Reinhard Schmitt

Consultant | Trainer | Coach | Speaker

My belief: People are fundamentally willing to develop their skills and contribute effectively through their behavior. They just need the right conditions.

My motto: It is impossible to stir up dust without some people starting to cough.

Focus Areas

- Future-proof leadership and organizational culture
- Core competencies of successful leadership
- Agile strategy development and implementation
- Efficient structure and process organization
- Transformation and change management
- Project management (waterfall/agile)

Languages

German (native), English (full professional proficiency), Spanish (for everyday use)

Professional Background

Since 1998	Freelance consultant, trainer, coach, and speaker
Since 2024	Lecturer for organizational consulting at Steinbeis Next University in Berlin
2012 - 2024	Consultant, trainer, coach, and speaker for the P1 Consulting network
2009 - 2016	Co-founder and managing partner of an IT startup for software solutions to coordinate decision-making processes in engineering networks
1998 - 2003	Co-founder and managing partner of a company for organizational consulting and software development in Valencia/Spain with Spanish, German, and Irish employees
2000	Doctorate ("with distinction") to Dr.-Ing. at TU Clausthal; dissertation 'Cross-company Engineering Workflow'
1993 - 1998	Research associate at the Institute for Mechanical Engineering at TU Clausthal: Teaching in engineering design, management of international R&D projects
1988 - 1993	Studied mechanical engineering at the Technical University of Clausthal and the University of Wales in Cardiff, graduating with a Dipl.-Ing. (TU)

Further Education

2023	Organizational Design at osb international
2023	3D Worlds with Janek Panneitz (Thinkingwithoutboxes)
2016	Professional Scrum Master and Professional Product Owner at andrena objects
2005	Systemic Organizational Consulting in Change Management with Prof. Dr. Johanna Forster
2004	Group Moderation, Basics of Coaching, and Conflict Management at Neuland & Partner

International Background

Since 2024	English-language lectures in master's programs at Steinbeis Next University in Berlin
Since 2004	English-language organizational consulting/development and leadership development for internationally positioned German companies
Since 1998	Various English-language lectures at international conferences
1998 - 2013	Primary residence in Valencia/Spain
2005	Liaison manager on behalf of an Indian software company for an English-language software project at a German commercial vehicle manufacturer
1998 - 2003	Managing partner of a consulting company with Spanish, German, and Irish employees in Valencia/Spain
1993 - 2003	Management of international research and development projects
1997	Three-month research stay at the University of Guadalajara, Jalisco, Mexico
1993	Four-month study project at the University of Wales in Cardiff
1988	Six-month industrial internship at the British branch of a German crane manufacturer in Hamilton (Scotland) and at a forging company in Sheffield

Publications and Public Lectures (excluding internal company lectures)

2023	Reconciliation of Systemic Organizational Theory with New Work, Blog post, 7.12.2023
2022	Conscious Ignoring as an Organizational Key Competence, Blog post, 11.4.2022
2022	Leadership Challenges in the Hybrid Work Environment, Blog post, 1.2.2022
2021	The Transformation at Process One – Insider Views of a Self-Proclaimed Social Skeptic, Blog post, 28.10.2021
2021	Leadership 4.0 – Shaping Collaboration in Complex Environments, Whitepaper, 2021
2020	Trust or Control, Guest article in VDMA Magazine 12/2020, p. 15
2020	Purpose & Vision – Orientation Despite Complexity, Online lecture at the VDMA Web Conference "New Work", 10.11.2020
2019	Transformation on the Path to Leadership 4.0, Lecture at the VDMA Conference "Transformation 4.0", Frankfurt/Main, 9.5.2019
2017	Agile Methods and Leadership, VDMA Brochure "How Will We Work in the Future? Operational Practice Between Vision and Reality", 2017, p. 35ff
2016	When Companies Become More Agile, VDMA News, July 2016, p. 32f
2015	There Is No Such Thing as Absolute Security, Blog post, 16.11.2015
2015	Work Becomes Easier with Just 6 Rules, Blog post, 30.08.2015
2015	Innovation Blooms – Don't Let Them Be Swallowed Up, Blog post, 8.6.2015
2015	Making Grown Structures Tangible, Blog post, 18.5.2015
2015	Leadership as a "Shitty Job"..., Blog post, 23.3.2015
2015	It Will Go Wrong Anyway..., Blog post, 26.1.2015
2011	Reinhard Schmitt, Jürgen Henschel (Tyco Electronics): Efficient Collaboration in Distributed Development Teams, Lecture at the Summit Product Development 2011 (Management Circle), Zurich, 17.03.2011
2011	Reinhard Schmitt, Mathias Zagel: The Consentor Method, ke Konstruktion & Engineering 12/2010, p. 16/17 (Special Edition | The Best for 2011)

2010 Reinhard Schmitt, Jürgen Henschel (Tyco Electronics): Innovation Processes in Distributed/Virtual Teams, Lecture at Innovation 2010 (Management Circle), Munich, 15.11.2010

2010 Reinhard Schmitt: Developing Better in Social Networks à la Web 2.0, Digital Engineering Magazine 2/2010, p. 36f

2010 Mathias Zagel, Reinhard Schmitt: So You Finally Know What You're Doing..., ProduktDaten Journal 1/2010, p. 16ff

2009 Mathias Zagel, Reinhard Schmitt: Efficiently Networked Product Development - Rediscovering the Human Interface, ke Konstruktion & Engineering 12/2009, p. 10ff

2009 Reinhard Schmitt, Mathias Zagel: Product Development as a Self-Organizing Business Process, CAD-CAM Report 10/2009, p. 36ff

2009 Change Management as a Measurable Leadership Task?, Leadership Development, Blog post on leadership and leadership development (www.leadership-development.de), 25.03.2009

2008 Leading in Strategic Projects, Leadership Development, Blog post on leadership and leadership development (www.leadership-development.de), 19.12.2008

2007 Holistic PLM Implementation - Mastering the Organizational Change Behind the Obvious, Lecture at the 16th Symposium 'Product Data Technology Europe', Geneva, 25.09.2007 (Eurostep Proceedings: ISBN 978-91-631-8855-8)

2007 Neurobiology of Change, Lectures at the 8th, 10th, 11th, and 12th Forum 'Innovation and Change Management', Stuttgart, 21.08.2006, 11.12.2006, 15.02.2007, 12.09.2007

2006 Holistic Transformation Management in IT Projects - User Acceptance Will Make or Break Your System, Lecture at the IPDC Forum, DaimlerChrysler, Fellbach, 23.03.2006

2005 Change Management in PLM Projects - User Acceptance Decides Success or Failure, Lecture at Product Life Live, Mainz, 16.11.2005

2005 User Acceptance Will Make or Break Your CMII Process, Position Statement and Interactive Session, CMII Conference 2005, Bamberg, 15.11.2005

2005 Detlef Haesner, Reinhard Schmitt: The Human Factor in PLM Projects, Proceedings of the 10th Annual Technical and Training Conference of the Association of Configuration and Data Management, San Diego (CA), USA, 13.-15.03.2005

2005 Klaus Jung, Reinhard Schmitt: Does PLM Need CM? - User Acceptance Will Make or Break Your System, Lecture at Agility 2005 Europe, Heidelberg, 01.03.2005

2004 Requirement- and Feature-Driven Change Management, Lecture at the CMII Conference 2004: Second-Generation Requirements and Configuration Management, Fulda, 25.11.2004

2003 The Product Developer - A Particularly Consultation- and Coaching-Resistant Species?, Lecture at the Annual Meeting of the Scientific Association at the Institute for Mechanical Engineering at TU Clausthal, Clausthal-Zellerfeld, 01.11.2003

2003 Characteristics for Process Design in the Product Lifecycle - From Formalized Requirements to Parameter-Based Change Management, Lecture at the Conference 'The DIN Feature Server', Bamberg, 21.05.2003

2003 Martin Eigner, Detlef Haesner, Reinhard Schmitt: Requirements Management and Traceability, Whitepaper, 2003

2003 Characteristics for Process Design in the Product Lifecycle - From Formalized Requirements to Parameter-Based Change Management, Lecture at the 223rd Meeting of the Committee on Standards Practice (ANP) at DIN, Regional Group Stuttgart, Esslingen-Berkheim (Festo), 19.03.2003

2002 Reinhard Schmitt, Michael Wendenburg: Documents as Brakes on Product Development, CAD-CAM Journal, 02/2002

2002 Dietmar Fischer, Reinhard Schmitt: Integrating People, Organization, and Technology, Supplement 'Technology and Innovation: Engineering Workflow' to Handelsblatt No. 36, 20.2.2002, p. B1

2001 New Methods for Collaborative Product Development in the Supply Chain, Lecture at CIMdata Europe 2001: cPDm - A Business Approach to Product Definition Through the Supply Chain, Barcelona, 25.10.2001

2001 Dissertation: Cross-Company Engineering Workflow - Distributed Product Development Based on Parameter-Based Data and Process Management, Clausthal-Zellerfeld, 2001 (ISBN 3-89720-495-9)

2001 Engineering Workflow in the Supply Chain, Lecture at CIMdata North America 2001: Strategies and Solutions for Collaborative Engineering Through the Supply Chain, Palm Springs (CA), USA, 05.04.2001

2001 Engineering Workflow in the Supply Chain, Lecture at the 20th Construction Symposium of DECHEMA e.V.: Strategies in Plant Engineering, Frankfurt/Main, 01.02.2001