

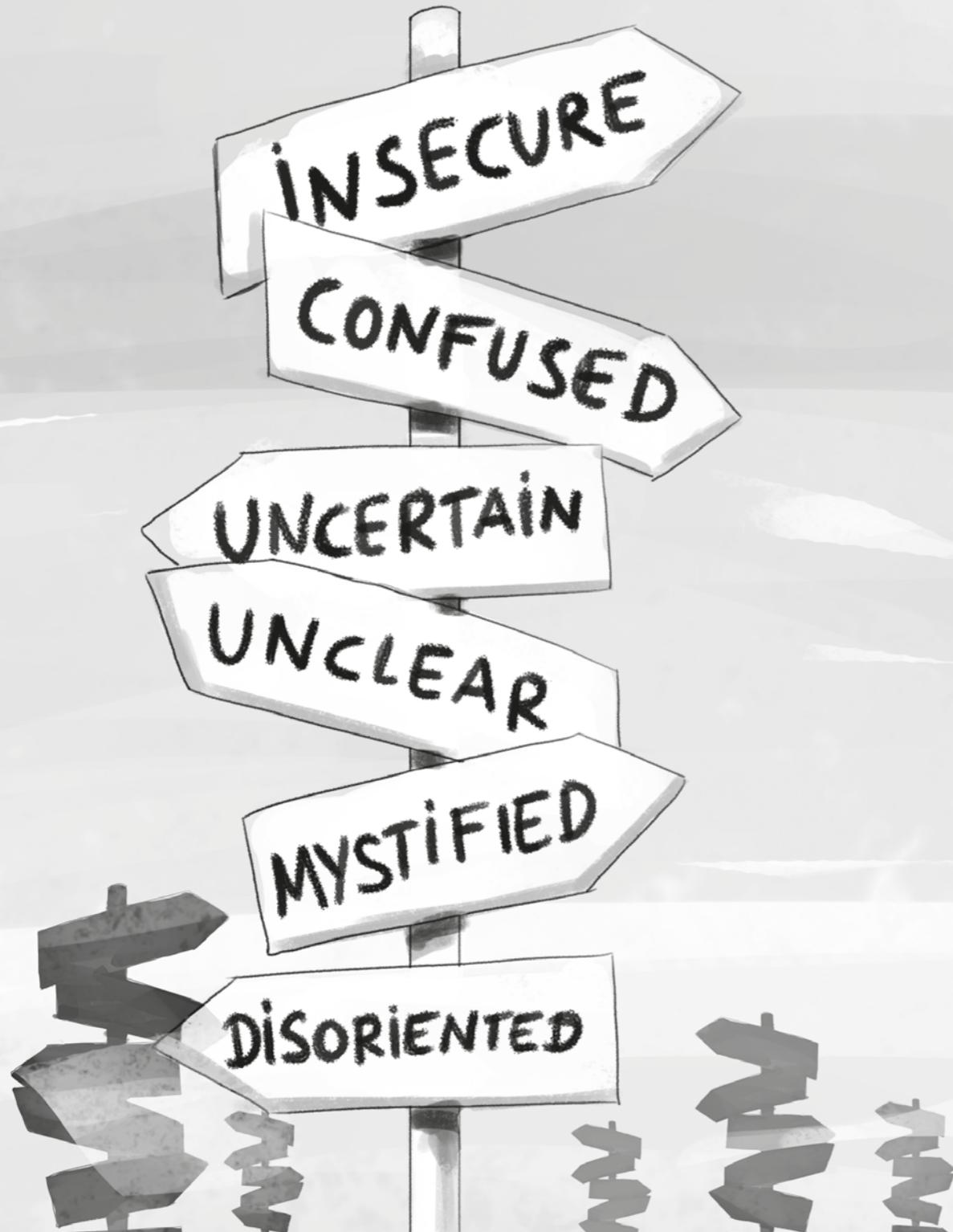
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Speaker. Author. Forward thinker.  
**STEPHANIE BORGERT**

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Take the Lead:  
**Mastering Complexity!**



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## Our world is complex!

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- | This is a fact of life nowadays – not a problem.
- | We are lacking a clear picture of complexity.
- | Complex systems are interconnected, dynamic, nontransparent, and unpredictable.
- | Complex problems require complex solutions – not simple ones.
- | Our mental model needs an update.



»If you want to know why Jesus is no longer a role model, why it is a mistake to only trust experts, and what Red Teams are good for, then book Stephanie Borgert. Simply recommended!«

**Jürgen Diessl,  
head of the publishing  
house Econ**



## Complexity as a success factor?

**Yes, you read correctly.** Complexity is commonly equated with chaos and impenetrability. It is deemed the problem and the cause behind everything that goes wrong, fatalistically portrayed as an invincible demon – one of management's most burning challenges. And our fears turn out to be justified when we try to face it using the same old tools, because it truly is a new reality for us. We are striving for success in complex times – and correcting the mistakes we make in dealing with complexity will not only make us well-equipped for the present, but also for the future.



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# Can you handle complexity?

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## Nine signs that complexity is not being handled correctly in your company

**1. Fighting symptoms instead of causes:** Only what is seen gets fixed, but no one looks into what is actually causing the symptom – rather, the symptom itself is simply treated as the problem.

**2. Overgeneralization:** A few (often unrelated) events lead to generalized rules and conclusions for similar situations in the future.

**3. Blind faith in methods:** New methods are constantly developed, or existing methods revised, with the goal of avoiding future errors and rendering uncertainties more »certain«.

**4. Excess projects:** »If you don't know what else to do, create a working group.« When a problem has no easy solution, yet another new project is launched to handle it.

**5. The mad rush:** When perspective is lacking, people simply jump into blind action. Lots of »work« is done, but without much communication or reflection.

**6. Lack of »systems thinking«:** Linear, cause-and-effect relationships form the basis of thinking, discussion, and planning – while complex interrelationships are not taken into account. The focus remains on individual details, while the big picture is ignored.

**7. Short-term thinking:** Decisions are made taking into account only their short-term effects, without considering their delayed, longer-term effects. In fact, however, the entire system must be considered, independent of project terms, temporary contracts, etc.

**8. Defending mental models at all costs:** People are often convinced that, »My way of thinking is right!« These days, however, managers need to be open to change. Courage, curiosity, a desire to learn, and a willingness to experiment have become core competencies for management.

**9. Feedback neither heard nor understood:** The complex system's key regulation mechanism is ignored – and no critiques, affirmations, ideas, suggestions, or weak signals find their way back into the system.

A woman with blonde hair, wearing a dark blue jacket over a pink top and jeans, stands in front of a large, rusted metal water wheel. The scene is set at night with a brick building in the background. The lighting is dramatic, highlighting the woman and the intricate structure of the wheel.

## Complexity has met its master...

### Now, you should meet her too: Stephanie Borgert

Stephanie Borgert is not afraid of the unexpected, the volatile, or the non-transparent. Complexity has always been part of her work as an IT executive and as a manager and consultant on large projects.

She doesn't believe in simplification. Rather, driven by the high degree of interconnectedness and dynamic in our complex world, Stephanie Borgert is advancing the long-overdue paradigm shift towards a holistic management approach

»Ms. Borgert gives you an appetite for complexity. You can immediately tell during her keynote speech that she is right in her domain, that she is speaking with clarity and real passion – confident, humorous, eloquent, and intelligent.«

Stephan Tasche, Herdecke, Germany

»I am a child of the Ruhr region – direct, honest, and enthusiastic.«

Stephanie Borgert



## Stephanie Borgert: IT executive and woman of action

With experience as an executive at a software and systems provider with responsibilities including the establishment and expansion of business areas, as a project manager for complex multimillion-Euro projects, performing crisis management in global projects with several thousand users, business development for multinational offshore projects, consulting for outsourcing projects, management and organizational consulting, and coaching and training with a focus on complex organizations and projects – Stephanie Borgert knows her stuff, knows from

experience what really matters, and tackles it with both her words and her actions.

»Warm and straightforward« – the image associated with the people of Germany's Ruhr region holds very much true in Stephanie Borgert's case. She gets right to the point. She makes clear that control is an illusion – and calls for a new management approach. She ensures »aha« moments and eye-opening insights for her clients and listeners – always with respect, humor, and a twinkle in her eye.

# Stephanie Borgert: The speaker

## Complex is not complicated

Simple, complicated, complex...? Our mistakes in dealing with complexity start with the word itself. »Complexity« is often equated with »complicatedness«, or is considered merely another level thereof. In her talks, Stephanie Borgert explains that this is a fatal mistake – because linear and causal thinking, which works for complicated matters, does not work for complex ones.

More of the same: more planning, more data, more control, more reporting – none of this renders complexity more understandable, nor does it lead to success. The oft-repeated advice to »keep it smart and simple« leads to blind spots and catastrophically wrong decisions in complex systems.

## Mastering complexity is not complicated

Not only are complex and complicated two different things by definition – dealing with complexity also does not have to be »complicated«, in the sense of being difficult. Regardless of whether it is for an entire company, an individual department,

or an internal or cross-company project, Stephanie Borgert delivers intelligent and up-to-date approaches, ideas, and tools for mastering complexity enjoyably and successfully.

»Anyone can explain simple issues. And lots of people can convey complex matters in complicated ways, but whom does this actually help? Stephanie Borgert makes complex issues accessible, and communicates them in a comprehensible and entertaining manner. It makes all the difference!«

**Dr. Hubert Staudt, CEO,  
top itservices AG**



»I especially liked her refreshingly direct style – she says things as they are.«

**Sabrina Martiensen,**  
project manager,  
Micromata GmbH

»With her dynamic and sometimes quite provoking lecture at the Management Innovation Camp 2016 on the topic of dealing with »The misconceptions of complexity«, Stephanie Borgert provided a lasting stimulus for an audience of entrepreneurs and executives from a variety of sectors.«

**Falk Schmidt, Heiko Bartlog,**  
Management Innovation Camp

»Stephanie Borgert is one of the few speakers who has managed to cut through the issue of complexity, yet is also able to communicate it in a pointed manner. It is a pleasure to follow her into the conceptual world of complexity.  
To put it simply: When the issue is complexity, always book Ms. Borgert.«

**Lutz Langhoff, speaker, author,**  
business developer

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# Topics for your event

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## Complex is not complicated

- | It can all be simplified... right?
- | Trust is good... is control even better?
- | Don't rely too much on your experts.
- | Keep your head above water in a sea of data.
- | Competition kills business.
- | Let's go make some mistakes!
- | The plan was good, but it didn't work out.
- | No one needs to call all the shots.

## Misconception 4.0 – Why digitalization is your smallest problem

- | Digitalization – Hype or Opportunity?
- | What the future will bring or take.
- | Do your homework and prepare for the world 4.0!

## Simple was yesterday! Projects between chaos and control

- | What projects can learn from roly-poly toys: resilience.
- | What projects have in common with nuclear power plants: adaptability.
- | What keeps projects on track: The H.A.P. model for increased resilience.



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# At the podium for you

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## The master of complexity

Stephanie Borgert provides stimuli, produces »aha« moments, and interacts with the audience – freely and without the usual barrage of slideshows. Her speeches are rich in anecdotes and metaphors, to the delight of your clientele, managers, employees, or guests. Whether it is at a customer event, sales meeting, kick-off function, convention, or conference, you can expect a highly engaging talk full of sharp insights, surprising solutions, and a straightforward answer to the question of why we need a new management approach.

In an intelligent and captivating manner, Stephanie Borgert shows that complexity and seemingly difficult projects need not generate fear and uncertainty – but rather can be leveraged towards a creative, meaningful, and fulfilling work environment. Whether in English or German, her talks are distinguished by her deep knowledge, her passion for the subject, her entertaining-yet-substantive speaking style, as well as her practical and actionable strategies for addressing perhaps the most popular buzzword of our times.



The misconceptions of complexity

2. **Misconception**  
Complex is the same as complicated

3. **Misconception**  
The experts will figure everything out

1. **Misconception**  
Simplicity leads to success

4. **Misconception**  
We can't afford to make any mistakes

5. **Misconception**  
Good planning is everything

6. **Misconception**  
The more data, the better

9. **Misconception**  
There needs to be a clear, formal hierarchy

7. **Misconception**  
Trust is good, control is better

8. **Misconception**  
Competition is good for business

All the misconceptions at a glance - do they look familiar?



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## Stephanie Borgert: The author

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Stephanie Borgert's passions include **not only speaking**, but also writing (especially after a nice walk with her dogs). Stephanie's books draw on her wealth of experience, always adhering to the realities of the business world and without ever losing sight of the big picture.

### **Management Journal's verdict on Stephanie Borgert's latest book, »The Complexity Trap: Why We Need a New Management Approach«:**

»There are no linear solutions to complex problems, as Stephanie Borgert writes in her book *The Complexity Trap*, in which she provides lots of great ideas for a new self-conception at the managerial level, one in which old patterns are replaced by courage and a tolerance for errors.«

# What people are saying about »The Complexity Trap«

»Stephanie Borgert's book is probably the best that currently exists on the topic of complexity.«

**Peter Addor, mathematician and complexity scholar**

»Stephanie Borgert has written a wonderful book that addresses, in clear language (and backed up very well by intuitive illustrations and examples), the key errors made in dealing with complexity, systems, and uncertainty. In an age when trend-breaking is the rule and uncertainty is the order of the day, the author compactly and comprehensibly demonstrates a new management approach that no longer confuses complex with complicated. [...] My conclusion: A clear recommendation for all managers who want to manage effectively beyond the tools and checklists.«

**Olaf Hinz, Der Projektlotse**

»... Knowledge that, beyond the usual small-talk bon mots (butterflies setting off hurricanes, etc.) is surprisingly not very widespread. This was the catalyst for Borgert to write her book, bringing to light the misconceptions about complexity – misconceptions that are still very widespread in management circles, says the author. She introduces them, one after another, in a well-substantiated and easy-to-read manner. And she spells out how the notion of ›there's always something‹ underlies our understanding of the world: ›Complexity is not our enemy. It is merely the state of affairs in which we all live and operate.«

**Winfried Kretschmer, editor-in-chief, changeX**

»If you are looking for an intelligent book that deals with the top 9 misconceptions about complexity in a manner that is witty, informal, and informative, in the best sense of the word, then indeed this is for you.«

**Dr. Reinhard Ematinger**

»... The author effortlessly exposes such postulates as empty phrases. 'Simplicity' does not lead to success, because there can be no simple answers to complex questions. [...] There are no linear solutions to complex problems, as Stephanie Borgert writes in her book *The Complexity Trap*, in which she provides lots of great ideas for a new self-conception at the managerial level, one in which old patterns are replaced by courage and a tolerance for errors.«

**Oliver Ibelshäuser, Management Journal**

»[...] Her perspectives on complexity challenge traditional project management methodologies. Her propositions and suggestions will have a positive effect on my work as a project manager going forward. It is a book that I will recommend.«

**Heinrich Drügemöller**

»Yes, I've read other books by Borgert. And each time her thoughts and insights inspired me and took me from interested to 'yes, that's exactly it' [...]«

**Karl Stieler**

»An elegant, intelligent, meticulously written book about management, complexity, and why the two don't go together. [...] This is an enlightening book, educational in the best sense of the word. It is not just a workbook or a collection of checklists. Stephanie Borgert is not interested in pointing fingers at »these stupid managers« in a moralizing way, as is so common nowadays – rather, she provides the reader a stimulating journey through 9 misconceptions, with lessons, overviews, and illustrative anecdotes and examples.«

**Niels Pfläging, Management Exorzist**



# Stephanie Borgert: Books

Even before her most recent comprehensive publication, Stephanie Borgert had already written about complex, dynamic systems, including what is necessary for those managing large projects to respond to unpredictable events – using a holistic approach right from the start.



## Resilience in Project Management

The H.A.P.<sup>®</sup> model for complex challenges  
(German only)

It is not always a tragic catastrophe or natural disaster that sets off turbulence or crises – the high rate of change in our organizations is already turbulence enough. And project-organized work is inherently turbulent, as it always involves change and surprises. No matter how good one's planning – in a complex and dynamic system, it can only be partially effective.

## Holistic Project Management

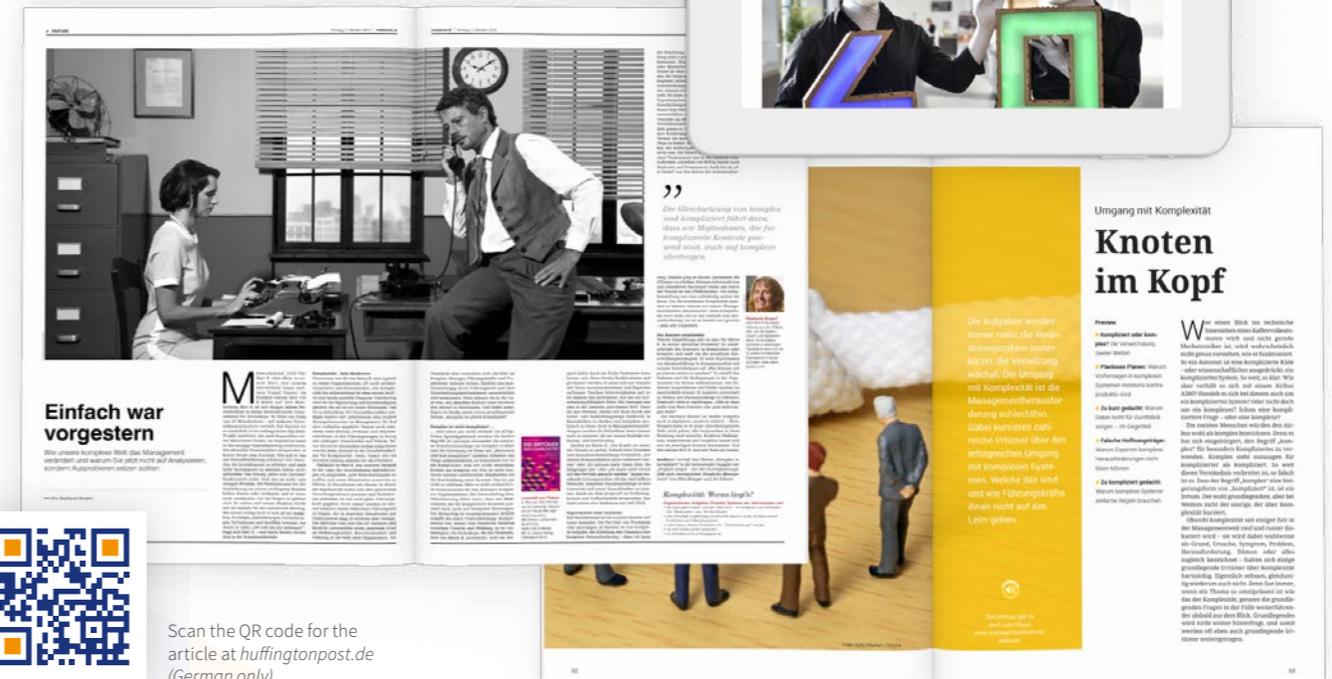
How can projects succeed holistically?  
(German only)

Every day, thousands of projects are worked on in our companies. Many of them are doomed to failure before they have even begun. Unclear goals and responsibilities, project teams working at cross-purposes, internal struggles for power – all too often, this is what things look like behind the scenes.

# Stephanie Borgert: In the press

**Stephanie Borgert is a sought-after expert in her field.** Articles by or about Stephanie Borgert have been published in numerous print and online magazines. These include *Huffington Post*, *ManagerSeminare*, and *Wirtschaft & Weiterbildung*.

Scan the QR code for the article at [handelsblatt.de](https://www.handelsblatt.de) (German only)



Scan the QR code for the article at [huffingtonpost.de](https://www.huffingtonpost.de) (German only)

# Stephanie Borgert: Clients



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# Contact

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»It could be all so simple, but it's not...«.

Do you feel like the German band Die Fantastischen Vier? In your organization, is there always something? Then book the master of complexity!

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**Stephanie Borgert**

*Take the Lead: Mastering Complexity!*