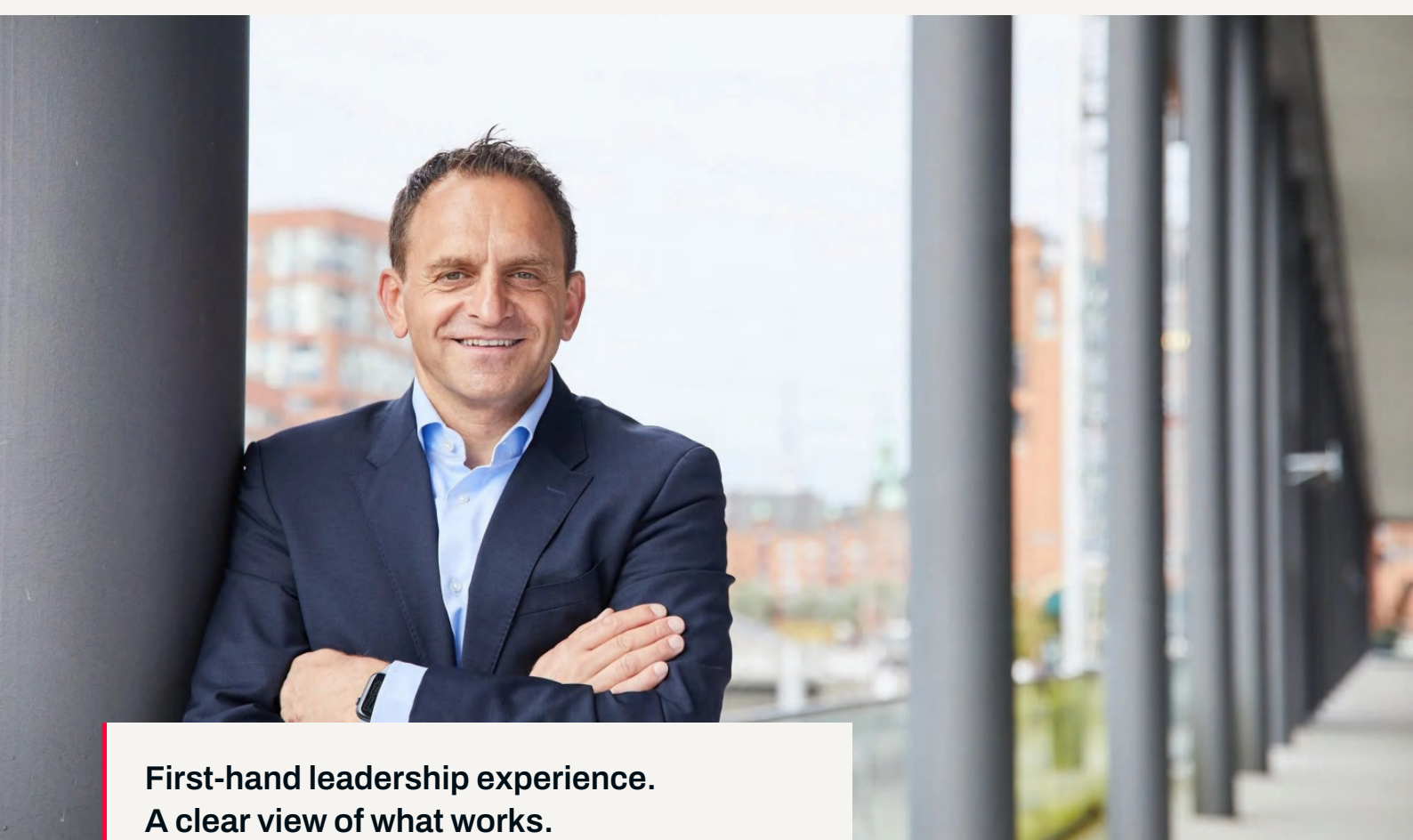


CONSULTING PROFILE & REFERENCES

Creating clarity. Driving change.

Dr. Michael Zeisig
Pacemaker for strategic transformation

A portrait of Dr. Michael Zeisig, a middle-aged man with short brown hair, smiling and standing with his arms crossed. He is wearing a dark blue suit jacket over a light blue shirt. He is positioned in front of a modern building with large glass windows and dark frames. The background is slightly blurred, showing a cityscape with other buildings.

**First-hand leadership experience.
A clear view of what works.**

22 REFERENCE PROJECTS / VIDEO TESTIMONIALS

OVERVIEW

Insights. Experience. An independent perspective.

Consulting profile and references of Dr. Michael Zeisig. Selected engagements, client testimonials and ideas for effective change.

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01 / ABOUT ME

Taking responsibility. First-hand.

I provide direction, sharpen priorities and support companies from strategic decisions through to implementation.

With a doctorate in mechanical engineering, I combine first-hand leadership experience with consulting across industries. I know change from positions of direct responsibility – the technical challenges and the people who make it happen.



14+

years of leadership experience
in aviation

10+

years of consulting experience
in transformation

22

reference projects
across industries

Strategy. Leadership. Organisation. Execution.
Technology where it makes a difference.

01 / ABOUT ME

Real responsibility. Broad perspective. Depth.

Independent consulting since 2021

Independent management consultant. Previously four years as a partner in management consulting, focusing on strategy, organisational development, leadership and project management.

Leadership in aviation

14 years of international professional experience in senior management. Revenue and profit responsibility for a business with sales exceeding EUR 300 million, alongside ten years of leadership experience with more than 150 highly specialised employees.

From strategy to implementation

Developing and implementing market strategies, managing multiple and large-scale projects, and shaping change. Experience in lean management for engineering processes, optimisation initiatives and restructuring.

Engineer and communicator

Mechanical engineer with a doctorate. A generalist with a technical foundation and experience in dialogue across all levels of a large organisation.

An empathetic listener with a sense of humour. A pragmatic engineer and focused pacemaker. Runner, former competitive athlete, HSV supporter, amateur gardener, nature lover and family man from Hamburg.

02 / CONSULTING AREAS

From direction to impact.

#FUTURE

Strategy

Clarify the future. Set priorities.

Develop a viable shared vision, prepare strategic decisions and structure the path to implementation.

#PEOPLE

Leadership

Make responsibility count.

Support executives as a sparring partner, shape leadership transitions and strengthen collaboration within management teams.

#WORK

Organisation

Improve the way people work together.

Derive structures, roles and processes from strategy. Clarify interfaces and embed change in day-to-day operations.

#DELIVER

Execution

Follow through on change.

Focus project portfolios, clarify responsibilities and enable progress through clear decision-making and governance routines.

#TECH

Define AI opportunities, prioritise use cases and establish the organisational framework for implementation.

03 / CLIENT PERSPECTIVES

Beiersdorf



“Michael made a decisive contribution to helping us make our vision concrete. With the RUN & DEVELOP approach, he showed us a helpful way to shape our transformation successfully with the involvement of all employees while running day-to-day operations efficiently.”

Dr. Gitta Neufang

Executive Committee Member & Corporate SVP Global R&D

Watch the testimonial (German)

Click the video link or scan the QR code.



03 / CLIENT PERSPECTIVES

Miele



“Michael stands out for his extensive methodological expertise and deep insight into operational processes, strengthened by his own leadership experience. He quickly immerses himself in new situations and develops tailored strategies that effectively involve everyone and lead to clear, focused results.”

Dr. Johannes Wrehde

Managing Director, Bünde Plant

Watch the testimonial (German)

Click the video link or scan the QR code.



04 / SELECTED ENGAGEMENTS

01 TÜV NORD

Testing · Certification

#WORK #DELIVER #FUTURE

Bringing transformation in the COO division onto a shared governance course

STARTING POINT

A group-wide transformation programme in the COO division brought together changes to the IT operating model, process management and service delivery. Coordination across functions required clear responsibilities, interfaces and decision-ready proposals.

CHALLENGE & CONTRIBUTION

Supporting a group-wide transformation programme in the COO division. Structuring and coordinating the IT operating model, process management and efficient service delivery. Clarifying interfaces and responsibilities, preparing decisions and supporting implementation governance.

RESULTS

The cross-functional transformation initiatives gained a shared structure for coordination, decisions and implementation. Clearer interfaces and responsibilities provide direction for the functions involved and make the changes easier to manage.

TÜV NORD AG

Essen

REFERENCE PERIOD

2026

04 / SELECTED ENGAGEMENTS

02 Beiersdorf

Consumer goods · FMCG

#FUTURE #WORK #DELIVER #PEOPLE

Global R&D 2032: Turning reorganisation into an actionable path to change

STARTING POINT

The reorganisation of Global R&D required a clear vision alongside a coherent architecture for implementation and communication. The Global Leadership Team needed to take shared ownership of the change.

CHALLENGE & CONTRIBUTION

Conceptual support for the communication and implementation plan for the Global R&D reorganisation. Developing the execution architecture for the overall R&D 2032 transformation and supporting team development in the Global Leadership Team.

RESULTS

A structured implementation architecture and an aligned communication approach connect the realignment of Global R&D with practical change activities. Involving the Global Leadership Team creates a shared foundation for advancing the R&D 2032 transformation across leadership and functional boundaries.

Beiersdorf AG

Hamburg

REFERENCE PERIOD

Engagement from January 2022

04 / SELECTED ENGAGEMENTS

03 Gebr. Heinemann

Travel retail

#FUTURE #WORK #DELIVER #PEOPLE

Realigning marketing by connecting strategy, organisation and leadership

STARTING POINT

The realignment of marketing required a shared vision, clear strategic objectives and a viable organisation for implementation. Leadership and participation also needed to be considered throughout the reorganisation.

CHALLENGE & CONTRIBUTION

Supporting transformation in marketing: developing a marketing vision, deriving strategic objectives and establishing a project management organisation for execution. Designing and facilitating a participatory reorganisation, analysing the leadership situation and coaching individual leaders.

RESULTS

A shared marketing vision, strategic priorities and a project management structure give the realignment direction and a foundation for implementation. The participatory reorganisation approach connects organisational decisions with leadership and involvement.

Gebr. Heinemann SE & Co. KG

Hamburg

REFERENCE PERIOD

Engagement from April 2022

04 / SELECTED ENGAGEMENTS

04 Miele

Electrical appliances

#PEOPLE #FUTURE

The first 100 days: Turning a leadership transition into shared priorities

STARTING POINT

A senior executive moving into a new leadership role needed orientation, a deliberate onboarding process and shared priorities with their direct reports.

CHALLENGE & CONTRIBUTION

Supporting and coaching a senior executive transitioning to a new leadership position: reflecting on the career situation, preparing for the first day, providing sparring during onboarding and facilitating shared priorities with direct reports at the end of the first 100 days. Facilitating strategy conferences.

RESULTS

The role transition was supported by structured guidance for the first 100 days. Priorities developed together with the direct reports provide a sound foundation for leadership, collaboration and the next decisions in the new role.

Miele & Cie. KG

Oelde · Bünde

REFERENCE PERIOD

Engagement from April 2022

05 / FURTHER ENGAGEMENTS

Experience in practice.

05 Nowega

#FUTURE #PEOPLE #WORK #DELIVER

Vision 2030: Managing strategy and day-to-day operations together

STARTING POINT

Developing the company required bringing together Vision 2030, strategic objectives and operational priorities. The leadership team faced the challenge of managing day-to-day operations and development initiatives at the same time.

CHALLENGE & CONTRIBUTION

Supporting strategy and leadership workshops in the context of business development. Jointly assessing progress towards the 2030 ambition and strategic objectives, prioritising day-to-day operations and development initiatives using RUN & DEVELOP, and specifying responsibilities and next steps. Facilitating dialogue on leadership, collaboration and change communication.

RESULTS

The vision, strategic objectives and operational development initiatives were brought into a shared framework of priorities. The RUN & DEVELOP approach, defined responsibilities and next steps give the leadership team direction for managing day-to-day operations alongside future initiatives.

Nowega GmbH · Documented collaboration 2025–2026

05 / FURTHER ENGAGEMENTS

Experience in practice.

06 DB Fahrzeuginstandhaltung

#TECH #WORK #DELIVER

AI in the quotation process: From possibilities to prioritised use cases

STARTING POINT

The Kassel plant wanted to identify specific opportunities for AI in its quotation process. The leadership team needed a shared view of the process, use cases and organisational requirements.

CHALLENGE & CONTRIBUTION

Reviewing the quotation process and designing and facilitating an AI Experience Day for the leadership team at the Kassel plant. Identifying, evaluating and prioritising practical AI use cases, jointly assessing organisational AI maturity and deriving recommendations with accountable owners and next steps.

RESULTS

The leadership team has a prioritised basis for the targeted use of AI in the quotation process. Assessed use cases, a shared understanding of organisational maturity, assigned owners and next steps turn a broad technology topic into concrete options for action.

DB Fahrzeuginstandhaltung GmbH · Werk Kassel · January–April 2026

07 Schwerter Profile

#WORK #DELIVER

Quality Inspection 2.0: Bringing new standards into operational practice

STARTING POINT

The Quality Inspection 2.0 project aimed to develop quality assurance from an initial assessment through to operational application.

CHALLENGE & CONTRIBUTION

Supporting the Quality Inspection 2.0 project from reviewing quality assurance through to rollout. Facilitating project team work and supporting trials of new work instructions, training and briefings. Helping translate the agreed processes into operational practice.

RESULTS

New work instructions were tested, and their rollout was prepared and supported through training and briefings. This created a more concrete foundation for consistent quality inspection procedures and their application in day-to-day work.

Schwerter Profile GmbH · 2025

05 / FURTHER ENGAGEMENTS

Experience in practice.

08 Triumph-Adler

#TECH #WORK #FUTURE

27 AI use cases – clear priorities for the next steps

STARTING POINT

A cross-functional leadership group wanted to systematically identify AI opportunities in the quotation process and clarify the requirements for implementation.

CHALLENGE & CONTRIBUTION

Designing and facilitating an AI Experience Day with a cross-functional leadership group. Analysing the quotation process, identifying and evaluating 27 AI use cases and prioritising them jointly. Additionally assessing organisational AI maturity and defining next steps for the strategic ambition, legal framework and process development.

RESULTS

27 identified and assessed AI use cases make the opportunities in the quotation process transparent. Joint prioritisation and clarification of organisational, legal and process requirements give the leadership group a structured basis for decisions on further implementation.

TA Triumph-Adler GmbH · 2025

09 OstWestfalenLippe

#FUTURE #WORK #PEOPLE

Aligning the region and the organisation around a shared strategic direction

STARTING POINT

The strategic direction of the region and the organisation required aligning different interests across business, higher education, research and politics.

CHALLENGE & CONTRIBUTION

Supporting strategy development for the OstWestfalen Lippe region and the company, involving stakeholders from business, teaching, research and politics. Supporting organisational realignment and providing sparring for executive management.

RESULTS

Perspectives from business, academia and politics were brought into a shared strategy process. Connecting regional direction, corporate strategy and organisational development creates a foundation for aligned priorities and decisions.

OstWestfalen Lippe Marketing GmbH · Engagement from November 2022

05 / FURTHER ENGAGEMENTS

Experience in practice.

10 VDI Gruppe

#FUTURE #DELIVER

Developing strategy with a clear path to implementation

STARTING POINT

The corporate strategy required a structured development process and sound preparation for implementation.

CHALLENGE & CONTRIBUTION

Supporting corporate strategy: defining the strategy process, facilitating strategy development workshops and advising on preparations for agile strategy execution.

RESULTS

A defined strategy process and jointly developed strategic content provide direction for corporate development. The agile implementation approach prepared during the engagement connects strategic decisions with subsequent work on priorities and actions.

VDI Gruppe GmbH · Engagement from February 2022

11 VDI Technologiezentrum

#WORK #FUTURE #PEOPLE

Developing strategy, organisation and leadership together

STARTING POINT

Strategy, organisational development and leadership culture needed to evolve together in the context of innovation and research funding.

CHALLENGE & CONTRIBUTION

Supporting the design and implementation of a dynamic, agile organisation in innovation and research funding. Facilitating corporate strategy development and updates, supporting leadership culture and facilitating leadership forums.

RESULTS

Strategy work, organisational development and leadership dialogue were connected. The refined strategic direction and shared leadership forums provide guidance for collaboration and change in innovation and research funding.

VDI Technologiezentrum GmbH · Engagement from April 2022

05 / FURTHER ENGAGEMENTS

Experience in practice.

12 Hermes Einrichtungsservice

#FUTURE #WORK #PEOPLE

Sharpening strategy and enabling an expanded executive team to act

STARTING POINT

An update to the corporate strategy coincided with changes to the executive management structure. The move from two to three executive portfolios required role clarification and integration.

CHALLENGE & CONTRIBUTION

Updating corporate strategy, supporting organisational development and providing continuous mentoring for executive management. Facilitating the restructuring of management responsibilities from two to three managing directors, including integration of the new managing director.

RESULTS

The updated strategy and the restructuring from two to three executive portfolios create a clearer foundation for joint company leadership. Supported integration of the new managing director helps the transition to the expanded leadership structure.

Hermes Einrichtungsservice GmbH & Co. KG · Engagement from March 2018

13 Toptranslation

#FUTURE #WORK #DELIVER

Connecting company building with post-merger integration

STARTING POINT

A company-building process needed to be connected with preparation for an upcoming post-merger integration.

CHALLENGE & CONTRIBUTION

Supporting a company-building process. Facilitating workshops and preparing and defining projects for the forthcoming post-merger integration phase with the managing directors involved.

RESULTS

The executive teams involved gained a shared framework for the company-building process and a clearly defined next integration phase. Preparation for the post-merger integration provides direction for subsequent collaboration and project governance.

Toptranslation GmbH · February–October 2022

05 / FURTHER ENGAGEMENTS

Experience in practice.

14 Battery Kutter

#DELIVER

Turning parallel projects into a manageable portfolio

STARTING POINT

Several parallel projects required a shared approach to prioritisation and governance.

CHALLENGE & CONTRIBUTION

Supporting the development and introduction of a multi-project management system.

RESULTS

The multi-project management system created a shared foundation for managing parallel initiatives more transparently, aligning priorities and supporting decisions across projects.

Battery Kutter GmbH & Co. KG · November 2021–January 2023

15 GTM

#PEOPLE

Strengthening collaboration within the executive team

STARTING POINT

Collaboration within the executive team needed targeted development.

CHALLENGE & CONTRIBUTION

Process support and mentoring to improve collaboration within executive management. Facilitating management team workshops.

RESULTS

A structured leadership dialogue created space to clarify collaboration and mutual expectations within the executive team. Joint reflection provides a foundation for aligned action within the management team.

GTM Testing and Metrology GmbH · April–October 2021

05 / FURTHER ENGAGEMENTS

Experience in practice.

16 Budapest Airport

#PEOPLE

Turning leadership feedback into shared principles

STARTING POINT

Leadership culture was to be developed through structured feedback and shared principles.

CHALLENGE & CONTRIBUTION

Introducing leadership feedback to develop leadership culture and creating leadership guidelines. Feedback conversations about leadership practice with executive management and the executive team.

RESULTS

The introduction of leadership feedback and jointly developed leadership principles gives the executive management and Executive Team a structured foundation for reflecting on leadership behaviour and deliberately developing the leadership culture.

Budapest Airport Zrt. · April–September 2021

17 RKW

#FUTURE #WORK #DELIVER #PEOPLE

Translating corporate strategy into organisation and implementation

STARTING POINT

The corporate strategy needed to move beyond the concept stage and be implemented through organisational changes and consistent project governance.

CHALLENGE & CONTRIBUTION

Developing a corporate strategy and taking responsibility as external project manager for its implementation, including organisational restructuring. Developing and introducing a company-wide project management system, leading the introduction of HR service centres and delivering leadership training.

RESULTS

Strategy development and implementation were directly connected through organisational restructuring, a company-wide project management system and the introduction of HR service centres. This created concrete organisational and governance foundations for embedding strategic changes in the company.

RKW SE · May 2018–December 2021

05 / FURTHER ENGAGEMENTS

Experience in practice.

18 AviAlliance

#PEOPLE

Analysing leadership culture and supporting strategic HR measures

STARTING POINT

A subsidiary needed better alignment between leadership culture and strategic HR measures.

CHALLENGE & CONTRIBUTION

Analysing the leadership culture of a subsidiary and mentoring its managing director in implementing strategic HR measures.

RESULTS

The analysis of leadership culture provided a foundation for assessing strategic HR measures in the subsidiary more precisely. Mentoring supported the managing director in preparing and implementing the corresponding leadership decisions.

AviAlliance GmbH · February–April 2021

19 Vorwerk

#FUTURE #WORK #DELIVER #PEOPLE

Realigning strategy and operating model together

STARTING POINT

Strategy, leadership alignment and the operating model needed to be brought into line. The change also involved the fixed-cost structure.

CHALLENGE & CONTRIBUTION

Developing strategy jointly with shareholders, the advisory board, the executive board and management. Developing and introducing a new operating model, including fixed-cost reduction. Supporting the design and delivery of strategy execution and facilitating the annual Global Leadership Team meeting.

RESULTS

The strategy developed with shareholders, the advisory board, the executive board and management was connected with a new operating model and measures to reduce fixed costs. This creates a shared foundation for organisational direction, leadership alignment and further strategy implementation.

Vorwerk International & Co. KmG · November 2019–March 2020

05 / FURTHER ENGAGEMENTS

Experience in practice.

20 Hermes Fulfilment

#WORK #DELIVER

Shaping reorganisation through strategy and shared values

STARTING POINT

The reorganisation was to be derived from shared values and the corporate strategy. Strategic projects required an appropriate approach to implementation governance.

CHALLENGE & CONTRIBUTION

Supporting the design and implementation of the company's reorganisation, derived from jointly developed values and strategy. Implementing elements of agile management and introducing an agile project management approach for strategic projects.

RESULTS

The reorganisation was connected with the corporate strategy and jointly developed values. Elements of agile management and the introduction of an agile project management approach create a shared foundation for implementing strategic projects more flexibly and in closer alignment.

Hermes Fulfilment GmbH · November 2017–January 2020

21 THIMM

#FUTURE #DELIVER

Translating strategic objectives into a manageable implementation programme

STARTING POINT

The strategic objectives of the business units needed to be brought into a shared implementation programme that could be effectively managed.

CHALLENGE & CONTRIBUTION

Advising on strategy development for the group's business divisions. Developing and introducing a programme management concept for strategy execution.

RESULTS

The strategy work of the business units was connected with the introduction of a programme management framework. This created a shared structure for bringing strategic initiatives together, coordinating their implementation and supporting governance across business units.

THIMM Group GmbH + Co. KG · April–July 2017

05 / FURTHER ENGAGEMENTS

Experience in practice.

22 Peak Scientific

#FUTURE #PEOPLE #DELIVER #TECH

Six strategic priorities. One shared direction for the leadership team.**STARTING POINT**

The strategic direction for FY27 had been defined: six priorities for the EMENA region. The challenge was to turn these into a shared leadership understanding and concrete guidance for action. Which results should be achieved? Who would take responsibility? And how could cross-functional dependencies be considered during implementation?

CHALLENGE & CONTRIBUTION

Design and facilitation of an English-language strategy and alignment workshop with the EMENA Leadership Team. The six strategic priorities were translated into objectives, key results, responsibilities and next steps. The results were then documented in six Priority Profiles and supplemented with AI-assisted feedback on the quality of the objective formulations. An approach for cascading the priorities into individual objectives was provided.

RESULTS

Six strategic priorities were translated into concrete, aligned objectives and actions. The leadership team now has a shared understanding of the strategic direction, clearly defined responsibilities and a structured foundation for implementation. The Priority Profiles make objectives, results and next steps transparent – connecting the strategic agenda with operational leadership work.

Peak Scientific Instruments GmbH · April–May 2026 · Project language: English

06 / INDEPENDENT PERSPECTIVES

Ideas that move you forward.

In my 'Spielberichte' articles, I share ideas for executives responsible for change. Drawing on first-hand leadership experience and consulting practice, I explore strategy, leadership and execution.



When everything is a priority, more than words get tangled ...

When everything is a top priority, direction is lost. An article about focus, clear decisions and managing competing initiatives.

[Read the original article \(German\)](#)



Safety first? Why ships are not built to remain in a safe harbour ...

Safety is essential. Change also requires a deliberate approach to uncertainty. Reflections from 14 years in aviation and work on transformation.

[Read the original article \(German\)](#)

More perspectives on LinkedIn



Execution Wins

A playbook for effective strategy execution.

Strategy delivers impact through execution.

Seven success factors, practitioner perspectives and practical ideas for executives. The playbook explores common pitfalls and connects strategic clarity with leadership, focus and a reliable rhythm of execution.



THE 6+1 SUCCESS FACTORS

- | | | | |
|----|--------------------------------|----|-------------------|
| 01 | A stable strategy architecture | 05 | Heartbeat Culture |
| 02 | Co-authorship | 06 | Storytelling |
| 03 | RUN & DEVELOP | 07 | Leadership |
| 04 | Less is more | | |

Explore the playbook

German-language edition · Website access





PERSONAL CONTACT

Dr. Michael Zeisig

Pacemaker for strategic transformation

I support senior decision-makers when complex change calls for clear decisions and consistent execution.

We create direction, sharpen priorities and drive strategic initiatives forward.

Let's start a conversation.

michael.zeisig@
gamechanging-partner.com

+49 (0) 40 547 568 77

www.gamechanging-partner.com



Save my
contact details