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# 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 regular insights into his leadership and consulting philosophy on LinkedIn.

## SPECIALIST AREAS

### Development

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

### Transformation

Activation for transformations // Design of organizational  
development // strategy creation // Shaping of leadership  
culture and company culture

## 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

## 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.