

Karen Denise Marsh



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DOB: 04.06.57
American
C permit
Married

TakeWing GmbH

Jan 2014 to present

Co-founder

Consulting and ad interim assignments across the following areas: organizational development and change, team development to include team coaching, facilitation and mediation, individual development to include professional and life coaching, leadership development from hi potential to executive, talent management to include talent identification, development, succession, and diversity and inclusion with depth in gender equality.

Syngenta

Aug 2011 to Dec 2013

Global Head Talent and Diversity

Under the "talent umbrella", lead talent acquisition, talent development, succession planning and performance management across 4 regions and 9 global functions through 2 direct reports and 4 dotted line regional reports. Accomplishments talent acquisition: design and delivery of a global TA practice and policy, creation of a preferred provider group of external executive search firm partners, collaborative implementation of a standard recruitment approach and completion of an RFI (pre-RFP) for an RPO. Accomplishments talent development and succession: introduction of the SAP TD tool, support to the quarterly Global Commercial executive management and annual Executive Committee talent reviews. As for Diversity, articulated the first global D&I strategy, socialized the strategy across the senior leadership teams, launched a global leader-led D&I Committee, set in motion measures for mentoring, women's leadership development and establishment of aspirational targets.

Marsh Chrysallis Consulting

Jan 2011 to present

Founder

Provide executive and life coaching, human resources consulting and ad interim human resources management to corporate clients (Actelion, Syngenta, Medtronic, Roche, Zurich Insurance, Novartis), universities (IMD, OU Business School) and individuals. Coaching portfolio has included individuals in roles such as communications head, human resources leadership development specialist, Ph.D. toxicology head, Ph.D. research investigator, clinical science department head, biotech CEO and executive team members of SwissPost. Ad interim roles have included Head of Switzerland HR Services Syngenta (a 7 month ad interim management role), in which I led the launch and stabilization phases of outsourcing to Poland, to include complete restructuring and staffing of the retained Swiss services team.

F. Hoffmann-La Roche AG

Head, Center of Excellence, Leadership Effectiveness
Pharma Division Human Resources

July 2005 to May 2009
Basel, Switzerland

Led Divisional Center accountable for the design and HR-facilitated delivery of the HR business practices for Leadership Development, Succession Planning, and Performance Management across an employee population of 35,000. Managed team of 7 direct reports and a cross-divisional virtual/matrixed team of 16, with an annual budget of 2 mio CHF. Facilitated the development of a divisional communications network in support of the Center's products.

Accomplishments Leadership: articulated an integrated leadership development strategy, secured Divisional sponsorship, developed a comprehensive program portfolio and broadened delivery to the regions. Refreshed the Corporate and Divisional leadership competency framework to facilitate global talent management. Recognized with a Divisional Olympiad Award for the design and launch of a prototype Development Center used across the Global Functions for Commercial Operations, Informatics and Human Resources. Accomplishments Succession: determined key position criteria and roles, facilitated the Divisional executive leadership team reviews of key position incumbents, successors, and high potentials. Upgraded and embedded succession roundtables to N + 3 (N= Executive Team). Facilitated the integration of the Commercial Operations and Divisional competency models in support of competency-based training and development. Accomplishments Performance: designed and delivered the first global performance management survey (71% response rate) which resulted in an overhaul of performance management. Subsequently designed, developed and embedded a comprehensive global Performance Management practice across the Division over a 2.5 year period on time and on budget. Designed, developed and delivered a Divisional Career Interest Dialogue guide. Recognized with a Divisional Olympiad Award for the Performance Management Survey.

As member of the Pharma Division Human Resources Leadership team, co-lead the Pharma Division HR Transformation, and was a key stakeholder to the definition and implementation of an integrated Divisional-wide SAP platform. Primary contributor to the translation of HR practice to SAP design requirements for Leadership Development, Succession Planning, Performance Management and Training practices, secondary contributor to Sourcing.

Executive Leadership Development
Corporate Human Resources

concurrent

Led the design, development and implementation of “Roche Engage”, the Roche-wide corporate executive development program offered by CEO invitation to the top 350 executives (Corporate and Divisional executive teams and reports) and hi-potentials to key corporate positions.

Represented the Pharma Division to the Corporate Talent Management initiative, contributing to the first ever Group-wide articulation of Talent Management strategy and decision-rules.

Global HR Business Partner
Pharma Global Research

Jan 2000 to July 2005
Basel, Switzerland

Developed and implemented global Human Resources strategy, coordinated, supported and provided guidance on tactical implementation of global human resources practices and initiatives across the Pharma research community of 2800 employees at six sites (Europe, Japan, China, U.S.A.). Managed executive and senior manager compensation and performance management processes, succession planning, executive and senior management recruitment, and executive team meeting facilitation. Coached members of the Research executive management team including the Group Head of Research (member of the Executive Committee and CSO). Handled special projects cross-functionally within the Pharma Division.

Executive Leadership Development
Corporate Human Resources

concurrent

Led a cross-divisional team responsible for setting executive-level leadership development, succession planning and performance management strategy across the Group (Corporate, Diagnostics, and Pharma) from May 2002 through July 2005. Recognized with an individual special award for contributions to Roche.

Led the design, development and implementation of the “VALUE” program, a customized simulation learning approach to value generation and management for senior managers.

Director Human Resources
Corporate Executive Development

Jan 1999 to Jan 2000
Basel, Switzerland

Led a cross-divisional design team in the design, development and launch of a 360-degree feedback-based corporate executive leadership development program for the top 350 executives across the four divisions of Roche. The “Roche Insights” program was subsequently cascaded across 2500 managers and high potentials in the Pharma Division, and a variation of Insights was cascaded across the Diagnostics Division. Developed the first-ever Roche-wide leadership competency framework to support the 360-degree feedback process. In addition, defined the framework for a global senior executive induction process.

Director Human Resources, Roche Bioscience
Inflammatory Diseases Business Unit and Central Services

April 1995 to Dec 1998
Palo Alto, California

Provided strategic and tactical input to senior management teams. Specifically, provided organizational development structure and process recommendations, executive coaching, team coaching, training, meeting facilitation, compensation administration, staffing, and employee relations counseling and intervention to approximately 380 employees.

As a member of the site-wide Palo Alto Human Resources senior team, led and/or contributed to site-wide initiatives such as the development of leadership/management core competencies, design and implementation of the Palo Alto Human Resources web page, design and implementation of the Bioscience performance management practice, design and launch of the new employee orientation program, management of the research summer internship program, in-house liaison for the Bioscience organizational effectiveness survey. Acted as the company liaison to the Santa Clara University Executive Consortium and The Conference Board's Learning and Knowledge Management Council.

In September 1994, Syntex was acquired by F. Hoffmann-La Roche AG. From April 1994 through June of 1995, participated on the design team formed to create and launch Roche Bioscience. Co-facilitated the right-sizing of the organization from approximately 4000 to 750 employees, the restructuring, re-definition and re-leveling of positions, and creation of the infrastructure and human resources business processes (compensation, reward and recognition programs, performance management) necessary to support drug discovery and development

Syntex

Human Resources Manager Sept 1994 to Mar 1995
Palo Alto, CA

Human Resources Administrator (generalist) Oct 1992 to Aug 1994
Palo Alto, CA

Sr Human Resources Representative (generalist) July 1990 to Sept 1992
Palo Alto, CA

Sr Human Resources Representative (sr technical recruiter) Oct 1989 to June 1990
Palo Alto, CA

Human Resources Representative (technical recruiter) Jan 1988 to Sept 1989
Palo Alto, CA

Self-employed June 1984 to Feb 1988
Independent scientific and technical contract recruiter
San Francisco, CA

Hamilton Catering Apr 1983 to Feb 1988
Caterer
San Francisco, CA

National Culinary Apprenticeship Program Apr 1981 to Apr 1983
Administrator
San Francisco, CA

Pitney Bowes Dec 1980 to Dec 1981
Secretary
So. San Francisco, CA

Burroughs Aug 1979 to Dec 1980
Secretary
So. San Francisco, CA

Education

B.S. in Organizational Behavior, University of San Francisco, San Francisco, CA, 1996.

Other academic endeavors include

- College of William and Mary, Williamsburg, VA from 1975 - 1978 (sociology and French),
- City College of San Francisco, San Francisco, CA from 1983 - 1984 (anatomy, chemistry)
- Foothill College, Los Altos, CA from 1989 - 1990 (Japanese)

Personal development

Myers Briggs Type Indicator (2011), certified Step 1 and 2
Newfield Certified Coach Training Program (2011), certified
Strategic Human Resources “Beyond HR” program, U.C. Marshall (2007)
Change Management, ProSci (2007), certified
Strategic Talent Management program, ICEDR and London Business School (2006)
Roche “Engage” leadership development program, IMD (2006)
Proteus leadership development program, London Business School (2005)
Roche “Insights” leadership development program, London Business School (1999 and 2000)
Roche high-potential development program, Columbia University (1998)
Situational Leadership (1996), certified
Personal Insight Inventory (1995), certified

Languages

English - native
French – basic
German – Zertifikat B1
Japanese - basic

External Presentations

Medtronic European Finance Heads, Prangins, Switzerland, June 16, 2010. “Thriving in a Matrix Environment”.

Novartis Welcome Day, Basel, Switzerland, monthly April through July 2009, April and September 2010, November 2011, January 2012, March 2013. Perspectives on Rheumatoid Arthritis (with Professors Tyndall and Walker, FelixPlatter Spital).

Alumni Event Zurich, OU Business School, The Open University, United Kingdom, November 25, 2008. “Talent Management: Find, Get, Keep, Thrive!”

PriceWaterhouseCoopers BioBreakfast Series Basel, Switzerland, January 30, 2007, “Talent Management at Roche”.

ICEDR Implementing Change Strategies for Success, April 7, 2006, “Working Successfully with External Partners” with Ian Hardie, Associate Dean, Executive Education, London Business School

References

Provided upon request