

## 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
 (Logistic)	2021 Vienna	→ Strategic Talent- and Succession Management
 Die Zukunft baut mit. (Construction)	2021 Schwoich	→ Leadership Development Program → Leadership-Impact-Model
 www.mosser.at (Construction)	2021 Wolfpassing	→ Leadership-Coaching
 (IT-Technologie)	2021 Munich	→ Leadership Development Program
 (Food)	2021 Vienna	→ Strategic Talent- und Succession Management
 (Insurance)	2019 Hamburg	→ Leadership-Conference
 PRODUKTION (Production)	since 2019 total Org. Düsseldorf	→ Leadership-Development-Program
 Unser Land (Public Sector)	since 2018 Innsbruck	→ VUCA – Leadership Development

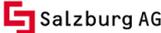
Business (Industry)	Time Period Location	Short Description
 (Automotive)	2017 Total Org. Weiden	<ul style="list-style-type: none"> <li>→ Grading/Leveling</li> </ul>
 (Public Transport)	since 2017 Total Org. Innsbruck	<ul style="list-style-type: none"> <li>→ Management Coaching</li> <li>→ Organizational Strategic Alignment</li> </ul>
 (Automotive)	2017 Total Org. 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>
 (IT-Technologie)	since 2017 Total Org. Munich	<ul style="list-style-type: none"> <li>→ Introduction of a strategic Leadership-Impact-Modell</li> <li>→ Leadership Development Program</li> </ul>
 (Finance)	2016 Total Org. Bregenz	<ul style="list-style-type: none"> <li>→ Manager/Leadership-Coaching</li> </ul>
 (Trade)	2016-2018 Total Org. Hirschau	<ul style="list-style-type: none"> <li>→ Professionalization of Leadership work</li> <li>→ Introduction strategic Leadership-Impact-Modell</li> <li>→ Support in the Transformation process</li> </ul>
 (Medicine Technique)	since 2016 Whole group Tuttlingen	<ul style="list-style-type: none"> <li>→ Leadership Development Programs on several levels</li> </ul>
 (Trade)	since 2016 Total Org. Innsbruck	<ul style="list-style-type: none"> <li>→ Leadership Development Program</li> </ul>
 (Lobby)	since 2015 Innsbruck	<ul style="list-style-type: none"> <li>→ Manager/Leadership-Coaching</li> </ul>
 (Industry)	since 2015 Total Org. Pullach	<ul style="list-style-type: none"> <li>→ Team development: Support for the collaboration of the global Leadership-Team</li> <li>→ Manager/Leadership-Coaching</li> </ul>
 (Automotive)	since 2015 global Coburg	Development Succession- and Talent Management <ul style="list-style-type: none"> <li>→ Target vision 2020 and Roadmap for implementation</li> <li>→ Development Performance- &amp; Talent Management process</li> <li>→ Strategic competence model</li> <li>→ Career model for Controlling</li> </ul>

Business (Industry)	Time Period Location	Short Description
 (Utilities)	2015 Total Org. Graz	Strategic Succession- and Talent Management → Key positions → Competence model Talent identification process
 (Education)	2015 Innsbruck	→ Management evaluation / conflict management
 (Industry)	since 2015 Total Org. Freiburg	→ Organisation Succession Management in a family-run organisation → Strategic Succession-, Talent- and Competence Management
 (Industry)	since 2015 global Pfäffikon	→ Strategic Succession- and Talent Management Group-wide
 (Industry)	2015-2016 global Aerzen	→ Alignment of HR, especially strategic Succession-, Talent- and Competence Management → Group-wide
 (Industry)	since 2015 global Schaffhausen	→ Development strategic Succession- and Talent Management group-wide
 (Automotive/ Construction)	since 2014 global Rehau	→ Development Succession and Talent Management (competence model; experience matrix; talent identification process)
 (Chemie/Pharma)	2014-2017 global Ravensburg	→ Strategic Succession- and Talent Management (business strategic key positions and expert positions; succession planning)
 (Industry)	2014-2015 Total Org. Hanau	→ Sparring Talent Management, conceptualisation and alignment
 (Industry)	2014 Business wide Germany	→ Conceptualisation of strategic Succession and Talent Management
 (Insurance)	since 2014 Business wide Germany	→ Strategic Succession- and Talent Management → Overall program (PRYSMA)
 (Industry)	since 2014 Business wide Wattens	→ Strategic Succession- and Talent Management → Succession-Risk-Matrix → Employee Reviews
 (Industry)	since 2014 global Paderborn	→ Conceptualisation and creation of a skills data bank → Group-wide skills management → Learning workshop

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(Industry)		
 (Food Industry)	since 2014 global Luzern	→ Implementing Strategic Talent Management in the whole organisation (Succession-Risk-Matrix, competence model, talent identification process, leadership development)
 (Automotive)	2014-2015 global Lüdenscheid	→ Strategic Talent Management (talent-definition, competence model, talent identification process, Succession-Risk-Matrix)
 (Education)	since 2013 Germany Dillingen	→ Leadership competences for future headmasters
 (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
 (Automotive)	2013-2014 Total Org. Innsbruck	→ Succession design on the overall responsibility level
 (Education)	2013-2014 since 2015 Innsbruck	Faculty of Education Management → Cultural Change → Conflict management School of Education → Culture development
 (Utilities)	2013-2016 Total Org. Linz	Total organisation: → Development strat. Talent Management system Conceptualisation and implementation of a strategic competence model
 (Industry)	2013-2015 Total Org. Völklingen Dillingen	Total organisation: → Strategic alignment Talent Management → Conceptualisation and implementation of a strategic competence model
 (Construction)	2013 global Vienna	Total organisation: → Strategic alignment Talent Management → Design of talent conferences Potential analysis
 (Industry)	2013 global Wattens/Tirol	→ Headquarters Austria: Strategic HR-Management
 (Education)	2013 St. Pölten	Design faculty → Fundamental concept for learning processes → Curriculum design – Management and Innovation

Business (Industry)	Time Period Location	Short Description
 (Industry)	2013 St. Margarethen	Total organisation: → Talent Management → Competence model
 (Financial Services)	since 2013 Total Org. Vienna	→ Total alignment strategic Talent Management → Strategic business key positions → Strategic Succession Management (Succession-Risk-Matrix) → Identification process of talents → Competence model
 Hoerbiger Kompressor-technik Holding GmbH (Industry)	2013-2014 global Vienna	Business Unit – Kompressortechnik: → Strategic Talent Management → Extrapolation of the strategic alignment and its consequences for the future oriented success competences for 2020 until 2023 → Strategic Succession Management → Succession-Risk-Matrix
 (Transport/Logistics)	2013 global Lauterach	Total organisation: → Alignment strategic Talent Management → Strategic HR-Management
 (Industry)	since 2013 global Stein	Faber Castell Europe: → Competence model/Management Appraisal processes → Manager-Screening „Future Mind®“ → Leadership Development (Campus), learning processes, eLearning module for new employees
 Energie Baden-Württemberg AG (Utility)	2013 global Karlsruhe	Total organisation: → Strategic alignment of the HR Development department → Strategic Succession- and Talent Management → Portfolio-Adjustment (methods, instruments, processes) according to added-value focus
 Austria (Pharma)	since 2013 Austria Vienna	Austria-Organisation (approx. 4.000 employees) → Strategic Succession and Talent Management → Leadership and expert careers → Manager-Screening Development Centre „Future Mind®“ → Development program for Top-Talents → Learning-Endeavor-Program

Business (Industry)	Time Period Location	Short Description
 (Industry)	since 2012  worldwide Vienna	Total organisation: → Strategic alignment of the HR-Organisation → Strategic Talent- and Succession Management
 (Public Sector)	2012-2013  City Innsbruck	→ Evaluation of the HR development initiative → Strategic Human Resources Management → Introduction of expert positions
   (Industry)	since 2012  worldwide Amstetten	Total organisation: → Strategic Talent Management → Strategic Succession Management → Competence model → Development Centre „Future Mind®“ → High Potential Program → Management Development → Introduction identification process, Talent Review etc. → Goal-oriented Leadership Development Program Leadership-Challenge-Program → Leadership-Development-Program
 (Pharma)	2012  Germany Munich	Total organisation: → Development of learning modules based on the principle of experience clusters for the organisation wide Talent Management on several levels
 (Construction/ Pharma)	2012  global Zug	Total organisation: → Conceptualisation strategic Talent Management → Strategic Succession Management → Experience matrix → Introduction leadership balance sheet – implementation into the goal-setting systematic
 (Industry)	2012 Austria Reutte	Total organisation: → Support in the strategic alignment of HR strategic Talent Management
 (Industry)	2012  Germany Hamburg	Total organisation: → Conceptualisation strategic Talent Management → Identification of strategic key positions → Development of strategic succession planning → Experience matrix
 (Utility)	2012-2015  Total Org. Oldenburg	Total organisation: → Development strategic competence model → Conceptualisation and design strategic Talent Management
 (Telekommunikation)	2011-2012  Switzerland Zürich	Total organisation in Switzerland: → Conceptualisation strategic Talent Management → Identification of strategic key positions

Business (Industry)	Time Period Location	Short Description
		<ul style="list-style-type: none"> <li>→ Process for Talent identification</li> <li>→ Development strategic succession planning</li> </ul>
 (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> <li>→ Development strategic succession planning</li> <li>→ Experience matrix</li> <li>→ Employee development</li> <li>→ Expert career model</li> </ul>
 (Financial Services)	2011  Austria Vienna	<ul style="list-style-type: none"> <li>→ Support in the strategic alignment of Global Talent Management</li> </ul>
 (Financial Services)	2011 Winterthur Switzerland	<ul style="list-style-type: none"> <li>→ Support in the conceptualisation of strategic Talent Management</li> </ul>
 (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)	2012  Zürich Switzerland	<ul style="list-style-type: none"> <li>→ Fundamental concept for strategic Talent Management</li> </ul>
 (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>
 (Telekommunikation)	2011 Germany Bonn	<ul style="list-style-type: none"> <li>→ Fundamental concept for strategic Talent Management</li> </ul>
 (Utility)	2011  Total Org. Salzburg	<ul style="list-style-type: none"> <li>→ Fundamental concept for strategic Talent Management</li> </ul>
 (Industry)	2011  Germany Wiesbaden	Total organisation: <ul style="list-style-type: none"> <li>→ Fundamental concept for strategic Talent Management</li> </ul>

Business (Industry)	Time Period Location	Short Description
 (Education)	1999-2013 Austria Innsbruck	→ Design of innovative learning conditions in compulsory schooling
 (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): → Development Centre → Feedback conversations → Preparation employee reviews  Management Dialogue
 (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
 (IT-Industry)	2004–2006 Germany Munich	→ SBS Team Management Training
 (Clinic)	2007 Switzerland  Zürich	→ Development and Implementation of Leadership Guidelines
 (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
 (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