

# Curriculum Vitae

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## Summary

- HR leadership, HR strategy execution and value creation for business.
- HR development, operations and administration covering entire employee life-cycle.
- HR IT responsible, IT manager, IT support and experienced in automation and digitalisation.
- Globalisation experience, culture and diversity insights. Offshoring knowhow. Worked in India.
- Process optimisation and practiced in Lean tools. Efficiency benefits from driving projects.
- Culture change, revitalisation and spawning thriving engagement in area, teams and managers.
- Production maintenance and utilities responsible, technical support and operation of facilities.
- Business and staff support leadership covering Project Office, IT, Environment, Health & Safety.

## Experience

**2018-2020 Head of Human Resource**  
Global Business Services, Novo Nordisk (India)

### *Responsibilities:*

- HR service delivery, HR strategy execution and alignment with corporate CoEs.
- Talent Acquisition and Recruitment, Onboarding, Performance Management, Talent Management, Learning & Development, Mobility Rewards, Compensation & Benefits, Organizational Development, Employee Data Management, Reporting & Analytics.
- Professionalizing operations, efficiency improvement and service delivery.
- Globalizing HR Services, ramp-up and long-term development of the unit.

### *Results:*

- Revitalization of the area as a global unit through strategic development initiatives.
- New management established with more focused structure.
- Culture impact bringing the unit and leadership to new reality.
- 25% increase in customers and bigger scope.
- Resource utilization improvement and load balancing enabling 10% more tasks.
- Performance management and enablement success from new strong feedback processes.
- 2% unwanted employee turnover as best-in-class. Low-performers managed out.
- 100+ employees certified through task focused competence development program.
- Process optimization and automation of specific tasks to be 80% executed by IT bots.
- Service quality improvement with 50% fewer errors and increases effectiveness.
- 99,9% timeliness in service deliveries and on best-in-class industry levels.
- 10% increase in customer satisfaction assessed by primary stakeholders.

**2016-2018 Director, Business Support**  
Global Business Services, Novo Nordisk (India)

*Responsibilities:*

- Business development and business strategy execution with setup of units.
- Portfolio management of global offshoring projects to transition tasks.
- Operational excellence, Lean process optimization and competence development.
- IT infrastructure projects execution and IT support supporting rapid growth.
- Internal corporate communication and branding of service center capabilities.

*Results:*

- 50+ new employees and 2 new business units.
- Global project management team strengthened with 3 new senior project managers.
- Commercial Summit host and facilitator with senior EVP management participation.
- Business development projects, e.g. offshoring toolbox guide, Automation/RPA, Value Creation and cross-functional Employer Branding.

**2015-2016 Senior Manager, Human Resource**  
Process Support, manufacturing, Novo Nordisk (DK)

*Responsibilities:*

- HR processes standardization and optimization.
- Recruitment and candidate assessments on senior level.
- HR IT system ownership and advisory board for business applications.
- Corporate HR systems support across international production sites.

*Results:*

- Offshoring to HR India frontrunner.
- 2 employees' reduction in HR team through successful change management.
- Talent development acceleration through coaching and on-the-job training.
- HR analytics optimisation and reduction through enhanced standard reporting.

**2010-2014 Senior Manager, Human Resource**  
Corporate University, manufacturing, Novo Nordisk (DK)

*Responsibilities:*

- Corporate university establishment with cross-organizational training portfolio.
- Training specialists guidance developing and applying blended learning methods.

*Results:*

- 13.000 employees world-wide using learning activities from a broad catalogue.
- Organizational development and optimisation to deliver more with fewer resources.
- Offshoring of tasks to India.

**2004-2010 Senior Manager, Business Support**  
Insulin API production, Novo Nordisk (DK)

**2000-2004 Head of Department**  
Chemical Operations & Maintenance, H. Lundbeck (DK)

**1995-1999 IT Manager and Senior Consultant**  
Tieto Enator Consulting (DK)

**1990-1994 Section Manager**  
Cement Division 2, FL Smidth & Co. (DK)

## Other occupation and trusted responsibilities

### Since 2012 Chairman of the board in ProFacto A/S

ProFacto is a specialised consulting company focused on production planning and production management. ProFacto is a certified Microsoft Dynamics NAV partner.

#### *Responsibilities:*

Leadership guidance, support and challenge the management team in the company in their development of organisation, business strategy and execution.

#### *Results:*

- Growth ambitions enhancement and establishment of company development.
- Of-the-shelf products kickstart based on previously delivered solutions.
- Branding and marketing strategy definition to strengthen market position.

## Primary Education

### 2003-2005 Executive MBA, SIMI (Now CBS)

4 main modules:

- Industry & Business Analysis
- The Business Environment
- International Business Expansion
- Strategy Development & Implementation

Business assignments in South Africa, Norway, US and Denmark

### 1986-1990 Mechanical Engineering, B.Sc., University of Southern DK

## Secondary Education and Courses (excerpt)

### *HR*

2016	Recruitment, certification in personality test (Wave), Saville
2016	Recruitment, certification in aptitude test, Saville
2013-2014	ATD Conference, Talent Development, Blended Learning
2012	Learning Management System, SuccessFactors
2010	High Impact Learning, Novo Nordisk
2006	Health, Safety and Environment for managers, Novo Nordisk
2006	DiSC: Organizational and team development, certification in personal profile test
2005	Labor law for managers, Novo Nordisk

### *Leadership and Management*

2018-2019	Leadership next step program (Director/VP level), Novo Nordisk
2009	Experienced managers program, Novo Nordisk
2007-2008	Supply Manager Academy, Novo Nordisk
2003	Lundbeck Management Development Program, H. Lundbeck
2002	Situational Leadership (Blanchard), H. Lundbeck
2002	NLP Practitioner, Feldstedt Consulting
2001	Basic Manager Training, H. Lundbeck

### *Process Optimisation, LEAN and Six Sigma*

2007	Black Belt (7 months training and application), Novo Nordisk
2004-2005	cLEAN® Academy, Novo Nordisk

## Additional information

<b>Mentoring</b>	I have been requested to act as mentor of both leaders and specialists. I enjoy using my experience to support and accelerate people development. I take the task and responsibility seriously and the feedback is I make a true difference.
<b>International experience</b>	Expatriation to Bangalore, India for 3 years (2016-2019). For years working in different cultural environments. Throughout career working internationally, e.g. consulting world-wide, workshop facilitation globally and international meetings.
<b>Language</b>	Danish: Native English: Highly proficient German: Proficient French: Basic
<b>IT</b>	Strong understanding of business applications from experience and from training. High level of skills and knowledge of both front-office and back-office systems.
<b>Leisure time</b>	Motorsport and taking my sportscar to trackdays, attending whisky tasting, photography, travelling and keeping fit. I like modern art, enjoy good food and wonderful wine together with family and best friends.
<b>Publications</b>	" <i>Din egen sportsvogn</i> ": <a href="http://kethmer.dk/sportsvogn.pdf">http://kethmer.dk/sportsvogn.pdf</a>
<b>Personal data</b>	Born: 1966-01-21 Married to Lena Kethmer (Department manager, Jobcenter Roskilde) Children: 2 boys, age 23 and 17

## References (may be contacted after agreement)

<b>Name</b>	<b>Title</b>	<b>Company</b>	<b>Mobile</b>
Thomas Sohns	CVP, Global P&O Services	Novo Nordisk	+45 30797203
Bård Grande	SVP, HR Direktør	ATP	+45 24985566
Christian Jönsson	CVP, Digital Incubator & Innovation	Novo Nordisk	+45 30756326
Sten Mainz Rode	CHRO, HR Direktør	Vækstfonden	+45 81775000

Additional relevant references will be forwarded on request. Parts of my personal network and more information can be seen on my LinkedIn profile at <http://dk.linkedin.com/in/kethmer/>