

● WORK EXPERIENCE

10/2017 – 11/2019 – Leverkusen , Germany

VIRTUAL TRAINING IMPLEMENTATION, IN-PERSON FORMAT (PROJECT) – BAYER BUSINESS SERVICES GMBH

Situation:

"Mahlzeit How are you?"

A one-day, F2F training program. Due to a company merger, two very different organisational cultures with different national cultures (USA-Germany) had to quickly integrate with each other. This program focuses on leveraging differences and commonalities between USA and German cultural orientations in the workplace. Program was conducted in English. (Designed by Whitney Breer, golebenskunst.de, and conducted in collaboration with LSI Berlin, lsi-berlin.de)

Assignment:

- Define needs of client with Whitney Breer (program designer), Advancing Together Change & Culture Workstream, LSI Berlin and program trainers
- Clarify overriding strategic goals of the project for the organisation
- Implement the Whitney Breer's design F2F with client and participants
- Organise and conduct trainer, client feedback rounds
- Gather feedback and evaluate performance
- Liaise with clients and designer for wrap up and next steps

Advancing Together Change & Culture Workstream | Professional, scientific and technical activities | Bayer.com |

51368, Leverkusen , Germany

11/2017 – 04/2019 – Leverkusen , Germany

VIRTUAL TRAINING DESIGN AND IMPLEMENTATION, PURE VIRTUAL FORMAT (PROJECT) – BAYER BUSINESS SERVICES GMBH

Situation:

"Advancing Together - Working across distances"

A three-module virtual training program. Due to company merger, two very different organizational cultures had to quickly integrate with each other. This program focuses on technical tools, trust in teams, visibility, responsibilities, cross-cultural case studies, team building, team rules, warning signs of virtual conflict, recognition and a live simulation on communications. Program was conducted in *Skype for Business* in English. (Designed and conducted in collaboration with Juliane Wiktorin, www.movendo.de/charaktere/details/person/juliane-wiktorin/ and Movendo Consulting, movendo.de)

Assignment:

- Assess needs of clients: Advancing Together Change & Culture Workstream, Movendo Consulting and program trainers
- Clarify overriding strategic goals of the project for the organisation
- Define objectives for a series of dynamic workshops and support materials including playbook
- Co-design interactive elements and sequences of the modules including learning objectives, timings, visuals and web conferencing tool use
- Co-create a highly engaging and integrating virtual experience characterised by a friendly and open atmosphere
- Implement the design live online with client, trainers, and participants: three 90-min workshops
- Organise train-the-trainer sessions for additional live online trainers
- Engage in coaching session to support trainers in live online methodology
- Coordinate and conduct trainer, client feedback rounds
- Gather feedback and evaluate performance in achieving overall strategic goals
- Liaise with clients for wrap up and next steps

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51368, Leverkusen, Germany

09/2012 – 08/2018 – Leverkusen , Germany

VIRTUAL AND F2F TRAINING/COACHING DESIGN AND IMPLEMENTATION, HYBRID FORMAT (PROJECT) – BAYER BUSINESS SERVICES GMBH

Situation:

"BayWay Leadership Program"

Bayer leadership program for leaders with at least four years' international leadership experience. This is a highly complex program that extends over several months to include modules on: Intercultural Awareness, Virtual

Leadership, Leading in Times of Change, Leading in Complex Environments. The program includes a six-session virtual phase, followed by a week-long, F2F Learning Lab. Program includes inputs, reflection, partner work, whole team work, shadowing, individual coaching calls and peer advice sessions. The program was continually updated over the many years it was conducted and a number of leaders enjoyed taking part. Program conducted in English via a variety of web conference tools, most recently *Skype for Business*. (Conducted in cooperation with Movendo Consulting, www.movendo.de)

Assignment:

- With team, assess needs of clients: Learning & Training - Academies & Leadership; Change Solutions, Competence Training and Talent; Movendo Consulting team
- Clarify overriding strategic goals of the project for the organisation
- Collaboratively define objectives for a series of dynamic workshops and asynchronous platform interactions in conjunction with clients and BayWay coach and trainer team
- Co-design interactive elements and sequences of the workshop including learning objectives, timings, visuals and web conferencing tool use
- Focus efforts on *Virtual Leadership* and *Intercultural Awareness* modules, implement several redesigns over years
- Co-create a highly engaging and trust building virtual experience characterised by a friendly and open atmosphere
- With team, implement the design, live online and F2F, with clients and participant leaders
- Organise peer-to-peer learning, peer and expert feedback on peer produced results
- Engage in coaching sessions to support core team members with their leadership objectives
- Contribute to trainer, client feedback rounds and implement changes as result of lessons learned
- Gather feedback and evaluate performance in achieving overall strategic goals
- Liaise with clients for wrap up and next steps

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08/2014 – 12/2017 – Leverkusen , Germany

ONLINE LEADERSHIP COMMUNITY DESIGN AND MANAGEMENT (PROJECT) – BAYER BUSINESS SERVICES GMBH

Situation:

"Online leadership community design and management"

The online alumni communities: Bayer Leadership Excellence, Learn to Lead I and Learn to Lead II, EPFC Feedback and the BayWay Leadership Community, all need to be enlivened and updated to foster more interaction among community members of each respective online community in *IBM Connections*

Assignment:

- Assess needs of clients: CoE Talent Management Head of Learning and Training
- Clarify overriding strategic goals of the project for the organisation
- Define objectives for asynchronous *IBM Connections* communities
- Co-design asynchronous interactive elements and sequences including learning objectives, community management, timings and visuals
- Implement the design with community members including community management and monitoring
- Gather feedback and evaluate performance in achieving overall strategic goals
- Liaise with clients for wrap up and next steps

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07/2009 – 11/2017 – Leverkusen , Germany

VIRTUAL TRAINING DESIGN AND IMPLEMENTATION, HYBRID FORMAT (PROJECT) – BAYER BUSINESS SERVICES GMBH

Situation:

"Leading Virtual Teams"

Experienced global virtual leaders need enhanced competencies in leading virtual teams and in leading across cultures. This hybrid program incorporates a three-day face-to-face workshop and includes one virtual pre-session and a post session. Program explores the topic of international virtual leadership in depth and on an advanced level. Virtual program modules conducted in *WebEx*, later *Lync* and *Skype for Business* in English and German. This program was the core international virtual leadership and intercultural awareness program at Bayer for eight years and a number of leaders took part during that time. (Designed and executed in collaboration with Juliane Wiktorin, www.movendo.de/charaktere/details/person/juliane-wiktorin/; also executed with Laura Schwan, skillesense.com/laura-schwam/ and Nikola Heidrich, www.heidrichconsulting.com)

Assignment:

- Assess needs of clients: Learning & Training- Academies & Leadership and respective team leads
- Clarify overriding strategic goals of the project for the organisation
- Define objectives for a successful dynamic, three-day, F2F workshop, and two, 90-minute virtual workshops
- Co-design and develop "hands on" interactive elements and sequences of the workshops including trust building, timings, visuals and web conferencing tool use

- Co-create an engaging highly interactive virtual, and in-person, experience characterised by a friendly and open atmosphere
- Implement the design live online and F2F with client and senior leadership participants
- Organise partner learning and asynchronous elements
- Co-author support materials and templates
- Gather feedback and evaluate performance in achieving overall strategic goals
- Liaise with client for wrap up and next steps

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05/2010 – 07/2017 – Leverkusen, Germany

VIRTUAL TRAINING DESIGN AND IMPLEMENTATION, HYBRID FORMAT (PROJECT) – BAYER BUSINESS SERVICES GMBH

Situation:

"IPLA: International Project Leadership Academy, (Managing Virtual Teams & Intercultural Awareness modules)"

Global project leaders need "hands on" competencies in managing virtual teams and in intercultural awareness. (IPLA program also includes modules in team building, management theory and practice, conflict management, professional communication, systemic thinking and acting, and lessons learned in projects). The *Managing Virtual Teams* module includes in-person seminars as well as virtual pre- and post-sessions. Program module conducted in *SaBa Centra*, later rounds in *WebEx* and *Skype for Business* in English. This program was the core international virtual leadership and intercultural awareness program for international project managers at Bayer for seven years and a number of leaders took part during that time.

Assignment:

- Assess needs of clients: IPLA leadership, Training & Change Solutions, Training Development and team leads in coordination with the trainer team
- Clarify overriding strategic goals of the project for the organisation
- Define objectives for a successful, dynamic one-day, in-person workshop and three, 90-minute, virtual workshops
- Co-design "hands on" interactive elements and sequences of the workshops including trust building, timings, visuals and web conferencing tool use
- Co-create an engaging highly dynamic virtual and in-person experience characterised by a friendly and open atmosphere
- Implement the design with client and academy participants
- Coordinate partner learning and asynchronous elements
- Co-author support text materials and templates
- Gather feedback and evaluate performance in achieving overall strategic goals
- Liaise with clients for wrap up and next steps

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11/2012 – 07/2017 – Leverkusen, Germany

VIRTUAL TRAINING DESIGN AND IMPLEMENTATION, PURE VIRTUAL FORMAT (PROJECT) – BAYER BUSINESS SERVICES GMBH

Situation:

"HR Summit Program Virtual session" & "HR Academy Junior Development Program"

Junior HR professionals need an intensive overview of cross-cultural competencies delivered in an interactive virtual format as part of the HR Academy Junior Development Program. Program was conducted in *Skype for Business* in English.

Assignment:

- Assess needs of clients: Learning & Training - Academies & Functional and HR clients
- Clarify overriding strategic goals of the project for the organisation
- Define objectives for one 90-minute virtual workshop
- Design interactive elements and sequences of the workshop including learning objectives, timings, visuals and web conferencing tool use
- Create a highly dynamic and trust building virtual experience characterised by a friendly and open atmosphere
- Implement the design live online with clients and participants
- Gather feedback and evaluate performance in achieving overall strategic goals
- Liaise with client for wrap up and next steps

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09/2016 – Leverkusen, Germany

Situation:

"Presenting to Americans: Enactus Aachen e.V."

University students have won the Enactus semi finals with their proposals and need to learn advanced presentation skills for presenting to US Americans. One-day training was conducted virtually in *Skype for Business* and F2F in English.

Assignment:

- Assess needs of clients: University & Talent Relations and Enactus presenters
- Define objectives for presentation training and practice coaching
- Gather feedback and evaluate performance
- Liaise with client for wrap up and next steps

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04/2015 – Helsinki , Finland

CROSS-CULTURAL TEAM BUILDING TRAINING, IN-PERSON (PROJECT) – BAYER BUSINESS SERVICES GMBH

Situation:

"German-Finnish Team Building"

Two teams from two healthcare/data divisions come together to form a virtual project team. National cultural backgrounds are primarily German-Finnish. One-day workshop was conducted in English in Helsinki. (Designed and delivered in collaboration with Wiebke Witt, Witt Consulting, <https://wittconsulting.de>)

Assignment:

- Assess needs of clients: Team Leads
- Clarify overriding strategic goals of the project for the organisation
- Define objectives for a dynamic trust-building workshop
- Co-design interactive elements and sequences of the workshop including learning objectives, timings and visuals
- Co-create a highly dynamic F2F experience characterised by a friendly and open atmosphere
- Implement the design F2F with client, co-trainer, and team members
- Gather feedback and evaluate performance in achieving overall strategic goals
- Liaise with client for wrap up and next steps

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09/2013 – 09/2014 – Leverkusen , Germany

VIRTUAL TRAINING DESIGN AND IMPLEMENTATION, PURE VIRTUAL FORMAT (PROJECT) – BAYER BUSINESS SERVICES GMBH

Situation:

"Practising virtual and intercultural leadership"

International virtual leaders need advanced skill in leading virtually and across cultures. The program also allows for these leaders to bring in their own leadership challenges and exploit the expertise in the team using peer advice sessions. Program was conducted in *Skype for Business* in English. (Designed and executed in collaboration with Juliane Wiktorin, <https://www.movendo.de/charaktere/details/person/juliane-wiktorin/>)

Assignment:

- Assess needs of clients: Competence Training and Development
- Clarify overriding strategic goals of the project for the organisation
- Define objectives for a series of dynamic workshops: eight, 90-minute sessions
- Co-design interactive elements and sequences of the workshop including learning objectives, timings, visuals and web conferencing tool use
- Co-create a highly interactive and trust building virtual experience characterised by a friendly and open atmosphere
- Implement the design with client, co-trainer and participants
- Gather feedback and evaluate performance in achieving overall strategic goals
- Liaise with client for wrap up and next steps

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02/2009 – 07/2011 – Leverkusen , Germany

VIRTUAL TRAINING DESIGN AND IMPLEMENTATION, PURE VIRTUAL FORMAT (PROJECT) – BAYER BUSINESS SERVICES GMBH

Situation:

"Virtual Teamwork & Intercultural Awareness"

This program is for leaders and team members worldwide who work virtually and need to understand the meaning and structure of virtual teamwork, team building from a distance and each individual's role in the team, challenges of virtual communication across cultures, virtual feedback culture, recognising and dealing with hurdles of virtual and intercultural teamwork. Program was conducted in *IBM Sametime* in English. (Designed and executed in collaboration with Juliane Wiktorin, <https://www.movendo.de/charaktere/details/person/juliane-wiktorin/>)

Assignment:

- Assess needs of clients: Competence Training and Development, team leads and team members
- Clarify overriding strategic goals of the project for the organisation
- Define objectives and expectations for successful, dynamic series of eight 90-minute workshops
- Co-design and develop interactive elements and sequences of the workshop including virtual trust building, timings, visuals and web conferencing tool use
- Co-create an engaging, highly interactive virtual experience characterised by a friendly and open atmosphere
- Implement the design live online in eight sessions with client, co-moderator, and participants
- Coordinate partner learning and asynchronous elements
- Co-author support text materials and templates
- Gather feedback and evaluate performance in achieving overall strategic goals
- Liaise with client for wrap up and next steps

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