

Consultant profile

# Kai Weise

## Consultant profile

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| Name | Kai Weise |
| Year of birth | 1959 |
| Nationality | German |
| Occupation | Specialist in business change processes |

## Areas of expertise

- Strengthening mutually supportive leadership teams
- Making corporate mission statements and leadership models concrete and developing them further individually - cultural change
- Fostering a resilient culture of dialogue, improving meeting culture
- Support with role changes that involve conflict (e.g. "from book producer to content producer")
- Organisational development, change management
- Designing processes for participation and involvement, and building change capability "on the job"
- Work with creative media: comics, animated films, documentaries, learning maps - through our own suppliers or produced in-house at "YouTube" level.

## Education, further training and specialisms

- Coach in supervision, accredited by the DGSv (German Association for Supervision), at the Europäische Akademie für biopsychosoziale Gesundheit Fritz Perls Institut, EAG Hückeswagen (1993, three years)
- Health coaching, EAG Hückeswagen
- Systemic consulting (Zentrum für systemische Forschung und Beratung, Heidelberg)
- Theory of Integrative Therapy (EAG, Hückeswagen)
- Organisational development (EAG, Hückeswagen)
- Integrative organisational development - rethinking change processes. Academic paper, supervised by Prof. Dr. (mult.) Hilarion Petzold

## References

Allianz Versicherungen, Cornelsen Schulverlage, Stadtwerke München, K-Mail Order Logistic, Alcan, BMW, Allianz Private Krankenversicherungen, Hypovereinsbank, Rewe, Kaufland, Provinzial Versicherungen, Agis Allianz Gesellschaft für Informatik Services

## Further information

Documentation of client projects, including "Nachhaltigkeit sichern", produced with CORNELSEN Schulverlage, self-published.

My major projects have been evaluated.

## Working languages

- German

## Practice and projects: AGIS

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| Client | AGIS Allianz Gesellschaft für Informatik Services |
| Project | Supporting a change of role and establishing a rapidly growing service organisation |
| Role | Senior consultant |

Project feature: "Verantwortungsinseln, in selbststeuernden Teams erfolgreich arbeiten", documentation produced with the client's permission.

- Supporting the change from administrative staff working in individual offices to service agents working in open-plan offices
- Delivering training in communication, call-centre skills and client orientation
- Intensive team building as the organisation grew from 30 to 200 employees
- Management consulting for the leadership team
- Introducing self-managing teams as an alternative to adding another management level

## Practice and projects: Stadtwerke München

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| Client | Stadtwerke München, local public transport |
| Project | Enabling 50 managers to engage in dialogue on contentious issues with their 2,100 employees |
| Role | Senior consultant |

Project feature: evaluation by Ludwig-Maximilian Universität.

- Designing a multi-year process
- Intensive team development for the entire leadership group and encouraging a culture in which actions have consequences
- Regular workshops with various project groups and coordination of the project organisation
- Improving the quality of dialogue among everyone involved
- Coaching the client's project leader
- Designing several large-group events with 2,100 employees
- Giving concrete form to the leadership culture, based on the existing mission statement
- Creating media: inviting employees through a specially created comic series, developing several learning maps measuring 1.5 m² each, and launching the process with an animated film

## Practice and projects: Cornelsen Schulverlage

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| Client | Cornelsen Schulverlage |
| Project | Combining digital and analogue production |
| Role | Senior consultant |

Project feature: "Nachhaltigkeit sichern", documentation produced with the client's permission. The success of the project was evaluated internally.

- Restructuring roles and organisational structure
- Changing corporate culture and introducing a feedback culture
- Changing the project management approach according to the principle of learning through successive steps of development
- Crisis intervention in major projects
- Encouraging a culture in which performance is rewarded fairly

## Practice and projects: Allianz Private Krankenversicherung

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| Client | Allianz Private Krankenversicherung |
| Project | Restructuring the organisation |
| Role | Senior consultant |

Project feature: "Akzeptanz durch Dialog", documentation produced with the client's permission.

- The first change to the organisational structure of a "young team", while meeting the requirement not to jeopardise service quality, which could be measured hourly and improved at the same time
- Clarifying issues among managers so they could deal with employees from a stronger position during the process
- Changing meeting culture with an employee team and involving employees in designing dialogue
- Designing a group event with 160 employees

## Practice and projects: K-Mail Order Logistic

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| Client | K-Mail Order Logistic |
| Project | Training the entire leadership team and coordinating their shared leadership tools |
| Role | Senior consultant |

- Analysing the current situation and recommending further development
- Developing an action plan focused on precisely targeted training in organisational development
- Delivering training on leadership culture
- Ensuring lasting results through supporting initiatives