

CHRISTIANE SCHICKER

Senior Executive | Talent & Organisational Development | Leadership Transformation

Kirchheim Teck, Germany

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EXECUTIVE SUMMARY

International transformational and organizational development facilitator. Leader with 20+ years executive and consultancy experience in Global matrix environments. Proven ability to align senior stakeholders, orchestrate cross-border programs, translate Global governance into local culture with impact, build and facilitate leadership capabilities in complex, complicated multicultural systems.

SELECTED EXECUTIVE IMPACT

International Leadership

NW-Europe lead, embedded in global governance structures

Efficiency stewardship

Budget investment governance €50-150m+ with measurable business impact

Organizational Design

Orchestration of effective multi-market operating models

Adaptive Leadership Style

Balancing stability & change as transactional & transformational lead

PROFESSIONAL EXPERIENCE - STRATEGIC ANCHOR

GSK Consumer Healthcare (since 2022: HALEON)

Media & Digital Transformation, NW Europe (2001 - 2016)

- Orchestrated media and digital transformation - Project development & capability initiatives across 9 European markets - €60m+ billings accountability
- Advised C-level stakeholders with data-driven process and strategic outcome recommendations
- Led complex global pitches, negotiations and governance with multinational consultancy networks & media houses
- Translated Global KPI frameworks and supplier strategies into regional execution

Carat Germany / dentsu

Managing Director at Hamburg site, Germany (2017-2019)

- Led organization, people development and client transformation consulting with 70+ employees and €150m+ billings

CORE EXPERTISE

Stakeholder Governance

Transformation & Cultural Change

Organizational Learning

Cross-cultural Facilitation

Leadership Development

Team Collaboration & Effectiveness

Performance & Engagement

ORGANIZATIONAL DEVELOPMENT & LEADERSHIP PRACTICE (SELECTED)

BOSCH

Leadership development journeys for industrial leaders

TransnetBW

Decision making and leadership development under complexity

Stihl

Team collaboration and customer oriented effectiveness

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PROFESSIONAL EXPERIENCE

Navigating large-scale transformation across technology, organizational structures, capabilities, stakeholder ecosystems and changing environment dynamics.

GSK CONSUMER HEALTHCARE (SINCE 2022: HALEON), 2001 - 2016

Head of Media & Digital Transformation, North-West Europe, Buehl & Hamburg, Germany

DIGITAL TRANSFORMATION

Supported the transition from traditional mass-media communication towards data-driven, customer-centric and digitally enabled marketing ecosystems. Guided stakeholders through significant shifts in decision-making processes, performance measurement and emerging digital platforms.

ORGANIZATIONAL TRANSFORMATION

Contributed to multiple organizational redesigns and post-merger integration initiatives. Supported the evolution from national operating models towards regional and global matrix structures while maintaining business continuity and stakeholder alignment.

GLOBAL STAKEHOLDER GOVERNANCE

Acted as strategic interface between marketing, finance, procurement, global governance and external service providers. Facilitated alignment across diverse stakeholder groups with differing priorities, governance requirements and cultural contexts.

CAPABILITY BUILDING & CHANGE ADAPTATION

Enabled marketing and agency teams to adopt new technologies, analytical approaches and customer-centric ways of working. Supported capability development across multiple markets during periods of rapid technological and organizational change.

CARAT / DENTSU, 2017 - 2019

Managing Director at Hamburg site, Germany

RESPONSIBILITY FOR PEOPLE, PERFORMANCE AND TRANSFORMATION

During a period of profound disruption across the media and marketing industry, I guided clients through transition towards customer-centric and digitally enabled ways of working. My focus was on enabling the adoption of agile working models and fostering shared responsibility for both process quality and business outcomes across increasingly complex stakeholder environments.

Alongside business transformation, I led initiatives to strengthen organizational culture, employee engagement shaped by competing stakeholder expectations, governance requirements, performance pressures and evolving complex organizational demands.

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LEADERSHIP DEVELOPMENT & ORGANIZATIONAL LEARNING PRACTICE

Independent Consultant & Facilitator, since 2020

LEADERSHIP DEVELOPMENT & ORGANIZATIONAL LEARNING

Building on more than two decades of leadership experience in international and highly dynamic environments, I have focused my professional practice on leadership development, organizational learning and collaboration across complex systems. My work is grounded in the conviction that sustainable transformation emerges when people, teams and organizations are enabled to navigate complexity, strengthen accountability and learn together. Alongside many examples of successful collaboration, innovation and organizational growth, I have gained a deep understanding of the conditions that can hinder engagement, trust and adaptability.

PROFESSIONAL DEVELOPMENT AS FREELANCING CONSULTANT

Organizational Development

- Certified Transformational Facilitator
- Systemic Coaching
- Certified Agile INQA-Coach

Strategic Change & Business Contribution

- Leading Change, MIT Sloan
- Agile Leadership and Changemanagement, The Key - IHK Certified

Guiding Principles

- Systems Thinking
- Adaptive Leadership
- Psychological Safety
- Reflective Practice

Core Beliefs

- no development without change
- Added value comes with healthy connection



I believe that sustainable transformation emerges when people, teams and organizations are enabled to navigate complexity, strengthen accountability and learn together.

ACADEMIC BACKGROUND

Magister Artium in Romance Languages & Literature, History of Arts & Business Administration, University of Stuttgart, Germany

LANGUAGES

German (native) | English (fluent oral and written communication skills) | French (fluent)