



## GLOBAL SURVEY 2016

### HOW TO MASTER THE BUSINESS CHALLENGES 2016.

*We have conducted a survey among global leaders from all parts of the globe on how they see business challenges for the upcoming year. More than 300 managers have shared their view with us.*

*If you are interested in detailed results of the survey, please contact us:  
[alexander.doujak@doujak.eu](mailto:alexander.doujak@doujak.eu).*

DOUJAK CORPORATE DEVELOPMENT

*Keep developing*

## LOOKING BACK ON 2015:

Which of the following challenges were the most important for you and your company?



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## THE RESULTS IN A NUTSHELL:

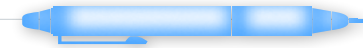
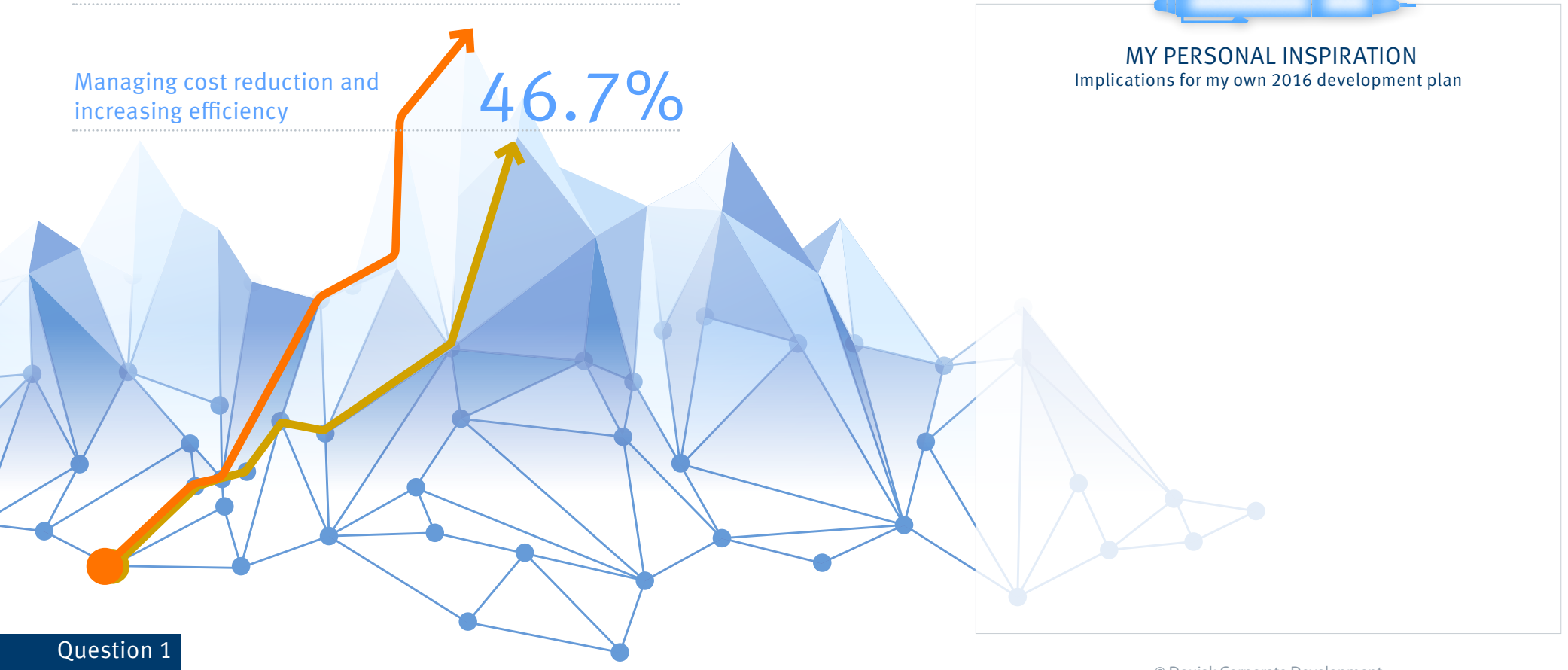
Overall, in 2015 the focus on growth and (disruptive) innovation was stronger than on cost reduction and increasing efficiency.

Managing growth and (disruptive) innovation

59.8%

Managing cost reduction and increasing efficiency

46.7%



## MY PERSONAL INSPIRATION

Implications for my own 2016 development plan

Question 1

## IN 2016, WHICH MAIN CHALLENGES

do you see further developing in your company  
(or your clients' companies)?

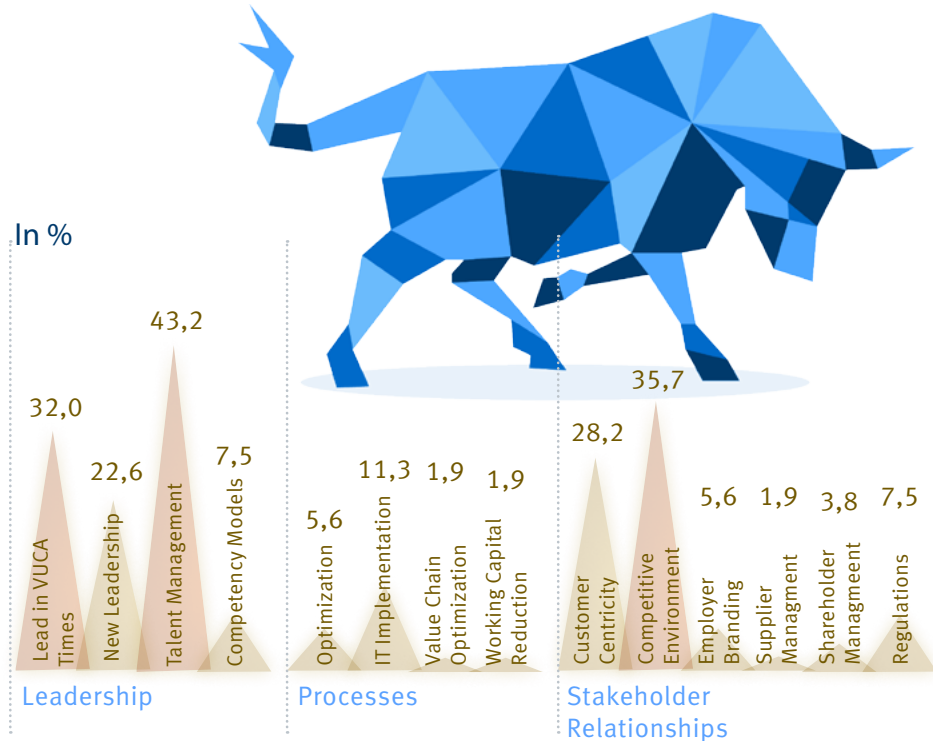


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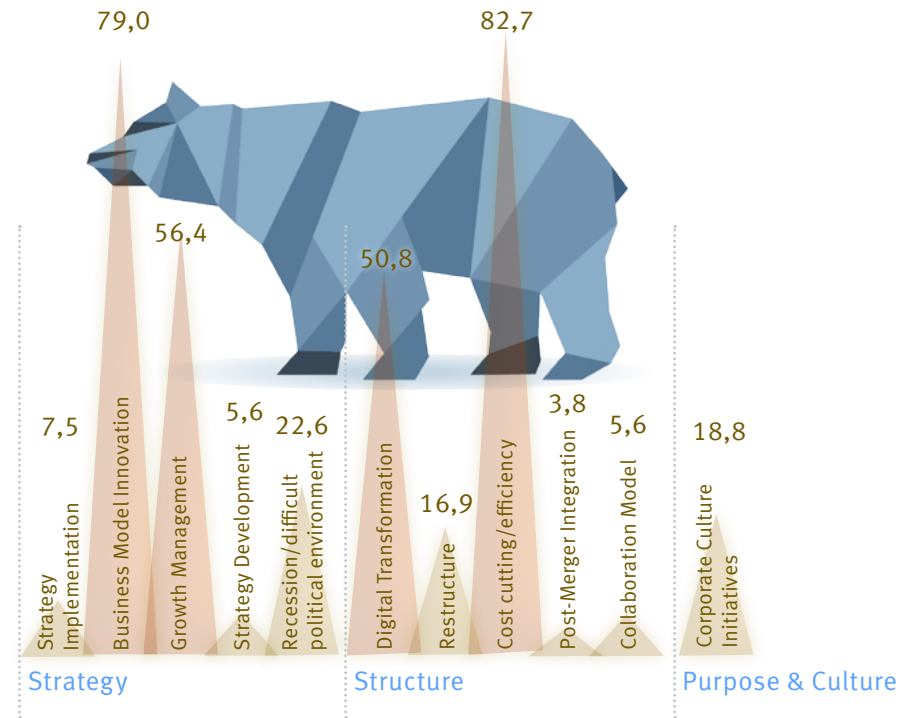
### THE RESULTS IN A NUTSHELL:

Clear agenda for 2016: Mastering cost cutting/  
efficiency and BMI/Innovation are the top topics,  
followed by Growth, Digital Transformation, Talent  
Management and Competitive Environment.  
VUCA will stay.



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## IN 2016, WHICH SPECIFIC BUSINESS CHALLENGES

do you see in the different geographical regions?

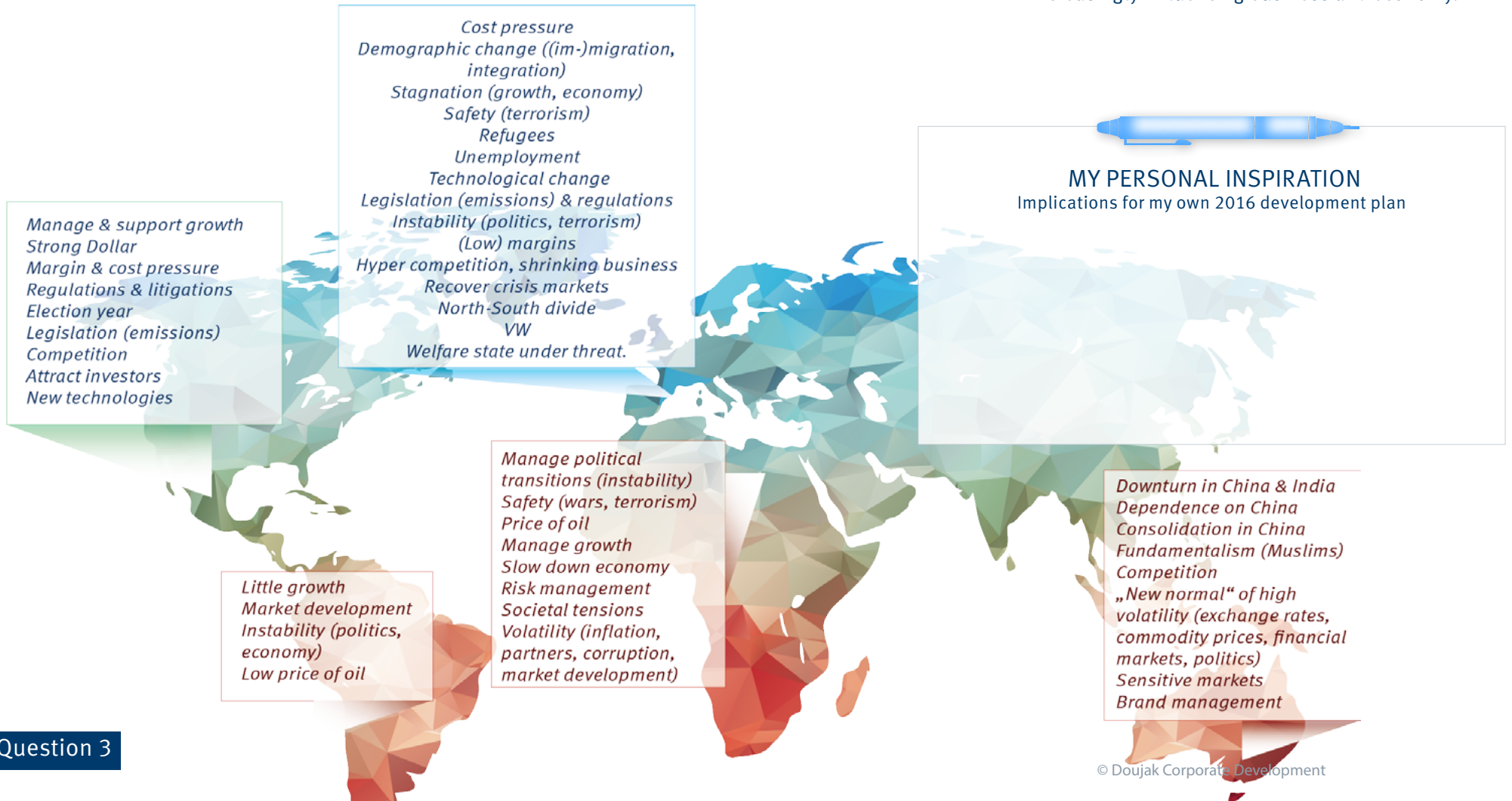


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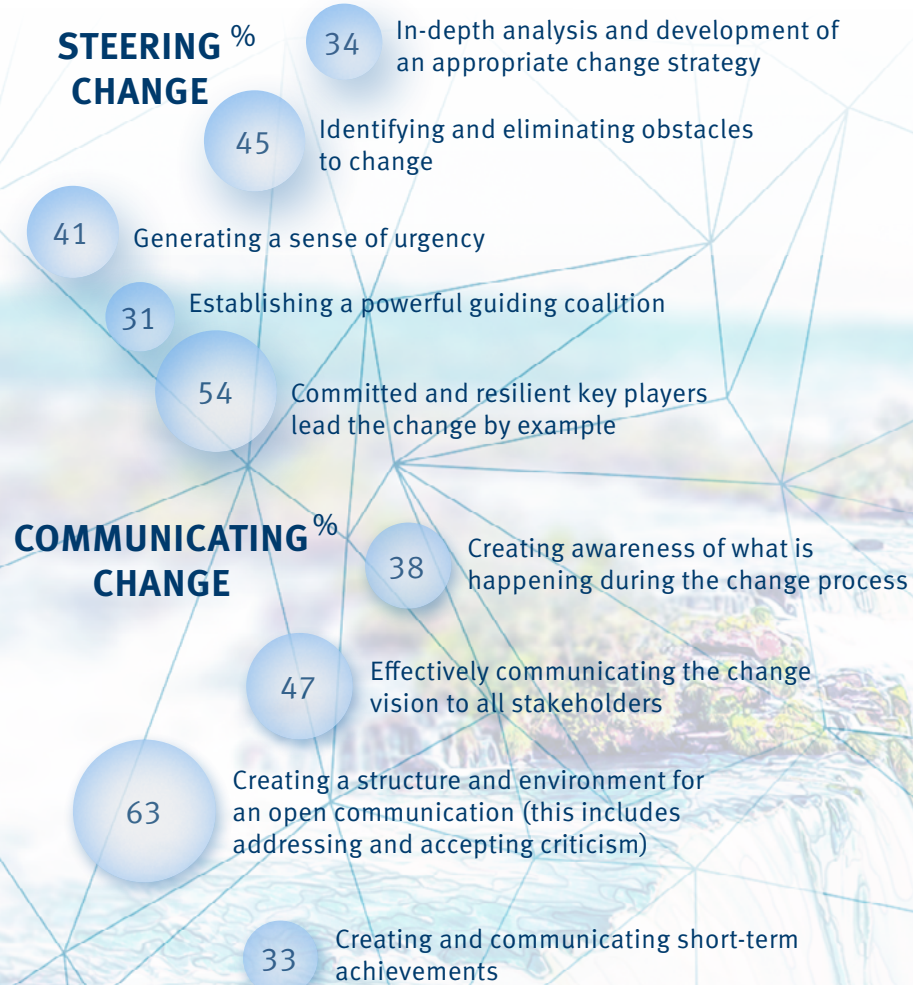
### THE RESULTS IN A NUTSHELL:

Comparing to last year's results, the outlook on the upcoming year looks even more challenging. Societal and political developments are increasingly influencing business and economy.



## WHICH CHALLENGES

do you see in managing change in your company in 2016?

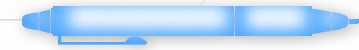


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## THE RESULTS IN A NUTSHELL:

Effectively communicating the vision, fostering open communication and promoting a culture of risk taking within your network of key players are at top of the change agenda.



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## IMPLEMENTING CHANGE



## SOME PEOPLE

(including us) say, that it might be even more important to talk about how to increase stability and resilience, rather than to focus on change only. Which areas will provide the most stability and resilience for your organization?

1. STRONG LEADERSHIP
2. HUMAN RESOURCES
3. CLEAR STRATEGY & VISION
4. CORPORATE CULTURE
5. NETWORKS
6. CUSTOMER RELATIONSHIP
7. PROCESSES
8. PRODUCT DEVELOPMENT
9. COMMUNICATION

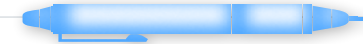


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### THE RESULTS IN A NUTSHELL:

The trio at the top is very interesting: Strong Leadership, Human Resources, Strategy & Vision. All of them were at the bottom of the list last year. There seems to be a major shift in perception regarding the major levers for stability.



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## HAVE YOU ALREADY THOUGHT OF

a personal motto for 2016?

**LESS IS THE NEW MORE**

„KEEP YOUR FEET ON THE GROUND, BUT KEEP REACHING FOR THE STARS”. CASEY KASEM :-)

**THE CHANGE IS UP TO US — NOT TO WAIT FOR ANYBODY.**

**DO WHAT'S BEST FOR BUSINESS AND PEOPLE**

**WE HAVE NO TIME TO LOOSE BUT A LOT TO WIN**

THERE ARE NO OLD ROADS TO NEW DIRECTIONS.

**BE COURAGEOUS AND ACCEPT FLOP**

CHANGE MYSELF IF MY COMPANY DOESN'T CHANGE.

DON'T TAKE ANYTHING PERSONAL, IT IS ONLY MONOPOLY FOR ADULTS

IT IS BETTER TO TRAVEL HOPEFULLY THAN TO ARRIVE OR TO STOP

**„LEADING FROM THE MIDDLE OF THE PACK”**

**KEEP GOING, WHEN OTHERS STOP.**

**EXPLORING NEW HORIZONS!**

**RAISING THE BAR**

THE FUTURE IS NOW!

F.E.A.R. HAS TWO MEANINGS:

1. FORGET EVERYTHING AND RUN
2. FACE EVERYTHING AND RISE

**YEAR OF BALANCE**

THE SKY IS THE LIMIT ;-)

**BRING IT ON!**

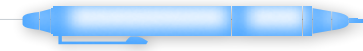
GET THIS S\*\*T DONE

**KEEP MOVING!**

PASSION FOR SUSTAINABLE GROWTH

BE CAUTIOUS!

EMBRACE AND CELEBRATE CHANGE  
BUT CONTROL IT'S EFFECTS

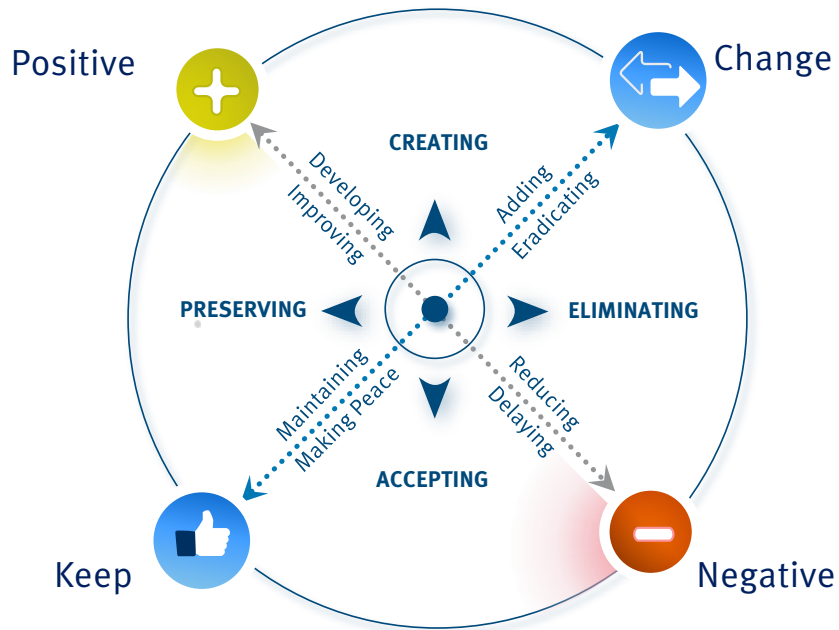


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## MY 2016.

For summarizing your personal planning of 2016, you may use the structure of the development wheel. You will find some guiding in the boxes on the right hand side.



Adapted from Marshall Goldsmith (Triggers, 2016)

## MY Development in 2016



**PRESERVING:** Which of my strengths do I want to maintain and improve?



**CREATING:** Which new strengths do I need to develop or add?



**ELIMINATING:** What am I going to eradicate or at least, reduce?



**ACCEPTING:** I can't change everything: Being wise with myself: Is there something I simply need to make peace with or delay?



IMPRESSUM

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