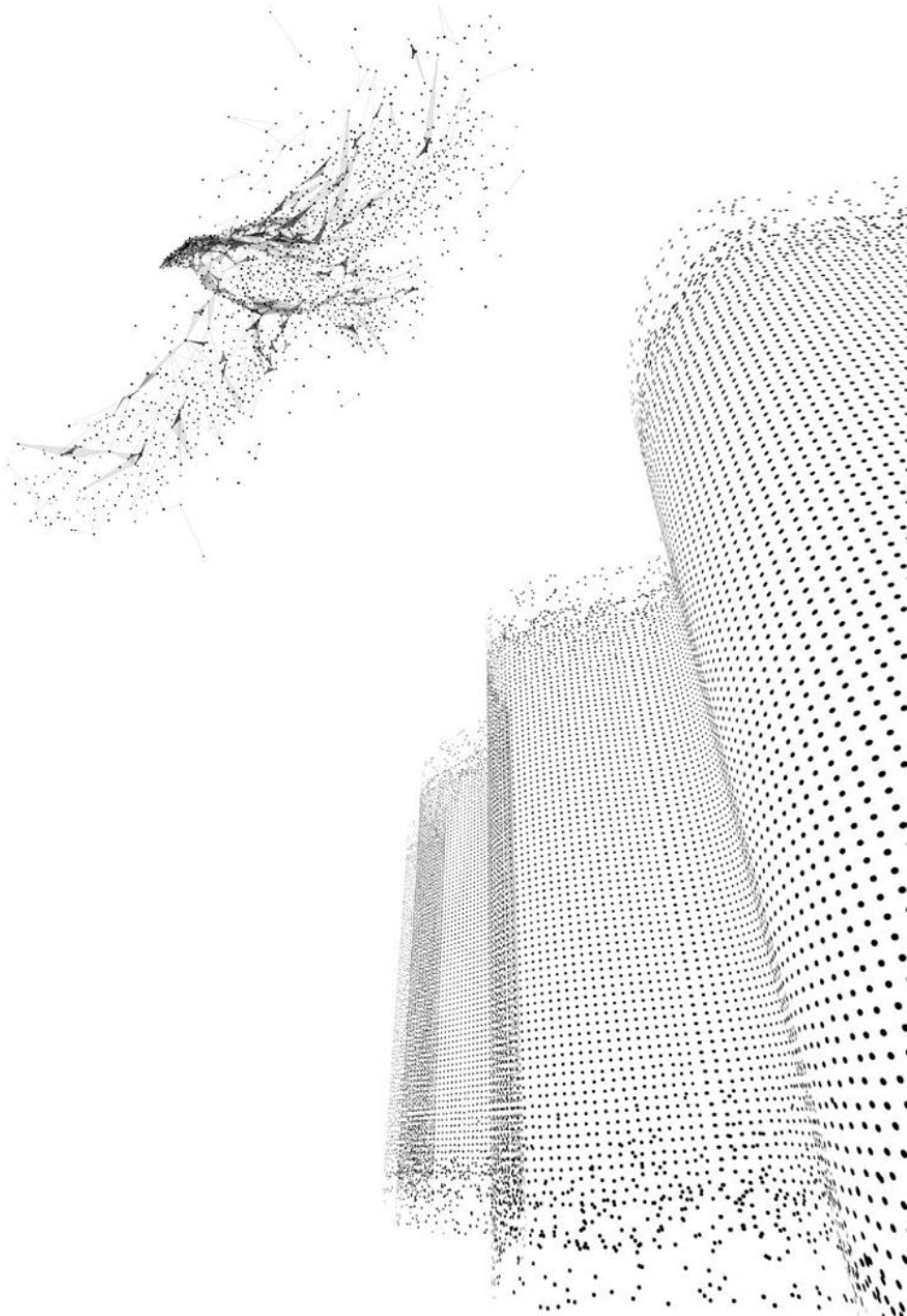
dot

Where organizational development meets R&D reality. We unlock what your R&D teams are already capable of.

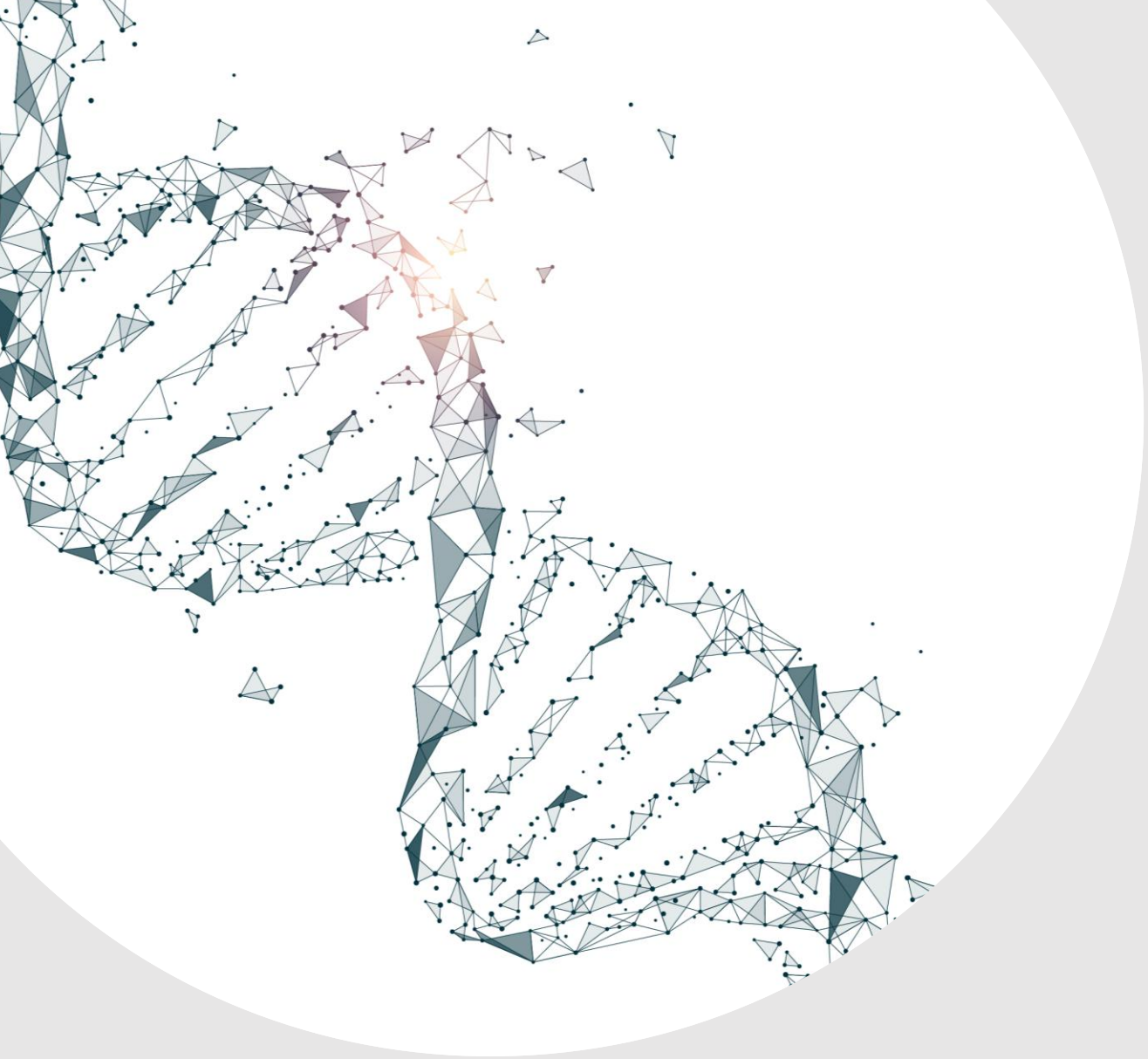


Company Factsheet

MedTech · Mechanical Engineering · Complex System Builders · DACH



dot



Who we are

dot consulting AG makes R&D organizations in regulated environments more effective

By developing collaboration between business, development, leadership, and quality so that speed, innovation and compliance are no longer a trade-off.

Our focus is on MedTech, mechanical engineering, and complex system builders in the DACH region. We understand both the human dynamics and the regulatory reality that shapes your organization every day.

Our consultants are practitioners, not theorists. Based in Switzerland, working onsite and online across DACH.

We guide - you act as the expert you are.

What we observe

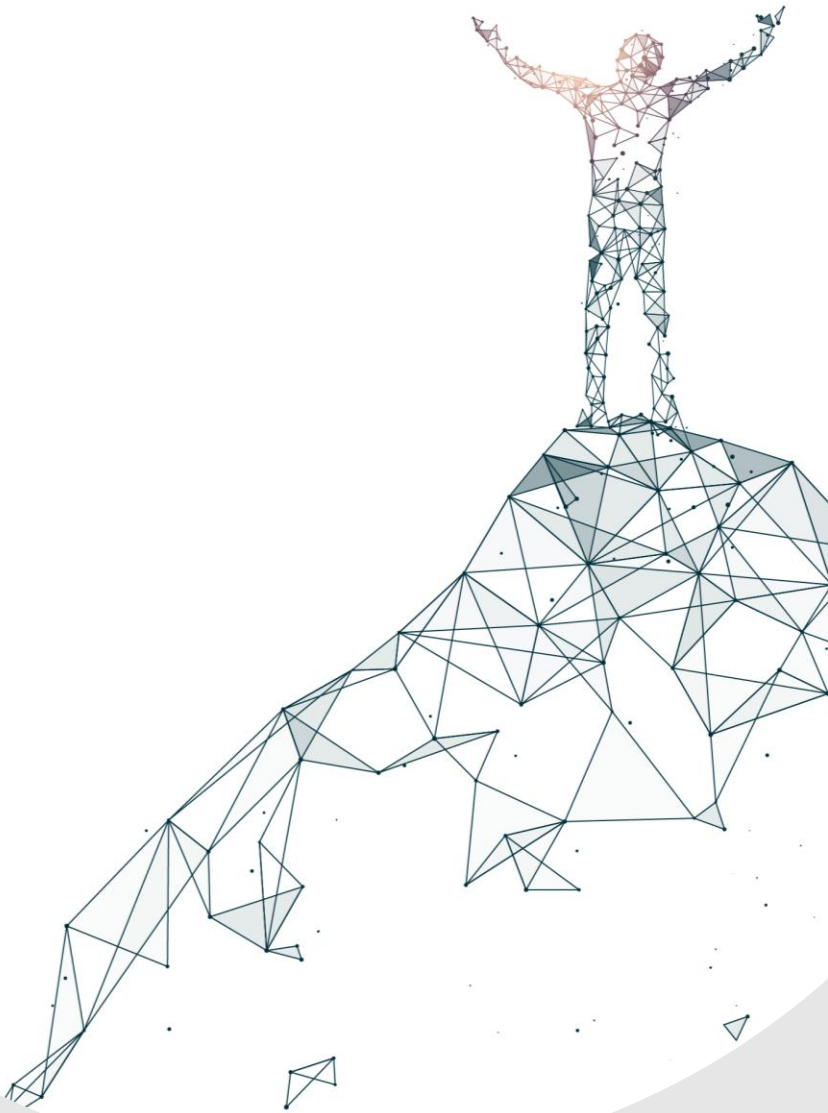
R&D leaders face a common pattern: the organization grew, the pipeline became more complex - and the working model never kept up.

Technological Pattern

More technology does not automatically lead to more productivity. The organizational set-up is often the bottleneck - not personal capability.

Organizational Pattern

Regulated R&D organizations must increase innovation speed while maintaining full compliance. But existing structures are optimized for stability - not adaptive product development. The result: friction, unclear accountability, reduced delivery reliability.



How we work - conditions | behavior | mindset



Sustainable organizational development only works across all three levels simultaneously.

1 | Conditions: Organizations shape the conditions people accept as reality. We identify where conditions block performance and build structures that enable lasting success.

2 | Behavior: Behavior is visible - individually and collectively. Through targeted observation, we make patterns tangible and address them together.

3 | Mindset: Inner attitude is the real gamechanger. As sparring partners, we help leaders and teams translate their potential into real, measurable performance.

From the field - Case 01

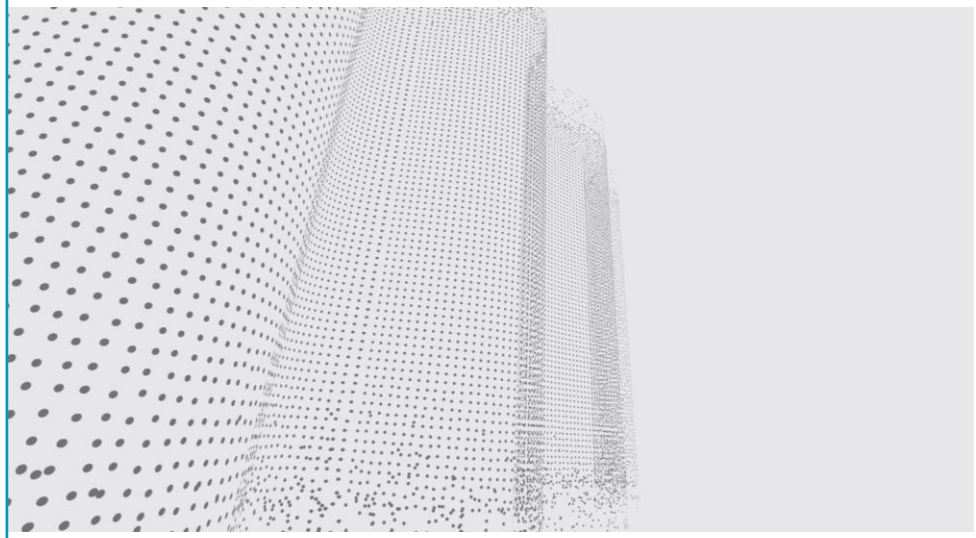
MedTech, ~3,000 employees

Challenge: Growing regulatory pressure, increasing complexity, and internal bureaucracy were significantly slowing down development. Organizational silos prevented cross-functional alignment. Speed and compliance felt like a permanent trade-off.

How we worked: dot combined leadership enablement, team coaching, and targeted organizational adjustments. Working across R&D, quality, and leadership simultaneously.

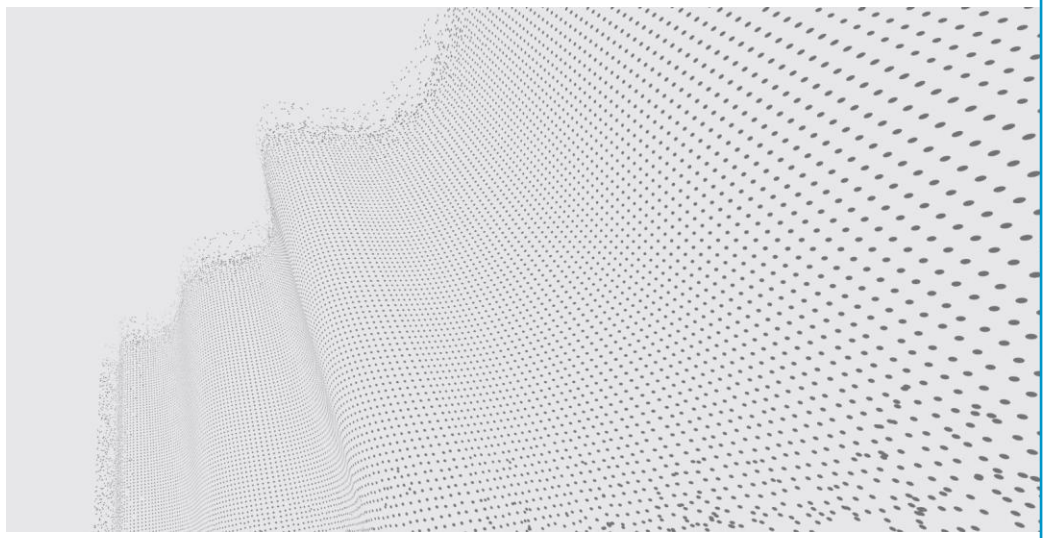
Result: Stronger decision-making, greater self-organization, and a noticeable increase in overall performance across the R&D organization.

"With strong methods, social competence, and creativity, dot helped us address organizational silos, sharpen cross-functional priorities, and make our development processes more effective."



From the field - Case 02

“What impressed us most was the ability to quickly grasp complex situations and develop solutions - not the ones we asked for, but the ones our organization actually needed.”



MedTech software, ~90 employees

Challenge: The organization came to us asking for agile team training. After a thorough diagnosis, the real problem was structural: no shared working model, unclear roles, and no coordination rhythm connecting strategy to delivery.

How we worked: Rather than delivering what was requested, we designed what was needed: a complete operating model with defined roles, a multi-level ceremony structure, portfolio management, and a leadership framework aligned to strategic direction.

Result: Teams gained clarity, accountability, and a shared rhythm. Leadership steered priorities effectively for the first time. The organization moved from reactive execution to structured, self-organized delivery.

How we work together



Identify

We examine the status quo together: **team dynamics**, **structures**, **decision paths** - using tschegg.io for **evidence-based team diagnostics**.

Activate

We **activate recognized potential** with **customized interventions**. No off-the-shelf solutions. Every approach is designed for your specific context and regulatory reality.

Unfold

We ensure **clarity**, **structure**, and **orientation** - actively **supporting implementation**, either selectively or by taking the lead throughout the entire process.

Reflect

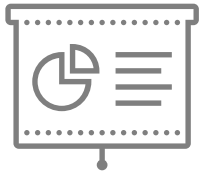
We **measure effectiveness** jointly, using **clear criteria** and **continuous feedback**. What gets measured, gets improved.

What we offer



dot.consulting - Organizational & Team Development

Leadership coaching, team development, agile transformation, and organizational design - always grounded in the regulatory reality of your R&D environment.



tschegg.io - Evidence-Based Team Diagnostics

Our proprietary team health platform. Continuous, data-driven insight into team dynamics and collaboration quality - giving leaders a real-time basis for decisions, not gut feeling. Available standalone or integrated into our coaching engagements.



dot.benchmark - Maturity & Potential Analysis

A structured, rapid assessment of your R&D organization's current state concrete fields of action delivered within two weeks. The right starting point for every transformation.

dot in numbers

>150 customers

7 successful transformations

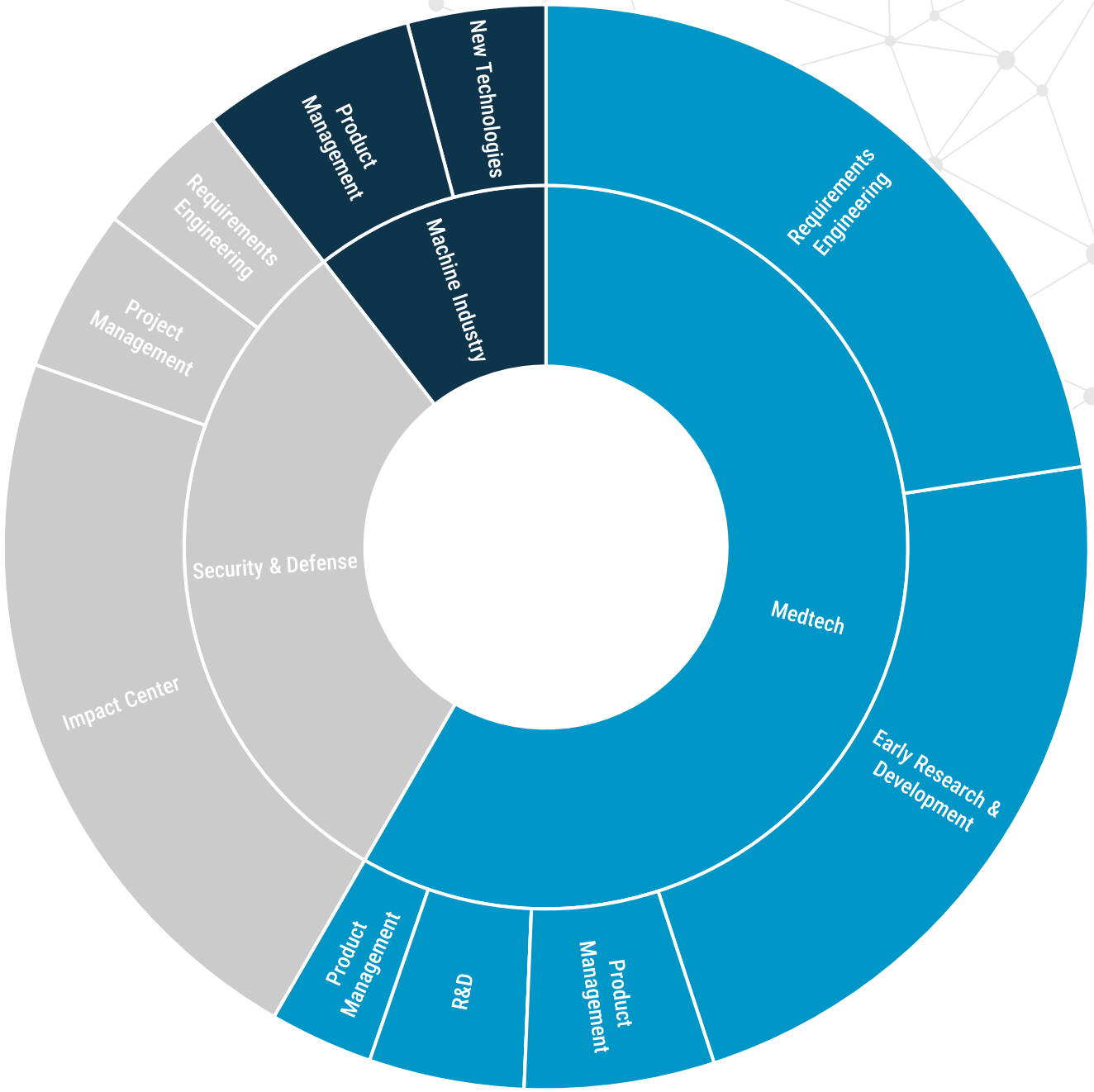
DACH Region

<10 employees

> 300 teams

Our clients work in MedTech, mechanical engineering, complex system engineering, security & defense, and early research & development.

We deliberately stay small. Every engagement is led by a senior consultant with direct R&D experience - not delegated to a junior team.



Our path to R&D specialization

Founding

2017

First agile transformations.

First projects in R&D organizations.

2019

Leadership Program launched.

Lean Change Management established.

2021

Strategic shift towards R&D.

Academy trainings in R&D established.

2023

1,000+ employees trained.

lean-agile transformations in R&D at scale.

2024

lean-agile transformations at leading MedTech organizations.

SME Lean Change Management launched.

2026

Could your organization be next?

Do you know these laws?



Conway's Law

Systems mirror the communication structure of the organization that builds them.



Little's Law

Less work in progress = faster throughput. Mathematically proven.



Hofstadter's Law

It always takes longer than expected, even when you account for this law.



Yerkes-Dodson Law

Too much pressure doesn't improve performance – it reduces it.



Jevons Paradox

Efficiency gains often lead to increase consumption, not savings.



Brooks' Law

Adding people to a late project makes it later.



Goodhart's Law

When a metric becomes a target, it ceases to be a good metric.



Parkinson's Law

Work expands to fill the time available for its completion.



Dunbar's Number

Beyond ~150 people, informal coordination breaks down.



Ringelmann Effect

Individual performance decreases as group size increases.

Perspectives - thinking out loud about R&D organizations

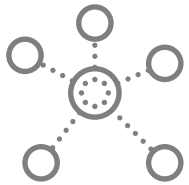


How big is too big? The power of 5 in organizational development

April 2026 · 21 min read

Organization size determines what kind of development is needed. Built from Dunbar's number, agile principles, and 8 years of practice.

dotag.ch/blog/dot.research-die-5er-potenz-organisationsentwicklung

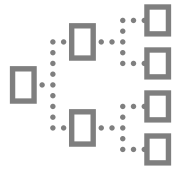


Why organizational design goes beyond roles and responsibilities

February 2025 · 9 min read

Clarifying who does what is not enough. Real effectiveness requires rethinking structure, leadership, and coordination.

dotag.ch/blog/warum-organisationsdesign-ueber-akv-hinausgeht



Matrix organizations: a comeback worth taking seriously

March 2026 · 5 min read

In regulated R&D environments, structure and operational flow rarely align. Matrix organizations may be the only honest answer.

dotag.ch/blog/dot.research-these-matrixorganisationen-im-comeback

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Ready to talk?

Start with a free team health check on tschegg.io

or reach out directly for a no-commitment discovery call.

