



The leadership challenge for Senior Vice President, Katharina Rock

Office of the CTO, SAP. *Here's her story:*

As the world's leading provider of business software, SAP delivers products and services that help accelerate business innovation for its more than 89,000 customers located in 120 countries. With sales and development locations in more than 50 countries, SAP employs over 48,000 professionals. SAP is a global company and is listed on several exchanges, including the Frankfurt Stock Exchange and the NYSE as SAP.

In 2004, I became the leader of a global team formed from various groups and individuals from multiple countries, with a history of not working together effectively. My new team comprised professionals from diverse cultures, geographies, languages and functional responsibilities. How was I going to get this team to work together productively, to collaborate successfully, to trust me, and to trust one another? Answer: Hire Karen Colligan!

All About Effective Leadership - Karen was instrumental to my success as a leader.

Karen helped me understand and leverage my own leadership style, my strengths and my potential pitfalls. She facilitated effective collaboration within the team and with all stakeholders. With Karen's guidance, we found a team language to constructively address interpersonal conflicts and expectations. Even today, we use the language Karen taught us.

An Environment for Communications and Developing Trust – Karen made it happen.

During the following years, my team continued to expand globally. With each new organization, I called on Karen for her expertise in leadership development, career management, team building, succession planning and organizational effectiveness.

Karen made every workshop a success, dealing sensitively with any team issues and laying the foundation for constructive resolutions. Her insights and advice continue to be invaluable. Karen is a genius at creating and facilitating an environment for effective communications, mutual understanding and trust among team members, and between team members and me. Not an easy accomplishment!

Karen says it like it is! She has great clarity and takes a pragmatic approach to get you out of the mud or over the hump. She has a caring, but very firm approach. She looks at the reality and says OK, this is where you are, this is where you want to go, this is how you are going to get there. Pragmatic. Grounded. Realistic.

Organizational Success. Effective Teamwork. Engaged Employees. Employee Loyalty.

With Karen's guidance, I have built high-performance organizations that work well together, and remain engaged and committed even through multiple organizational changes. I am open with my teams and vice versa. Most important, there is mutual trust. My employees appreciate my investment in them. Change management is investing in people up front; a short term investment with a long term benefit. My teams would not have worked as well together without Karen's expertise, facilitation and coaching.

Karen is inspiring and a tremendous amount of fun! She has a great sense of humor, a positive attitude, and a genuine sensitivity for each individual. Karen is at the top of her class! She is prepared, she executes, and she follows up. I highly recommend Karen to any leaders who want to improve the effectiveness of their teams, and to any individual who is working on career planning and growth. I first hired Karen in 2004 and I keep coming back to her for guidance and insight.