## Sharing Experience
Keynote speaker on different topics:

- How transform a HR department to a real Service minded partner for employees?
- HR analytics: start with the basics…
- HR Technology in the Skill economy
- The War for Talent
- The five disfunctions of a team (P. Lencioni) : Focus on TRUST
- Change management & HR Technology

## Experience : Roles & realized projects / Assignments

### Blue CaCao BV
Since May 2020

Founder of Blue CaCao BV, personal advice & guidance for all your HR & Change projects.

3 specific areas:
HR & Strategy
HR transformations, HR Technology included
Continuous Learning

Each project can be supported with a Change management process, based on the Change management ©PROSCI methodology.

More details can be found on [www.bluecacao.be](www.bluecacao.be)

### Assignments:

Immobelgroup (Febr 2022 – July 2023)
HR transformation Lead – Program manager
HR manager ad interim

**Main activities:**

- Develop the HR strategic plan 2022-2023 with focus on :
    - The professionalization of the HR-function in terms of effectivity & efficiency
    - Improving the Employee value proposition by improving all HR-elements that impacts the Full employee life cycle.
- Translate the Strategic plan in concrete actions & implementations :
    - Implementation new HRIS tools (Huapii, Myprotime)
    - Review Compensation & Benefits package and optimize where possible
    - Change of Social secretary
    - Digitisation of processes

- o Optimize reporting
- o Create Immobel Academy brand & start building a new Learning Mindset
- o Start building "talent development" mindset and programs
- o Introduce Insights (DISC) and "feedback" culture
- o Engagement & wellbeing surveys (with Wenite)
- o …

- • Recruitment :
  - o Optimize the process
  - o Professionalize the partnership with the agencies
  - o Realize the recruitment files end-to-end
- • HRBP role
- • Follow up of the HR-budget
- • Be the sparring partner for the CEO and the management team for all Staff related matters
- • building the new HR-team

Bpostgroup (Dec 2020 – Dec 2021)
General advice on how the Talent management processes could evolve towards "New way of Working" with main focus on UX, War for talent.
Program management Soft HR Technology/Product owner Cornerstone on Demand

**Main activities:**

- • Analysis of the AS IS & recommendations towards Senior Management
- • Development & implementation of new Governance Model
- • Activate the partnership with the external partners
- • Define the personalized Development plans for the Bpost staff to increase their knowledge of the platform
- • Expertise & consultancy towards the domain project managers (Performance, Talent management, Reward, Learning & Development) in how the processes could evolve to become future proof.
- • Application of the AGILE methodology for the realization of changes in the processes.
- • Sharing of experience on how working in an international group environment can work (with cornerstone on Demand as supportive tool)

Universitair Ziekenhuis Antwerpen (May – Oct. 2020):
Project & Change management related to the new Target Operating Model for HR

**Main activities:**

- Application of the lean methodology to review some of the core processes
- First analysis of the HR Technology landscape and how this can be improved
- Coaching of the team manager in how to deal with change of resistance to change

## Ageas

**HR Manager - PMO** (HR Technology, processes & Analytics)
January 2019 – August 2020

The main objectives of this role are – all in line with the strategy of the company:

- Have the lead responsibility for the HR Systems and Processes on a global level. (e.g. implementation of several modules of Cornerstone on Demand in Belgium, Portugal, Hongkong, UK)
- To ensure the development and implementation of policies and tools
- Ensure the alignment and global follow up of all HR related projects and new initiatives at Corporate Center and at Group-level safeguard the employee experience
- To develop HR reporting to all relevant stakeholders (exco, EWC, Board,…)
- To set up and implement the HR-Governance model
- Develop & activate the international HR-community
- Change management for overall projects impacting all co-workers (e.g. Office 365 – Workplace)
- Cost controller for HR-function
- SPOC for Legal, Compliance & DPO department (e.g. implementation GDPR) both for Corporate center as the data sharing between the operating entities & group.
- Manage the relationship with the strategic partners.

**Program manager AGEAS ACADEMY**
January 2016 - December 2018 - 3 years
*(0,2 FTE between  May 2018 - September 2018 combined with role  HR manager A.I in Lisbon)*

The main objectives of this role are:

- Create the Ageas Academy: Manage the design, development and deployment of the Ageas Academy. Liaise with different governance parties involved such as Executive management, steering teams and local HR departments.
- Set up collaboration between different parties concerned and revise overall planning with regards to deployment of resources from the different parties
- Conduct post-implementation review, including the evaluation of the business case.
- Development of initiatives for the faculties of the Ageas Academy.
- Introduce tools & methods to implement structural cross-collaboration and knowledge

sharing

- Develop the change actions required to support the project: identify change needs and assess change readiness. Develop communication plan and manage related actions.
- Identify, implement and follow-up performance indicators.

### Grupo Ageas Portugal
**HR manager - A.I.**
May 2018 - September 2018  (Lisbon Area, Portugal)

Main objectives:

- Interim management  to cover the period between two HR directors, after the merger of two companies
- People management of the team: give confidence to the team and encourage them to further develop their strengths.
- support the HR - team in ongoing business : "setting the basics right"
- Prepare the implementation of some new policies (e.g. Car policy)
- Start the strategic discussions on the role of HR as business partner in the company
- Analysis of Compensation packages of the different statutes in the company.
- Prepare the onboarding & hand over to the new HR director

### AG Insurance
**HR Manager Methods & Systems - Financials & planning**
January 2010 - December 2015

Major projects / assignments:  program "More digital & Lean HR"

- Define roadmap for HR in terms of processes & used technology
- Renewal gross/net payroll in SAP, in collaboration with Social Secretary
- Analysis of Compensation & Benefits packages and prepare first steps to "Cafeteria plan"
- selection & implementation of a Talent Suite (Cornerstone on demand)
- Explore possibilities of HR Analytics
- Risk management within HR
- Creation of "HR FINANCE & accounting" team
- People management of a team of 13

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