

AMBITION

TO DEVELOP AND TRANSFORM ORGANIZATIONS THAT POSITIVELY TRANSFORM OUR SOCIETY

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

**DYNAMIZATION OF THE BELGIAN
MINISTRY OF MOBILITY & TRANSPORT**

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

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

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

**EFFECTIVE COMMUNICATOR AND
ADVOCATE FOR COMPLEX PROJECTS**

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**

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

**FINANCIAL CONTROLLING &
BUDGETARY CONTROL**

PROFESSIONAL EXPERIENCE

PRESIDENT OF THE BOARD FOR THE BELGIAN MINISTRY OF MOBILITY & TRANSPORT Since July 13 Belgium

- Management of an administration with 1,100 civil servants, facilitating safe, competitive and environment friendly transport modes through the development and application of laws, rules, inspections and controls.
- Finalization of Mobi4u : 1st phase of a cultural change project including the move to a “dynamic office” approach, the suppression of the obligation to clock in and out, teleworking, move to the cloud for ICT, adoption of new managerial practices, ...;
- Set up of a new Board of Directors;
- Support to the DG’s in managing complex files.

HEAD OF THE PUBLIC BANKING DPT. OF BNP PARIBAS FORTIS May 07-Jan. 13 Belgium

- 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, couple with overall costs reduction
- Member of the Corporate & Public Belgium Banking Executive Committee (1,000 employees)
- Senior Manager at BNP Paribas Group level

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 the [Executive Master of Management & Philosophies](#) (org. by SBS, LSM, HEC Liège & PhiloMa; 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)
- Speaker for [Readmylips](#)
- Volunteer for humanitarian assistance projects in more than 10 countries in Africa and Central & South America.

BOARD MEMBER (NON REMUNERATED)

- Director of [Philosophie & Management](#) (monthly philosophy seminars for managers)
- President of [Face2faith](#) (promotion of a dialogue between people with different faiths & convictions)
- Director of Equis (organizing & giving seminars and lectures)
- One of the founding members of [Teach For Belgium](#) (bright young teachers for less privileged schools); [MicroStart](#) (Microcredits for starters); [Trans-Mutation](#) (summer university for top managers); [Leaderschool](#) (residential seminars for managers & leaders); [Lead-In](#) (new name for the Vlaams Management Institute) and SIA (facilitating social business)
- Former board member of [AWEX](#) (Agence Wallonne de l’Exporation); FNRS (Fonds National de la Recherche Scientifique); [Pag-Asa](#) (Assistance to victims of human trafficking) and [EurActiv](#) Foundation (Promotion of reforms at EU level)

COMMAND OF 7 LANGUAGES

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

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)