

Lars Oliver Bialek

CHRO

VP HR

HR - Executive

Interim HR - Director

Personnel manager

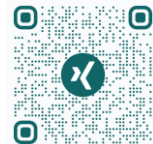
Executive coach

Senior Consultant



PERSONAL DATA

Age / nationality:	50 years / German
Marital status:	Married, 2 children
Language skills:	English (US): Business fluent German: Mother tongue
Availability:	4 weeks
Memberships:	Federal Association of Personnel Managers (BPM)



Lars Oliver Bialek
Associate Partner
Pedeva Management Consulting
Mail: Lars.Oliver.Bialek@pedeva.de
Mobile: +49-(0)172-24 954 50

MANAGEMENT SUMMARY

As HR-Interim Manager, I am your expert for the modernization of HR work, in medium-sized companies and family businesses. The focus includes the digitalization of HR processes, the entire personnel selection as well as personnel marketing, including the competition-oriented development of an employer brand. By professional HR work I mean:

"Massively reduce bureaucracy, simplify coordination processes and bring HR work as a whole to a higher level of performance across all departments! "

I see the digitalization of HR processes as an important - but not sole - management tool. Trained in Germany and the USA as an HR professional, trainer, coach and pragmatist with more than 25 years of international HR professional practice from companies and management consulting. My particular strength is HR business excellence. As a former operational executive in the international luxury hotel industry, it is natural for me to always go the extra mile - for my clients as well as for internal customers within the company. Most recently, I was responsible for HR transformation projects in medium-sized companies. The increased use of IT tools played a key role in this. For example, I introduced an IT solution for manager self-service to a family-owned company. At a medium-sized company, I digitized payroll accounting as a project manager. Before that, I established a "learning world" in the form of a Learning Management System (LMS) as well as the introduction of an employee retention-oriented executive development system in a corporate group. As a client, you benefit from an implementation-oriented manager profile, characterized by open communication and a passion for the "human resources trade". My strong entrepreneurial spirit challenges and encourages the client. I prefer projects with a demand for change and a strong will for improvement.

PERSONALITY

Strong sense of reliability, duty and commitment - by conviction. Strong focus on HR projects that have a value meaning for the company and create said added value! Focused on depth in understanding people and organization in interaction with inspiration. Genuineness and seriousness are success criteria in the interaction between client and interim manager. Proactive contribution to the organization is the creativity of unconventional changes in an HR organization with the holistic view in the big picture. The personal management style is characterized by already mentioned, open communication, participative, recognition of individual contributions. People focus. Calm, healthy sense of humor with enjoyment of orchestrating organizational units. Provides provocative ideas from a "bird's eye view" with a talent for always changing altitudes (operational people management vs. strategic people management). In personality reserved, friendly, attentive listener who always encourages the environment.

EXPERTISE & APPLICATION POSSIBILITIES

- » Interim personnel management
- » Transformation projects
- » Modernization & digitization of HR processes
- » Internationalization
- » Recruitment strategy
- » Development and expansion of an employer brand (employer branding)
- » Examination of the candidate life cycle (Candidate Experience Management)
- » Personnel integration process (onboarding) / personnel release process (offboarding)
- » Personnel retention concepts (Retention Management)
- » Positioning of the HR department in the company
- » Strategic human resources management
- » HR - Process Audit / Professionalization
- » Establishment of systematic personnel and organizational development
- » Aligning learning and knowledge worlds in a modern way
- » Executive coaching

INDUSTRIES

- » Service
- » Trade
- » Industry (mechanical engineering, production), security industry Industry
- » Hotel industry, gastronomy, tourism industry
- » Personnel and management consultancies

IT COMPETENCIES

HR: **ADP** Celergo / ADP World
 P&I LOGA
 SAP Success Factor
 SAP ERP 6.0 / Human Capital Management - HCM
 rexx systems / Module Enterprise Recruitment /
 Talent Management / Human Resources
 tisoware time recording / KABA
 persis / modules applicant management, personnel manager, digital personnel file,
 personnel development, further education, training manager
 Haufe Personal Office Professional
 Haufe Testimonial Manager Professional
 Beck - personal-portal PREMIUM / Labor law

Office: **Microsoft** Office 365 / Outlook, Word, Excel, PowerPoint, Access

CURRENT SPECIALIST TOPICS OF THE INTERIM MANAGER

- » Professional and management development
Methodological competence of self-reflection and self-knowledge / personnel diagnostics / BIP
- » Automation and digitization
HR process analysis with potential of automation / streamlining
- » Human Resources Management
Change in management principles / models, personnel management, employee appraisal, motivation, feedback
- » Presentation
Moderation and visualization techniques / presentation techniques / lively and concise presentations
- » Practice & Profession
Building bridges from theory to practice with case studies / scenarios / simulations / application workshops
- » Knowledge
Handling corporate knowledge / knowledge storage / documentation and preservation of knowledge
- » Corporate culture
Making culture measurable and tangible, making complex interrelationships credible for target groups
- » Trust / Compliance
Rules and operationalization
- » Corporate identity / employer loyalty
Story Telling / Working with Metaphors / Company History / Employee Value Propositions
- » Mobilization / Motivation
Toolbox of proactive motivation of employees
- » Learning world
New ways of learning / movement and concentration games / learning typologies / online training / role plays / gamification; ways and options of a modern learning world in a company

PROFESSIONAL PRACTICE & PROJECTS

03.2022 - today	<p><u>Pedeva Management Consulting, International</u> <i>Associate Partner as freelance management consultant</i> <i>HR management consulting with a focus on:</i></p> <ul style="list-style-type: none"> » Personnel and organizational development » Training & Development » Personnel Diagnostics » Communication & Personal Development
10.2020 - 02.2022	<p><u>Yves Rocher GmbH - Central Europe, Stuttgart</u> <i>Director HR for Germany, Austria, Switzerland Corporate Director</i></p> <ul style="list-style-type: none"> » Overall responsibility for the HR department » For the central organization in Stuttgart as well as for all retail activities of the group with currently 530 employees.
06.2019 - 02.2020	<p><u>concertare Beratungs- und Dienstleistungsgesellschaft mbH, Burscheid</u> <i>Member of the Executive Board Member of the Executive Board</i></p> <ul style="list-style-type: none"> » Responsibility for the departments HR, Sales, Business Development, Marketing » Business model development as a management consultancy with a focus on HR, mystery shopping / test purchases, personnel and organizational development for new and existing customers. » Sales and marketing concept 2020 ff.
11.2013 - 05.2019	<p><u>Protection One GmbH, Meerbusch</u> <i>Human Resources Manager Authorized Signatory</i></p> <ul style="list-style-type: none"> » Operational and strategic technical and management responsibility for the central HR department with seven direct employees in the specialist areas of personnel management, personnel recruitment, personnel marketing and personnel development » Responsibility for all personnel-related tasks such as personnel marketing, personnel selection, personnel support, compensation management, personnel development and personnel release » Advising and supporting the management and executives on all human resources and labor law issues of the international locations » Conception, planning and implementation of company guidelines such as powers of attorney, company car guidelines, company regulations, on-call duties, training and further education standards » Operational and strategic compensation consulting internally for the respective departments, including recommendations for action and definition of any compensation bands as well as groupings with market conformity » Personnel cost control and budget monitoring » Responsibility for the implementation of new HR software application programs (digitalization of HR processes) with SAP HCM and Rexx » Conception, planning and implementation of personnel development measures for specialists and executives » Central administration for in-company, dual training » Court representation before the labor courts (Germany and Austria)

PROFESSIONAL PRACTICE & PROJECTS

05.2009 - 10.2013

HRS - The hotel portal, Cologne

Director Human Resources

- » Management responsibility of the international human resources department with at last eight employees of the departments human resources management, personnel selection and personnel development
- » Direct reporting line to the General Manager.
- » Responsibility for all personnel-related tasks such as personnel marketing, personnel selection, personnel support, compensation management, personnel development and personnel release
- » Advising and supporting the management and executive colleagues on all human resources and labor law issues of the national as well as international organization
- » Personnel cost control and budget monitoring
- » Conceptual design, planning and implementation of the establishment of an additional IT development site in Poland / Warsaw
- » Project Manager HR Management for the merger-related integration of hotel.de AG into the HRS Group with more than 450 employees
- » Establishment and optimization of all relevant HR processes

07.2007 - 01.2009DGFP

Deutsche Gesellschaft für Personalführung mbH, Düsseldorf

Key Account Manager | DGFP Consultant

- » Independent management of the sales department
- » Holistic consulting and support of the customer portfolio on company-specific solutions: In-house training (personnel and organizational development), consulting (personnel controlling, change management, compensation consulting, personnel management, process consulting, talent management), HR-Interim Management and company comparisons.
- » Acquisition, planning and implementation of human resources management customer projects
- » Systematic market cultivation to expand business potential and the development of strategic sales channels as well as market positioning of the overall organization in Germany.

PROFESSIONAL PRACTICE & PROJECTS

03.2003 - 06.2007

Groupe PSA / CITROËN Deutschland AG, Cologne

▼ 03.2007 - 06.2007

Department Manager Customer Care Germany

- » Answering all customer inquiries and complaints in Germany with a team of 12 employees
- » Coordination of customer-oriented and brand-compliant solutions; support of their implementation
- » Organization and control of the budget in the area of responsibility of the customer service department
- »

▼ 03.2003 - 02.2007

Personnel developer / trainer

- » Independent planning, conception and implementation of personnel and organizational development measures for specialists and managers of the German dealer network
- » Conception and implementation of personnel trainings in the subject areas: Sales, communication, leadership, personality development, performance orientation, mediation, marketing as well as training and further education.
- » Project manager "Quality inspection of sales processes - mystery shopping" of the German authorized dealer network (from 2004 to 2007)
- » Independent management of external market research service providers, including their reporting channels and corporate communications, as well as project management and project controlling
- » Independent planning and implementation of individual personnel development measures: Coaching / supervision, process consulting, behavior-oriented personnel training for specialists and managers.
- » Conception, scheduling and implementation of sales-related product launch events for the market launch of new vehicle models
- » Personnel development measures for the Marketing Directorate in line with the specialist area of personnel selection (group assessments) and training (communication, rhetoric, body language, personality development, customer orientation and team building) for sales events / trade fairs / customer events
- » Conception, planning and implementation of recognized training modules in accordance with the guidelines of the Zentralverband Deutsches Kraftfahrzeuggewerbes e.V. (ZDK), including examiner activities for the advanced training certificates: Certified automobile salesman, certified service consultant, certified service technician
- » Independent conception, planning and further development of the existing qualification offer of the training center Germany for the sales department
- » Implementation of new PE and OE tools for the sales organization

PROFESSIONAL PRACTICE & PROJECTS

07.2001 - 02.2003

Kienbaum Management Consultants GmbH, Düsseldorf

Consultant Management Diagnostics

- » Conception, planning and implementation of individual and group assessments, management appraisals, potential analyses and support of coaching processes as well as the evaluation of personality and performance questionnaires
- » Independent conception and execution of personnel recruitment projects or personnel selection processes (search and selection of executives and specialists) in cooperation with Kienbaum Executive
- » Search and selection of specialists and managers
- » Development and implementation of individual training measures as well as workshops with the focus on: Communication, sales, service orientation, acquisition, telemarketing and leadership.
- » Independent execution of acquisition meetings and presentations at the leading trade fairs of the hospitality and automotive industry, also in English language
- » Conducting internal and external employee and appraisal interviews, as well as hiring interviews
- » Conception and support of complex projects in the field of change management
- » Independent preparation of business plans for the Kienbaum management team
- » Development of strategic marketing concepts for the generation of new customers for the consulting firm
- » Preparation of editorial articles and interviews on various topics of personnel and organizational development in the established media of the economy, also in English language
- » Development and implementation of market studies on the subject of personnel development trends
- » available results of diagnostic procedures
- » Strategy development of new specialist topics using the example of in-house working groups / tool groups "Post Merger Management", corporate succession in family businesses as well as the introduction and implementation of an HR Balanced Score Card
- » Client support, project management, project controlling, project calculation

PROFESSIONAL PRACTICE & PROJECTS

09.1999 - 06.2001

Konen & Lorenzen GbR, hotel-Career AG, Düsseldorf

▼ 10.2000 - 06.2001

Sales Manager Germany / Start-up Job Exchange (today stepstone.de)

- » Acquisition of new customers in the hotel, gastronomy, tourism and service sectors

- » Support for existing customers
 - » Sales and consulting of job advertisements for the online job exchange
 - » Implementation of marketing activities
 - » Planning, execution of international customer appointments on the subject of personnel acquisition via online job exchanges
 - » Creation of complex recruitment strategy concepts for international clients
 - » International presence at trade fairs as an exhibitor
 - » Consulting and sales of database modules (HTML) for corporate career portals
- ▼ 09.1999 - 09.2000 *Personnel consultant / Consultant*
- » Recruitment and selection of specialists and managers
 - » Planning and conducting in-person interviews and telephone interviews
 - » Drafting and analyzing candidate profiles taking into account the available application documents and following the personal candidate interviews (international)
 - » Acquisition and expansion of staffing mandates
 - » Creation of requirement profiles and job descriptions for customers and clients (international)
 - » Carrying out market and competitive analyses with a focus on recruitment
 - » Direct contact with potential candidates
 - » Reference checking
 - » Personnel selection, incl. contract negotiations and conception of adequate integration measures (onboarding concepts) for customers (international)

PROFESSIONAL PRACTICE & PROJECTS

05.1998 - 08.1999	Steigenberger Hotels AG, Hamburg <i>Sales Manager Northern Germany</i>
04.1997 - 03.1998	HRS GmbH, Cologne <i>International Travel Agent / Business Travel</i>
05.1995 - 04.1996	Dom Hotel (Le Méridien Hotels & Resorts), Cologne <i>Executive Assistant</i>
08.1994 - 04.1995	HRS GmbH, Cologne <i>International Travel Agent / Business Travel</i>

04.1994 - 03.1995	Federal Republic of Germany / Air Force / Bundeswehr, NL and Cologne <i>Conscripted soldier in professional use as an ordinance in the OHG</i>
03.1993 - 02.1994	Walt Disney World Corp., Orlando, FL (USA) <i>Management Trainee / College Program for Resorts Management</i>
08.1990 - 01.1993	Dom Hotel (Forte Hotels Deutschland GmbH), Cologne <i>Vocational training as a hotel specialist (IHK)</i>

QUALIFICATION

10.2021	Michael Löhner Management & Führungskultur GmbH <i>Coaching training</i>
05.2020	SCS-Holland Language School, Cologne <i>Intensive Dutch Language Course (NT2 II exam).</i>
2017	Franklin Covey Co. , Düsseldorf <i>Training "7 Ways to Effectiveness"</i>
2016	rexx systems GmbH, Düsseldorf <i>HR5 / Human Resources Development</i>
2016	8th Rhenish Labor Law Days, Cologne Further training event according to §15 FAO <i>Current legislation, matrix structures, dismissal due to illness, temporary employment and contracts for work and services</i>
2016	DGFP German Association for Personnel Management, Düsseldorf <i>Labor law for managers, individual labor law</i>
2015	7th Rhenish Labor Law Days, Cologne Further training event according to §15 FAO <i>Current legislation, MiLoG, fixed-term contracts, foreign skilled workers</i>
2015	rexx systems GmbH, Düsseldorf <i>Personnel management / applicant management</i>
2014	TEST CENTER Berne, Hamburg <i>Licensing Seminar Golden Profiler of Personality (GPOP)</i>
2014	6th FAO Rheinische Arbeitsrechts Tage (Rhineland Labor Law Days), Cologne Further training event according to §15 <i>Current legislation, dismissal with notice of change, dismissal with suspicion, company car</i>

QUALIFICATION

2011	profilingvalues GmbH, Cologne <i>Certification as a personnel diagnostics partner</i>
2010	p-manent consulting GmbH, Cologne <i>Personnel and applicant management systems PERSIS</i>
2010	4th Rheinische Arbeitsrechts Tage, Cologne Further training event according to §15 FAO <i>Current legislation, employee data protection, target agreement, temporary workers / use of freelancers</i>
2010 to	2014 Chamber of Industry and Commerce in Düsseldorf (IHK) <i>Examiner according to §56 BBIG for instructor qualification</i>
2010	Arbeitsrechtliche Praktiker Seminare GmbH, Cologne Dr. Kreitner / Dr. Dahlbender

Warning, termination for behavioral / personal reasons ("low performer")

2009Carpenter	Practice Seminars, Cologne <i>Labor law course on the subject of works council</i>
2007IME	Institute for Management Development, Cologne <i>Trainer education</i>
2006	f.i.s. french intensive seminar, Gummersbach <i>French language course basics</i>
2005 to	2010Chamber of Industry and Commerce in Düsseldorf (IHK) <i>Examiner according to §56 BBIG for instructor qualification</i>
2005TÜV	Management Systems GmbH, Cologne <i>Auditor</i>
2005ELGE	Seminar Center, Bonn <i>MS Excel Advanced Seminar</i>
2004Educational Assistance	Institute gGmbH, Rösrath <i>Basic training "Pedagogical diagnostics"</i>
10.2002 - 02.	2003Cologne Chamber of Industry and Commerce (IHK) <i>Human Resources Specialist (IHK)</i>
2002 to 2003German	Employees Academy (DAA) GmbH, Cologne <i>Preparatory seminar Human Resources Specialist (120 hours)</i>
2001	Consulting, Training, Coaching (CTC), Düsseldorf <i>Neuro - Linguistic - Programming (NLP) Practitioner according to DVNLP</i>
2001BERLITZ	Germany GmbH, Gummersbach <i>English - language course "Conducting negotiations"</i>
2001Kienbaum ACADEMY, Gummersbach, Germany	<i>Trainer education</i>
2000 to	2005Chamber of Industry and Commerce in Düsseldorf (IHK) <i>Examiner according to §56 BBIG for instructor qualification</i>

QUALIFICATION

1999IFH	Institute for Hotel Management GmbH, Dessau <i>Specialist seminar sales and marketing 2</i> <i>Specialist seminar sales and marketing 1</i>
1998IFH	Institute for Hotel Management GmbH, Dessau <i>Professional seminar telemarketing</i>
1997	Dortmund Chamber of Industry and Commerce (IHK) <i>Trainer aptitude test according to AEVO</i>
04.1996 - 03.1998	College of Business Administration / Hotel Management (WIHOGA), Dortmund <i>Business Administration, Marketing, Information Technology, Human Resources, Taxes, BRW</i>
1994IFH	Institute for Hotel Management GmbH, Cologne <i>Professional seminar communication</i>
1993Walt	Disney Corp. University, Orlando, Florida, USA

Trainer education

1993Vocational	school 12, Cologne <i>Vocational school certificate (FHR)</i>
1990Albert Schweitzer School	, Cologne <i>Advanced technical school-leaving certificate (FOR)</i>