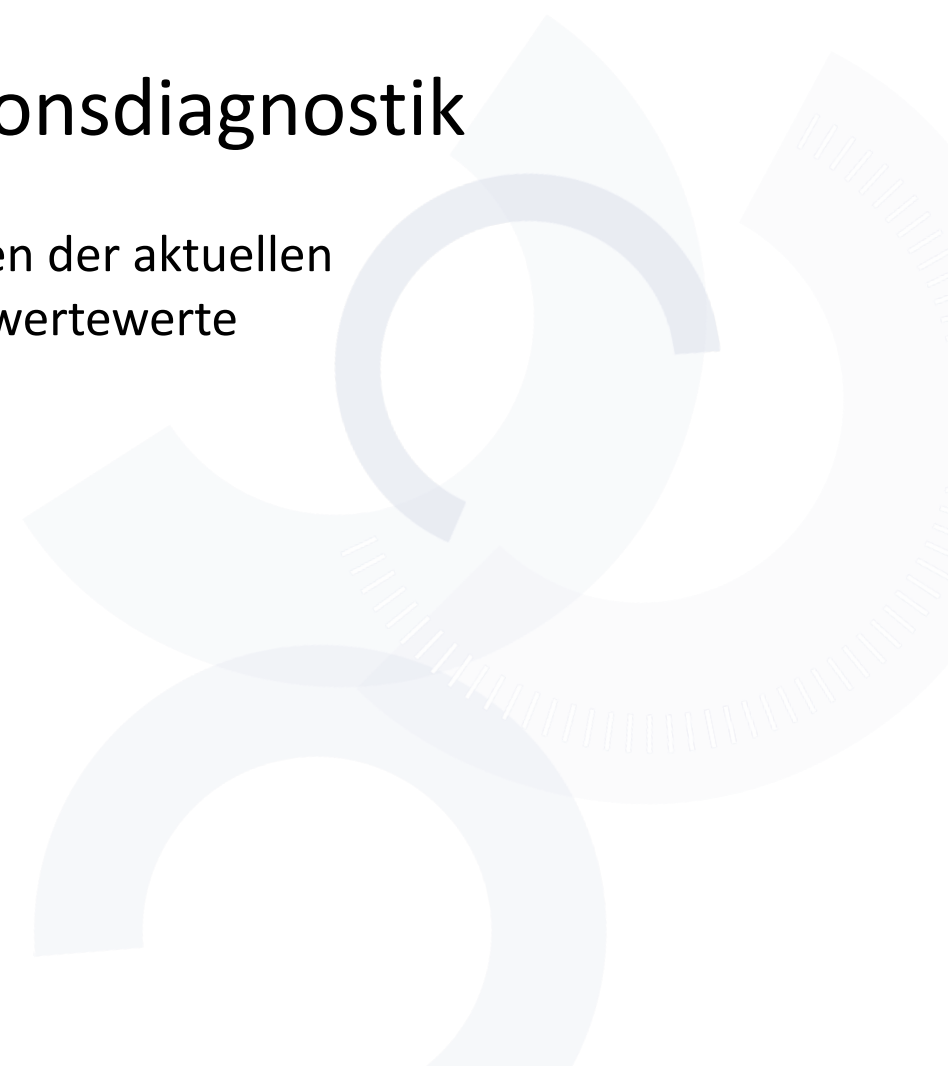


# Von der Einzelfall- zur Organisationsdiagnostik

Die congrid® Organisationsanalyse zum Erfassen der aktuellen Unternehmenskultur und Unternehmenswertewerte

Methode und Praxisbeispiel

Jörg Schwitalla, Managing Partner  
permitt analytics gmbh, Wiesbaden  
Wien, den 07. November 2024





## STARKE ANALYSEN SEIT 2012

Unsere USP ist die wissenschaftliche, datenbasierte Standortbestimmung von Menschen, Teams und Organisationen, auf deren Basis Veränderungsprozesse zielgerichtet geplant, umgesetzt und gesteuert werden können. Mit unseren Analysen schaffen wir ein Fundament, auf dem Menschen, Teams und Organisationen die beste Version ihrer selbst entwickeln können. Wir sind ein interdisziplinäres Team aus den Bereichen der Psychologie, Informatik, Sport, Organisationsentwicklung sowie Wirtschafts- und Naturwissenschaften

### PERSÖNLICHKEITS- ANALYSE MSA®

Die Motivstruktur-Analyse MSA® ist ein wissenschaftlich fundiertes, persönlichkeitsdiagnostisches Verfahren.

Die MSA® liefert Ihnen tiefe Einblicke in die Persönlichkeit von Menschen und deren starken Ressourcen sowie Entwicklungspotentiale.

### CONGRID® TEAMANALYSE

Mit der congrid® Team App setzen Sie in der performanceorientierten Entwicklung von Teams einen neuen Maßstab und beweisen Digital Readyness. Die congrid® Teamanalyse liefert Ihnen tiefe Einblicke in die wahren Dynamiken von Teams und wird zum Garant für effiziente Teamentwicklung mit messbaren Erfolgen.

### CONGRID® ORGANISATIONS-ANALYSE

Mit der congrid® Organisationsanalyse setzen Sie in der Optimierung der organisationalen Performance einen neuen Maßstab und beweisen Digital Readiness. Die congrid® Organisationsanalyse liefert Ihnen tiefe Einblicke in die Organisationsdynamik.



# DAS 4 QUADRANTEN MODELL

Erfolgreiche Prozesse sind auf allen Ebenen wirksam



\* Integral Institute Colorado/USA





# AUF DER BASIS VALIDER DATEN ORGANISATIONEN ZUKUNFTSGERICHTET AUSRICHTEN

Datenbasierte Entwicklungsprozesse

Warum brauchen Menschen, Teams und Organisationen eine datenbasierte, valide Standortbestimmung?

## DER MENSCH IM MITTELPUNKT DER VERÄNDERUNG

Ein Veränderungsprozess wird nur gelingen, wenn er mit einer entsprechenden Veränderung des Mindsets, der Kompetenzen und des Verhaltens einhergeht und gleichzeitig die Systemintelligenz nutzt. Und wenn Führungskräfte und Mitarbeitende bereits in der Analysephase aktiv eingebunden werden.

## VERÄNDERUNG ERFOLGREICH PLANEN & STEUERN

Mit congrid® liefern wir eine exakte Standortbestimmung auf der Basis präziser Daten für die zielgerichtete Planung und Umsetzung von Veränderungsprozessen für Menschen, Teams und Organisationen. Darüber hinaus liefern die congrid® Ergebnisse die Datengrundlage für das Monitoring. Und das alles mit minimalem Zeitaufwand für unsere Kunden.



## DAS RICHTIGE ANALYSETOOL NUTZEN

congrid® nutzt die Systemintelligenz und verbindet gleichzeitig die Vorteile qualitativer Methoden (inhaltliche Tiefe) und quantitativer Methoden (faktische Klarheit). Das emotionale und rationale (Erfahrungs-)Wissen von Menschen, Teams und Organisationen werden systematisch und effizient geborgen sowie umsetzungsreif aufbereitet.

## WISSEN WO DIE MENSCHEN STEHEN

Hierfür bedarf es einer exakten Standortbestimmung aller Stakeholder auf der Basis fundierter und differenzierender Daten. Die Qualität der Analyse ist entscheidend für eine zielgerichtete Planung und erfolgreiche Umsetzung eines Veränderungsprozesses. Das gilt für Menschen, Teams und Organisationen gleichermaßen.

## DIE GRENZEN DER KLASSISCHEN METHODEN

Klassische Analysemethoden liefern keine vergleichbaren Daten (qualitative Interviews bzw. Workshops) oder bestätigen nur bestehendes Wissen (klassische quantitative Fragebögen). Sie sind zudem nicht in der Lage, die Systemintelligenz zu nutzen. Das Risiko von Fehlplanungen steigt – und damit das Investitionsrisiko.



# GRENZEN KLASSISCHER ANALYSEN

## Quantitative und qualitative Analysen

Die klassischen Analysemethoden kommen schnell an ihre Grenzen.

Denn die zielgerichtete Planung und Umsetzung von Veränderungsprozessen benötigt eine profunde und verlässliche Datenbasis, die auch in der Lage ist, die kollektive Intelligenz zu messen.

### quantitativ FRAGEBÖGEN

- Das Kernproblem wird nicht erkannt
- Ergebnisse werden vorgegeben. Was ist mit dem, was man nicht weiß?
- Das intuitive und rationale Erfahrungswissen werden nicht erfasst
- Standards für individuelle Sichtweisen
- Soziale Erwünschtheit
- Keine Flexibilität

Es kommt einem manchmal so vor, als ob man einen Pfeil in die Luft schießt und an der Stelle, wo er landet, eine Zielscheibe aufmalt.

Adkins, 1939

### qualitativ INTERVIEWS

- Vergleich der Interviewergebnisse schwierig bis unmöglich
- Beliebigkeit bei der Interpretation
- Hoher Aufwand in der Auswertung
- Hohe Anforderung an Interviewer:in und Berater:in
- Komplexität der Daten – wie reduzieren?

Es besteht die Gefahr, dass man durch die Faszination von der Vielfalt die Kontrolle über die Art des methodischen Vorgehens verliert.

Thomae, 1996



## WIR BIETEN DIE LÖSUNG

Vom Problem zur Lösung

Die klassischen Analysemethoden können in der Analysephase drei Probleme verursachen ...

1. Die Datenbasis für die Standortbestimmung bildet nicht die Realität von Menschen, Teams und Organisationen ab. Es kommt in der Folge zu Fehleinschätzungen und damit zu Fehlplanungen.
2. Die Wahrscheinlichkeit, dass der Veränderungsprozess scheitert, steigt signifikant. Ebenso steigt das Investitionsrisiko. Das führt zu Kontrollverlust und Unsicherheit.
3. Die Zukunftsfähigkeit der Organisation kann nicht gesichert werden.

... für die congrid® eine Lösung bietet.

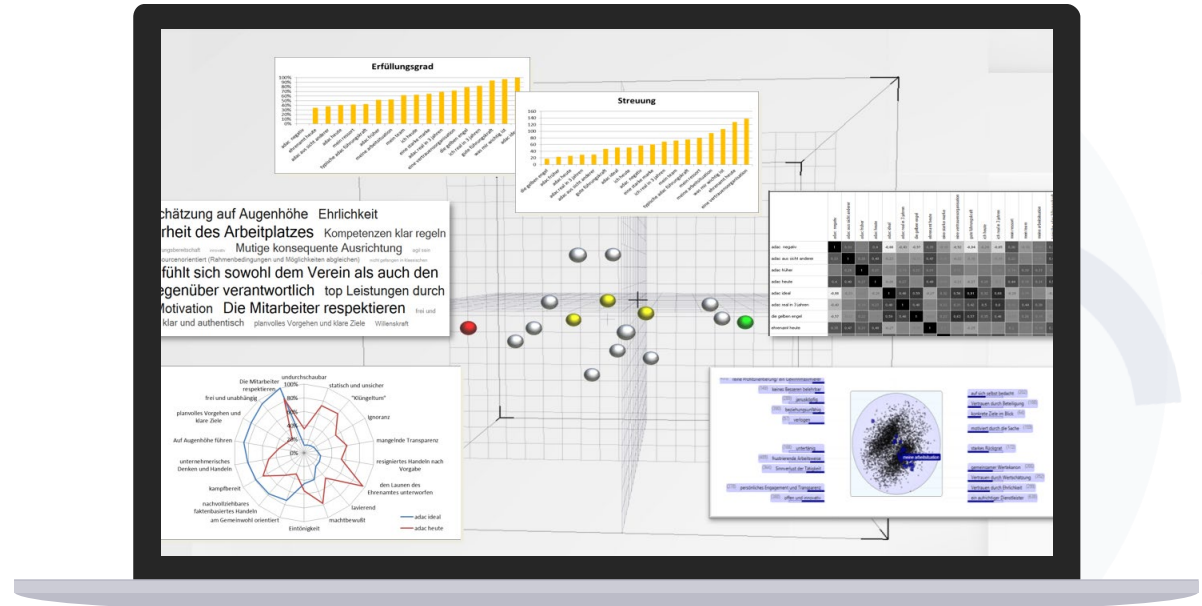
1. Die Standortbestimmung bildet die Realität von Menschen, Teams und Organisationen auf der Basis wissenschaftlicher Methoden und Algorithmen ab. Hierfür bedient sich congrid® auch der kollektiven Intelligenz. Fehler bei der Standortbestimmung sind ausgeschlossen.
2. Die Erfolgswahrscheinlichkeit des Veränderungsprozesses steigt signifikant. Der Prozess lässt sich kontrollieren und steuern – das gibt Sicherheit.
3. Die Organisation ist für die Zukunft gut aufgestellt und kann sich schnell auf Veränderungen einstellen.



# DIGITALE & DATENBASIERTE LANDKARTEN

congrid® - das GPS für Veränderungsprozesse

“ UM DER ZU WERDEN ,  
DER MAN SEIN WILL,  
MUSS MAN WISSEN,  
WER MAN IST “



congrid® ist eine wissenschaftlich fundierte Methode, mit der Veränderungsprozesse auf der Basis evidenzbasierter Daten interaktiv und webbasiert geplant und umgesetzt werden können.

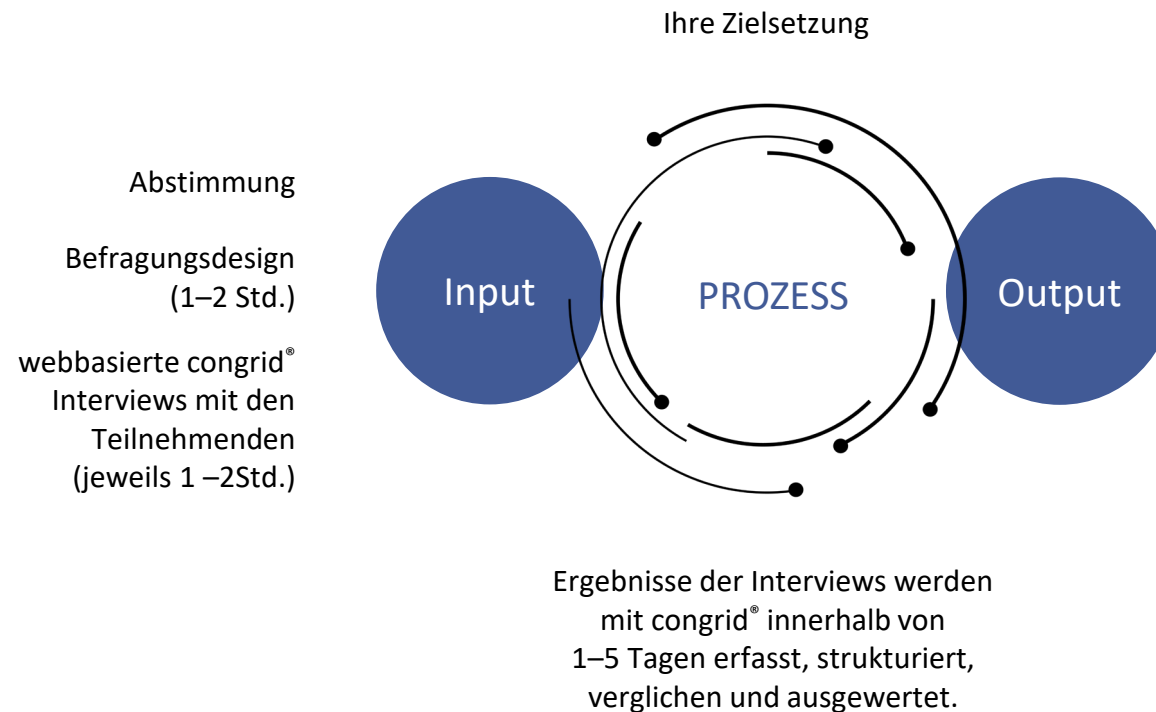
Mit congrid® entwickeln wir digitale und datenbasierte Landkarten von Menschen, Teams und Organisationen. Unsere Kunden wissen, wo sie stehen, und was sie konkret tun müssen, um dorthin zu kommen, wo sie hin wollen.



# KURZE WEGE FÜR EFFIZIENTE ANALYSEN

congrid® Analyse- der Prozess

Wir zeigen Ihnen evidenzbasiert den richtigen Weg in die Zukunft – für Menschen, Teams und Organisationen



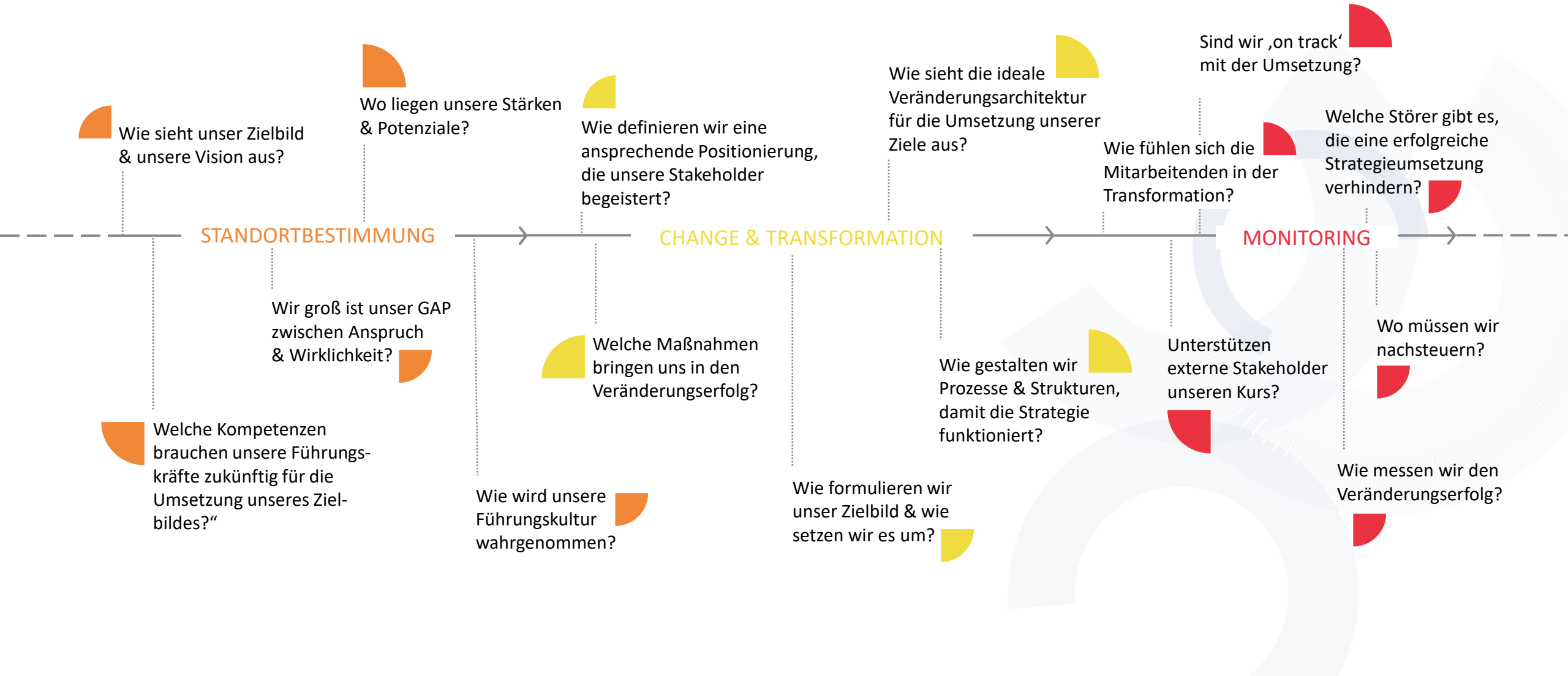
- Exakte Standortbestimmung – Big Picture der Organisations- und Teamdynamiken auf einem Chart
- Gemeinsame(s) Zielbild/Strategie
- GAP-Analyse Ist- & Soll-Bild
- Differenziertes Bild über die Führungs- & Organisationskultur
- Maßgeschneidertes Kompetenzmodell für Führung & Organisation
- Maßgeschneidertes Führungsfeedback
- Teamdynamiken
- Mindset & Purpose Analyse
- Alignment Führung & Organisation
- Ableitung zielgerichteter Veränderungsprozess
- Datenbasis für Monitoring



# CONGRID® LIEFERT ANTWORTEN IN VERÄNDERUNGSPROZESSEN

Von der Standortbestimmung über die Umsetzung bis zum Monitoring

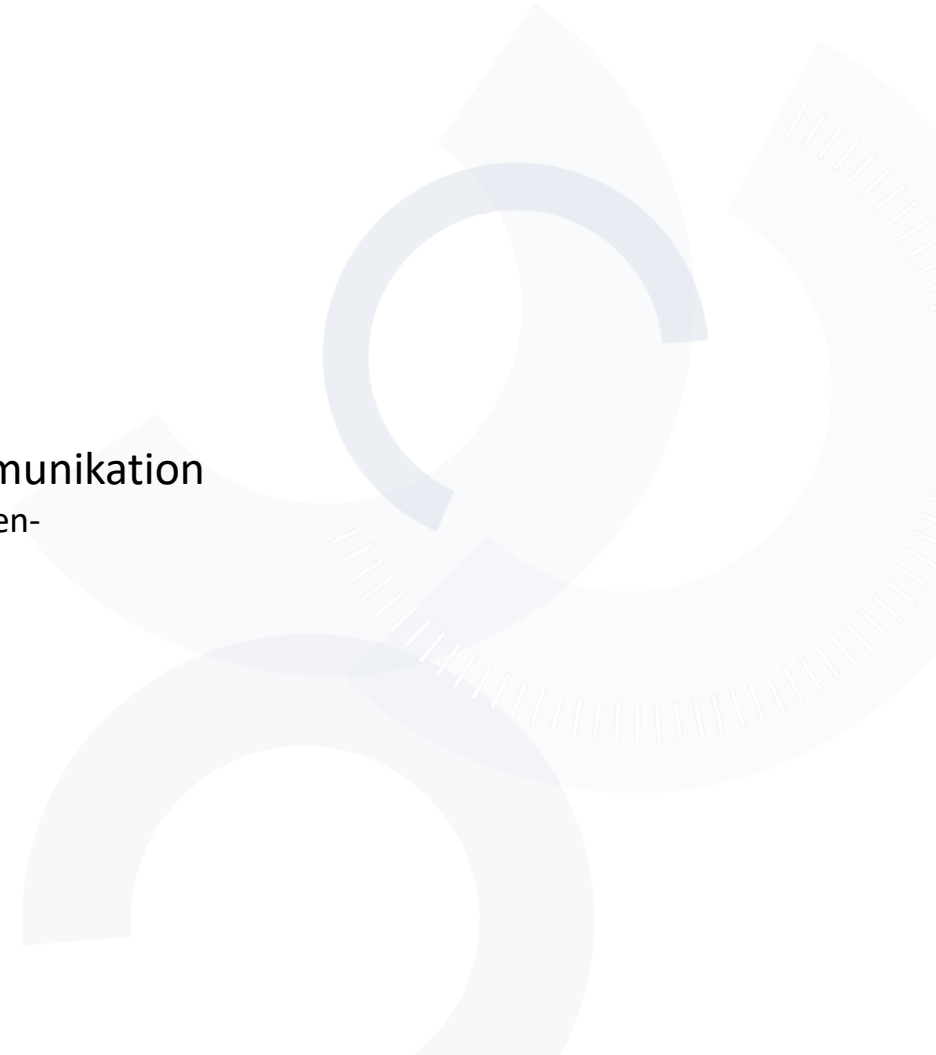
congrid® liefert auf Basis valider Daten Antworten auf fundamentale Fragen



# USE CASE DAX KONZERN

Standortbestimmung der Unternehmenskommunikation  
- Menschen, Teams und Organisationen verstehen-

Jörg Schwitalla, Managing Partner  
permitto analytics gmbh, Wiesbaden  
Wien, den 07. November 2024





# M – Global Com Team

congrid® culture analysis





M's Global Com team is responsible for the various aspects of the Group's corporate communications. The "Strategic Com", "Marketing Com" and "Brand & Digital Solutions Com" units have been set up internationally as decentralized units for this purpose.

Despite all efforts, there are difficulties, especially in intercultural cooperation. The tension between centralized, standardized guidelines and local freedom of action repeatedly entails the risk of misunderstandings and conflicts. The aim of the grid study is to identify the main causes and outline the fields of action for the future.

To this end, the 16 managers involved were interviewed in 90-minute interviews in October 2023.



## QUESTIONS TO BE ANSWERED



### **The survey should provide insights into the following aspects:**

- 1) How do the interviewees assess the cooperation in Global Com today?
- 2) What strengths, deficits and potentials do they see in Global Com?
- 3) How do they see the development opportunities for Global Com in the next three years?
- 4) How do they see the leadership of the Global Com team? (ML1 ML2)
- 5) How is Global Com probably perceived by the (internal) customer?
- 6) What would be an ideal cooperation from the point of view of the interviewees?
- 7) What is missing for ideal cooperation?
- 8) How do the respondents see their respective team?
- 9) What concrete activities / changes do they forecast for their team in the next 3 years?
- 10) How do they see the M Group as a whole?





## SET OF ELEMENTS



At the beginning of the congrid<sup>®</sup> analysis the relevant elements are being determined. These 15 elements are the basis for the conducted interviews.



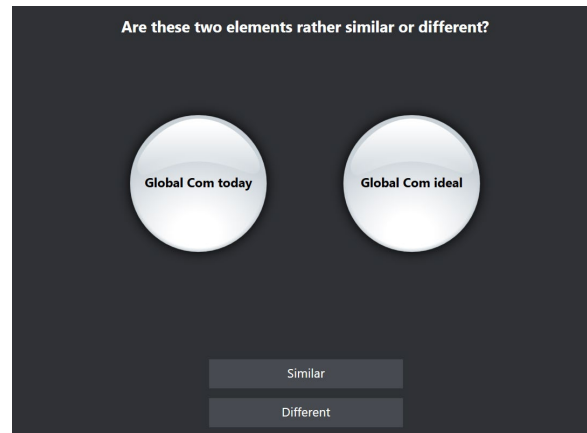


The interview procedure follows the reliable principle of pairwise comparison.

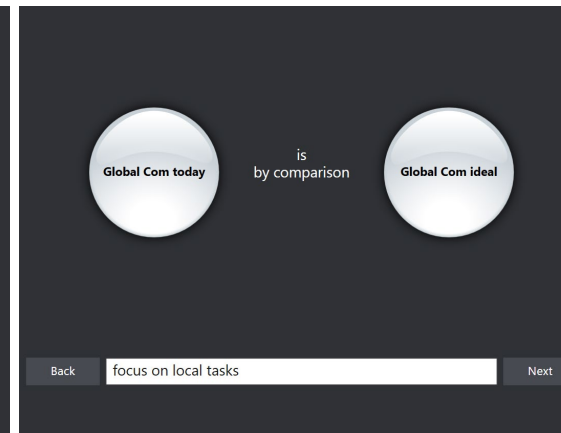
Without restrictive specifications, the interviewees can freely express their individual assessments.

With the subsequent naming of the opposite, a comprehensible bipolar assessment dimension is created on which all elements are classified.

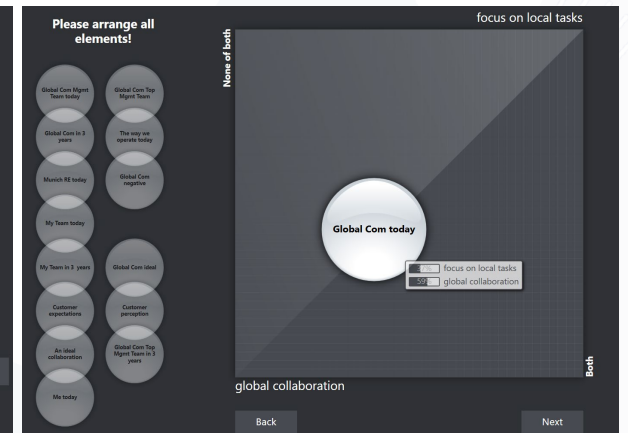
The combination of the open interview procedure with the systematic linking of all elements with the assessment dimensions found creates a unique possibility to evaluate qualitatively collected data quantitatively.



**Interview Step 1:**  
Determine similarity or difference between two selected ELEMENTS



**Interview Step 2:**  
Describe in your own words the similarity (or difference) you found and define the opposite -> CONSTRUCT dimensions



**Interview Step 3:**  
Place all comparison elements on the self-formed CONSTRUCT dimensions

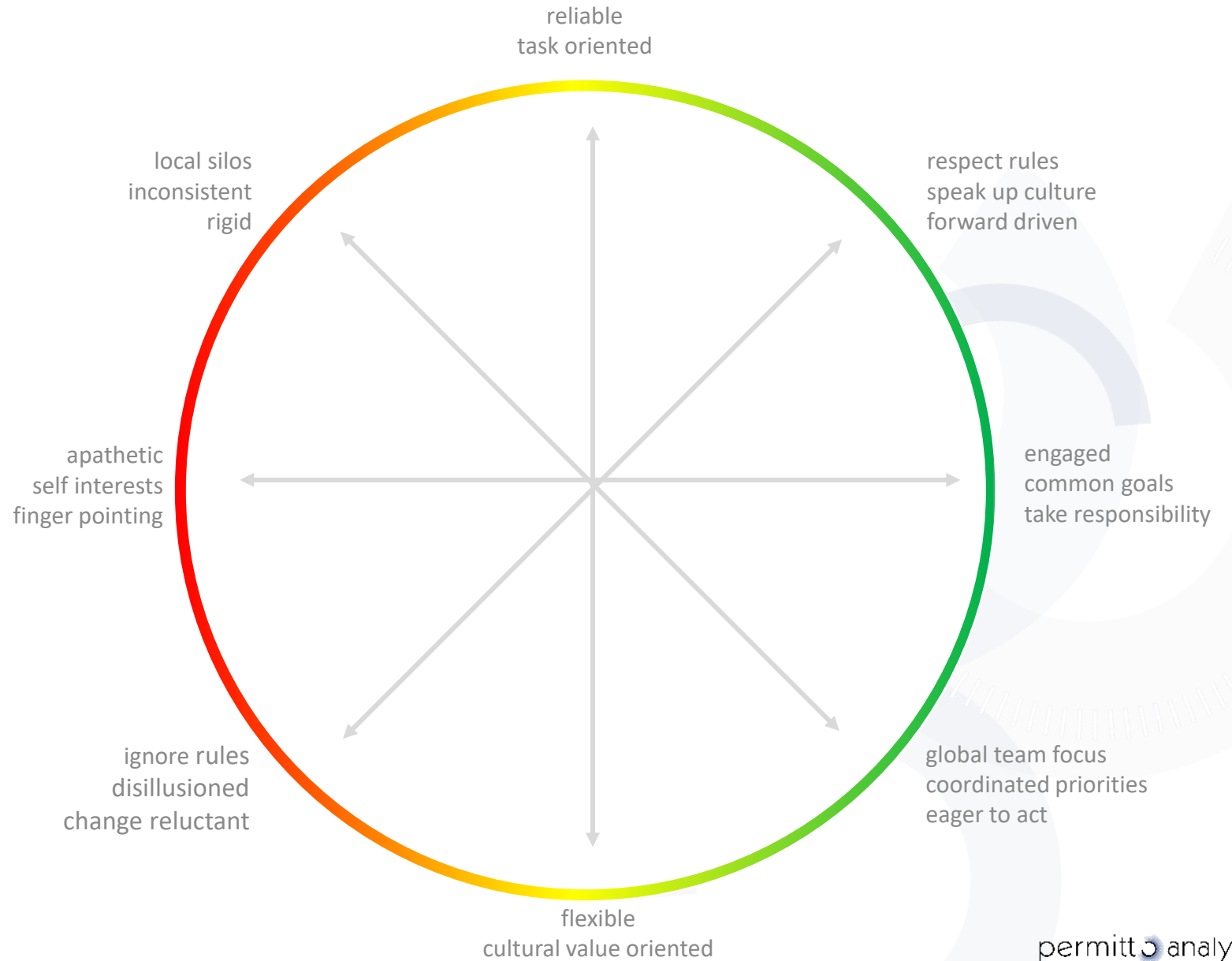




In order to ensure quick and comprehensible orientation within the overall space, the respective opposing spatial directions are expressed in the following representation by contrasting pairs of terms.

This concentration of meaning took place in accordance with the spatial arrangement of the constructs.

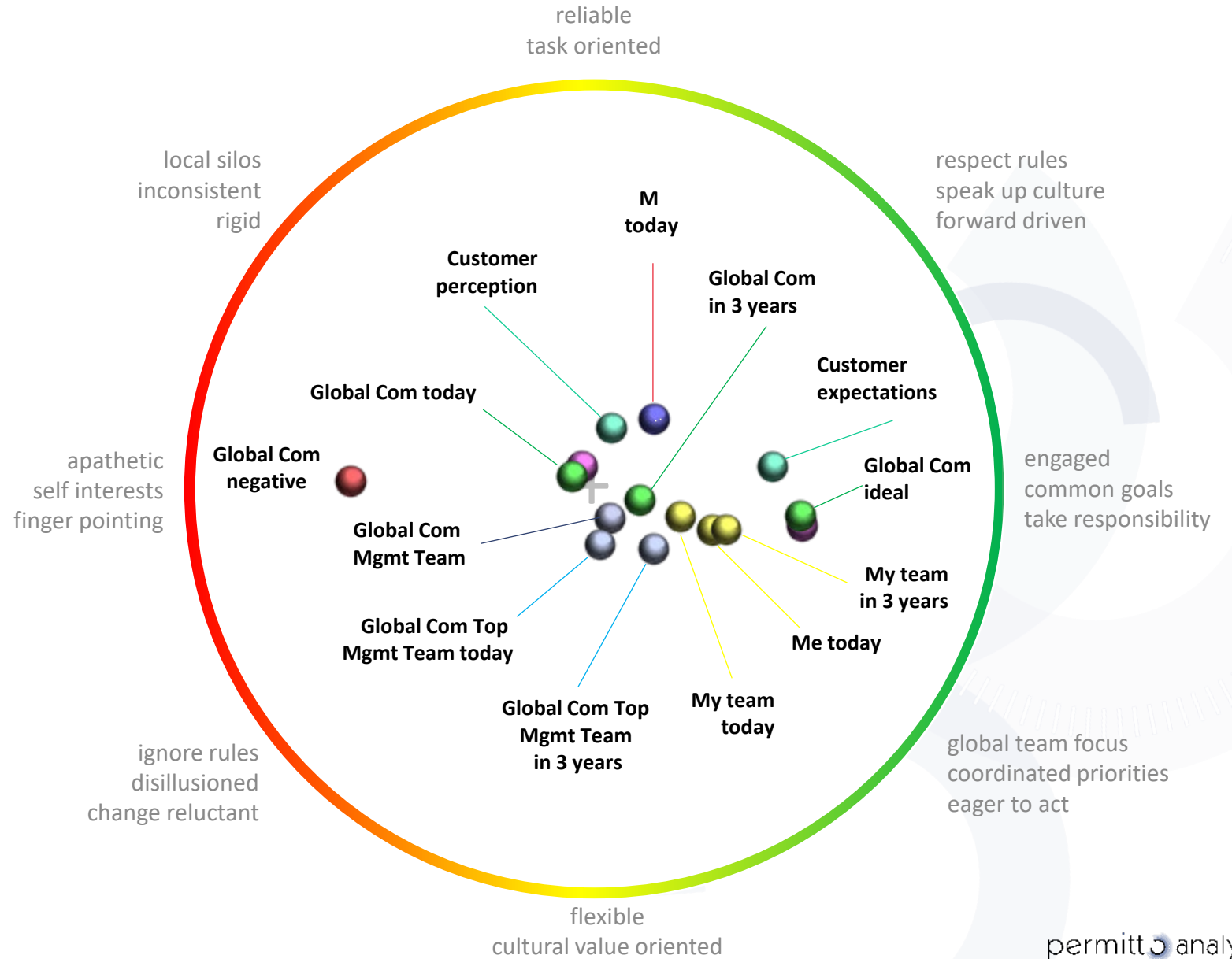
The chosen terms serve only as a guideline and do not reflect the full range of meanings.





The elements "Global Com negative" and "Global Com ideal" form the outer boundaries of the overall meaning space. "Global Com today" is rated slightly negative, "Global com in 3 years" slightly more positive.

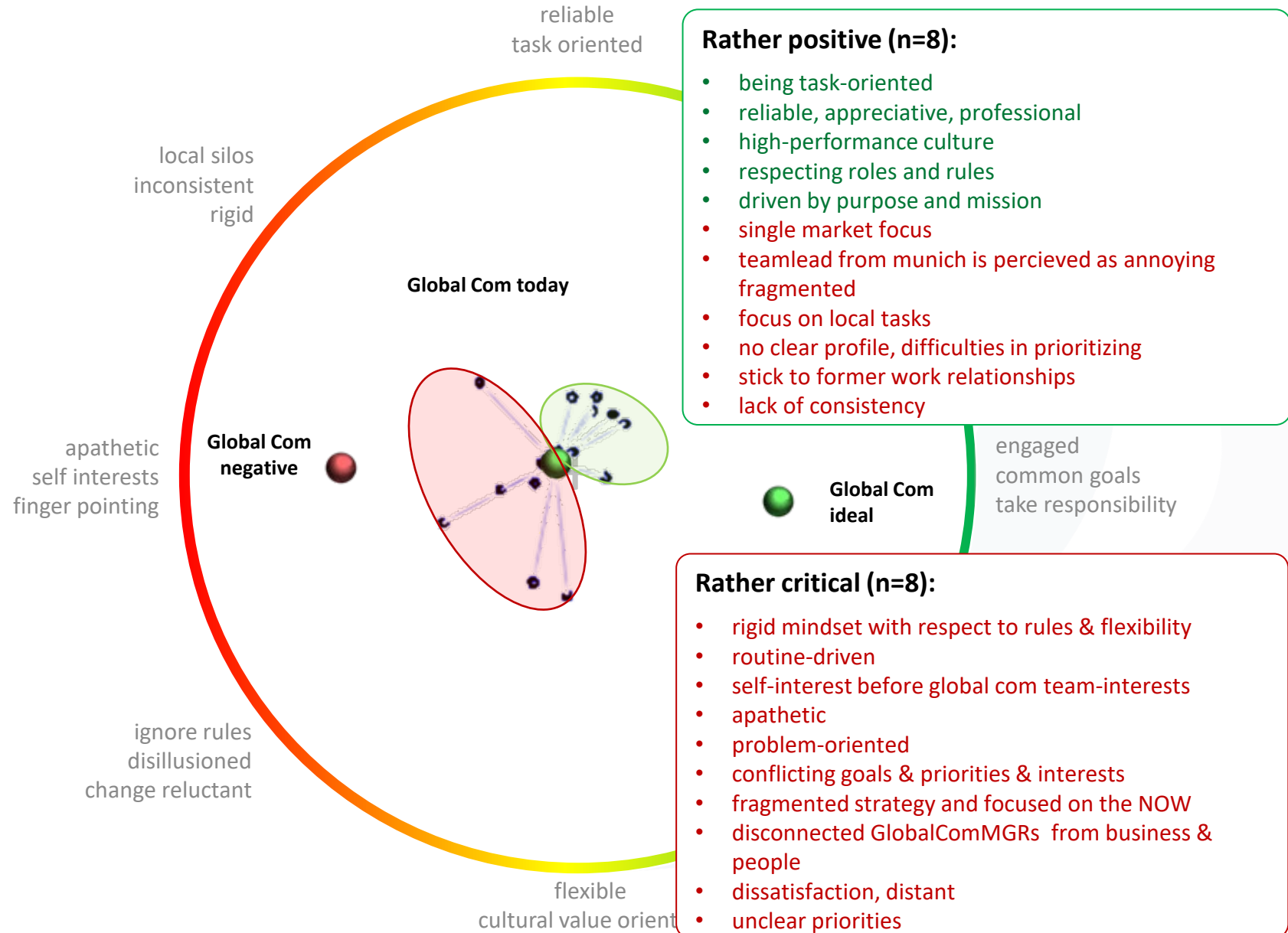
The elements "Global Com Mgmt Team" and "Global Com Top Mgmt Team" are assessed ambivalently, close to the midpoint. The development in three years, on the other hand, is positive. The elements "My Team today" and "My team in 3 Years" as well as "Me today" are in the clearly positively assessed area.





The "Global Com today" element is rated slightly negatively. However, there is a clear spread in the individual opinions. Two groups of equal size can be formed from this: The group with a more positive attitude emphasizes the strengths of performance, professionalism and orientation. On the other hand, they criticize the strong local focus and the lack of consistency.

The more critical group sees the problems above all in a routine-driven, rigid attitude and an excessive distance of the managers from day-to-day business.





If we look at the intersections between **Global Com today** and the other two elements (**Global Com negative** and **ideal**), we can identify development trends. The similarities between **Global Com today** and **Global Com negative** include the characteristics that need to be overcome. These include self-centered silo thinking and a rigid, conservative attitude.

The intersection with **Global Com ideal** shows the current strengths. The collegial and at the same time performance-oriented culture is emphasized.

Characteristics that only **Global Com ideal** has, should be added. These include transparency and reliability, and a shared value-based strategy.

### overcome:

- being focused on key geographies
- very german
- following own goals
- self-interest before global com team-interests
- management of own priorities
- siloed
- routine-driven
- legacy thinking
- stick to former work relationships
- conservative
- rigid
- stagnation
- the heavy hand
- hierarchical
- complacent
- traditional, hierachical, silo thinking
- fragmented
- complex fragmented operating model, too many interfaces
- chaotic
- inconsistent decision making
- lack of consistency
- no clear profile, difficulties in prioritizing

### keep:

- self confident, recognized
- collegial
- eager to act
- reliable, appreciative, professional
- high-performance culture
- driven by purpose and mission
- respectful

### gain:

- reliable decisions
- logical & rational decision making predictable
- awareness of interdependencies
- striving for balance between local needs & global structure
- clear common strategy (ressources and structure)
- global team-focus
- shared cultural values
- adaptability to international markets
- willingness to change
- forward thinking
- speak up-culture
- collaborative supporting, empathic alignment, striving for reaching a common goal
- create and deliver on a holistic strategy
- clarity of collaboration
- transparency of mgmt decisions
- focussed, finding commitments for core topics
- coordinated priorities

reliable  
task oriented

flexible  
cultural value oriented



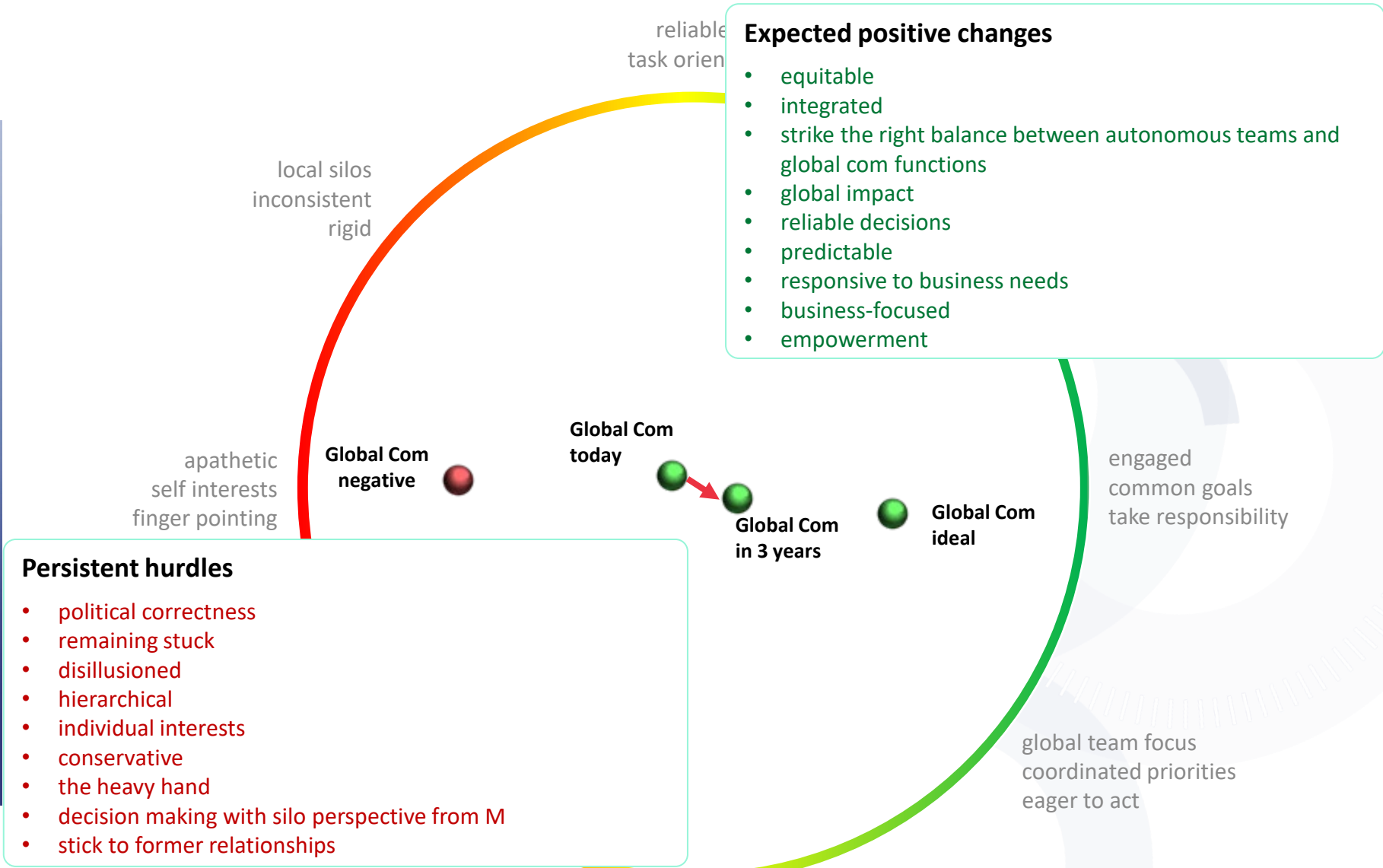
# EXPECTED CHANGES IN 3 YEARS



From the respondents' point of view, there is only restrained development momentum for the next three years, but it is heading in the right direction. Improvements are expected above all in the areas of reliability and equality.

Due to the relatively low development expectations, some of the previous difficulties will still exist in three years.

It is assumed that the conservative 'M centered' orientation will not change and that individual interests will slow down development.

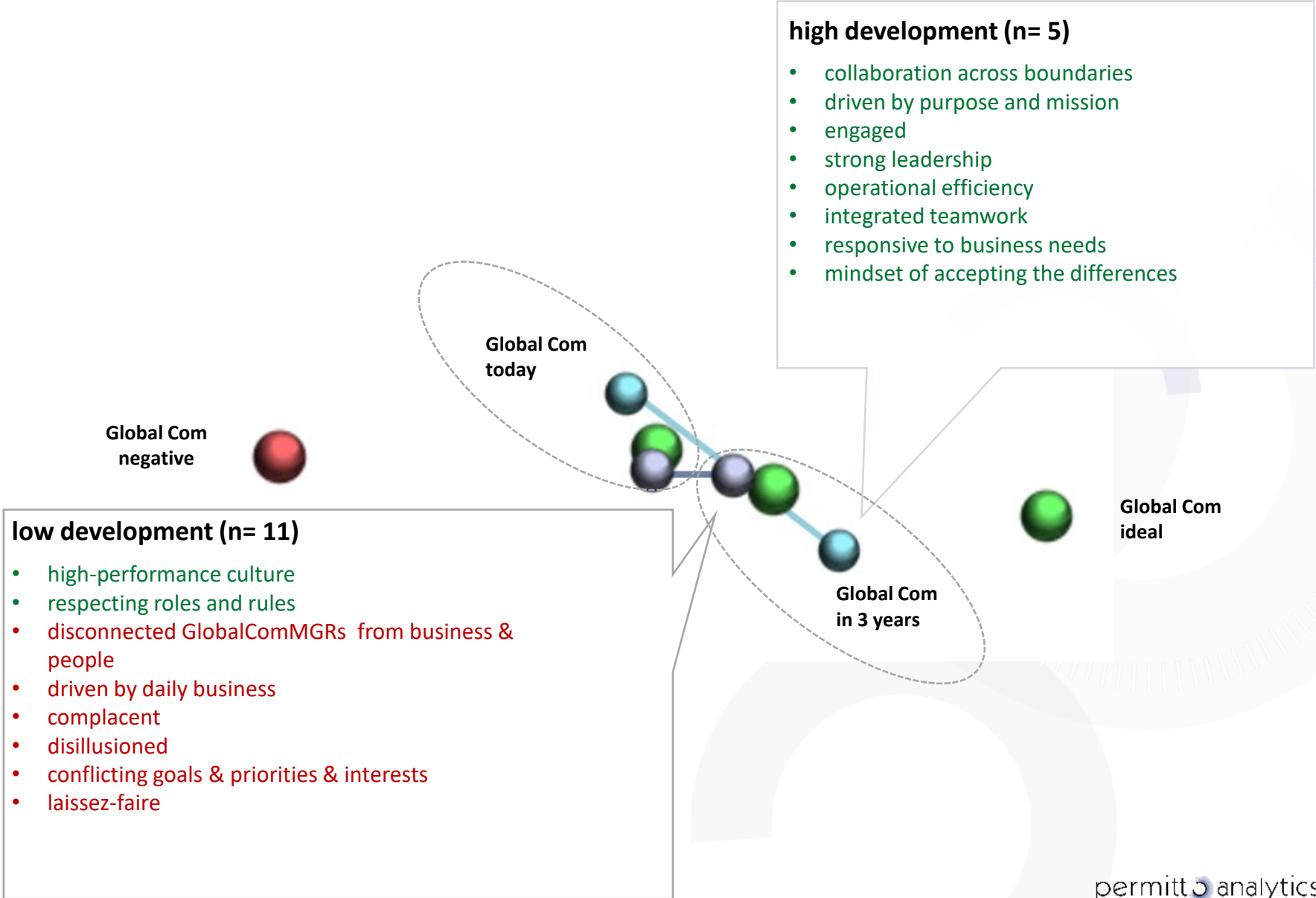




As far as expectations for the next three years are concerned, the respondents can be divided into two groups.

The larger group (grey), with 11 respondents, has few expectations for the development of Global Com in the next 3 years. In their opinion, contradictory objectives and indifference will continue to be obstacles in the future.

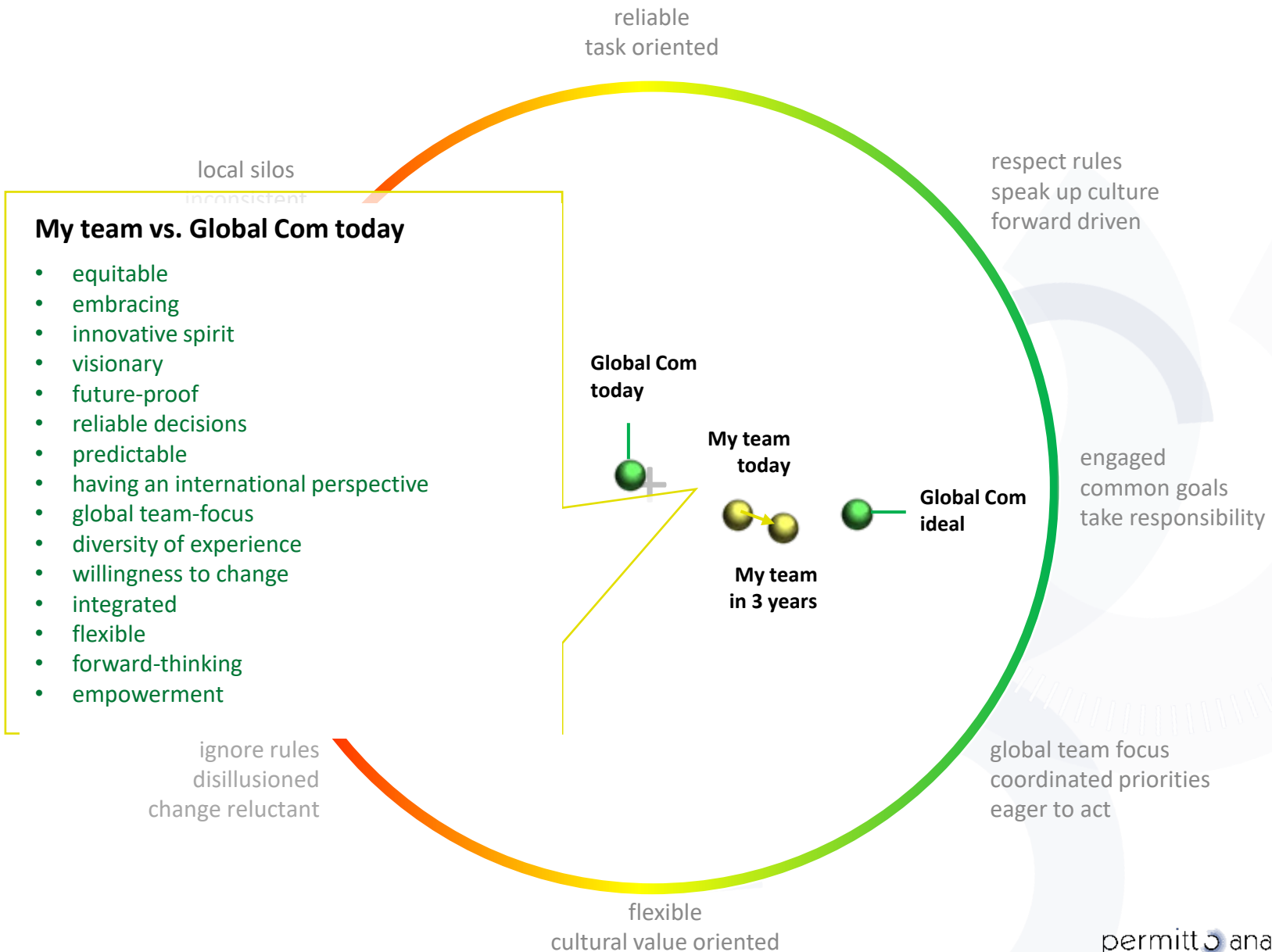
The group with higher development expectations (blue), consisting of 5 respondents, sees more momentum in the areas of leadership and collaboration, as well as in aligning work with higher-level goals.





The element "my team today" is located in the clearly positively area. If we look at the constructs mentioned, we see that many of the characteristics that the "Global Com Team today" still needs to develop are already functioning in the individual teams. The teams were described as reliable, future-oriented units that function particularly well on a personal level.

The My team in 3 years element is rated more positively. However, no new constructs emerge in the comparison. This means that the existing positive characteristics will be even more pronounced in the next three years.





In the self-assessment of the Global Com Mgmt team, the 16 respondents had different opinions. While the overall assessment of the element is close to the midpoint in the slightly positive range, three groups of roughly equal strength can be formed due to the wide dispersion.

The critics (red) mainly criticize self-centered, ignorant actions.

The undecided (yellow) see shared values but also chaotic, uncoordinated action

The fans (green) particularly emphasize transparency, responsibility and motivation.

### Critics (n=6):

- self-interest before global com team-interests
- applying local best practices to the rest of the world
- different priorities
- management of own priorities
- ignorant
- very German
- political correctness
- the heavy hand
- complacent
- dissatisfaction, distant

### Fans (n=5):

- clarity of collaboration responsibility
- reliable, appreciative, professional transparency of mgmt decisions
- global collaboration
- forward-driven
- taking up responsibility
- high-performance culture
- acceptance of different ways of working to create synergy
- collaboration across boundaries

### Undecided (n=5):

- reliable decisions
- integrated teamwork
- awareness of interdependencies
- mindset of accepting the differences
- cultural value-oriented
- standardized Processes
- rigid mindset with respect to rules & flexibility
- chaotic
- competence-based power struggle

apathetic  
self interests  
finger pointing

Global Com  
negative

Global Com  
Management Team

Global Com  
ideal

engaged  
common goals  
take responsibility

ignore rules  
disillusioned  
change reluctant

flexible

cultural value oriented



The "Global Com top Mgmt team" is located right in the middle of the space and is viewed ambivalently by those surveyed. This is also made clear by the wide spread of individual assessments.

Rigid, conservative behavior without recognizable priorities is criticized.

Current strengths are seen in the willingness to act and in efforts to achieve transparency and global cooperation.

In the future, it would be desirable to be closer to the regional teams and to take greater account of local cultural aspects in order to enable a reliable joint approach.

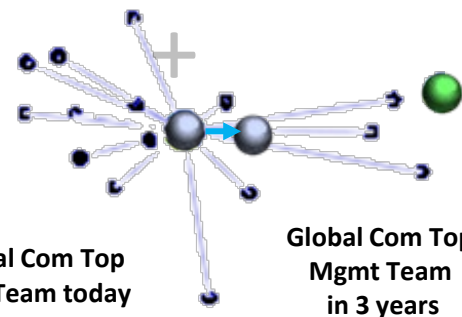
- overcome:**
- rigid mindset with respect to rules & flexibility
  - political correctness
  - legacy thinking
  - one-dimensional, narrow-mindedness
  - conflicting goals & priorities & interests
  - conservative
  - competence-based power struggle
  - tolerate undermining agreements
  - unclear priorities

- keep:**
- integrated teamwork
  - strong leadership
  - eager to act
  - clarity of collaboration
  - responsibility
  - transparency of mgmt decisions
  - global impact
  - taking up responsibility
  - standardized Processes
  - leading global & local affairs in a balanced way
  - collaboration across boundaries

- gain**
- operational proximity
  - integrated managers in their regional teams
  - adaptability to international markets
  - logical & rational decision making
  - empowerment
  - alignment, striving for reaching a common goal
  - shared cultural values
  - clear common strategy (resources and structure)

apathetic  
self interests  
finger pointing

Global Com negative



Global Com ideal

engaged  
common goals  
take responsibility

ignore rules  
disillusioned  
change reluctant

flexible  
cultural value oriented

global team focus  
coordinated priorities  
eager to act



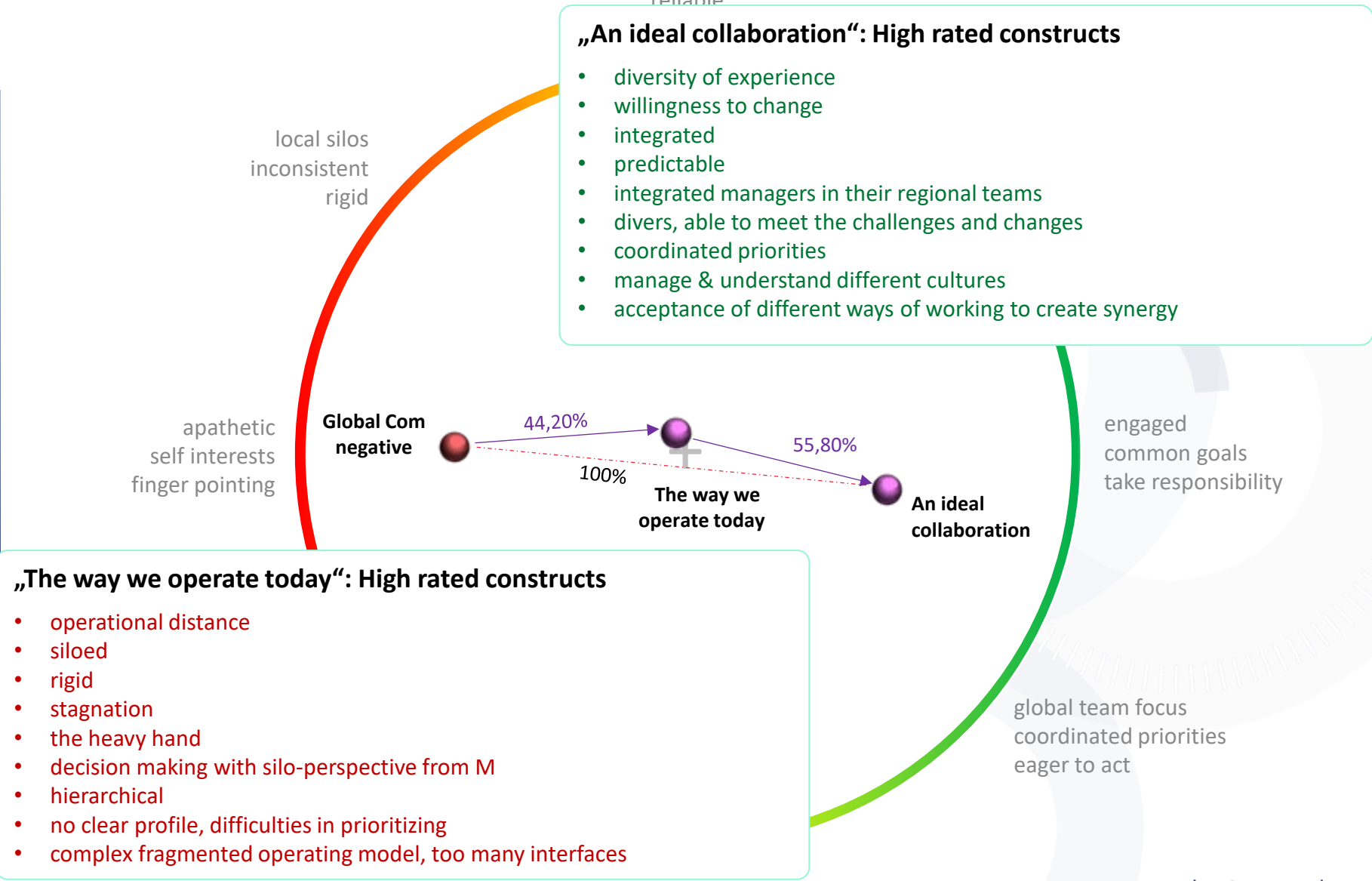
# DIMENSIONS OF MEANING



The way we operate today

According to the respondents, the element "the way we operate today" does not even half meet the characteristics of an "ideal collaboration".

The main criticism is that the leadership is too rigid and distanced, which in the opinion of the respondents does not match the complexity of the challenges. "An ideal collaboration", on the other hand, is characterized by the acceptance and integration of different (cultural) ways of working.

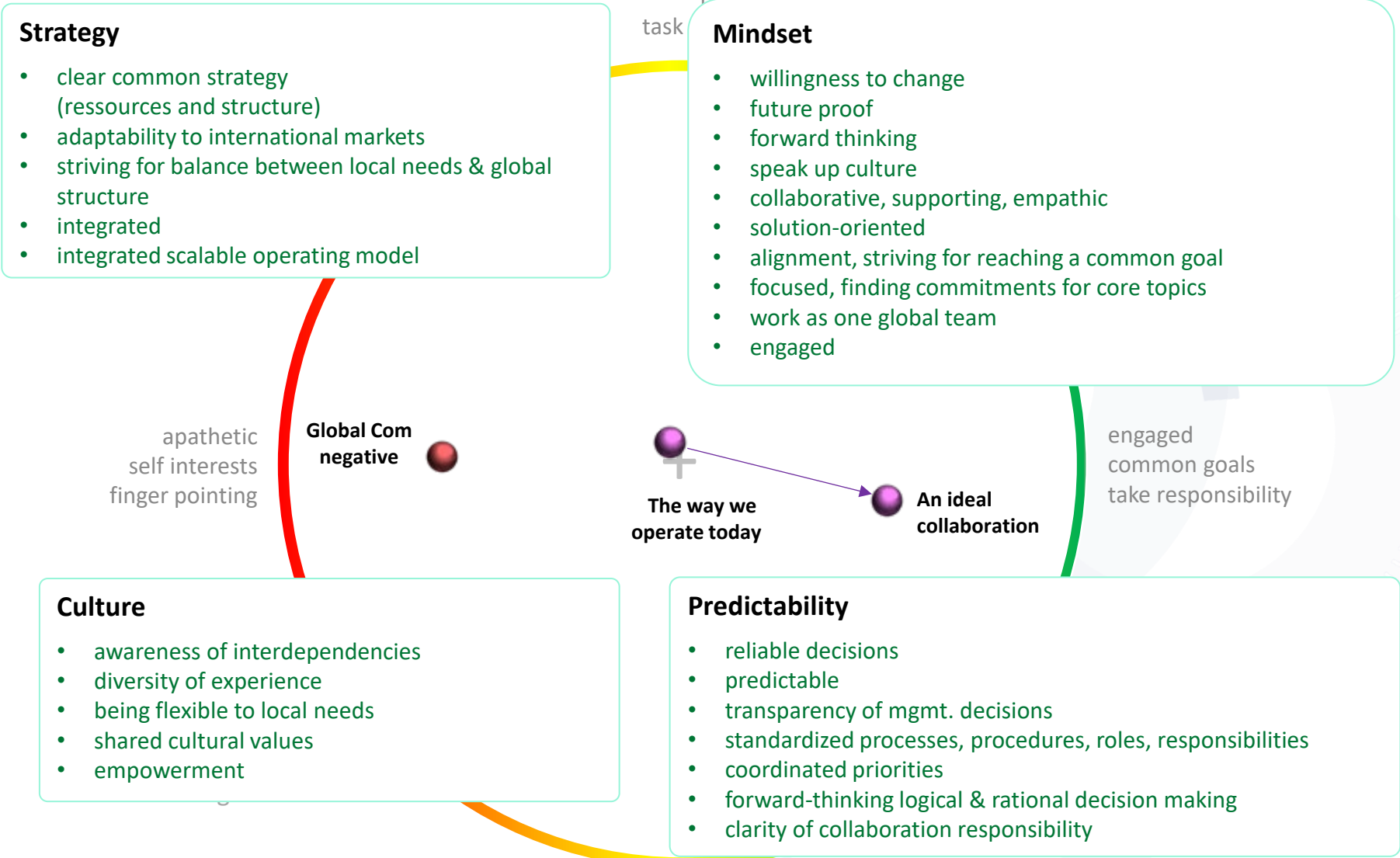




In the development toward an "ideal collaboration", 4 fields of action can be identified from the above constructs.

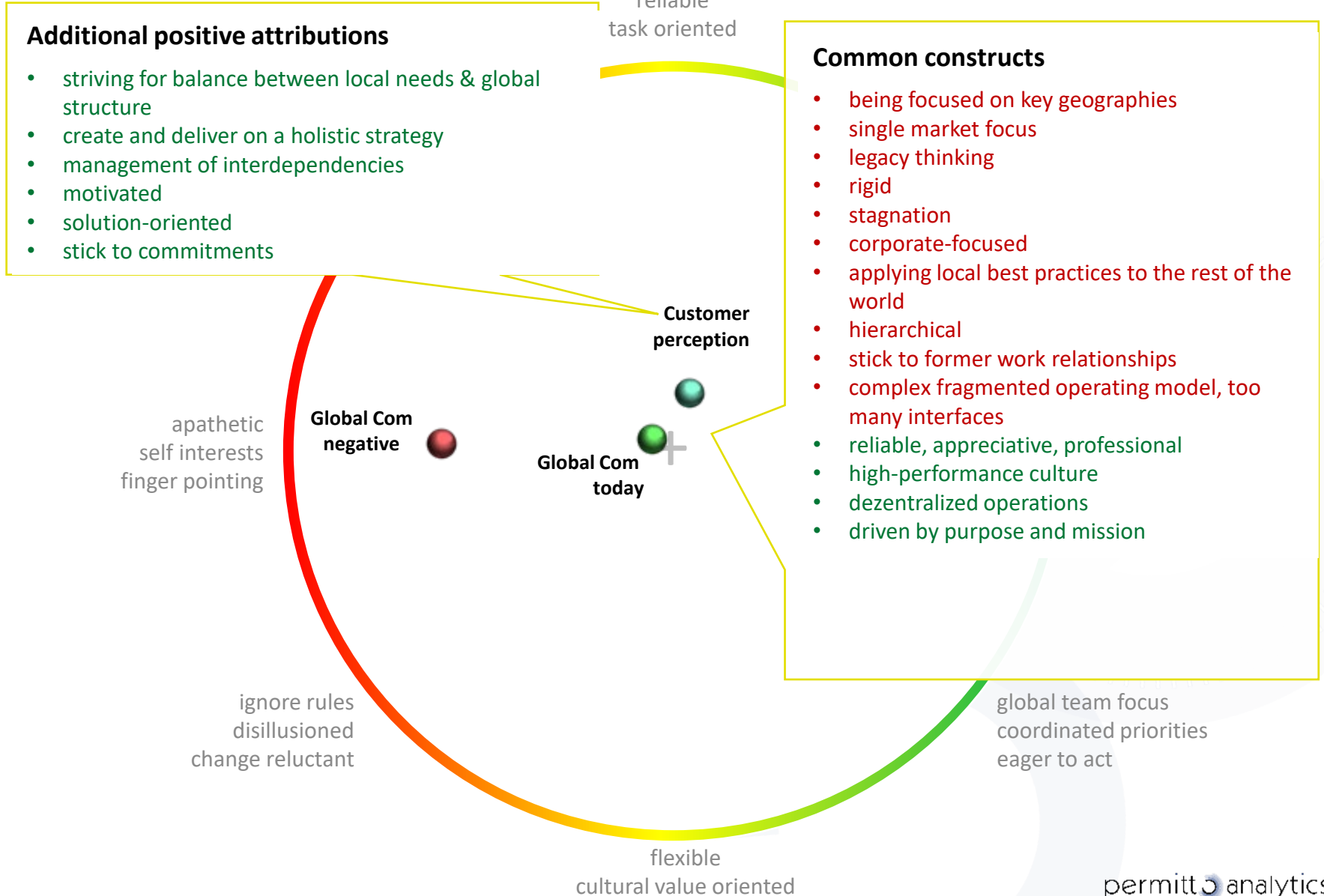
In the area of **strategy**, the desire for a jointly supported global strategy that leaves room for local options for action becomes clear.

To this end, cultural differences and interdependencies from the field of **culture** must be taken into account. Together with a collegial, solution-oriented **mindset**, this results in **predictable** and reliable collaboration.





The assumed **customer perception** is close to the **Global Com today** element. This means that internal customers also perceive many of the difficulties described. In particular, the interfaces and the overly rigid guidelines are noticed by customers. On the other hand, the interviewees assume that the customer also sees some aspects as more positive than they actually are.

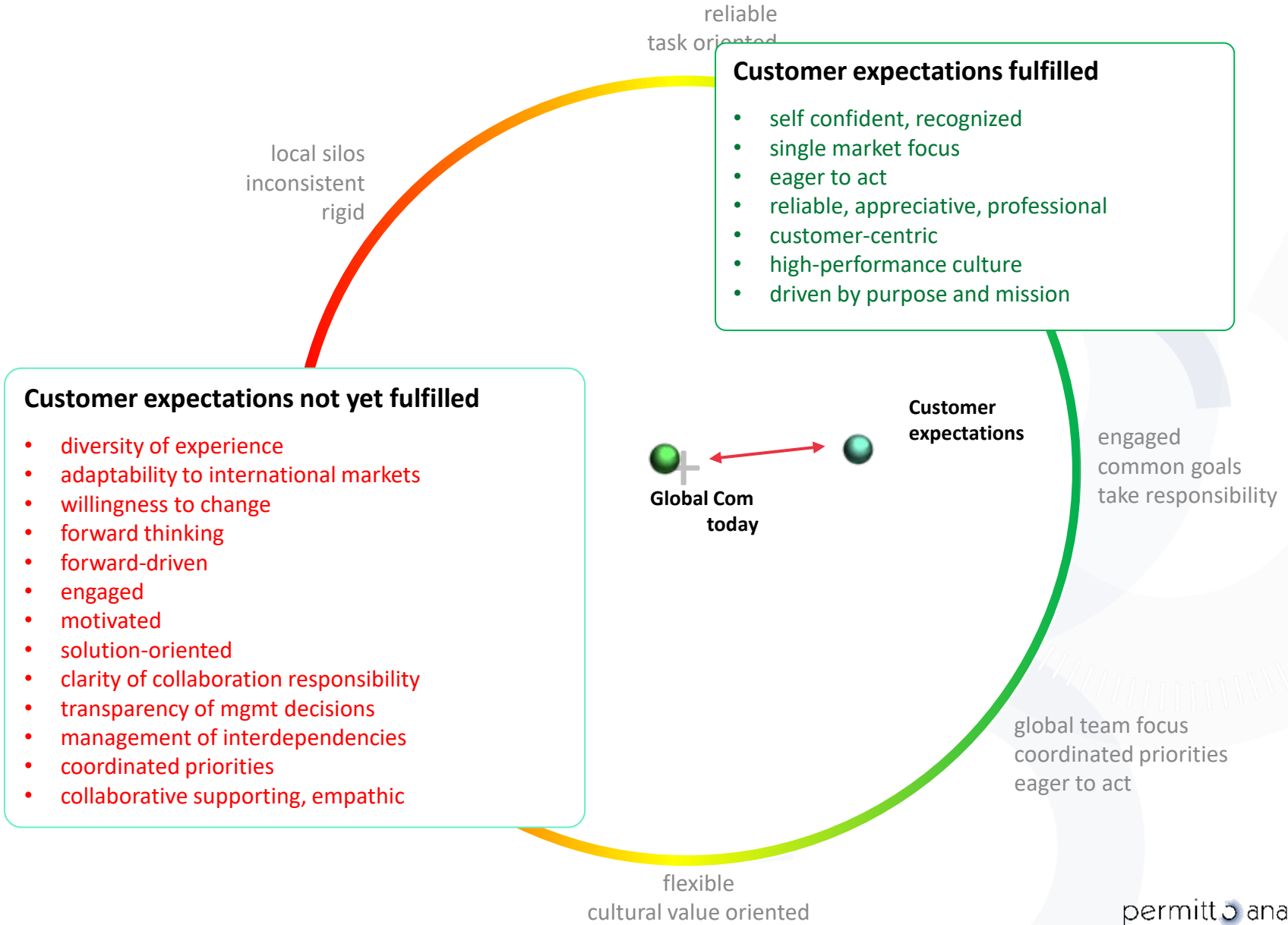




The **Customer expectations** element is close to ideal. The respondents therefore see a demanding customer.

**Global Com today** can already meet some of these expectations. Self-confidence, reliability and willingness to perform are already perceptible today.

Furthermore, the **customer expects** characteristics that **Global Com today** does not yet have. These include goal-oriented, motivated and solution-oriented action.





The findings of the congrid analysis are focused on individual concrete questions (reflection aspects) and fed back to the company. This ensures a high degree of connectivity.

Expectations regarding Global Com's development over the next three years are remarkably low. Just a third of the managers involved expect significant improvements. What factors are contributing to the stabilization of the status quo or hindering further development?

Does the cautious assessment of the responsible managers result from a lack of vision or is the path of small steps really the option of choice?

The main points of criticism in management behavior are the lack of transparency, adherence to decisions made and priorities. What specific examples from the past can be used to substantiate these statements? What measures can be taken to counteract this in the future?

All respondents see their own team better positioned than Global Com today. What success factors contribute to this assessment at team level? Is there an opportunity to use successful approaches for the further development of Global Com as a whole?



The findings of the congruence analysis are focused on individual concrete questions (reflection aspects) and fed back to the company. This ensures a high degree of connectivity.

### Joint action

Criticism of "silo thinking" within Global Com today is widespread. What would have to happen for those involved to leave their silos in favor of joint action? What confidence-building measures are necessary for this?

The existing silos may have a demarcation or protective function. What do those involved get instead if they give up their silo?

Which KPIs can be used to measure the overall success of Global Com instead of individual successes?

Global Com today's current strengths are its willingness to perform and its respectful, collegial interaction with one another. How can it be ensured that these positive aspects continue to be protected in the ongoing development process?

The path to ideal collaboration can take place in 4 fields of action. What concrete measures can be defined for the individual fields of action and what could the implementation steps look like in terms of time?



The findings of the congrid analysis are focused on individual concrete questions (reflection aspects) and fed back to the company. This ensures a high degree of connectivity.

### **M centered vs. local flexibility**

With the M centered guidelines and the use of local degrees of freedom, two different strategic models meet. Can the representatives of the two positions understand the other position and name its advantages?

Which substantive aspects of the opposing positions are most likely to be negotiable from the point of view of their respective representatives in order to achieve a jointly supported approach?

With regard to the development of Global Com, the consideration of different values is also a particular focus. How can a solution-oriented discourse on these values be initiated within the organization?



The findings of the congrid analysis are focused on individual concrete questions (reflection aspects) and fed back to the company. This ensures a high degree of connectivity.

### **Managing interfaces**

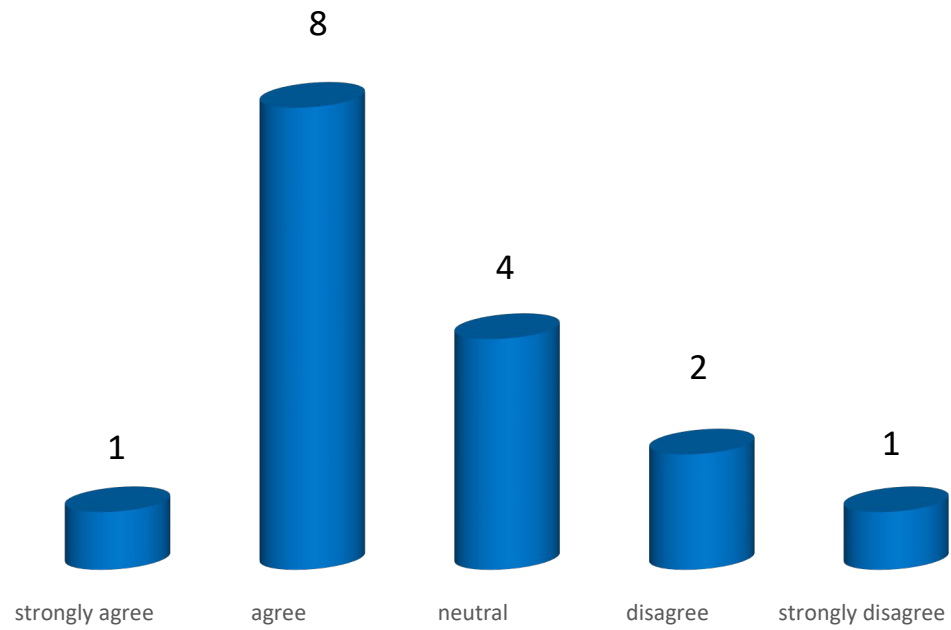
In Global Com today's assessment, the negative aspects predominate. The de facto introduction of a matrix structure increases interfaces and coordination costs. For which cross-interface activities are there already reliable standards? For which other interfaces are similar solutions conceivable?

### **Customer expectations**

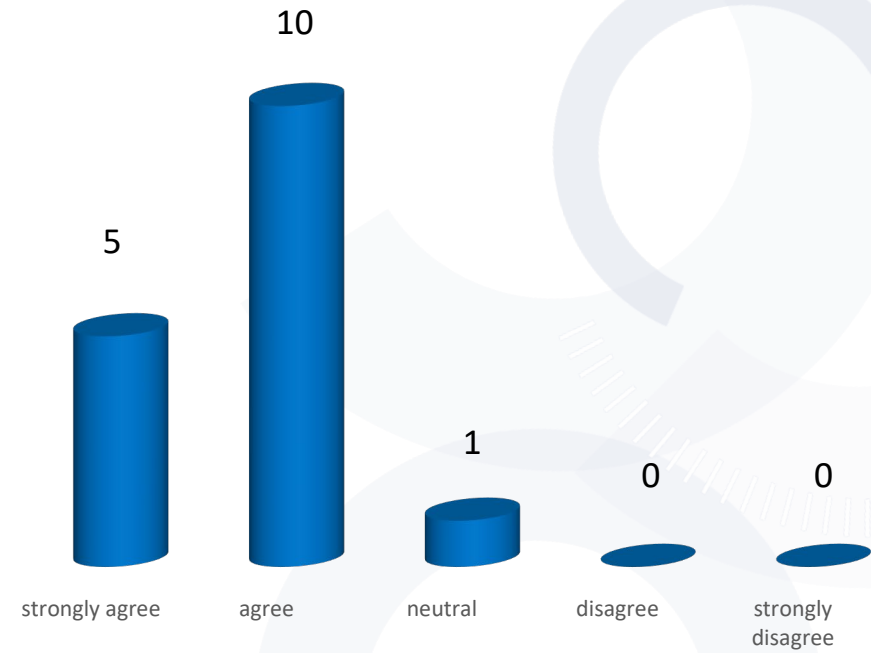
The presumed customer expectations are only partially in line with the performance of Global Com today; many expectations remain unfulfilled. Is the view of customer expectations just an assumption or can it be empirically proven?



„We live our Com strategy“



„I do meaningful work“





### What opportunities for improvement do you see in M Global Com's communication within Global Com?

- more recognition and understanding of equality
- More one2one or small group conversations (less formal communication), more job rotation (opportunities to bring employees to other markets)
- More bottom-up communication
- honesty - open communication - collaborate with shared interests - make decisions adjust them if necessary and implement them and keeping track
- regular communication from other departments aside from marketing
- being mindful to whom we talk to
- Managers should be more integrated with their people locally
- provide more orientation on responsibilities and togetherness. Better understanding of the shared tasks, big picture thinking
- reduce interface complexity, increase entrepreneurial mindset, improve stakeholders centrality, increase global impact, accelerate processes, streamline planning
- we need an open communication + being able to address critical topics; we need to solve crucial issues without postponing them; we should put people into focus; no pseudo-vision/ strategy;
- clear guidance on department-goals and prioritizations; creating common cultural values; trust and collaboration;
- focussing, and role loyalty
- Explain global set-up: reasons & benefits, more opportunities to build personal relationships, enhance team spirit
- Reduce complexity, strategic topic planning, ability to prioritize, curiosity
- respectful, empathic, open minded
- Operations: Communicating standardized processes, roles, responsibilities



### What do you think is going particularly well at M Global Com Team?

- collaboration on section and employee level
- Strong efforts in understanding each other, culture of mutual respect, skill set very professional
- Regional setup
- good exchange and collaboration - transparency of what other teams are working on - colleagues are supporting each other in case of need
- global campaigns - international assignments
- local pockets of high performers
- Collaboration on the staff members level has gotten a lot better; inspite of structural challenges
- appreciative and cooperative teamwork
- high level of expertise,
- exchange between the employees; solution-oriented employees and ML3
- growing better together on the employee-level
- cooperation among teams, high engagement of most colleagues
- We work and act (mostly) as a global team; productivity in an all-time high
- Mutual support, team spirit, non-toxic-culture, skilled people, readiness to perform, highly committed people
- positive development from M centric to global
- Strong sense of vision, mission and purpose; desire to succeed



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