

Lisette Howlett

Overview

- Track record of achievement spanning 15 years experience of global Human Resources in blue chip companies.
- Unique range and depth in HR: mergers, acquisitions, start ups, new business launch and business transformation; divestment and closure; reward, global talent and performance management; organisation development and learning; new policy development and implementation; individual coaching and mentoring.
- Combines creativity and strong thinking with excellent facilitation, process leadership, hard work and delivery.
- Successful transformation and leadership of fully aligned HR functions.
- Very extensive global experience.
- Business focused, adds value, and builds strong relationships with business partners/clients.
- Works effectively at all levels – from the board to the unions.

Experience

Current Role

Director, mlh global hr consulting

Business focused human resources consulting including talent management, executive coaching, mergers & acquisitions, business transformation, organisation design, capability development, change leadership, recruitment effectiveness and HR function transformation. Examples of recent consulting projects are available on request.

Founded and runs HireScores.com (a website which focuses on improvement recruitment practice).

Syngenta International AG (>\$8bn, 20,000 employees)

November 2000 – May 2005

Head of HR, Global (based in Switzerland)

A global, strategic role, reporting to the Head of Global Operations (Board level), with a number of key accountabilities:

- HR Strategic Business Partner for the Syngenta Executive Members (Board equivalent) to provide executive coaching and to ensure organisational capability and that the people-dependant elements of the business plan were identified and achieved.
- To provide HR leadership to the full range of business projects including mergers, acquisitions, joint collaborations, divestments, start-ups, restructuring and closures as required.
- Accountable for top level succession planning for Syngenta.
- To lead major HR policy and strategy changes and capability development projects.
- Secretary to the HR Steering Group; Chairman of the HR BPOC; Syngenta UK Pension Fund Director.
- Leadership of a team of HR professionals.

Key Achievements included:

- HR lead for key business projects which included: a US\$400m acquisition for our Seeds business (mainly US but some Europe); setting up a 50 person Research centre in India from scratch; a global project to restructure and build capability in Supply, Manufacturing and Logistics – moving the focus East; a number of restructuring projects including the total restructuring of our R&D organization; business process off shoring projects; site closures in a number of countries; business 'Start-ups'; launch of a new biotech business; global talent management; global implementation of HR system (SAP) including global processes; UK integration process, etc
- Leadership of HR policy and strategy changes including: development of a dual career ladder; aligning our incentive approaches in biotech and R&D; global talent management; expatriation management; etc.
- Significant contribution to strategic recruitment post merger to build capability; including brokering of employment offers for a range of key senior commercial and functional roles.

Zeneca Agrochemicals Ltd

June 1993 - November 2000

ICI Agrochemicals

October 1989 – June 1993

Nov 1999 – Nov 2000

Human Resources Manger, Global Supply, International R&D and the UK

Overall HR management of UK HR policy (covering 3,500 people). HR responsibility for international R&T and Global Supply including leadership of the HR teams supporting each of these global functions.

Key Achievements included:

- Leadership of the resourcing global merger integration stream (appointments, retention, severance) including the global appointments process at the Syngenta merger for all senior appointments (top 700 positions out of a combined initial organization of 23,000); as well as the HR appointments.
- Set up and leadership of the total UK integration program; pre-merger support to R&D and Global Supply (organization development, appointments etc).

Jan 1995 – Nov 1999 **Human Resources Manager, International R&D (and from 1998 UK policy)**

Accountable for global HR for the Research and Development Function (1500 people in the UK, Holland and the US]

Key Achievements included:

- Acquisition of a Dutch biotech company.
- Fundamental restructuring of the R&D organization including the US.
- Creation of a new, fully aligned, cost effective HR function.
- Design, development and implementation of global Assessment and Development Centres.
- Facilitated the development of a new global R&D strategy and organisation by the R&T Leadership Team.
- HR leadership in a significant project to define and implement technical project management within Zeneca.

Jan 1992 – July 1995 **HR, IS & Site Services Manager, Yalding Manufacturing and Development Centre**

Management of three different groups – HR and training, IS and Site Services

Key Achievements included:

- Leadership of the HR elements of a fundamental change program in Manufacturing.
- Provided HR leadership to the ICI/Zeneca de-merger, both at Yalding and across the UK.
- Development and implementation of a new performance management and compensation approach.

Oct 1989 – Dec 1991 **Human Resources Officer, Research and Development**

Accountable for the provision of a full range of HR activities including recruitment, compensation and development.

Key Achievements included:

- Led the conversion to Hay job assessment for the R&D Centre (1000 people).
- Establishment of the role of HR partners within R&D.

Kircaldy District Council

February 1988 - October 1989

Senior Personnel Officer

Leading a small team of HR professionals to provide comprehensive personnel support and leadership

Key Achievements

- HR leadership to key restructuring activities as required under the Compulsory Competitive Tendering legislation.
- Development and implementation of a full range of new personnel policies.

Royal Mail/The Post Office

August 1984 – January 1988

June 1986 – January 1988

Manager, Resourcing Policy

Development of HR resourcing policy for the Royal Mail business and the Corporate Headquarters including supervisory effectiveness (competencies), capability development, appointments and performance management

August 1984 – June 1986

Assistant Manager, Industrial Relations

Monitoring and reporting on all industrial disputes; supporting pay negotiations; producing policy papers (e.g. use of injunctions in industrial action)

Professional Membership

UK Chartered Institute of Personnel & Development

member 1991; Fellow 1997

British Psychological Society

Level B (intermediate)

US Society of Human Resource Management

member 2005

Education

BA (Hons) 2:1	1984	Modern European History	University of Warwick
MSc (Econ)	1987 (part time)	Industrial Relations and Personnel Management	London School of Economics
IPD qualification	1991 (distance)	Professional Qualification	Institute of Personnel Mgt
Cert BA	1997 (distance)	Business Administration	University of Warwick