

Competence profile

Eckhard Schölzel, Dipl. Psychologist

Work/organisation/cooperation-psychology



Skills

Core Competence Topics

- Consulting and implementation of management systems (transactional, transformative)
- Leadership system and understanding of leadership (MbO, situational, participative)
- Value-oriented Leadership (VMI) and Alignment, Governance
- Leadership-Transformation, Transformational Leadership
- Management-Development Programme, Leadership-Transformation-programme mit Business Impact
- Team development
- Self-management, staff management, stress management

Roles and Functions

- Consultant, Workshop Moderator, Trainer, Coach
- Consult, Design, Build, Operate
- Project Manager Organizational Development, Project Team Member
- Team Leader Trainer Team, Team Member

Personal strengths

- Systemic analysis of social relationships
- Team and conflict skills
 - Clarity and direct communication
 - Openness and receptiveness
 - assertiveness
 - level-headedness
- Ability to inspire
- Participative implementation of goals in meetings/workshops
- Moderation of even difficult conflicts
- Sustainable effective change in individuals (leaders, coaching) and teams in their organizational environment (workshop)
- High motivation for common goals
- Solution orientation
- Structured thinking, planning - Situational flexible action

Further technical, methodological and product knowledge

Knowledge of diverse approaches, methods, products and instruments in the area of core competencies.

Innovations in the interdisciplinary field of man and organisation as well as body, mind and psyche.

Use of brain physiological and information medical research to increase personal (and organizational) performance as well as personal adaptability in the sense of resilience.

Training and further education / Certificates

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| 2017 | • Multimodal Stress Management (ComConsulting, Cologne) |
| 2016 | • Resilience, burnout prevention (VBG Academy, Gevelinghausen) |
| 2014 | • Method OGE; Trainer training (Dr. Dufour, Geneva) |
| 2007-2008 | • Leadership Management International - LMI-Total Leader-Coach, Dresden, Munich |
| 2008ff | • Systemic constellation work (Dr. Langlotz, von Kibed, Sparrer) |
| Since 2005 | • Certified Coach (ACC) (International Coach Federation) |
| Since 1999 | • Value-based personal and organizational development, Certified Values Technology Coach - Value-oriented coaching and leadership team development (VMI) |
| 1999-2002 | • Team Management Systems: Master (TMSDI-Internat.): Master |
| 1998ff | • Systemic Transactional Analysis (profession) |
| 1987 | • Interaction Management (Imaka) |
| 1985ff | • Gordon Leadership Training (Voss & Partner/DDI Pittsburgh) |
| 10.1976-09.1982 | • Occupational/ Organizational Psychology, Clinical and Communication Psychology, Diplom Psychologe (University of Hamburg) |
| 07.1974-06.1976 | • German Air Force, Air Traffic Control (Frankfurt) |
| 04.1962-06.1974 | • General higher education entrance qualification, Humanistic branch of the Leibniz-Gymnasium, Offenbach/Main |

Industry experience

- Industry 1: Service: Energy, high-end services
- Industry sector 2: High-Tec, IT, Consulting, Research & Teaching
- Industry sector 3: Industry: Electrical, Electronics, Metal, Aviation

Practice and Projects

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| 1989-2017 | <ul style="list-style-type: none">• Leadership practice: Self-management and leadership of your own team of trainers and coaches: entrepreneurial spirit with full responsibility for results.
Contents and description:<ul style="list-style-type: none">➤ Independent career development with entry into professional practice.➤ From team member (1984 ff) to➤ Business partner with nationally deployed team members (1989 ff) to the➤ Establishment of own team of independent trainers and consultants under the brand Eckhard Schölzel & Partner (1995 ff)➤ Strategic partnership with the wave company - enterprise designer since 2006 ff➤ Associate Partner of Transformation Consulting Internat. GmbH; Focus project: New version of the Business Transformation Model of the TCI 2013-2015• Development of your own personal value profile in your own active management experience,• Competence development as change facilitator in OE projects as well as in leadership and personal development,• Experience with Distance Leadership with your own team,• Experience with strategic partnerships in the competitive HR market. |
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Practice and Projects

- 2018
(TUM) **Project type 10**
Excellence in research and teaching in the field of mechanical engineering at the Technical University of Munich. Organizational development by the members of the institute to create the conditions for achieving world-class standards.
Rolling: Consultant, Coach, Trainer - Consult, Design, Build, Operate
Contents:
 - Increasing the personal effectiveness of scientific employees
 - Development of higher quality levels in teaching and co-creative research at world-class level and in research projects at the MiMed Institute.
 - improving internal cooperation and a sense of shared responsibility
- 2014-2016
(SAG) **Project type 9:**
Business performance improvement in the area organization of a service company (energy distribution, network control). Increased effectiveness in achieving personal goals in conjunction with your own manager and cooperation with colleagues.
Rolling: Consultant, Trainer, Coach - Consult, Design, Build, Operate
Contents:
 - Increasing personal effectiveness in planning and designing work in a VUKA environment
 - Transformation of obstructive beliefs into positive action
 - Executive as accompanying coach, trainer in transfer support
- 1997-1998 **Project type 8:**
business transformation
Accompanied spin-off of a business unit from the Siemens-Nixdorf Group, reorganization and realignment of the business unit - Roles: Human Capital Consultant, Moderator, Trainer, Coach - Design, Build, Operate
Contents:
 - Compatible reorganization of the organization and new placement
 - Workshop Facilitator
 - Consulting and coaching of the management team
- 2013-2015
(TCI) **Revision of the business transformation model of** a German IT-oriented consulting firm, update of the elements Values&Principles and Leadership - Roles: Consultant, Moderator - Consult, Design
Contents:
Analysis of the BT models of leading consulting firms; positioning of the elements Values & Principles and involvement of executives in change and transformation processes. Relaunch of the Transformation Cycle Model.
 - Co-management of an interdisciplinary consulting team
 - Evaluation and integration of analysis results
 - Compression to an operationalized BT model
 - Development of specific service offerings for V+P / Leadership

- 2011-2014
(SAG) **Project type 7:**
Integrated leadership development in medium-sized service companies (PMI) -
roles: Consultant, Moderator, Trainer, Coach - Consult, Design, Build, Operate
- Contents:
Divergent leadership quality in phases I, II and III (VMI). Tensions between headquarters and branches. Undeveloped leadership qualities at intermediate and lower management levels. Development to a performant value-based leadership quality in a uniform leadership understanding.
- Piloting Trainings
 - Development of management development programs for middle and upper levels
 - Development of a homogeneous understanding of leadership
 - Implementation of the understanding of leadership in the organization
- 2010-2011
Other such projects:
2011-2012
2017-2018
2018 (EPO) **Project type 6: Using conflicts as an opportunity for leadership team development**
Reinspiration and leadership quality in medium-sized production companies as well as in **high-tech start-ups: transition to a structured organization -**
Rolling: Consultant, Moderator, Trainer, Coach - Consult, Design, Build, Operate
- Contents:
Collision of personal motivations and communication with the requirements of operational cooperation. Development of a stable team orientation at management level
- Resolution of personal conflicts
 - Production of management team qualities
 - Coaching of the managing directors
 - Consulting for team-oriented leadership of executives
- 2004 (S TS)
2011 (ador)
2018 (CAS) **Project type 5: Corporate development**
Value-based team development at management level in the service business and in medical device technology - roles: Consultant, Coach, Moderator - Consult, Design, Build
- Contents:
New formation of the management team in the business transformation process; foundation through value profiling of the management team members
- Personal and Group Value Profiles
 - Business relevance of values and consensus on values
- 2003
2004 **Project type 4: Team development (consultants, developers)**
Conflict-solving, realigning and re-inspiring team building: ability to work in a consultar team (Siemens Corporate Technology) or development team (Siemens Transport. Syster roles: Moderator, Coach - Consult, Design, Build, Operate
- Contents:
Strengths/weaknesses of consulting work, personal preferences, team development
Work ability in the development team: Rectify impaired work ability in the pioneer development team (7), avert impending relocation to India; integration of the second circle (16);
support of the team in the further development to the innovation team.
- Resolution of personal conflicts
 - Production of team qualities at a high level
 - Further development to innovation team

Project Type 3: Management Development

- 1985-1988 **Management Development Programs** Siemens AG a.o. - Roles: Consultant, Moderator, Trainer, Coach - Redesign, Build, Train
- 1989-1994 Contents:
- 1998-2003 Development of the new generation of managers (main project Siemens AG in 12-month programs): self-management, business and employee management, co-creative and systemic competencies, team leadership in business impact projects, self-directed learning with CBT and WBT.
- 2005-2011
- 2013-2014
- Workshop Moderation
 - Training: schnelles Teaming, Business Impact Projects
 - Coaching (team, individual)
 - Redesign of the program

Project Type 2: Personal Development Planning / Strategic Career Planning

- 1995-1998 Program for qualification and encouragement to authentic personal professional development - roles: Trainer, Moderator, Coach - Build, Operate
- Contents:
- Lifeline, career motivations
 - Competence feedback in the Development Center
 - Personal development plan

Project 1: Market orientation and leadership culture

- 1990-1996 Leadership in the transformation from monopoly to market conditions (energy supplier) - roles: Consultant, Moderator, Trainer, Coach - Consult, Design, Build, Operate
- Contents:
- Traditional leadership quality must be transformed in the course of market opening into leadership qualities that promote flexibility, customer orientation, creativity and personal responsibility, etc.
- Consultant and external Project manager
 - Design development of leadership culture
 - Integrated design across management levels
 - Appropriate design and implementation of workshops and trainings

1984-2017 Multiple leadership training projects (Classroom)

Other

knowledge of languages

- German mother tongue
- English Competent C1: Personnel/Business
- French Elementary A2
- Latin basic language
- Ancient Greek basic language

Interdisciplinary knowledge

- Computer skills, Business software (MS Office), Work Group, Web
- meteorology
- Traditional Chinese Medicine, Information Medicine