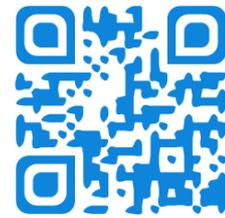




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## Profile

### Professional Roles

**Management & Organization Consultant**  
**Leadership Coach**  
**Author**

### Core Expertise

**Purpose-driven Self-Organization**  
**Purpose-driven Self-Leadership**  
**Change & Transformation Management**

### Publications

Book:

**Dialogue- and Learning Culture in Organizations** (German)  
 (Schäffer-Poeschel 2019)

Articles submitted for publication:

**The Art of Reflective Learning** (English)

History, science, and practice of comprehensive understanding, effective problem solving, and deliberate action (publ. fall 2020)

**Power in the Self-Organization** (German)

Opportunities, risks, and constructive use of power in self-directed collaboration (publ. June 2020)

**Six Guiding Principles for Purpose Driven Self-Organization**

Purpose that makes sense – beyond methodologies (German)  
 (publ. June 2020)

## Workshop Topics

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### ***Cybernetics and Six Guiding Principles of Self-Organization***

*Cybernetic dynamics as well as the six guiding principles are explained and elaborated from an individual and organizational perspective.*

Structures and methodologies are just one side of the token on the way to self-organization. To really make it work and sustain, a deeper understanding of key principles of self-organization is essential. Individuals and units need to embark on a personal and collective learning journey to establish a common understanding and acquire key faculties in order to sustainably perform at a high level as well as to foster the evolution of themselves and the team in parallel.

### ***The Self-directed Team***

*A comprehensive »toolbox« for the self-directed, reflective, and high performing team.*

A self-directed team needs a useful scaffolding in order to be functional and productive and at the same time effectively navigate through the different stages of their evolution from *forming* to *high performing*. A clearly defined purpose as well as structures, processes, resources, and values build the framework. In addition, for a team to excel in their achievements and to effectively deal with problems or constructively solve conflict on the way, some models as well as a set of crucial techniques and skills can help.

### ***Power and Empowerment in Self-directed Collaboration***

*Deeper insights into power structures and dynamics in teams. Tools to resourcefully unleash and engage power in constructive ways.*

Self-directed collaboration requires a resourceful understanding of power in order to effectively include people and contributions for the common purpose. Informal hierarchies and one-sided interests must be avoided to build trust and achieve high performance. Awareness of team dynamics and competencies for problem and conflict resolution are crucial just like the ability of the team to switch between the two levels: engaging in activities and evolving as a team.

### ***The Psychology of Change***

*The eight psychological dimensions in change processes and their typical symptoms. Effective coping strategies for individuals as well as transformation strategies for organizations for each stage.*

Individuals, teams, and organizations are experiencing different psychological dimensions when going through major change. Coping with significant change is challenging our emotional and cognitive resources that we must not only become aware of but also learn to constructively work through. If we don't, we may get stuck in trying to solve issues by increasing efforts or overstressing *what we know* instead of exploring and applying *what is needed*. It's important to understand the psycho-dynamics of change in order to design effective coping strategies – on an individual as well as a team or organizational level.

## Workshop Topics (cont.)

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### ***Purpose-driven Self-Leadership***

*Models and tools to successfully navigate through life and deliberately shape the personal future.*

The most important prerequisite in the VUCA-world is effective self-leadership. To master the challenges of the digital life, a disruptive environment, and increasing self-direction of teams and organizations, we must know and manage ourselves well. Continuous learning and improvement starts with each individual in order to stay engaged and healthy, maintain workability and strive for life as well as career goals. *Co-creation* and *Me-creation* must go hand in hand.

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### ***Design-based Transformation towards an agile »Future of work«***

*The art of driving transformation by synthesizing structures, processes, methodologies, and tools. At the same time fostering diversity, creativity, empowerment, and co-creation. Enhancing learning agility, the courage to step on new territory, and perceiving challenges and disruption as opportunities.*

The work environment is challenging people in two ways: to *do new and different things* and also to *do things differently*. Thinking and behavior are subject to becoming more agile and creative to keep up with fast and disruptive change. In the process of continuous learning, experimenting, and co-creation we solve problems and shape our future by moving forward iteratively. Navigating ourselves successfully in the transformation process is key to effectively lead an organization and contribute to the team. A design-based approach provides a structured, yet highly agile scaffolding that synthesizes all crucial levers for successful transformation.

What used to be called *change management* (as a set of interventions to change a certain condition into a new one) is reaching the level of *transformation* (in the means of a continuous process of adaptation and learning) and will soon merge into *self-designed evolution* (as the symbiosis of reflective learning and co-creation as one integrative, sustainable process).

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### ***The Art of Reflective Learning***

*It's the key cognitive and action-oriented capability as such for continuous learning from experience to expand our frame of reference and broaden our coping strategies. And to deliberately create an aspired reality – be it as an individual, as a team, or as an organization.*

In addition to acquiring knowledge and developing cognitive capabilities, establishing *reflective practice* as an integrated part of work and life is becoming more and more important. Reflective learning is the process as well as the ability to effectively learn from everyday experiences. We become more aware of the correlation of our thinking and actions and the impact they have on others and on results. Self-awareness, self-effectiveness, resilience, and the capability of continuously shaping our thinking and behavior are keys to long-term personal and collaborative success.

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## Compact CV

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<b>Degrees</b>	Master of Advanced Studies <b>Coaching and Organization Development</b> Zurich University of Applied Sciences
	Certificate of Advanced Studies <b>Conflict Management and Mediation</b> Zurich University of Applied Sciences
	Diploma <b>Hospitality Management</b> Belvoirpark Zurich Hotel Management School
<b>Career Compact</b>	<b>Independent Consultant, Coach, Lecturer, Author</b> Bodhicon Inspiring Business Culture Competency Center for Integral Evolution and Leadership (CCIEL) since 2010
	<b>Leadership and Organization Development Manager</b> Pfizer Pharmaceuticals, Zurich 2007-2009
	<b>Training Manager Sales, Marketing, Leadership</b> Pfizer Pharmaceuticals, Zurich 2000-2006
	<b>Lecturer for Management and Leadership</b> <b>Supervisor of Applied Learning Projects</b> Belvoirpark Zurich Hotel Management School 1996-1999
	<b>Management Roles</b> Hospitality Industry (Switzerland, USA) 1984-1996
<b>Languages</b>	German (mother tongue) English (fluent business language) French (conversation level)
<b>Memberships</b>	<b>bso</b> Professional Association for Coaching, Supervision, and Organization Development
	<b>SGO</b> Swiss Society for Organization and Management