Dr. CAPUCINE CARRIER PCC

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International facilitator and coach with a strong understanding of strategic drivers and an eye for teams' and individuals' potential for development. Passionate about helping clients find their way forward in complex situations. Focused on enabling clients to develop their own solutions towards sustainable high performance and the leadership they wish to achieve. Multi-lingual and multi-culturally attuned, well versed in working with diverse senior leadership teams across continents, nationalities, demographics and business functions.

Recognised for the successful delivery of executive development and executive coaching projects at leading multinationals and family-owned businesses active internationally. Experienced across a variety of sectors such as Financial Services, Luxury, Pharmaceuticals, Professional Services, Retail, Technology, Media and Telecommunications, as well as at multilateral organisations.

Career Summary

Since 03/2021	**Senior executive coach and facilitator, International**
05/2001-05/2022	**Managing Consultant, Xenos Consulting Ltd, UK, and NeoAxis™, Germany/ Switzerland** *Accompanying senior leaders through boundary-spanning change – consultancy and coaching*
06/2000-05/2001	**Head of Business Development, eKingfisher, Kingfisher plc, UK**
06/1999-05/2000	**Director, Capucine Carrier Conseil, France**
11/1998-06/1999	**Member of Management Committee, Deutsche Telekom Online Service GmbH, Germany**
01/1997-11/1998	**Manager, Product Group New Business, Verlagsgruppe Handelsblatt, Germany**
01/1994-12/1996	**„Vorstandsassistentin", International Magazines, Gruner + Jahr, Bertelsmann, France**
03/1990-12/1993	**Launch Editor and Publisher, *EIU Business Reports.* Publisher and Managing Editor, *Doing Business with Eastern Europe.* Marketing Director. Poland Analyst. The Economist, Austria**

Selected Assignments

EDF: France and International, virtual, project span: ongoing

- Co-facilitating Assessment Centers towards intake into senior management and tenure.

Helios Towers: EMEA, blended, project span: ongoing

- Co-designing and co-facilitating blended leadership development programmes for the executives and senior leaders of this fast-growing telecoms equipment company on behalf of Cranfield School of Management (UK). With strong involvement from senior leadership in the delivery and catalyst learning groups meetings between sessions, it is designed to help participants apply their learnings and have an impact in the organisation at pace.

European Patent Office: Europe, virtual, project span: 14 months

- Co-facilitated the module "Strategic Leadership for Operational Excellence" of a bespoke 3-module leadership development programme for over ten cohorts on behalf of Cranfield School of Management. The module was targeted at all experienced team leaders within this multilateral organisation in the context of a large strategic transformation initiative;
- As module director, co-ordinated the delivery of the module "Leading Teams" within the same programme, targeted at newly nominated team leaders. Facilitated Collaborative Learning Groups for programme participants.

Tektronix: Engineering, France, face to face, project span: 12 months

- Coached the newly hired VP Sales Europe and India towards scaling and flexing her leadership style in order to lead a major transformation effort. Engagement with the transformation soared as a result.

Benteler: Engineering, France and Germany, project span: 2 years

- Facilitated Assessment Centers for positions in various factories and at head office.

CLAAS: Engineering, Europe, face to face, project span: 18 months

- Facilitated Assessment Development Centers for senior leaders towards internal promotion within the context of a strategic transformation.

Dupont: Professional Services division, global project, virtual, project span: 9 months

- Coached members of the executive leadership team towards their teams' excellence for greater sustainable growth.

Accenture Digital: Professional Services, global project, virtual, project span: 10 months

- Coached senior female managers (Managing Directors or aspiring) participating in a "Promising 100" programme.

Roche: Pharmaceuticals, global functions, EEMEA and United States, virtual elements, projects span: 11 years

- Delivered a face to face programme to enable Eastern Europe and Africa Area and country leadership teams to encounter mounting competitive challenges with greater strategic agility and collaboration. High degrees of adoption were reported from early stages of the programme;
- Designed and delivered a change programme for a global finance team looking to transform from a group of experts into a cohesive, client oriented high performance team with a voice in strategic discussions. The division's executive committee appreciated the team's improved responsiveness;
- Designed and delivered a comprehensive change initiative for the cultural integration of HR and IT employees into cross-functional teams, enabling them to find their way back to high performance and stakeholder trust. Subsequently the teams worked smoothly, with increased customer satisfaction ratings.

Barclays Global Investors: Financial Services, project based across Germany, UK and US, project span: 22 months

Enabled the integration of Indexchange, Germany's leading Exchange Traded Funds (ETF) provider, into world leader BGI's iShares, as consultant to the Director of Marketing, iShares Europe, and as interim chief of staff to the CEO Europe. Among others,

- Facilitated decision-making on best branding for the German market based on brand impact and value for money; project managed the rebranding to iShares on time and on budget, leveraging the skills and engagement of the marketing teams in London and Munich;
- Project managed the seamless transition from the legal structure created at acquisition to a more sustainable one for the future of the organisation, coordinating teams of legal and tax advisors in Germany, the UK and the US.

L'Oréal: Cosmetics, project based globally, project span: 7 years (average of 5 one-week cohorts p.a.)

- Orchestrated the face to face delivery to numerous cohorts of a transformational leadership programme targeted at managers recently promoted to business units' leadership teams, on behalf of Cranfield School of Management. As programme director for the French language version, enabled a team of faculty, facilitators, and coaches to deliver at their best. Delivered sessions on strategy and coached participants on the impact of their communication preferences in various cultures. With its ground-breaking approach on values-based leadership, the programme soon became compulsory for this population.

Cable and Wireless International: Telecommunications, Monaco, project span: 1 year (2 cohorts)

- For Cranfield, localised a culture change programme towards enhanced customer orientation and delivered sessions on strategic and cultural change. The programme was acknowledged across the organisation as truly transformational, helping to meet the new demands of operating as a private sector organisation.

Global Media Leader: Media, project based in UK, France and Germany, project span: 9 months

- Completed a financial competitor analysis exercise reconstructing the profit and loss accounts of the Internet Service Provider's top three competitors in three key European markets. Identified the KPIs to target for higher competitive performance and submitted to the CEO for inclusion in strategic planning.

Kingfisher plc: Retail, projects based across UK, Germany and France, projects span: 10 months

- Among other projects, as a core task force member, completed acquisition of German online electronics retailer Yagma, accelerating Kingfisher's entry into e-commerce in Germany by some 24 months;

- Managed feasibility study for an online pure play concept in the premium home market, well received by the Kingfisher board.

Bertelsmann: Publishing, projects based across France, US, Poland, Italy, Spain and UK, projects span: 3 years

- Among other projects, facilitated the integration of French weekly *VSD* into Bertelsmann's publishing business. Ensured continuity of editorial operations in spite of initial severe disruptions due to changes of leadership and technology;
- Coached the editorial team at *VSD* through transition, empowering editors to embrace and achieve new quality and timeliness criteria.

The Economist Group, the Economist Intelligence Unit: Publishing, East European unit, projects span: 4 years

- Managed the publication **"**Doing Business with Eastern Europe" as its publisher and chief editor;
- Designed and launched the publication series "EIU Business Reports" following the tectonic shifts in Eastern Europe.

Education

2003-2006	Organisational Behaviour, Cranfield School of Management, UK (Ph.D. studies)
1989	Diploma in Advanced International Studies, SAIS, Johns Hopkins University, Italy
1988	Ph.D. in Slavic Studies, German Literature and Chinese Studies, Erlangen University, Germany
1986	M.A. in German Literature, Slavic and Chinese Studies, Erlangen University
1983	B.A. Joint Honours First Class in German and Russian, McGill University, Canada

Professional Qualifications and Training

2020	Certified practitioner, TalentX7 Learning Agility Assessment
	Certified Coach, Marshall Goldsmith Stakeholder Centred Coaching and Team Coaching
	Certified practitioner, Leadership Versatility Index
	Certified practitioner, Agile Leader 360°, Hogan Distributors/ IMD
2018-19	Coaching and Neurosciences, Trajectives, Paris
2018	The Leadership Circle (Profile, Manager Edition, Culture Survey)
2016	Professional Certified Coach (PCC), International Coach Federation
2014	Certified Scrum Master
	Organization and Relationship System Coaching training (ORSC – CRR Global)
	Certified practitioner, Prosci
2013	Advanced Practitioner Diploma in Executive Coaching (Academy of Executive Coaching, UK)
2011	Certified practitioner, Hogan Assessments
	Certified practitioner, Myers Briggs Type Indicator (Level 2)
2010	Certified practitioner, Myers Briggs Type Indicator (Level 1)

Languages

English	Native speaker
French	Native speaker
German	As native speaker
Italian	Proficient
Russian	Advanced understanding and upper intermediate speaking skills
Polish	Upper intermediate understanding and speaking skills

References upon request