

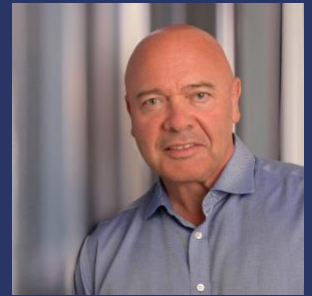
Govert Doedijns

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SUMMARY

Strategic and dynamic executive with 30 years of global leadership experience across Europe and the USA, specializing in organizational transformation, M&A integration, HR and change leadership.

Particularly skilled in soft skills, empathy, and relationship-building, with a proven ability to foster consensus and align diverse stakeholders. Experienced in leading and scaling complex change initiatives—such as corporate turnarounds, mergers, and restructuring—to build high-performance, people-centric organizations.

A trusted advisor to C-suite and boards, known for aligning talent strategies with business transformation goals, fostering innovative cultures, and driving sustainable value. Fluent in Dutch, French, and English, with exceptional stakeholder agility across client, enterprise, and government levels.

KEY ACHIEVEMENTS

- ✓ Led regional execution of global M&A integrations and divestitures across small, mid, and large deals.
- ✓ Turnarounds; achieving rapid return to profitability within the first year and delivering double-digit growth.
- ✓ Headcount under remit of 1450 FTE's prior to enterprise value streams adoption.
- ✓ Successful, on-time, ERP integration and enterprise rationalisation of 16 entities.
- ✓ Delivered a 2.5x improvement in employee retention through strategic change initiatives and engagement programs. Increased employee engagement by 32% and accelerated organizational agility.
- ✓ Boosted resource utilization by 43%, with regional EBIT per FTE surpassing the global benchmark by 235%.
- ✓ Managed complex stakeholder relationships across enterprise, client, and government levels, enabling seamless change adoption and sustainable growth.
- ✓ Profit before tax of entities under MD role: 20-45 million Euro.

Over a decade of earlier career sales development, EMEA client excellence roles as well as C-level organisational strategy, talent and transformation consulting work for Fortune 500 clients amongst which:

- **Banking and Finance:** ABN-AMRO, Amex, G&S, Lehman Brothers, M&G, Morgan Stanley, RBS
- **Life Science and Pharma:** Amgen, CR-Bard, Eli Lilly, GSK, Johnson & Johnson, Pfizer, Siemens, Zoetis
- **IT & Telecom:** Cisco, KPN, Microsoft, Nokia
- **Fast-moving consumer goods (FMCG):** Campbell Soup, Coca-Cola, Mars, Wrigley
- **Academia:** ABN-AMRO Academy, AIM, INSEAD, Mars University, Webster University, Solvay

PROFESSIONAL EXPERIENCE

FIS Global

May 2016 – present

Head of HR Benelux and Nordics & Managing Director Belgium (*acting all entities MD Belgium for 2 years and subsequently appointed as MD Belgium 2019*)

FIS serves over 5800 clients in 150+ countries and powers over \$12 trillion in transactions and \$17 trillion in financial assets on platforms. Serve as Head of HR for Benelux & Nordics, managing director and executive steering committee member for three global business lines.

Leading enterprise-level transformation across HR, statutory, and technology functions, advancing the organization's integration into a globally unified model.

- **Enterprise Integration & Strategic Transformation:** Co-created and executed the European HR roadmap and led the HR, legal, and ERP integration of 16 entities, aligning with FIS's global operating model and EMEA structure.
- **Talent & Culture Innovation:** Designed and deployed new performance, succession, and talent frameworks that advanced organizational maturity and reputation - reduced attrition from 20+% to under 5%, positioned the company in my region to the top employer quadrant.
- **Global HR (HRIS / HCM Technology Leadership):** Directed regional deployment of Workday, Oracle HCM, PeopleFluent, Planview, Visier, ADP and ServiceNow across multiple lines of business and countries, unifying platforms, recruitment, and service delivery under a single digital strategy.
- **People Strategy for Growth:** Scaled HR capabilities to support hypergrowth in the region - realigning functional structures, introducing agile workforce planning, and enhancing leadership bench strength.
- **Center of Excellence (CoE) Model:** Transitioned 75% of support and HR resources into a CoE framework, enabling efficiency, capability specialization, and global consistency in delivery.
- **Global C&B and Workforce Design:** Orchestrated function classification redesign across six entities and aligned compensation models across Europe, optimizing for internal equity, market competitiveness, and fiscal efficiency.
- **Governance & Risk Oversight:** Serve as Country Lead and BCP/Risk plan owner for Belgium and EMEA; President of the Belgian Works Council, and corporate spokesperson.
- **LOB Executive Partner:** European management strategy, strategic plans, transformation roadmaps and GTM.

Executive Core, Hudson, Ohio - **Head of Business Development & Delivery EMEA**

2011 – 2016

Led regional business development for a global talent management firm with over 100 renowned professionals. Partnered with large organizations to enhance leadership, communication, productivity, and operational capabilities of current and future executives and their teams. Served as a Europe-based board member, senior consultant, C-level coach, and regional business development lead in a strategic five-year partnership.

Consulting & Partner roles

2002 – 2015

The Ayers Group, New York (2013-2015) - **Senior Leadership Services Consultant Europe**

Executed multiple client engagements across Belgium and France, partnering with VPs and senior management teams to deliver leadership coaching and organizational performance consulting within the life sciences and medical devices industry (€800M LOB).

Paris Institute, Paris, The Hague (2001-2011) - **Managing Director**

Led client projects including a five-year embedded, part-time strategy consulting and HR role at ABN-AMRO on the HR Corporate TEG Board - top executive group responsible for L&D. Focused on aligning the bank's top 250 leaders and high-potential talent with its strategic vision.

Hanover Executive London (2005-2008) - **Development Director Talent & Transformation, Continental Europe**

Led business development and project delivery across West-Continental Europe for a top FTSE Human Capital and Organizational Performance consulting firm. Grew regional engagements from 7 to over, working with clients such as Boston Consulting Group, Eli Lilly, Morgan Stanley, Siemens, and RBS.

Heidrick & Struggles (2002-2009) Dusseldorf, London - **Associate Senior Leadership Services Consultant Europe**

Leadership development, organisational transformation, go-to-market and on-boarding of Senior Director and C-level leaders as well as operational managerial teams of Fortune 500 companies throughout EMEA.

Lore International (2002-2005) U.S.A. acquired by **Korn-Ferry** - **Associate Senior Leadership Consultant Europe**

Delivered leadership assessment, development, and executive coaching services across Europe, supporting top-tier clients including Cisco and Nokia in building high-performance leadership teams.

Earlier Career - General Management & Cross-Functional Roles

C.E.O. (Gérant): Doedijns France Sarl., (currently Bibus France)

1993 - 2001

Steered the company's turnaround through an MBO with full P&L responsibility, driving 8 years of double-digit growth, increasing market share significantly, and establishing industry leadership. Pioneered an omni-channel sales model adoption across Europe, secured top supplier ratings from major automakers, achieved ISO 9002 certification and was featured in the press several times for leadership and industry innovation. Grew EBITA from €650K to €2.5M, diversifying product lines in Aerospace, Hydraulics, and Automation. Managed 20 direct reports and over 100 distributors.

Prior experience: Held various roles in sales, operations, marketing, and HR with. Proven track record as a change manager driving growth and operational excellence across Benelux and France.

EDUCATION & CERTIFICATIONS

Certified Board Director - Governance: BoardCompany, KPMG, Korn Ferry, Columbia Business School, **2025**

3 years of Doctoral research in Organizational Behaviour and Human Resource Management at Henley Business School, UK, 2005-2007

M.Sc.: Consulting and Coaching, Management, HEC, France, June 2002

Pg. Dip & Masters: Consulting and Coaching for Change, Clinical and Organisational Psychology, INSEAD, France, March 2002

B.S.: Psychology, (Summa cum Laude) Webster University, Geneva, Switzerland, 1990

B.A.: Management, (Honours) Webster University, Leiden, The Netherlands, 1990

ISO 9001 auditor, certified change facilitator, certified executive coach, suite of psychometric assessment tools

Adjunct faculty – Affiliate faculty

Academic, Custom, Degree, Corporate University and Open Enrolment: design and delivery

2002 – 2016

- AIM: Professor of the year - Psychology of Marketing, Management, Marketing
- INSEAD: 4.5/4.8 out of 5 for faculty score, Young Manager Program, Advanced Management Program
- Webster University: Highest course faculty rating, Organizational Development, Strategic HR, Psychology
- Mars Corporate University: Enterprise Leadership, Influence Skills, Strategic Agility,
- McKinsey & Company: Young Executive Program
- Influence Training for Sales executives, Sales and Marketing, Organizational Behavior,

Coaching Skills & publications:

On-boarding & coaching of HIPO, Director and C-level leaders and their teams throughout EMEA. Coached, and consulted 5 out of the top 2005-2008 global thinkers and about 20 VP/SVP & CxO level executives of Fortune 500 companies.

Master Corporate Executive Coach (ACEC - ICF - Lore / Korn ferry – Executive Core)

Publication: '*Future Trends of Leadership Development Research Report*' a research study commissioned by the AACSB, EMBA, and UniCon, Summer 2015; '*Enterprise leadership evolving towards a five dimensional orientation*', World Commerce Review, March 2015