



Controlling

Accounting & Finance

Unternehmensführung

Information Management

Soziale Kompetenzen

**Welcome to
The MOVE Concept**

Speaker: Prof. Detlev R. Zillmer



PIONEER

1971

Dr. Albrecht Deyhle

Controller's Education Program

A man and a woman are laughing heartily in a meeting room. The man is on the left, wearing a light blue shirt, and the woman is on the right, wearing glasses and a black top. They are sitting at a table with papers and a red folder. In the background, there is a whiteboard with some diagrams and text. On the left side of the image, there is a vertical list of five colored boxes containing text.

Controlling

Accounting & Finance

Corporate Management

Information Management

Social Skills

Thesis: To improve effectiveness and efficiency in our businesses we too often focus on the wrong things.

M | O | V | E

Methods | Organization | Behaviour | Basic Beliefs

M ethods		O rganization		B ehav <i>o</i> ur		B asic B eliefs
M etode		O rganizacija		P onašanje		S tajalište

Subject / Things

Human Being

Methods

Organization

Behaviour

Basic **B**eliefs

Metode

Organizacija

Ponašanje

Stajalište



Methods |

Example 1: To create a „Business Partnership“ in Controlling

Example 2: IoT: To collect live data from a running system

Example 3: We have to buy a new software to fulfill all data-dreams

Example 1: To have a workshop like meeting with the CFO speaking about his expectations

Example 2: To coordinate the routes of the service-personnel to reduce idle time and long drive times

Example 3: We install a fancy and good looking system



| Organization |

Thesis: To improve effectiveness & efficiency in our businesses we too often focus on the wrong things

Subject / Things

Methods | Organization

We tend to concentrate ourselves on the left side of the **MOVE** scheme.

Thesis: To improve effectiveness & efficiency in our businesses we too often focus on the wrong things

Do you know, why so many
Change initiatives falter?

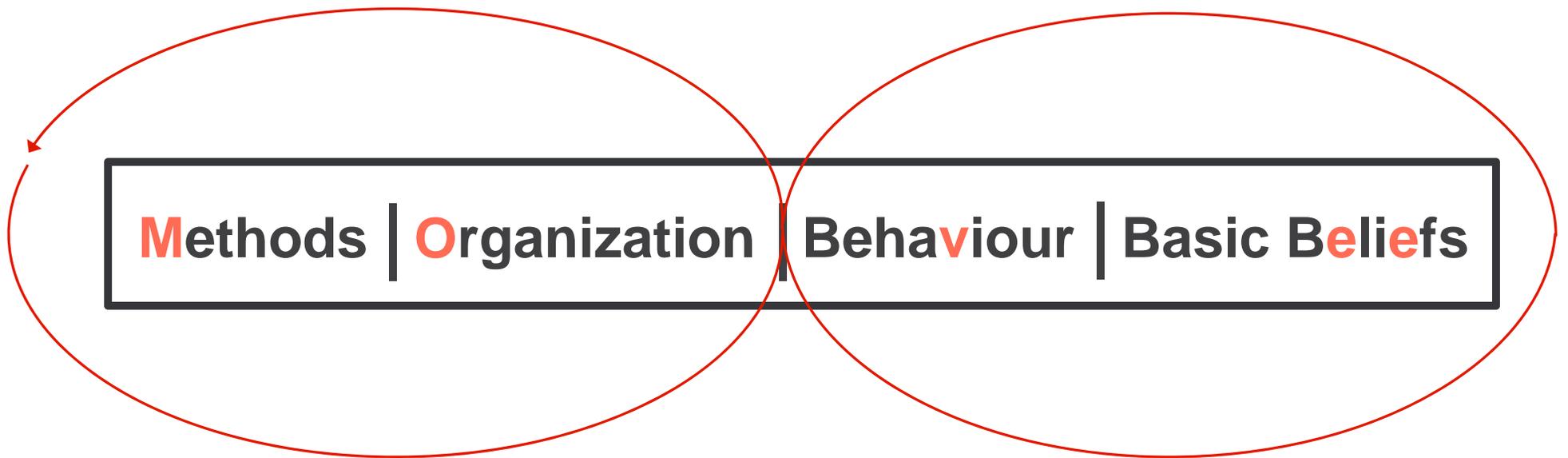
Do you know, why you stay
behind your possibilities to
gain effectiveness and
efficiency?

Thesis: To improve effectiveness & efficiency in our businesses we too often focus on the wrong things

Behaviour | Basic Beliefs

Do you know, why so many Change initiatives falter?

Do you know, why you stay behind your possibilities to gain effectiveness and efficiency?



The solution is to combine both sides

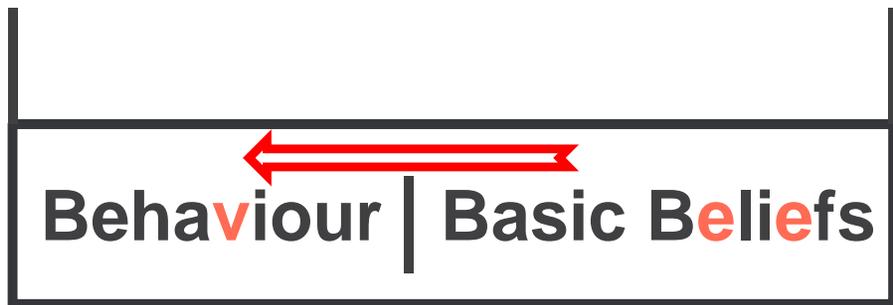


| **Behaviour** |

Example 1: The CFO expects others to change, but doesn't change himself

Example 2: Service folks mistrust the new system as they fear transparency about their time spent

Example 3: Do IT-people understand something of IT?



- Planted in early childhood
- Strengthened during our socialization
- Hard to give up
- My opinion is the right one – yours is wrong

Discussion	Dialogue
Assuming that there is a right answer and you have it	Assuming that many people have pieces of the answer and that together they can craft a solution
Combative: participants attempt to prove the other side wrong	Collaborative: participants work together toward common understanding
About winning	About exploring common ground
Listening to find flaws and make counterarguments	Listening to understand, find meaning and agreement