



# FACTTER

## Co-organizing works!



## Curriculum Vitae



“Organize with  
**happiness@work**  
as a shared  
ambition.”

### Kris Rayen

Owner

March 20, 1970

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## Designer of resilient organizations with engaged employees

A better 'work'able reality that contributes to happiness in life, that's what we aim for! We focus on **happiness@work** in which every teammember is healthy, engaged and successful within an appropriate organizational structure.

My practical experience has been built up over the years within the **private, public** and **healthcare sector**.

The following themes belong to my area of expertise within the domains of **sustainable employability, people & organization development, HR(IS) transformation and change management**.

As a **designer of resilient organizations** I take on various roles during **transformation** processes such as **(re)designing organizational structures, HR Manager, HR(IS) Program- & Project Manager, Change Manager, Coach of**

**(management) teams and individual employees.**

In implementing change processes, I use **contemporary principles** [e.g. innovative work organization, feasible work, agile, lean, sociocracy, shared leadership, ...], in an integral & appreciative way, building integrally on what already exists and works within the existing organization.

**View the Factter presentation [here](#)**

**or scan the QR code**





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## Overview – work experience

Project	Organization
<b>Organization-wide transformation processes (NWOW, Organizing and collaborating differently):</b> integral design and development of <i>structure</i> (setting course, redefining processes, roles and responsibilities, consultation and decision-making, team composition) and <i>culture</i> (team development, people, change and behavior).	Halewijn, TP Vision (Philips), ABN AMRO, Randstad, Intrum Justitia, Agristo
<b>Organization audit and full company perception measurements:</b> surveys in the field of satisfaction, engagement, sustainable employability, 360° leadership, autonomous motivation, stress and psychosocial well-being, feasible work.	Ajinomoto Omnicem, Imec, Halewijn, Gemeente Evergem, Matexi, Mulder Breakfast Cereals, Cargill, Vivaldis interim, Luyckx nv
<b>Strategic HR Management transformation:</b> HR vision, setting up Shared Service Centers, developing an HR policy on Total Talent Management (permanent and hired staff), sustainable Learning and Development, creating career paths within teams.	VDAB, TP Vision, Philips, Randstad, De Vlaamse Waterweg, De Vlaamse Landmaatschappij, Agristo, Makro-Metro
<b>Digital transformation:</b> optimizing, updating, digitizing and automating processes (HR, business, regulations, IT/SAP - Power Automate -Robotization-Sharepoint). Examples of (partly) system implementations: SAP HR, Cornerstone, Peoplesoft, ADP GlobalView, Succesfactors, SD Worx (e-blox), Partena (SAM Level 5), MS Dynamics, ...	Makro-Metro, De Vlaamse Waterweg, ABN AMRO, TP Vision, Philips, Janssen Pharmaceutica, Veolia
<b>Motivational leadership:</b> Developing a leadership vision, leadership style and accompanying behavior, as well as a 360° Leadership Scan.  Workshops & training on themes such as value-oriented & autonomy supportive leadership (self-determination theory) and shared leadership	Quadrant, Securex, Lecot, EOC Group
<b>(Management) Team coaching:</b> coaching the board, management and teams with regard to vision alignment and objectives, determining and making supported business decisions, improving mutual cooperation and interaction with or between their employees.	Departement Onderwijs en Vorming, RPC Cobelplaat, Acertys, Halewijn, Europabank, VDAB, Agristo
<b>Individual coaching &amp; internal mobility</b> of board members, managers and employees with regard to behavioral change, conflict management, talent development and career guidance.	VDAB, Intrum Justitia, Sandvik, De Vlaamse Landmaatschappij
<b>Healthy and engaged work:</b> workshops and training on themes such as autonomous motivation, well-being-related habits at work, resilience (dealing with change), stress & conflict management. Workshops and training on themes such as growth mindset, autonomous motivation, connecting communication, continuous feedback (receiving and giving), progress-oriented feedback, assertiveness, non-verbal communication, stress management, conflict management, growth & goal conversations.	Europabank, Lecot, EOC Group, Stad Eeklo, Woningfonds, Deloitte



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## Professional experience

<b>Factter BV</b>	<p><b>Designer of resilient organizations with engaged employees</b></p> <p><b>Objective:</b> a better 'work'able reality that contributes to happiness in life, that's what we aim for! We focus on happiness@work in which every teammember is healthy, engaged and successful within an appropriate organizational structure.</p> <p><b>Main activities:</b> HR transformation management, HR(IS) project- &amp; program management, change management, (re)design organizational structure, culture transformation, leadership development, team- &amp; individual coaching</p>	<p><b>Since 2019</b></p> <p><b>examples, non-exhaustive list of projects</b></p>
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### Main assignments wrt People & Organizational development

- VDAB (May '23 – today): redesign the Recruitment & Selection department, inclusive service offering. Set-up the operational team structure, team composition and team development. Re-organize the way of working related to internal mobility.
- Veolia Services BeLux (Nov. '22- Mar '23): HR Manager Digitization & Processes within L&D-department (HR Manager for the L&D backoffice department), optimizing administrative processes, HR IS implementation related to the LMS-system Cornerstone
- Makro-Metro (Feb '21 – Apr '22): Digital transformation, SAP HR automation, setting up a shared service center within the compensation & benefits department
- De Vlaamse Landmaatschappij (Dec '21 – Sep '22): learning and development trajectories
- De Vlaamse Waterweg (Jan '20 – Feb '21): optimizing and digitizing the HRM Career Management (incl. HR IS implementation Cornerstone, Vlimpers modules Flemish Government)
- Mulder Breakfast Cereals, Agristo & Anglo Belgian Corporation (Okt '19 – Feb '21): audit and redesign of the production department
- Agristo & Vlaams Ministerie van Onderwijs en Vorming (Sep '20 – Feb '21): Leadership development
- Vivaldis interim (Sep '21 – Nov '21): werkmeter employeesurvey & advise

<p><b>HR Consultant and Coach</b></p> <ul style="list-style-type: none"> <li>• Vlaams Ministerie van Onderwijs en Vorming: team coaching of the executive team for reorganization purposes</li> <li>• VDAB: individual coaching for leaders and employees</li> <li>• Swissport: outplacement</li> </ul>
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<b>Securex</b>	<p><b>HR Project Leader, Social Innovation</b></p> <p>Focus on sustainable employability: feasible work, the new way of working, leadership &amp; leadership development.</p>	<b>2017-2019</b>
<b>ABN Amro</b>	<p><b>(HR) Project- &amp; Change Manager</b></p> <p>Implementation of company-wide change programs (HR, regulatory, IT, business).</p>	<b>2015-2017</b>
<b>Randstad Sourceright</b>	<p><b>HR Program Manager &amp; HR Supply Chain Manager</b></p> <p>Setting up Shared Service Centers for Total Talent Management, incl. IT implementation of SAP FieldGlass (vendor mgt).</p>	<b>2011 - 2013</b>
<b>Mercuri Urval</b>	<p><b>Senior HR Business Consultant</b></p> <p>Talent and organization development. Cultural change. Assessment Centers. Development Centers. Defining potential.</p>	<b>2006 - 2011</b>



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Adecco

**Branch Manager**

2002 - 2006

Responsible of employment agency (yearly revenue of 6 mio € with in total 12 employees and an average of 220 workers on a daily base).

Ceres

**Sales Representative**

1993 - 2002

Consultancy and sales in the milling & bakery sector

## Advisor

Workitects

Organization design, feasible/workable work, cultural change and leadership development

FlandersFood

Project 'DigiTrack' (digitizing organizations in the food sector)

## Keynotes – Lecturer

Vives Business School

2021

**HRM and leadership**

Performance management and sustainable learning & development

VOKA West-Vlaanderen

2021

**Sustainable development**

Evolving from a formation-training-education policy to a learning policy

VOV Beurs

2019

**Organization development**

From ugly duckling to gracious swan

HRM in civil service

2019

**Leadership**

How improper leadership almost jeopardized the discovery of the century

HR in healthcare

2018

**Performance management**

Towards a new form of assessment

Employability 21

2018

**Leadership**

The right leadership ... makes people tick!

TUI Belgium

2017

**Leadership**

Inspiration sessions autonomy-supportive leadership



## Blogs

Publishing HR related articles  
(HR-Square, LinkedIn and on my own website [www.factter.be](http://www.factter.be))

## Language

Dutch | Mother tongue

English | Fluent

French | Basic

## Additional personal info

Cook (diploma, PIVA Antwerp)

Argentinian tango

Karate (Belgian Champion 1988, European Championships bronze 1989)

Cyclobal (Belgian Champion, 1982)

## Trainings

<b>Careers in Self-Organizing Teams</b>	Antwerp Management School	October 2021
<b>Tool TeamWorks – team development</b>	Workitects	March 2021
<b>Outplacement</b>	Federgon	December 2020
<b>Innovative Labor Organization, masterclass in (re)designing organizational structures</b>	Antwerp Management School, masterclass	December 2020
<b>Shared Leadership, incl. Leadership Interventions</b>	Workitects	November 2020
<b>Tool, 'Werkmeter' – organizational structure &amp; psychosocial risks</b>	Workitects	September 2020
<b>Tool, 'Werkblokken' – organizational structure</b>	Workitects	September 2020
<b>LiFT, Learning in Facilitated Teams (process facilitator 'learning and changing')</b>	UCLL	December 2019
<b>Agile Project Management</b>	PMI	November 2019
<b>Design Thinking</b>	Pimcy	October 2019
<b>Lean</b>	Cevora	September 2019
<b>Agile transformation</b>	Cevora	September 2019
<b>Train the trainer</b>	Cute Solutions	January 2018
<b>SAP GlobalView – Staff Administration</b>	ADP GlobalView HCM	September 2017
<b>Innovative Working Organization (design business structure &amp; processes, powerful teams)</b>	Cevora	September 2014
<b>OPQ, Occupational Personality Questionnaire</b>	CEB-SHL Talent Measurement	February 2014
<b>PRINCE2-Foundation, Project Management</b>	APMG-International	March 2013
<b>Procurement and Supply Chain Management</b>	Solvint	October 2011
<b>Master of Science (MSc) in ICT &amp; Business Process</b>		
<b>Management (Thesis: 15,78/20)</b>	Vlerick Business School	March 2011
<b>Mastering Interim Management</b>	Vlerick Business School	March 2010
<b>Team Coaching</b>	Mercuri Urval	September 2008
<b>Individual Coaching (Activity Based Coaching &amp; Development and Co-active Coaching)</b>	Mercuri Urval	November 2007
<b>Social Legislation</b>	Federgon	2002
<b>Marketing, Professional Bachelor (Honors Diploma. Dexia price for best thesis)</b>	Katholieke Hogeschool Kempen	1992

## Appendix – overview of achievements