

# Curriculum vitae of Dr. Kilian W. Wawoe

## Personal

Telephone: +31 6-51728228  
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Nationality: Dutch  
Gender: Male

## Work experience

- 2010- **Human Resources Consultant**  
I advise clients on various Human Resources topics, in order to get the best out of staff. My clients are managers who want to improve the performance of their staff. I help them to get better business results, by increasing Employee Engagement, I advise in M&A deals, or as an HR interim-managers.  
Besides, I teach Human Resources Management at the VU University in Amsterdam  
Also, I am a commentator for the Dutch TV on the Banking Industry
- 2006- 2010 **Head of Human Resources Private Clients EGM<sup>1</sup>** (Antwerp, Belgium)  
The Business Unit (BU) Private Banking focuses on affluent individuals with 1 million euro or more free assets. European Growth Markets is a sub- BU containing all countries where substantial growth is expected. I am a member of the MT end as Senior Business Partner responsible for all Human Resources processes.  
In brief: 6 direct reports: in Jersey, UK, Luxemburg, Belgium Monaco, Spain en Gibraltar, budget sub BU 112 million euro a year, 512 staff, total assets under management EUR 12,6 billion.
- 2008 **Project on validation of assessment methods** (Chennai, India)  
During 4 months I was released from by daily job to manage a project on assessment methods in an outsourcing facility in India. They hire around 3.000 candidates a year (with an attrition rate of 35%!) and needed expertise on the validation of cost efficient assessment methods.
- 2005- 2006 **Head of Diversity and Resourcing for PC / NGM** (Amsterdam, Holland)  
The BU Private Clients and New Growth Markets focused on all private and retail-banking activities in Europe and Asia (total staff 3.500). Within the Human Resources department I was responsible for the design and roll-out of training programs on Diversity & Inclusion and Recruitment & Selection.
- 2004- 2005 **Head of Human Resources** (Monaco)  
Within the MT I was responsible for all Human Resources processes, by translating business decisions into HR solutions: training, performance management, reward etc. I rolled out a social plan to bring the total number of staff from 71 to 50 fte.  
In brief: 2 direct reports, budget branch 18 million euro a year, total assets under management 1 billion euro.
- 2002- 2004 **Head of Graduate Recruitment** (Amsterdam, Holland)  
Managing a team which was responsible for recruitment and selection of graduates for the Netherlands, for the high potentials trainee program.  
In brief: 11 direct reports, budget 1 million euro a year, target 180 trainees a year.
- 1999-2002 **Recruiter Management Trainees** (Amsterdam, Holland)

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<sup>1</sup> Besides the Internship at the assessment centre of Philips all work experience is at ABN-AMRO Bank

## Teaching

- 2002- **Visiting professor Utrecht University / Applied Psychology Amsterdam**  
I am a visiting professor on Human Resources for both mentioned institutes.
- 1999- **Visiting professor on Human Resources for Political Parties**  
Volunteer for training programs 2-3 times a year on the Human Resources of political parties: selection of MP's, talent management, training programs etc. This program is sponsored by the Dutch government and focuses on 'young democracies'. I participated in trainings in: Croatia, Bosnia and Herzegovina, Serbia, Kosovo, Bulgaria, Romania, Ukraine, Georgia, Hungary, Slovakia and Montenegro.

## Education<sup>2</sup>

- 2003- 2010 **PhD on 'performance management and bonuses in the financial sector' at the Amsterdam University**  
I obtained data from around 1800 bankers in the Netherlands, USA, Romania, India and Brazil, and give insight in the shortcomings of performance management in banks: entrepreneurial employees get better rewards but are not valued more by their manager. This is, because the system rewards product pushing, a manager values quality.
- 1999-2000 **ABN-AMRO Academy**  
Traineeship corporate staff (specialization Human Resources). Training curriculum for management trainees of ABN-AMRO Bank, to increase the knowledge on the bank and Human Resources.
- 1992-1999 **Occupational psychology Utrecht University**
- 1986-1992 **High School (gymnasium) at Canisius College in Nijmegen**

## Languages

Dutch	mother tongue
Engels	very good
German	very good
French	very good
Spanish	very good
Papiamentu	reasonable

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<sup>2</sup> All in the Netherlands