

## HR Competencies – Operational and Strategic

With over 30 years of experience in human resources management, Holger Adams combines operational excellence with strategic vision. He has successfully led HR departments in international corporations, medium-sized companies, and SMEs, developing HR strategies that achieve measurable business success. His strength lies in his ability to work both hands-on in day-to-day operations and strategically at the top management level.

### Key competencies

#### Operatives HR-Management

- Management of HR departments with up to 15 employees (Onyx Power, VNG AG, Takeda).
- Responsible for personnel administration, labor law, payroll, recruitment, talent and health management.
- Introduction of new HR systems and processes to increase efficiency and compliance (SAP HCM, Taleo, Workday, rexx systems, digital personnel file).

#### Strategic HR management

- Development and implementation of HR strategies that are closely linked to corporate objectives (SAP, ThyssenKrupp, Bombardier).
- Designing organizational designs, shared services and global HR infrastructures.
- Management of transformation and integration projects in complex matrix structures (including M&A).

#### Leadership & Stakeholder Management

- Intensive negotiations with works councils and trade unions in critical phases (IG Metall, ver.di).
- Consulting and sparring partner for board members, managing directors and executives.
- Promoting employee acceptance and motivation through transparent communication.

#### Internationality & versatility

- More than 15 years of experience in international projects (EMEA, USA, Asia).
- Work in over 10 industries (chemicals, energy, banking, automotive, mechanical engineering, pharmaceuticals, aerospace, etc.).
- Successfully led global HR teams and implemented multinational C&B programs.

#### Proven successes

- Building efficient HR organizations in growth and crisis situations.
- Implementing global talent and compensation strategies with sustainable business benefits.
- Improvement of HR processes and significant cost optimization through digitalization and harmonization.

#### Conclusion

Holger Adams is a versatile HR expert who combines operational excellence with strategic leadership skills. As an interim manager, he quickly brings effectiveness to day-to-day operations while developing sustainable HR structures that support companies in their growth, transformation, and in times of crisis.