

Case Study *integral Entrepreneurship*

Further development brings new impetus

Further development of organization and management personnel gives start-ups a new boost

After a successful start, a start-up with several founders was stuck. The further development of the products stalled, the future direction was unclear, problems arose everywhere. As each founder headed a specialist area, the founders were dependent on each other, making it impossible to separate the founders or split up the company. The dispute between the founders threatened to break up the company. Several attempts at mediation had so far failed. The situation seemed to be hopeless.

In a project, ways should be found to preserve the company as a whole and to end the dispute in a constructive manner.

A systemic analysis of the situation resulted in four topics to be addressed:

- Development of a strategic product road-map
- Development of a suitable management organization
- Freeing the organization from dependence on individual persons
- Personal development of the founders with *integral Entrepreneurship*

As these four topics were interdependent, a systemic approach was taken. The different speeds of individual persons and topics were addressed individually. Particular emphasis was placed on training and coaching to enable those affected to develop their issues independently.

The result is as follows:

- The strategic product road-map resulted in new product and business areas worth several million euros.
- The management organization freed the company from its dependence on individual persons. Decisions also became faster and more transparent.
- The founders understand each other better and now support each other. The dispute was used productively to further develop the organization and each individual.

A one-off investment of €200,000 has not only saved the company, but also enabled it to develop sustainably. Decisions are now made faster and more transparently. The founders understand each other better and can react appropriately to mutual challenges.
