



















HUMANIZE BUSINESS FROM THE SOUL OF YOUR ORGANIZATION



THE ART OF BUSINESS AGILITY

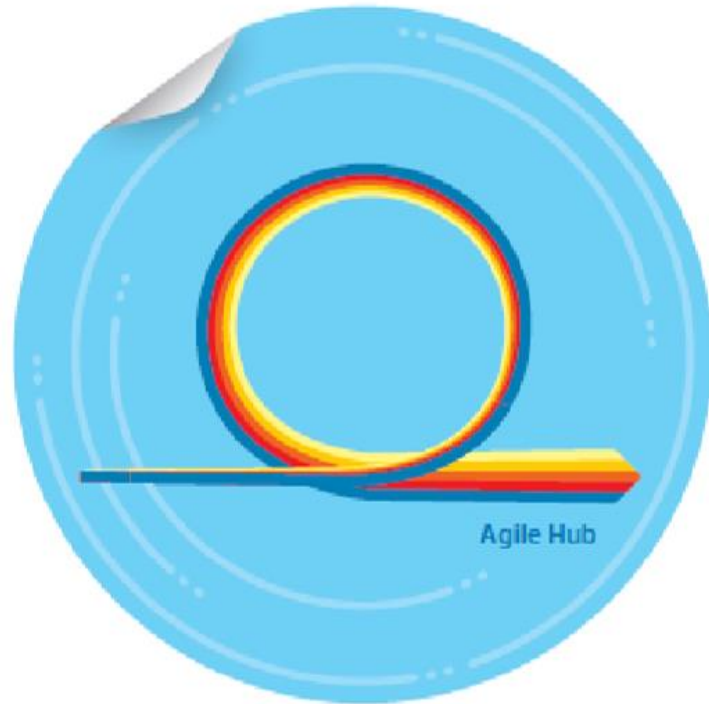
Gather a Team, Set up the expedition, Climb your mountains to explore beyond horizons!



It's not about discovering new landscapes but seeing things in a different way



‘Everyone can achieve sustainable growth’



Agile Hub



Banking is people

**WHAT IS THE MOST
UNEXPECTED CHALLENGE
YOU EXPERIENCE IN YOUR
TRANSFORMATION**

#5 CHALLENGES IN A TRANSFORMATION

- 1. Resistance to change**
- 2. Leadership**
- 3. Difficulty in scaling**
- 4. Silos**
- 5. Commitment**

An aerial photograph of a demolition site. A large, multi-story building with blue and grey corrugated metal walls is being dismantled. Debris, including wooden planks, metal sheets, and construction equipment, is scattered around the base of the structure. The scene is captured from a high angle, showing the intricate details of the demolition process.

**TRANSFORMATIONS OFTEN
TACKLE FIRST THE VISIBLE SIDE
OF CHANGE**



The People Journey Circle



**ORCHESTRATING THE
TRANSFORMATION STARTS WITH
A STRONG TEAM**

BUILD THE JOURNEY WITH A COMMON PURPOSE






**TO BUILD THE FUTURE,
START WITH NOW**

IMAGINE THE FUTURE





**TO FULFILL THE PURPOSE, ONE
NEEDS CHARACTER AS MUCH AS
ONE NEEDS COMPETENCE**

A rowing team of women in orange jackets is shown from a rear perspective, rowing a long boat on a large body of water. The sun is low on the horizon, creating a shimmering effect on the water's surface. The background shows a distant shoreline with trees under a clear sky.

**MOVE TO THE
FUTURE WITH
ALIGNED STRATEGIC
PILLARS AND WAYS
OF WORKING**

A photograph showing the silhouettes of several people from behind, holding up lit sparklers against a twilight sky. The sparklers are bright and create a festive atmosphere. The overall color palette is dominated by the blues and purples of the evening sky.

**CO-CREATE THE FUTURE WITH
YOUR PEOPLE, LEVERAGE THE
INTELLIGENCE OF THE CROWD**

BENEFITS FROM THE JOURNEY

**Understand the purpose
and its value**

**Leadership stands strong
and united**

**People carry the change
in their hearts and minds**





**GROW YOUR MIND AND
PAVE NEW PATHS**



**CONNECT PEOPLE
TO PURPOSE**

**SPARK THE
X-FACTOR**

**ACT AND
LEARN**

**FOCUS ON
LEADERSHIP**

**USE THE COLLECTIVE
INTELLIGENCE OF THE CROWD**



**MARGARITA
YONOVA-POPOVA**

People & Culture
Transformation Lead, Erste
Group Bank AG



**ALIZE
HOFMEESTER**

People & Transformation
Executive of TWINXTER

