



## Michael Knieling

- Master of Business Administration, University of Mannheim in 1991
- Work experience:
  - 1991 – 1992: Mercedes Benz AG, Logistics and Transport
  - 1992 – 1995: Ernst & Young Management Consultants (Focus: Business Process Reengineering, Performance Improvement Methods)
  - 1995 – 2007: Senior Consultant and Facilitator, SHS Business Consultants
  - Since 2008: Managing Director at Munich Leadership Group
  - Since 2020: Managing Partner at Munich Leadership Group
- NLP-Master, Training in Transactional Analysis, various Certifications in Psychometric Tools (e. g. MBTI®, StrengthsFinder®, DISC®)
- More than 25 years of professional experience in the automotive, pharmaceutical, mechanical engineering, banking and insurance industries
- Born 1965, married and father of twins, passionate tennis player

## Focus of consulting and training work

- Initiation and support of transformation processes, for example in the areas of business process optimization, quality management and cultural change
- Active coaching of project teams (e. g. in the context of OE processes)
- Design and implementation of holistic leadership programs
- Training of executives and high potentials within the framework of personnel and organizational development measures
- Coaching of individuals and high-performance teams
- Conception (with focus on setting and dramaturgy) and moderation of major events
- Speeches on selected management topics

## 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.

E-mail: [knieling@munichleadership.com](mailto:knieling@munichleadership.com)