

CV



Nikolaj Knudtzon

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Personal Data

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E-Mail: Nikolaj@knudtzon.co

Born 26 January 1965

Nationality: Danish

Married to Carina, who is self-employed

4 children: Oliver (29), Amalie (22), Casper (21), Josephine (19)

PROFILE

HR Leader with more than 17 years of experience within development and implementation of strategic HR in close cooperation with business and executives. A trusted member of top management teams orchestrating business driven people agenda, responsible for all aspects of HR in diverse sizes international organisations, leading own team of up to 40+ employees. Translating complexity into direction with strong expertise in transformational changes of organisations in regions worldwide. Drives people engagement with hands on collaboration and builds long term partnerships as integrator.

WORK EXPERIENCE

Danske Bank AS, 04.2016 – 04.2018

19.000 employees, RoE 13,6% after tax, Net profit 20,9 bn DKK in 2017
Home markets in Nordics – branch offices in 16 countries

Head of People & Culture (based in Copenhagen)

- Implement and sustain the HR strategic priorities under the headings: Capabilities , Leadership, Performance, Organisation
- Ongoing support to cultural and organisational development efforts making the most efficient use of/streamlining the Group's resources.
- Support Group's strategy and objectives through management and development of a business-oriented, efficient and results-driven HRD-organisation.
- Develop and deliver on an efficient set of HR services within recruitment and assessment, strategic skills development, leadership development, organisational development, employer branding, talent management and succession planning.
- Deploy and implement specific processes, tools, systems and policies within the above focus areas on a regional/ global scale.
- Lead and manage the People & Culture organisation, in total 40+ employees in Center of Expertise teams located in 5 countries. Assessing the organisational structure, staffing and development of the people and the area in general on an ongoing basis.
- Member of the Group HR management team and an active discussion partner on a peer group level.

Achievements:

Engaging and transparent leadership style fully integrated in team
Trusted adviser impact with key stakeholders across the full organisation
Strategic engagement measurement integrated across all 19.000 employees
Accelerated Business anchored Talent move across organisational structures
New Performance Management approach initiated

KNUDTZON.CO, 10.2013 – present

Independent company based on trust relations to business people and HR
Based where business is with global reach

Owner, (based in Zürich and Copenhagen)

International Human Resource Consultant creating Cultural engagement processes, Turn Around Programs, Organisational Transformations, International HR Facilitation, Capability Programs and more.

Clients primarily in Pharma with Strategic foothold in top management and reach into operational structure and hands on transformations through local management and HR in countries world wide.

Project types from strategic workshops and executive management mentoring to operational transformation facilitation in governance structure created dedicated to the purpose.

Achievements:

Business partnership with deep strategic anchoring in transformation realised

Capability framework rolled out effectively into 5 regions worldwide

Nordic merger in Biotech integrated

Interim HR Leadership position established into new regional European buy-out

Nycomed/Takeda 05.2003 – 09.2013

(Takeda acquired Nycomed in October 2011)

Takeda Pharmaceutical International GmbH, 03.2012 – 09.2013

30.000 employees, market presence in 70 countries

Head of HR Europe & Canada, (based in Zürich)

- HR Lead for 30+ countries in Europe and Canada
- Member of EVP management team for Europe & Canada
- Supported the senior management team in setting up and sustaining their organisations
- Lead the direct reports in headquarter and functionally the HR heads and key HR people in the areas, clusters and countries
- Orchestrated change agents to enable reach of both short term and strategic business objectives
- Implemented HR processes ensuring recruitment, performance, talent, development and retention
- Performed Project Lead in the communication initiatives on Culture and Values in the integration in Takeda

Achievements:

Strong relationship to all senior managers in EUCAN

Quick integration of small and mid size countries

Initiation of Transformation Program Pilot with diverse scalability

Reaching business objectives while changing organisation

Retaining key talents

Created sustainable governance structure to suit the organisation in HR

Governance structure:

Headquarter based employees in direct reporting line, centres of Expertise in peer collaboration and regional/local HR reporting dotted line but working as functional heads including formal authority to review etc. Total of 10 functional heads in reporting and their sub HR leads 19 in total

Nycomed International Management GmbH, 07.2009 – 02.2012

12.000 employees, market presence in 50+ countries

Senior International HR Director, (based in Zürich)

Business Partner to Commercial Operations

Since 07.2010 as well Head of Culture and Values Initiatives

- HR Business Partner for selected business areas

- Member of EVP Commercial Operations management team
- Developed HR in the Emerging Markets structure
- Performed Management and leadership development
- Orchestrated organisational change and development
- Lead the communication initiatives on Culture and Values in Nycomed reporting directly to CEO

Achievements:

Successful implementation of HR in Emerging Markets organisation

Implementation of leadership development programme based on Talent review

Restructuring of Commercial Organisation into new Commercial model including move of HQ

Orchestrator of change processes in selected business areas

Nycomed Holding, 06.2005 – 06.2009

3800 employees, market presence in 30 countries

International HR Director, (based in Denmark)

Europe Marketing & Sales, International Marketing, Business Development, Corporate IS/IT

After merger with Altana Pharma in 2007: COMOPS (Commercial Operations)

- HR Business Partner for selected business areas
- Management and leadership development
- Organisational change and development
- Member of EVP management teams in business areas

Achievements:

Successful integration of Altana Pharma and Nycomed in focused Business Areas

Established new HR Business Partner structure

Restructured selected countries to new commercial set up

Facilitated change processes in business areas

Nycomed Denmark ApS, 05.2003 – 05.2005

3800 employees, presence in 30 countries,

HR Manager, (based in Denmark)

Scandinavian Marketing & Sales,

International Marketing and Business Development

- HR Business Partner for the selected business areas
- Responsible for recruitment and selection concept cross functional in Nycomed Denmark
- Management and leadership development
- Organisational development
- Member of management teams in business areas
- Employee survey and key figure analysis
- Profiling and HR information on local web

Achievements:

Successful implementation of recruitment concept in all Business Areas

Implementation of leadership development programme in Scandinavian organisation
Restructuring of Scandinavian organisation to local management
Facilitator of change processes in all business areas

Mercuri Urval, 01.1996 – 04.2003

Senior Management Consultant (based in Denmark)

- Recruitment and selection
- Management team development
- Organisational development
- Sparring with board of management and key personnel
- Outsourcing of HR-function
- Outplacement/career advising

Customer branches:

Pharmaceutical

IT

Telecommunication

Law firms

Production

Trade

Service

Achievements:

Established own customer portfolio

Involved by colleagues in special assignments

Over performing on budgets in several years

Top performer in quality assessments

The Danish Authority of Financial Supervisory, 09.1994 – 12.1995

Principal, Law

- Inspection of medium and smaller Banks and Financial Institutions
- Legislative preparation and information
- Consideration of cases in relation to reporting to the Authority

Customers:

Small and medium-sized Banks and Financial Institutions

Achievements:

Inspections with qualified results

A huge amount of legal announcements

The Royal Lifeguards as Officer in the Reserve, 1987 – 2009

Platoon Commander	1987-1990
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Liaison Officer	1990-1993
Company Commander	1993-2002
Civil-Military Council	2002-2009

Education, Development and Management of units

- Planning and Management of Operations at tactical and strategic level,
- Final position in The Danish Division
- Up to 120 soldiers in my command
- Responsible for operations in a unit of up to 1000 soldiers
- International co-operators, like other European military units, civil international humanitarian organisations and NGO's. Close cooperation with German and Polish Divisions.

Achievements:

Youngest Captain of the Reserve in The Royal Lifeguards 1991

Top performing Management team in my unit

Establishing CIMIC in The Danish Division ranking Major of the Reserve

EDUCATION

2002 – 2003	Certificate of Business Administration (CBA) at AVT/Copenhagen in cooperation with Harvard Business School
1988 – 1994	Cand. Jur./Master of Law, University of Copenhagen
1990	Pilot-education, Scandinavian Airlines System (stopped due to Golf crisis)
1983 – 1993	Ongoing Military education up to level of: Captain of the Reserve
1980 – 1983	A-levels
1970 – 1980	O-levels

LANGUAGE

Danish – mother tongue
Scandinavian – very good
English – fluent business
German – fluent
French - basic