

# MARIJKE CAZEMIER (FCIPD)

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## Personal Profile

Experienced OD/Change Consultant and Business Coach, with background in a range of private and public sector organisations. Strategic and commercial in outlook with wide ranging HR & transformation experience, including organisation design, performance management, talent & succession, leadership development, engagement, off-shoring, site closures and change management. With a global outlook, Marijke is an effective facilitator and mentor with a pro-active and pragmatic solution orientation.

Nominated as 'HR Most Influential', HR Magazine telecommunications category, three years running (2016, 2017, 2018)

## Career

### Sept 2019 – current, Cazemier Consulting, freelance HR/Change Consultant and Executive Coach (remote working, self-employed)

*Moved to Spain to learn Spanish, integrate with a new culture and experience a very different way of life, whilst building my freelance HR practice*

- **NHS HEE**, Data Services Team, facilitation of Senior Leadership Team workshops. Coaching and mentoring of the SLT team and high potential employees. Design and facilitation of divisional workshops.
- **RHEA Group**, Belgium, design and delivery of leadership development programmes (LEADER I and LEADER II) for RHEA managers. Coaching and mediation to resolve interpersonal conflict.
- **Booking.com**, executive coach and peer group facilitator on the Women in Leadership Programme.
- **RELX Lexis Nexis Risk Solutions**, developed Mentoring and Coaching training for the Customer Success teams. Executive coaching of leaders.
- **Channel 4**, UK, OD Consultant. Developed a talent and performance management framework resulting in talent reviews and succession plans based on data, and linked with reward and development. Spot coaching focusing on resilience during COVID.
- **Confuturo**, advice on approach to performance management, in collaboration with Fundacion Chile.
- **Kyero.com**, a Spanish property search platform, Guest Blogger. Writing blogs about moving to Spain and what it's like to live here (<https://www.kyero.com/guides/en/finding-our-sunshine>)
- **Age in Spain**, trustee, caseworker and fund raiser (voluntary). Supported the organisation in re-visiting their strategy and 3-year plan, designing the organisation structure and team facilitation of the management team.

### March 2019 – Aug 2019, Change Consultant and Coach, Accuity (now LexisNexis), RELX group

*Accuity's business is to provide global payment systems and intelligence to the Financial Services Industry, with 800 employees worldwide. My remit was to coach newly appointed members of the senior management team to quickly become successful in their new roles.*

- Coached the CEO of Accuity and his direct reports in areas such as change management, organisation design, communications, engagement, stakeholder management and leadership, helping them to adapt quickly to new accountabilities
- Scoped a career track and competency framework for the Customer Success function
- Supported the integration of a New York acquisition, developing alignment in purpose, activities, approach and structure, with minimum disruption to business as usual and creating synergies where possible
- Developed a change guide for managers, ensuring consistency in implementation of change initiatives
- Facilitated a number of team meetings, away-days and events to support teams in the change process

### **March 2014 – Feb 2019, HR Director Organisational Development, Inmarsat**

*Inmarsat is a global satellite communications provider, with a turnover of \$1.4billion and 1900 employees globally.*

*I was responsible for Inmarsat's OD agenda, including engagement, culture & values, talent and leadership development, D&I strategy and organisation design*

- In close partnership with the CEO, CFO and CPO, developed and implemented a new organisation design, resulting in a change of focus with increased investment in Product Management, and reduced investment in areas of less strategic importance to the business
- Developed the HR Business Partner function, with a focus on HR metrics and people strategy closely linked to business needs
- Developed a management development programme and a senior leaders programme, with global roll-out, a participation rate of 85%, resulting in excellent feedback
- Introduced a new approach to measuring engagement, increasing the frequency of the engagement questionnaire, and fostering dialogue between employees and their line manager or senior manager. Engagement score during my tenure increased from 7.4 to 7.6
- Created a Learning & Development framework and learning portal, resulting in the engagement score for Learning related questions up from 6.8 to 7.7 in the space of 12 months, and online learning being utilised by more than 80% of all employees
- In close partnership with the business, created a set of new values and behaviours and embedded these in the organisation, as part of a wider culture change programme. In an internal communications survey, 76% of employees recognised and positively scored the values 3 months after launch
- Designed, implemented and embedded a new performance management process based on continuous feedback, and integrating this with reward, talent, succession and resource planning, resulting in a more focused process, increased quality of the discussions and decreased time spent on talent processes by an estimated 15%.
- Developed a Diversity and Inclusion strategy and policy, and oversaw the roll-out of diversity implementation plans, including measurement of diversity and contributed a D&I lens on Equal Pay reporting and facilitation of two thriving diversity networks

### **November 2016 – May 2017, HR Expert Advisor to the Ministry of Education and the Ministry of Culture, Serbia**

*Consultancy assignment (12 days over 6 months) on transforming HR in two Serbian Ministries*

### **November 2014 – July 2017, HR Consultant and Coach, Echo Brand Design agency**

*Echo is an SME that wanted to diversify and increase its number of customers. My role was to support and coach the management team on a range of issues to support this aim*

### **June 2012 – March 2014, HR Expert Advisor to the Ministry of the Interior, Serbia**

*Consultancy assignment, working closely with the University of Belgrade, to provide advice on an HR transformation programme at the Serbian Ministry of the Interior*

### **November 2011 – December 2013, Interim Global Head of HR & Talent, Clear Channel International**

*Clear Channel is a global out of home media company, with \$1.8b turnover, and 4000 employees in more than 50 locations around the world*

- In a highly federated and autonomous organisation, created a community of global HR Managers, including a peer mentoring network to optimise HR functional development
- Developed, introduced and analysed a global talent review and 360-degree feedback programme across Europe, Asia and Latin America. Provided coaching and developmental action plans
- Project management of global employee engagement survey in 12 languages with online completion rate of nearly 90%, linking survey outcomes to HR metrics and business results to create a compelling story

### **May 2011 – October 2011, Interim HR Project Consultant, Royal Bank of Scotland**

*Programme management of HR workstream for Finance transformation programme, transitioning 1,200 roles to low cost locations – India, Poland, Singapore, resulting in increased effectiveness of the Finance function and cost reduction of 30%.*

**Nov 2009 – April 2011, Interim Head of HR Global Operations, CPA Global**

*CPA Global is a £160m turnover business, specialising in legal services outsourcing, patent and trademark products. Based out of Jersey, it has 1500 employees worldwide. Interim contract extended 4 times. Responsible for managing HR Operations*

- Leadership of global HR team (7 direct reports, 40 matrixed in globally), developing the HR strategy in context of the high growth commercial business strategy
- Full review of the HR Shared Services Team (captive, not outsourced) in India, leading to improved service to internal customers

**Sep 2009 – Nov 2009, Interim HR Director, Ivobank Ltd**

*A Financial Services Authority regulated bank employing 100 staff split between London and India.*

*Focus of the role was collective redundancy consultation and closure of the bank within six weeks and to budget.*

**Jan 2009 – Aug 2009, Interim Senior HR Business Partner, Reed Elsevier**

*This role focused on driving an organisational change programme for the Global Medical Research division (including The Lancet) - \$400m turnover, 225 employees globally.*

**Jan 2008 – Dec 2008, Interim Head of HR, Business Link in London contract, owned by Serco**

*This role focused on driving the definition and implementation of a new organisational structure for Business Link in order to deliver contractual responsibilities, including managing redundancies, redeployment and recruitment*

**Nov 2006 – Dec 2007, Interim HR Project Consultant, Mothercare plc, Sourcing Division**

*This role focused on off-shoring the sourcing function and included organisational design for overseas functions in India and China, developing expatriate packages, global policies and handbooks, cross cultural training and closure of offices*

**Oct 2006 – Nov 2006, British Airport Authorities**

*Security Staff Assessment Centres*

**Nov 2004 – Aug 2006, BP Plc**

**Interim HR Manager, Indirect Procurement (May 06 – Aug 06)**

**Interim HR Capability Project Consultant, (Aug 05 – Apr 06)**

**Interim HR Team Leader, (Nov 04 – Jul 05)**

*All three assignments were within the Digital Communications Technology (IT) division of BP, covering 1600 employees and 1400 contractors worldwide. Interim contract extended three times.*

**Jul 1998 – May 2004, Inmarsat Ltd, Head of Human Resources**

*Progressed through various roles, from L&D Officer to Employee Relations Manager to eventually heading up the HR function*

**Mar 1989 – Jun 1998, British Telecommunications plc, various HR roles**

*Nine years with BT, progressing through various roles from Graduate Recruitment Manager to HR Consultant for Customer Services and Senior HR Consultant for the B2B marketing group.*

**Education & Professional Qualifications**

2020	Association of Executive Coaching, Practitioner Diploma
2020	Fellow of the Chartered Institute of Personnel and Development (FCIPD)
2001	Level A & B Psychometric testing (SHL and MBTI)
1993	Membership of the Chartered Institute of Personnel & Development (MCIPD)
1989	Post Graduate Diploma in Personnel Management, South West London College
1983	BSc Psychology, University of Birmingham

**Languages**

Fluent in Dutch and English, with a good knowledge of German, some French, intermediate Spanish