



CONSULTING ACROSS CULTURES



"Becoming a leader is synonymous with becoming yourself.
It's precisely that simple, and it's also that difficult."

Warren Bennis

Coach Profile

Dr. Michael J. Sieber

1 General

1.1 My Coaching Philosophy

In my coaching practice I create a space for talking and deep reflection.

In this space I support my client in ...

- ... liberating himself from the merciless grip of his daily tasks.
- ... using this newly gained free space to get in touch with himself in such a way that he can activate his very own resources to tackle the challenges which are lying ahead of him.
- ... invigorating his authority, his effectiveness, and his authenticity as a leader in a sustainable way.

1.2 The Coaching Process

Each coaching process follows a similar basic pattern consisting of three main stages, which will be adapted to the current situation and the specific needs of the client.

1.2.1 Stage 1: Clarification

- Describing and analyzing the actual situation, the specific challenges and expectations of the client.
- Defining goals and procedure.
- Depending on the processes of the client organization: Initial goal setting talk with client, superior, possibly HR.

1.2.2 Stage 2: Working

- Core process in each meeting:
 - Current issues, topics of last session, transfer reflection
 - Working on the defined goals (partly across coaching sessions)
 - Clarifying the actual situation
 - Elucidating background and making a diagnosis
 - Defining specific goals
 - Establishing alternatives and consequences
 - Taking a decision
 - Securing transfer into practice
- At half time: Interim evaluation

1.2.3 Stage 3: Closing

- Looking back at the process and looking forward into the future
- Final evaluation
- If requested, final talk together with client, superior, HR

1.2.4 Duration

- Typical duration of a coaching process: 6 – 9 months
- Interval between sessions: 4 – 6 weeks

1.3 Interleaving of Coaching and Practice

For me the continuous change between the clarification and setting of goals in the coaching sessions, their implementation in the work environment and the reflection of what happened in the implementation phase in the



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following coaching session is an especially important and fruitful part of the coaching process.

These steps of implementation are always steps on the path of becoming a leader. In this process the client will increasingly practice reflective observation, which was established and practiced in the coaching sessions. This will support him on a path of sustainable personal and organizational change.

1.4 Languages

My coaching sessions are conducted in English and German.

2 My Coaching Products

In this section I have listed the four main coaching products I am offering. For all of them, the previously described general processes are valid. In each coaching process I am mainly concerned with the individual situation of the client, his systemic environment and his ensuing specific challenges. Therefore, in practice, these products might overlap.

2.1 Executive Coaching

2.1.1 Target Group

Executives

2.1.2 Topics

- Leadership
 - The authentic leader
 - Consistent delegation
 - Transition to a new leadership role
 - Self-management
 - Personal development of the leader
- Career
 - Change and conflict
 - Career decision-making and occupational biography
- Communication
 - Customer- and employee-orientation
 - Living dialogue
 - Culture of communication
- Work-life balance
- Personal development
- Conflict management

2.2 Transition Coaching

2.2.1 Target Group

Managers and executives who are about to take over a new leadership responsibility.



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2.2.2 Topics

In transition coaching I use the following road map. It will be adapted to the specific situation of the client. There is also room to cover the topics as previously described for executive coaching so far as they are relevant in the individual situation.

Before taking on the new responsibilities:

- Individual learning and transfer strategy
- Taking leave of the former responsibility
- Clarifying expectations

Support in the starting phase of the new task:

- Analyzing the initial situation
- Corporate culture
- Key relationships
- Developing your own vision
- Your own leadership culture
- Strategy
- Balance
- Towards sustainability

2.3 International Executive Coaching

2.3.1 Target Group

Executives in global corporations who are confronted with international challenges. These executives normally belong to one of two different groups:

- German executives who are responsible for international tasks and thus have to deal with international counterparts, e.g. subordinates, colleagues, superiors or customers.
- International executives who by working for German firms are confronted with the necessity to work with German colleagues, processes, structures and corporate cultures.
- Clients from both groups may operate from inside or outside Germany – or from changing locations.

2.3.2 Topics

- In addition to the general topics of executive coaching, the focus here is on developing appropriate strategies regarding leadership, communication and cooperation in the international and intercultural context:
- Dominance, assimilation or integration? Reflecting the impact of culture on myself and on my counterparts.
- Developing my own international profile.
- Strengthening the ability to communicate effectively across cultural barriers.
- Leading virtual international teams and global projects effectively and sensitively.

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2.4 International Transition Coaching

2.4.1 Target Group

Executives who are about to take over a new international responsibility. This often involves, but not necessarily, a transfer to a new international location. In these cases I work with German and with international executives.

2.4.2 Topics

In this type of coaching I follow the same road map as described in 2.2.2 for transition coaching. In addition, the topics related to international executive coaching are also relevant.

I recommend to offer a few additional sessions of coaching before returning home from an international assignment. Topics to be covered here include:

- Preparing reintegration
- Reflecting your time abroad
- Developing reentry coping strategies
- Fresh start at home

3 Michael Sieber

3.1 About Me

During the course of my life I had the privilege of gaining experience in many different areas, among them: basic research in physics, developing new technologies in the automotive industry, supporting, coaching and supervising many people, and - last but not least - bringing up three children.

And yet I remain a seeker. A seeker for whom it is most important not to stand still but to move forward on the path of personal development.

I like to observe, to reflect, and to understand. I enjoy listening and giving constructive feedback. Therefore, of all the jobs I have had, I love coaching best.

3.2 Further Education

1976 – 1986	Studies of physics, University of Göttingen, Dr. rer. nat in physics 1986
2003	Coaching Global Executives, George Renwick, SIIC, Portland, USA
2007	Coaching Werkstatt, Dr. Werner Vogelauer et al., Vienna
continuing	Coaching and supervision of myself, peer supervision and case studies. Working independently on the further development of my coaching methods and practices.

3.3 Additional Qualifications

1998	Systemic consultation and organizational analysis, Prof. H. Willke, University of Bielefeld
1998, 2006-07	Conflict management and mediation, Daimler Chrysler AG & Akademie Vaihingen
2002	Building Effective International Teams, tma, London
2002	Effective American-European Cooperation, ICPT, Zürich

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2003	Understanding Global Companies, Martin Bennett, SIIC, Portland, USA
2003	Business English Certificate, University of Cambridge
2006 – 2007	Professional Organizational Development, Trigon, Munich
2010	Process Consultation, Edgar Schein, Peter Senge, Otto Scharmer, MIT
continuing	Visiting and presenting at international conferences or workshops on intercultural cooperation, dialogic communication und organizational development.

3.4 Professional Experience

1983 – 1988	Basic research in physics, Max Planck Institute for Fluid Dynamics, Göttingen and University of Bayreuth
1989 – 2006	Daimler AG:
1989 - 1996	Process development
1996 – 1998	Management training: Leadership, communication, strategy development, visionary management
1998 - 2006	Head of „International Training Program ITP“: HR development of local managers at the international production sites of Daimler AG in Africa, Asia, and the Americas In this period of time I was responsible as a manager for 15 international executives.
since 2006	Self-employed as consultant and coach
since 1998	Coaching more than 150 international executives

3.5 References

3.5.1 Industry (Coaching)

AOK Baden-Württemberg, Stuttgart
 Carl Zeiss AG, Oberkochen
 Daimler AG, Stuttgart
 KOMET GROUP GmbH, Besigheim
 LuK GmbH & Co. KG, Bühl
 MAHLE Behr GmbH, Stuttgart und Ostrava CZ
 REHAU AG + Co, Rehau
 Roche Diagnostics GmbH, Penzberg
 Schaeffler Technologies AG & Co. KG, Herzogenaurach

3.5.2 Public Administration, University (Coaching & Teaching)

Deutscher Akademischer Austauschdienst (DAAD)
 University of Tübingen
 Fraunhofer-Gesellschaft
 Landratsamt Böblingen
 Karlsruhe Institute of Technology (KIT)
 University of Bayreuth

3.5.3 Private Clients (Coaching)

i.a. executives of Allianz SE, Munich and Robert Bosch GmbH, Stuttgart



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