

FOCUS  FIRST.

PEAK

The FocusFirst way to accelerate organisations,
strategic changes, and entire transformations



PEAK – At a glance

33% accelerated transformations,
15% higher engagement rates, 5 innovation awards

The PEAK method is an orchestrated approach to accelerate transformations, organisational developments and strategic change projects.

In the highly volatile world, leaders need a procedure that, on the one hand, covers individual needs but at the same time aligns the organisation in a structured way - holistically and strategically.

This balance of clear structure in the process and a high degree of freedom in the content is crucial for successful transformation work. Especially at the beginning of the transformation process, when many elements are still vague or unknown, the risk of getting lost or defocused is very high.

What it's all about:
Aligning a team around a shared, inspiring goal - the OneGoal.



- 2023 Top 100 Innovator
- 2022 Top 100 Innovator
- 2021 Top 100 Innovator
- 2020 Top 100 Innovator
- 2020 Most inspiring consulting firm Europe

1. Perceive

Involve key stakeholders from the beginning

Critical analysis of the status quo of the organisation and change. This phase builds on insights from key stakeholders and identifies what is needed to create clarity and get people excited about and aligned with the transformation.

2. Envision

The one goal emerges, and the team stands behind it

In this phase, the goal is to create an 80% draft for the target picture – the so-called „OneGoal“. The entire management team is involved, and the transformation plan is drafted.

3. Architect

The structures for achieving the OneGoal are defined

The OneGoal is finalised, and structures for implementation are prepared. This includes forming a dedicated transformation team that drives the actions in the evolving transformation plan.

4. Kick-off

Aligning the organisation consistently with the new OneGoal

Now the task ahead is to bring all employees along to inspire them to follow. This involves well-orchestrated communication and building the systems to align the whole team with the OneGoal. Focus checks constantly calibrate the path.

Phase 1: Perceive

Involve key stakeholders from the beginning

In the first phase, the main objective is to identify the key expectations and requirements of the most critical stakeholders and to incorporate them into the further transformation process.

For this purpose, interviews with the key stakeholders take place right at the beginning. The view from the outside and the involvement of the most critical stakeholders from Day 1 is a core element of the PEAK method because the feedback and the early involvement of the most critical stakeholders right at the beginning are what enable acceleration in the further course.

There is a deliberate focus on bilateral stakeholder interviews. About 25 key stakeholders are interviewed in person about the upcoming transformation.

The interviews are certainly more time-consuming than surveys, but they are not only worthwhile in the context of a transformation - they are critical to success. There are three main reasons for this:

1. the knowledge of the key stakeholders is the gold of every transformation. And in contrast to surveys, interviews can be much more in-depth.
2. Key stakeholders will not only be interviewed but also activated.
3. Surveys distort. Often socially desirable things are ticked off. In an interview, questions can always be asked again.

Phase 2: Envision

The one goal emerges, and the team stands behind it

Based on the feedback collected from the interviews, the second step is to develop the so-called „workpiece“ of the new vision. In a goal-setting workshop with the management team, the voices of the key stakeholders are reflected, discussed and translated into drafts for the new goal-setting. It is crucial in this process to have a shared and, above all, pragmatic understanding of the term „vision“ so as not to get too lost in rather academic discussions about terms such as vision, mission and purpose and thus lose the momentum of the process.

To unfold the full power of such a vision, it is also necessary to condense the range of all the actions of a complex organisation into one inspiring sentence.

Because regardless of whether someone is in direct contact with customers, works in a support function or drives innovation: Ideally, the target image provides orientation and motivation for everyone. And that's what it's all about: aligning a team to a shared, inspiring vision: The OneGoal.

In the further course of the process, internal change facilitators, employees and, above all, customers are included in the finalisation of the target image using individual formats and instruments such as resonance groups, workshops and short surveys.

Phase 3: Architect

The structures for achieving the OneGoal are defined

Everything stands and falls with the OneGoal. After this has been officially established in phase 2, the transformation plan is now the path to the goal. A central building block for this is good coordination, which is why setting up a transformation office is usually advisable. The management of this transformation office is an essential aspect of the PEAK method and an important factor in accelerating transformations. It should be led by internal staff in the medium term whenever possible.

In this way, a transformation that may seem abstract to many will have several official contact persons who continuously accompany the transformation and coordinate and follow up on the most important measures of the transformation plan.

The contents of the transformation plan often contain several work packages and measures. Typically, however, these can be assigned to five categories, which in turn helps to reduce complexity and provide orientation:

1. people and skills
2. communication
3. mindset and congruent behaviour
4. tactics
5. organisation

Depending on the status quo of the organisation and the feedback from stakeholders, it is worth prioritising this plethora of topics. Above all, the link with the strategy and target systems, such as OKRs, is crucial for successfully moving from vision to action in harmony with the target picture.

Phase 4: Kick-off

Aligning the organisation consistently with the new OneGoal

This phase is about the larger kick-off to initiate the organisation's transformation and generate enthusiasm for it.

A significant milestone here is the organisation of a „Big Day“, where the transformation has its widely visible kick-off.

The purpose: to bring the whole team together, to get them committed to the common goal and to motivate them to get there.

In practice, it is also a highlight of the communication around the transformation. In addition, the last phase of the PEAK method also means translating into the project's day-to-day business to build up the identified processes and systems and transfer them into the daily activities - all geared towards the new, common OneGoal. Therefore, it is also the phase in which the organisations continue to develop towards OneGoal in an increasingly self-organised way. However, to ensure that this still happens in a targeted manner, focus checks are built along the way to determine whether the organisation is still on the right track and how to prioritise.

Realignment of an international DAX40 marketing team

With the takeover of innogy in 2019, the energy group E.ON fundamentally reorganised its business and gained almost 37,000 new employees. This created one of Europe's largest energy companies, with a turnover of 61 billion euros (2020). Integration of innogy and realignment of group marketing - in terms of content and organisation - were the tasks for the newly appointed E.ON CMO Axel Löber, who had previously transformed the brand of another DAX company at Merck.

The challenges at E.ON were immense: high time pressure and ambitious goals set by the board. Insecure employees at innogy and E.ON. Lack of clarity about priorities due to several ongoing projects in different teams. Individual tensions and organisational inefficiencies. In this situation, E.ON decided to use the PEAK method to align and accelerate the multitude of processes clearly.

[Read the full story...](#)

The E.ON logo is displayed in a bold, red, lowercase sans-serif font.

E.ON SE, listed on the DAX40, operates one of the world's largest privately owned electricity utilities.

” PEAK was critical to success to create clarity and inspire my organisation for our goals under high pressure.

– Axel Löber, Senior Vice President & CMO, E.ON SE





Transformation of an energy company during the COVID & energy crisis

In the spring of 2022, the South Baden company badenova will have a new dual leadership. The change of generations on the board of the energy supplier goes hand in hand with high expectations - and means a significant change for all 1,550 employees in terms of orientation, organisation and new working methods. It was a matter of nothing less than mastering the triad of objectives, strategy and OKRs - in other words, from an inspiring vision to actual tangible results for everyone involved.

In addition, the energy and global warming turnaround means a major transformation task for the entire industry - and thus for badenova: achieving the 1.5-degree target. Despite the change in the Board of Directors and the Covid-19 and energy crisis, badenova is nevertheless making rapid progress in its transformation - also thanks to the structured approach according to the PEAK methodology and the experts from FocusFirst.

[Read the full story...](#)

badenova

badenova is an energy supplier based in Freiburg, Germany. Its largest shareholders include Thüga and the city of Freiburg, along with over 95 other municipalities.

” Seldomly worked with a companion as highly skilled and firm in the high art of transformation work as FocusFirst

– Hans-Martin Hellebrand, Member of the Executive Board at badenova AG & Co. KG



New website and way of working for a DAX company

After repositioning the global Merck group, a new website should show this fresh look and make it tangible. As Head of Digital Media, Frank Sielaff was responsible for planning, coordinating, and launching the new website. The project was also seen as a lighthouse project for a change in working methods and project management: From Waterfall to Agile, in other words: away from rigid project planning & execution towards more flexibility in project implementation.

As in most companies, website launches are politically sensitive: there is only one homepage, but more departments want to determine its content. Key stakeholder management was, therefore, the key to success. A digital project with over 250 experts and a completely new infrastructure in only ten months. Merck decided to use the PEAK method to achieve the goal on time.

[Read the full story...](#)

MERCK

The Merck Group is a multinational science and technology company headquartered in Darmstadt, Germany, with around 53,000 employees and operations in 66 countries.



” FocusFirst has exceeded my expectations on more than one occasion. They navigate well, quickly, and professionally through the transformation.

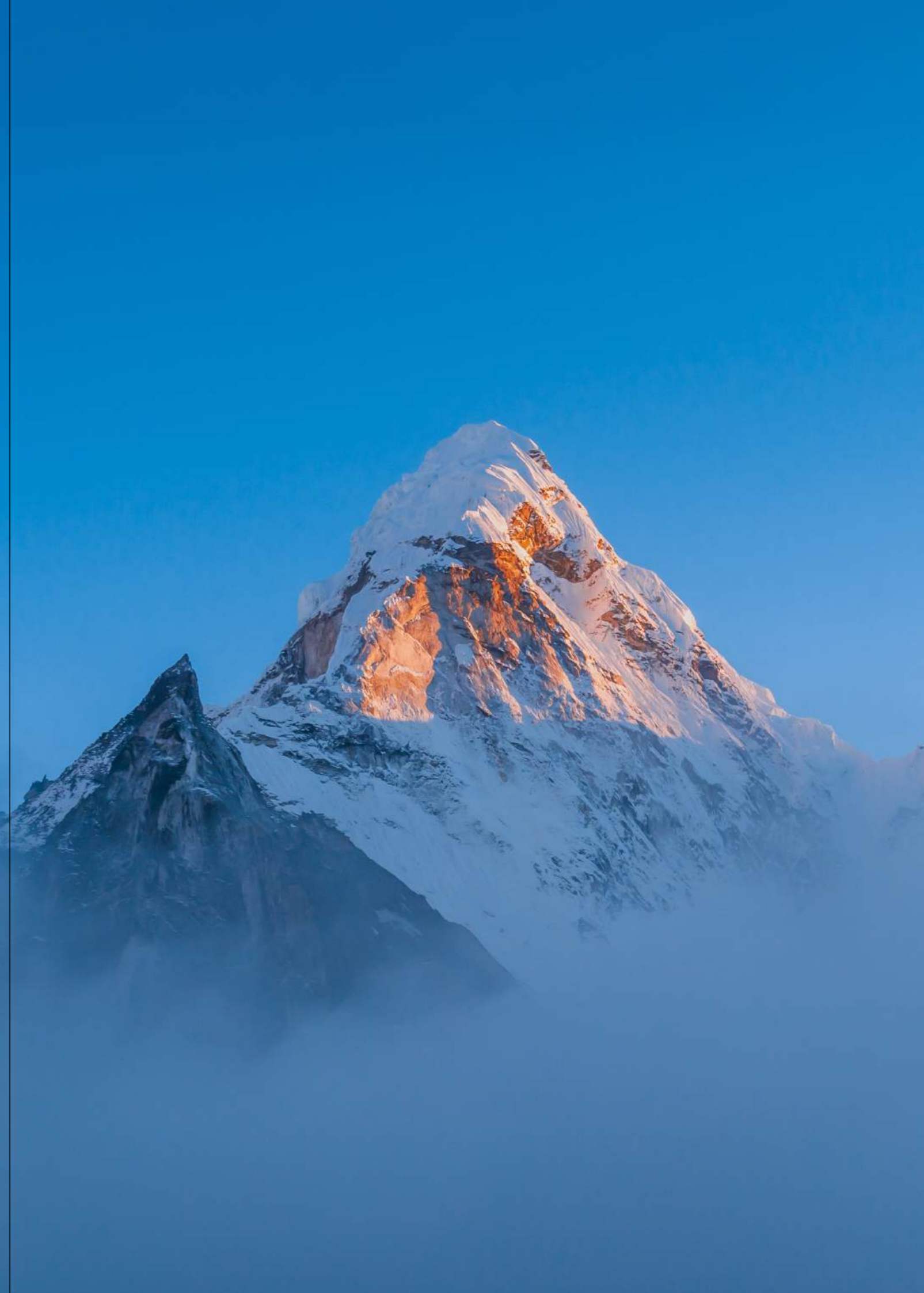
– Frank Sielaff, Head of Digital Media
at Merck KGaA

Selected references

We are honoured to work with senior leaders at:



1. Building and accelerating the growth of an e-commerce organisation
2. Bringing two teams together after post-merger
3. Holistic realignment of an energy company
4. Building an international marketing team focused on one goal
5. First 100 days of a new board
6. Realignment of the communications department
7. Introduction of global systems (SAP, website, CRM, etc.) worldwide
8. Key stakeholder management of the supervisory board & executive board
9. Strategic communication for global company transformation
10. Introduction of new corporate culture



About FocusFirst

FocusFirst is a boutique consultancy for transformation and strategic change projects.

We are the specialised company in the industry that combines former top executives and an award-winning methodology for accelerating transformation. This unique „double helix“ of capabilities enables us to help our clients achieve results faster and reach challenging business goals. Executives work with us to develop and structure organisations and accelerate transformations. We work with leading Fortune 500 companies such as Merck, Novartis, E.ON and BASF, and established medium-sized companies.

This is us.

Our senior advisors & experts are located in 15 cities within 7 countries, spanning 4 continents. The team has planned, led, and supported international projects in over 30 countries.

We have won 5 awards for our innovation & excellence.

We are a family-owned business. Our freedom and objectivity are not restricted by anyone. We work with those who share our belief that leadership is the ultimate lever for positive change and value creation.

We are on a mission.

When René Esteban founded FocusFirst, he found that too many transformation projects take too long, waste money, and annoy stakeholders – and that there must be a way to accelerate business transformations, sustainably. This belief unites an international FocusFirst team consisting of former top executives and subject matter experts. Today, we are honoured to serve senior leaders across many of their most critical leadership challenges.



FOCUS  FIRST.

Transformation success by design...not by chance.

We would be honoured to help.

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I am focused.