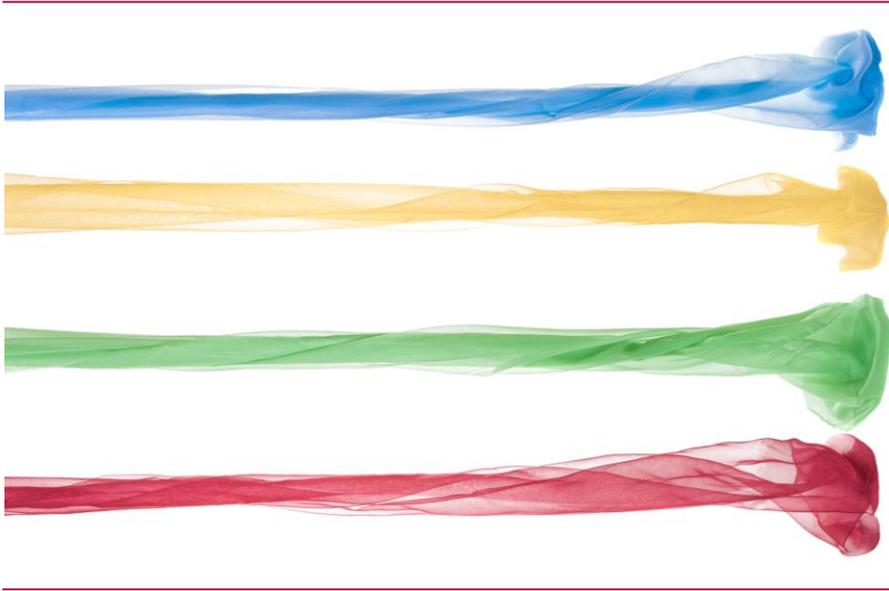


Moving Minds Portfolio

We offer Change Management, Leadership Consulting and Coaching

Our work is crucial in the following situations

- **Implementing Strategy:** Consequent and excellent implementation of the new strategy is crucial for business success. We design the necessary change or transformation measures and implement them with sustainable results.
- **Vitalization of inner engagement:** Bringing back groups of leaders and employees which have emotionally checked out or even resigned.
- **Technology Migration** Replacing Lotus Notes with MS Office and Sharepoints, introducing SAP or CRM Systems etc. changes processes, roles and work styles and goes far beyond training. We help to introduce a New Way of Working
- **Post merger integration:** Realization of expected merger or acquisition effects. Integrating two organization with different cultures and make them productive.
- **Leadership Development:** Development of leaderships teams and individual leaders with programs and coaching to enhance individual and collective professional and personal maturity to prepare them for the next level.



Our change management and
leadership consulting offer

What we **offer** to our clients

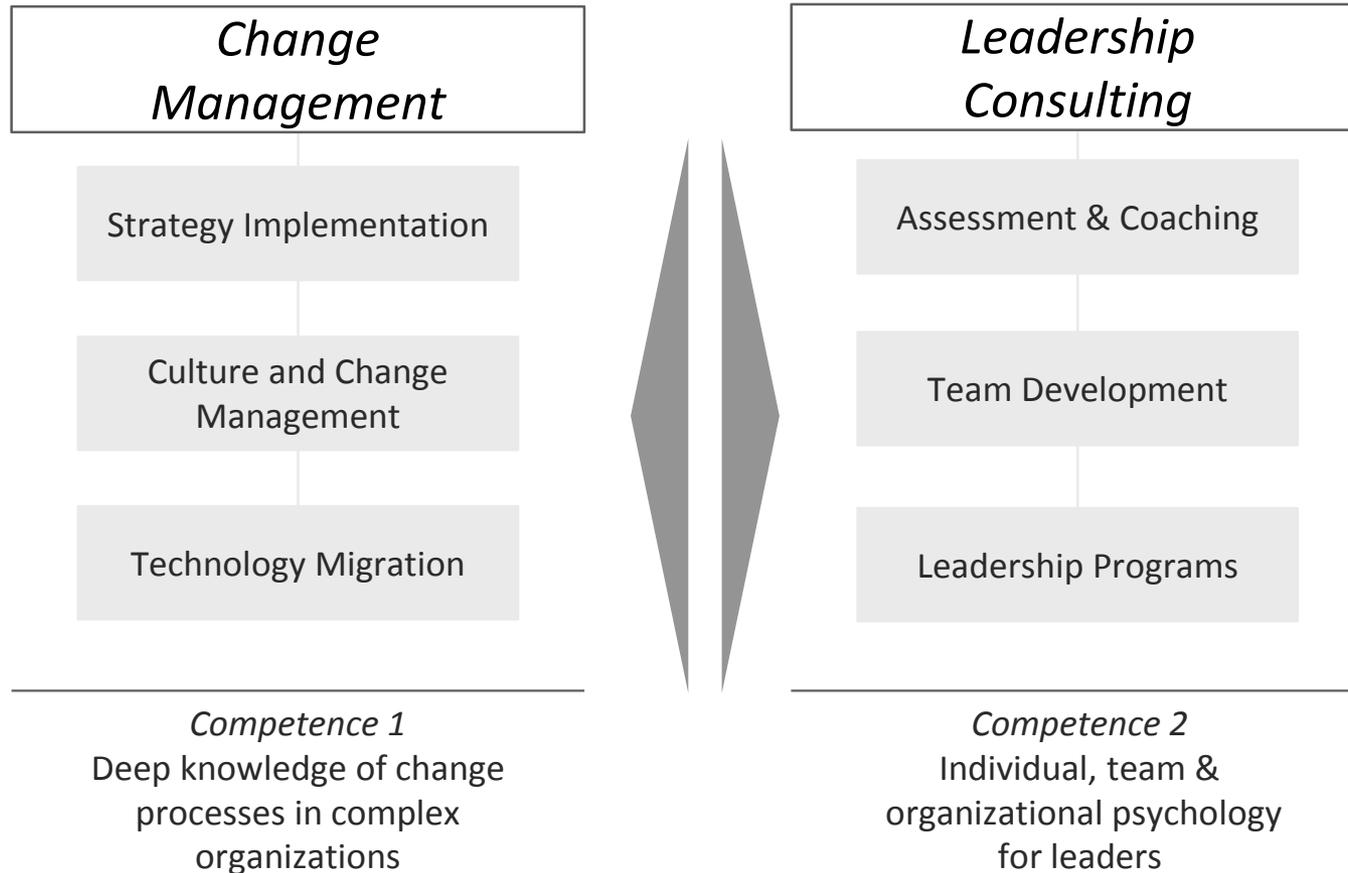
- Moving Minds provides consulting for Change Management and Leadership Consulting for national and international clients. We help to foster the vision, to implement the strategy, to keep the culture adaptive, to engage and to develop leaders and to mobilize positive energy.
- The value we deliver for our clients is based on the expertise of internationally experienced Senior Partners, robust methodologies and tools, as well as the special spirit of change balancing business and people needs.

*Change
Management*

*Leadership
Consulting*



Our **competences** are enhancing each other and enable two types of offerings

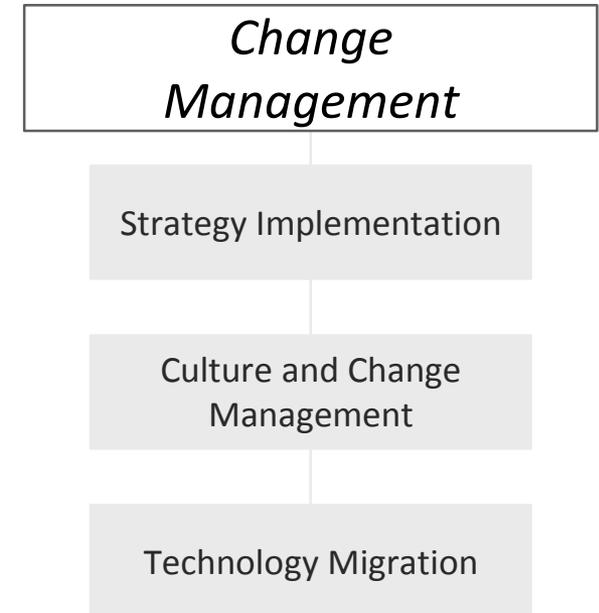




Our offer in change management

We help organizations to **run a sustainable change**

- In change programs it is important to find a holistic approach having a clear direction, an effective content delivery and a stringent project management
- We offer our support in three change contexts:
 - Strategic Business Topics
 - Culture and Behavior Change
 - Transformation Management
- Our offer is to deliver a successful change program by experienced international partners using a broad library of methods and tools, as well as finding the right abstraction level to balance the profit thinking and people engagement



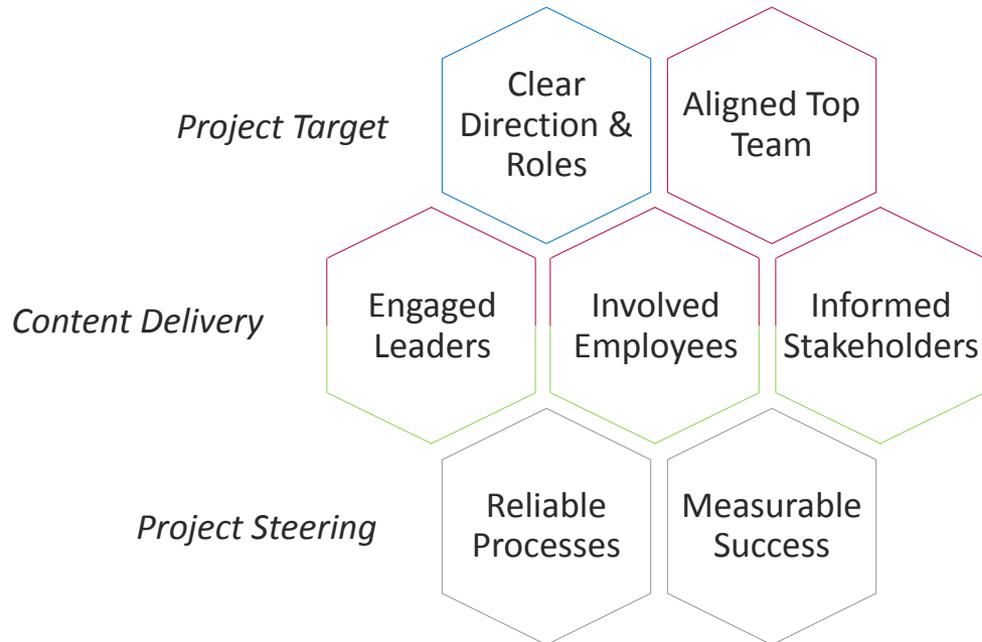
What we do for you: Our experienced partners ensure the success of your change program with the unique spirit of change and proven methodology

Experienced Partners

Proven Methods and Tools

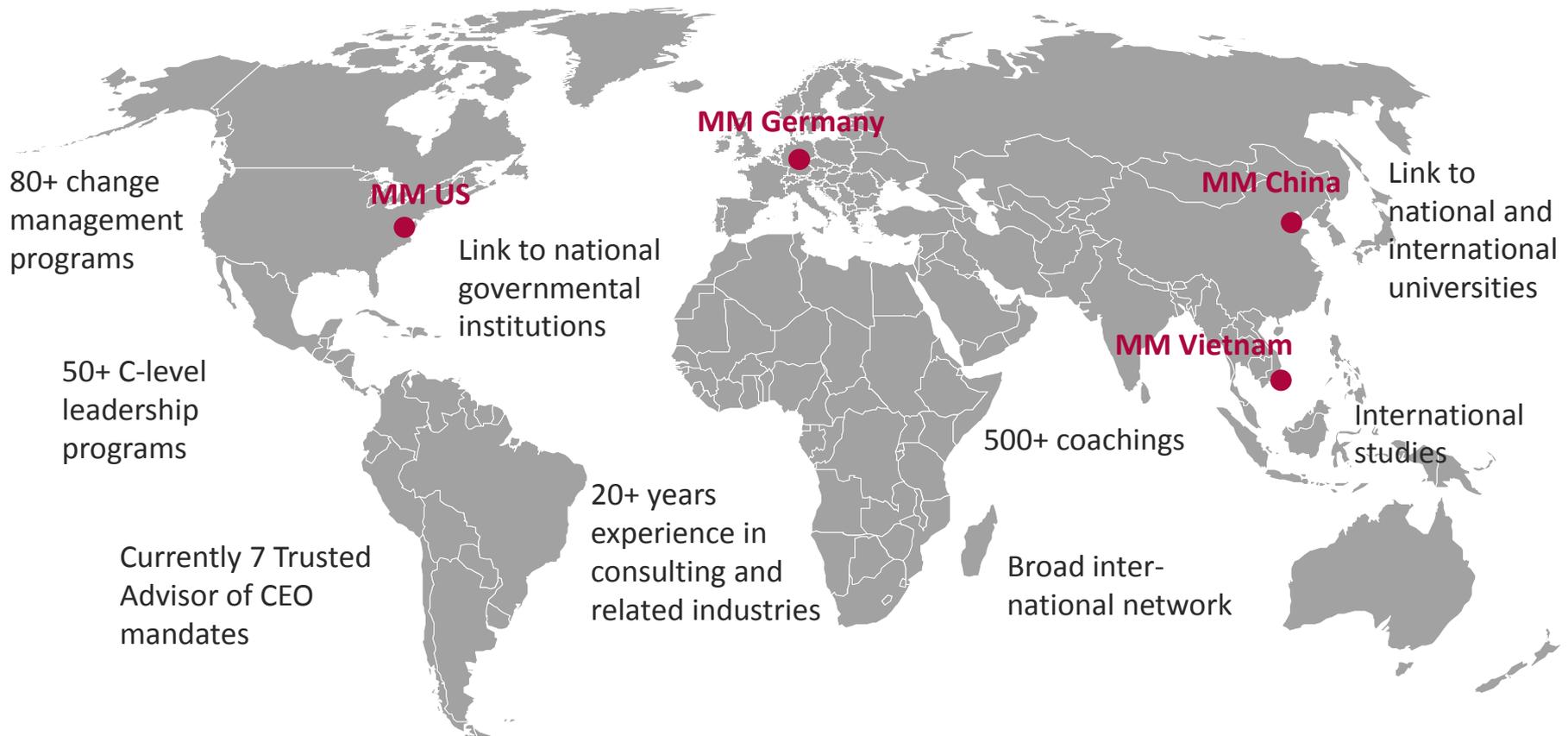
Spirit of Change

Key Levers of Change Program Success



Results:
Improved
business
performance
and engaged
employees

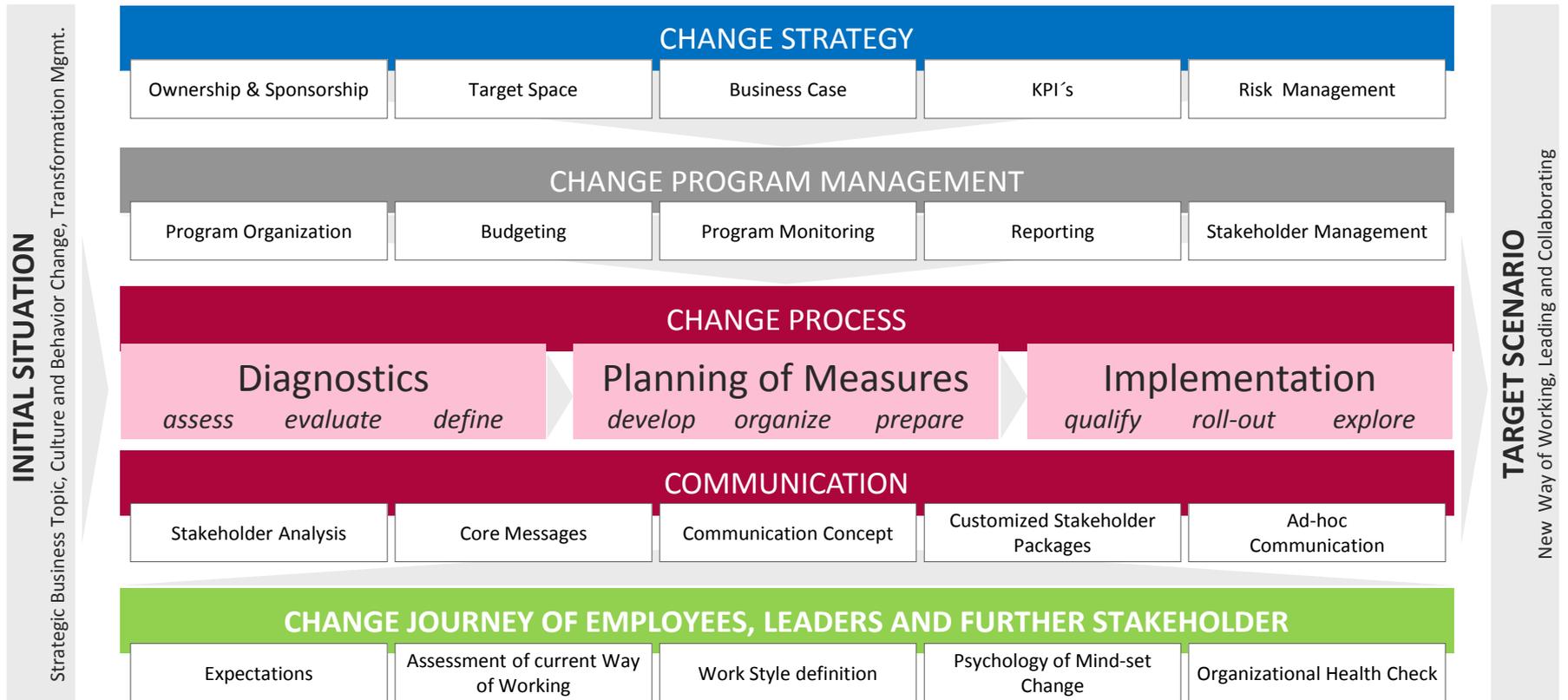
Our **senior partners** with board experience in multinational environments will ensure operational quality with state-of-the-art approaches



▶ Depending on the customer situation we provide best fit senior partners and consultants to ensure qualitative delivery worldwide

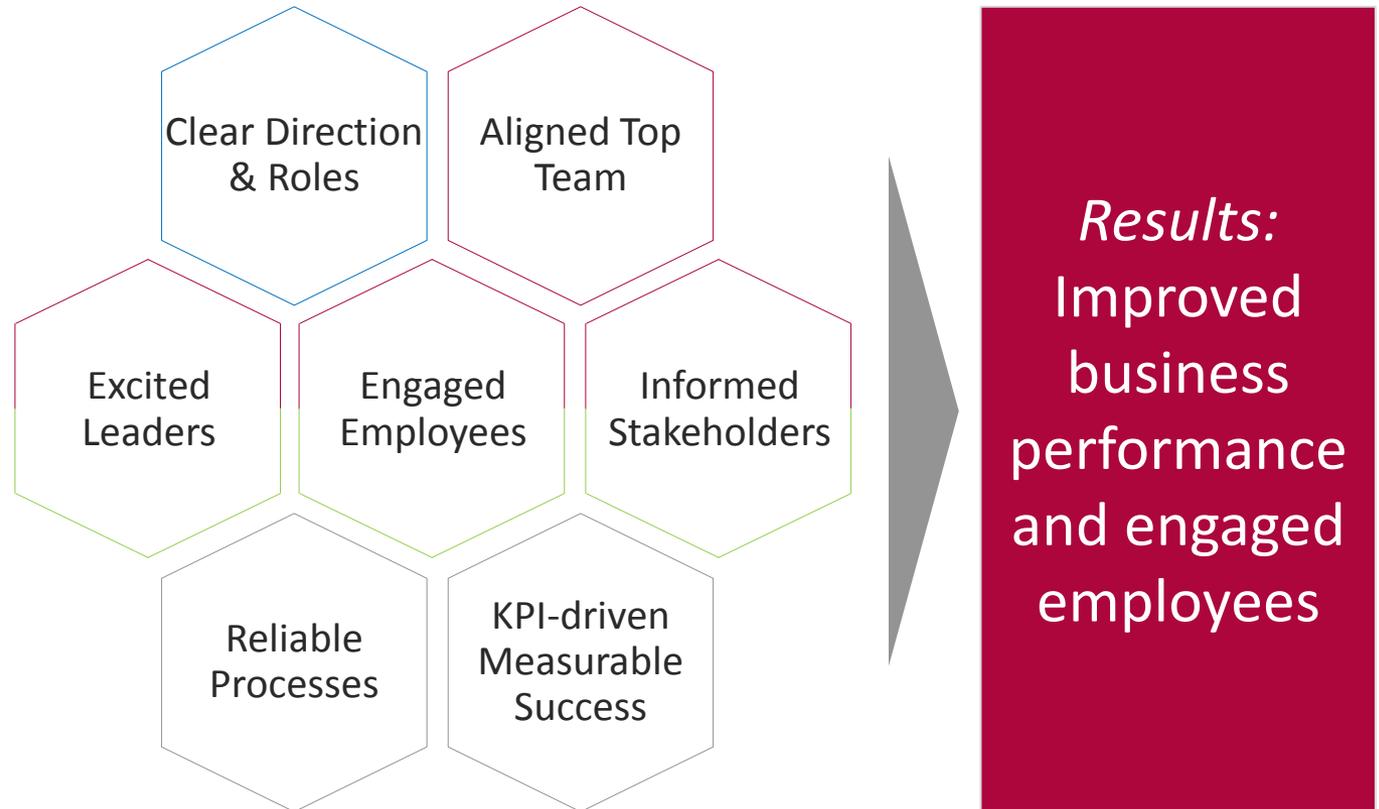
Our **library of change** is a standard process to approach change management programs with proven ready-to-use methods and tools

Proven Methods and Tools



▶ The content modules will be selected, adopted and enriched for the specific customer situation to enable a short-term execution

On basis of numerous projects we have crystalized **key levers** to deliver successful change programs – you will benefit from our experience



▶ We ensure the reliable delivery of the change programs activating all levers to improve business performance disclose the full potential of your employees



Our offer in leadership consulting

We **develop personalities** and a **common perspective**, to prepare leaders for the increasing requirements

- Systematic development of leaders' social competences is becoming more important as a driver for growth.
- Our offer to develop your leaders includes the design and delivery of targeted ad-hoc measures for individuals and teams as well as long-term leadership development programs.



Our **three elements of success** of leadership development

- **Our posture towards people**

We deeply respect every person and are convinced that they already have everything inside of them, that is required for successful development or change.

To activate these inner resources, the needs of the organization and of the person have to be balanced.

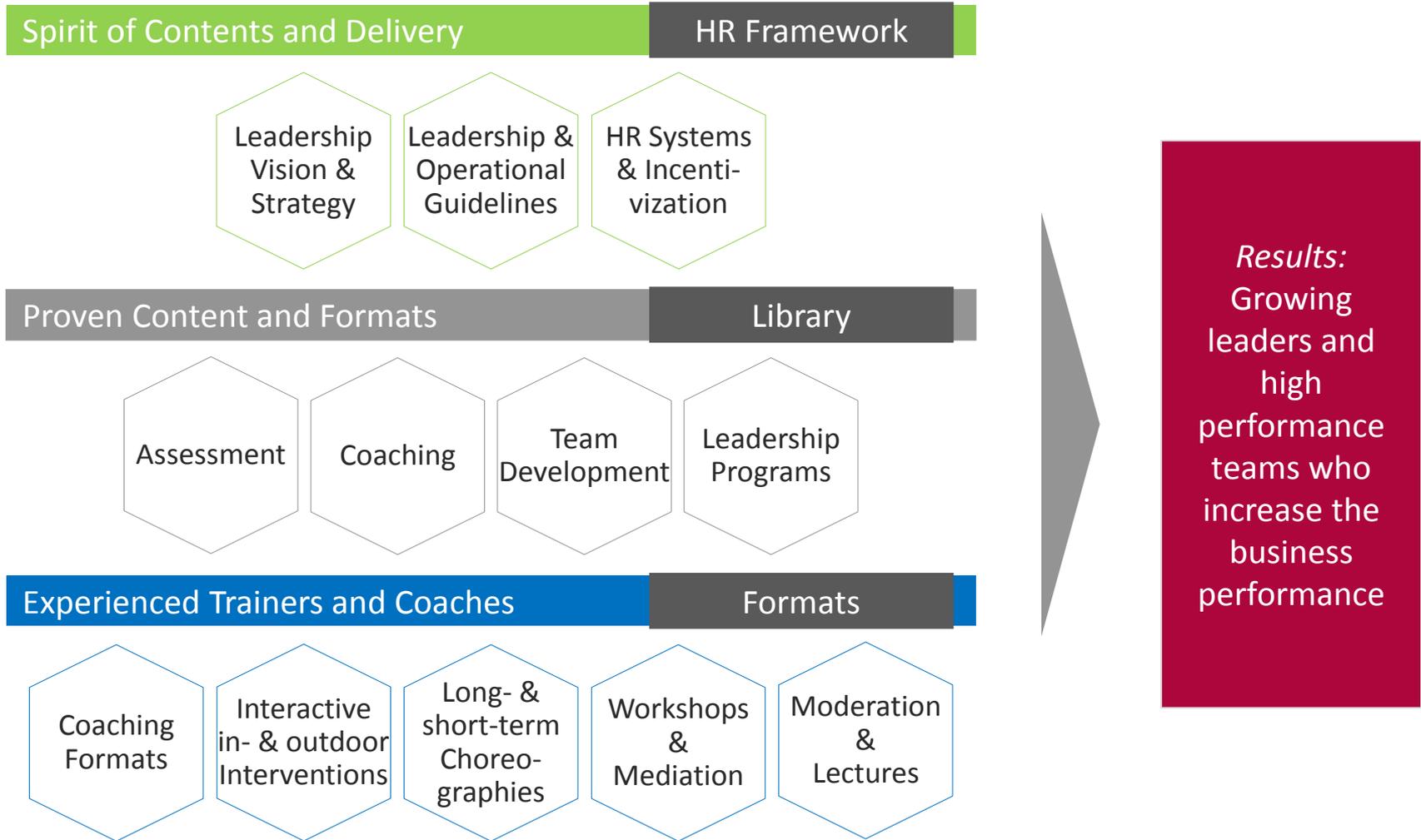
- **Our library of proven content and intervention formats**

Our work is successful, when the communicated content supports the actual situation and the long-term targets of the customer. Furthermore there is a positive result, when it is taught methodically appealing , in an engaging manner and when the learned can be used directly in daily practice.

- **Very experienced trainers and senior coaches**

Our seasoned consultants have been dealing with many companies in different cultural spheres, of different sizes, professional maturity and market situations. You are going to notice their inner passion to develop people and teams and to create deep going, new learning experiences.

What we do for you: Coherent **components** of successful leadership development



Assessment: Diagnosis is key to all development measures such as Coaching, Team Development und Leadership Programs

Selection of used assessments:

Individual Assessment

- HOGAN (a.o. Derailer Report)
- MBTI, DISC, Structogram, LIFO, Social Styles
- Structured Interviews

Assessment

Team Assessments

- ECHO Report: Qualitative analysis of drivers and inhibitors
- Surveys: OAQ, ETAQ, Climate Survey and custom designed instruments
- Team Observations

Usage of assessment for:

Coaching

Trusted
Advisor

Team
Development

Leadership
Programs

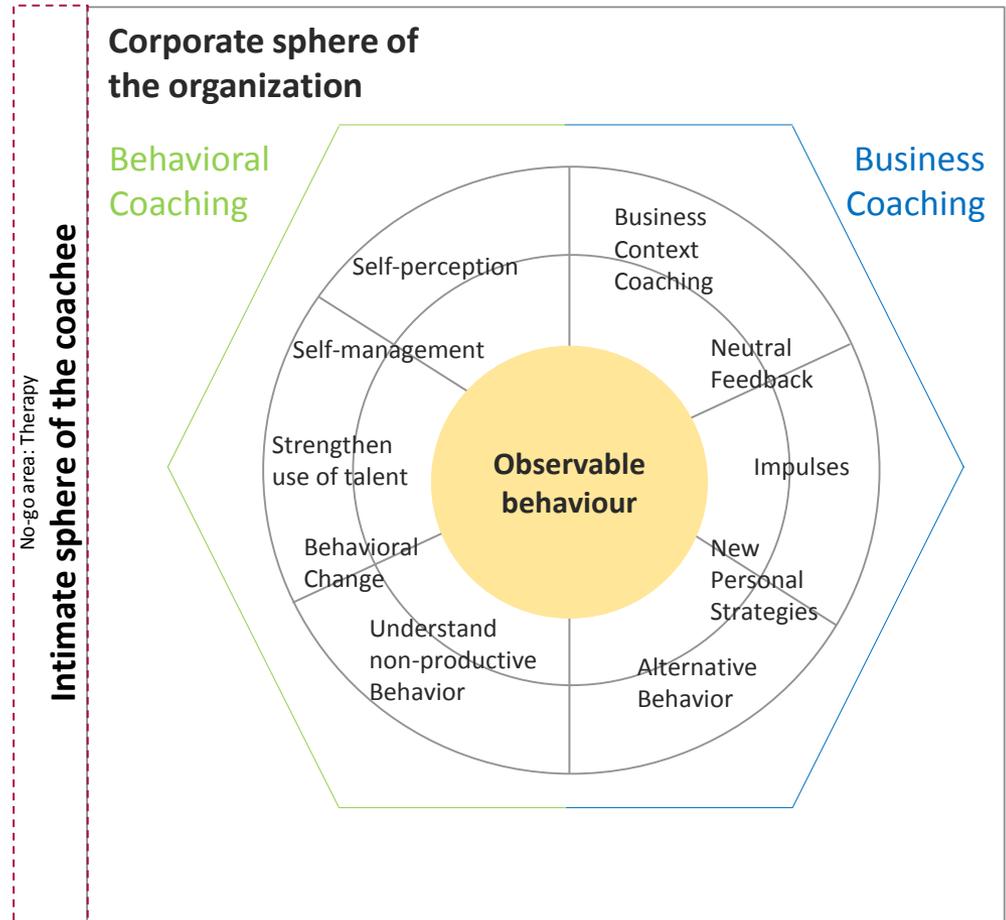
▶ We help to identify and to develop abilities and potential. Our trainers and coaches are certified in leading individual and team assessment methods. We also use your specific assessment and evaluation tools.

Coaching: We offer coaching as a stand alone service or as part of team or leadership development

Coaching's aim to change the individual, observable behavior in order to make the Coachee more successful in his specific business context and to simultaneously improve business results.
Jointly with the Coachee we assess conscious and unconsciously behaviors.

Coaching

Our coaching's are conducted by senior Coaches, who are experienced in industry and consultancy themselves.
Our network of coaches provides partners with international expertise for different types of organizations.



Team Development: Integrate new teams, improve established teams effectively

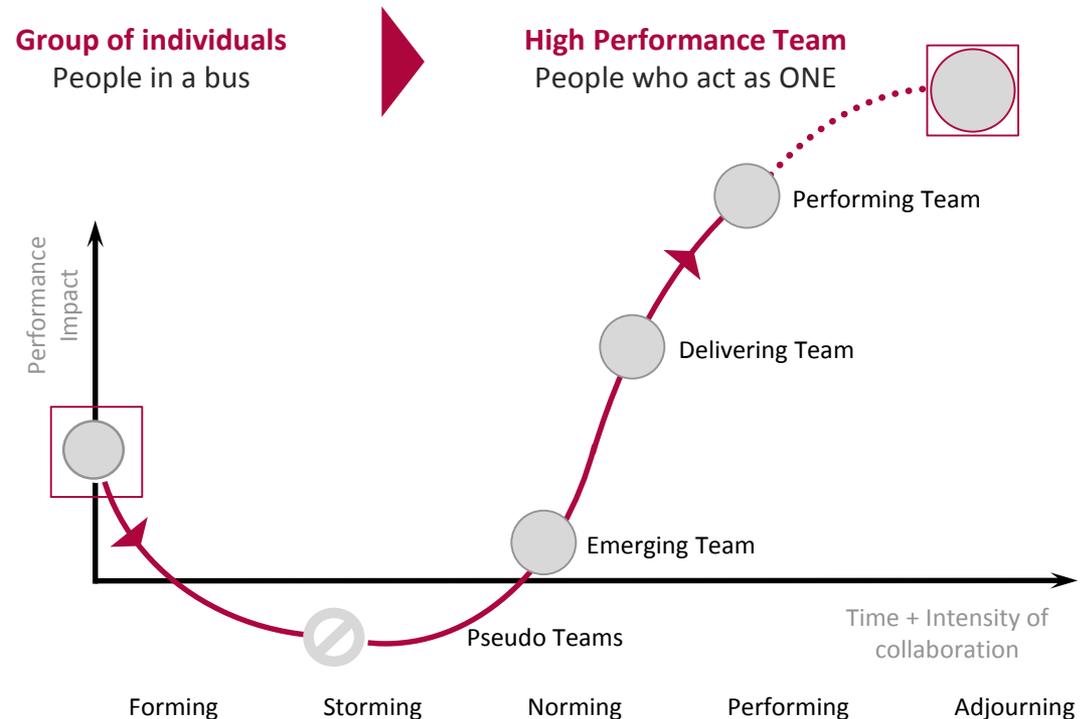
Our team development initiatives follow two main intentions: Optimizing the team spirit and increasing the team performance.

We support teams in consciously living and supporting leadership guidelines, care and collaboration. Thereby we create the basis for high performance.

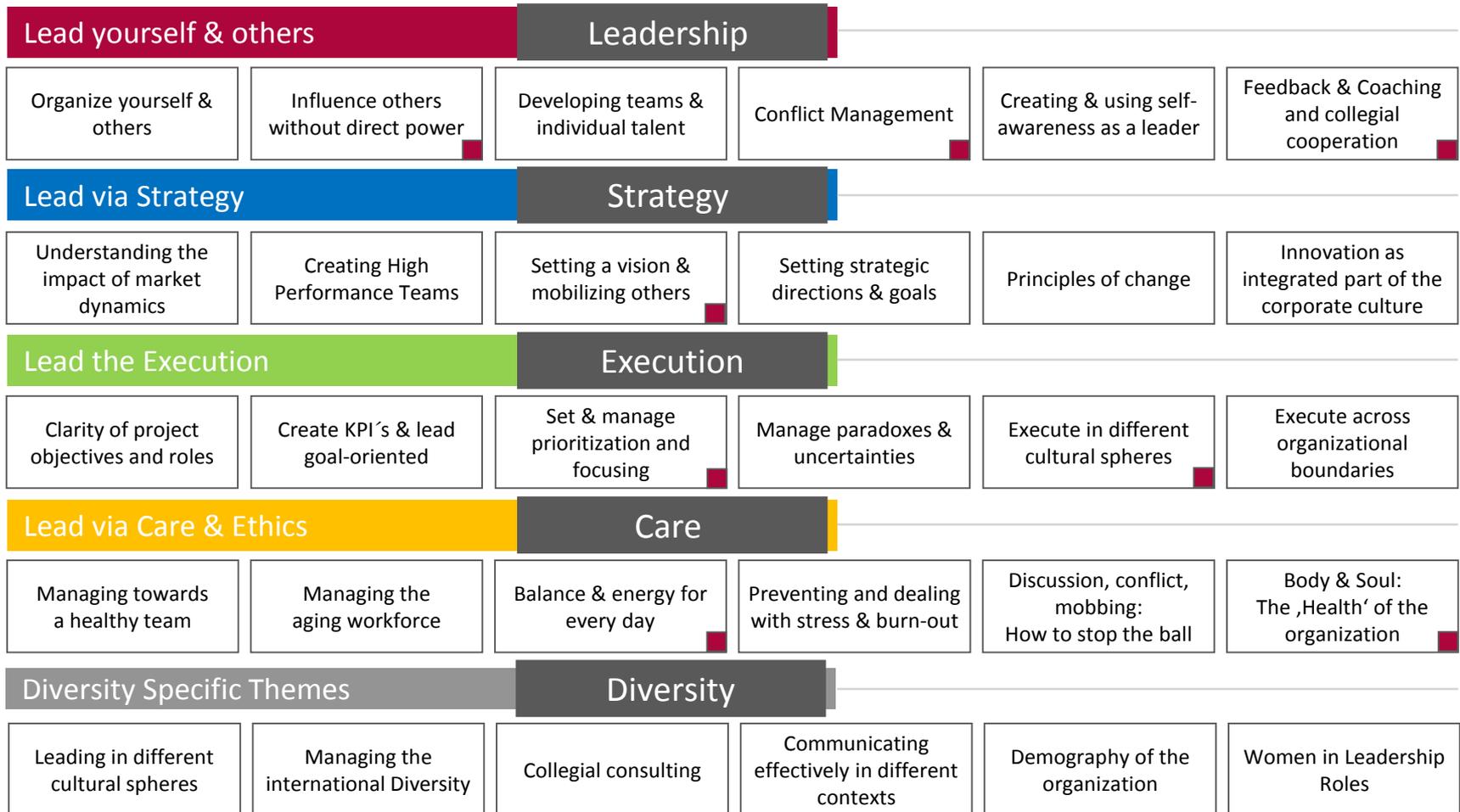
Team Development

Our work is crucial in distinguish team situations. We support the creation of a new team, to bring them quickly to performance or work with established teams to solve performance barriers.

Jointly we work on the teams` vision and roles, required behaviors and capabilities, minimizing internal barriers or solving conflicts.



Leadership Programs: Customized Content, International Delivery, Senior Trainer/ Coaches For Engaging The Participants Head, Heard And Hands



■ Can be offered with training contents on gender specifics

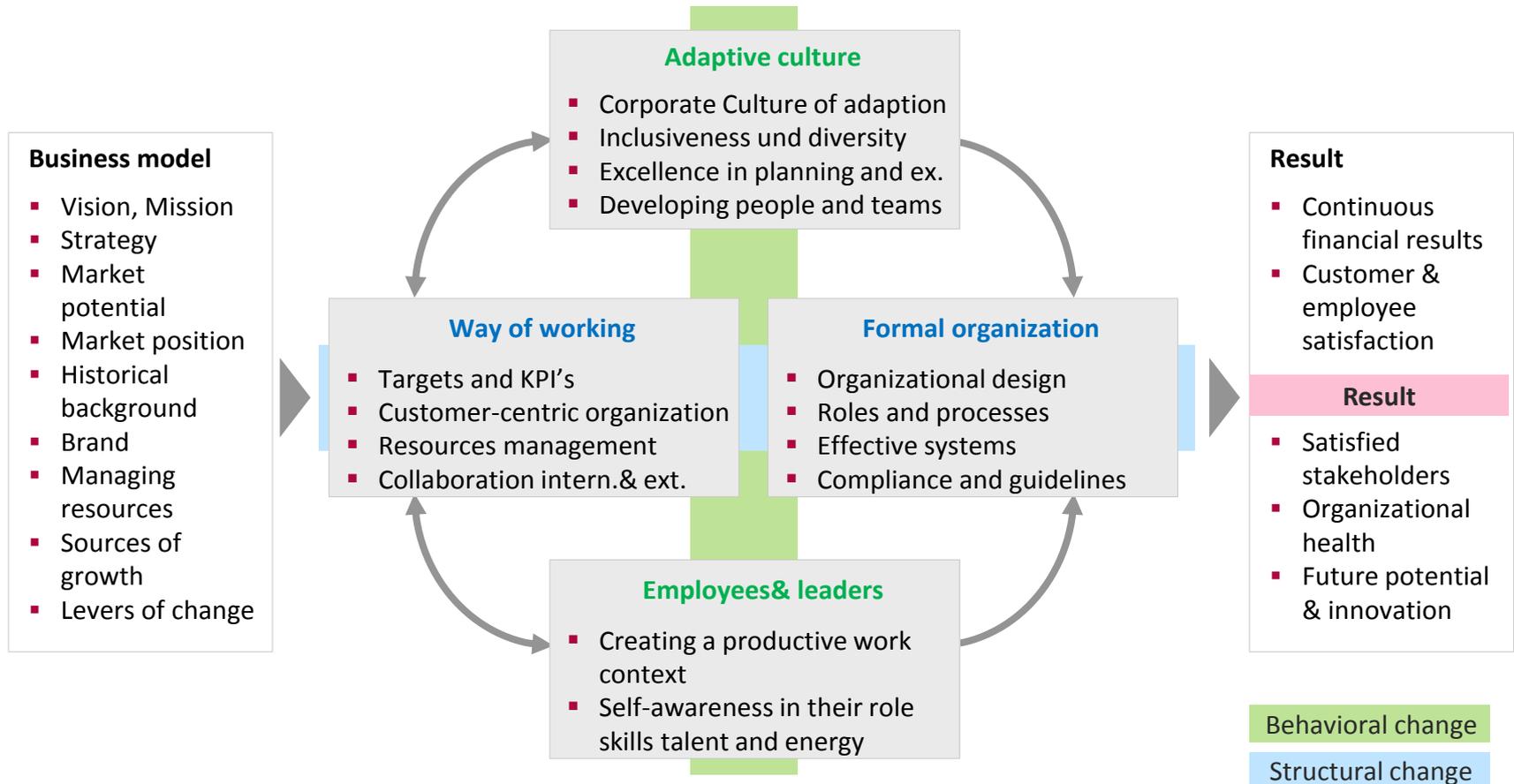
What is **important to us** regarding Leadership programs

- Our trainers create a *spirit of positive*, forward oriented energy in all initiatives and trainings filled with humor, fun and emotional experiences
- In our Leadership Trainings we teach contents that are *practical and pragmatically*, which are also relevant in daily business and that can be used straight away by take away tools
- Starting point of any development is a *realistic self-assessment*, which is developed jointly with participants and verified by feedback and assessments
- All our offerings appreciate a *holistic view of organizational situations* and the context of the individual employment
- Participants of our leadership consulting measures develop a *Personal Development Plan (PDP)* for themselves summarizing their professional and personal development intentions. It considers *personal objectives and values*
- *We integrate our offering in the existing development and training framework* of our company in form and content



Our approach to change behavior

Considering the **congruence of structures and behaviors** in all our projects is the basis for success

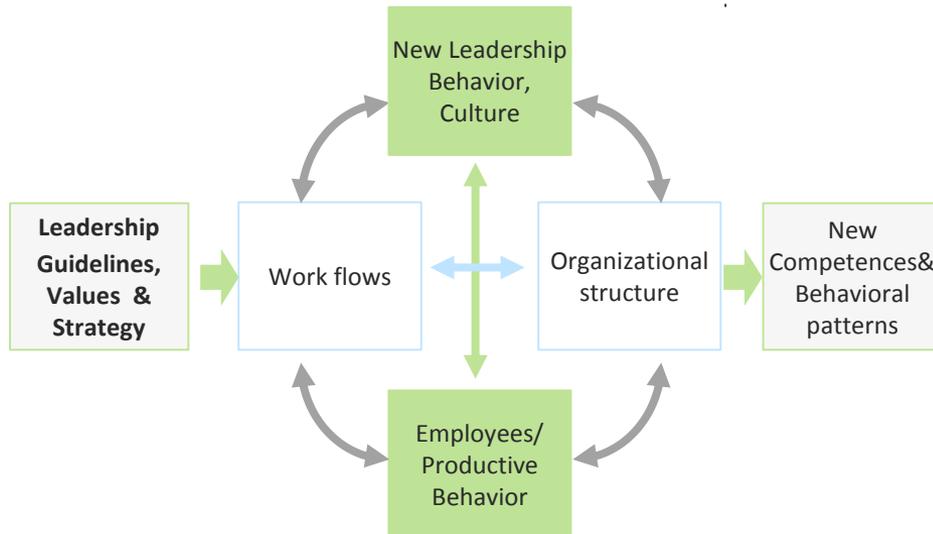
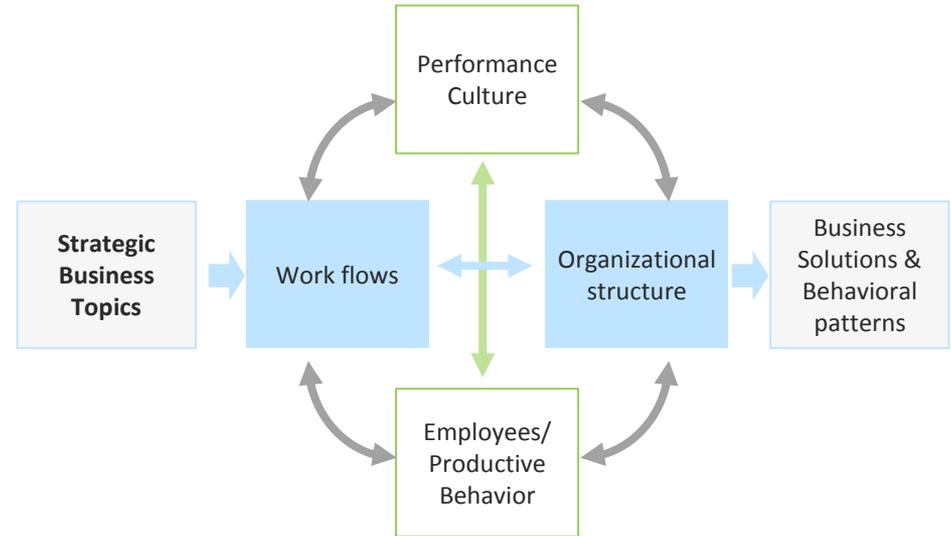


Organizations are dynamic social systems with mutual interdependency of structures and processes, people and culture

The motivation for Change or Leadership interventions can be **driven by two strategies**: by business or by leadership needs

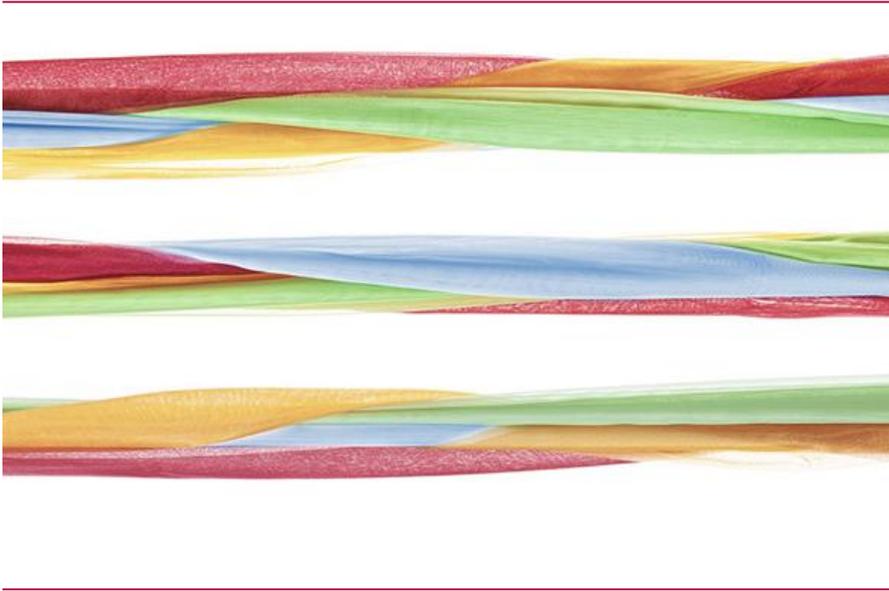
Strategic Business Approach

- Current business needs require a change in work flows or the organizational structure
- Addressing the leadership by solving business topics
- Ideal for companies with high performance pressure and manufacturing topics



Behavioral Approach

- Up-skilling or behavioural change required to maintain success
- Maybe affecting structures and work flows to support behavioral change
- Ideal for companies delivering internal or external services



Client examples

Change in the way of working enabled by large scale **technology migration**

Initial situation

- An integrated process and system landscape to be launched in a big migration project
- Bayer AG, 117.00 employees affected
- Leadership culture to be strengthened, values revisited
- Considerable prejudice towards the change project in the company

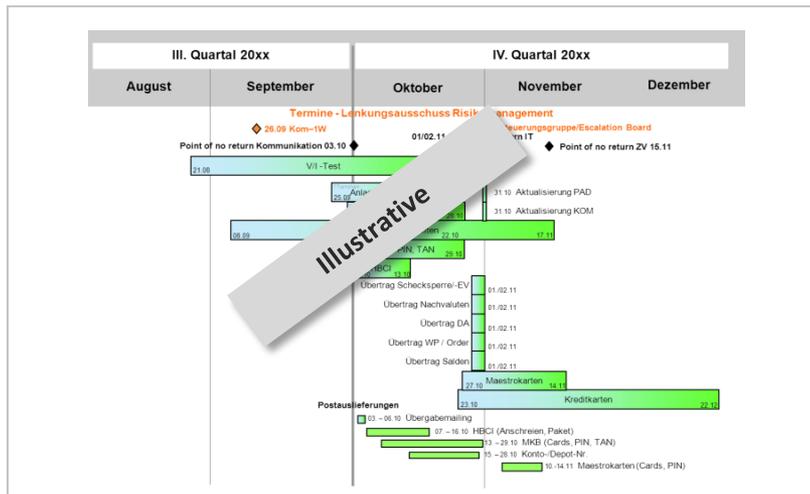
Approach

- Top-down process (trial): Definition of target culture with top management on basis of strategy
- Cultural mind-set shift by multilayered leadership programs
- Supporting measures for the individual (Coaching, Workshops)



Results

- Successful implementation of the new technology with finally high acceptance of all employees
- Very positive appreciation of the change process by leadership with high satisfaction factor ("Employer of Choice" rating)
- Sustained embracing of the target culture



Mobile telephone company with a **substantial performance** and survival issue

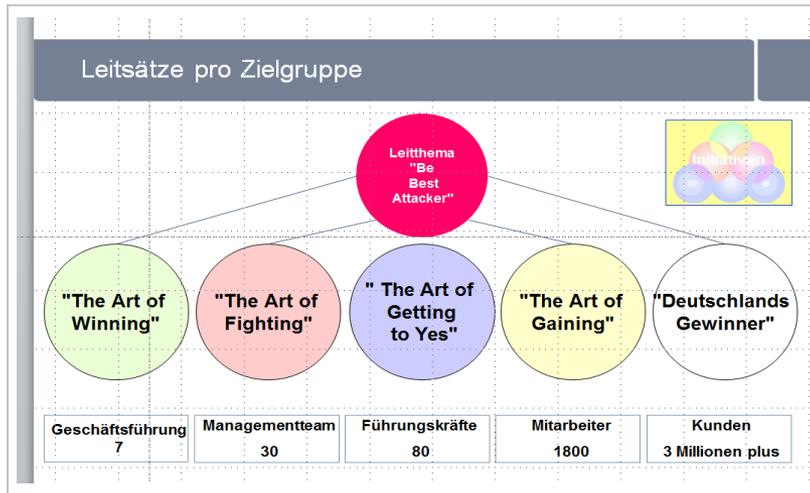
Initial situation

- Telecommunication company under pressure of the parent company due to lack of performance
- For the company it was a matter to win 3.5 million new customers in 36 months to keep the economic and managerial independence

Approach

- Achieving needed figures only possible by cannibalization
- To convince a self-confident CEO that unusual aims require unusual measures
- Launch the *be best attacker* logic
- The choice of sports metaphor with which every employee could identify

e-plus⁺



Results

- Reach all employee by internal engagement for a competitive strategy of the SMART ATTACK
- Number of customers 2012: 23 mio. (Gain 5 mio.)
- Profitable growth

Productivity and **employee satisfaction** increase after transfer to a new production site

Initial situation

- Successful chemical concern has to relocate one big site
- Result of the transfer is high discontent with the employees and loss of the productivity
- Management and workers council jointly want to take action need to counteract the negative atmosphere

Approach

- Analysis of the driver and inhibitor, provisioning of an ECHO report, stating the root causes for dissatisfaction and discussing insights
- Design of change measures in collaboration with employees
- Implementation of the measures and continuous controlling by change kpi's



Results

- Top management fully understands reasons for dissatisfaction and shows empathy and adequate response
- Raised awareness of the employees in their way of working through self-reflection
- Restoring productivity

Cultural transformation and leadership development of an Airline Carrier

Initial situation

- Fundamental change in aviation industry: entering of new competitors and cost-advantage of low cost carrier
- Strategic and organizational realignment of large airline > 100,000 employees financed by savings program
- Massive protest of employees

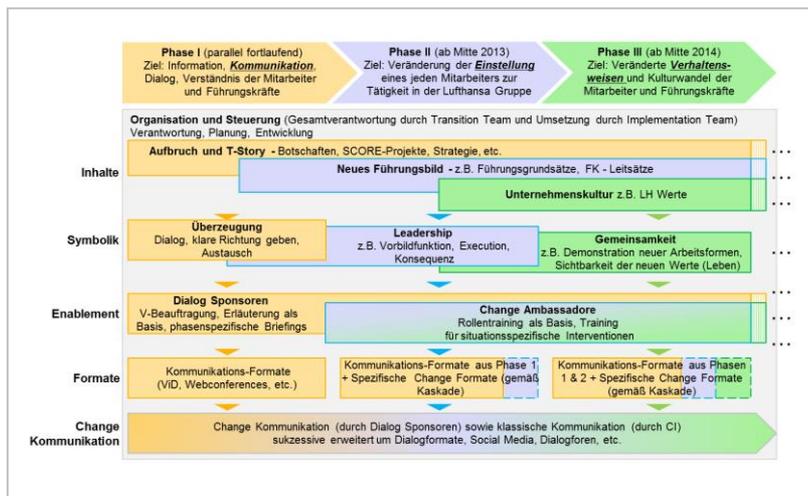
Approach

- Deep dive diagnostics of the companies long history and grown culture with driver and inhibitor analysis
- Convincing transformation story
- Increase visibility of CEO who addresses target-group in appropriate format
- Choreographing change agents
- 7 change work stream



Results

- Low resistance against strategic reframing and dynamic dialog with top management
- Active contributions of the employees in identifying saving potentials
- Commitment of the executives and reinforced action after defining leadership principles and bring them to life



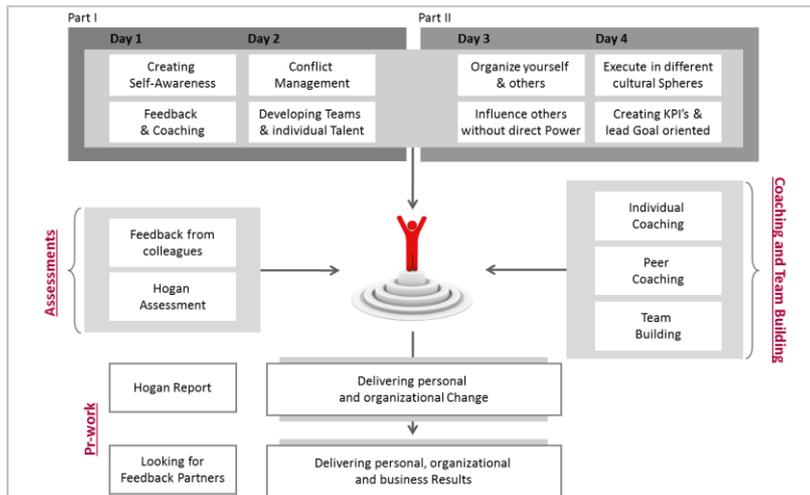
Large scale **Leadership Program** for all senior and team leaders of an online company

Initial situation

- Online company wants to increase leadership skills of all senior and team leaders
- Consistent leadership approach and common language for all leadership levels missing
- Approximately 60 leaders from senior leaders to team leaders to be trained in five groups with maximum 12 participants per group
- zanox is a Axel Springer portfolio company

Approach

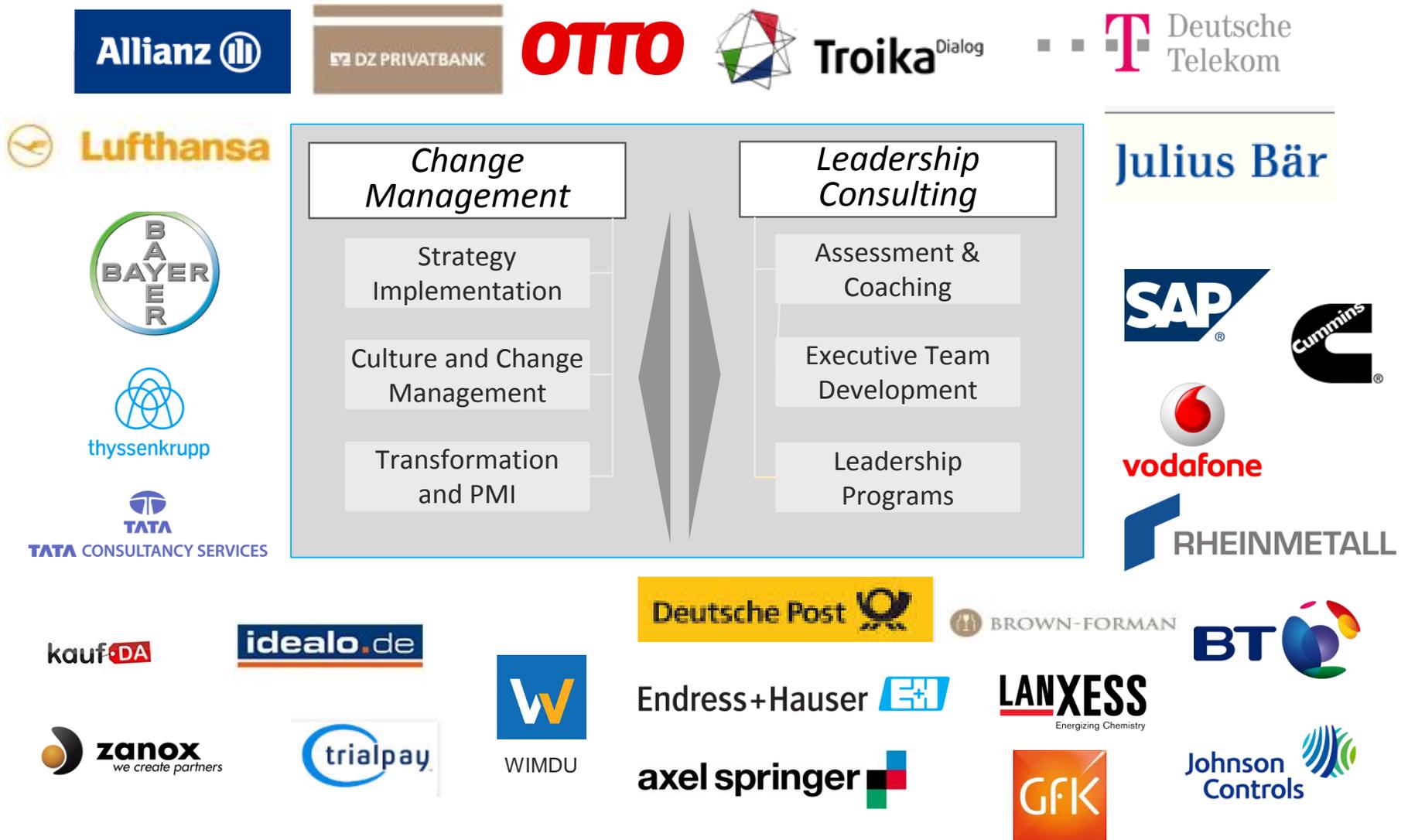
- ECHO interviews with senior managers to identify burning development topics
- Development of the training concept based on the results
- Setting-up invitations, assessment and pre-work for each leader
- Execution of a practical leadership program for five groups (2x2 days)



Results

- Understanding of personal leadership style
- Optimized leadership capabilities
- Self-confident usage of company's leadership essentials in terms of values and its daily application
- Establishment of a common language among all levels of leaders and managers

Our clients since 2008



Profile Roland Gieske

Senior Coach



Education

Degrees:

- Degree of Diplom-Informatiker and Mathematics, Technical University Berlin 1.0
- Electrical Engineering, Fachhochschule Berlin
- Master practitioner NLP, systemic coaching, HOGAN, MBTI, LIFO, DISC, structured interview & assessment techniques

Languages:

- German (native), English (business fluent), French (basics), Spanish (basics)

Areas of Expertise

- Profound and long know-how in creating software solutions in in the first professional decades as entrepreneur
- Forecasting, trend research, scenario design, exploration of technological impact (Scenario Techniques and strategy development in own consulting firm)
- Shaping and delivering in cross-industry strategy projects for international clients
- Design and execution of organizational transformation projects
- Individual coaching of high caliber management
- "Trusted Advisor " to CEO´s and Executives
- Facilitation and mediation in complex situations with various stakeholders
- Design & execution of many top leadership team programs in difficult situations and demanding environments

Work Experience

- 30 years of work experience in start-ups and large global organizations
- Founder and Managing Partner of Moving Minds since March 2010
- Founding and Managing Partner of ICEBERG Consulting GmbH
- Strategy Partner with Andersen Consulting/Accenture (10 years)
- Partner with Oliver Wyman (5 years) – Delta Organization & Leadership, 2 years with P&L responsibility
- Various company foundations in the software industry

Experience (excerpts)

- Coaching of Executives and Managing Directors since 1996
- Extensive work and leadership education programs in and outside Europe
- Designer and implementation driver for change in the Change Catalyst project within AIRBUS in Toulouse and Bremen
- Large scale change and transformation projects in organizations from 200 up to 95.000 employees for higher productivity
- Design and execution of Executive and Middle Management program for Swiss organization with 8000 employees since 2007
- Large Scale Climate surveys and System Assessment centered around Leadership capabilities in the High Tech Industry
- Trusted Advisor for C-Level and Top leaders in large privately owned Mittelstands organization
- Leadership Program Design 2020 for Lufthansa
- Post Merger Integration projects, e.g. Cummins
- Designing and conducting leadership programs, BT, T-Systems (Female Leaders), Vodafone, Deutsche Telekom, Lanxess, Bayer, ThyssenKrupp, Deutsche Post DHL

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