

CARSTENSEN

INTERIM – MANAGEMENT

HR-Interim-Management

HR-Projects

HR-Best-Practice

Successful Interim Management requires not only expertise, strategic thinking, and experience but also strong skills in operational execution, leadership, and change management.

As an **Interim HR Manager** for medium-sized businesses and corporations, I support companies in roles such as **Head of HR**, or in specialized functions.

With a passion for **modern HR practices**, a **hands-on mindset**, strong **execution skills**, and a **results-driven** approach, I deliver **sustainable improvements** in content, cost, and outcomes.



EXPERTISE:

Transformation, expansion, and consolidation of organizations, with a focus on designing and implementing realignments that meet future market demands.

Talent: Developing and implementing **HR-Talent-Strategies**, workforce planning, talent acquisition & recruiting, talent management, performance evaluation, assessment, and succession planning.

Building and restructuring HR organizations (structure, processes, SLAs, IT), establishing **Centers of Excellence** (e.g., Recruiting, HR Services, C&B, Learning, Talent Management), and **insourcing/outourcing** HR functions.

Productivity and efficiency improvements: HR **digitalization**, **HR analytics**, **strategic workforce planning**, and **cost reduction**. Simplifying and increasing the flexibility of **HR models, structures, and processes**.

PROFILE SUMMARY:

Interim HR Leader for assignments in **medium-sized businesses and international matrix organizations**. Expert in **executing critical HR projects** and advancing **HR functions** within companies.

20+ years of HR experience in specialist and leadership roles (C-1 to C-3 levels) at large, globally recognized companies known for HR best practices.

Proven track record in both **operational roles** focused on execution and project implementation, as well as **strategic and conceptual** roles with international responsibility.

Hands-on approach, strong execution skills, and **results-oriented** mindset.

15+ years of leadership experience, managing small teams (5-10 employees) as well as **HR organizations of 150+ employees** across multiple levels.

Experienced in **stakeholder management** at all levels, particularly in bridging **executive leadership/HQ** with operational units and international locations.

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Project Examples

Head of HR at an International Mid-Sized Company (6 months)

(Engineering, Manufacturing Technology – Plastics & Metal | 1,500 employees | €400M revenue)

Assignment:

- Transformation of the **HR organization (15 employees)** as part of a **turnaround and consolidation process** to unlock potential for productivity gains and cost savings.

Results:

- **Analysis and roadmap** for optimizing the **talent value chain**, including employer branding, market positioning, recruiting, assessment, and onboarding. Focus on defining clear **responsibilities, SLAs, processes, KPIs, and cost targets**.
- Enhancement of the **HR services, Compensation & Benefits, and Payroll** functions.
- **HR systems:** Re-design of a **suboptimally implemented Workday system**.

Head of Talent Acquisition Germany

(US industrial corporation | 7,000 employees | >€5B revenue in Germany)

Assignment:

- Consolidation and **re-design of five decentralized recruiting structures** across seven business units (P&Ls) in Germany into a **centralized Talent Acquisition organization**.
- The five divisions had **disconnected, unsynchronized recruiting teams**, operating through **in-house teams, outsourced RPOs, and offshore units in the UK and Poland**. Recruiting volume: **>1,000 hires per year**.

Results:

- **Successful setup and go-live of the new Talent Acquisition organization in just 11 months** (instead of the planned 20 months), while maintaining **business continuity with over 100 hires per month**.
- Standardized **processes, SLAs, quality standards**, and migration of administrative tasks to a **shared service center in Hungary**.
- **Cost-per-hire reduced from €5,000 to €2,200**.
- **Headhunter costs reduced from €2.0M to €100K**, while simultaneously decreasing **time-to-hire by 24%** (from 108 to 82 days).
- Achieved the **highest Net Promoter Score (NPS) for talent acquisition within the company globally**.

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Career history:

Since 2023 Interim Manager

2022-2023 – Carl Zeiss AG, Global Head of Talent Acquisition

2019-2022 – Faurecia SE Paris, Global Head of Talent

2011-2018 – General Electric Corp., Head of Talent Acquisition & Recruiting for DACH, from 2015 for Europe

2008-2011 – SAP AG, Head of Talent Acquisition & Recruiting EMEA & HQ

2004-2008 – Korn/Ferry, Assignment Manager

1999-2003 – Boyden International, Assignment Manager

1995-1998 – Spencer Stuart Associates, Research Associate