



## Arne Gast

### Senior Partner

Focusing on making change happen in high-stake transformations – through culture, leadership, structures and talent

Co-founder of Aberkyn, our dedicated community of culture facilitators who make change personal and systemic

In his over 25 years at McKinsey, he has been working across industries and ownership structures

Global Dean of our “Future School” and “Change Leader Forum”

### Background

Arne leads our global offering on “Change by McKinsey”, our team of >1,000 change experts who support culture shifts in performance transformations, new operating models, mergers and green fields. Moreover, he is one of the co-founders and current Chair of Aberkyn.

As one of our most experienced functional experts, he has works across industries, including airlines, retail platforms, oil and gas, chemicals, banking, insurance and telco’s. They include leading multinationals, emerging unicorns and rising global champions – with ownership varying from state-owned entities, publicly-owned enterprises, PE-owned companies, family-owned conglomerates and government institutions.

Arne is a global citizen. He previously led all our Organization work across Asia-Pacific from his base in Kuala Lumpur. He is now based in Amsterdam, and serves clients across Europe, Asia and Middle East.

### Selected examples of his work in Leadership Development

- Design and facilitation of top team/top25 culture leadership program of national airline in Europe, to deliver change in turbulent times
- Developing the leadership model, leadership program for top50, capability programs for top500 of leading Asian insurance company
- Drive integrated transformation, including culture shifts and leadership development of a leading internet platform in Europe
- Shaping the new culture (and purpose and strategy) for Asian startup in real estate, part of broader family conglomerate
- Developing the culture model, top100 leadership program and young talent program for multi-merger agrichem company
- Shaping the culture change of Asian telcom player, through top100 approach and supporting mechanisms
- Shaping the culture change of leading Asian bank through team-by-team approach and supporting mechanisms
- Driving the culture change in global maintenance operations for leading airline
- Shaping the culture program and delivering the top50 leadership program of leading global medtech player
- New top100 leadership development program to deliver the leading global dairy merger

Arne has written multiple McKinsey Quarterly articles, most recently on “The Agentic Organization”, “The Power of Organizational Health”, “Organizational Health in Public Organizations”, “New Leadership in an era of thriving organizations” and “Personal Operating Models”. He was part of the teams writing the books Reorg, Blue Ocean Strategy, Beyond Performance, and Leadership at Scale. He is currently working on his book called “Schokland”, capturing his experience on transformations at scale.

### Beyond McKinsey

Arne studied Liberal Arts in the US, holds a MSc in Organizational Economics from Erasmus University Rotterdam, and an MBA from INSEAD. He lives in The Netherlands, with his wife Lidewij and their children Floris, Olivia, Tessel and Lotte. His passion is in Leica photography, building on a student career in photojournalism. His social impact focuses on education, co-founding Leerkracht Foundation that has helped to improve >1,000 Dutch schools, working with the Dutch-Moroccan Leadership Institute, serving as Board member at UWC Maastricht, founding a network of schools for highly gifted children, and helping multiple universities including the founding of the Indian School of Business