

## DIRECTOR, TALENT MANAGEMENT & EXECUTIVE HR

### Professional Summary

Results-driven Human Resource executive with strong business and financial acumen. Proven success in connecting business strategies with people priorities during times of change and ambiguity. Wide range of experiences as an HR Specialist and an HR Business Partner in the U.S., Europe and Asia. Track record of delivering high quality results in global, matrixed and fast-paced environments. Recognized for outstanding customer focus, excellent interpersonal skills and a strong capability to engage stakeholders. KEY COMPETENCIES

Talent Management HR

Business Partnering Executive Compensation Global HR Management Performance Management HR Strategy Mergers & Acquisitions Global Mobility Coaching and Mentoring Change Management Organizational Development Team Leadership

### Experience

August 1999

to

Current

Bickford Senior Living

- BASF is the world's leading chemical company, with sales of ~\$100bn and 110,000+ employees in over 170 countries.

July 2014

to

Current

Bickford Senior Living Clinton, IA Director, Talent Management & Executive HR

- Responsible for the talent strategy of BASF North America (~17,000 employees), with a focus on talent identification, leadership pipeline development and talent mobility.
- Responsible for senior executive HR, including executive compensation and management of the options program.
- Lead and develop a team of ten HR professionals.
- Key achievements: • Implemented a streamlined process to nominate high potential employees, resulting in a faster placement of talent in new roles as part of their development plan.
- Introduced a new approach to succession management for senior executive positions, leading to a better understanding of the leadership pipeline and a revised approach to placing talent in executive level positions.
- Led development of "Career Roadmap Tool" with career progression paths for different job areas like Sales and Manufacturing, resulting in a clearer understanding of how employees can manage their careers.

April 2013

to

June 2014

Usaa Fort Dodge, TX Manager, Executive & International HR

- Responsible for the Global Mobility program in North America, including the development and implementation of regional policies.
- Serve as the HR Business Partner for 100+ senior executives and manage the options program.
- Serve as the HR Business Partner for the North American HR function (200+ employees).
- Lead and develop a team of four HR professionals.
- Key achievements: • Improved the international assignment billing process, resulting in a reduction of outstanding balances by 80%.
- Developed and implemented a repatriation process, which led to a more effective return process for expatriates in cooperation with talent acquisition and talent management.
- Enhanced the communication and training offerings for the U.S.
- BASF Option Program, resulting in an improved understanding of the program by participants and HR representatives.
- Acted as core project team member in the implementation of a strategic contracting process, which enables the goal setting and alignment of priorities across all areas of HR as well as the client businesses and functions.

January 2011

to

March 2013

University Of Tennessee Medical Center Little Elm, TN

- Strategically partner with Senior Vice Presidents, Vice Presidents and leadership teams of two Global Business Units (Sales, 2.5bn p.a.) and three Staff groups to connect HR priorities with business goals.
- Support a client group of 500+ employees across 10 sites with additional responsibility for employees in Europe and Asia.
- Manage a team of three HR professionals.
- Key achievements: • Spearheaded the HR function in the integration of two acquisitions for the Battery Materials business in the United States and China (~300 employees).
- Developed and implemented a detailed integration plan that would deliver a 10% reduction in headcount by the end of year 1 with

immediate cost savings.

- Partnered with Senior Vice President to create the organizational structure of the newly established Battery Materials Global Business Unit under consideration of current market demands, expected business growth, employee development needs and desired retention of existing talent.
- Led all HR activities in support of the Precious & Base Metals Business Unit strategy in Asia, which included establishing a joint venture in South Korea and restructuring the team in Japan.

May 2009

to

December 2010

Unum Group Knoxville , NY HR Manager Planning & Controlling

- Responsible for workforce analytics and talent planning of the global Catalysts Division.
- Manage the executive development.
- process for the division and act as Staff to the Global HR Director.
- Key achievements: Â Developed and implemented an improved approach for the distribution of the global bonus pool of the Precious & Base Metals trading unit based on market practice, including development of the plan document, resulting in a more consistent and transparent process for leaders, employees and the remuneration committee.
- Acted as key project team member in the successful implementation of SAP HR in North America.
- Improved the process for annual talent discussions, resulting in globally consistent talent profiles and more meaningful career development conversations between leaders and high potential employees.

July 2007

to

May 2009

BASF Corporation Syracuse , STATE Financial Analyst II

- Member of the leadership team of the North American Care Chemicals Pharma group.
- Support business decisions by.
- providing financial analyses and reports on profitability, strategic positioning, investment projects, and cost structures.
- Key achievements: Â Improved the monthly market result forecasting process in cooperation with Sales Team and Product Managers.
- Led the Controlling function in an acquisition project.

May 2005

to

July 2007

Manager

- Personnel Planning & Controlling (BASF SE, Ludwigshafen, Germany Responsible for internal and external personnel reporting of BASF SE as well as the annual personnel planning and quarterly.
- headcount forecasting processes, including long-term headcount projections.
- Key achievements: Â Led development and implementation of an SAP Business Warehouse-based "Personnel (Cost) Planning" tool.
- Participated in the development and roll-out of a global job title catalogue, which resulted in consistent job titles and comparable reporting structures for the company on a global level.

June 2004

to

April 2005

NA City Financial Analyst

- Support the leadership team by providing financial analyses and participate in controlling and business projects.
- Key achievements: Â Successfully implemented the Value Based Management concept for the business unit.
- Developed educational document on finance knowledge for non-finance employees.

August 1999

to

May 2004

Crop Protection BASF SE Trainee in

- Rotational program across various business units and functional groups, combined with studies in business administration.

Education

University of North Carolina City , State Master of Business Administration (MBA)

University of Applied Sciences City , Germany Diploma : International Business Administration International Business Administration

Professional Affiliations

12/2011 Â Global Mobility Specialist (GMS), WorldwideERC Â certified since 09/2013 Â Alum of the RBL HR Learning Partnership Program (HRLP) with Dave Ulrich Â 09/2013 Â Member of SHRM, World at Work, the World at Work Executive Compensation Advisory Council

(Greater New York) and the Conference Board Talent Management Leaders Council

Languages

English, German

Skills

HR Information Systems Â· SAP HR, SuccessFactors, Taleo, PeopleSoft

Additional Information

- Additional Information Â· U.S. Permanent Resident