



## **Leadership requires clarity. And an inner ground.**

I support leaders, leadership teams and organizations in staying clear, finding orientation and acting effectively in complex situations – without losing themselves or others.

My work combines strategic thinking with a fine sensitivity for people and the dynamics beneath the surface. Where quick answers no longer suffice, clarity emerges through presence, careful observation and understanding what truly shapes decisions and relationships.

Change does not succeed through reactive action, but through conscious leadership grounded in inner steadiness and the ability to hold both clarity and relationship.

## **Leadership with Clarity. Grounded in Relationship.**

Leadership requires decisions. And it requires connection.

I support leaders in holding both – even under pressure.

Clarity in action and presence in relationship.

### **Industry Experience:**

Pharma | Biotech | Healthcare |  
Financial Services | Consulting |  
Construction Materials | Consumer  
Goods

Long-standing collaboration with international corporations and mid-sized organizations in complex leadership and transformation contexts.

## **Areas of Focus**

### **Executive Coaching & Leadership Sparring**

- Individual support for leaders in complex decision-making and transformation situations
- Sparring on strategic questions, role clarity and inner alignment
- A reflective space for leadership at C-level and senior executive level

### **Leadership in Transformation Processes**

- Support of leadership teams in transformation, reorganization and growth
- Clarification of roles, tensions and dynamics in demanding contexts
- Strengthening orientation, decision-making capability and collaboration

### **Team & Conflict Work**

- Working with leadership teams on clarity, trust and effectiveness
- Support in escalated team constellations, conflicts and stuck dynamics – towards clarity, responsibility and collaboration

## **Contact**

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## Professional Background

### Professional Experience

- Since 2023: **IKA – Friederike Hübner**
- Founder & Managing Director  
Change Consulting Hübner (2001-2023)
- Management-Consultant in Change  
Management  
Arthur D. Little International Inc.  
(1996–2001)
- Studies in Economics and Business  
Administration  
Degree: Diplom-Kauffrau (equivalent to  
MSc in Business Administration)

### Additional Information

- Over 20 years of experience in  
developing leaders and organizations
- Clear, reflective and effective – beyond  
standard approaches
- Long-standing expert network for  
scalable and tailored solutions
- Languages: German, English and Dutch

### Professional Background & Qualifications

- IPS Therapist (Intrapsychic Systems Work according to  
Monika Schneeweiß)
- Psychodynamic organizational consultant (P.O.P.  
Psychoanalytical Society, Düsseldorf)
- Systemic Consultant
- NLP Master Trainer (DVNLP)
- Organizational Learning (trained by Peter Senge, Canada)
- Accredited Insights-, DISC- und Graves-Value-Systems-Trainer

In addition, many years of training and further education in  
consciousness-based, body-oriented and breathwork approaches  
form the inner foundation of my work – particularly with regard to  
presence, perceptual capacity and working with deeper dynamics.

