

# Michael Knieling

- Degree in business from the University of Mannheim, Germany
- Professional experience at Mercedes Benz AG's central transportation division, Schitag Ernst & Young consulting
- Additional training in transactional analysis and NLP (Master Practitioner)
- 1995-2007: Consultant and Trainer as Associated Partner of SHS Business Consultants
- Since 2008: Consultant, Trainer and Coach as Associated Partner of Munich Leadership Group

## Focus of consulting and training work

- Business process management using specialized tools
- Sparking participants' enthusiasm for change
- Initiating and supporting change processes in the context of quality management and cultural change
- Qualifying executives and high-potential employees in HR and organizational development programs
- Designing and implementing MBO systems
- Coaching and supporting high-performing teams
- Moderating selected events

## My message

In life and work, he follows the motto "love it, change it or leave it."

Change – Food for thought
– Tomorrow's executives will be judged on their ability to initiate and manage change processes and get employee buy-in.

– Individuals and organizations that are good at what they do react quickly and appropriately to change. Individuals and organizations that are outstanding at what they do initiate change.

– 95% of all managers say the right thing, but less than 5% actually do it.

– Don't sow seeds on barren ground. Don't waste your time and energy trying to convince incessant moaners, naysayers and skeptics of your ideas. Genuinely give them one opportunity to participate in the change process, and leave them behind if it doesn't work. Concentrate on the team members who show commitment.

– Resistance to change is normal. A complete lack of resistance should cause some concern, as it could be a sign that no one really believes in the implementation.

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