

## Competence profile

Eckhard Schölzel, qualified psychologist

Work/organizational psychology/leadership and cooperation



### Competencies

#### Core competence topics

- Consulting and implementation of management systems (transactional, transformative)
- Leadership system and understanding of leadership (MbO, situational, supportive)
- Value-based management (VMI) and alignment
- Leadership transformation, transformational leadership
- Management development programs, leadership transformation programs with business impact
- Team development
- Self-management, self-leadership, stress management
- Employee management

#### Roles and functions

- Coach, consultant, workshop facilitator, trainer (senior)
- Levels: Consult, Design, Build, Operate
- Project Manager Organizational Development, Project Team Member
- Team leader trainer team, team member

#### Personal Strengths

- Systemic analysis of social contexts
- Team and conflict management skills
  - Clarity and direct communication
  - Openness and receptiveness
  - Assertiveness
  - Prudence
- Inspirational ability
- Participatory implementation of goals in meetings/workshops
- Moderating even difficult conflicts
- Sustainably effective change for individuals (manager, coaching) and for teams in their organizational environment (workshop)
- High motivation for common goals
- Solution orientation
- Structured thinking, planning - Situationally flexible action

#### Further specialist, method and product knowledge

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

Innovations in the interdisciplinary field of people and organization as well as body, mind and psyche.

Use of brain physiology and information medicine research to increase personal (and organizational performance) and personal adaptability in the sense of resi-

lience.

## Training and further education / certificates

|                 |   |
|-----------------|---|
| 2017            | • Multimodal stress management (ComConsulting, Cologne)   |
| 2016            | • Resilience, burnout prevention (VBG Academy, Gevelinghausen)  |
| 2014            | • OGE method; 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      | • Values-based personal and organizational development, Certified Values Technology Coach - Values-based coaching and leadership team development (VMI) |
| 1999-2002       | • Team Management Systems: Master (TMSDI- Internat.): Master  |
| 1998ff          | • Systemic transactional analysis (professio)   |
| 1987            | • Interaction Management (DDI Pittsburg)  |
| 1985ff          | • Gordon Leadership Training (Voss & Partner/DDI Pittsburgh)  |
| 10.1976-09.1982 | • Work/organizational psychology, clinical and communication psychology, graduate psychologist (University of Hamburg)                                  |
| 07.1974-06.1976 | • German Armed Forces 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

- Sector 1: High-tech, med-tech, IT, research & education
- Sector 2: Industry: Electronics, metal, aviation
- Sector 3: Service: Energy, Consulting

## Practice and projects

- |           |  |
|-----------|--|
| 1989-2024 | <ul style="list-style-type: none"><li>• <b>Leadership practice:</b> self-management and management of your own team of trainers and coaches: entrepreneurial spirit with full responsibility for results.<br/>Contents and description:<ul style="list-style-type: none"><li>➤ Independent career development with entry into professional practice.</li><li>➤ From team member (1984 ff) to</li><li>➤ Business partners with nationally relocated team members (1989 ff) to the</li><li>➤ Establishment of his own team of independent trainers and consultants under the Eckhard Schölzel &amp; Partner brand (1995 ff)</li><li>➤ Strategic partnership with the wave company - enterprise designer 2006-2016</li><li>➤ Associate Partner of Transformation Consulting Internat. GmbH; Focus project: New version of TCI's business transformation model 2013-2015</li></ul></li><li>• Developing your own personal value profile through your own active leadership and life experience,</li><li>• Competence development as a change facilitator in OE projects and in leadership and personal development,</li><li>• Experience with distance leadership with your own team,</li><li>• Experience with strategic partnerships in the competitive HR market.</li></ul> |
|-----------|--|

## Practice and projects

|                           |   |
|---------------------------|---|
| 2018<br>(TUM)             | <b>Project type 10</b>  |
| 2019 (AR-TORG)            | <b>Excellence in research and teaching</b> 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.   |
| 2019 (RWTH)               | Roles: Consultant, Coach, Trainer - Consult, Design, Build, Operate   |
|                           | Contents: <ul style="list-style-type: none"> <li>• Increasing the personal effectiveness of research assistants</li> <li>• Development of higher quality levels in teaching and co-creative research at world-class level and in research projects at the MiMed Institute.</li> <li>• Improving internal cooperation and the sense of shared responsibility</li> <li>• Professionalization of employee management</li> </ul>  |
|                           | RWTH/ CPL: Personnel selection and development  |
|                           | <b>Project type 9:</b>  |
|                           | <b>Business Performance Improvement</b> in the area organization of a service company (energy distribution, network control). Increasing the effectiveness of personal goal achievement in conjunction with one's own manager and cooperation with colleagues.  |
| 2014-2016<br>(SAG)        | Roles: Consultant, Trainer, Coach - Consult, Design, Build, Operate   |
|                           | Contents: <ul style="list-style-type: none"> <li>• Increasing personal effectiveness in planning and organizing work in a VUCA environment</li> <li>• Transformation of obstructive beliefs into positive action</li> <li>• Manager as accompanying coach, trainer in transfer support</li> </ul>   |
|                           | <b>Project type 8:</b>  |
|                           | <b>Business Transformation</b>  |
| 1997-1998<br>(Siemens AG) | Accompanied spin-off of a business unit from the Siemens-Nixdorf group, reorganization and realignment of the business unit - Roles: Human Capital Consultant, Facilitator, Trainer, Coach - Design, Build, Operate   |
|                           | Contents: <ul style="list-style-type: none"> <li>• Compatible restructuring of the organization and new placement</li> <li>• Workshop moderation</li> <li>• Advice and coaching for the management team</li> </ul>  |
| 2013-2015<br>(TCI)        | Revision of the business transformation model of a German IT-oriented consulting company, updating the elements Values&Principles and Leadership - Roles: Consultant, Moderator - Consult, Design   |
|                           | Contents: <p>Analysis of the BT models of leading consulting firms; positioning of the Values &amp; Principles elements and involvement of managers in change and transformation processes. Relaunch of the transformation cycle model.</p> <ul style="list-style-type: none"> <li>• Co-leading an interdisciplinary team of consultants</li> <li>• Evaluation and integration of analysis results</li> <li>• Consolidation into an operationalized BT model</li> <li>• Development of specific service offerings for V+P / Leadership</li> </ul> |
| 2023 (on-                 | Transformation in a scientific-technical institute in the TU Dortmund environment: innovation, organizational development, leadership, cooperation.   |

going)  
(RIF)

2011-2014  
(SAG)

***Project type 7:***

**Integrated leadership development in a medium-sized service company**

Roles: Consultant, Facilitator, Trainer, Coach - Consult, Design, Build, Operate

Contents:

Divergent management quality in phases I, II and III (VMI). Tensions between head office and branches. Undeveloped leadership qualities at middle and lower management levels. Development of a high-performance, value-based leadership quality with a uniform understanding of leadership.

- 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 development***

**Reinspiration and leadership quality in medium-sized manufacturing companies and high-tech start-ups: transition to a structured organization**

Roles: Consultant, Facilitator, Trainer, Coach - Consult, Design, Build, Operate

Contents:

Collision of personal motivations and communication with the requirements of operational cooperation. Building a stable team orientation at management level

- Resolution of personal conflicts
- Creation of management team qualities
- Coaching the managing directors
- Advice on team-oriented management of executives

2004 (S TS)  
2011 (ador)  
2018-2024  
(CAS)  
2019 (AMO)

***Project type 5: Business development***

**Value-based team development at management level in the service business and in medical device technology and microelectronics**

Roles: Consultant, coach, facilitator - consult, design, build

Contents:

Reorganization 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 value consensus

2003  
2004  
(Siemens AG)

***Project type 4: Team development (consultants, developers)***

**Conflict-solving, realigning and re-inspiring team building: work ability in the development team (Siemens Transport. Systems) or consultant team (Siemens-Corporate Technology)**

Roles: Facilitator, Coach - Consult, Design, Build, Operate

Contents:

Ability to work in the development team: remedy impaired ability to work in the pioneer development team (7), avert impending relocation to India; integration of the second circle (16);

support the team in its further development into an innovation team

Strengths/weaknesses of consulting work, personal preferences, team development

- Resolution of personal conflicts
- Production of team qualities at a high level
- Further development into an innovation team

### ***Project type 3: Management development***

|                           |  |
|---------------------------|--|
| 1985-1988<br>(MKW, MNM)   | <b>Management Development Program</b> Siemens AG and others<br>Roles: Consultant, Facilitator, Trainer, Coach - Redesign, Build, Train<br>Contents:<br>Development of the new generation of managers (main project Siemens AG in 12-month programs): Self-leadership, business and employee leadership, co-creative and systemic competencies, team leadership in business impact projects, self-directed learning with CBT and WBT. |
| 1989-1994<br>(DSW)        |  |
| 1998-2003<br>(Siemens AG) | <ul style="list-style-type: none"> <li>• Workshop moderation</li> </ul>  |
| 2014 (SAG)                | <ul style="list-style-type: none"> <li>• Training: fast teaming, business impact projects</li> </ul>   |
| 2019 (CAS)                | <ul style="list-style-type: none"> <li>• Coaching (team, individual)</li> <li>• Redesign of the programs</li> </ul>  |

### ***Project type 2: Personal development planning / strategic career planning***

|                                |  |
|--------------------------------|--|
| 1995-1998<br>(Siemens AG)      | Program to qualify and encourage authentic personal professional development -<br>Roles: Trainer, facilitator, coach - Build, Operate<br>Contents:<br><ul style="list-style-type: none"> <li>• Lifeline, career motivations</li> <li>• Competency feedback in the Development Center</li> <li>• Personal development plan</li> </ul> |
| 2019 (RUB,<br>RWTH, TU-<br>DO) |  |

### ***Project 1: Market orientation and management culture***

|   |  |
|---|--|
| 1990-1996<br>(SW-Lemgo,<br>2011-2015<br>(SAG) | Leadership in the change from monopoly to market conditions (energy supplier) -<br>Roles: Consultant, Facilitator, Trainer, Coach - Consult, Design, Build, Operate<br>Contents:<br>In the course of market liberalization, traditional leadership qualities must be transformed into leadership qualities that promote flexibility, customer orientation, creativity and personal responsibility, etc.<br><ul style="list-style-type: none"> <li>• Consultant and external project manager</li> <li>• Design Development of the management culture</li> <li>• Integrated design across management levels</li> <li>• Appropriate design and implementation of workshops and training sessions</li> </ul> |
|---|--|

|           |   |
|-----------|---|
| 1984-2022 | <b>Diverse leadership training projects</b> (classroom and online)            |
| 1995-2024 | <b>Coaching for executives, entrepreneurs, CEOs (face to face and online)</b> |

## **Miscellaneous**

|                             |   |
|-----------------------------|---|
| Language skills             | <ul style="list-style-type: none"> <li>• German Mother tongue</li> <li>• English Competent C1: Personal/Business</li> <li>• French Elementary A2</li> <li>• Latin Basic language</li> <li>• Ancient Greek Basic language</li> </ul> |
| Interdisciplinary knowledge | <ul style="list-style-type: none"> <li>• Computer skills, business software (MS Office), ZOOM, TEAMS</li> <li>• Meteorology</li> <li>• Traditional Chinese Medicine, Information Medicine</li> </ul>                                |

\*\*\*\*\*