



KRIS WOUTERS

SKYTREE
services

Organisational Change Manager and Mentor
Making change happen, the human way

INFO

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 November 9, 1970

LANGUAGES

Dutch ★★★★★

English ★★★★★

French ★★★★★

German ★☆☆☆☆

PROFILE

I am an experienced and driven organisational change manager and mentor with an authentic approach. I guide people in organisations through transformations by focussing on the human side of change without losing sight of the goals to be reached.

AREAS OF EXPERTISE:

- Organisational Change Management
- Organisational development
- Cultural transformation
- Digital transformation
- Management and team mentoring
- Workshop facilitation
- Team dynamics and self-governing teams (Sociocracy 3.0)
- Operational Excellence & Lean

VALUE PROPOSITION:

- Empathy & authenticity
- Balance between the human side of change and result orientation
- Excellent communication & facilitation skills
- Thinking at strategic level while acting at operational level
- Wide-ranging experience enabling me to build bridges between departments and levels within an organisation
- ADKAR Prosci Certified
- ICF Accredited Coaching Training

MY PURPOSE

Guide people in organisations towards positive and sustainable change.

Be a trusted partner in change for people at all levels in an organisation.

MY PROMISE

I will bring energy, authenticity and agility to our collaboration.

I will draw on my people-focused attitude and my technical background to deliver a sustainable end-result.



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WORK EXPERIENCE

ORGANISATIONAL CHANGE MANAGER (Freelance)

CM/MC 09/2020 – present

Finance & Facilities Support Service

In order to cope with the legal and societal changes in (mandatory) health insurance, CM/MC is restructuring its entire organisation. As part of this reorganisation, senior management decided to merge all the finance and facilities activities into a single national support service (coming from 19 separate organisations).

I support the Directors and Managers of this new department to set up a new matrix structure by:

- Drawing up and implementing a plan for a phased implementation balancing the impact on managers and collaborators with the continuity of activities;
- Performing stakeholder management and resistance management;
- Facilitating workshops and setting up peer coaching sessions.

ORGANISATIONAL CHANGE CONSULTANT (Freelance)

IQVIA Belux 06/2020 – present

Healthcare Department

I support the Management Team in improving the organisation of the department towards Operational Excellence and a more agile and mature project operation by:

- Designing and implementing a new organisational chart;
- Reviewing the function descriptions and Roles & Responsibilities;
- Implementing a PMO.

ORGANISATIONAL CHANGE MANAGER (Freelance)

DP WORLD ANTWERP GATEWAY 10/2018 – present

Labour Dispatching Department (team responsible for planning and payroll of 350+ dockworkers)

The increase in the number of dockworkers at DP World Antwerp Gateway and the general changes on the labour market in the port of Antwerp, require DP World Antwerp Gateway to further professionalise the HR processes for their dockworkers.

In this context, I am in charge of the organisational change management related to the:

- Implementation of a fully automated planning tool;
- Reorganisation of the planning department;
- Design and implementation of new HR processes for the dockworkers.

ORGANISATIONAL CHANGE MANAGER & MANAGEMENT/TEAM MENTOR (Freelance)

PARTENA PROFESSIONAL 11/2018 – 02/2020

Customer Accounting Department (department size: 35+)

Partena Professional is in the midst of an organisational change towards decentralised management and governance (Holacracy). I acted as tandem manager and mentored the management team to prepare them for their upcoming roles; I also facilitated workshops with the teams and the management team. This led to:

- A streamlined organisation;
- An improved performance follow-up;
- A governance structure focused on Operational Excellence.

HR BUSINESS ANALYST (Freelance)

PARTENA PROFESSIONAL 09/2018 – 10/2018



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Payroll Services Department (department size: 600+)

I analysed recurring activities in the payroll processes in order to semi-automate them.

MANAGEMENT CONSULTANT / MENTOR (Freelance)

PARTENA PROFESSIONAL 05/2017 – 06/2018

Payroll Services Department (department size: 600+)

Triggered by the profound changes in the market of payroll companies, Partena Professional has launched an efficiency program. Within this program I mentored and provided consultancy to 14 Team, Area and District Managers. This led to:

- An increased focus on operational excellence;
- A higher autonomy of the teams;
- A review of the management organisation.

ORGANISATIONAL CHANGE MANAGER (Freelance)

SD WORX 06/2016 – 06/2017

PROJECTS

- PAYROLL OUTSOURCING SERVICES UNIT (unit size: 170+)
GLOBAL PAYROLL SERVICES UNIT (Unit size: 60+)
To support a more customer-oriented behaviour, the Payroll Outsourcing Services and the Global Payroll Services unit decided to implement a service management tool. I led the human aspect of the change: clarifying and defining the roles of each management level, mentoring team managers on soft skills, facilitating the creation and implementation of new processes.

ORGANISATIONAL CHANGE MANAGER / STRATEGIC PROGRAM MANAGER

SD WORX 01/2013 – 05/2016

PROJECTS:

- WORKLOAD OPTIMISATION
BUSINESS PROCESS OUTSOURCING UNIT (Unit size: 170+) 11/2015 – 05/2016
I analysed the team and process efficiency. We then improved the efficiency of the teams and the contribution of the managers through mentoring, support and soft skill training.
- ORGANISATIONAL REVIEW AND OPERATIONAL EXCELLENCE
SD WORX LUXEMBOURG (Department size: 40+) 03/2015 – 10/2015
I designed a new organisational structure, which I then implemented together with the Divisional Manager. This led to an improvement of team and process efficiency of the Payroll and Tax & Legal teams.
- OPERATIONAL EXCELLENCE PROGRAM
IT SERVICES SUPPORT UNIT (Unit size: 35+) 01/2014 – 02/2015
I was in charge of the Operational Excellence program that reduced the cost of the internal and external support desk with 10% over 2 years by.
- OPERATIONAL EXCELLENCE PROJECT
LARGE ENTERPRISES DIVISION (Unit size: 120+) 01/2013 – 12/2013
I led the project team that succeeded in improving the efficiency of 12 payroll teams by 5%.



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OPERATIONAL EXCELLENCE PRACTITIONER / STRATEGIC ADVISOR

SD WORX 12/2010 - 12/2012

PROJECTS:

- **OPERATIONAL EXCELLENCE PROJECT**
INFRASTRUCTURE UNIT (25 engineers) 02/2012 - 12/2012
I worked in the Operational Excellence project that improved the predictability of infrastructure projects. Over the course of 6 months, we helped the Infrastructure unit to deliver 8 out of 10 projects within budget, time and scope. I mentored and provided consultancy to Team Managers to implement an Operational Excellence mindset in their teams. We also drew up new operational and governance processes.
- **DIVISIONAL TRANSFORMATION PROGRAM**
IT SERVICES DIVISION (division size 400+) 12/2010 - 02/2012
I led several division-wide change initiatives to transform the IT Services Division into a value-adding partner for the business divisions.

BUSINESS APPLICATIONS MANAGER RETAIL SAP CRM/IS-U

GDF-SUEZ 09/2005 - 11/2010

Upon the go-live of the SAP CRM/IS-U suite for the B2C market, we set up the Business Application Management department. Within the department I formed and led a team of 13 people. My team supervised all maintenance changes for the CRM part of the suite (4,5Mio customers, 6Mio contracts). When we later merged the Information Management Department (projects) with the Application Management department (maintenance), I formed and led the unit responsible for all projects and major changes on the SAP CRM/IS-U suite. This unit supervised a project and maintenance portfolio of €6,5Mio.

VARIOUS FUNCTIONS IN ICT AND CONSULTANCY

VARIOUS EMPLOYERS 08/1993 - 08/2005

EDUCATION AND COURSES

2019	Fostering safety & trust in team environments: 1-day training @ iLean
2018	ICF Accredited Coach Training Program: 7-day training @ Training & Coaching Square
2018	Sociocracy 3.0 Deepening: 3-day seminar by James Priest & Lili David @ iLean
2017	Sociocracy 3.0: 3-day seminar by James Priest & Lili David @ iLean
2017	Nonviolent Communication: 2-day seminar @ Arcturus
2016	Prosci Change Management: 3-day ADKAR certification program @ USG
2015	Change Management Master Class: 6-day seminar @ CtheC
2012	Lean Service and Administration: 6-day seminar @ Antwerp Management School
2009	Influencing with impact: 2-day seminar @ Electrabel
2009	Project Management Fundamentals (PMI) @ Threon
2008	Managing your team: 6-day seminar on team dynamics @ Electrabel
2006	Leading yourself: 6-day MBTI based seminar @ Electrabel
1990-1993	Bachelor of Science in Electromechanical Engineering @ HIK Geel
1988-1990	Bachelor of Information Technology @ Rega School Leuven
1982-1988	Latin-Science @ St. Jozefscollege Herentals