

## **OBJECTIVE**

Partner with senior management of organizations to successfully leverage Human Capital and Organizational Change to exceed business goals by creating optimal environments for their talent base.

## **SUMMARY OF QUALIFICATIONS**

Strong business acumen, experienced practitioner in domains of talent management, change management, workforce planning, organizational effectiveness, organizational and individual development; strong results-orientation; proven ability to build and maintain partnerships; strong influencing skills virtually and across levels; global perspective and mindset; systems thinking; excellent team player and autonomous contributor.

## **PROFESSIONAL EXPERIENCE**

### **Lippmann-International LLC, USA & Europe – Founder/President** **2013 – Present**

*Company supports “movement” of talents within constantly changing environments – up in hierarchy or across functional, cultural, geographic or organizational boundaries. Particular focus on Alignment of strategy with organization and people, Talent Strategies and Processes, Change Management, Mindset Change, Cultural Intelligence and Diversity & Inclusion topics.*

- Coached the incoming CEO of a global high-tech NASDAQ traded company (USD ~1bn revenue) and partnered to create a new organization (design, infrastructure, culture) after high M&A activity. To achieve strategy and stated goals, changes in leadership, go-to-market approach, talent processes as well as mindset of employees were needed.
- Advised leaders in Quality and Supply Chain environments to ready their teams for the challenge that not just COVID represents, but how to work in “newer ways” triggered by increased speed of change, globalization, and (digital) transformation.
- Co-led the creation and implementation of a new workforce planning philosophy and process with the in-house HR Team of a Fortune 50 company.
- Designed and delivered various leadership development curricula on Change Leadership, virtual leadership, personal resilience, high impact communication, coaching and feedback, executive presence, effectively collaborating across boundaries,... both virtually and in person across Europe and the Middle East.

### **Sabbatical; Germany - Caring for parents & HR/Marketing for small retail company** **2012 - 2013**

### **Johnson & Johnson; New Brunswick, NJ. – HR Business Partner** **2007 – 2012**

*Business-based Human Resources Partner to the heads of global Finance and IT for the Consumer Business. Responsible for all generalist-related aspects of HR, such as creating HR/Talent strategy to support business objectives, improving People Pipeline Management, Engagement and Organizational Health, coaching of leaders on all employee matters.*

- A key project besides base business was to lead the restructuring of the Finance & IT department due to right-sizing. Under particular consideration were the organizational design (to ensure feeder roles into critical positions remain = succession and talent pool management), roles & responsibilities (as new processes were implemented) and Change Management (to ensure the new organization was lived).

**As: Global Head Talent Management** *responsible for all aspects of talent management for the Consumer business (~25.000 employees); in 2009 added regional responsibility across all J&J businesses for Latin America; leading global team; partnering with VPs of HR and CEO-1 team.*

- Co-developed and implemented standardized Talent Management processes, approaches and systems across the Consumer sector. Consulted with HR Business Partners to ensure business relevancy and to advocate to corporate CoE. Developed KPI's, Diversity Scorecard, new high potential development concepts.
- Improved the readiness and diversity of the pipeline of leaders for critical roles by changing global talent mindset, implementing improved assessment, succession planning and performance & development processes, as well as coaching leaders on having productive conversations with and on talent.

**Goldman Sachs & Co;** New York, NY. – **Vice President, Pine Street****2006 – 2007**

*Key member of the Pine Street group, which focuses on the leadership development of the senior leaders (Partners and Managing Directors) of the company as well as key clients.*

- Examples: Established in-house and client development programs; e.g., build a 2-week curriculum for a Chinese client organization after facilitating key meetings with Goldman Sachs' as well as the client's leadership to gain buy-in to the new approach to learning, different than usual topics and a culturally adapted social program.
- Fostered support with Pine Street's leadership for building an internal consulting arm to equip HR and individuals to deal with organizational challenges. This included conducting an in-depth needs assessment, designing and introducing a change management curriculum, as well as building an effective team. One of the applications was to support deal teams to become more effective in their dealings within their team, organization and with the client.

**Pfizer Inc;** New York, NY – **Director, HR Organizational Effectiveness****2003 – 2006**

*Responsible for the roll-out and effectiveness of global people-related processes (such as performance management, talent planning, leadership development, change management) throughout Europe, Canada, Africa and the Middle East.*

- Examples: Instituted mid-year conversations with developmental aspects on highest level of management; revised preparation for Succession Planning to improve action plans, outcomes based agenda, and clearer metrics; created tools from all central processes to help regions and countries to implement one employee experience; coached business-based HR.

*As: **Senior Manager, Global Leadership Effectiveness Group:** In internal start-up group, co-design and apply innovative process building on evolving set of concepts, practices and tools to identify, capture, transfer and develop business critical knowledge and experience. Leverage knowledge process to navigate and drive organizational change in order to increase individual and organizational performance.*

- **Transition Support:** Support the organizational continuity and quality of decision-making in situations of leadership change by accelerating transitions across divisions and geographic boundaries.
- **Executive Development:** Identify learning needs of leaders on a functional and enterprise level that are triggered by the speeding up of change in the environment. Achieved national award (Training Magazine 2004).
- **Knowledge-based Consulting:** Create processes for cross-boundary high impact organizational learning and capability building. Particularly applicable during mergers & acquisitions.

**Katzenbach Partners, LLC;** New York, NY – (now: strategy&) – **Engagement Manager 1999 - 2002**

*Boutique consulting firm focusing on nexus of organizational and strategic discipline - Managed projects in the USA and Mexico focusing on pharmaceutical, media and not-for-profit sectors.*

- Reduced turnover rate by 50% and increased employee motivation through development of career path framework for the strategy planning department of a Fortune 100 company. For each position, assessed roles, built competency models and created learning maps. Coached leadership team to successfully support new processes.
- Piloted a leadership coaching process for a Fortune 50 company to accompany post-merger transitions. Tutored over 20 leadership coaches. Pilot resulted in proposition to roll-out to other business units.
- Maximized productivity of new employees through establishing first formal onboarding and development programs at Katzenbach Partners (Grew from 14 to 70+ employees in three years).

**Gemini Consulting GmbH; Germany - (now: Capgemini) – Senior Consultant 1995 - 1999**

*Global Management Consulting firm – focusing on achieving results through people. Managed projects with up to 20 team members in Europe, South Africa and USA focusing on financial services, chemicals and manufacturing sectors.*

- Created and delivered change plan for an enterprise wide software implementation project within a Fortune 100 company. Laid groundwork for acceptance through clearly articulated vision, appropriate training, adapted competency models and performance management systems. Supported by a stakeholder and communication plan, the project achieved the increased productivity goal of 20%.
- Convinced Leadership of Gemini Consulting that a new Change Model was needed (as philosophy and as service offering). Created and pressure tested a novel approach to change management, then equipped all consultants and support staff in the organization to be able to leverage it for themselves and in client situations.
- Increased bottom line performance of a \$60 million chemical division after challenging ERP implementation. Designing new workflow and decision making processes, realigning organizational structure and communication channels and supporting with adequate Change Management tools and processes. Improved client leadership team dynamics (cross-continent). Made inexperienced team of 8 consultants and 20 client employees across 6 locations effective to collaborate across continents to deliver on time, under budget.

**Fratherm Isolierung GmbH; Germany – Manager of Customer Operations 1989 – 1990**

*European specialty chemical company.*

**Thorer & Hollender GmbH & Co. KG; Germany – Apprentice in International Trade 1986 – 1988**

*Fashion and Fur producer, designer and wholesaler with operations across Europe and South Africa.*

**EDUCATION****Teachers College, Columbia University, New York, NY 2001 - 2003**

Master of Arts in Organizational Psychology (part-time)

Concentration: Adult Learning, Leadership and Organizational Development and Conflict Resolution, GPA 4.0/4.0

**Helsinki School of Economics and Business Administration, Helsinki, Finland 1993 - 1994**

International Master of Business Administration (with honors)

Concentration: International Business and International Marketing, GPA 3.8/4.0; top 10% of class

**WHU-Otto Beisheim School of Management, Vallendar, Germany 1990 - 1992**

Bachelor of Science in Business Administration and Applied Economics (USA equivalent)

**ADDITIONAL**

- Dual Citizen (Germany, United States of America), Work authorization in the EC (as EU National)
- Fluent in English, German, Spanish, and French ~ Resided in 7 and worked in over 25 countries
- Visiting faculty at the WHU – Otto Beisheim School of Management, Düsseldorf Germany
- Collaboration with Spreng Coaching in Germany – Partner in the global TGCP network
- Visiting faculty at the CASS Business School, City University London, London, UK (2015)
- Certified in Myers-Briggs Type Indicator (MBTI), LIFO®, Denison's Culture and Leadership Development tools; Experience with Kolb's Learning Style Inventory, HBDI and Strong Interest Inventory, Hogan's Assessment Systems; currently completing Coaching degree.
- Expert resource for the United Nations (New York) in developing people and tacit knowledge-centric management tools for the peace negotiations group (UN.org/peacemaker) (2004)