

Reinhard Gschwandtner

<i>Personal</i>	Born 1957 in Stuttgart, Germany, not married German national, Swiss working permit „C“
<i>Contact</i>	Ottenhofenstrasse 94, CH-8738 Uetliburg SG Phone: +41 79 460 77 55, Email: rg@gschwandtner.ch
<i>Education</i>	Master in Business Administration (<i>Diplom-Kaufmann</i> , 1988) Master in Education (<i>Diplom-Pädagoge</i> , 1984) Bachelor in Psychology (<i>Vordiplom</i> , 1984),
<i>Qualifications</i>	Executive General Management, Executive Coaching, German and European Labour Law
<i>Languages</i>	German native speaker English perfect - in conversation and writing French good - in conversation Italian good - in conversation Spanish good basic knowledge

Profile

- Substantial experience of all facets of Human Resources Management - learned HRM from scratch, 20 years in HR as a manager, a consultant and a coach
- Good business acumen as member of management teams in four global players - worked with French, German and US/UK based world-class companies in 7 different industries
- Strategic business partner to division and country management in two international HR Director roles - counseling senior management and coaching country HR in 11 countries
- Change management expert - installed and moved sites, designed and implemented reorganization and restructuring programs in national and international settings
- Excellent analytical and system development skills - initiated, designed and implemented compensation & benefit, recruitment, management development and other programs
- Expert know-how of building-up, optimizing and restructuring HR departments and HR reporting systems - in start-up as well as fast growing business situations
- Understanding all day-to-day personnel administration issues – over-average knowledge of labor law and labor relations, partnered with works councils on all levels
- Strong coordinator - worked in matrix to US/UK, France, headed and developed HR teams, liaised with lawyers, external consultants, employer organizations etc.
- Outstanding communication skills - designed various communication concepts, facilitated meetings, trainings and workshops, excellent writing skills in German and English
- Excellent understanding of organizational settings - navigated companies through difficult situations including merger and insolvency, outstanding project management skills
- Strong interpersonal and intercultural management skills – worked 10 years abroad, speaking five languages, trained and worked as a coach
- Pragmatic enabler and adviser, very quick learner and hands-on results-driven problem solver. Managing with empathy, walking the talk, honoring values.

Career Data and Project Assignments

Since 2003

Interim and Project Manager, self-employed

Interim Management, HR and Management Consulting, Coaching.

- HR Project Manager (big business project: sales re-organization, 800 employees impacted) in FMCG company (CH HQ, 250.000+ employees, 14.000 in Germany): change and project management, design and implementation of multiple concepts on onboarding, mentoring, skills development, interface to comp & ben, management development and communication, coaching of HR and Sales managers
- HR Manager and Project Manager (Europe-wide restructuring project) in pharmaceutical company (US HQ, 11.000+ employees, 700 in Germany): bridging gap between old and new HR manager, setting up and implementing project plan, developing and implementing communication concept, supporting HR transformation
- HR Director and Leader Restructuring Project in automotive company (US HQ with sites in Germany and France, 8.000+ employees, 1.700 in Germany): developing concept and negotiating with group works council and unions (IGM), implement savings programs, developing solutions for reshaping HR department (payroll, HR systems, IT etc.), improving comp & ben programs
- Restructuring project for blue chip company: designing concept on moving site to low cost country
- Human Capital projects on work contracts, working conditions, variable salary and benefit structures, bonus systems, employer branding etc.
- Coaching of entrepreneurs, consultants and HR executives
- Outplacement coaching: advising candidates on behalf of leading Human Capital Consultancy
- Change Management: Business Process Reengineering in a Small Business company: designing and implementing program and systems
- Interim Managing Director of a not-for-profit company: managing daily business for turnaround and organizing two major congresses

01.99 - 02.03

Vice President Human Resources

Vorwerk International, Wollerau (Switzerland)

German upper end household appliances direct sales company (20.000 employees, 1 bill+ € turnover. Staff in administration, sales units and 4 manufacturing sites in D, F, I, China (metal industry).

- Since 02.02: VP HR and Member of division management board: set up division following major group restructuring - team of 5 managing 500 staff plus 5.500 self-employed salespeople in 10 countries with 200 Mio € turnover.
- Designed and installed divisional HR function.
- Business Partner for country management and group management.
- Co-designed and operated performance management and learning systems ww.

- Facilitated change management projects in countries. Consulted line managers in organizational and personal development issues.
- Recruited senior and country management positions.
- Designed and operated international assignment management (30+ expats).
- Managed HR department in Swiss holding (40+ staff).
- Worked extensively with external consultants all over Europe on subjects as labour law, recruiting, taxes, reward systems, pension, international assignments a.o.
- Installed succession planning and job grading system in 10 countries.
- Conducted employee opinion survey in 8 countries/6 languages.
- Built up an international HR network and team.

10.94 - 12.98

Director Human Resources

*Ohmeda Germany and Central Europe, Erlangen
US based health care company, 200 employees in Ger/Austria, 40 Mio € turnover. Staff in admin, sales and German manufacturing site (chemical industry). Merged in April 1998 with Becton Dickinson.*

- Managed and restructured HR department.
- Business Partner to line managers in sales, manufacturing and admin.
- Initiated and coordinated around 50 company-wide change and business restructuring projects.
- Managed annual business strategy workshop (2-day, 30 participants).
- Managed extensive safety and health programs.
- Managed employee relations with works council.
- Managed the due diligence process for Ohmeda Germany, including transition of parts of workforce to new owners, set-up of a social plan and close-down of the headquarter site.
- Co-lead several internal sales congresses.
- Liaised with team of 25 HR managers around the globe. Worked on international projects. Transferred benchmarking results.
- Participated and lead international large scale project on performance management and career development for 5000+ staff ww.
- Liaised with external consultants and employer organizations.

01.92 - 09.94

Manager Human Resources

*Lafarge Zement, Munich, subsidiary of French group Lafarge
No. 1 in building materials worldwide, 1.000 employees in Germany - in administration and manufacturing sites (cement industry).*

- Managed the holding HR department.
- Build up the German holding in Munich (from 10 to 40 people).
- Build up ready mix division in Eastern Germany from scratch (recruited all personnel for 12 production sites, 250 employees in total).
- Consulted the East German plant personnel manager in a total restructuring situation (200 Mio € investment, company sized down from 2000 to 450).
- Managed employee relations with company wide works council (Gesamtbetriebsrat).

01.91 - 12.91

Assistant Manager Human Resources

DUNGS technic, Urbach (Stuttgart)

German gas controls technology company, about 900 employees (in admin and manufacturing - metal industry).

- Recruited manufacturing workers (1000+ interviews) and dealt with legal matters.
- Consulted managers on personnel and legal matters.
- Operated the HR department ad interim for 6 months.
- Several projects on work contracts, reward systems, PD/OD.

06.89 - 12.90

Human Resources Assistant

ulmia Steiger & Deschler AG, Ulm

Italian owned textile company (Miroglio Tessile), about 2.000 employees in Germany (in admin and 4 manufacturing sites - textile industry).

- Worked on all issues of personnel administration.
- Recruited administrative personnel and trainees.
- Build up partnership with universities.
- Designed and managed apprenticeship program (Ausbildungsleitung).