

# KRIS RAYEN

Founder, Factter BV

Shaping resilient organisations with engaged people

Lier · 20 March 1970

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## PROFILE

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Factter stands for **organisational development**, **people-centred digitalisation** and **people management**. We help organisations organise differently and ensure that people work better together - through structure, leadership, teamwork and digitalisation. So work runs more smoothly and people keep contributing with enthusiasm.

Our approach is integral and scientifically grounded, drawing on proven principles such as innovative organizational (re)design, shared leadership, team development, job design and people-centred digitalisation.

For organisations that sense things can be better, for teams ready for more ownership, and for leaders who want to strengthen their people. Our hands-on experience spans the private, public and healthcare sectors.

Our added value lies in combining broad operational expertise with a commercial market focus, building and expanding long-term client relationships.

We work in an advisory, steering and operational capacity - deployable in three roles:

- Role 1 - Organisational developer and project leader of multidisciplinary teams.
- Role 2 - People manager of teams within your organisation.
- Role 3 - Manager or ultimately accountable within a consultancy, with both operational and commercial objectives.

## CORE EXPERTISE

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### Themes

Organisational (Re)Design · Sustainable Work · Shared Leadership · Team Development · People-Centred Digitalisation · Learning Organisation · Job Design · AI Governance

### Methodologies

Project management (Prince2 · Agile) · Process management (Lean · BPM 2.0) · Design Thinking · Innovative Work Organisation (redesign of organisational structure and cultural transformation) · Change management (Adkar) · systems innovation (upper- and undercurrent) · Shared Leadership (team and individual development) · Autonomous motivation (self-determination theory) · Work stress & Well-being (Karasek & Theorell)

### Systems & platforms

- HRIS/ERP: SAP HR · SAP GlobalView (ADP) · SAP FieldGlass · Cornerstone (Vlimpers) · SuccessFactors · PeopleSoft · Partena (SAM Level 5, ESS) · SD Worx (E-Blox) · EasyPay Group (Time & Absence)
- Process & workflow: K2 workflow management · UiPath RPA · Power Automate · SharePoint · Microsoft Power Apps
- Enterprise Architecture: SPARX Enterprise Architect · Archimate · BPMN 2.0
- Legacy & migration: Microsoft Dynamics · AS/400

- AI & governance: EU AI Act · AI risk classification · Google Gemini (generative AI)

## PROFESSIONAL EXPERIENCE

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→ Detailed **cases** and **best-practices** per assignment at: [www.factter.be/cases](http://www.factter.be/cases)

**FACTTER BV · INDEPENDENT ADVISOR & INTERIM MANAGER · 2019 - present**

Shaper of resilient organisations. Guide of change trajectories in **people and organisational development**, **people-centred digitalisation** and **people management**, across the private, public and healthcare sectors.

**2025 - present · VLAIO · Process Manager, Process Knowledge Centre**

Support of the Process Knowledge Centre within the Flemish Agency for Innovation & Entrepreneurship.

**Key activities (max 1/2 day per week):**

- Process management in the context of external hiring (from intake to offboarding) - stakeholder and vendor management.
- Design and optimisation of processes in BPMN 2.0 via Enterprise Architect from SPARX (Archimate and BPMN).
- Workshops and validation meetings with process owners and process managers.
- Methodologies: BPMN 2.0, Archimate, Enterprise Architect (SPARX), process modelling, stakeholder management.

**May '23 - Jul '26 · VDAB · Project Leader (Organisational Developer), O&O Department**

Multi-year partnership guiding seven parallel and consecutive programmes on organisational, service delivery and AI governance challenges.

**Key project achievements:**

- AI Governance & EU AI Act - translated European regulation into a phased, organisation-wide operating model along three tracks (legal interpretation, Target Operating Model, implementation). Deliverables: transparency guidelines, AI literacy training, AI governance and innovation process. Working group linked to Digitaal Vlaanderen for Flemish-Government-wide collaboration on AI governance.
- GEM transmission reports (generative AI) - a generative AI application (Google Gemini) evolved from experiment into an approved, controlled quality- and risk-management measure with legal, privacy, ethical, AI Act and transmission assessments. Human accountability safeguarded.
- Reorganisation of a department into a new organisational and team structure, shared leadership, careers within teams, talent management with development and objective-setting cycles.
- Centralisation of the Recruitment & Selection department, renewed service portfolio, team structure & operations, collaboration framework with AgO.
- From back office to centre of expertise within Digital Service Delivery: repositioning of team identity, stakeholder management and team structure/operations for a newly merged team (Process Support) optimised.
- Repositioning of Web Service Delivery - in the context of cost cutting and reorganisation: decision-oriented process on core portfolio and core tasks, including impact analysis and risks.
- Integration of Online Learning Coaches into Region - integral transition of people, expertise, service delivery and governance.

**Nov '22 - Mar '23 · Veolia/Suez BeLux** · HR Manager Digitalisation & Processes (L&D department, 10 employees)

- Integration of two L&D teams after merger: structure, roles and responsibilities, workload distribution, alignment and coordination.
- People and change management.
- Optimising and digitalising administrative processes (current and future).
- Implementation of Cornerstone LMS as the anchor for the new operating model.

**Feb '21 - Apr '22 · Makro-Metro** · Project Leader HR Operations - Compensation & Benefits (team of 5 employees)

- Setting up a Shared Service Centre for Compensation & Benefits and personnel administration.
- Building the new team with roles and responsibilities.
- Mapping, optimising and automating high-volume administrative processes via RPA (Robotic Process Automation).
- Automating existing payroll processes within SAP HR.
- Digitalising workflows via SharePoint, Microsoft Power Apps and K2 workflow management.
- Change management, communication and training to build support for the various HR initiatives.

**Dec '21 - Sep '22 · De Vlaamse Landmaatschappij** · Project Leader L&D within IT department

- Project on internal mobility and learning paths for the IT department (50 FTE) to keep employees sustainably employable.
- Rebuilding trust between employees and management.

**Jan '20 - Feb '21 · De Vlaamse Waterweg** · Project Leader HR processes

- Mapping, optimising and digitalising HR processes (recruitment & selection, onboarding, learning & development).
- Implementation of the HR processes in Cornerstone HRIS (Vlimpers modules of the Flemish Government).
- Change management, communication and training.

**Oct '19 - Feb '21 · Mulder Breakfast Cereals · Agristo · Anglo Belgian Corporation**

- Organisational design, organisational audit and advisory.
- Redesign of the organisational structure (department, teams, processes) within the production environment for more efficient collaboration.
- Developing organisational culture (leadership coaching of executive, management and supervisor teams).

**Sep '20 - Feb '21 · Department of Onderwijs en Vorming**

- Leadership and team development of the management team: 'becoming one team' and aligned actions for the new organisation.

**Sep '21 - Nov '21 · Vivaldis Interim**

- Employee survey with advice on sustainable work.
- Communication sessions and action plan with executive and management team.

**2020 · VDAB** · Coaching

- Individual coaching and team coaching of managers, employees and teams.

**2019 - present · Workitects · FlandersFood** · Advisor

- FlandersFood (2019) – Advisor within the 'DigiTrack' innovation project – digitalisation of organisations in the food sector.
- Workitects (2019 – present) – Advisor for the centre of expertise on new ways of organizing (organizational re-design) and sustainable work.

### 2019 – present · Various outplacement assignments

- Guiding dismissed employees towards a new career objective.

## EMPLOYEE WITHIN THE ORGANISATION · 1993 – 2019

### 2017 – 2019 · Securex · HR Project Leader Social Innovation (consultancy)

Focus on sustainable employability: sustainable work, new ways of working, leadership and leadership development.

#### Key project achievements:

- Ultimately accountable for updating and running scientifically grounded employee surveys (satisfaction, well-being, stress, motivation, engagement, autonomous motivation, leadership).
- Developing and implementing a new leadership vision including leadership styles, in collaboration with Rotterdam School of Management (Prof. H. Leroy).
- Developing a 360° leadership scan.
- Design of tailored training on leadership, autonomous motivation and well-being (handling stress and conflict, progressive feedback, assertiveness).
- Implementing the leadership programme and delivering training.
- Delivering keynotes at (international) events (performance management, autonomous motivation, leadership).
- Methodologies: Scientific research (Yukl et al) for leadership vision, style and scan.
- Team: 3 consultant-colleagues.

### Feb 2015 – 2017 · ABN AMRO · Project & Change Manager, PMO (business, IT, regulatory)

Implementation of several organisation-wide change programmes with impact on business, regulation and IT systems.

#### Key project achievements:

- Project leader MiFID II (Markets in Financial Instruments Directive): introducing tighter regulation to strengthen investor protection against malpractice.
- Project leader CRS (Common Reporting Standard): curbing tax fraud and evasion on a global scale.
- Project management TARGET2-Securities (T2S): made cross-border securities trading cheaper, opened the market to more competition, and improved how the bank manages collateral and liquidity.
- Adapting business processes and existing IT systems for reporting purposes.
- Developing tools and documents, change management, communication and training.
- Methodologies: Prince2 project management, IT development, change and stakeholder management.

### Jul 2014 – Jan 2015 · ABN AMRO · HR Project Leader (HR Project Officer)

Simultaneous implementation of several HR IT systems at ABN AMRO Belgium. Internally recognised as one of the best delivered international projects within ABN AMRO.

#### Key achievements:

- Guiding the transition to a new local payroll provider (from SD Worx to Partena) and a new global provider of cloud-based Human Capital Management Solutions.
- Simultaneous project implementation of several HR IT systems: ADP GlobalView (SAP, personnel data migration), PARTENA SAM Level 5 (payroll), PARTENA ESS (online e-payslip platform), EASYPAY GROUP (Time & Absences Registration).
- Optimising external hiring - transparency and control over the hiring of highly qualified staff (project sourcing and freelancers), proactive risk management to prevent social fraud.
- Methodologies: Prince2, IT development, change and stakeholder management, communication and training.
- Team: 2 direct in personnel administration; multidisciplinary project team.

**Jun 2011 - Dec 2013 · Randstad Sourceright · Program Manager & HR Supply Chain Manager**

Business Process Outsourcing / Managed Service Provider (MSP) for Total Talent Management of permanent and contingent workforce, with SAP FieldGlass as Vendor Management System.

**Key project achievements:**

- Developing concept-to-'ready-to-use' documents and tools for managing contingent workforce and supply chain management (procure-to-pay) of HR agencies.
- Setting up and implementing end-to-end HR processes (procure-to-pay). Supplier risk models, QBR standard, supplier rationalisation.
- Business process outsourcing: implementation of Shared Service Centres at the client for the recruitment and sourcing of externally hired highly qualified staff (including risk management).
- MSP transformation at TP Vision (Philips) - three iterations (MSP 1.0 transparency/control, MSP 2.0 supplier performance management with € 300K structural cost savings, MSP 3.0 total blended workforce solution).
- Methodologies: Prince2 project management, HRIS implementation, change and stakeholder management.

People management of a dedicated delivery team.

- Team: 5 direct (4 account specialists + 1 systems expert) + indirect multidisciplinary teams.

**Feb 2006 - May 2011 · Mercuri Urval · Senior HR Business Consultant**

HR Business Consulting: talent management and business transformation within an international HR business consultancy.

**Key activities:**

- Business development: acquisition of assignments with new and existing clients.
- Project manager or executive consultant: improving performance and/or behaviour of individuals, teams, departments or organisations.
- (International) recruitment & selection assignments, assessment and development centres, management team coachings, HR projects (competency and performance management), full business transformation projects.
- Specialties: improving Sales Force Effectiveness, leadership development. Steering fellow consultants and junior consultants within projects.
- Key case: Halewijn - integral organisation-wide transformation (thesis Vlerick Executive Master Class in Business Process Management, 15,78/20). From production company to service-oriented media organisation. Strategic direction, leadership vision and style, organisational structure and culture, core processes and HR processes simultaneously redesigned and implemented.
- Methodologies: Strategy and service blueprint, process management (lean and BPMN), Prince2 project management, change and communication management, leadership and team development.

**Jan 2002 – Jan 2006 · Adecco · Branch Manager – Employment agency**

Branch manager with full commercial, operational and people management responsibility.

- Full Profit & Loss accountability for the branch (€ 6 million annual revenue).
- 6 direct + 4 indirect employees (recruitment and administrative consultants).
- 220 temporary workers deployed on a day-to-day basis.
- Commercial, organisational and people management.

**Sep 1993 – Jan 2002 · Ceres · Sales Representative – Milling and bakery sector**

Account Management and Business Development at a specialised production company in the milling and bakery sector.

## KEYNOTES & LECTURER

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**2021 · Vives Business School · HRM and leadership – Performance management & sustainable learning and development**

**2021 · VOKA West-Flanders · Sustainable development – From training policy to learning policy**

**2019 · VOV Fair · Organisational development – From ugly duckling to beautiful swan**

**2019 · HRM in Government · Leadership – How inappropriate leadership almost thwarted the discovery of the century**

**2018 · HR in Healthcare · Performance Management – Towards a new way of appraising**

**2018 · Employability 21 · Leadership – The right leadership ... makes people tick!**

**2017 · TUI Belgium · Leadership – Inspiration sessions on autonomy-supportive leadership**

## EDUCATION & CERTIFICATIONS

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### Education

**Dec 2020 · Masterclass in Innovative Organisational (re)design · Antwerp Management School**

**Mar 2011 · Master of Science (MSc) in ICT & Business Process Management (Thesis 15,78/20) · Vlerick Business School**

**1992 · Marketing, Professional Bachelor (Distinction · Dexia Prize for best thesis) · Katholieke Hogeschool Kempen**

### Additional training & certificates

**Dec 2025** Enterprise Architecture / SPARX – Cronos

**Oct 2021** LiZeT – Careers in Self-Organising Teams – Antwerp Management School

**Mar 2021** TeamWorks tool – Team development – Workitacts

**Dec 2020** Outplacement – Federgon

**Nov 2020** Shared Leadership – Workitacts

**Sep 2020** 'Workmeter' tool (organisational structure) – Workitacts

**Sep 2020** 'Workblocks' tool (organisational structure) – Workitacts

**Dec 2019** LiFT – Learning in Facilitated Teams – UCLL

**Nov 2019** Agile Project Management – PMI

**Jan 2018** Train the trainer – Cute Solutions

**Sep 2017** SAP GlobalView (Staff Administration) – ADP GlobalView HCM

**Sep 2014** Innovative Organisational (re)design – Cevora

**Feb 2014** OPQ (Occupational Personality Questionnaire) – CEB-SHL Talent Measurement

**Mar 2013** PRINCE2-Foundation, Project Management – APMG-International

**Oct 2011** Procurement and Supply Chain Management – Solvint

**Mar 2010** Mastering Interim Management – Vlerick Business School

**Sep 2008** Team Coaching – Mercuri Urval

**Oct 2019** Design Thinking - Pimcy

**Sep 2019** Lean - Cevora

**Sep 2019** Agile transformation - Cevora

**Nov 2007** Activity Based Coaching & Development -  
Mercuri Urval

**2002** Social Legislation - Federgon

## SECTORS

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**Public sector** (entities and municipalities)

**Private sector** (Retail & Food · Pharma & Health · Industry · Engineering · Petrochemical industry · Utilities · HR · Banking)

**Healthcare sector** (Nursing homes)

## LANGUAGES

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Dutch (native) · English (fluent, C1) · French (basic)

## PERSONAL

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- Culinary arts - certificate in professional cooking, PIVA Antwerp.
- Argentine Tango.
- Karate - Belgian champion 1988 · European bronze 1989.
- Cyclo-ball - Belgian champion 1982.