



Leadership and Team Development

Our Client:

Our client is one of the largest global manufacturers of specialty chemicals and has its headquarters in Munich. The organization has 600 employees distributed across seven locations in Europe, North America and the Asia-Pacific Region.

Why we were approached:

An organization that operates globally has a particularly strong need for a strong and close-knit Leadership Team. To continually improve the Leadership skills in the organization, our client regularly invests in workshops and development measures with the international top managers. To support this effort, we commenced our project with a 360° Feedback assessment to determine the level of leadership competence in managers of the top two levels of the organizational hierarchy. After this assessment, we accompanied the Leadership Team through two further phases of development to derive the maximum benefit from this phase of the Leadership development process.

Our Task:

The 360° Feedback conducted with 30 managers was the starting point for a longer-term Leadership development process supported by Breitenstein Consulting. During individual coaching sessions with our Partners, all managers had the opportunity to review their results and draft a personal development plan based on the feedback they received. The overall results of the 360° formed the basis for a joint management meeting during which the participants derived focus topics (for e.g. Employee Orientation or Project Management) from the strengths and weaknesses highlighted by the feedback. To ensure successful implementation of the focus topics, the workshop participants developed detailed roadmaps for the next steps in the coming months. After this workshop, a moderated meeting with the 9 members of the Executive Team was held, in which the 360° Feedback results were further discussed and examined in more detail. At this meeting, it became apparent that there were a surprising number of trust-related challenges, both within the Executive Team itself, as well as across the different management hierarchical levels. Frank discussions in the form of individual interviews with the members of the Executive Team confirmed that these conflicts permeate the rest of the organization. Due to these findings, the Executive Team enlisted our help to break down the barriers that had formed over time and to address and resolve the conflicts that had been identified. The breakthrough was developed during a second workshop with the Executive Team

members that was held at our seminar house, the Berghotel Breitenstein. By means of our mediation, all critical topics were brought to the table and opening addressed in an atmosphere of mutual trust and respect. The workshop was characterized by the openness, self-reflection and team-spirit among the participants during which the Executive Team grew closer, gave each other feedback and established the ground rules for a new Way of Working to improve their collaboration in the future. The relaxed and secluded atmosphere at the Berghotel Breitenstein enabled the Executive Team members to focus completely on each other to build trust and paved the way for an amicable and highly fruitful strategic discussion.

What our Client says about us:

“With the support of Breitenstein Consulting, we have started out on a long and promising journey, and have already achieved several milestones. During our last workshop with the Executive Team, we have achieved a level of openness and transparency which we have never experienced before – we have really taken a big step forward as a team. Growing closer and developing as a leadership team does not happen overnight, which is why we are delighted to have found a long-term competent partner in Breitenstein Consulting, to accompany us on this journey”.