

Competence Profil

Michael Beecken

Married, two daughter (24 u. 27)
born: 08.11.1961

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Branches

- Group (matrix), medium-sized companies, association
- Mechanical and plant engineering
- Electrical engineering, automation
- Production companies and shipbuilding
- Food, pharmaceuticals, health care
- Service sector, health care
- Education, consulting

Expertise

- Broadly positioned executive / HR business partner in HR with extensive operational experience (hands-on mentality) as well as strategic orientation, "board-proofed", true HR generalist
- Many years of experience along the complete HR lifecycle from employer branding to recruiting, hiring, compensation systems as well as HR development, restructuring, new work, co-determination, unions, etc.
- Implementation of organisational changes, change management / project management, incl. negotiations with trade unions, BR/KBR (reconciliation of interests / social plan)
- Post-merger integration at home and abroad
- In-depth HR migration experience, introduction of a new HR operating model, at home and abroad, both from a business partner and HR service perspective
- Leadership development, coaching, personal strengths management, but also employer branding, EVP, talent management, recruiting
- Establishment and operation of shared service centre, digitalisation (digital personnel file / signature, automated document creation, optimisation HCM / recruiting (Workday), ServiceNow

Working style

My management style is more coach- and team oriented, but with clear leadership aspirations. Where structures are missing, I establish them as a basis for successful, collaborative working.

Excerpt of my strengths/personality profile:

- My behaviour is essentially characterised by values, trust, loyalty, but also by goal orientation and strong commitment.
- I can vary my communication style depending on the situation or target group and bring people together.
- For me structure, order and systems are tools to ensure quick and sustainable results.

Many years of experience in:

- Project Management
- Change Management
- LIFO, Strengths Management Tool / Test (Coaching)
- Skip systemic approach to team-oriented organisational development

Expertise / Successes in HR

- Successful wage bargaining at company level including the introduction of a bonus component in the wage system, modernising the incentive scheme for the sales force, increasing the flexibility of working time models.
- Significant increase in the quality and performance of the business partner organisation in Italy/WEMEA through specific development or, where required, exchange of employees
- Promotion of digitisation, such as optimisation of HR core processes in Workday and ServiceNow, introduction of manager dashboards, digital personnel file, digital signature, automated document creation
- Good retention management, low sickness rate, successful talent management, long-term succession plans, filled graduate pipeline, extremely low recruitment costs
- Development of a company into a top performer, with an above-average, highly motivated workforce that was very well balanced in terms of age and experience
- Establishment of a global HR service organisation, with the main hubs in Berlin and Kuala Lumpur, incl. establishment of a new, efficient recruiting organisation

- Establishment of a group-wide HR reporting and HR controlling system
- Successful integration of the acquired group of companies in Italy, retention of all relevant top executives and gradual integration to ensure full economic performance
- Successful and fully managed restructuring and merger of companies (reconciliation of interests for spin-off, closure and merger, as well as social plan)
- Successful introduction of ERA (new remuneration system in the metal industry) in 3 collective bargaining areas

Expertise / Successes outside HR

- Honorary judge at the Labour Court (8 years)
- Advisory Board in the Network of European-Turkish Enterprises (NETU-West)
- Member of the core IT security team as well as the crisis management team
- Numerous successful transformation and change processes in the public sector, in education and in industry
- Successful trainer, facilitator and coach

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| BAT
08/22 – 7/23 | British American Tobacco Industrie GmbH (interim)
Manager Industrial Relations Germany
Responsible for all co-determination processes in Germany | Hamburg |
| <p><u>Fields of action</u>
Short-term takeover of the department, collective bargaining at company level, development of new incentive system for the sales department</p> <p><u>Successes</u></p> <ul style="list-style-type: none">• Quickly build trust with stakeholders, incl. works council• Introduction of a bonus component in the collective bargaining sector | | |
| GEA
2019 – 07/22 | GEA Group Service GmbH
Vice President HR Operations
Responsible for the global HR service organisation with 185 employees, reporting to the CHRO, member of GEA's crisis team, budget > €10m. | Düsseldorf |
| <p><u>Fields of action:</u>
Expansion of digitalisation, coordination of KBR, talent acquisition, optimisation of HCM system (Workday), payroll, HR-IT security, Crisis Management Team GEA</p> <p><u>Successes:</u></p> <ul style="list-style-type: none">• Establishment of a global HR service organisation (hubs in Berlin, KL) under Covid conditions (selection, hiring, onboarding of teams).• Optimisation of all HR core processes in Workday and ServiceNow• Establishment of a new, efficient recruiting organisation | | |
| 2017 – 2019 | GEA Group Aktiengesellschaft
Senior Director HR WE&MEA
Responsible for 15 countries with 3,500 employees and 14 HR Business Partners, reporting line to the CHRO and CEO WEMEA, budget > € 2.5 m. | Bologna, Italien |
| <p><u>Fields of action:</u>
Member of the Division Board, selection and recruitment of top executives in the region, strengthening of the business partner organisation</p> <p><u>Successes:</u></p> <ul style="list-style-type: none">• Significant increase in the quality and performance of the business partner organisation through targeted development or, where necessary, replacement of staff.• Successful integration of the acquired group of companies in Italy, retention of all relevant top executives and gradual integration with full safeguarding of economic performance | | |

Experiences
GEA

2015 – 2016

GEA Group Aktiengesellschaft

Büchen

Director Human Resources Germany North

Responsible for approx. 3,000 employees, 12 HR Business Partners as well as the entire vocational training in Germany (400 trainees / students)

Fields of action:

Transformation of the HR organisation, implementation support for HR SSC

Successes:

- Development of personnel officers into HR business partners
- Harmonisation and orientation of training in Germany

2007 – 2015

GEA Process Engineering Segment

Hildesheim

Director Human Resources

Member of the management, set-up of a new HR department, responsible for 7 companies with 1,400 employees in Germany

Fields of action:

HR marketing Cooperation with universities, competence management, executive development, optimisation of selection processes, BR, involvement in due diligence and PMI, trainer project management (int.)

Successes:

- Above-average, highly motivated workforce, well balanced in terms of age and experience, top scores in the employee survey, "high performance organisations" level
- Very low staff turnover, low sickness rate, good potential pool, regulated internal succession, full graduate pipeline, extremely low recruitment costs

2003 – 2007

GEA Process Equipment Division

Duisburg

Deputy Director HR (Director HR from 2006 to 2007)

Complete range of HR topics for 7 German companies and PE for 13 foreign companies (Europe) a total of 2,000 employees.

Fields of action:

Installation of payroll as an internal shared service centre, cooperation with works councils, talent management, management assessments, secondment, mergers and closures

Successes:

- Successful introduction of ERA (new salary system in the metal industry) in 3 collective bargaining areas,
- Management audits in Poland, Brazil and France
- Restructuring and merger of two companies, with power of attorney for independent handling for both companies.

Experiences
GEA

2000 - 2002

GEA Liquid Processing Division
Head of HR Development

Büchen

Training and further education for 3 German and 15 foreign companies (2000 employees), HR manager for two companies

Fields of action: Talent management, trainee programme, training programmes, day-to-day business as HR manager

Successes:

- Successful implementation of an international trainee programme
- Introduction of targeted further training programmes
- Familiarisation with all operational HR topics, established as operational HR manager within a short period of time

Bildungswerk

1995 - 2000

Bildungswerk der Wirtschaft gGmbH

Hasenwinkel

Managing Director and Head of the Academy Schloss Hasenwinkel

Training institute (Nordmetall) 40 employees and approx. 300 external trainers, entry as trainer and project manager for European training projects.

Fields of action:

Trainer for leadership, communication and facilitation, project manager for European training projects, development of leadership programmes e.g. for Kvaerner, R. Baader

Successes:

- Rapid changeover to a completely new field of work
- Very successful European training project together with the trade union and joint publication of the book "Time for the future" (flexitime for medium-sized companies)

Army

1982 - 1995

German Armed Forces

different locations in Germany

Captain of an Armoured Infantry Company

Leadership of 200 soldiers and 40 non-commissioned officers, press officer (youth officer), contacts with schools and public organisations

Fields of action:

Leadership and training of people in different situations and in different areas (politics, law, technology, tactics, ...)

Successes:

- Nomination for the general staff career (in case of change to professional soldier).
- Establishment of a sponsorship and joint actions to promote the Schaalsee Foundation (ecology projects)

Education

- 1995 University of Hamburg
Additional qualification in labour law
- 1985-1988 Helmut Schmidt University Hamburg, 2,3 (Top 25%)
Diploma in Education, specialisation Adult Education,
Human Resources and Psychology

Languages

German: Mother tongue
English: Business Proficiency
Italian: Basic

IT

Workday, ServiceNow, SAP, ETWeb, MS-Office

Hobbies

Skiing, cycling (road bike), fitness training, photography

Volunteer

Honorary Labor Judge from 2009 – 2016
Advisory Board NETU West - Network of European-Turkish Enterprises

Year

Trainings

- | | |
|-------------|--|
| 2021 | <ul style="list-style-type: none">• Compliance-, Data Security- and Change-Management |
| 2019 | <ul style="list-style-type: none">• HR Transformation (EY) |
| 2014 | <ul style="list-style-type: none">• Change agent training, Business English Berlitz Level 8 |
| 2012 - 2015 | <ul style="list-style-type: none">• Trainer for project management, international (Asia, USA, Europe) |
| 2000 - 2016 | <ul style="list-style-type: none">• Continuous training in labour and collective bargaining law via Nordmetall, VSW as well as internal training in management, strategy, diversity at GEA |
| Since 1997 | <ul style="list-style-type: none">• Skip - operator for systemic consulting of organisations, structured approach to analysing, working on problem areas with a common focus on consistent change and joint achievement of the target image. |
| since 1997 | <ul style="list-style-type: none">• LIFO - Life Orientation - licensed trainer, method for assessing individual strength (personality test), useful for coaching and training e.g. leadership, team building, communication and sales |