

## Executive Coach & Leadership Sparring



### When the obvious doesn't explain why a situation is stuck.

I work with executives, C-level leaders, and leadership teams in the moments that matter most. Under pressure, in complexity, when experience alone is no longer enough and something is stuck - without a clear reason why.

### Industry Experience:

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

Long-standing work with international corporations and mid-sized companies - where leadership and change get complex.

### When Experience Is No Longer Enough

Conversations go in circles. Decisions are made but never really owned. The organization doesn't follow through, even when the direction seems clear. Conflicts keep coming back, in different forms but with the same underlying pattern. And sometimes everything was done right — and it still doesn't work.

The problem is rarely where it shows up.

I make visible what is actually keeping a situation stuck. What operates beneath the surface before it becomes visible on the outside. And why even experienced leaders sometimes can't act differently in certain moments, even when they know they should.

The result is a clearer view of what is really happening. Decisions become more sustainable. Conversations become more direct. And leadership starts to feel less like a constant uphill battle.

### Areas of Focus

#### Executive Coaching & Personal Leadership

For leaders who keep landing at the same points. Who see what needs to happen — and still react differently than intended. We work where patterns become active before they become visible.

#### Leadership Sparring

For situations where it's no longer possible to see from the inside what is really going on. I come in from the outside, without being part of the dynamic, and make visible what is actually keeping the situation stuck.

#### Leadership Team & Organizations

For teams where decisions don't stick, conflicts keep repeating, or the organization isn't following through. We work on what is actually driving the situation, not on the symptoms.

I also work specifically with women in leadership, both one-on-one and in small groups.

### Contact

✉ [friederike@friederikehuebner.de](mailto:friederike@friederikehuebner.de)

☎ +49 172 20 55 434

🌐 [www.friederikehuebner.de](http://www.friederikehuebner.de)

Friederike Hübner  
Ortsstr. 12 A  
82343 Pöcking - Masing

## Experience & Background

I have been working with executives, leadership teams, and organizations for over 30 years, and independently for more than 25.

**My roots are in classic strategy consulting.** At Arthur D. Little, I had a front-row seat in the late 1990s as change management made its way from the US to Europe, and I came to understand early on what it means when strategy meets the reality of organizations and people.

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

**Over the past 25 years, I have developed this path independently.** I have guided organizations through change, supported leadership teams in difficult situations, and worked intensively to understand what actually drives people in the moments that count. Not as a concept, but concretely: what happens under pressure, which patterns become active, and why even experienced leaders act differently than they intend to in certain situations.

**Out of this work, an approach has emerged** that combines strategic thinking with a finely tuned sense for people and dynamics — and that addresses exactly the points where leadership gets stuck in practice.

**In sparring,** clarity emerges about what is really keeping a situation stuck — and with it, room to act.

**In longer-term work,** more shifts: leaders react less automatically, maintain perspective even under pressure, and stay capable of acting without defaulting to control, adaptation, or withdrawal.

I work in German, English, and Dutch.

