



Profile of Günther Grassmann

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Personal details

Year of birth	1957
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Professional education and continued professional development

to date	Continuous further professional development on the topics strategy development, change-management and dynamic organizational development
2004	Large-group moderation (boscop, Berlin)
1996 - 1997	Train-the-Trainer (leadership, communication, facilitation) Human resources development/internal consultant qualification
1994	Strategy Development (Malik, St. Gallen)
1992	Business Process Optimization GPO (Diebold)
1990 - 1991	Project Manager/System Integrator (LuR)
1977 - 1986	Law, Computer Science (equiv. of a Master's degree) (University of Bonn)

Career

Sector	Management consulting
Responsibilities	Company founder, managing director, strategy, business process optimization, human resources development, executive development and coaching, project management, facilitation.
Sector	Supply and disposal
Responsibilities	Head of department/authorized signatory human resources and organization, human resources development, executive development, reorganization, corporate strategy
Sector	Aviation and aerospace
Responsibilities	Innovative software development concepts, corporate human resources development, executive development

Experience and projects (selection)

Client	Large medium-sized group (mechanical engineering) with 20 subsidiaries worldwide
from – to	2018 - to date
Project	Change-management (Strategic realignment and reorganization of globally active IT department), implementation planning, reorganization of IT processes, organizational structure and team development
Position	Project Leader
Responsibilities	<ul style="list-style-type: none">• Project design and planning• Master plan change-management• Definition and agreement of framework conditions• Implementation planning for strategic realignment, mission statements, guiding principles and goals• Process management and process design/optimization• ICP concept (information - communication - participation)• Team development• Human resources planning and human resources development• Measures to adapt corporate culture
Client	Large medium-sized, global company (automation)
from – to	2018 - 2019
Project	Change-management (introduction of new ERP software (S/4 HANA) with adaptation of processes, organization and corporate culture
Position	Project Leader
Responsibilities	<ul style="list-style-type: none">• Project design and planning• Master plan change-management• Strategic communication, mission statement and goals• Process management• ICP concept (information - communication - participation) with executive conferences, workshops, team development• Project language: English
Client	Large provider in the social security system
from – to	2017 - date
Project	Conception of strategy development and implementation, new strategic direction and focus, establishment of a strategy process for business development, design and facilitation of regular secluded executive conferences, strengthening of joint management responsibility
Position	Project Leader
Responsibilities	<ul style="list-style-type: none">• Project design and planning• Master plan change-management• Strategy, mission statement, guiding principle and goals• Process management and process optimization

- Facilitation of strategy and executive workshops, large-group workshops

Client **Large provider in the healthcare sector**

from – to 2016 – 2018

Project Integration of two independent regional organizations, strategy development and implementation, change-management (leadership and cooperation, communication)

Position Project Leader

- Responsibilities
- Project design and planning
 - Master plan change-management
 - Strategy development: strategy, mission statement, guiding principle and goals
 - Values and goal-oriented corporate culture
 - Strategic controlling (process)
 - Process management and process optimization
 - Facilitation of strategy and executive workshops, large-group workshops
 - Large-group workshops
 - Executive coaching

Client **Large medium-sized group (mechanical engineering) with 20 subsidiaries worldwide**

from – to 2018 - 2019

Project Global matrix organization - framework conditions and design

Position Project Leader

- Responsibilities
- Design and fundamentals
 - Basic rules and responsibilities
 - Agreement of framework conditions
 - Executive conference on implementation planning
 - Large-group facilitation
 - Stakeholder workshops
 - Project language: English

Client **Medium-sized electronic media company**

from – to 2017 - 2019

Project Consolidation of the corporate network, reduction of the number of companies, strategic realignment and change-management (leadership, cooperation and communication)

Position Project Leader

- Responsibilities
- Project planning and organization
 - Strategic objectives, vision, mission statements and guiding principles
 - Change-management for strategy implementation
 - Creation of a master plan
 - Process management, process optimization
 - New executive and shared understanding of leadership

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- Facilitation of strategy and executive workshops

Client **Globally positioned medium-sized group**
from – to 2015 - 2016
Project Strategic realignment of IT as a global service provider within the group, strategy development, change-management for the implementation of the new global strategy and services and the introduction of new ERP software
Position Project Leader
Responsibilities

- Project development and planning
- Strategy development: vision, mission statements and guiding principles, strategic goals
- Common understanding of leadership, leadership concept
- Process design and implementation of process management
- Change-management
- Team development
- Improved internal communication and collaboration
- Facilitation of strategy and executive workshops

Client **Globally positioned medium-sized group**
from – to 2015 - 2016
Project Change-management concept for the group, development of a change-management handbook, qualification of internal consultants
Position Project Leader
Responsibilities

- Basic concept for change-management in the Group
- Development and adaptation of methods and procedures
- Development and selection of a tool kit
- Development and adaptation of a change-manual (electr. manual)
- Monitoring and evaluation
- Design of an internal consultant qualification
- Workshops and trainings

Client **Production site of a large medium-sized company**
from – to 2015 - 2016
Project Merging three companies in one location, developing a new understanding of leadership, change-management, leadership
Position Project Leader
Responsibilities

- Project development and planning
- Vision work, mission-supported strategy development
- Common understanding of leadership, leadership concept
- Facilitation of strategy and executive workshops
- Team development in the context of change-management
- Key points of a common corporate culture

Client **Municipality in Lower Saxony**

from – to 2015 – date

Project Strategic realignment of a Management Board division, strategic goals and implementation planning, implementation of process management and design of the processes, change-management for their implementation in the divisions and departments

Position Project Leader

Responsibilities

- Design of the strategy development process
- Strategy development: vision, mission statements and guiding principles, strategic goals
- Development of a route map
- Introduction of process management and design of processes
- Organizational development - building a new department
- Change-management for strategy implementation
- Secluded executive conferences
- Team development and team coaching

Client **Municipal institution in Lower Saxony**

from – to 2015 – 2018

Project Integration management, merging of various facilities into an optimized management operation, strategic alignment, implementation of joint management and leadership, process design and process management

Position Senior Partner

Responsibilities

- Method selection, concept development and implementation
- Strategy development
- Derivation of goals and areas of action
- Action planning (short, medium and long term)
- Management structure
- Common understanding of leadership and leadership concept
- Process management and process optimization

Client **Medium-sized production company (world market leader)**

from – to 2016

Project Implementation of new brand image throughout the company, analysis of the need for change, change-management for the global organization

Position Project Manager and Facilitator

Responsibilities

- Concept development for brand implementation
- Reconciliation with company strategy
- Facilitation of brand workshops
- Training for employees and executives
- Process support and coaching
- Recommendations for action and action planning

Client **Aid agency**
from – to 2009 - 2014
Project Development of a strategy, mission statements and guiding principles, change-management and executive development for the global organization
Position Project Manager and Facilitator
Responsibilities

- Facilitation of strategy and executive workshops and trainings
- Mission, vision, mission statement and guiding principles, goals, strategy
- Process support and coaching

Client **Non-university research institution**
from – to 2006 - 2015
Project Development of a strategy, mission statements and guiding principles, change-management, executive development, coaching
Position Consultant
Responsibilities

- Facilitation of executive workshops
- Stakeholder-oriented development of a strategy, mission statements and guiding principles
- Executive development
- Conflict mediation and coaching

Client **Public institution**
from – to 2014 - 2015
Project Development of a strategy, mission statements and guiding principles, strategy implementation, change-management
Position Project Manager, Facilitator, Coach
Responsibilities

- Development of a strategy, mission statements and guiding principles
- Strategy Development Process
- Change-management concept
- Coaching

Client **Major infrastructure operator/municipality**
from – to 2009 - 2014
Project Development of the region and environs, cooperation management, design of transformation processes, reorientation of a municipality
Position Project Leader
Responsibilities

- Project development with stakeholders from business, science, politics, administration and citizenship (cooperation partners i.a. Chamber of Trade and Commerce Berlin, Chamber of Trade and Commerce Potsdam)
- Communication and participation processes
- Facilitation and network development

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Core competencies (overview)

Strategy development and holistic implementation

- Development of the initio strategy model (ism)
- Design of strategy development processes (agile and systemic)
- Development of mission, vision, strategic goals
- W process and strategic success factors
- Strategic controlling and dynamic adaptation

Change-management

- Implementation of a strategy (strategic goals)
- Introduction of new organizational structures (digitization, agile project and management structures, new ERP, global matrix, process orientation, etc.)
- Change-architecture
- Master plan change-management
- Methods and Tools
- Change-management Handbook
- Qualification of internal resources (internal consultants/change agents)
- (Internal) change communication
- Monitoring and evaluation
- Systemic and agile project management

Strategic success factors

Process management

- Concept development and fundamentals
- Roles and responsibility
- Development of a process map
- Participatory design of the processes
- Process optimization and dynamic adaptation
- Monitoring and evaluation

Resource management

- Strategic HR Development
- Strategic HR planning
- Executive development concepts and programmes
- HR controlling

Corporate culture

- Analysis of existing corporate culture
- Alignment of corporate culture with the strategy
- Increased efficiency through developing and adapting corporate culture
- Value-oriented leadership
- Goal-oriented and result-oriented cooperation
- Purpose-driven management

(Large-group) Facilitation

- Executive conferences
- Employee conferences
- Secluded executive conferences and workshops
- Team development