

Restructuring and transformations

With over 30 years of international HR experience, Holger Adams has established himself as a proven expert in restructuring and transformation. His professional focus is on the realignment of organizations, the optimization of structures, and the successful management of downsizing and change processes.

Key competencies

Strategic restructuring

- Development and implementation of transformation programs in various industries (chemicals, energy, mechanical engineering, pharmaceuticals, automotive, aerospace).
- Conception and implementation of staff reduction measures of up to 35% of the workforce (e.g. Hutchinson Aerospace, Mann+Hummel, SAP, Lucent).
- Design and negotiation of social plans, reconciliations of interests and volunteer programs.

Change and transformation management

- Management of change processes at national and international level (including ThyssenKrupp Elevator, Bombardier, SAP).
- Introduction of new organizational structures, shared services and digital HR systems (SAP HCM, Workday, rexx systems, SuccessFactors).
- Sustainably improve efficiency through process harmonization, digitalization, and the introduction of global HR infrastructures.

Operational implementation & negotiating strength

- Intensive cooperation with works councils and trade unions (IG Metall, ver.di).
- Experience in complex employment law restructurings in Germany, UK, France and Belgium.
- Successful management of outplacement programs that enabled employees to almost fully reintegrate into the labor market within a few months.

Results orientation

- Demonstrable increase in profitability after restructuring (e.g., Mann+Hummel's EBIT margin from -8% to +4% in 10 months).
- Millions in savings through reorganization, global grading, and harmonization of C&B systems.
- Sustainable assurance of transformation goals through structured project management and leadership.

Industry experience

Mr. Adams has extensive expertise in large corporations, medium-sized companies, and SMEs across numerous industries – including chemicals, energy, banking, pharmaceuticals, transportation, automotive, and mechanical engineering. His extensive international experience (EMEA, USA, Asia) enables him to successfully manage transformation projects, even in multicultural and complex environments.

Conclusion

Holger Adams combines in-depth HR expertise with decades of practical experience in restructuring and transformation. His mandates are characterized by a clear focus on results, high stakeholder acceptance, and sustainable implementation of changes. As an interim manager, he is particularly well-suited to supporting companies through challenging phases and successfully leading them into a new organizational reality.