



Carole Maleh

ChangeConsultant

Over 20 years entrepreneur, manager and consultant

Move. Touch. Inspire.

Change management consultancy. Change conferences. Interim management.

Please see more at:

www.carole-maleh.com

Keyfacts about Carole Maleh

Entrepreneur – Manager - Consultant

Focus

- Steering complex change processes in large companies and concerns
- Realization of large change conferences and involving all stakeholders
- Mentor and consultant for start-up businesses
- Author and speaker on change conferences and change management
- Work range: Europe, USA, Australia

Topics

- Strategy development, reorganization, process- and structural adjustment, corporate culture development

Methods

- Change conference methods:
Open Space, Appreciative Inquiry, Real Time Strategic Change, Future Search
- Value-Analysis-Tool (CTT)

Person

- Business management assistant, diploma in business economics/administration, Berlin and Cambridge
- Internationale origin (German / Lebanese)
Born 1967
Personality: Clear, structured, focussed

Services

Clear, structured,
focussed & together

Move. Touch. Inspire.

Over 20 years specialized in complex change processes in large organizations and concerns I gladly consult and support you in the planning, realization and steering of you change processes.

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Services Carole Maleh

Clear, structured, focussed & together

Change Management Consultancy

Planning – Steering – Executing

As a change consultant, I take care that your change process is planned, executed and managed according to your scope and goal. That involves continually assessing and aligning the network of topics, goals, stakeholders, conditions, and requirements. I make sure that the balance is kept between effort and output. I lead you from step to step through each milestone of the process and I keep the success of the process in focus at all times.

Facing a complex change process?

Typical questions are:

- What exactly is the problem?
- What has to be changed?
- What should we achieve?
- How might we proceed?
- When and how should we involve employees and leadership?
- How long would the change process take? How could it be sustainable?
- What is my role as a leader within the change process?
- How can I be sure that the change process will be successful?

Our procedure

1. In a pre-meeting, we define the scope and goals of the process.
2. Then we develop a process structure and a process plan.
3. We design story boards and work sheets for all workshops and change conferences. We prepare the target group for all interventions. Step by step, we carry out each activity.
4. All results are analysed and aligned to the goal of the change process.
5. Continual evaluation supports successful change.

Change conferences

Development - Facilitation - Evaluation

As a change consultant and facilitator for change conferences, I make sure that your change conference is perfectly developed, organized and facilitated according to your concerns. All essential issues are considered and focused on the target. Logistics and organization are adjusted to the type of conference and specific needs of the target group. The participants are attuned to the procedure and the content of the change conference. To secure quick implementation of the conference results structures, responsibilities, and procedures are agreed upon. I facilitate the conference and ensure that the focus remains on the issues and the goal of the conference.

The issues addressed in a change conference are manifold. They range from strategy development, innovation, product development, customer care, to the development of a corporate culture.

You want to hold a change conference with 50, 100, 500 or even 1000 employees? Typical questions are:

- What needs to be achieved with the change conference?
- Which issues need to be addressed?
- How many people should take part?
- How long should the conference be?
- Which conference-concept fits the organization and its situation?
- What is logistically needed?
- Who will facilitate?
- What happens with the conference results?

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Interim Management

Over 20 years of experience in entrepreneurship, leadership and change management

Are you searching for someone for the post of organizational development or change management for your organization? Time is short, as your change processes need to begin as soon as possible.

Or are you starting a substantially large project, and need a temporary extra power in your change management team?

I can offer 20 years of experience in change management, expertise in large change processes, in starting and building up companies as well as leadership.

Success Stories

Move. Touch. Inspire.

Over 20 years I have been supporting large organizations and concerns to have strategic decisions accepted and proactively realized.

Success Stories

Multinational Tourist Corporation

Initial Situation

The corporation was facing comprehensive, world-wide changes. Leadership quality was seen as its core. Changes in organizational structure affecting roles, functions, responsibilities, processes and procedures were imminent. Excellent leadership quality was defined as the key asset to a successful change. Therefore, leadership abilities needed to be brought into focus and enhanced. Approaches and methods were chosen to enhance leadership qualities. The condition was that all leaders should approve the chosen approach.

Challenge

First, a common understanding of leadership, of ways of executing power, as well as a common guideline were necessary to prove its importance to successful structural change.

Therefore, the implementation of a new leadership assessment system was planned. Criteria were developed to measure the leadership qualities of all management. Those criteria were then transformed into measurable figures to provide a sound basis for the new assessment systems

Result

By means of a communication process, trust in change and in the implementation of the new leadership assessment system was built up. The urgency of the situation in status-quo, and the roles of leadership needed to be understood. Several leadership-workshops resulted in a clear perspective for the change process. All colleagues were integrated in this phase to increase the acceptance of the changes.

During a large Change Conference, a general consensus defined and determined all leadership assessment criteria, required leadership abilities, and essential values to give the structural changes a stable framework. As a result, the leadership gained confidence that a smooth implementation and use of the system were possible.

Success Stories

Multinational Pharmaceutical Corporation

Initial Situation

The corporation needed to adjust to new market requirements, and therefore wanted to adapt a new strategy. Operational Excellence (an approach to improve performance) and Lean Six Sigma (quality management) had previously been introduced, in order to withstand rising competitive pressure. It was necessary to implement change methods in a robust way, and to stimulate an open-minded attitude toward change among the corporation's 1700 employees. Especially, the high executives needed to acknowledge the necessity of change and act accordingly. Therefore, an additional goal of the project was to orient leadership qualities according to the new strategy and Operational Excellence.

Challenge

As the corporation had maintained a stable market share for a very long time, its existence was never endangered, and the staff perceived the future as secure. Therefore, there seemed to be no urgent need for them to act. The imminent danger to the concern and to the site itself, of a possible expansion of the pharmaceutical market, needed to be communicated in a way that everyone involved could grasp the gravity of the situation.

Every single employee had to be addressed. Everyone was to be given the opportunity to change his or her mindset and led to feel more responsible for the future of the site. This approach seemed to provide the key for the economic stability of the site. Particularly the leaders were given a prominently responsible task within the change process.

Result

All employees were involved in a month-long process that included a large Change Conference and a road show. The conference invoked a deeper understanding of Operational Excellence, and a variety of initiatives to foster the new strategy and to implement new structures to support change. A new leadership instrument was installed based on the results of the conference. Sustainability of the process results was secured by subsequently structured and facilitated meetings, several more smaller conferences, a continued flow of information, and a project manager who was responsible for the execution of all binding resolutions.

Success Stories

Multinational Business Consultancy Corporation

Initial Situation

Due to the economic crisis in 2009, less turnover had been achieved. Although there were signs of improvement, the company's consultants and managers needed to align with a new sales culture. They weren't satisfied with passively waiting for new projects. They wanted to actively acquire them.

Challenge

The unpopular task of selling needed to be re-envisioned. The employees called themselves consultants or managers and were reluctant to act as salesman to "earn" their own projects. Assignments were rather given easily by customers, and were mostly executed in the specific resort they were handed to. There was little cross-selling among resorts or products, in attempts to better fulfill the customers' needs.

The participants were skeptical, but a sustainable process had to be initiated to replace the short-lived measures that had been previously taken. Consultants and management needed to be involved and become inspired about selling, which they had not perceived as important before. The competitive patterns among consultants and between sales-regions needed to be broadened, and team-openness and team thinking had to increase.

The process started centrally with a large international Change Conference, and extended to each country and region with implementation conferences.

Result

Credibility and trust in a sustainable process among the consultants was achieved through a rigorous and goal-oriented procedure. Also, increased trust among the resorts became tangible.

The large Change Conference was a breakthrough in the corporate culture, and an invitation to re-think corporate values. It enabled participants to accept the new sales philosophy and triggered various implementation measures. The core of sustainability was a special roll-out concept with continuous and targeted communication, road shows, regional conferences, team meetings and various sales measures.

Success Stories

National Health Insurance Company

Initial Situation

The company was weakened due to several waves of dismissals, a merger and years of austerity measures. New principles were needed to bring the people back together and help them stand up for their company. The focus on market and customers had to be sharpened.

Challenge

The lack of motivation to work for this company and the diminished trust of the staff in its management needed to be overcome for a better future. The last development had inflicted too much pain and hurt. It was necessary to establish trust that the coming changes would be for the benefit of all.

A common understanding of the corporate history was needed, in order to rebuild trust. A reliable, trustworthy and economically stable perspective for the future was planned. With a rising feeling of contentment in the company, it became possible for employees to focus on the customers and market.

Result

Via a long-term process, a team consisting of members of, staff and management developed a guideline for the company. Using various kinds of communication, all colleagues were involved in this process. Their issues, as well as their feedback regarding milestone results were collected. Therefore, every single employee was part of the process from the beginning.

This guideline was presented during a large Change Conference, and finalized following a long working-process. Measures for implementation for teams, departments, hierarchies and the whole company were developed. This process lasted several years.

Involving every employee re-established trust in the process and in the future of the company. The efficiency and atmosphere of the workplace were measurably improved. The commonly developed principles have proven to be a stable foundation for positive change for the future.

Customer comments

References



Bayer AG

Dr. Stefan Klatt Site Management Berlin

"During the last four years, Carole has guided the Bayer site at Bergkamen through a process in which we have strategically repositioned the site and introduced a production system. Obviously, these have been changes which could have been difficult and unsettling for the majority of our people. However, guided by Carole, we have not only achieved all our objectives, but also inspired true passion for the "new world" within our workforce. Carole's contribution to all these changes can hardly be overestimated: she supported the site's management team to run a very structured change process, which was characterized by profound methodological expertise as well as high empathy for the needs of our people. Professionally designing and preparing all activities with her was really hard work but paid off twice: We achieved much more than we ever dreamed of, and even those of us who had "been there, done that" found themselves brought to new methodological insights. Carole, please accept our heart-felt gratitude"



AOK – Die Gesundheitskasse

Jürgen Fuchs (Sachsen-Anhalt), Frank Michalak (Brandenburg)

"Collaboration with Carole Maleh and the cama Institut is very exhausting! Why? Because one is forced to systematically analyze the initial situation, to find mistakes or is made aware of flaws which one has not seen before or did not want to see. This solid and stringent procedure successfully continued during project set-up, planning, and execution, as well as throughout implementation. Even 10 years after the principle-process with the cama Institut, this project is seen as a master piece in creating corporate culture. - Jürgen Fuchs (Sachsen-Anhalt)"

"cama has successfully supported the AOK Health Insurance through a difficult corporate culture process. We – the CEO and the workforce, still benefit from the structured procedure, the rigor in appraising the matter and in the carrying out of action, from the creativity and innovation in the process and the sustainability of the change. - Frank Michalak (Brandenburg)"

Kundenstimmen

Referenzen



Stadtwerke Hannover AG

Hermann Arens

" I would recommend the cama Institute as it consistently follows the philosophy to achieve quality from the beginning, always with the real customers' benefit in mind. Carole Maleh would rather lose a contract than lose sight of the customer's benefit."



Bertelsmann Stiftung

Clemens Wieland

" Collaboration with cama was absolutely professional and the result brilliant!"

Publications

Books by and with Carole Maleh



Appreciative Inquiry (AI): Der Weg zu Spitzenleistungen

Maleh, C. zur Bonsen, M., Beltz Verlag, Weinheim 2001



Open Space: Effektiv arbeiten mit großen Gruppen

Maleh, C., Beltz Verlag, Weinheim 2000



Open Space in der Praxis: Erfahrungsbeispiele: Highlights und Möglichkeiten

Maleh, C., Beltz Verlag, Weinheim 2002



Moderationsmethode und Zukunftswerkstatt

Maleh, C. Ulrich Dauscher, Ziel Verlag, Augsburg 2005



ebuch Open Space: planeasy – Die Software für Moderation und Training

Maleh, C., Ziel Verlag, Augsburg 2005



ebuch: Appreciative Inquiry

Maleh, C., Ziel Verlag, Augsburg 2005

Timeline

1988 to date

To date	Managing Director Carole Maleh ChangeConsultant
Since 1997	General manager, executive and senior consultant of cama institute for communication development
Since 2000	Author of various books and articles about change conference methods and change management - Verlagsgruppe Beltz
Since 1997	Lecturer, trainer and speaker at training institutes and companies covering change management and change conferences
1997	Founder of the consultancy cama institute for communication development, specialized in profound and comprehensive change processes - Pioneer in the german-speaking countries
Since 1993	Trainings in a) business skills - change management, change conferences, leadership, communication, facilitation & presentation, NLP-Practitioner coach, Cambridge Proficiency English b) other skills - playing and singing, personal development
1997	Trainer for business management (subject marketing) at chamber of commerce, Berlin
1995-1996	Marketing studies at anglia polytechnic university in Cambridge, England
1993-1998	Studies of business economics at polytechnic university for economics and law (Hochschule für Wirtschaft und Recht) Berlin, main subject: Marketing
1990-1993	Training business management assistant at DeTeWe, Berlin
1988-1990	Dancing education
1988	Graduation high school, Berlin



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Get back to me. I'm looking forward to it.

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