







## List of References

### Area of Focus:


Strategic Succession Management, Strategic Talent Management, Strategic HRM, Strategic Competence Management, Competence Models / Leadership-Impact-Model, Leadership, Development Centres, Learning Concepts, Learning Models, Experiential and Reflective Learning, Transformation Management

Business (Industry)	Time Period Location	Short Description
 Deutsche Telekom (Telekommunikation)	2005–2006  Germany Bonn	Department: Deutsche Telekom- Total Procurement: → Development department-specific competence model → Development Centre for young managers (25 persons) → Feedback-Conversations, Employee Reviews → Conceptualisation and support of learning program
 Deutsche Telekom (Telekommunikation)	2006–2007  Germany Bonn	Department GHS (Headquarter of Deutsche Telekom): → Development department-specific competence model → Development Centre for young managers (60 persons) → Feedback-Conversations, Employee Reviews → Basic concept of a learning program
 hirslanden (Clinic)	2007 Switzerland Zürich	Development and Implementation of Leadership Guidelines
 SIEMENS (IT-Industry)	2004–2006 Germany Munich	SBS Team Management Training
 SIEMENS (Industry)	2008–2009  worldwide Germany USA Brasilia	Department Siemens Enterprise Communication → Development competence model → Development Centre for middle managers (360 persons) → Feedback conversations → Conceptualisation Leadership-Academy
 tiroler wasser kraft (Utility)	since 2009  Total Org. Innsbruck	Top 60 managers → Development strategic competence model → Development Centre TOP 60 managers → Feedback conversations → Preparation employee reviews → Development and implementation of learning campus → Conceptualisation of learning modules → Learning campus (conceptualisation, implementation)  Future managers (30 persons):

Business (Industry)	Time Period Location	Short Description
		<ul style="list-style-type: none"> <li>→ Development Centre</li> <li>→ Feedback conversations</li> <li>→ Preparation employee reviews</li> </ul> Management Dialogue
 (Education)	1999-2013 Austria Innsbruck	Design of innovative learning conditions in compulsory schooling
 (Industry)	2011 Germany Wiesbaden	Total organisation: Fundamental concept for strategic Talent Management
 (Utility)	2011 Total Org. Salzburg	Fundamental concept for strategic Talent Management
 (Telekommunikation)	2011 Germany Bonn	Fundamental concept for strategic Talent Management
 (Utility)	2011-2012 Germany Bochum	Department: Fuels Value Chain Rhine / Aral: <ul style="list-style-type: none"> <li>→ Identification of business strategic key positions</li> <li>→ Development strategic competence model</li> <li>→ Development strategic Talent Management</li> <li>→ Development strategic Succession Management</li> </ul>
 (Financial Services)	2012 Zürich Switzerland	Fundamental concept for strategic Talent Management
 (Industry)	2011-2013 Total Org. Oberursel	Total organisation: <ul style="list-style-type: none"> <li>→ Development strategic leadership guidelines</li> <li>→ Development strategic competence model</li> <li>→ Development and implementation leadership process in the Sales department</li> <li>→ Coaching Head of Sales</li> <li>→ Development program for the implementation of the leadership guidelines (learning tandems, trust groups, coaching etc.)</li> </ul>
 (Financial Services)	2011 Winterthur Switzerland	Support in the conceptualisation of strategic Talent Management
 (Financial Services)	2011 Austria Vienna	Support in the strategic alignment of Global Talent Management
 (Utility)	since 2011 Total Org. Bad Enzersdorf	Total organisation: <ul style="list-style-type: none"> <li>→ Conceptualisation strategic Talent Management</li> <li>→ Development strategic competence model</li> <li>→ Process for Talent identification</li> </ul>

Business (Industry)	Time Period Location	Short Description
		<ul style="list-style-type: none"> <li>→ Development strategic succession planning</li> <li>→ Experience matrix</li> <li>→ Employee development</li> <li>→ Expert career model</li> </ul>
 upc cablecom (Telekommunikation)	2011-2012  Switzerland Zürich	Total organisation in Switzerland: <ul style="list-style-type: none"> <li>→ Conceptualisation strategic Talent Management</li> <li>→ Identification of strategic key positions</li> <li>→ Process for Talent identification</li> <li>→ Development strategic succession planning</li> </ul>
 (Utility)	2012-2015  Total Org. Oldenburg	Total organisation: <ul style="list-style-type: none"> <li>→ Development strategic competence model</li> <li>→ Conceptualisation and design strategic Talent Management</li> </ul>
 (Industry)	2012  Germany Hamburg	Total organisation: <ul style="list-style-type: none"> <li>→ Conceptualisation strategic Talent Management</li> <li>→ Identification of strategic key positions</li> <li>→ Development of strategic succession planning</li> <li>→ Experience matrix</li> </ul>
 (Industry)	2012 Austria Reutte	Total organisation: Support in the strategic alignment of HR strategic Talent Management
 (Construction/ Pharma)	2012  global Zug	Total organisation: <ul style="list-style-type: none"> <li>→ Conceptualisation strategic Talent Management</li> <li>→ Strategic Succession Management</li> <li>→ Experience matrix</li> <li>→ Introduction leadership balance sheet – implementation into the goal-setting systematic</li> </ul>
 (Pharma)	2012  Germany Munich	Total organisation: <ul style="list-style-type: none"> <li>→ Development of learning modules based on the principle of experience clusters for the organisation wide Talent Management on several levels</li> </ul>
 (Industry)	since 2012  worldwide Amstetten	Total organisation: <ul style="list-style-type: none"> <li>→ Strategic Talent Management</li> <li>→ Strategic Succession Management</li> <li>→ Competence model</li> <li>→ Development Centre „Future Mind®“</li> <li>→ High Potential Program</li> <li>→ Management Development</li> <li>→ Introduction identification process, Talent Review etc.</li> <li>→ Goal-oriented Leadership Development Program</li> <li>→ Leadership-Challenge-Program</li> <li>→ Leadership-Development-Program</li> </ul>

Business (Industry)	Time Period Location	Short Description
 (Public Sector)	2012-2013  City Innsbruck	<ul style="list-style-type: none"> <li>→ Evaluation of the HR development initiative</li> <li>→ Strategic Human Resources Management</li> <li>→ Introduction of expert positions</li> </ul>
 (Industry)	since 2012  worldwide Vienna	Total organisation: <ul style="list-style-type: none"> <li>→ Strategic alignment of the HR-Organisation</li> <li>→ Strategic Talent- and Succession Management</li> </ul>
 Austria (Pharma)	since 2013  Austria Vienna	Austria-Organisation (approx. 4.000 employees) <ul style="list-style-type: none"> <li>→ Strategic Succession and Talent Management</li> <li>→ Leadership and expert careers</li> <li>→ Manager-Screening Development Centre „Future Mind®“</li> <li>→ Development program for Top-Talents</li> <li>→ Learning-Endeavor-Program</li> </ul>
 Energie Baden- Württemberg AG (Utility)	2013  global Karlsruhe	Total organisation: <ul style="list-style-type: none"> <li>→ Strategic alignment of the HR Development department</li> <li>→ Strategic Succession- and Talent Management</li> <li>→ Portfolio-Adjustment (methods, instruments, processes) according to added-value focus</li> </ul>
 (Industry)	since 2013  global Stein	Faber Castell Europe: <ul style="list-style-type: none"> <li>→ Competence model/Management Appraisal processes</li> <li>→ Manager-Screening „Future Mind®“</li> <li>→ Leadership Development (Campus), learning processes</li> <li>→ eLearning module for new employees</li> </ul>
 (Transport/Logistics)	2013  global Lauterach	Total organisation: <ul style="list-style-type: none"> <li>→ Alignment strategic Talent Management</li> <li>→ Strategic HR-Management</li> </ul>
 Hoerbiger Kompressor- technik Holding GmbH (Industry)	2013-2014  global Vienna	Business Unit – Kompressortechnik: <ul style="list-style-type: none"> <li>→ Strategic Talent Management</li> <li>→ Extrapolation of the strategic alignment and its consequences for the future oriented success competences for 2020 until 2023</li> <li>→ Strategic Succession Management</li> <li>→ Succession-Risk-Matrix</li> </ul>
 (Financial Services)	since 2013  Total Org. Vienna	<ul style="list-style-type: none"> <li>→ Total alignment strategic Talent Management</li> <li>→ Strategic business key positions</li> <li>→ Strategic Succession Management (Succession-Risk-Matrix)</li> <li>→ Identification process of talents</li> <li>→ Competence model</li> </ul>

Business (Industry)	Time Period Location	Short Description
 (Industry)	2013 St. Margarethen	Total organisation: → Talent Management → Competence model
 (Education)	2013 St. Pölten	Design faculty → Fundamental concept for learning processes → Curriculum design – Management and Innovation
 (Industry)	2013 global Wattens/Tirol	Headquarters Austria: Strategic HR-Management
 (Construction)	2013 global Vienna	Total organisation: → Strategic alignment Talent Management → Design of talent conferences → Potential analysis
 (Industry)	2013-2015 Total Org. Völklingen Dillingen	Total organisation: → Strategic alignment Talent Management → Conceptualisation and implementation of a strategic competence model
 (Utilities)	2013-2016 Total Org. Linz	Total organisation: → Development strat. Talent Management system → Conceptualisation and implementation of a strategic competence model
 (Education)	2013-2014  since 2015 Innsbruck	Faculty of Education Management → Cultural Change → Conflict management  School of Education → Culture development
 (Automotive)	2013-2014 Total Org. Innsbruck	Succession design on the overall responsibility level
 (Trade, Industry)	2013 Total Org. Zürich	2-day event with the organisational HR-heads: State-of-the-Art and Best Practice: strategic Succession and Talent Management
 (Education)	since 2013  Germany Dillingen	Leadership competences for future headmasters
 (Automotive)	2014-2015 global Lüdenscheid	Strategic Talent Management (talent-definition, competence model, talent identification process, Succession-Risk-Matrix)

Business (Industry)	Time Period Location	Short Description
 (Food Industry)	since 2014 global Luzern	Implementing Strategic Talent Management in the whole organisation (Succession-Risk-Matrix, competence model, talent identification process, leadership development)
<b>WINCOR NIXDORF</b> (Industry)	since 2014 global Paderborn	Conceptualisation and creation of a skills data bank Group-wide skills management Learning workshop
 (Industry)	since 2014 Business wide Wattens	Strategic Succession- and Talent Management Succession-Risk-Matrix Employee Reviews
 (Insurance)	since 2014 Business wide Germany	Strategic Succession- and Talent Management Overall program (PRYSMA)
 (Industry)	2014 Business wide Germany	Conceptualisation of strategic Succession and Talent Management
<b>Heraeus</b> (Industry)	2014-2015 Total Org. Hanau	Sparring Talent Management, conceptualisation and alignment
 (Chemie/Pharma)	2014-2017 global Ravensburg	Strategic Succession- and Talent Management (business strategic key positions and expert positions; succession planning)
 (Automotive/ Construction)	since 2014 global Rehau	Development Succession and Talent Management (competence model; experience matrix; talent identification process)
<b>+GF+</b> (Industry)	since 2015 global Schaffhausen	Development strategic Succession- and Talent Management group-wide
<b>Lenze</b> (Industry)	2015-2016 global Aerzen	Alignment of HR, especially strategic Succession-, Talent- and Competence Management Group-wide
 (Industry)	since 2015 global Pfäffikon	Strategic Succession- and Talent Management Group-wide
 (Industry)	since 2015 Total Org. Freiburg	Organisation Succession Management in a family-run organisation Strategic Succession-, Talent- and Competence Management

Business (Industry)	Time Period Location	Short Description
 (Education)	2015 Innsbruck	Management evaluation / conflict management
 (Utilities)	2015 Total Org. Graz	Strategic Succession- and Talent Management → Key positions → Competence model → Talent identification process
 (Automotive)	since 2015 global Coburg	Development Succession- and Talent Management → Target vision 2020 and Roadmap for implementation → Development Performance- & Talent Management process → Strategic competence model → Career model for Controlling
 (Industry)	since 2015 Total Org. Pullach	Team development: Support for the collaboration of the global Leadership-Team Manager/Leadership-Coaching
 (Lobby)	since 2015 Innsbruck	Manager/Leadership-Coaching
 (Trade)	since 2016 Total Org. Innsbruck	Leadership Development Program
 (Medicine Technique)	since 2016 Whole group Tuttlingen	Leadership Development Programs on several levels
 (Trade)	2016-2018 Total Org. Hirschau	→ Professionalization of Leadership work → Introduction strategic Leadership-Impact-Model → Support in the Transformation process
 (Finance)	2016 Total Org. Bregenz	→ Manager/Leadership-Coaching
 (IT-Technologie)	since 2017 Total Org. Munich	→ Introduction of a strategic Leadership-Impact-Modell → Leadership Development Program

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 (Automotive)	2017 Total Org. Wieselburg	<ul style="list-style-type: none"> <li>→ Introduction of a strategic Leadership-Impact-Modell</li> <li>→ Leadership Development Program</li> <li>→ Strategic Succession and Talent Management</li> </ul>
 (Public Transport)	since 2017 Total Org. Innsbruck	<ul style="list-style-type: none"> <li>→ Management Coaching</li> <li>→ Organizational Strategic Alignment</li> </ul>
 (Automotive)	2017 Total Org. Weiden	<ul style="list-style-type: none"> <li>→ Grading/Leveling</li> </ul>