

CURRICULUM VITAE

General information

Paul Groeninckx

Born in Etterbeek (Belgium) on February 7, 1957

Married with Greta De Koster since 1980, 3 children (Inge 26/09/1983, Kris 24/06/1985 and Gert-Jan 06/08/1987)

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Mother tongue Dutch,

Excellent knowledge of French and English. Good in German.

Education

1975-1980 University degree K.U. Leuven (Master in law)

1982-1983 Post-university degree Ichec Brussels (Management)

1983-1984 Post-university degree U.C. Louvain la Neuve (personnel management)

1991-1992 Vlerickschool Gent (Management)

Experience:

Since July 2005 constitution of Andante Management specialized in implementation and project management of change and transition (Merger and Acquisition, restructuring, cultural change, competency management, performance management, HR transition...) Info at www.Andantemanagement.com

Main achievements (6/2005-7/2012)

- Potential assessments project for Belgacom SA with OPUS ® method, young potential project, advice on final recruitment.
- Potential assessments project for Sonaca SA with OPUS ® method, promotion and development of new appointed managers, gap analyses and development advise, including feedback sessions.
- Potential Assessments project for Arcelor SA with OPUS ® method, advice on promotion and development of potential manager, including feedback session.
- Advise and execution of restructuring and closure of 2 departments of Combori NV (analyses and budget, definition negotiation mandate and strategy, support general Manager during faze 1 "Renault Law", negotiation and execution social plan faze 2 in accordance with the "generation pact", creation employment cell including a work activating policy, conclusion file is identified as a benchmark file by Minister of Labor)
- Advise and accompaniment of general management in merger Combori NV and Fabory NV (project definition, tools and targets, facilitating MT meetings)
- Definition and introduction of competency management within Netway SA, including analyses CIE culture and climate with FOCUS ® method, preparation of training and coaching of HRD
- Implementation and training of competency and performance management for the Group Bürkert AG
- Organizational analysis and benchmarking function-evaluation Holcim SA France Benelux

- Training Change Management Ichec Entreprises
- Potential assessment project for Arcelor Mittal group, identification of high potentials, advise on future development, access to Arcelor Mittal corporate university training programs
- Development and implementation of a development dialogue process Fabel NV
- Definition and introduction of competency management within Leonidas SA, including analyses CIE culture and climate with FOCUS ® method
- Regulate unions relations and collective bargaining process for TNT Liège
- Assess management committee at Leonidas with OPUS ®
- Develop and implement C&B policy at Fabory Belgium
- Crisis management at Dussmann Services Belgium
- Develop competency management library for the Fabory Group based on a FOCUS ® culture and climate analysis
- Assess change management praxis and counseling on a new “Virginal Gagnant” project for Arjo Wiggins Belgium
- Development and recruitment management for Schindler SA Belgium
- Advise on closure of a Belgium stock exchange CIE
- Implement a development culture for Schindler SA Belgium
- Create and implement a development policy for Schindler SA Belgium
- Assess management at Schindler SA Belgium with OPUS ®
- Assess management at Leonidas with OPUS ®
- Audit HR practice for Zetes Group and recommendations and design of group HR function
- Audit and recommendations on organizational design for Riva Mariani
- Design of integration and harmonization in post acquisition phase of T&C of 6 legal entities for Pepsico Belgium
- Design and implementation of a well being culture for GSK BIO
- Advice of general management on restructuring for Carrefour Belgium
- Design of new company culture for Carrefour Belgium
- Design of a new performance driven company culture for Schindler Benelux
- Design and implement an HR practice for a medium sized company (Belspeed NV), starting from a green field.
- Assessments for Holcim Belgium with OPUS ®
- Assessments for Carrefour Belgium SA with OPUS ®
- Assessments for SEW EURODRIVE NV with OPUS ®
- Advise in KMO's (Maesbouw BVBA, Deceuninck BVBA, De Feestarchitect BVBA).
- MT upgrade for Schindler Benelux.
- Implement a basic HR practice in a small sized company (De Feestarchitect BVBA).
- Advise Schindler BNL regarding HR-organization.
- Assessments for Talanx with OPUS ®.
- Assessments for Basler with OPUS ®.
- Harmonization of the T&C's/integration of an IT company after acquisition, HR transition, click/call & Face in a shared service center in a Benelux environment (ATOS NV/SA).
- Post acquisition integration of two companies active in the logistic sector, implementing new culture and organization, set up of integration task forces, communication... (Bleckmann NV, new company name after acquisition of TNT Fashion Group by Belspeed)

From June 1998 till June 2005

Human Resources & Communication Director C.B.R. SA (member of HeidelbergCement Group) for Western Europe (direct responsibility for the Benelux, France, UK and West Germany), Northern Europe, Asia, Africa, Mediterranean Basin and Middle-East. Executive Committee member of the

CBR Group. Responsible for +/- 20.000 people of which > 2.000 located in Belgium

Main achievements:

- Restructuring of the Cement activity in Belgium in 1998 and in 2005 ("Renault" law and social plan negotiations, ...)
- HR strategy and HR business plan with main focus on performance management and HR development
- Set up and implementation of new performance management
- International succession planning and potential assessment
- Split of InterBeton Belgium
- HR audit and optimization at international level
- Design and set up of the Group HR function for HeidelbergCement group
- Group HR coordination for the Group HeidelbergCement world wide
- Due diligences in Asia and post acquisition integration
- Merger and restructuring at different levels of the group in Asia
- Implementation of function description and function evaluation (Mercer CRG) at international level
- Implementation of international profit share and variable bonus system (MBO)
- Revision of the C&B policies for the exempts
- Establishment of the training strategy and guideline
- Outsourcing payroll
- Collective bargaining of collective agreements for blue colors and for white colors

From January 1990 till June 1998

Human Resources Director Siemens-Nixdorf SA, responsible for Belgium and Luxemburg. Responsible for 1.100 people in the Belux region.

Main achievements:

- Merger of Siemens data and Nixdorf Computer
- Cultural change programs in collaboration with the MIT Boston
- Outsourcing and in-sourcing contracts in the frame of the startup in the ICT business of new service activities
- ISO 9000, EFQM and Total Quality based on Crosby
- Introduction at international level of competency management
- Employee satisfaction survey, first local experience followed by a worldwide implementation
- Collective bargaining for Belgium and Luxembourg
- Restructuring
- Creation of new legal employers structure (Eurovar, Cosmo, Siemens Business Services), collective transfer (CCT 32)

From December 1980 till January 1990

Director of the department "Réglementation AMI" and Human Resources Director within the "Union Nationale des Mutualités Professionnelles de Belgique".

Main achievements:

- Preparation of the merger Union Nationale des Mutualités Neutres and Union Nationale des Mutualités Professionnelles in collaboration with ADL
- Integration of new health funds

- Legal representation for Belgium of the Dutch Insurance firm Silver Cross Insurance
- Creation of new insurance products (Jura and Eurocross)
- Public relation and marketing plan (new in this sector)
- Set up of a centralized law department
- Creation and implementation of a complete training program and strategy
- Revision of the pension plans
- Revision of the salary and performance policy for the senior management
- Training programs for the senior management

Other experiences

Since 2005	Trainer Ichech Entreprises (Brussels) Change Management and scientific coordination of the second year Master HR Management
2002-2005	Chairman of the industrial relation Committee (Belgian Committee for the cement industry)
2000-2005	Trainer ISC St Louis (Brussels) Strategic Human Resources Management
2000-2005	Social Judge at the Labor Court of Brussels.