



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

Reference Projects

Proven Experience Managing Complex HR Projects Supporting Organizational Change Efforts

- Restructuring Programme (2024–2026) – Key Responsibilities
 - Developed an integrated retention and restructuring strategy to safeguard critical talent while enabling targeted organisational downsizing.
 - Led structured, trust-oriented negotiations with Works Council bodies to secure operational alignment and ensure legally compliant execution.
 - Oversaw social-partner processes (workstream “Social Process”) as well as workforce impact assessment, mobility measures and employability initiatives (workstream “Employability & Mobility”).
 - Coordination with French stakeholders
- 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 company-wide 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
 - Transitioned regular building operations to Covid operations (seating concept, cleaning, canteen)
- Further Project Highlights
 - Established a co-determined Supervisory Board (shareholders / employee bodies)
 - 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

10/23 – 12/25 CACEIS Bank S.A., Germany Branch, Munich: HR Project Manager

- Specialised banking institution with 7,000 employees worldwide; Munich site: 600 employees
- Comprehensive restructuring following the upcoming loss of the bank's primary client (UniCredit): Stabilised critical functions and ensured business continuity.
- Complex partial TUPE (Transfer of Undertakings (Protection of Employment)) – Reverse transition from outsourcing provider back to the client organization: Managed a multi-stakeholder carve-out process, including Works Council negotiations, workforce transfer and contractual adjustments
- Site closure combined with a TUPE (incl. cross-border merger) and workforce reduction: Successfully negotiated a mutually agreed redundancy list with the Works Council and ensured compliant implementation.
- Revision of HR policies and standards: Updated key frameworks, including employment contracts and car policy, aligning them with corporate, legal and market requirements.

10/22 – 08/23 TRUMPF SE & Co KG, Ditzingen: HR Business Partner

- Automotive / Mechanical engineering / High-tech laser manufacturing, 16,000 employees worldwide
- HR business partner role of the production unit of TRUMPF Laser und Systemtechnik at the headquarter (450 employees)
- Implementation of HR annual processes, including personnel planning (costs/FTE), salary increase process, talent management, succession planning
- Projects & achievements: Relocation of a production line to Italy, reduction of sick leave, initiative to recruit industrial mechanics, development of grading criteria for production functions, culture initiative "One Plant" and "Courage to Transform"
- 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.)

Human Resources

- 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
- Cooperated with Munich Re's global human resource community to implement consistent HR approaches (top-executive compensation, management development, reporting standards)
- Responsible for labor law and staff council
 - o Acted as top-management representative on business committees and in company meetings
 - o Negotiated multiple reconciliations of interests and social plans (e.g. strategy program, redundancies, relocation)

Facility Management

- 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)

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.