

► **CHRISTIANE RICHTER**
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► **EXPERIENCE AND SKILLS**

- More than 30 years of international experience in
 - Organization Development and Change Management
 - IT Consultancy and Project Management
 - Training and Business CoachingIn more than 40 companies of different industrial sectors and size

- 25 years of leadership experience as
 - Director Integration and Change at one of the worldwide leading IT service providers
 - Managing Director of an ERP sales and consulting firm
 - IT Director Europe at a European medium-sized building supplier
 - Department Head of product management at a German software company

- Psychologist (Diploma), certified Project Manager (PMP), certified Consultant of 'Offensive Mittelstand', Organizational Consultant, Assistant Professor, Trainer and Management Coach

► **WORK EXPERIENCE**

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| Since July 2013 till today | Shareholder and Managing Director
Conversio Change Management UG, Köln |
| January 2009 to June 2013 | Director Integration & Change
Atos Information Technology GmbH,
Düsseldorf |
| September 2002 to December 2008 | IT Director Europe
Tremco illbruck International GmbH, Köln |
| May 1998 to September 2002 | Managing Director
RIKOM Software & Consulting GmbH,
Hamburg |
| January 1997 to March 1998 | Department Head Product Management
PSIpenta GmbH, Berlin |
| April 1988 to December 1996 | ERP Consultant and Project Manager
PSI GmbH, Berlin |
| November 1984 to March 1988 | ERP Consultant and Project Manager
Zenit GmbH, Mülheim a. d. Ruhr |

► **EDUCATION/ UNIVERSITY**

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| Oktober 2020 | Start of postgraduate studies at Mendel University, Brno, Czech Republic |
| September 1984 | Diploma in Psychology
(Grade: „sehr gut“) |
| Winter Semester 1979/80
to Summer Semester 1984 | Studies of Psychology,
Heinrich-Heine University, Düsseldorf and
Ruhr-Universität, Bochum |

► **ADVANCED TRAININGS**

Oktober 2020	Digital Toolbox for Trainers - online Workshop, online-Trainer Kongress, Berlin
February 2018	Training and Certification as MITO-Expert at Professor Binner Akademie, Hannover
October 2016 to July 2017	„Schulfach Glück“ - Training course at Fritz-Schubert-Institut für Persönlichkeitsentwicklung, Heidelberg
April 2015	Introduction to Frank Farrelly's provocative therapy, Dr.E.Höfner, Munich
October 2014	ITIL v.3 Certificate, APMG/ Maxpert, Cologne
September 2014	Toolbox Empathy – Advanced Training Conflict Management by M.Rosenberg, Al Weckert, Berlin
February 2014	Nonviolent Communication by M.Rosenberg - Introduction, Andreas Basu, München
January 2009	Project Management Professional (PMP), PMI certificate
June 2004 to May 2006	Training Course „ Organizational Consultancy“ based on „Gestaltpsychologie“ IGG, Berlin

► **LANGUAGE SKILLS**

English	fluent
French	basic skills

► **OTHER SKILLS**

Various ERP software products, Microsoft Dynamics, Office 365, Webex, Zoom, MS Teams, Menti.com, Miro, Trello-Board and others.

► **ENGAGEMENTS AS MANAGING DIRECTOR OF CONVERSIO (2013 TILL TODAY)**

ASSISTANT PROFESSOR

Since July 2013 till today

Assistant Professor
Hochschule Fresenius – University of Applied
Science, Cologne and Dusseldorf and

FOM – University of Applied Science, Cologne

Lecturing:

- Business Psychology Fundamentals,
- Business Organization and HR Management
- Organisational Design and Development
- Change Management and Communication
- Behavioural Finance and Controlling
- Psychology of Decision Making
- Market and Advertising Psychology

TRAINER

Conceptual Design and Execution of the following Training Courses:

February 2020

Female Leadership in Times of Digitalization and Agility – Workshop as part of the Executive Mentoring Program of KION group, Frankfurt

February to November 2018

Organisational Development and Change Management - IHK certified Training Course

Training of the following modules:

- Change Management und Communication Basics
- Change Lifecycle from Scoping to the Lessons Learned
- Architecture and Design of Change Processes – Models of Lewin, Kotter, Königswieser et.al.
- Business Strategy: From the current business model to vision, mission, strategy and strategic projects

**May 2015, January 2016 and
March 2016**

**Our Iceberg is melting – Leadership in constantly
changing Times**

Change Management and Communication Seminar
for Mentors and Mentees of the Northrhine-
Westfalian Mentoring Program „Kompetenz im
Management“(KIM)

March 2014

**Professional Disputes as a Chance for Win-Win-
Situations**

Introduction to non-violent Communication for
Mentees of the Crossmentoring program
Ostwestfalen-Lippe

As part of the projects described below numerous additional trainings have been
designed and executed.

► **PROJECT REFERENCES (EXTRACT, 2013 TILL TODAY)**

August 2020 till today

**Design and implementation of an agile organizational
culture at a large savings bank.**

Conducting an analysis of the existing company culture,
implementation of a change agents network and of two
“prototypes” for an agile culture in the organization. The
project is carried out exclusively remotely. In addition to
Zoom and Microsoft Teams, digital tools such as Trello
Board and menti.com are applied.

May 2019 till today

**Conception and implementation of a harmonized
organizational structure for the areas of finance and
operations** at a global provider of workplace solutions.

The project was part of a comprehensive company
transformation, was initiated by the European
headquarters in the UK and affected about 75 account
teams in Germany with a total of about 500 employees.
New business roles were introduced, existing roles were
changed and, in connection with this, processes
(especially P2P) were optimized.

July 2019 – April 2021

Ongoing consulting of a medium-sized internet agency in the transformation of the company

Introduction of agile methods and elements, e.g. retrospectives, standardization of processes and roles and implementation of new work concepts (participation, etc.), consulting in the establishment of a branch office.

May 2018 to March 2019

Design, implementation and global rollout of a harmonized project management methodology at a global pharmaceutical manufacturer.

The project was based in the Business Transformation (BT) department. The project reporting was done to the global BT officer and the European Project Management Officer. The developed project methodology combines the classic waterfall methodology with agile elements and is based on the practice of the group. It covers various sub-processes, including change management and risk management, and includes a project procedure model and project governance as well as numerous self-developed templates for standardized project handling (stakeholder analysis, etc.). 300 employees were trained and 180 people certified as part of the project.

October 2017 to April 2018

Inventory of organizational and cultural integration needs in the context of a post-merger integration of an organizational unit for digitization at a leading car manufacturer.

The inventory of integration needs was the result of numerous self-designed and moderated team and department workshops as well as individual discussions with managers at various hierarchical levels within the newly created organizational unit. Based on the inventory, a comprehensive concept proposal for the organizational and cultural integration of the unit was drawn up in close consultation with the management team and HR.

August 2016 to January 2018

Management of a comprehensive reorganization in a public corporation.

The reorganization affected the entire administrative department with approx. 500 employees and pursued the goal of strengthening the efficiency and agility of the organization. In addition to project management, the task also included the conception of the future organization, the organization and implementation of qualification measures and change management workshops as well as regular, comprehensive communication to the management and the workers council and contributions to the organization's internal in-house magazine. The conception of the new organization was carried out, among other things, by means of design thinking. The project was completed very successfully (also economically).

August 2015 - November 2015

Business process analysis and optimization for preparation and implementation of a new IT solution in the telesales area of an international telecom provider.

After conducting an analysis of the existing structure and process organization in the areas of telesales and customer recovery at the provider and its partner agencies, the conception of the target organization with corresponding process optimization was then created in workshops and documented with roles and authorizations. In addition, use cases and IT requirements were described and documented for the test phase of the new IT solution.

May 2015 – November 2015

Change management support of an international CRM rollout at a medium-sized energy service provider

Change management trainings for executives were designed and conducted in Germany, England and Spain. This was done with the aim of preparing for the CRM rollout and creating awareness of the expected organizational changes and the resulting need for qualification for managers and employees. In addition, a newsletter was designed and implemented to accompany the project.

August 2013 to July 2014 **Project and change management for the introduction of IT service management for a pan-European pharmaceutical wholesaler.**

The subject of the order was the conception and implementation support of an ITIL-compliant IT organization in the area of IT infrastructure, the design and implementation of an organizational unit for IT service managers as well as the planning, coordination and implementation of training for IT staff and end users of the new organization. In addition, accompanying change workshops ("brownbag meetings") and communication and team development measures for the newly formed teams were executed.

Cologne, April 2021

