

## INTERIM MANAGER

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## PROFILE

A 'General Manager HR' personality, solid in adding value throughout diverse business cycles and situations. Inspirational, energetic, strategic and result oriented leader with broad intercultural competence. Change manager with strong leadership skills, intrinsic drive, impact orientation and sound business acumen. Dual degree EMBA (US&CH) and background in finance, product sales and human resources.

People strategy developer and executer in small to large corporations, i.e. from 160 to 150'000 employees. Partner to senior executives, trusted counselor and change driver/implementer in matrix organizations. Conveys step-change projects into results. Used to managing HR budgets/investments up to 125 M\$. Generates systematic solutions on Organization Design, Human Capital Performance, Personnel Expense Management, HR-Leadership, HR Process Automation and -IT.

Multi-industry proven in Technology (Automotive, Power & Automation), Food (FMCG), Health Care, Financial Services, Consulting, Engineering & Architecture.

## Career

**2022 – today**

**Stoltenberg & Partner GmbH, Gossau, (CH)**

**Founder & Managing Director**

Provide International Interim Management & HR Consulting to clients with focus on business excellence, leadership crises resolution, growth-, turnaround- and restructuring-situations plus M&A/PMI and HR-automation, Process-improvement.

### Mandates till date:

Since 02.2023

**Dorow Clinics Germany** (member of Colosseum Dental Group)

8 locations / 40 M€ Revenues / 350 employees

**Mandate: Restoring profitable growth through Organization Development**

- Personal Leadership Sparring to the founder & managing director
- Co-analysis of margin slippages, identification of corrective measures
- Transformation approach in cooperation with majority shareholder Colosseum
- Design/facilitation of initiation workshop (5 chief physicians / clinic mgmt. / Colosseum Dental representatives)
- Organizational re-design and change management planning
- Active roll-out involvement / follow-up workshops / individual change meeting
- Co-initiation of corrective measures and monitoring (financial cockpit) in order to support financial top- and bottom-line improvements
- Talent identification for staffing operational/functional/process responsibilities

- 09.-11.2023**      **Henning Larsen Architecture Group, Germany** (member of Ramboll Group)  
4 locations / 150 M€ Revenues / 300 employees  
**OD Consulting: Strategy Alignment @ Landscape Architecture**
- Personal Sparring partner to the Managing Director HL, Germany
  - Design/facilitation of initiation workshop (local & global HL-Partners 'Landscape')
  - Follow-up and definition of further procedure
- 06.22-01.23**      **Ramboll Deutschland GmbH, Hamburg** (DE) (member of Ramboll Group)  
Civil Engineering, Architecture, Planning and Consulting  
25 locations / 370 M€ Revenues / 1'000 employees  
**a.i. HR Director Germany (112M€ PEX budget / 46 ee, 9 direct reports)**  
Member of Country Management Board and Group HR Board
- HR Strategic plan 2025 completed incl. budgeting 2023 and stakeholder involvement
  - HR Transformation towards a growth-supporting function initiated and established
  - Improved HR-effectiveness by intensified collaboration and process output
  - Lead of M&A HR activities for inorganic growth > 5 acquisitions during mandate
  - Achieved organic growth during mandate from 658 MA to 1'000 MA (01.2023)
  - Concept 'How to build Works Councils' in order to cope with growth; facilitated and conceived between Group Works Council & Mgmt.Board for decision-making
  - Proven improvement (# applications) in employer branding effectiveness through new employer branding / process cycle time reduction / improved candidate experience / supportive measures, i.e. referral program, social media ratings, returner program.
  - Pay scale market analysis for an uprising business area
  - Active participation in 'New HR Operating Model' project of Ramboll Group-HR
- 2019-2022**      **Oetiker Group, Hans Oetiker Holding AG, Horgen (CH)**  
Automotive Supply, connection solutions/engineering  
28 locations (14 factories ww) / 500 MCHF Revenues / 2'000 employees  
**Head of Group Human Resources**  
Achievements:  
HR-Transformation on global scale / Develop and execute Growth People Strategy // Introduction and lead of global COVID TaskForce (no business interruption globally during pandemic) // Co-build Swedish Polymer start-up // Re-allocation of factory capacity from Sweden to Lithuania and Poland incl. closure of Swedish factory // Active support global R&D expansion // Post-merger integration of US acquired Quick Connector business // Co-introduce and change mgmt. for establishing global Key Account Mgmt // Design/introduce reliable personnel expenses forecasting and global master-data/ reporting // No1 awarded employer in Germany and Switzerland // Re-direction of people sourcing/employer branding // establishing customized Performance & Talent Mgmt. // HR Process Automation.
- 2015-2019**      **apetito AG, Corporate Headquarter, Rheine (DE)**  
FMCG Food Systems, Service & Production  
European wide operations / 620 M€ Revenues / 4'000 employees  
**Head of Corporate Human Resources & Managing Director apetito bistros**  
Achievements:  
HR-Transformation / People strategy development // Counseling of EC & Chairman // Co-integration + growth of Delivery Service business // Multi-site collective bargaining negotiation lead // Business Excellence co-implementation (Lean Management) // C-level owned development programs // Design and implement Performance & Talent Mgmt with 97% participation // Leadership selection and assessments // Employer branding program > preferred employer Germany 2016,17,18 // Total Compensation Change // Re-structured HR Services // HR-digitization (HCM) architecture

**2006-2015**

**Asea Brown Boveri Ltd, Corporate Headquarter, Zürich (CH)**

Power & Automation Technology

>100 countries / 39 BUSD Revenues / >140'000 employees

**2010 – 2015 Group VP - Shared Services & HR-IT (VP)**

Role: Establish HR Operations organization // Lead 900 total staff in 86 countries // observe and manage 100MUSD functional cost // Report to the Group CHRO

Achievements:

Installed an effective, post-transformation HR Operations organization // Orchestration of group's 25 HR service centers // Increase in service delivery productivity by >25% // Launch of functional group strategy // Process digitization & automation in 86 countries // Data analytics & business reporting // Global business unit support, e.g. cost and labor arbitrage simulation, China talent acquisition and employer branding, business process outsourcing // group people master data & organization management harmonization project delivery.

**2009 – 2010 Project Manager Group HR Transformation / Member of ABB Pension Scheme Board**

Role: Successfully implement Group HR Shared Services project 86 countries

Achievements:

On time HR Transformation with total cost reduction of 18 M\$ (14%) // Reduced process lead-time over all service processes // One global SAP-HCM // Globally automated 8 key HR processes, mainly for managing performance, succession, job grading and employee share acquisition plans // One common architecture for Service Delivery and HR-IS in used by 145'000 employees.

**2006 – 2009 Head Group Talent Management & Leadership Development**

Role: Support major business transformation with effective leadership development architecture and global Talent Pipeline // Establish one global performance approach & processes // Involve Executive Committee

Achievements:

Talent Management:

Established ABB's first group wide Talent Management // Introduced an aligned Performance & Development metric and appraisal for 70'000 employees // Established yearly People Review with Executive Committee // Improved Talent Footprint by increasing internal placements from <50% to >70% for Group Key Positions // Enhanced global talent distribution and cross-country permeability // Established Competency and Behavioral Assessments for the top 2'500 leaders // Bonded dispersed Talent Managers to one global team

Leadership Development:

Designed and implemented ABB's first Leadership Learning Architecture // Cross-country teams with regional structure // Established global leadership development programs, e.g. Senior Leadership (top 2000), First Line Manager Development // Saved 2 MUSD by insourcing Capture Team Selling program for business divisions // Initiated ABB University integration // Lead vendor evaluation and negotiations

**2004-2006**

**ABB Switzerland AG, Baden (CH)**

Power & Automation Technology

2.5 BUSD revenues / 8'000 employees

**Country Head Talent & HR-Development / Deputy Country HR**

Role: Lead country HR-Development comprising of Learning & Development, HR-Marketing, International Transfers, University relations, Trainee *programs*, *Day Care* Association, Social Consulting (198 staff).

Achievements:

Transformation of post-crises situation towards 'One ABB' // Executive business partnering to country manager, country-HR and business leaders on all HR matters // Renewal of local Collective Agreements // Introduction of country Talent Development // Reduction of shared service cost by 10% // Design, implementation of Technical Career Path Model // Doubled expatriation presence over two consecutive years whilst reducing cost of service by 15% // Introduced demand driven Learning Catalogues // Increase of program bookings by 30% // Employer branding – ABB as No.1 preferred employer for engineers.

**1999-2003**

**ABB Business Services AG, Baden (CH)**

Business Services rendered to ABB Switzerland

150 MCHF Revenues / 750 employees

**Head Human Resources / Member of Company Management Board**

Role: Direct HR-support to GM and Company Management Board // Lead HR Business Partnering (6 staff) // Introduced HR Service Unit, later country HR Shared Service Center (50 staff) // Industrial relations

**Achievements:**

Re-design HR business partnering // Increase of company's talent bench // Established HR-service for non-ABB clients // Counseled business projects for restructuring, integration, outsourcing and divestment // Lead HR activities in country IT-infrastructure divestment // Revised remuneration and bonus model // Industrial relation and collective bargaining negotiations.

**1994-1999**

**Micafil AG, Zürich (CH)**

Manufacturing of Power Insulation & Components

80 MCHF Revenues / 160 employees

**Head Human Resources / Member of Company Management Board**

Role: Actively support general manager's turn-around mission with change and leadership guidance and activities. Re-build HR as a function and supporting processes, policies & governance towards profit growth support, budget and monitor company personnel expenses. Lead HR-Team (3 staff)

**Achievements:**

Turnaround execution // Change of Management Board // Compensation model // Post-merger integration // SAP/HR implementation // Skills development // Project staffing // Employer branding

**1996 - 1998 Company Controller (aside Head HR role)**

**Achievements:**

Stabilized cost controlling, consolidation and reporting for monthly company income statement of 6 profit centers // Validation of 'Work in Progress' and 'Fixed Assets' // Cost-volume-profit analysis // Due diligence

**1998 - 99 Key Account & Sales Manager Reactive Power Compensation Products (aside Head HR role)**

**Achievements:**

Establish new role and relation management to Micafil's key Swiss volume accounts // Built profit center market activities plan // Go-to-market project for Euro-Quant® product launch // organize client symposiums.

**1988 – 94**

**ABB Pension Fund (CH), Manager Customer Service (7 direct reports)**

**1986 – 88**

**Military - Air-Defence (DE)**

**1983 – 86**

**Albiez Constructions (DE), Financial Accountant**

## Education

<b>2003</b>	<b>Executive Master of Business Administration (Dual Finance degree &gt; University of Rochester, NY (US) &amp; University of Bern (CH)</b>
<b>1996</b>	<b>Master in Human Resources, Swiss Association of Human Resources Mgmt.</b>
<b>1993</b>	<b>B.Sc. Economics &amp; General Mgmt., Graduate School Business Admin., Zurich</b>
<b>1986</b>	<b>Apprenticeship Economics, Germany</b>

## Languages

**German – native // English – fluent**

## References

I really enjoyed working together with Dirk. His experience, his professionalism, and his ability to getting a quick overview over a situation made him a valuable colleague and sparring partner. With his communication and social skills, Dirk helped me facilitating workshops and discussions and navigating them towards a positive result. Thanks, Dirk!  
*Werner Frosch / Henning Larsen / Partner & Managing Director Germany*

Dirk got into the vacant role as (interim) HR director in record time, almost seamlessly. I have enjoyed working with Dirk, he brought HR in Ramboll Deutschland definitely on a new level and prepared the ground for this level to further grow in the coming months and years. I specifically liked a lot our joint interviews with candidates and his extremely professional and fast analysis. I wish Dirk all the best and many such great interim engagements in the future as with Ramboll recently!  
*Alexander Kotschi / Ramboll Germany / Country Market Director Energy*

It`s rare that you come across a leader who is able to hit the ground running as fast, decisive and efficient as Dirk. Some folks like to talk, some like to put action to the words. He is surely one of the second kind. Dirk came on board for an interim assignment as HR Director in Germany in a crucial phase of the business and I had the pleasure to work with him for 8 months. During that period he took on a series of complex management challenges and delivered on all the objectives to my full satisfaction. I was particularly impressed how he handled the complexity of these tasks and how quickly and effortlessly he navigated the stakeholder ecosystem. For sure Dirk would be an asset to any management team, he has my highest recommendation and also my personal gratitude. Thanks Dirk.  
*Stefan Wallmann / Ramboll Germany / Managing Director*