

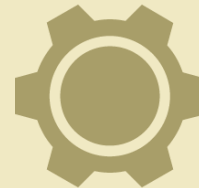
# MICHAEL STUBER



Analytical approach



Empathetic energy



Strategic stringence

“I shape leadership and culture as levers for future-readiness  
in high-pressure, complex and even polarised contexts.”

## From insight to impact: Engineering diverse cultures and inclusive leadership for business success

### Connecting strategy & change to deliver progress and improve performance

Michael Stuber translates societal and organisational dynamics into actionable strategies that drive future-fitness and shared success. With a unique blend of research, reflection and real-world practice, he connects the dots between culture/s, leadership and business priorities for sustainable progress.

*"For over 25 years, I have helped companies navigate complexity, promote new topics and thinking and make change a success for all. Based on my European identity, I have built a global portfolio that integrates data, discourse, and delivery. Combining research, communication and advisory, my work connects ambition with reality to drives progress."*

### Core Characteristics

- Analysing like a scientist, thinking like an activist, delivering like a change strategist
- Architect for high-performing inclusiveness
- Catalyst for complex stakeholder alignment
- Activator for future-readiness initiatives

### Client Voices

- "Specific storyline ... supporting ... business strategy ... high credibility ... top leaders ... Executive Committee." Dr. Tony van Osselaer, BayerMaterialScience, ExCo, 2013
- "Insightful ... proactive... different look ... business-value driven ... position D & I differently" Suzanne Lewis, Head of D&I, Airbus Group, 06/14
- "Training ... structured approach ... open and thoughtful conversations ... difficult topics ... real issues" Jeremy Seitz, TX Markets (now SMG), CTO, 11/21



### Selected Milestones

- First Corporate EMEA RoadMap for global US corporation (1998)
- Introduced the Propelling Performance Principle (2004)
- European study on innovative practices in D&I (2015)
- Mumbai Trilogy: The Future of D&I Keynote (2017)
- International RacialEquity Input & EMEA Programmes (2021)
- Engagement, impact & leadership gaps to overcome resistance and backlash (2025)

**Let's turn your leadership and culture into a competitive edge – tailored to your current business landscape.**

**With a fresh look at your context, current complexities and key connections, we create consistency for an impactful future – together.**

## Evidence before action: Designing impact through research, data and insight



### Bridging knowledge about people & culture and business relevance

Michael Stuber builds the evidence for meaningful organisational transformation. His analytical approach identifies leverage points and reveals what works, where, and why – beyond wide-spread beliefs. He conducted over 20 studies and meta-analyses, and synthesised various models for practice in leadership & culture.

*"I combine qualitative and quantitative methods to deliver actionable insights on, e.g., the value of differences, unconscious biases, stakeholder expectations, or the impact of a strong DE&I culture. This enables my clients to identify the right levers for sustainable change and performance."*

### Analytical Excellence

- Gap analyses for DE&I engagement, impact, leadership
- Corporate cultural assessments (norms, maturity)
- Updating or completing your business case for a diverse culture and inclusive leadership
- Expert & ecosystem surveys

### Client Voices

- "Analyse ... dependencies ... redesign ... change-oriented way ... Targeted interventions ... new quality."  
Elena Folini, Swisscom, Head of Diversity 08/19
- "Holistic ... diagnostic competence ... future-focused ... constructive conversations..." Bernd Zimmermann, Siemens Healthineers, OD, 09/20
- "A new kind of awareness and pronounced openness ... cultural change ... critical view... progress" Verena Haertle, Head of People Development, RATIONAL, 12/23



### Selected Milestones

- First pan-European D&I practice survey (2001)
- Academic, blended & experiential D&I study module (2004)
- International Business Case Reports (IBCR, 2006 - 2018)
- Empirical analysis of the impact of quota regulations (2013)
- Evidence-based unconscious bias programmes (2016)
- MBA and Master Programme Lectures (2021)

**Let's take a focused look at your situation, metrics and KPIs to understand impact, progress and success.**

**Together, we create a coherent measurement framework that delivers clear insight, informs impactful adjustments, and secures internal buy-in & constructive engagement.**

## Thought-provoking like an activist: Inspirational writing, moderating and speaking



### Challenging paradigms and inspiring change by connecting the dots of complexity

Whether analytical presentations or mapping the future, Michael's input merges real-life stories with visionary outlooks. From keynote stages to fireside talks and shop floor dialogues, Michael brings depth, clarity and momentum to the conversation on culture, collaboration and communication.

*"I have always been intrigued by what's next in our journey. With this energy, I shape narratives and challenge wide-spread assumptions while meeting people where they are.  
My mission is to utilise activism in empathetic change management."*

### Impactful Messaging

- Re-designing DE&I storylines and cultural narratives
- Delivering thought-provoking keynotes or town halls
- Designing and moderating panels with power
- Ghost-writing, thought-leadership coaching, spin doctoring, copy boosting

### Client Voices

- "Value-creation ... systematic and holistic ... dialogue sessions ... shop floor ... shared understanding" Claudio Cescato, GM, Jansen Supply Chain (Johnson & Johnson), 05/16
- "Showing us the added value ... embed it ... very enriching, effective and constructive" Jean-Pierre Schmid, Generali Schweiz, CHRO, 11/18
- "Expertise ... clear way ... senior management ... coaching ... very relevant and impactful" Céline Tran, MD France, BayWa r.e., 12/21



### Selected Milestones

- First public anti-racism programme co-design (2001)
- Websites, book & newsletters on DE&I in Europe (2002-2005)
- Mixed Ability DVD 'Dance with Diversity' (2008)
- EU level platform for Diversity Charters (2010-2012)
- D&I education in 8 countries in Europe (2018-2019)
- Conceptualise DE&I stakeholders and scalable tools (2020-22)

**Let's reshape your narrative – powerful, authentic, and ready to resonate with those who matter most.**

**With messages that are grounded in your identity, tailored to your maturity, and aimed at your needs, all stakeholders engage in propelling joint performance.**

## Engineering change: Developing leaders to elevate cultures into the future



### Considering context to facilitate change from good intention to positive impact

Michael's consulting integrates business priorities with change needs bridging readiness and organisational dynamics. He operationalises inclusion and embeds future requirements in today's culture – across silos, systems and structures. His interventions are tailored to CXO, executive and employee audiences.

*"Clients hire me to connect the dots to create consistency, clarity and hence traction towards the future.*

*By focusing on the key specifics of an organisation, my customised approaches create buy-in and engagement.*

*Listening and asking the right questions lead to more momentum than another best practice tool."*

### Key Consulting Services

- Personal sparring & advice for CXOs
- Executive team development journeys
- Cultural transformation programmes (award-winning)
- Integrated change & development strategies (aligning stakeholders, ESG, future needs etc.)

### Client Voices

- "Workshops ... intense collaboration ... clarifying roles, design strategies and define actions."  
Dr. Monika Kircher, CEO, Infineon Austria, 03/14
- "Team ... understanding ... beyond personal perception ... impressive inspiration ... constructive dialogue ..." Goran Barić, Page Group, MD, 12/18
- "Leadership Journey ... to create an actionable plan ... real progress ... different insights..." Bonnie Tully, Evonik President North America 10/22



### Selected Milestones

- First management conferences on DE&I (2002)
- Introduced e-Learning on DE&I (2006)
- International D&I implementation key-notes (2011-2012)
- Multi-dimensional success measurement for DE&I (2017-18)
- Global corporate D&I strategy reviews and revamps (2017-19)
- Consciously inclusive CXO Leadership (2020-2024)

**Let's engage your leaders – to align complexity with clarity and personal energy with real momentum.**

**With expert-led development processes, everyone will find their access to engage in preparing for the future while delivering the best, here, now and tomorrow.**