

**AMBITION**

**TO DEVELOP AND TRANSFORM  
ORGANIZATIONS THAT POSITIVELY  
TRANSFORM OUR SOCIETY**

**20 YEARS YEARS EXPERIENCE  
IN RESTRUCTURING  
& BOOSTING ORGANIZATIONS  
BOTH PRIVATE AND PUBLIC**

**DEVELOPEMENT OF BNP PARIBAS FORTIS  
PUBLIC BANKING DEPARTMENT**

**PROMOTION & IMPLEMENTATION  
OF VARIOUS CORPORATE SOCIAL  
RESPONSIBILITY PROJECTS**

**DESIGN & LAUNCH OF THE BUSINESS  
PROCESS RE-ENGINEERING FOR THE  
BELGIAN MINISTRY OF ECONOMY**

**RESTRUCTURING OF VARIOUS PUBLIC AND  
PRIVATE ORGANIZATIONS IN WESTERN &  
EASTERN EUROPE**

**EFFECTIVE COMMUNICATOR AND  
ADVOCATE FOR COMPLEX PROJECTS**

**FORMER MINISTERIAL CHIEF OF STAFF  
WITH AN EXTENSIVE NETWORK**

**BOARD MEMBER OF SEVERAL  
ASSOCIATIONS AND PUBLIC  
ORGANIZATIONS**

**LECTURER & ACADEMIC DIRECTOR  
FOR DIFFERENT EXECUTIVE MASTERS  
MASTERS IN ETHICS & LEADERSHIP**

**SPEAKING 7 LANGUAGES**

**STRONG TRACK RECORD IN**

**STRATEGY DESIGN & EXECUTION  
(THROUGH STRONG ALIGNMENT OF PROJECTS  
AND SHARED KPI'S)**

**CULTURAL CHANGE & LARGE (MULTICULTURAL)  
TEAM MOBILIZATION (WITH UNIONS' SUPPORT)**

**QUALITY MANAGEMENT OF TECHNICAL OR  
COMPLEX PRODUCTS & SERVICES**

**FINANCIAL CONTROLLING &  
BUDGETARY CONTROL**



## PROFESSIONAL EXPERIENCE

### CURRENTLY WORKING ON PERSONAL PROJECTS AND SHORT TERM ASSIGNMENTS WHILE LOOKING FOR A NEW CHALLENGE AS A GENERAL MANAGER



#### HEAD OF THE PUBLIC BANKING DPT. OF BNP PARIBAS FORTIS May 07-May 12

- For Fortis, reorganization of the BU in Belgium & the Netherlands (incl. integr. with ABN Amro, leading to a 200 strong team)
- For BNP Paribas Fortis, development of the BU in Belgium to become “top of mind” bank
- Main achievements so far: strong increase in Revenues, Rev/RM, X-sell & RAROC thanks to the building of a strong and motivated team, coupled with overall costs reduction
- Member of the Corporate & Public Belgium Banking Executive Committee (1,000 employees)
- Senior Manager at BNP Paribas Group level

#### MANAGING DIRECTOR OF EQUIS SPRL, A MANAGEMENT CONSULTANCY Since Aug. 06 Belgium

- Preparation of business & marketing plans for SME's or start-ups,
- Management of change projects
- Organization of seminars (in particular on CSR and Business & Leadership Ethics)

#### CHIEF OF CABINET FOR THE MINISTER OF SCIENTIFIC RESEARCH & HIGHER EDUC. BELGIUM April 05-July 06

- Co-Management (with 2 other Chiefs of Staff) of a team of 110 advisors & assistants
- Main achievements: reduced process time for licenses, improved the governance of 3 public organizations, negotiated the launch of a large PPP project, initiated a new approach to promote the development of Telecommunications

#### DIRECTOR PERSONNEL & ORGANIZATION OF THE BELGIAN MINISTRY OF ECONOMIC AFFAIRS Aug. 03-March 05 Belgium

- Member of the Executive Committee of the Ministry (3,000 civil servants)
- Management of a 180 strong team dedicated to the HR management of the Ministry's 3,000 civil servants
- Main achievements: designed & implemented Phase I of the restructuring of the Ministry through a BPR project, developed and implemented an HR Scorecard

#### ASSOCIATE DIRECTOR & PARTNER AT ARTHUR D. LITTLE Feb.98-July 03 Belgium & rest of Europe

- Member of the Executive Committee of the Benelux Office (70 professionals in Bxl & Rot'dam)
- Management of the Practice “Public Sector & Not-For-Profit Organizations”
- Responsible for the practice's operational margin and sales revenues
- Main achievements: exceeded every year sales targets, acquired large key accounts in the public private sectors (administrations, utilities, public transport,...), developed “new” methodologies (HR & Public Scorecards, controlling, e-procurement,...)

#### TASK MANAGER FOR THE EUROPEAN COMMISSION Oct.95-Jan.98 Belgium & Former Soviet Union

- Management of the private sector development programme for Ukraine, Moldova & Belarus
- Main tasks: negotiated project terms with beneficiary gov'ts and managed 50 consultants on 30 projects for a total budget of 25 Mio Euro
- Main achievement: set-up & managed an internal team of 80 agents to improve internal operations at EC

#### MERGERS & ACQUISITIONS OFFICER AT ING July 94-Sept. 95 Belgium&rest of Europe

- Advised multinationals in national and cross-border M&A transactions
- Main achievement: contributed significantly to the sale of a major European freight company

#### FINANCIAL & HR ADMINISTRATOR FOR MÉDECINS SANS FRONTIÈRES May 93-April 94 Mozambique

- Co-managed a 10 Mio budget, 16 expatriates and 400 local employees
- Organized fund-raising with international organizations (EU, UN agencies,...)
- Main achievement: strengthened financial and budgetary controls, reorganized the central office and reduced its costs by 36%

## LECTURING & VOLUNTEERING

- Academic director for two Executive Masters bringing together Solvay Brussels School, the Louvain School of Management and HEC Liège ([www.solvay.edu/philo](http://www.solvay.edu/philo) & [www.leadershool.be](http://www.leadershool.be); since 2011)
- Lecturer in Ethics, CSR and Leadership for UCL's international MBA (since 2008)
- Lecturer in Project Management, Leadership and Change Management for UBI (Belgium & Serbia; 2002 – 2009)
- Lecturer in International Economics for ISRI (Mozambique, 1993-4)
- Regular volunteer for Belgian associations such as Toolbox, Semaphore,...
- Volunteer for humanitarian assistance projects (previously in South America)

## BOARD MEMBER

- Fonds National de la Recherche Scientifique (FNRS & FRiA; [www1.frs-fnrs.be](http://www1.frs-fnrs.be))
- Agence Wallonne de l'Exporation (AWEX-OFI; [www.awex.be](http://www.awex.be))
- Pag-Asa (Assistance to victims of human trafficking; [www.pagasa.be](http://www.pagasa.be))
- Microstart (Microcredits for starters; [www.microstart.be](http://www.microstart.be))
- EurActiv Foundation (promotion of reforms at EU level)
- Asbl Philosophie & Management acting as Managing Director; ([www.philoma.org](http://www.philoma.org))
- Asbl Transmutation ([www.trans-mutation.be](http://www.trans-mutation.be))

## MASTER IN ECONOMICS & BUSINESS ADMINISTRATION

- Post-Graduate in Business Administration 1996-97 (Brussels, Solvay's Cepac)
- Licence & Master in Economics 1986-91 (Leuven, Madrid, Bologna & Namur)

## COMMAND OF 7 LANGUAGES

- Fluency: French, English & Dutch,
- Strong command: Spanish, Italian, Portuguese & German
- Basics: Russian