



Passionate, Resilient HR Interim Manager with Experience Leading Change Alexander Kaiser

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My Main Assets

- ✓ Proven track record (20+ years) in strategic and operational HR-leadership with the ability to cope with ambiguity and juggle multiple priorities
- ✓ Experienced people-leader with outstanding team management abilities and strong motivational skills that can take your team and business to the next level
- ✓ Proven experience managing organizational change on large-scale projects and providing tangible and impactful business outcomes
- ✓ “Plug&Play” HR Interim Manager: strong business acumen, excellent implementation skills and the ability to deliver pragmatic win-win outcomes to HR issues
- ✓ Excellent interpersonal and collaboration skills building relationships at all levels of the organization, incl. C-level and staff councils

Main Activities

Human Resources

Reporting line: CEO

Leadership: 15+ employees

- Developed and implemented the human capital strategy in alignment with the company's objectives
- Managed a broad range of human resources functions, including HR business partners and Centers of Competence (management development, remuneration, analytics, operations)
- Advised on global HR issues at international subsidiaries (US / HK / Luxembourg / Malta), e.g.
 - Compliance of HR policies
 - Steering committees for compensation projects and remuneration practice
 - Employment contracts of local CEOs
- Cooperated with global human resource community to implement consistent HR approaches
 - Top-executive compensation
 - Management development
 - Covid crisis management
 - Diversity management
 - Reporting standards
- Responsible for labor law and staff council
 - Acted as top-management representative on business committees and in company meetings
 - Negotiated multiple reconciliations of interests and social plans (e.g. strategy program, redundancies, relocation)
 - Cooperated closely with chairpersons of employee bodies (business committees / staff councils)

Facility Management

Leadership: 7+ employees, 100+ external staff

Budget: € 15m p.a.

- Organized the relocation of 1,250 workstations
- Defined, implemented and continuously improved company's procurement policy
- Cut costs on travel expenses
- Improved service standards and quality in general facility-management issues (canteen & catering, reception, cleaning)

Reference Projects

Proven Experience Managing Complex HR Projects Supporting Organizational Change Efforts

- Strategy Program 2025: Restructuring and Culture Change
 - Advised management / key stakeholders on strategic HR activities such as organizational structures, workforce planning and transformational changes, in close cooperation with a management consultancy (McKinsey)
 - Developed communication on the impact of the strategy program on HR ("compelling message" to drive change)
 - Facilitated management training in order to drive change
 - Organized controlling and reporting on the restructuring progress
 - Negotiated structural changes / HR issues with the staff council (reconciliation of interests / social plan)
- Transformation / Restructuring / Closure of Operations / Transfer of Operations
 - Transfer (§613a BGB) of business units and functions
 - Restructuring of real estate entities
 - o Advised on HR-related M&A transactions: Share deal with external service providers
 - o Organized the redundancy process and facilitated employee transfers following site closures / reduction
 - o Collaborated closely with external partners (Boston Consulting Group / Hogan Lovells)
- HR Excellence: New Organizational Set-up for the HR Department
 - Promoted the HR department throughout the company as a role model for high-performance in driving operational excellence
 - Implemented a change process to adapt new roles
 - Assured excellence in HR functions and alignment of HR processes
 - Embedded ownership to improve and speed up HR initiatives and enhance overall business performance
- Digitization Projects
 - Transitioned traditional paper-based workflows between HR and employees to digital platforms
 - Designed and implemented an electronic appraisal system
- New Work: Conversion of an Office Tower to Facilitate New Ways of Working (NWOW)
 - Elaborated a business plan demonstrating the benefits of the conversion
 - Mandated a new workplace concept based on New Work concept requirements, in close cooperation with external consultants
- Planning, Negotiation and Implementation of Site Relocation (1,250 workplaces)
 - Campaigned for organization's office needs (location / budget) at Group level (CFO)
 - Supervised the design of a new work concept and mandated change management for acceptance
 - Set-up the restructuring of the facility service providers
 - Changed the facility management controlling and reporting concept, skilled-up internal FM employees
- Covid Crisis Management
 - Managed crisis management team: set agenda, facilitated discussion / decision-making process
 - Cooperated with the Group-wide crisis team and decided on guidelines for Covid measures, taking into account the organization's specific needs
 - Organized readiness for work-at-home
 - Negotiated agreements with the various employee committees
 - Implemented and communicated the measures and support for managers and employees
 - Transitioned regular building operations to Covid operations (seating concept, cleaning, canteen)
- Further Project Highlights
 - Established a co-determined Supervisory Board (shareholders / employee bodies)
 - Conducted an engagement survey (designed reporting formats, interpreted results, defined follow-up measures)
 - Implemented a new grading and compensation system
 - Change of Business Process Outsourcing (BPO) provider (HR administration, payroll, SAP)
 - Compliance with GDPR (General Data Protection Regulation)

Professional Experience

Interim-Management Projects

10/22 – 03/23 **TRUMPF SE & Co KG, Ditzingen: HR Business Partner**

- High-tech laser manufacturing / mechanical engineering, 16,000 employees worldwide
- HR business partner role of the production unit of TRUMPF Laser und Systemtechnik at the headquarter (450 employees)
- Projects & Successes: relocation of a production line to Italy, reduction of sick leave, initiative to recruit industrial mechanics
- Learnings: Experience with Metalltarifvertrag and production environment, Workday

MEAG MUNICH ERGO AssetManagement GmbH (Munich Re Group)

2008 – 2022 **Director Human Resources & General Services**

- Reporting line to the CEO
- Leadership:
 - o Human Resources: 15 employees
 - o General Services: 7 employees and 100+ external service providers (budget: € 15m p.a.)
- Roles:
 - o Permanent participant in board meetings on all relevant issues
 - o Chairman of the Contractual Trust Arrangement (CTA)
 - o Member of various compensation committees (nat'l/int'l)
 - o Chief negotiator with employee bodies
 - o Member of corporate crisis team
 - o Sponsor of the diversity network and mentor for junior executives and trainees

2007 **Head of HR Strategy & Services**

2004 – 2006 **Compensation Manager**

2003 – 2004 **Project Manager Transformation & Change Management**

1999 – 2002 **HR Business Partner**

Education

2005 – 2006 **Technical University Munich: Executive Master of Business Administration (MBA)**

Part-time postgraduate studies with stays in San Francisco und New York (Columbia University)

1993 – 1999 **University of Passau: Master in Languages Applied Europe**

International Business Administration with 2-year stays in UK and Spain

Lectures / Publications & Presentations / Coaching & Mentoring

Duale Hochschule Stuttgart: Course Human Resource Management (6th semester)

Kaiser, Alexander: Regulatorik und Personalmanagement, in: Schriftenreihe des Instituts für Versicherungswirtschaft Universität St. Gallen, I-VW-HSG Trendmonitor, Ausgabe 2/2014.

Various lectures and panel participations at Technical University Munich, FOM Hochschule, Münchner Medientage

Coaching and mentoring, esp. for experienced MBA managers

References

Please contact me if you require personal references.