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## **Profile**

### **Profile**

Lawyer, 20 years professional experiences in Human Resources, especially in

- change management projects
- organizational and personnel development
- Integration of acquired units

15 years experience in managing the Human Resources Function in

- IT- and Telecommunications Industry
- Consumer Goods Industry
- Consulting.

Main area of activities

- Company organization and HR strategy
- Expansion and reduction of company divisions
- Change management
- Individual management and talent development

### **Professional Experience**

**Since 07/1997**

**Interim Manager and HR-Consultant, München**

**Head of HR, Germany, Global Business Application Company (Nov 2007 – Jan 2008)**

- Integration Implementation
- Implementation of Global and EMEA Structure in HR

**Head of Global Labour Relations, Finland and Germany, Global Telecommunication Company (since Nov. 2006)**

- Worldwide Labour Relations
- Project Head Global Restructuring  
International Project Team consisting of experts from well known Strategy Consulting companies

**HR Program Manager**, Germany, Global Business Application Company (Dec. 2005-Oct. 2006)

- Integration Planning (for planned acquisition)
- Performance Management follow-up
- Co-determination strategy
- Design and Implementation of Sales Trainee Program

**Interim HR Director** Germany, US-Software Company with EMEA Headquarter (March 2004 – Sept 2005)

- Integration of an acquired company
- HR Transition (implementation of business partnership)
- European-wide HR projects and Labour Law issues
- § Handling all transaction issues after take-over including reduction in force in Germany and Nordic Region

**Interim HR Director** Germany, US-Telco Company with EMEA Headquarter in Frankfurt (May 2003-February 2004)

- Integration of an acquired company
- Reduction in Force (europeanwide team)
- Works Council Agreements, especially compensation plans
- Settlement of law suits

**Principal, HR Consulting** (11/2001 – 03/2003)

Global Executive Search Company, München, Interim Management

- Acquisition of clients mainly in the IT- and Telecom Industry
- Systematically expanding the manager pool

**Interim Director Human Resources** (04/1999-09/2001)

Global Bottling Company, Berlin

- **Project:** Development of the HR function for the German AG, reporting to the executive board
- Change Management in HR: Positioning of Human Resources as business partner, streamlining of administrative processes
- Alignment of company strategy, organizational development and personnel development
- Redesign and optimisation of business processes
- Integration of acquired bottling companies
- Projects: Year 2k and SAP R/3 HR-Module
- Business planning and budget (budget: 22 Mio. DM)
- Coordination of all activities for a company-wide headcount reduction

**Interim Director Human Resources (10/1997-03/1999)**

Global Telecommunications Company, Düsseldorf

Member of the Management Board

- Support of change management processes (e.g. in projects with Boston Consulting Group), implementation of value engineering
- Repositioning of Human Resources to a consulting and service function, outsourcing of standard administration work
- Redesign of compensation and benefits
- Re-launch of personnel development
- Coaching of managers and expatriate management
- Stand-in for Manager Communication

**1993 to 1997**

**Director Human Resources**

US-Distribution Company, Munich Area

Member of the management board

- Responsible for HR and Facilities (in D, A and CH)
- Development of the HR function (HR as business partner)
- Introduction of personnel development Implementation of recruitment planning and processes
- Lay-offs and redundancy plans
- Member of the worldwide HR team
- Integration management, handling pre- and post merger phase

**1990 to 1993**

**Personnel Officer**

Global Telecommunications Company, Düsseldorf

- Start-up company
- Developing the organizational structure
- Extensive recruiting
- Expatriate support
- Implementation of pension scheme, C&B and personnel development
- Delegation to projects in east German countries

**1989 to 1990**

**Search-Assistant of the Managing Director**

Worldwide Executive Search Company, Frankfurt

**1986-1989**

**Legal Clerkship**, Appellation Court Frankfurt / Main

**1976 to 1988**

**Legal associate**, Assistant (Part-time during studies)

Global Law Firm, Frankfurt

**International Experience** in Syria and Egypt