



25 Semesters...

Celebrating 25 Semesters of the Seminar Change Management ***Our Cooperation Project with the Ludwig-Maximilians-University Munich***

Initiated by Tim Bookas (founder and partner of Breitenstein Consulting) and former-chairholder of the chair of social psychology Prof. Dr. Dieter Frey, Breitenstein Consulting has offered companies the opportunity to cooperate with student project groups at the Ludwig-Maximilians-University in Munich (LMU) since 2005. Within the framework of the cooperation project, our consultants provide professional guidance and assistance to the students with different study-backgrounds, ranging from business administration, pedagogy, and psychology to law and communication studies. Starting each semester off with a seminar weekend at the Berghotel Breitenstein for all students as well as participating organizations, students work locally on specific assignments in the fields of business management, change management, digital learning, and HR development for their client in industry throughout the semester. The ability to combine everyday business reality with theoretical constructs and scientific research is a challenge that continues to gain significance in the modern framework of globally competing companies and internationally connected knowledge centers. Through our collaboration with the LMU, Breitenstein Consulting addresses this challenge head-on, and generates a framework in which all parties benefit. For 25 semesters, within the framework of our cooperation project, our student teams have successfully completed projects for diverse organizations such as Microsoft, Infineon, Pfizer, Ernst & Young, or Siemens. Looking back at a range of different projects, topics, processed questions, and successfully completed tasks, some selected cooperation projects will be presented in the following:

Sustainable Leadership Culture at an International Pharmaceutical Company

One project was dealing with the topic of sustainable leadership in which our client, an international pharmaceutical company, wanted to implement a long-term oriented sustainable leadership culture. As it is a relatively new concept, the student project group first conducted scientific research on the topic of sustainable leadership and came up with a sustainable leadership model, which defines 23 leadership elements a company should focus on when establishing a sustainable leadership culture on four levels (e.g., including key performance drivers such as staff engagement). Building on this concept, the students identified the current status of the company in all areas by conducting interviews with employees and managers. After analyzing the results, focus topics and improvement factors with respective recommendations for managers were provided such as the need for a strong vision. Even though the semester and work with the project student group was over, the company continued working on two topics recommended by the students and, thus, requested a second project within the framework of the cooperation project. Building on the aim to implement a long-term oriented sustainable leadership culture, the next project team dealt with two central topics in the following semester. First, employees were lacking in personal development opportunities. To solve this issue, our client wanted to establish a talent program. In cooperation with our consultants, the students supported the implementation and facilitation of a kick-off workshop about the expectations of our client for this specific talent program. Within this workshop, the target group as well as the aim of the project (opportunity for employees to develop personally) were identified. Second, employees were looking for clarity and strict communication in the cultural concepts (vision, mission, purpose, etc.) and felt overwhelmed by the high number of cultural initiatives. Thus, the student project group developed a structured roadmap for all initiatives after conducting a workshop with employees and managers to gain clarity over the variety of initiatives. The workshop also served as input for the students to develop a digital tool for an overview over relevant cultural activities for our client.

Facts about “25 Semester Cooperation Project Change Management“:

- Over **420** educated students
- Over **100** successfully completed projects
- Over **60** partner companies and non-profit organizations

Cooperation with Non-Profit Organizations

Besides cooperating with medium- and large-sized enterprises, working with non-profit organizations is also part of every semester's cooperation project with the LMU Munich. A non-profit project in the past, for instance, dealt with the “war of talents” for pedagogues. The student project group aimed at developing and implementing an integrated recruiting concept to ensure the acquisition of sufficiently qualified and highly motivated specialists for the non-profit organization. To come up with a comprehensive solution, the students first started with extensive research on recruiting concepts and best practices. Besides scientific research, also an online-survey among pedagogues was conducted to identify relevant key words and, thus, to optimize job descriptions and ads. In addition, the student project group also developed a corresponding concept for our client's website and social media appearance.

At the end of the project, the students presented the optimized recruiting concept, guidelines, and suggestions on the use of different online-channels to the managers of the social institution.

Blended Learning Strategy at a German Telecommunication Company

Digitization is changing learning - not only in educational institutions such as universities, but also in corporate learning. E-learning, autonomous, and cost-efficient learning is gaining importance in organizations. Within this context, a student project group has been working on the question how to motivate employees for continuous and self-directed learning, why employees are using the learning offer at a German telecommunication company in various ways, and which factors influence the personal usage of digital learning tools. Therefore, the students conducted interviews with employees, managers, and executives to identify their learning behavior and drivers for the usage of e-learning platforms. While analyzing the interviews and the company-internal learning offer for employees, the students identified "blended learning" as the key educational concept for organizations, as well as key drivers and barriers for learning besides working. In addition to the analysis, the student project group participated in a design thinking workshop and was invited by the management board to discuss with the CEO learning on the top management level. Recommendations for future actions including a company-internal blended learning offer for employees finalized the end of the semester. In the following semester, our client requested another student cooperation project, which used the results and concept of blended learning from the previous semester as starting point.

As the previous student group mainly dealt with the usage of e-learning, emerging problems and challenges, the present student group was coping with learning formats and the inquiry of learning content. The students aimed at identifying an efficient and meaningful blended learning concept that combines individual learning preferences (styles and approaches) and the imparted knowledge within the appropriate context. Hence, the students developed a modern analysis of educational requirements containing an algorithm, which connects personal learning preferences with the respective learning format and context.

In the upcoming semester, a new student project group will be working on the challenge how digital learning offer for employees and its usage can be integrated in daily business. Learning in the future entails new challenges that need to be identified at an early stage and integrated into organizational processes.

During the upcoming summer semester 2018, we will look deeper into the topic of digital learning. Possible questions students will be working on for their client could be:

How to do a smart needs assessment for learning content?

How to use artificial intelligence in searching for the available best content in the web?

How to brief a learning module designer best?

We are curious and are looking forward to new projects, students, and participating organizations. Did we raise your interest and you want to participate in our cooperation project with the LMU Munich, either as a student or partner company? Then...

... become a part of our cooperation project!

Information for Students

In the upcoming summer semester 2018, students of all disciplines will have the opportunity to actively participate in an ongoing change process.

The seminar is scheduled to take place over a certain period of time:
Fixed weekly appointment during the semester (Tuesday 6 p.m. – 8 p.m.) and an obligatory block event at the Berghotel Breitenstein (April 21, 2018 – April 22, 2018; free of charge, with overnight stay).

Further information can be found online in the LMU course catalogue (LSF) under the event number 11009 (Veranstaltungsnummer).

The (voluntary additional) proof of performance can be claimed, for example, in NF Psychology Master (3 ECTS) or BWL / WiPäd Bachelor (6 ECTS).

All participants receive a certificate in form of a job reference.

Registration and questions for students via e-mail to Daniela Haller (daniela.haller@breitenstein-consulting.com) including your name, number of semesters, subject of studies, matriculation number until **April 6, 2018** at the latest.

Information for Companies

Apply as a partner company for the upcoming summer semester (April 9, 2018 – July 24, 2018) by contacting Tim Bookas (Tim.Bookas@breitenstein-consulting.de) until **April 3, 2018** at the latest.

Participation for partner companies is free of charge and open to all company sizes, ranging from start-ups and German medium-sized companies to international corporations.