



**Anja Köstler** was born in Munich/Germany in 1961. She graduated in Social Sciences and Adult Education. Her work experience includes 15 years in management functions in Germany and USA. Additional qualifications: mediation /conflict management, organizational development, HR-development, communication - intercultural competence, mindfulness and mindful leadership. Since 2001 she is a certified mediator BM<sup>®</sup> and trainer in mediation BM<sup>®</sup>. She worked as a self-employed consultant, trainer and mediator since 2009 and joined Trigon Munich as a senior partner in 2017. She lives close to Munich, is married, two adult children. Her interests: literature, music, theater, swimming, sports, travelling  
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### Current focus

- **Conflict Management / Mediation:** individuals / teams / large groups  
 specialties: cross-hierarchical conflicts; management and works council; conflict-coaching
- **Change Management / Innovation:** intelligent structures of organizations for the future; concepts of leadership and the role of decision making and communication processes (e.g. agile approach, selfguidance, self-organization)
- **Teambuilding / Teamdevelopment**
- **Professional Training in Conflict Management** for mediators, executive staff, internal counselors; implementation of conflict-management-systems
- **Management Development:**
  - Leadership under conditions of instability and uncertainty
  - Mindful leadership - presence and awareness as core competences for the future
  - Empowerment and control - essential polarities in leadership

### Core competence

Anjas main focus is to identify appropriate and coherent solutions for the specific requirements of the client system. Along that way she places emphasis on:

- \* empowerment of the whole system, using the knowledge of all involved for new tracks
- \* development of a clear and common understanding of responsibility and its realization.

### Clients (shortlist)

Audi AG, Augustinum München, Bayerisches Staatsministerium für Arbeit und Soziales, Burda, Continentale AG, Deutsches Patent-und Markenamt, Erzbischöfliches Ordinariat, Fraunhofer Institut, ING-DiBa, kbo, Knott AG, Lapp Group, Loheland Stiftung, Mayflower GmbH, Swiss Re, Versicherungskammer Bayern, Universität Witten/Herdecke.

### Publications (shortlist):

Köstler: „Mediation“, UTB/Ernst-Reinhardt-Verlag, München 2010  
 Köstler/Bauer-Mehren: „Der Konflikt weiß alles besser“, Stuttgart 2012  
 Köstler: „Das ist Mobbing!“, in: Die Wirtschaftsmediation 2/2013  
 Köstler: „Next Level Leadership“, in: Trigon Themen 1/2016;  
 Köstler: „Vom Personenkonflikt zur Zukunftsgestaltung der Organisation“, in: Trigon Themen 3/2017