



## Leading with Clarity. Staying in Relationship.

Leadership requires clarity. And it requires connection.

I support leaders in holding both – especially 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.

## Leadership requires clarity.

**And it becomes difficult precisely when clarity comes at the expense of relationships – or is withheld to protect them.**

I work with leaders, teams, and organizations in exactly these situations: when clarity is needed but is either not given or comes at a cost.

I focus on the moments where leadership starts to break down. Where dynamics become active that are not immediately visible.

Where quick answers no longer work, clarity emerges through careful observation and a precise understanding of what is happening.

Leadership becomes effective when it is possible to lead with clarity while staying in relationship at the same time.

## Areas of Focus

### Executive Coaching & Personal Leadership

- Working with leaders at the points where patterns keep repeating – towards greater clarity and the ability to stay in relationship
- Developing clarity and relational capacity without sacrificing one for the other

### Leadership Sparring

- Executive sparring in acute situations where it quickly needs to become clear what is really driving the situation
- Making visible the dynamics that block decisions or limit impact
- Supporting clear action without losing connection with others

### Leadership Team & Organizations

- Working with leadership teams when clarity is missing or collaboration starts to break down
- Clarifying roles, tensions, and dynamics in situations of change and conflict
- Strengthening orientation and collective effectiveness

A particular focus lies in working with women in leadership.

## Contact

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## Experience & Background

I have been working with leaders, executives, and organizations for over 30 years, and have been self-employed for more than 25 years.

My roots are in classical consulting. I have supported transformation processes, developed organizations, and worked with leaders in demanding situations – including at Arthur D. Little and in my own consultancy, Change Consulting Hübner.

**This experience forms the foundation of my work today:** a deep understanding of organizations, leadership, and the dynamics that emerge in complex situations.

**At the same time, I have always been interested in what lies beneath the surface.** Why people act differently in critical moments than they intend to. Why clarity gets lost, even when it would be possible.

**My professional background brings together different approaches.** All of them are aimed at understanding people and dynamics at a deeper level. I have trained, among other things, as an IPS therapist, a systemic consultant, and an NLP master trainer, and have worked extensively in the field of organizational learning, including in the context of Peter Senge.

Long-term further education in consciousness-based, body-oriented, and breath work forms a central foundation of my work – particularly for presence, perceptiveness, and working with deeper dynamics.

**Over the years, this has evolved into an approach** that combines strategic thinking with a refined sensitivity for people and dynamics – and that focuses precisely on the moments where leadership becomes difficult in practice.

More than 20 years of experience in developing leaders and organizations – clear, reflective, and effective, beyond standard approaches.

I work in German, English, and Dutch.

