

## Marie-Odile PIRUS

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### **GLOBAL HEAD OF HUMAN RESOURCES – World scope HR STRATEGY & DEVELOPMENT**

**CAREER OBJECTIVES : global HR (Senior) Vice President in a growing environment.**

**Over 20 years of experience**

**HEC Specialized MBA in “Strategic Management of Human Resources”**

**HUMAN RESOURCES – HR Policies - Career & Skills management – HR development.**

**BUSINESS CONTROL & AUDIT– PROJECT MANAGEMENT**

**French (mother tongue) - English (professional)- Spanish (fluent) – German (good understanding)**

**Flexible – Hands-on – Business Partner – Results oriented – Change leader**

Strong, progressive, track record of HR accomplishments with demonstrated ability to combine visionary, strategic and tactical HR expertise to deliver bottom-line results.

Develops systems and leads initiatives to enhance business growth and profitability.

Experience includes building domestic and international HR organizations, leading multiple reorganizations.

Combines technical strengths with a proven ability to improve operations in a changing environment.

- Business education coupled with the specialized MBA in “Strategic Management of HR” from HEC (N°1 School in Europe) and work experience provides operational understanding and influence to HR strategic and operating plans.
- Develops and drives a cohesive global HR strategy in support of the business strategy & critical initiatives of the company.
- Quickly identifies and delivers HR tactical activities required by the organization to improve business performance.
- Leads and builds organizations under challenging business conditions, succeeding under budget and manpower constraints.
- Builds trust based relationships throughout the organization and facilitates focusing the senior management team on resolving business issues.
- Consistent set of career accomplishments and successes that establish credibility as a global human resources executive.

### **MAIN RESPONSIBILITIES & ACCOMPLISHMENTS**

- Direct, lead, and initiate the implementation of worldwide policies and programs encompassing all aspects of HR management including staffing, benefits, compensation, employee training, organizational development, SOX compliance, employee relations, HRIS, and work/life issues.
- Create an environment that fosters teamwork and cooperation among departments.
- Advise top management in developing HR policies focused on achieving extraordinary business results.
- Direct the company's employee recruitment, training and development, adhering to all applicable laws and regulations on an European scope.
- Lead change management within a strong Worker's Council environment.
- Direct the establishment and maintenance of the company's performance management system, pay and benefits systems, and HR databases.
- Ensure that the company is competitive and equitable in all programs to assist managers to meet corporate objectives.
- Protect interests of employees in accordance with company's policies and applicable labor, pay and benefits laws and regulations.
- Formulate and recommend personnel policies and objectives of the company. Directs the interpretation and application of those policies throughout the company.
- Determine and recommend employee relations practices necessary to establish a positive employer-employee relationship and promote a high level of employee morale.
- Performs general managerial activities of staff (i.e., hires, trains, appraises, motivates, disciplines, and recommends terminations as necessary).

## Experience

- Since 09-2008** **LINEDATA Services (FR) / HQ : Neuilly-sur-Seine (92). 165 M€ / 1 000 employees.**  
*Production /distribution of Software for Finance market and management of complex financing.*  
**Group Global Head of Human Resources**, reporting to CEO.
- HR strategies**
- Definition and implementation of a global HR strategy for the Group (US, EMEA, ASIA).
  - Positionning of the HR team members as true change leaders and business partners.
- HR Development**
- HR policies including new sales comp., profit-sharing plan and company savings scheme.
- Change Management**
- Restructuring plans (worldwide): 11% of headcount reduction in one year (- 9.7M€ in P&L).
  - **Saved 1,3 Million €** in accruals by a proactive management of days off & win-win solutions.
  - Acquisition and integration of FIMASYS (10 M€, 60 people).
- Management**
- 5 direct reports / 13 people in France, Tunisia, Latvia, UK and USA.
- 05-2005/08-2008** **MSC.SOFTWARE GROUP (US) / Headquarters EMEA, Double Office : Les Ulis - Munich.**  
*Production /distribution of Software (Virtual Product Development). (270 M\$ / 1 200 employees).*  
**HR Director WORLD Sales & Services**, reporting to WW Sales & Exec.VP.  
**HR Director EMEA**, reporting to Senior Vice President HR.
- HR strategies**
- Develop and implement HR strategy (including ISO & SOX process).
  - Transition from a HR administrative role to a business-partner positioning.
- Expertise**
- Provide with a professional support to ensure a proactive HR management.
- HR Development**
- All HR policies incl. EMEA training plan & compensation plans. Comp & Ben function.
- Change Management**
- 3 EMEA reorganizations implemented in 2 years. PLM Business sold to Technigraphics.
  - Negotiations with Worker's Council (Germany, Italy, France).
  - **Saved 1 Million \$** by proposing and implementing an alternative scenario in restructuring.
- Management**
- 6 people in France, UK, Germany & Benelux.
- 07-2003/04-2005** **NEWELL RUBBERMAID GROUP (US) / European Headquarters (465 M\$ / 3 200 employees).**  
*Production & distribution of consumer goods (Pyrex, Curver, Graco, Little Tikes, Rubbermaid).*  
**Staffing & HR Development (EUROPE)**, reporting to President.  
**HR global role / Sales Offices employees (EUROPE)**
- HR strategies**
- Develop and implement HR development, strategies and policies, which are consistent with Corporate and European requirements.
- Expertise**
- Provide specific professional support to ensure a proactive HR management.
- Support**
- Support the management and the coordination of all HR activities in Europe :
    - Recruitment of managers and directors for Europe.
    - Appraisal system & evaluation. Organization review. 360° interviews, feed-back.
    - Career management: succession plans, high potential identification.
    - Training: conception, organization & delivering, coaching, teambuilding.
    - Schools partnership: conferences, forums, internships.
    - Support to local country HR managers & country General Managers.
  - Global HR Manager for Sales Offices (Europe) : all employees relations.
- 1999 / 06-2003** **FRANCE TELECOM GROUP / International Long Distance Network Division**  
**Head of « HR policies France & abroad ».**  
**International HR Development : Mobility, Careers, Skills & Talent management.**
- Management**
- 10-person HR team - Substitute : management up to 35 people.
- Strategic thinking**
- HR policies, France & abroad : recruitment, mobility, compensation & benefits, evaluation.
- Expertise**
- HR development : mobility & career, skills and talent management, collective and individual accompanying programs, outgoing personnel, change management.
- Skills & Careers**
- Identification of transferable skills, talent management, career transition counseling.
  - Responsible for internal Mobility Agency. Chairing promotion committee.
  - Training and coaching : resumes, application letters, job interviews.
- Organization**
- Coordinating and assisting managers, negotiating with hiring services including call centers.
  - Reporting : outgoing personnel flows (past and future), forecasts.
- Industrial relations**
- Member of Consultative Joint Commission and Conciliation Board. Negotiations.
- Communication**
- HR interfacing between GlobalOne (USA) and FTLD (FRANCE).
  - Coordinating construction of new "Vocational Guidance and Mobility" website.
  - Facilitating mobility network.
- Crossfunctional projects**
- Project manager : intranet appraisal system.
  - Coordinator : cross-cultural management training for executives and managers.
  - Member, HR Group internationalization and talent development project.
  - International development support in the creation of new U.S. subsidiary.

- 1998-1999**      **FRANCE TELECOM Group / Multimedia Division / Finances & Resources Department**  
*On-line Services Business Unit, Phone Books, Audiovisual, Audience and Internet Services*  
**Business Controller, France Télécom Headquarters.**
- Results :**
- Updating data and implementing reporting procedures (budgets, business plans, logbooks).
  - Creating Multimedia Division monthly and quarterly Headquarters reports.
  - Budgeting 5-year business plan. Supporting line management.
- 1993 / 1997**      **PINAULT PRINTEMPS REDOUTE Group /BECOB (Wood & Building materials Trading), Paris.**  
**460 M€, 80 agencies, 2 000 employees.**  
**Business Controller / France Distribution Branch.** (70 % of the Group's turnover).  
**Performance and Organization Auditor & Project Manager IS implementation**  
**Scope: 4 Business Units, 34 agencies, 90 M\$ turnover.**
- Results :**
- Budgeting (5 units). Monthly and quarterly results follow-up, logbook.
  - Inventory analysis : procedures supervision, depreciation and dead stocks monitoring (nine agencies).
  - Stock rotation dispatching time and mini stock analysis, stocklist gap analysis
  - Optimizing purchasing, reducing delays: -21% of stock and +43% turnover (in 1 year).
  - Implementing the BECOB monitoring system and vocational training in 17 agencies
- 1992**              **ENTREPRISE GENERALE DES TELECOMMUNICATIONS (E.G.T.), Paris.**  
**Account Manager "B to B"– Paris / Trading or Industrial Companies.**

## Diplomas & Training

- June 2003**      **HEC Specialized MBA in “Strategic Management of Human Resources” (15 months).**  
 HR strategy and leading change in an international context.  
 Key-skills in HR expertise. Benchmarking: touring US companies with innovating HR practices.
- 1996-2004**      **Vocational Training:** Human Resources / Tools and Techniques (CEGOS /140 hours).  
 Intercultural Management (ADEPT Programme / 120 hours)  
 Management, Legal Matters, Bookkeeping, Finance.  
**M.B.T.I Certification (Myers-Briggs Type Indicator).**
- 1987-91**         **Degree from EUROPEAN BUSINESS SCHOOL (E.B.S.) Paris, Ann Arbor (US), Madrid, London.**  
**Focus on International Affairs** (Export Techniques, Management, Finance, Marketing, Legal).  
**Computer skills:** Windows environment, Word, Excel, Access, PowerPoint, Carat, BO  
**Languages :** French (mother tongue), English (Professional), Spanish (fluent), German (understanding).

## Publications & Conférences

- Articles :** « Former au management interculturel: luxe ou nécessité ? » and « RH, Management et diversité culturelle : quelles approches scientifiques ? » (*Personnel, Cahier de l'ANDCP « La Mobilité Internationale : le management interculturel, de quoi parle-t-on ? », N°67, Déc. 2003*).
- Conferences :** « Intercultural Management in France Telecom Group » (*ECA-CIDP, Londres, Nov. 2003.*)  
 « Intercultural management : goals, risks and KSF of training programmes. » (*ANDCP, Déc. 2003*).  
 « How to develop efficiently skills in intercultural management ? », *Salon Avenir-Export (CNIT, Mai 2004)*.

## Outside interests

- Travel & Nature**      Sailing. Whale & dolphin watching. Expeditions off the beaten track (Latin America, Africa, Asia).
- Membership**         Free diving. Scuba diving (PADI Open Water certified). Table tennis (ex competition player).
- Arts**                    Contemporary literature (20<sup>th</sup> century). Guitar. Jazz piano (beginner).