

**Europass
Curriculum Vitae**



Personal information

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E-mail Marion.Keil@synetz-international.com www.synetz-international.com
Nationality German
Date of birth 04.05.1960
Gender Female

Desired employment / Occupational field **Consultant and Coach in Change Management & Organization Development, Strategy development, Large Group Facilitation, Team Building, Leadership Development, Conflict Management, Coaching, Diversity Management**

Work experiences

Date	2010
Occupation or position held	Consultant
Main activities & responsibilities	Capacity Assessment
Name and address of employer	Making Finance Work for Africa, Tunis – Unit of African Development Bank
Type of business or sector	Public,Banking

Date	2010
Occupation or position held	Consultant
Main activities & responsibilities	Conflict Management
Name and address of employer	Deutsche Bank, Frankfurt Germany
Type of business or sector	Banking

Date	2010
Occupation or position held	Consultant
Main activities & responsibilities	Strategic Organizational Learning Process and Team Building Process "Role clarity
Name and address of employer	MOAP Ghana GTZ
Type of business or sector	Public

Date	2010
Occupation or position held	Consultant
Main activities & responsibilities	Strategic Organizational Learning Process and Team Building Process "Role

	clarity
Name and address of employer	Oberbank Linz, Austria
Type of business or sector	Banking

Date	2010
Occupation or position held	Consultant
Main activities & responsibilities	Organisation Development, Capacity Building
Name and address of employer	Ministere d l'Environnement, Conservation de la Nature et Tourisme, Kinshasa RDC
Type of business or sector	Public Sector

Date	2010
Occupation or position held	Consultant
Main activities & responsibilities	Facilitation, Organization Development, Capacity Building, Project Management,
Name and address of employer	ATAF, African Tax Administration Forum , Johannesburg, RSA
Type of business or sector	Public Sector

Date	2010
Occupation or position held	Consultant, Trainer
Main activities & responsibilities	Systemic Organisation Development Basics
Name and address of employer	ISABS, Institute for Applied Behavioural Sciences, India
Type of business or sector	Non Profit

Date	2010
Occupation or position held	Consultant
Main activities & responsibilities	Capacity Building, team development, institution building
Name and address of employer	Afi - alliance for financial inclusion, Bangkok Thailand
Type of business or sector	Forum, network organisation, non profit

Date	2010
Occupation or position held	Consultant (in cooperation with königswieser & network)
Main activities & responsibilities	Restructuring, leadership alignment
Name and address of employer	Sanofi Aventis, Frankfurt Germany
Type of business or sector	Pharma

Date	2009
Occupation or position held	Consultant/Trainer
Main activities & responsibilities	Concept and training of Systemic Executive Business Coaching Program for HR experts
Name and address of employer	National HRD Network , Hyderabad, India
Type of business or sector	All industries

Date	2009 ongoing
Occupation or position held	Consultant
Main activities & responsibilities	-design and implementation of a Strategy Building process -concept, design and facilitation of Large Group Events; - interviews, assumptions, concept and facilitation of a 2 days Team Building -workshop plus conflict management - coaching of country director
Name and address of employer	Gesellschaft für Technische Zusammenarbeit GTZ Kiev Ukraine
Type of business or sector	Public Sector

Date	2009
Occupation or position held	Consultant (in cooperation with königswieser & network)
Main activities & responsibilities	-facilitation of restructuring and culture change project,

	-leadership development, top management team building processes -large group facilitation
Name and address of employer	Sanofi Aventis, Frankfurt , Germany
Type of business or sector	Pharmaceutical industry

Date	2008-2009
Occupation or position held	Consultant
Main activities & responsibilities	Diagnosis and evaluation of the service quality of db training; change architecture and facilitation of change project „service quality” large group facilitation
Name and address of employer	Deutsche Bahn (german railway) db training, Frankfurt
Type of business or sector	Infrastructure, mobility

Date	2008-2009
Occupation or position held	Consultant/Trainer
Main activities & responsibilities	Roll out of the Diversity Management program, leadership development
Name and address of employer	Daimler AG, Stuttgart, Germany
Type of business or sector	Car manufacturing

Date	2008
Occupation or position held	Consultant (in cooperation with königswieser & network)
Main activities & responsibilities	-Concept,,workshop designs and facilitation during the one year lasting Global Change Communication Project, workshops in Ankara, Turkey, Poznan & Krakow, Poland, Swindon, England -external consultant project management, -coaching of internal project leader
Name and address of employer	MAN AG, Munich, Germany,
Type of business or sector	Car Manufacturing

Date	2008
Occupation or position held	Consultant (in cooperation with königswieser & network)
Main activities & responsibilities	Interviews, analysis and evaluation, design and facilitation of a 3 days International Sales Team and vision building process, coaching of CEO
Name and address of employer	Sennheiser Headphones, Hannover, Germany
Type of business or sector	Manufacturer

Date	2007
Occupation or position held	Consultant
Main activities & responsibilities	Concept and training in Organization Development Modul „Systemic Thinking“ Certification Program ODCP
Name and address of employer	ISABS Indian Society for Applied Behavioural Sciences, Ahmedabad, India.
Type of business or sector	Non Profit

Date	2007
Occupation or position held	Project leader
Main activities & responsibilities	Identification of Diversity Management trainer in all EU countries plus Turkey, train the trainer workshop in Diversity Management (DM), monitoring of project implementation: 28 one day workshops in DM in all EU countries, evaluation and project reporting to Brussels
Name and address of employer	European Commission Unit Employment and Equal opportunities Anti Discrimination and Diversity Management
Type of business or sector	EU public sector

Date	2006-2007
Occupation or position held	Consultant
Main activities & responsibilities	-Change Architecture of business redesign process of fixed network unit -consulting of restructuring and cultural/strategic change process at the fixe line network department with 1200 employees - facilitation of monthly meetings of steering committee during 1 year
Name and address of employer	Slovak Telekom, T-Com, Bratislava; Slovakia
Type of business or sector	Telecommunication

Date	2006-2009
Occupation or position held	Consultant
Main activities & responsibilities	-Strategy workshops with various units of the Bahn company, -numerous teambuilding processes, -several large group facilitations,
Name and address of employer	Deutsche Bahn AG,(German Railway) Frankfurt
Type of business or sector	Public Sector Company

Date	2006
Occupation or position held	Consultant
Main activities & responsibilities	Interviews, diagnosis of European sales and marketing situation, design and faclitation of European Sales Improvement process large group facilitation of European Sales Vision Event Coaching of CEO
Name and address of employer	SIG Combibloc Saalfelden, Austria
Type of business or sector	Packaging

Date	2006
Occupation or position held	Consultant and Trainer
Main activities & responsibilities	Facilitation of Strategy Development process, training in "Skills of large group facilitation" in the Organisation Development Certification program
Name and address of employer	Cerformad, Kinshasa, RDC
Type of business or sector	Non Profit

Date	2006
Occupation or position held	Consultant
Main activities & responsibilities	Interviews, diagnosis of European sales and marketing situation, design and faclitation of European Sales Improvement process large group facilitation of European Sales Vision Event Coaching of CEO
Name and address of employer	SIG Combibloc Saalfelden, Austria
Type of business or sector	Packaging

Date	2004-2006
Occupation or position held	Consultant
Main activities & responsibilities	-Concept and implementation of Young leaders Development Programm for 30 leaders -Concept and implementation Advanced leadership Development Programm for 30 senior leaders, -360 degree feedback process, -facilitation of monthly meetings of steering committee during 1 year
Name and address of employer	Slovak Telekom, T-Com, Bratislava; Slovakia
Type of business or sector	Telecommunication

Date	2005 –2010
Occupation or position held	Consultant
Main activities & responsibilities	- concept and implementation of Leadership development program

	<ul style="list-style-type: none"> - introduction of employee assessment tools in DED offices Africa, Asia and Latin America - communication improvement program for women staff - preparation of country directors – the first 100 days in a new leadership position and intercultural leadership
Name and address of employer	Deutscher Entwicklungsdienst DED, Bonn, Germany
Type of business or sector	Public Sector, Development aid

Date	2004 –2010
Occupation or position held	Consultant and Trainer
Main activities & responsibilities	<ul style="list-style-type: none"> -Concept and facilitation of numerous Large Group facilitations and several international team building workshops (Germany and USA), - analysis and evaluation of HR strategy in place, facilitation of development of the HR a business partner strategy -facilitation of strategy building process in the sales and marketing department -coaching of internal HR
Name and address of employer	Boehringer Ingelheim GmbH, Ingelheim Germany
Type of business or sector	Pharmaceutical industry

Date	2003
Occupation or position held	Consultant
Main activities & responsibilities	Analysis/diagnosis of innovation process, concept and facilitation the innovation improvement project for product pipeline, coaching of internal project manager
Name and address of employer	Roche Diagnostics, Mannheim; Germany
Type of business or sector	Pharmaceutical industry

Date	2002-2003
Occupation or position held	Consultant
Main activities & responsibilities	<ul style="list-style-type: none"> -Systems diagnosis and feedback, -concept and facilitation of Change management process & restructuring -coaching of leadership -team coaching of Management Team
Name and address of employer	Postbank Invest, Bonn; Germany
Type of business or sector	Banking

Date	2002-2010
Occupation or position held	Consultant Trainer Coach
Main activities & responsibilities	<ul style="list-style-type: none"> - Coaching, - team building training for HR managers - systemic change management program - conflict management - systemic approach for HR managers
Name and address of employer	Deutsche Bank, Frankfurt Germany
Type of business or sector	Banking

Date	2001
Occupation or position held	Consultant
Main activities & responsibilities	Development of HR into a strategic business partner
Name and address of employer	Beiersdorf AG
Type of business or sector	Cosmetics, pharmaceutical industry

Date	2000
Occupation or position held	Consultant and trainer
Main activities & responsibilities	Organisation Development program for African consultants in Nigeria, RSA, Kenya, Senegal

Name and address of employer	synetz- international in cooperation with CODA, Lagos Nigeria
Type of business or sector	Consulting

Date	2000
Occupation or position held	Coach
Main activities & responsibilities	Various coaching processes for unit directors
Name and address of employer	Ford GmbH, Cologne
Type of business or sector	Car manufacturer

Date	1998-2000
Occupation or position held	Consultant
Main activities & responsibilities	<ul style="list-style-type: none"> - company wide in – depth interviews for cultural diagnosis, SWOT analysis - feed-back sessions in large group formats - facilitation of monthly meetings of steering committee during 2 years - external project manager for subproject on innovation management - concept and implementation/facilitation of a 1 year leadership program - concept and facilitation of numerous team and interface workshops for business and performance improvement
Name and address of employer	Stadtwerke Bochum, Germany municipal energy supplier
Type of business or sector	Energy sector public utility company

Date	1997-1998
Occupation or position held	Consultant
Main activities & responsibilities	<ul style="list-style-type: none"> - company wide in – depth interviews for cultural diagnosis, SWOT analysis - feed-back sessions in large group events - facilitation of monthly meetings of steering committee during 2 years - external project manager and facilitator for subproject on Human Resources Development and large group facilitation knowledge - concept and facilitation of numerous team and interface workshops for business and performance improvement
Name and address of employer	Stadtwerke Bremen, Germany municipal energy supplier
Type of business or sector	Energy supply public utility company

Date	1997
Occupation or position held	CEO
Main activities & responsibilities	Foundation of synetz consultancy company – in 2010 rebranded into synetz-international
Name and address of employer	2 fulltime, 35 part time and free lancer
Type of business or sector	Consulting

Date	1991-1996
Occupation or position held	Team leader - Consulting Desk Internal Management Consultant and.. Building up of the Organization Development and HR Desk
Main activities & responsibilities	<p>1996-1997 Université de Kisangani RDC Consulting process with the aim of achieving more financial sustainability</p> <p>1996 CORAT, Kenya : Leadership training for protestant bishops</p> <p>1994- 1997 “Systemic Organisation Development” EZE/GTZ english and french speaking. 2 courses of 4 modules/1 month each in Zimbabwe, Kenya, Ivory Coast, Benin, Senegal, Ethopia, South Africa, Ghana, Uganda, Tanzania.. Africa wide 100 alumnis. Project management, monitoring, design of program, trainer role, evaluation.</p> <p>1995 NCKK (National Council of Churches Kenya) Future Search Conferences</p> <p>1996 ongoing CEFORMAD RDC, Strategy Consultation and training for local</p>

	consultants in Organisation Development 1995-1997 Academy of Human Resources, India; 2 years process of joint awareness building with the EZE - NGO community regarding Change Management 1995 Apica, Cameroon, Development of a platform of NGOs for Cooperation with the World Bank
Name and address of employer	EZE Evangelische Zentralstelle für Entwicklungshilfe , Bonn Germany (today eed)
Type of business or sector	NGO, Development Aid

Date	1986
Occupation or position held	Conference Manager
Main activities & responsibilities	Concept, planning, monitoring, organisation, implementation and evaluation of the first "Regional Conference on Ecology"
Name and address of employer	Stadtverband Saarbrücken , Germany
Type of business or sector	Public Service

Professional Training

Date	2009
Title of qualification awarded	Certificate
Principal subjects/occupational skills covered	Capacity Works
Name of training institute	GTZ, Eschborn, Germany

Date	2009
Title of qualification awarded	Certificate
Principal subjects/occupational skills covered	Strategy Development One week program
Name of training institute	Management Center St. Gallen, Switzerland

Date	2002
Title of qualification awarded	Certificate
Principal subjects/occupational skills covered	Community Building
Name of training institute	Odenthal Institut, Germany

Date	2001
Title of qualification awarded	Certificate
Principal subjects/occupational skills covered	One week course Intercultural Conflict Mediation
Name of training institute	Frank Wolff Zürich

Date	1998
Title of qualification awarded	NLP Practitioner
Principal subjects/occupational skills covered	Neuro Linguistic Programming
Name of training institute	Forum Meta Kommunikation, Cologne Germany

Date	1997
Title of qualification awarded	Certification
Principal subjects/occupational skills covered	Training in Future Search Conferences – Large Group Facilitation
Name of training institute	Marvin Weisbord, Sanfra Janoff, Future Network, New York

Date	1996
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Title of qualification awarded	Certification
Principal subjects/occupational skills covered	Professional training program on "Systemic Coaching"
Name of training institute	Beratergruppe Neuwaldegg ,Hella Exner, Vienna, Austria

Date	1994-1995
Title of qualification awarded	Certification
Principal subjects/occupational skills covered	Professional training program „Systemic Management Consulting“
Name of training institute	Beratergruppe Neuwaldegg, R.Königswieser, A.Exner, Vienna, Austria

Formal Education

Date	1991
Title of qualification awarded	PHD
Principal subjects/occupational skills covered	Thesis Title "Networking of Voluntary Organizations in India" - one year research in India
Name of training institute	University of Trier, Germany Funded by Friedrich Ebert Foundation, Bonn Germany

Date	1986
Title of qualification awarded	Diploma in Sociology
Principal subjects/occupational skills covered	Social Psychology, Economy, Anthropology, Sociology of Organizational Behaviour
Name of training institute	University of Trier, Germany

Date	1981
Title of qualification awarded	BA in Sociology
Principal subjects/occupational skills covered	Social Psychology, Economy, Anthropology, Sociology of Urbanism, Sociology of Organizational Behaviour
Name of training institute	University of Trier, Germany

Date	1979
Title of qualification awarded	Diploma from German secondary school qualifying for university admission or matriculation
Name of training institute	Auguste Viktoria Gymnasium, Trier, Germany

Personal skills and competences

Mothertongue German

Other languages Understanding:		Speaking		Writing	
Listening	Reading	Spoken interaction	Spoken production		
English	C1		C1		C1
French	C2		C2		B1

(*) [Common European Framework of Reference for Languages](#)

Social Skills and competences	Committed team player, high expertise in working with colleagues of diverse cultural backgrounds, excellence in holistic thinking and intervening in a large system, sensitive in applying change, understanding diverse context, relating easily with people, leadership competences, systematic work approach, systemic thinker
Organisational skills and competences	Excellent Change Management skills, outstanding Organizational Development competence, merging hard and soft facts, very knowledgeable Leadership & Strategy Development specialist, sensitive in intercultural communication and conflict management, Diversity Management specialist,

	committed and creative team building skills (development of international project teams), known large group facilitator (book publication) , Performance Management, systemic HR,business partnership , Executive Coaching, Network management, capacity assessment,
Computer skills and competences	Microsoft programmes: Word, ppt, Exce: Adobel
Driving licence	Yes

Teaching skills and competences

2005 – 2007	Privat University of Witten, Department of International Economics: “Diversity Management in Companies and Society “
2003 - 2004	University for Applied Sciences, Berlin Department Communication in Economics: Marketing and Diversity
2003	Mentor in the Personal Partnership Programm of KIM, sponsored by Ministerium für Gesundheit, Soziales, Frauen und Familie of NRW
2001	University for Distant Learning Hagen, Department of Cultural Sciences „Intercultural Communication“
2000- 2004	University of Bremen: „Organisation Development for Non Profit Organisations“ Master Program DENG0, Evaluation of Master thesis

Publications

- M.Keil Die Reduktion von Komplexität Hilfestellung für den Management Alltag in:Handbuch für Aus- und Weiterbildung 208 Erg lfd August 2010
- M.Keil Netzwerk Management - im virtuellen globalen Raum effizient sein Gruppendynamik und Organisationsentwicklung 2/2010 S. 146-156
- M.Keil Die Vielfalt Europas gespiegelt in der Wirtschaft Am Beispiel des EU Projekts „Anti Diskriminierung und Diversity Trainings“ Agogik Nr.4 Dez 2009, 32. Jahrgang/ ISSN 0257-1757 S.49-62
- M.Keil Wasch mich und mach mich nicht nass! Wie wirksam kann Diversity Management in Unternehmen werden? Agogik Nr.4 Dez 2009, 32. Jahrgang/ ISSN 0257-1757 S. 39-48
- M.Keil Diversity als Wirtschaftsfaktor - Diversity Management als Veränderungsprozesse erschienen unter http://www.migration-boell.de/web/diversity/48_2127.asp Mai 2009
- M.Keil Restructuring the company – the systemic consulting approach applied in an intercultural context. Unpublished paper Sietar World Congress Granada 2008
- M.Keil Vielfalt sichert Zukunft WBS Magazin 1/2008 S.8-10
- M.Keil: u.a. Von der unintendierten Intention zur strukturierten Kontinuität - Erfolgsfaktoren für das Management von Beratungsnetzwerken am Beispiel des syNetzwerkes in: BSO Bulletin – Berufsverband für Supervision und Organisationsberatung 3/2007
- M.Keil Diversity Management: aus der Beratungspraxis geplaudert in Gruppendynamik und Organisationsentwicklung37 Jahrg. Heft 1, 2006 S.19-24
- M.Keil Diversity Management und Gender: Konkurrenz oder hilfreiche Strategie in der kommunalen Entwicklung? In: Rechtshandbuch für Frauen- und Gleichstellungsbeauftragte Verlag Dashöfer, Hamburg 2006
- M.Keil Diversity Management - the challenge for the future, in: Management Today, RSA, Feb.2005 p. 35-38
- M. Keil Vorsprung durch Vielfalt. Der unternehmerische Umgang mit Unterschieden. In: politische ökologie 91/92: Vielfalt. Der Wert des Unterschieds. oekom verlag, München, S. 86 ff. ISBN 3-936581-72-X.
- M.Keil Kulturen als Systeme verstehen, mit Diversity Management Verbindung schaffen, Beitrag website 2004, beim Institut für Interkulturelle Kommunikation, Technische Fachhochschule Wildau
- M.Keil, Netzwerk – eine grössere Heimat schaffen, in: BSO Bulletin – Berufsverband für Supervision und Organisationsberatung 3/2002
- M.Keil, „Der Wolf und die sieben Geißlein“ – der gesellschaftliche Kontext des SIM Modells in: R.Königswieser, U. Cichy, G.Jochum SIMsalabim – Veränderung ist keine Zauberei- Systemisches Integrationsmanagement Klett Cotta Stuttgart 2001
- R. Königswieser; M. Keil, Das Feuer grosser Gruppen – Konzepte Designs, Praxisbeispiele für Grossveranstaltungen Klett Cotta Stuttgart 2000
- M.Keil, Mit Zukunftskonferenzen Veränderungen meistern. Wiesbaden VOP 6/99

M.Keil, Teilerfolge feiern in: R.Köniswieser, A.Exner: Systemische Interventionen. Klett Cotta Stuttgart 1998

M.Keil, Future Search Conference in: R.Köniswieser, A.Exner: Systemische Interventionen. Klett Cotta Stuttgart 1998

M.Keil, Future Search Conference: Innovationsschub durch Grossgruppen. Gablers Magazin Wiesbaden 5/98

M.Keil, Organisationsentwicklung – eine wichtige Beratungsform für die nicht-staatliche Entwicklungshilfe, AGOGIK, 2/1994

M.Keil, OD Face to Face, Humane: English Quaterly Concerning Development, April-September, Calcutta 1994

M.Keil, Die Vernetzung von Voluntary Organizations in Indien, am Beispiel Andhra Pradesh. Verlag Breitenbach, Saarbrücken, Fort Lauderdale 1992