

WIESENTHAL

Leadership Advisory Services



Successfully shaping and leading change.

Leadership Counselling

Shaping change from the outcome.

Leadership Counselling

Transformation processes imply major challenges for enterprises, employees and executives. Enterprises need to be clear about and committed to the targets if a restructuring plan is to achieve the desired results. It is equally important that employees affected are appropriately involved, and that executives are aware of their key role in the change process. If these aspects are not adequately taken into account in the implementation of the project it is significantly less certain that the intended outcome will be achieved.

Leadership Counselling provides executives with a wide range of expertise and practical knowledge concerning the appropriate planning of transformation processes as well as with competent implementation support. Taking the specific future scenario as the starting point, a project plan is designed that includes all the core aspects securing success.

Key factor: Leadership.

Why Leadership Counselling?

It is the aim of Leadership Counselling to initiate change projects so that they reliably achieve the desired results. The service is primarily intended to assist executives in management functions, e.g. divisional, departmental and chief executives, as well as entrepreneurs who are responsible for an organisational restructuring or realignment venture or are in the process of planning one.

Indicators

Leadership Counselling is particularly useful if:

- Executives do not have the adequate expertise and practical skills in restructuring projects.
- As a result of their experience in previous change ventures, employees are very sceptical concerning the upcoming transformation process.
- The desired results of the transformation are key to the success of the enterprise and achieving them is therefore essential.
- For the alignment of an organisational structure an unbiased party is required (e.g. in a merger project).
- The effectiveness and vigour of those promoting the change need to be strengthened.

On the road to success.

The Effect

Specific and measurable results describe the future scenario and the company's commitment to the restructuring venture is evident. An effective project framework has been defined. Plans for the systematic implementation as well as an appropriate communication and acceptance management have been developed. Executives involved are aware of their stance on the targeted changes – also with respect to the influence this stance has on the course of the process. They are able to act as credible role models for change. They involve employees successfully and they give them guidance and orientation.

In brief: The project has been initiated in such a way that emerging difficulties can be solved quickly and that the objectives aimed at can be achieved.

Affected = Involved.

The Approach

By means of team workshops and individual dialogues, Leadership Counselling focuses on the appropriate design of the transformation process. How the project is embedded in the general context of the enterprise and its interdependencies with other projects are especially monitored. Actively involving those affected by the changes is a top priority. The future perspective is firmly rooted in all project steps by planning the project from the specific final results towards the starting point.

Special emphasis is given to encouraging the clients to discover the opportunities the change process offers for their personal development – thus assuming a positive attitude towards the transformation process.

Sequence of interventions

Depending on individual requirements of the project, the counselling process comprises:

- Kick-off interview with relevant executives to assess project background and to specify assignment
- Interviews with management team, staff and stakeholders to analyse the initial situation
- Workshops to specify objectives, plan milestones and develop an appropriate project framework
- Planning and supporting activities to manage communication and acceptance
- If required, one-on-one coaching dialogues to reflect on the attitude towards the changes planned
- Periodic reviews to monitor progress and need for realignments
- Summary of lessons learned and project accomplishments

The assignments can range from individual measures to extensive on-site support.

Leadership Advisory Services.

Karin Wiesenthal

After obtaining my degree in computer science, I worked in project management and leadership positions in the financial services and the consultancy sectors for over 20 years – my last assignment being head of human resources in a financial institution.

My main responsibilities in these positions included transformation processes and organisational change projects. Thus, for instance, I played a major role in outsourcing an IT department and transforming it into a customer-oriented service provider. I was also responsible for the realignment of a human resources division. This practical experience has shown me that involving those affected by the envisioned changes is a key element for the success of any restructuring plan. Moreover, it is essential to determine the target scenario from the perspective of the future and to develop a positive and optimistic view of the change yourself.

Equipped with this experience and a coaching training that followed the professional standards of the International Coach Federation (ICF), I now work as an advisor and coach in the field of leadership subjects. As a member of the ICF, I am committed to the ICF Code of Ethics.

The topics leadership and coaching also accompany me in my spare time: For over 30 years I have been a passionate glider pilot. Every flight teaches me how to quickly adapt to changing conditions and how to take advantage of them to achieve my intentions.

“When the winds of change blow,
some people build protective walls,
others build windmills.”

Chinese proverb

Following this motto, I assist executives in discovering the opportunities change entails for them and in credibly motivating others to leave their alleged comfort zone.

Do you have any questions or matters you wish to discuss? Please contact me to arrange an introductory meeting or phone call.

Yours,
Karin Wiesenthal