Competence profile

Eckhard Schölzel, Master Psychology

Work/organizational psychology/leadership and cooperation



Core competence topics

- Consulting and implementation of management systems (transactional, transformative)
- Leadership system and understanding 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
- Leadership and management

Roles and functions

- Coach, consultant, workshop facilitator, trainer (senior)
- Levels: Consult, Design, Build,
- Project Manager Organizational Development, Project Team Member
- Team leader of 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 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 resilience.

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Conference: ZOOM, What`s App

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)
Since 2009 ongoing	• Training in Mindfulness/Awareness in Leadership
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 ongoing	• 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 (Diploma, 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

- ***Leadership practice:*** self-management and management of your own team of trainers and coaches: entrepreneurial spirit with full responsibility for results.

  Contents and description:
  - Independent career development with entry into professional practice.
  - From team member (1984 ff) to
  - Business partners with nationally relocated team members (1989 ff) to the
  - Establishment of his own team of independent trainers and consultants under the Eckhard Schölzel & Partner brand (1995 ff)
  - Strategic partnership with the wave company - enterprise designer 2006-2016
  - Associate Partner of Transformation Consulting Internat. GmbH; Focus project: New version of TCI's business transformation model 2013-2015
- Developing your own personal value profile through your own active leadership and life experience,
- Competence development as a change facilitator in OE projects and in leadership and personal development,
- Experience distance leadership with my own team,
- Experience with strategic partnerships in the competitive HR market.

Practice and projects

2018
(TUM)
2019 (AR-TORG)
2019 (RWTH)

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.

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

Contents:

- Increasing the personal effectiveness of research assistants
- Development of higher quality levels in teaching and cocreative research at world-class level and in research projects at the MiMed Institute.
- Improving internal cooperation and the sense of shared responsibility
- Professionalization of employee management

RWTH/ CPL: Personnel selection and development

2014-2016
(SAG)

Project type 9:

Business Performance Improvement 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.

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

Contents:

- Increasing personal effectiveness in planning and organizing work in a VUCA environment
- Transformation of obstructive beliefs into positive action
- Manager as accompanying coach, trainer in transfer support

1997-1998
(Siemens AG)

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, Facilitator, Trainer, Coach - Design, Build, Operate

Contents:

- Compatible restructuring of the organization and new placement
- Workshop moderation
- Advice and coaching for the management team

2013-2015
(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:

Analysis of the BT models of leading consulting firms; positioning of the Values & Principles elements and involvement of managers in change and transformation processes. Relaunch of the transformation cycle model.

- Co-leading an interdisciplinary team of consultants
- Evaluation and integration of analysis results
- Consolidation into an operationalized BT model
- Development of specific service offerings for V+P / Leadership

2022-2023
(RIF)

Transformation in a scientific-technical institute in the TU Dortmund environment: leadership, knowledge management innovation, organizational development, cooperation.

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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 production 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)
2018-2025 (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
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 developm
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: Eliminate impaired ability to work in the pioneer development team (7), avert impending relocation to India; integration of the second circle (16);
Supporting 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 (MKW, MNM) 1989-1994 (DSW) 1998-2003 (Siemens AG) 2014 (SAG) 2019 (CAS)

Management Development Program Siemens AG and others
Roles: Consultant, Facilitator, Trainer, Coach - Redesign, Build, Train

Contents:
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.

- Workshop moderation
- Training: fast teaming, business impact projects
- Coaching (team, individual)
- Redesign of the programs

1995-1998 (Siemens AG) 2019 (RUB, RWTH, TU-DO)

Project type 2: Personal development planning / strategic career planning

Program to qualify and encourage authentic personal professional development -
Roles: Trainer, facilitator, coach - Build, Operate

Contents:

- Lifeline, career motivations
- Competency feedback in the Development Center
- Personal development plan

1990-1996 (SW-Lemgo, 2011-2015 (SAG)

Project 1: Market orientation and Leadership culture

Leadership in the change from monopoly to market conditions (energy supplier) -
Roles: Consultant, Facilitator, Trainer, Coach - Consult, Design, Build, Operate

Contents:
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.

- Consultant and external project manager
- Design Development of the leadership culture
- Integrated design across management levels
- Appropriate design and implementation of workshops and training sessions

1984-2022 **Diverse leadership training projects** (classroom and online)
1995-2024 **Coaching for executives, entrepreneurs, CEOs (face to face and online)**

Miscellaneous

Language skills

• German	Mother tongue
• English	Competent C1: Personal/Business
• French	Elementary A2
• Latin	Basic language
• Ancient Greek	Basic language

Interdisciplinary knowledge

- Computer skills, business software (MS Office), ZOOM, TEAMS
- Information medicine

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