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## SPECIALIST AREAS

### Development

Leading Leaders // International Leadership  
Development // Virtual Leadership // Sales activation  
and Sales Leadership // Leading Production // Executive  
Coaching

### Transformation

Aktivierung in Transformationen // Gestaltung von  
Organisationsentwicklung // Strategie-Entwicklung //  
Entwicklung von Führungs- und Unternehmenskultur

## INDUSTRY-SPECIFIC EXPERIENCE

Automotive manufacturers (OEM) and suppliers // Banking  
and insurance // Chemical industry // Services // Energy  
utility // Logistics // Pharma industry //  
Telecommunications // Consultancy // Retail // Production

## CROSS-CULTURAL EXPERIENCE

EMEA: North, Central, South and Eastern Europe, South  
Africa

APAC: China, Thailand, Vietnam, India, Philippines,  
United Arab Emirates

Americas: USA, Canada, Brazil, Argentina

## WORKING LANGUAGES

German // English

## QUALIFICATIONS

### Studies of Systemic Consulting

Technical University of Kaiserslautern  
Degree: Master of Arts

### Studies of Systemic Management

Technical University of Kaiserslautern  
Degree: Systemic Manager

### Studies of Organizational Psychology

University of Dortmund  
Degree: Organizational Psychology

### Studies of Educational Science

University of Dortmund  
Degree: Diplom Erziehungswissenschaftler (Dipl. Päd.)

Master Trainer, Bayer Leadership Program //  
Certified Trainer, BMW Group // Manager for agile  
Organizational Consulting, Quadriga Hochschule  
Berlin // HOGAN ASSESSMENT Certification,  
Metaberatung GmbH // Certified E-Learning  
Moderator and Designer, University of Hamburg //  
Trainer Certification, Neuland & Partner

# Marc Chmielewski

I move transformations –  
in people and in organizations

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"Giving space and actively leading are not contradictory."

As founder and managing director of Movendo, Marc Chmielewski brings to our projects not only his many years of in-depth consulting experience but also a wealth of leadership and transformation experience that has proven itself in practice. He is guided by the conviction that agility is a very effective approach to the challenges of our complex environment and that co-creation produces the most effective ideas for solutions. Marc gives an insight into his leadership and consulting philosophy in his weekly blog: "...And how was your week".

## EXAMPLES OF PROJECTS

### Transformation

Reorientation of a production site towards future-oriented manufacturing, agile work in the production network and increased cooperation between the individual areas

When realigning a production site, I mainly work on uncovering and changing patterns of thinking and behavior that stand in the way of the future direction. Establishing new patterns enables a new culture both in the area of leadership and across all points of cooperation. With workshops, training, practical projects and small nudges in everyday life, I create the framework to experiment with these new patterns so that all participants directly experience their own responsibility for shaping the transformation.

### Integration of a company into a corporation and subsequent realignment of this area within the group

Initially, the task was to integrate an independent company into a corporate group and to meet the classical challenges of role and attitude change, leadership development and team development, strategy and vision design. In addition to finding the right workshop formats, I established a multidimensional communication cascade from the beginning so that information and feedback would be systematically available in the organization, not only from the top down, but in all directions. When it then became clear that the next changes were in store for the company, I developed a holistic program that strengthened the unit's own transformation competences in order to work on the next change steps in a self-directed way.

### Development

Design of the leadership development landscape of a corporate group, global implementation of learning journeys for managers at all levels as well as didactic training of local trainers

Based on a needs analysis and incorporating current trends in the design of leadership development, I developed a leadership map for the client along with the accompanying global and local learning journeys. The programs are aligned with the leadership challenges of the target groups of leaders of teams and leaders of leaders and focus in particular on the sustainable application of the content in the participants' everyday lives and within the framework of self-selected implementation projects. Beyond the classical implementation of the programs in the context of regional and virtual pilot trainings, I also certify local trainers for the respective training on the basis of a train the trainer process, which I also designed.

With this design we won the Metalog® Training Award 2020 in Gold.