

**Dieter Papke is provider of systemic coaching, leadership training, work shop design & facilitation, and communication for team building & organizational development.**

**Leadership engages Dieter to:**

provide process support for team building, organizational development, and leadership development in projects such as new business and product development, post-merger integration, process change, business and marketing strategy, worker safety, communication, product awareness, community building, employee engagement, leadership training, conflict mediation, carve-out.



- ★ **Having lived 29 years in Germany and 31 years in the USA, Dieter is 100% German/English bi-lingual and performs his work in both languages.**
- ★ **In his 30 years of consulting he has worked extensively in both Germany and in the USA.**
- ★ **He is working as an independent consultant in Germany since 2001.**

**Dieter is valued for his business insight, psychological sensibilities, group leadership expertise, diligence and creativity.**

**“Inspire Change” means:**

- **Design and facilitate interventions that enable:** knowledge sharing, creativity & innovation, confidence & trust, contribution & engagement, strengthen identity with the organization and the job.
- **Move the organization to appreciate and blend rationale and emotions as drivers for change:**
  - ☞ “human needs” approach to transform negative emotions of estrangement (*German “Entfremdung”*) to positive sense of belonging--- to shift attitudes of hardened disengagement to heartened engagement--- to encourage feelings of appreciation and belonging as “channels” for change.
  - ☞ “whole-scale movement” to quickly multiply the spirit for change and commitment to actions.
- **Energize and support** the organization to develop and mobilize both technical expertise and emotional intelligence for achieving change objectives.

Whether developing safety communication campaigns with small groups of production workers or furthering innovation and collaboration at large group events, Dieter helps persons from diverse professions and specializations capture, mirror, and express their “hearts and minds” to multiple topics; whereby the work groups maintain ownership, and determine the content, of the intervention.....

*.....“During my years of work I have become increasingly effective in helping people develop common understanding, network their expertise to new awareness’s, and commit to actions with a shared “yes we can” attitude. Helping employees appreciate the significance of their contributions at work with highest integrity and social responsibility is a quality in my work that advances engagement for change, team, and organizational development.”*

## MY Consulting Approach and “Philosophy”

1. **Ask the right questions** in the right sequence to the right people in such a way as to optimize collective contribution.
2. **Consider human needs** to encourage discussion, debate, contribution, creation, and ultimately “buy-in” and motivation.

These two factors together make up the **heartbeats** of my approach to change.

**Address the right questions, to the right target group, in the right sequence, with the right process to:**

- identify, address, and deep dive their key topics and issues (not only process, structure, and technical, but also feeling, values, and requests)
- foster communication and drive information sharing
- account for emotional as well as rational perspectives of different stakeholders
- identify and agree on the common denominators for moving forward
- define key issues and discuss related thoughts and concerns, formulate recommendations, identify (re)sources (data, processes, people) to help make progress, develop actions, make commitments, and implement for change

### Heartbeats for Leadership

- ♥ Support the system to notice, talk about, and interpret the effects of emotions on individual and group performance within the system.
- ♥ Help the system enhance structural, technical, and process diagnoses with observations for emotions and to integrate these into behavioral change initiatives
- ♥ Guide the system to design “emotions–based” initiatives for change within the system.
- ♥ Inspire the system to foster behavioral transformation for change with the system.

### Together with the System:

- ♥ - Beat 1 : **dialogue** on the effects of emotions on individual and group performance
- ♥ - Beat 2 : **diagnose** the implications of emotions on technical and process performance for the system
- ♥ - Beat 3 : **design** and implement “emotions-based” interventions that inspire behavioral change within the system
- ♥ - Beat 4 : **deliver** ongoing change with system-managed “emotions-based” implementations

(Systemic Intervention in four phases: *e.g. Orientation, Clarity, Change, Sustainability*)

**METHODS I employ are:**

Future Search; Dynamic Facilitation; Non-Violent Communication; Balint Supervision; Appreciative Inquiry; Open Space; Real Time Strategic Change; Guest House Facilitation; World Café; Change Theater.

**All METHODS** can be complemented with visual and audio creativity such as music, drawing, storytelling, crafting, and with guest speakers and performers.

Your specific project needs determine how **I blend and complement the above METHODS for group interventions with 3 to 300 participants to help them:**

- advance cooperation .....
- identify needs, values, and requests .....
- define strategy and agree on initiatives for realizing it .....
- develop vision and mission .....
- create relevant communication and branding .....
- improve roles and responsibilities .....

	Change Management	Leadership Training	Team Building	Organizational Development
• advance cooperation .....	✓	✓	✓	✓
• identify needs, values, and requests .....	✓	✓	✓	✓
• define strategy and agree on initiatives for realizing it .....	✓	✓	✓	✓
• develop vision and mission .....	✓	✓	✓	✓
• create relevant communication and branding .....	✓	✓	✓	✓
• improve roles and responsibilities .....	✓	✓	✓	✓

Whether I am asked to enhance existent positive spirit or to move a group from disengagement to engagement; I make the intervention relevant, concentrated, engaging, and spirited. I inspire movement toward “the new” by finding the tone and tempo for exploration, reorganization, conservation, and release.

To create and lead group processes that inspire change --- to open hearts and minds--- necessitates that the facilitator be sensitive, brave, and ready and willing to recognize needs and react spontaneously.

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- advance cooperation
- identify needs, values, and requests
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- improve roles and responsibilities

**Have I sparked your interest?**

**Over 500 consulting assignments have given me a treasure of experiences and insights** and have furthered my development to a seasoned provider of systemic coaching, leadership training, work shop design & facilitation, and communication for team & organizational development.

**Perhaps I can be of help to your “system?”**

June 2017

“The range of what we think and do  
is limited by what we fail to notice.

And because we fail to notice  
that we fail to notice,  
there is little we can do to change;

until we notice  
how failing to notice  
shapes our thoughts and deeds.”

„Was wir sehen und tun können,  
wird durch das begrenzt,  
was uns entgeht.

Und weil uns entgeht, was uns entgeht,  
gibt es wenig was wir tun können,  
etwas zu ändern.

Bis es uns auffällt,  
dass das, was uns entgeht,  
unsere Gedanken und unser Handeln  
beeinflusst.“

**-Robert D. Laing-**

Sincerely yours,

  
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Dieter Papke

**Eine kurze Zusammenfassung in deutscher Sprache finden Sie auf den Seiten 5-7**

## Dieter Armin Papke

Spezialist für Prozessbegleitung und Beratung für effektive Führung



Dieter Papke ist Experte für systemische Interventionen, die das ‚Wissen des Einzelnen‘ - Experten-Wissen - und die kollektiven Emotionen einer Gruppe von Menschen im organisatorischen Kontext sichtbar machen, bündeln, nutzbringend einsetzen und wandeln.

**Dieter Papke arbeitet seit gut 30 Jahren international als Organisationsentwickler, ist in der amerikanischen und der europäischen Kultur ‚zuhaus‘ und bringt umfangreiche und tiefliegende Erfahrungen:**

- 25-jährige Erfahrung als Organisationberater in Klein-, Mittelstands- und Großunternehmen und im öffentlichen Dienst in den USA und in Deutschland.
- Steuerung von Veränderungsprozessen. Entwicklung und Einführung von strategischer Organisations- und Führungsentwicklung in Projekten auf Konzern- und Bereichsebene.
- Klein- und Großgruppeninterventionen zu Vision/Leitbild, Strategie, Teamentwicklung, Rollen und Verantwortung, Zielentwicklung und –Zielvereinbarungen, emotionale Effektivität, usw.
- Entwicklungsprogramme zur Führungskraft- und Persönlichkeitsentwicklung für Meister (Handwerker) und Manager (Akademiker). Methoden der Selbstreflexion zur Entwicklung der Führungskultur, Teamentwicklung, Coaching, Konfliktmediation.
- Systemische Ausbildungsprogramme („systemisch Führen“) für Führungskräfte in Change Management-Prozessen.
- Fachliche Qualifizierungsprogramme für Manager und Projektleiter/Spezialisten, z.B. systemisch Führen, Due Diligence, Business Plan Erstellung, Change Management.

## Kompetenzen

- Erfahrung als Führungskraft für Führungskräfte.
- Wirksamkeit in der Arbeit auf allen Ebenen und in allen Fachbereichen.
- Überzeugungs- und Integrationsfähigkeit. Förderung von Führungskompetenz und Teamfähigkeit.
- Zweisprachige Moderations- und Präsentationssicherheit, Englisch/Deutsch.
- Vernetzung mit Fachberatern, Personalberatern und Wissenschaftlern.

**Mein Selbstverständnis als systemischer Organisationsberater ist es, die Organisation dabei zu inspirieren, motivieren und fördern:**

- ♥ die Auswirkungen von Emotionen auf Einzel- und Gruppen-Performance innerhalb des Systems zu bemerken, anzusprechen und gemeinsam zu interpretieren.
- ♥ die Struktur-, Technik- und Prozessdiagnosen mit emotionsfokussierten Beobachtungen zu erweitern und somit Verhaltensänderungsinitiativen in Strukturellen- und Prozessänderungen zu integrieren.
- ♥ ein Leitfaden für das System, um "emotionsbasierte" Initiativen für die Veränderung innerhalb des Systems zu entwerfen.
- ♥ eine Verhaltenstransformation für den Wandel aus dem System für das System selbst voranzutreiben.

**Diese systemische Intervention in vier Phasen nenne ich „ Heartbeats for Leadership“ ...**

**D.h. Zusammen im System:**

- ♥ Beat 1 : **Dialog** über die Auswirkungen von Emotionen auf Einzel- und Gruppenleistung
- ♥ Beat 2 : **Diagnose** der Implikationen von Emotionen auf Technische- und Prozessleistung für das System
- ♥ Beat 3 : **Design** und Umsetzung von "emotionsbasierten" Interventionen, die Verhaltensänderungen innerhalb des Systems anregen
- ♥ Beat 4 : **Dauerhaft** den laufenden Wandel mit systemgesteuerten "emotionsbasierten" Implementierungen **fortsetzen**

(e.g. Orientierung, Klärung, Veränderung, Abschluß)

## Meine Achtungserweisung für Führung

- *„Stellen Sie die Fragen, bevor Sie in Frage gestellt werden!“*
- *“Inspire the Spirit for Change“*

## Dauerkunden von PapkeConsult

<b>BASF (2006-2017)</b>	<b>Sanofi-Aventis (2003-2017)</b>
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## Netzwerkpartner

- Wissenschaftliche Institute für Beratung und Kommunikation (WIBK), Paderborn
- Dieter Papke ist seit November 2015 der 2. Vorsitzender der Deutsche - Gesellschaft für Systemische OrganisationsBeratung e.V.

## 1986 bis 2003 als angestellter und freiberuflicher Berater bei

- Flughafen Frankfurt am Main / Fraport AG
- Universal Scheduling Corporation, Frankfurt
- Pathfinders Consulting, New York, New York
- Confidential Practices Management Consultants, New York, New York
- Hillary O'Shea Associates Management Consultants, New York, New York

## Kontaktdaten

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