



## Covid-19 as evolutionary accelerator – 10 theses

# Changes and crises require determined decisions and actions – it's time for a fundamental metamorphosis in leadership, meaningfulness and digitization!

### Our view point

Currently we're often asked what will change for owner-managed companies with or after Covid -19 and what the "new normal" will mean. Of course we can't predict the future. But we do believe that developments that can be anticipated at an earlier stage will strengthen and accelerate significantly.

What does this mean for entrepreneurial families, owner-managed companies and companies with investors? In addition to the theses we have already presented regarding Finance, HR, IT and digitization, we see some cross-company developments that require a change in the management and governance of companies. We have concretized and provocatively formulated these theses in many discussions with managing directors, investors and owners.

**Discuss with us:** [Hans-Martin Schneider, Senior Partner | +49 173 346 58 12 | \[hans-martin.schneider@4cgroup.com\]\(mailto:hans-martin.schneider@4cgroup.com\)](#)

1. The company's own **business models** must be examined for **future viability** and **crisis resistance** and clearly focused. It is time to get rid of dead weight.
2. Trust in **digital sales/procurement channels** has increased and with it the realization that digital customer relationships are essential for every company.
3. For this reason, in IT (e.g. for the digitization of business models, cloudification) a massive **catch-up in investments** and **extensive know-how build-up** is not only becoming a **decisive success factor** but also **critical for survival**.
4. The widespread use of "**new**" **working methods** (e.g. agile projects) and **digital technologies** (e.g. remote work) will inevitably lead to a **change in work culture**.
5. Employees increasingly ask the question about the **sense of their own actions** and expect **commitment and honesty** in leadership. Now is the chance for entrepreneurs/successors to create a **meaningful vision of the future** (purpose).
6. As a result, centralized management models are **becoming obsolete**. **Trust** and the **delegation of responsibility** form the core of alternative leadership models.
7. **Strengthening the ability to change and transform** becomes a central management task in owner-managed companies in order to adapt more **quickly to increasingly volatile conditions**.
8. In the medium term, the perception of **corporate social responsibility (CSR)** will become the **core raison d'être** of a business model and - also a prerequisite for obtaining finance/funding (green finance label).
9. The **image of the entrepreneur** will change from a congenial charismatic person to a **credible motivator** and **actively leading example of values**.
10. Professionalized **governance structures** between divergent owners and management are the prerequisite for this **entrepreneurial transformation**.