



# IMPULSES & KEY NOTES

engaging & thought-provoking

# ENERGIE DURCH ENTWICKLUNG

Leadership development is of central importance for the success of a company. With the offerings of our Energie durch Entwicklung Academy, we support you and your managers in developing a common understanding of leadership and the associated personal, methodological and social skills. This establishes a new standard. One that is actually lived!

Employees in any company can only develop further through qualified and motivated leaders who build and maintain trusting, resilient relationships with their teams with joy and deep conviction.

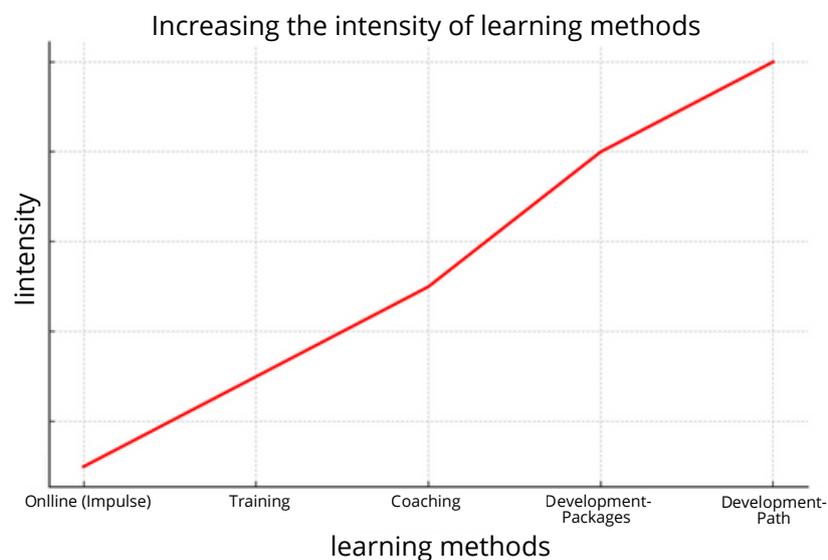
The result? A future-proof corporate culture that connects employees and leaders, thus enabling sustainable corporate success and innovation. On the one hand, day-to-day business benefits noticeably, and on the other, change processes are measurably more successful.

## Did you know?

We are your “partner in crime” and support you in raising awareness of the business relevance of leadership development, convincing the decision-makers and multipliers in your organization and empowering you and your leaders at all levels in a sustainable and effective way.

With our ideas, we offer you and your leaders short, pragmatic gadgets of knowledge on a variety of topics. This way, you not only gain new ideas for your everyday management work, but also get concrete tips and tricks that you can immediately implement in your organization.

For more intensive leadership development, we offer you our other leadership development formats. You can find all the information about this on our website, or you can contact us directly.



# VICTORIA BECKERS

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I am Victoria Beckers, Founder and Managing Director of Energie durch Entwicklung and a passionate leadership, organizational, and culture development expert.

Since 2011, I have been supporting medium-sized companies with both commercial and industrial employees in initiating and successfully implementing necessary change processes—sustainably and in close collaboration with their leadership teams.

With a deep understanding of the critical points within an organization and many years of entrepreneurial experience, I advise and support owners, executives, managers, and HR professionals in a targeted and effective manner throughout the entire transformation process. My strong hands-on approach ensures quick wins, which in turn create momentum for sustainable development.

The leadership team plays a particularly important role in the success of transformation processes: alongside clear, actively implemented organizational structures and a people-oriented corporate culture, the key to successful change lies in activating and empowering leaders. For this, we offer an extensive professional development program.

In addition to expertise, experience, and implementation strength, I provide my clients with space for open, trust-based communication — creating the opportunity to uncover hidden conflicts and develop effective solutions.

I am the sparring partner who helps companies position themselves for the future, ensuring an organization with satisfied and motivated employees.



# OUR IMPULSES - KNOWLEDGE GADGETS FOR LEADERS

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We live in a time in which constant change determines our everyday working lives. The associated challenges pose problems for many leaders that they can only partially overcome with the resources available. This is often not due to a lack of motivation. They want to remain future-proof in their professional context and are open to further development in all areas of competence and work.

The responsibility for continuous management development presents companies with a major challenge, especially when budgets for personnel development measures are only available to a manageable extent.

For this reason, we have developed Energie durch Entwicklung Impulses. They enable you to promote your leaders in a targeted, efficient and continuous manner.

We know from experience that often a short impulse is enough to defuse a problematic issue, try out a new approach, or simply change the perspective on everyday challenges.

Our impulses are always:



- interactive, so that everyone can get involved,
- can be implemented live on site or digitally via Zoom or MSTeams,
- in German or English,
- 90 minutes long and
- designed for groups between two and 50 participants.

If you cannot find the right topic in our brochure, we will be happy to develop tailor-made solutions for you and your leaders.

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# THE ROLE OF THE LEADER

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## TASKS AND RESPONSIBILITIES OF LEADERS IN TODAY'S WORLD

The role of the leader is changing dramatically. It is no longer just about coordinating the resources used. Leaders are now required to act as motivators, corporate culture managers, human resources developers, coaches and, above all, as people. At the same time, the pressure, and demands from all sides are increasing — at least the perceived pressure. This can quickly lead to confusion and being overwhelmed. Leaders often complain about employees' lack of personal responsibility and the lack of clarity “from above”. This always leads to frustration.

In this impulse, you will learn how leaders can keep an overview of these complex requirements and proactively develop a clear understanding of their roles.



## EMPLOYEE MOTIVATION DURING CHALLENGING TIMES

Who wouldn't want motivated employees in their team who think outside the box on their own initiative, train themselves further and are always willing to go the famous extra mile?

What motivates people to get particularly involved and to actively shape the present and future of the company? How can people be motivated through external incentives and suitable framework conditions? What drives intrinsic motivation? And how can managers specifically influence their own motivation and that of their employees?

In this impulse, we will look at the different forms of extrinsic and intrinsic motivation. We will focus particularly on the effect of your own motivation on employee management. You will take away concrete practical tips for your own everyday management work and will tackle the next project with a lot of motivation straight away.



# THE ROLE OF THE LEADER

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## LEADERSHIP DESPITE DAY-TO-DAY OPERATIONS

Especially in medium-sized companies and public administration, leaders are often entrusted with a high degree of operational tasks — and unfortunately they usually focus on these, because “the work has to be done”. The leadership and development of employees, personal relationships and strategic change management are neglected.

In the worst case scenario, this not only leads to burnout among leaders, but also to frustrated employees and failed change processes.

In our online impulse, we show ways in which leaders can break out of this trap and achieve a better balance between the different tasks.



## DEFINING AND MAINTAINING GOALS AND TASKS



Successful leadership begins with clear goals! Sounds easy and logical. But formulating and agreeing on clear goals and expectations in a binding manner is not that easy in practice. On the one hand, there is often a lack of clarity about what the real focus of the goal is. On the other hand, there are often strong inhibitions about formulating clear demands to employees (although they often demand this).

In our impulse, leaders learn how they and their team set ambitious but achievable goals that create real added value. But that's not all: we show them how to shape the path to success with their employees and celebrate successes in a targeted manner. In this way, leaders create a culture of appreciation that promotes long-term motivation and top performance.

# THE ROLE OF THE LEADER

## THE LEADER AS A HUMAN RESOURCE DEVELOPER

In times of skilled labor shortages and demographic shifts, employee retention is particularly important. This is achieved not only through monetary incentives and a good working atmosphere, but above all through development opportunities. In a rapidly evolving world with constantly changing requirements, the development of methodological, personal, social and professional skills is essential.

If the leader sees himself as a human resources developer, he keeps an eye on the development of his employees and creates a culture of continuous learning. This not only strengthens the commitment and motivation of the employees, but also ensures the company's innovativeness and competitiveness.



## DEALING WITH DIFFERENT PERSONALITY TYPES

Leaders must be able to deal with different personality types because their role requires them to interact with and effectively lead a wide range of employees. Each person has their own strengths, weaknesses, preferences, and communication styles. By understanding the different personality types and behaviors of their employees, leaders can adapt their leadership approaches and create a positive work environment.

This impulse includes an introduction to the DISC model, which helps to understand different behaviors and communication styles. They learn how to adapt their own communication to the needs and preferences of others in order to communicate more effectively and minimize conflict. The impulse offers practical tips and techniques to improve communication with different personality types and create a positive work atmosphere, regardless of whether they have taken the DISC test or not.

At the end of the impulse, the leaders will be able to use their communication skills in a targeted manner to deal effectively with different personality types and behaviors and thus strengthen their leadership qualities.



# THE ROLE OF THE LEADER

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## COACHING TOOLS FOR LEADERS

The use of coaching tools in everyday management is important to increase the development of employees, their performance and self-reflection skills. This creates effective communication that promotes motivation and the building of trust and relationships. By using coaching tools, leaders can improve their coaching skills and contribute to a positive and productive work environment.

Coaching tools help leaders to promote the individual development of their employees and to conduct effective conversations. They provide structure, focus, and methods to conduct coaching efficiently and purposefully, thus supporting the success and performance of the team.

With this impulse, we strengthen leadership skills and introduce the first valuable coaching tools that can be immediately integrated into everyday management.



## APPRECIATION AS AN IMPORTANT MANAGEMENT TOOL FOR EMPLOYEE RETENTION



Have you ever wondered what lies behind the dissatisfaction of individual employees? Why are sick days increasing and some employees no longer participate actively and are more likely to do their job by the book?

A common reason for the symptoms mentioned in the team is a lack of appreciation on a content-related but also on a personal level. This is not about praising everything that employees do, but rather about building trusting and meaningful relationships and trust. Employees want to be perceived in all their facets, and to be recognized and valued for the work they do.

In this impulse, we would like to show your leaders ways in which they can express their appreciation to their employees in everyday life.

# COMMUNICATION & CONVERSATION MANAGEMENT

## STRENGTHENING COMMUNICATION SKILLS

Leaders are often under pressure because they are responsible for their team, the ongoing projects and their results. But how can they deal with this constant stress and master the challenges without getting sick or losing motivation?

This online impulse offers leaders practical strategies and techniques to identify the causes of stress and to deal with them effectively using effective methods. You will learn how to recognize stressors immediately and deal with them constructively. This will not only maintain your own performance, but also improve your well-being. In this impulse, you will learn concrete tools for stress prevention and management as well as proven methods for promoting your work-life balance, such as effective time management, and how to successfully integrate them into your everyday working life.

At the end of the impulse, they will be able to expand their leadership skills to create a healthy work environment for themselves and their team.



## PREVENT AND RESOLVE CONFLICTS SUCCESSFULLY



Conflict management knowledge and skills are important for leaders to create a productive work environment, promote effective communication and relationships, increase employee satisfaction and loyalty, and encourage innovation.

Leaders who have conflict management skills can improve team dynamics, promote a positive work culture, actively address conflicts, and prevent escalations. By strengthening their conflict management skills, leaders can create a supportive and harmonious work environment and contribute to their team's effective collaboration and performance.

You will learn about the different types and causes of conflict, and which conflict resolution strategies can help prevent and de-escalate conflicts.

# COMMUNICATION & CONVERSATION MANAGEMENT

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## BUILDING AND MAINTAINING TRUST AND RESILIENT RELATIONSHIPS

In an increasingly complex working world, trust is the basis for successful leadership and sustainable collaboration. But how can this trust be built? The key lies in attentive, empathetic and clear communication. Leaders are required to create a communication culture that not only facilitates the flow of information, but also supports mutual respect and openness.

In our impulse, leaders learn how to build resilient relationships with their employees and promote trust within the team. They learn how to avoid misunderstandings through targeted communication, resolve conflicts constructively and create a working atmosphere in which employees feel valued and can fully develop their potential. Because only through trusting communication can relationships be created that remain stable even in challenging times.



## EFFECTIVELY ESTABLISH MEETING STRUCTURE & COMMUNICATION CULTURE



Effective meetings are the basis for productive collaboration. In practice, however, many people find meetings to be at least long-winded and usually a waste of time. In our impulse, we show your leaders pragmatic tips on how they can make their meetings meaningful, effective and efficient, and thus promote an open, appreciative communication culture. The focus is on practical methods for structuring meetings, clear allocation of roles and the art of active listening.

Our impulse shows how transparent communication and binding agreements strengthen team cohesion and ensure the success of projects. Using concrete examples and tools, you will learn how to moderate meetings efficiently and at the same time create space for creativity and innovation. This is how meetings become real success factors for companies.

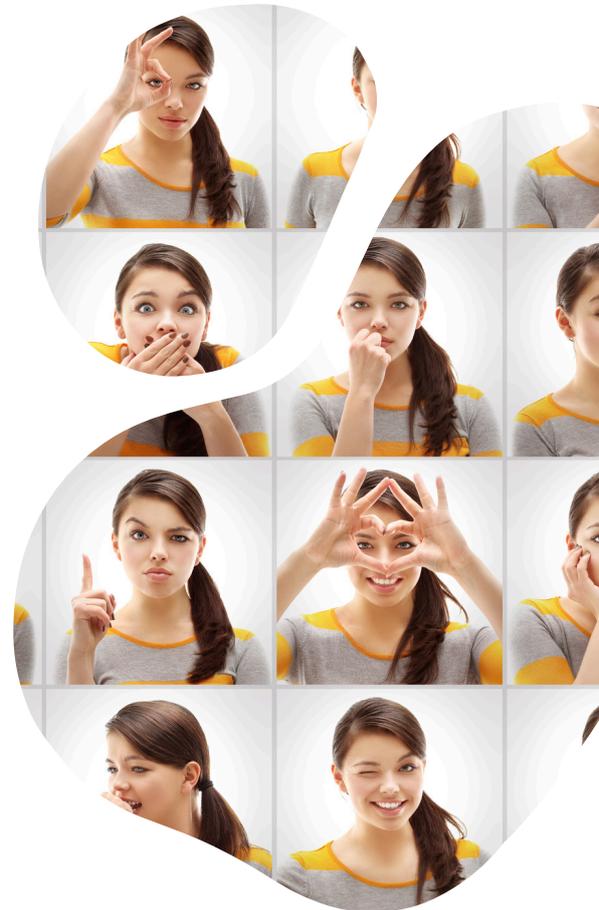
# COMMUNICATION & CONVERSATION MANAGEMENT

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## HANDLING EMOTIONS WITH CONFIDENCE

The power of emotions within the work environment has long been underestimated, but they are of crucial importance and have a direct impact on performance and human well-being. They are therefore an important factor in successful organizations and company success. Leaders in particular should learn to deal with all types of emotions consciously and appreciatively, instead of ignoring or suppressing them.

In this impulse, you will learn how to recognize, regulate and constructively use your own emotions to promote a positive working atmosphere and increase the motivation and productivity of your teams. In addition, proven strategies and techniques for developing emotional intelligence are presented that will help you to successfully manage conflict situations.



# GIVE & RECEIVE FEEDBACK

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## FEEDBACK 1 X 1

Our impulse conveys the basic principles for effective feedback, emphasizing the importance of giving clear, concrete and respectful feedback to stimulate positive development. The focus is on building trust, the importance of openness, transparency and the right choice of words to avoid misunderstandings.

It shows how feedback can be used constructively, both positively and negatively, to promote personal and professional development. It also covers how to deal with difficult feedback situations in order to ensure productive and respectful communication in teams and between executives.



## RESOLVING RESISTANCE TO FEEDBACK SUCCESSFULLY

Why does the mere thought of a feedback conversation make many people feel uncomfortable? Why does both giving and receiving feedback often feel uncomfortable? Our impulse offers practical approaches to identifying and resolving resistance to feedback. It explains why people often react defensively and how these barriers can be overcome through empathy and active listening.

Your leaders will learn how to adopt an appreciative attitude, create an atmosphere of trust, and convey feedback in such a way that it is perceived as a valuable opportunity for further development. Our impulse emphasizes the importance of clear communication, a patient attitude and the right balance between recognition and suggestions for improvement. The aim is to establish a feedback culture in which everyone involved interacts openly and constructively.



# GIVE & RECEIVE FEEDBACK

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## EXPANSION AND DEVELOPMENT OF FEEDBACK AND LEARNING CULTURE

In times when development and change are taking place at a rapid pace, one thing is certain: tasks can only be solved as a team. For this, daily learning with and from one another is essential. In many companies, however, there is a culture of hoarding knowledge and special know-how is held by individual people.

This entails considerable operational risks. Especially where organizational structures and working methods change regularly, knowledge exchange is of fundamental importance and feedback routines, traditionally 1:1 or as a team retrospective, are essential. For once, to evolve together as a team and, for secondly, to ensure that organizations are fit for action and are fit for the future.

In this impulse, we show your leaders valuable starting points for establishing an effective feedback and learning culture in their organization. You play a central role in this.



# TEAM DEVELOPMENT & LEADERSHIP

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## MANAGE AND MODERATE TEAM DEVELOPMENT SUCCESSFULLY

Do you also experience this? Conflicts within the team is leading to people talking about each other, but not with each other? A lot of time is spent on discussions, but little is achieved? No one wants to take responsibility for tasks or projects? Then these are urgent signs that your team needs development help.

Teams are usually a group of people from different backgrounds, with different personalities, skills and experiences, brought together more or less at random. Turning them into a motivated, capable and productive team requires the right framework, people- and goal-oriented leadership and the right development measures.

In this impulse, we will give your leaders the most important tips for successful team development and show them how they can recognize the specific development needs of their team.



## ESCAPE THE SILO MENTALITY

The famous silo mentality means that teams function within themselves but do not work together with other teams, do not think outside the box, and do not keep an eye on overall processes and the company. This means that a lot of potential is lost, and synergy effects are not used. This can not only lead to conflicts within the company, but also to frustrated customers, as service quality usually suffers from silo mentality. Ultimately, this often leads to economic damage.

In this impulse, your leaders will learn how this silo mentality develops. They will learn how to create the right corporate and communication culture, and how to initiate the necessary organizational steps to enable cross-team collaboration for the customer. We provide specific tips from many years of practical experience on how one can successfully break through the silo mentality in your company.



# TEAM DEVELOPMENT & LEADERSHIP

## MANAGE TEAM DYNAMICS WITH CONFIDENCE

Teams are constantly on the move. Human relationships are constantly evolving, and so is the way teams work together. Our impulse offers valuable insights into the design and management of successful team processes. Your leaders will learn how to harmonize and specifically promote different personalities and working styles in a team. The focus is on identifying roles within the team, promoting communication and dealing with conflicts.

It also shows how leaders motivate teams to use the strengths of each individual and create synergies. Our impulse conveys practical strategies to optimize collaboration, strengthen trust and sustainably increase team performance. The goal is to lead efficiently and respectfully.



## IMPROVE TEAM WORK THROUGH EFFECTIVE COMMUNICATION

Communication is the basis of successful teamwork. Misunderstandings, unclear instructions or a lack of transparency can quickly lead to conflicts, inefficiency, and demotivation. In an increasingly complex working world in which teams often work in an interdisciplinary, international or virtual manner, precise, respectful and targeted communication is essential to achieving common goals. Effective communication can not only avoid misunderstandings, but also strengthen trust and cooperation, which ultimately improves team performance and the quality of work.

In our impulse, we address the importance of active listening, the right choice of words and non-verbal communication. We teach techniques to improve dialogue and promote a respectful culture of conversation that both resolves conflicts and strengthens cooperation. The aim is to create an atmosphere of trust and transparency in which every team member is heard and can work together towards goals set.



# TEAM DEVELOPMENT & LEADERSHIP

## PROMOTE PERSONAL RESPONSIBILITY THROUGH TEAM RETROSPECTIVES

Retrospectives play a crucial role in improving teamwork. They promote reflection, transparency, open communication, team spirit, motivation, continuous improvement, innovation, responsibility, and self-organization. Through regular retrospectives, your teams can also optimize their work methods and continuously improve their performance.

Retrospectives are a valuable method for looking back on completed projects, work phases or periods together with the team in structured meetings or workshops and using the knowledge gained for continuous process optimization. Reflecting on experiences serves, among other things, to identify the positive aspects but also the challenges of a project and to discover potential for improvement. Retrospectives are often used in agile project management, especially in the context of Scrum, but can also be of great benefit in other team contexts.

In this impulse, your leaders will learn how they can profitably use team retrospectives for their team and introduce them effectively!



## STRENGTHENING TOGETHERNESS THROUGH SHARED RITUALS IN THE TEAM

A strong team is not only created through professional competence, but above all through respectful cooperation. Our impulse shows how targeted rituals can improve cooperation and promote team cohesion in the long term. Whether it is morning meetings, celebrating successes or reflective discussions — such rituals create commitment, strengthen trust and promote a feeling of belonging.

In a working world that is often characterized by hectic pace and change, rituals offer orientation and stability. They help to create clear structures and not to lose sight of the interpersonal level. The impulse conveys practically how teams can develop rituals and integrate them sustainably into everyday life in order to establish a harmonious and productive work culture.



# TEAM DEVELOPMENT & LEADERSHIP

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## WELCOME, GEN Z: HOW TO ACHIEVE CROSS-GENERATIONAL COLLABORATION

Generation Z is entering the world of work and bringing with it new perspectives, values, and ways of working. But how can successful collaboration between different generations be achieved? In our impulse, your leaders will learn how they can build bridges between established employees and digital natives.

The topic is more important than ever, as demographics change and a shortage of skilled workers are shaping the world of work. Different expectations of leadership, communication and work structures can lead to misunderstandings — or be used as an opportunity to learn from one another. The impulse shows how companies can benefit from diversity, resolve conflicts constructively and create an appreciative corporate culture. Practical tips show how teams can successfully position themselves across generations.



# SELF-MANAGEMENT & RESILIENCE

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## SELF-REFLECTION AS A TOOL FOR PERSONAL DEVELOPMENT

Self-reflection enables us to better understand our own thoughts, feelings, and behavior patterns. This increases our satisfaction, our self-confidence, and our resilience. By reflecting on ourselves, we can also better understand what motivates other people. This in turn helps to avoid interpersonal conflicts and to resolve them sustainably.

In this impulse, we invite your leaders to discover how they can use self-reflection as an effective tool for themselves and their team in their role. Through regular self-reflection, they gain a clearer awareness of themselves and their effect on others. In this way, they actively shape their everyday leadership and develop their leadership POWER.



## UNCONSCIOUS BIAS — UNMASKING DISTORTIONS IN PERCEPTION

All companies are currently facing transformation challenges. Individual and collective behavioral change is essential for transformation. One can only change behavior if one becomes aware of his/her perceptual distortions and automatisms (unconscious biases). Unconscious biases, i.e., unconscious prejudices and stereotypes, can have a significant influence on decision-making and behavior. Becoming aware of one's own (unconscious) biases in order to work successfully in newly formed and cross-cultural teams is an important task for leaders.

In the context of collaboration (internal and external), biases repeatedly lead to challenges and potential for conflict. A conscious, competent approach to dealing with biases therefore has a direct positive effect on improving collaboration.

In this impulse, your leaders will learn how to identify their own biases and what concrete measures they can take to be more conscious of their leadership role.



# CHANGE MANAGEMENT

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## THE ROLE OF THE LEADER IN CHANGE PROCESSES

The role of the leader in change processes is crucial because they act as a link between the strategic vision and the operational processes. In times of change, employees often face uncertainty and resistance. A good leader offers orientation, communicates the goals clearly and creates trust through transparency and empathy.

It motivates the team to accept challenges and promotes an open feedback culture that supports the success of the change process. It is also important that leaders themselves act as role models and authentically live the desired changes. This attitude makes a significant contribution to reducing resistance and promoting acceptance of new things. This creates the basis for changes not only to be implemented but to be anchored in the long term.



## TRANSPARENT AND BINDING COMMUNICATION DURING CHANGE

Transparent and binding communication in any change process is a key factor for its success. Change often creates uncertainty and resistance, so it is essential to involve those involved early and openly. Transparency creates trust by clearly explaining the reasons for the change and its goals.

Commitment means that statements and agreements made are kept, which strengthens the credibility of the leadership. Participants learn how to use clear and regular communication to enable employees to feel heard, ask questions and actively participate in the change process.

This can reduce misunderstandings and promote acceptance. A lack of transparency or broken trust, on the other hand, can increase fears and jeopardize change. Communication is therefore the key to making change successful and sustainable.



# CHANGE MANAGEMENT

## DEALING WITH DIFFERENT EMOTIONS DURING CHANGE

Dealing with different emotions during the change process is crucial, as change often triggers strong emotional reactions — both in managers and employees, because emotions are human. Enthusiasm, uncertainty, fear, or resistance are natural reactions that vary from individual to individual.

A leader must recognize these emotions and respond to them appropriately in order to make the change process successful. Emotions that are ignored can increase conflict and resistance, while empathic handling creates trust and increases the willingness to change. In this impulse, your leaders will learn how to create a space for open communication in which emotions can be expressed. At the same time, they help to reduce negative feelings such as fear or frustration through clear guidance, appreciation, and support. Consciously dealing with emotions not only promotes employee commitment, but also strengthens team work.



## FROM EMPTY TALK TO CORPORATE CULTURE IN PRACTICE

We all know them - the beautifully colorful posters with smiling employee photos and the company values. Often interchangeable.

When we ask employees about the company's values, we regularly see blank faces and receive a shrug of the shoulders. Corporate culture is not developed solely by posters on the wall, nor by a foosball table in the break room or a loveless fruit basket in the kitchen.

In this impulse, participants learn how they can bring their company's mission statement to life and further develop the corporate culture in their company with small, pragmatic measures in everyday life.



# PROVEN STANDARD OR TAILOR MADE – THE CHOICE IS YOURS

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Do you like our products offered, but require more? Would you like personalized support for your team or your organization?

## **WE SUPPORT YOU INDIVIDUALLY ACCORDING TO YOUR NEEDS...**

- Support for strategy and change processes, particularly with regard to sustainable leadership and corporate culture
- Support for reorganizations, business succession, and post-merger integrations
- Culture, vision, and mission statement processes, development and implementation of corporate values
- Team and organizational development
- Sparring/moderation of management retreats and strategy meetings, large group formats
- (Impulse) presentations on the topics of leadership, change, development, transformation, sustainability, new work, etc.
- Coaching of executives, junior executives, and teams



## CONCEPTS AS INDIVIDUAL AS THE PEOPLE WE TRAIN!

Every person, every team and every organization has its own individual challenges, backgrounds, stories, and conditions.

That's why we don't work with standard solutions, but always with concepts tailored specifically to you, your specific situation, and your goals. Our approach is always as little as possible and as much as necessary.

# ARE YOU INTERESTED? LET'S TALK!

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In a no-cost introductory meeting, you can get to know us and our unique way of working: in person, by phone or video conference – whichever you prefer.

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