



# Eike-Bibiana Michel

## ADDRESS

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## CONTACT DETAILS

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Since 2014	HR interim management: Leadership positions in (international) HR, HRBP, Talent Management, Leadership and Personnel Development, L&D. systemic coach and consultant specializing in transformation and change management / leadership, HR target operating models, cultural development
2012– 2013	Marquard & Bahls AG Head of Global Talent Management
2007 – 2013	Marquard & Bahls AG Senior Manager International HR
2005 – 2007	HSH Nordbank AG Senior HR Manager International
2000 – 2005	HSH Nordbank AG HR Manager
1999 – 2000	Citibank Privatkunden AG Management Trainee

## EDUCATION / FURTHER TRAINING (EXTRACT)

1995 – 1999	Europäische Wirtschaft und Verwaltung (Diplom)
1998	Université d'Artois (Administration des Affaires)
1997	Technological University Dublin (Business Studies)
2023	Agile organizational consulting
2011	Systemic coach
2010	Systemic organizational consulting

## LANGUAGES

German (mother tongue)  
English (business fluent)  
French (basic knowledge)

**11/2023 – 15.08.2024**  
**Starlab International**  
**GmbH**

**05/2022 – 06/2023**  
**Peek & Cloppenburg KG**  
**Hamburg**

**04/2020 – 05/2021**  
**Verlagsgruppe Oetinger**  
**Service GmbH**

## INTERIM MANAGEMENT PROJECTS (EXTRACT)

### **HR Business Partner Starlab Group**

#### Tasks:

- > Management of the team (3 FTE in Germany and UK, responsible for Germany, UK, France, Italy, Switzerland, Austria)
- > Sparring partner for the management
- > Harmonization of HR processes
- > HR Operations / daily business
- > Post-merger Integration of Starlab Switzerland (People stream)
- > Development and reporting of HR KPIs
- > Development of the strategic goal „Employee Engagement“
- > Development and roll-out of a mentoring partnership program
- > Design and implementation of leadership workshops with *Circyoular* (motivation analysis platform)
- > L&D advice for managers and employees, individual development plans

### **Head of L&D / HR Development**

#### Tasks:

- > Management of the team (17 FTE in Germany, Austria, Switzerland, Poland, Czech Republic and Hungary)
- > Contact person for all questions relating to L&D, apprenticeships, personnel and leadership development
- > Development and implementation of an L&D roadmap based on the corporate strategy
- > Conceptual Development and implementation of the strategic cultural development topic „Growth Mindset“ at all management levels
- > Implementation of OKR (Objectives & Key Results) in the team
- > New concept for employee dialogue
- > Redesign of the competency model
- > Implementation of a digital learning management system (Avendoo)
- > Concept and implementation of learning curriculum for managers and employees

### **Head of People & Culture**

#### Tasks:

- > Reorganization and management of the team (2 FTE); definition of the HR roadmap with strategy-compliant project portfolio
- > Agile transformation, organisational development / change support for individual business units / teams
- > Design and implementation of a talent review and succession planning tool and process for all managers / key positions
- > Design of an L&D concept
- > Implementation of an e-learning platform (Elucydate)

**03/2018 – 02/2020**  
**Eppendorf AG**

### **Lead HR Business Partner Europe**

Tasks:

- > Development and transformation of the HR function in the market region Europe according to the global HR target operating model – development and management of the team (7 FTE)
- > Implementation of the transformation of the European market region (16 countries, approx.. 500 employees) into the global matrix organization
- > Change support / cultural development
- > Advising and supporting managers in the Europe market region on all HR-related issues
- > Contributing to and implementing the corporate L&D strategy in the market region Europe
- > Implementation of a global competency model
- > Conducting 360°-Feedbacks with IDPs

**05/2015 – 09/2017**  
**optimise-it GmbH**

### **HR Project Manager**

Tasks:

- > Advising / supporting the management in organizational development (scale-up) / establishing and professionalizing the HR function
- > Leadership development with IDPs
- > Conception and introduction of performance management (piloting / evaluation), IDPs
- > Design, implementation and evaluation of an employee survey
- > Advice on L&D measures

PERMANENT POSITIONS

**10/2012 – 12/2013**  
**Marquard & Bahls AG**

### **Head of Global Talent Management**

Tasks:

- > Development and management of a global talent management team (4 FTE)
- > Establishment of the division including strategy and project portfolio in line with corporate strategy
- > Counselling, support and development of managers
- > Conception and implementation of a leadership competency model, realization of management audits
- > Design and implementation of a talent review and succession planning tool and process for all key positions / key position holders
- > Design and implementation of a new talent development program

**10/2007 – 09/2012**  
**Marquard & Bahls AG**

### **Senior Manager International HR**

Tasks:

- > Advising and supporting managers and employees in the German head office and the EMEA and Latin America regions in cooperation with the local HR teams on all HR-related issue
- > Development and implementation of a job grading / compensation system (Mercer IPE)
- > Collaboration on an in-house leadership development program for all management levels, support for managers and creation of IDPs
- > Further development of the existing performance management tool
- > Organization and moderation of personnel development conferences
- > Implementation of an Employee Assistance Program

**10/2000 – 09/2007**  
**HSH Nordbank AG**

### **Senior HR Manager (incl. 2 parental leave interruptions)**

Tasks:

- > Advising and supporting managers and employees on all HR-related issues
- > Advising and supporting the subsidiaries in the USA, Asia and Europe on all HR-related issues
- > Leadership development project („Seitenwechsel“)
- > Collaboration in the „Introduction of target agreements“ project
- > Development of a trainer pool

**08/1999 – 09/2000**  
**Citibank Privatkunden AG**

### **Management Trainee Programm**

Tasks:

- > Customer advice on all financial products
- > Certification as an investment advisor
- > Projects in the area of investment sales
- > Design and implementation of a development program for junior investment advisors

**09/1995 – 07/1999**

### UNIVERSITY EDUCATION

#### **European Business and Administration (Diploma)**

Bremen University of Applied Sciences, Technological University Dublin, Université d'Artois

Focus: Personnel and organizational psychology

## FURTHER TRAINING / KNOWLEDGE

- > Agile organizational development
- > Systemic organizational development
- > Systemic coaching
- > Transactional analysis
- > Predictive Index Master
- > Hogan Leadership Inventory
- > Clifton Strengths
- > Circyoular Motivational Analysis Platform
- > Reiss Profile Master
- > Intercultural Awareness (certificates for China and the Arabian Peninsula)

## IT KNOWLEDGE

Office 365  
Workday  
Workpath  
Hansalog  
Haufe Umantis  
Interflex

## PERSONAL INTERESTS

Travelling, outdoor sports, art & culture, Mentor e.V

*Hamburg, August 21<sup>st</sup>, 2024, signed. Eike-Bibiana Michel*