden, primary with management and professional assessments. Since 2002 he is owner of Psytest AB in Malmö, Sweden.

Indrani Choudhoury, Psychologist, United Kingdom

Indrani Choudhoury initially trained as a teacher and then as a child psychologist and family therapist. As a senior manager in the public sector she undertook a diploma in business management. She then developed an



interest in organizations and harnessing the potential of individuals within organizations and trained as an organizational / business psychologist. Since becoming an independent consultant she has worked in a range of public and private sector organizations in the United Kingdom and abroad as a business and coaching psychologist. The combination of skills as a family therapist and organizational psychologist help her to analyze the context and determine the 'fit' between the individual and the clients' organization. She is interested in the cross cultural and global context and has published in this area.

Roderic Macmillan, Psychologist, United Kingdom

Roderic has been an associate partner at SLP since its foundation. An independent consultant with more than 25 years experience, he is involved in management diagnostics and the assessment and development of executives for international companies. After completing his education in psychology, Roderic worked as a consultant at Urwick Orr & Partners and at ITT Europe in Brussels. He is a chartered psychologist in Britain and a certified management consultant, fellowship grade, and is affiliated to professional bodies in Belgium and the USA.

Lucas Monzani, Psychologist, Spain/Portugal

Lic. Lucas Monzani is both an Erasmus Mundus Master in Work, Organizational and Personal Psychology, and a Clinical psychologist. He has worked in both the private and public sector in the fields of Leadership & Coaching, Recruitment, E-learning and Training. He contributed to several leadership projects within the Department of Peacekeeping Operations (DPKO) of the United Nations. Currently Lic. Lucas Monzani is a researcher at the Institute for Organizational Development and Quality of Work Life, (IDOCAL) of the University of Valencia (Spain), where he combines his psychological research activities with his professional practice. His research and practitioner interest are focused in advanced concepts in Organizational Behavior, such as new forms of Leadership, Distributed Adaptive Teams, and bridging Neuropsychology with Organizational Behavior.

Associate Partners: India

Cynthia D'Souza, Psychologist, India



Prior partnering with SLP India Cynthia D´Souza worked in very senior managerial positions in Coca-Cola India Inc., Warner Lambert - India, Eureka Forbes Ltd, Procter & Gamble and TATA Consultancy Services (the largest software company in India) and worked as an independent consultant. Cynthia D´Souza completed her graduation in psychology from Mumbai University in 1974 and her masters program in Human Resources (Including Industrial Psychology) from a premier Institute in India in 1976 (TATA Institute of Social Sciences).

Binaifer Khanna, Psychologist, India

Binaifer Khanna brings over 20 years of work experience, both as a senior executive and as a consultant. She has worked with the Tata Group before joining Cynthesis Management Consultants Pvt. Ltd. In 2000. As a consultant she specializes in the area of human resources management and leadership development. Binaifer Khanna has a PG degree in human resources management of the NMIMS in Mumbai. She is a certified assessor for assessment centers and possesses expertise relevant for coaching. Binaifer Khanna gained experience in organization diagnosis, designing and conducting assessment centers, 360 degree feedback surveys, management development and training, etc.

Associate Partners: Asia-Pacific

Tak Chan, Psychologist, China

Tak Chan has extensive experience in executive coaching, leadership development, talent assessment, executive integration, succession planning and development, stress management, team effectiveness and process coaching. He is a registered psychologist in Hong Kong, and a member of Hong Kong Psychological Society, and American Psychological Association. Prior partnering with SLP, he practiced clinical psychology at New York City Health & Hospitals Corporation, and received his Ph.D. in clinical psychology from The Graduate Faculty, New School for Social Research. He grew up in Hong Kong and subsequently educated and lived in New York City for 15 years.

Takashi Tanaka, Psychologist, Japan

Takashi Tanaka is a business-coach specialising in integrated develop-



ment solutions. He coaches executives and business leaders who need to boost their performance and business results in managing global responsibilities and transitioning to new rules. He speaks English fluently due to more than 15 years of work experience for U.S.-based pharmaceutical and human resource consulting firms. Takashi Tanaka received his M.A. in organizational psychology from Columbia University and his MBA in human resource management from Long Island University, New York. He is a candidate for Ph.D. in organizational behaviour at Keio University, Graduate School for Business Administration.

Associate Partners: USA

Roderic Macmillan, Psychologist, USA

Roderic Macmillan has been an associate partner at SLP since its foundation. An independent consultant with more than 25 years experience, he is involved in management diagnostics and the assessment and development of executives for international companies. After completing his education in psychology, Roderic Macmillan worked as a consultant at Urwick Orr & Partners and at ITT Europe in Brussels. He is a chartered psychologist in Britain and a certified management consultant, fellowship grade, and is affiliated to professional bodies in Belgium and the USA.

Associate Partners: Latin-America

Lucas Monzani, Psychologist, Latin America

Lic. Lucas Monzani is both an Erasmus Mundus Master in Work, Organizational and Personal Psychology, and a Clinical psychologist. He has worked in both the private and public sector in the fields of Leadership & Coaching, Recruitment, E-learning and Training. He contributed to several leadership projects within the Department of Peacekeeping Operations (DPKO) of the United Nations. Currently Lic. Lucas Monzani is a researcher at the Institute for Organizational Development and Quality of Work Life, (IDOCAL) of the University of Valencia (Spain), where he combines his psychological research activities with his professional practice. His research and practitioner interest are focused in advanced concepts in Organizational Behavior, such as new forms of Leadership, Distributed Adaptive Teams, and bridging Neuropsychology with Organizational Behavior.



SLP International

International Cooperations

Going global!

Our consulting company, specialized in business psychology comes with an international network and offers professional consulting also in an intercultural environment.

Our consultants are experienced, international working psychologists, that work in accordance with our special consulting approach. They fully trained in our methodology and will meet your high quality standards also in an intercultural environment. We develop winning solutions for a variety of topics in close collaboration with our clients.

Get to know more about our cooperation partners:

SLP India
SLP Asia Pacific
SLP Europe

Please contact our office in Darmstadt for detailed information:

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Research

We see ourselves as consultants with a scientific background. It goes without saying that we are involved in scientific research of our own, some of which is conducted in collaboration with academic institutions.

Our research projects, partly financed by third parties, refer to current issues in Organisation Psychology. Examples are the development of a psychological model of the service industry, the identification of key success criteria in recruiting and developing international managers, forms of self-directed learning in companies.



How to find us...

... by car:

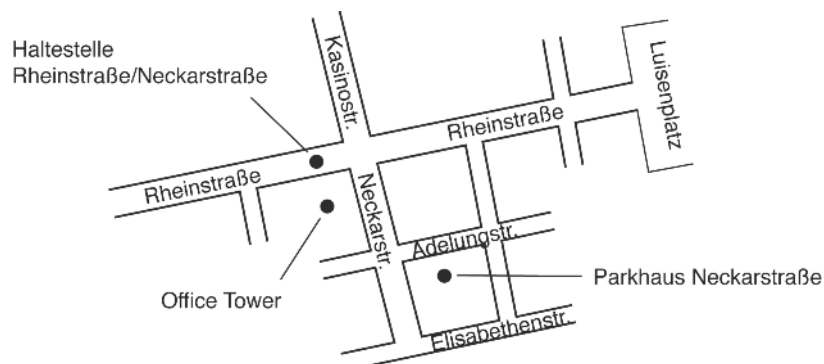
Coming from the highway A67 or A5 you take the exit 'Darmstadt' or 'Darmstadt/Griesheim'. Follow the direction 'City/Tunnel', then you will automatically get onto the 'Rheinstraße'. At the fourth big crossroads 'Rheinstraße/Neckarstraße' you will find a high-rise building on the right side, in which our office is located. You can park your car in the parking garage 'Parkhaus Neckarstraße'. Make a right turn from the 'Rheinstraße' into the 'Neckarstraße' towards 'Heidelberg, Aschaffenburg, Höchst'. Follow the signs 'Parkhaus Neckarstraße' and then turn left after few meters. Then you will find the entrance of the parking garage. You can see the high-rise building with our office on the opposite side of the road. Our office is on the 11. floor.

... by public transport:

From **the central station** you can take the bus line F or H and the tramlines 1, 2, or 5 to the stop 'Rhein-/Neckarstraße'. The stop is just in the opposite of the high-rise building, in which our office is located on the 11. floor.

From **Frankfurt airport** you can take the bus line 'Airliner', which departs from Terminal 1, Level B, Bus stop 14. The 'Airliner' leaves every 30 minutes and takes about 25 minutes to Darmstadt, central station. From the central station you can take the above-mentioned bus- or tramlines. Alternatively you can take a taxi from the airport (app. Euro 40.-).

We wish you a pleasant trip.



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