

Filip Geuens, MSc

Interim Change & Adoption Manager | Learning & Development | Internal Communication | Technology Savvy



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PROFESSIONAL SUMMARY *"Boardroom in the morning, operations in the afternoon"*

Most change programmes are managed in full view, and fail out of sight. Plans, targets, systems and dashboards are the easy part. What decides is whether people do something differently on an ordinary Tuesday. That is what I manage.

Change processes have different starting points, sometimes in combination. Something new must land (e.g. a new system implementation), something hit the organisation (e.g. a reorganisation, a new strategy), something is off (e.g. high burnout, turnover). Discovering where you are is the starting point as this determines what to do.

My Approach in 5 Steps: 1. Determining the starting position: Where does the organisation really stand? 2. Direction & Governance: Clear structure and ownership. 3. People on board: Turning resistance into involvement. 4. Make movement visible: Measure impact outside of dashboards. 5. The new normal: Safeguarding so that the change lasts when I'm gone.

Most recently I owned that adoption layer at Umicore, on top of a global IT platform rollout (InteleX, ServiceNow): ADKAR-driven change across 50+ sites in 25 countries.

** The pressure is rising: an average employee absorbed 10 planned changes in 2022 against 2 in 2016, while willingness to support change fell from 74% to 38% (Gartner Business Quarterly Q1 2023; Harvard Business Review, May 2023).*

CORE COMPETENCIES *from strategy to the field, in different roles*

Strategy & Execution: End-to-end Change Ownership | Complex Multi-stakeholder Programs | Organizational Change & Culture Transformation

Methodologies (pragmatically applied): ADKAR (Prosci) | Appreciative Inquiry | Moving Questions | Systemic Advisory | Theory U | Positive Psychology | ...

People & Culture: Behavioural Change (People-First) | Resistance Management | Stakeholder Engagement & Trust | Coaching

Adoption & Enablement: Digital Adoption (ServiceNow, InteleX, Salesforce) | Training & Up-skilling | Champion & Ambassador Networks | Change Readiness & Visibility

PROFESSIONAL EXPERIENCE *recent selection*

Agentic AI Tool for Change & Adoption | *Independent* · 2026 Q1 – present

- End-to-end rebuild of the proprietary Generative AI change and adoption tools first used in 2004: automated adoption measurement, reporting and communication planning. Stack: Claude AI, Lovable, React/Vite, Supabase (Postgres + Edge Functions), Mistral AI, LLM orchestration.

Change & Communication Lead, EHS | *Umicore* · Q4 2025 – Q1 2026

- Translated a Group-defined platform standard (Intalex) into consistent global execution across 25 countries, **50+ production sites**. Built cross-functional stakeholder governance, resistance management and ADKAR-driven Organizational Change Management (OCM) architecture across business units, regions, and corporate functions, ensuring software adoption and business readiness.

Interim Sales Director | *Isomasters Europe (Kingspan Group)* · Jan – May 2024

- Led the European commercial function (sales, marketing, service) across multiple countries in technical B2B (cooling/insulation). Defined integrated revenue strategy approved by Kingspan Western Europe leadership; **managed international team**, negotiated and won new European strategic accounts, selected a CRM and led the change management of its multi-country rollout.

Strategy & Commercial Consultant — selected mandates | *Various clients* · 2021 – 2024

- **Fairtrade Belgium** (KAM Retail Colruyt, 32% market share in Belgium, 2024); **Voka Limburg** (employers' organisation, 2024–27 strategic realignment, board-approved, 2023); **LRM** (investment company, strategy audit led to 5-year government continuation mandate, 2023); **Agristo** (integrated digital transformation & capability building, 2021).

Interim Operational Mandates | *Various clients* · 2014 – 2022

- **BAT** (Project Lead, first European e-commerce platform, EMEA HQ–India–Belgium, 2022); **Daikin** (Interim, prepared SAP CRM SaaS rollout & user enablement in HVAC, 2022); **Barco** (Interim EU Channel Manager, 2019); **FCA Automotive** (Interim Project Lead, Belux dealer-network platform adoption, 2016–17); **Business & Decision** (Principal, Digital Transformation & Change Advisory, 2014–15).

Founder & CEO | *Business Aligner → Waeg (acquired by IBM in 2021, after my departure)* · 2000 – 2014

- Started B2B/B2C sales-training consultancy and grew it into a **Salesforce partner**. Strategy, P&L, partner economics. Led large-scale CRM, Customer Experience (CX) and digital adoption transformations for **Belgacom** (using an app to support project execution; call centres reframed as commercial entities; retail network CX and revenue project lead), **Johnson & Johnson** (Project Lead, 7-country CRM implementation), **P&V Insurance** (post-merger culture integration & alignment), Engie, and Suzuki.

Earlier Senior Management | *Randstad · Monroe International* · 1992 – 2000

- **Monroe International, Vienna**: District Manager CEE & CIS (3+ years on the ground): built distribution from scratch, reached **highest EBIT in EMEA region**, two awards for best business development. Followed by EMEA Bus & Truck Product Manager (launch from scratch, EU HQ Brussels).
- **Randstad Belgium**: BU Manager (P&L) Flex Interim, integrating BU Flex with BU Interlabor; National Accounts Manager (set up and managed); Board Secretary (CEO project office set-up, oversaw McKinsey-led performance management implementation & organizational change across Belux); direction of the Randstad training centre for logistics operators. Helped set up international account management, acted as IAM.

EDUCATION, CREDENTIALS & LANGUAGES

Master of Science in Economics, KU Leuven, Belgium **Faculty of Law**, 3 years, no degree

Change and adoption related training : Digital Transformation, Theory U, Appreciative Inquiry, Systemic Change, Moving Questions, Systemic Advisory. Self-studied and applied ADKAR.

Languages: Dutch (native) · English (fluent, C1) · German (fluent, daily use) · French (fluent, daily use).

Change Management: two cases over two decades

This appendix shows my change work from today to twenty years ago: from the global EHS transformation at Umicore (2025-2026) to the retail transformation at Belgacom (± 20 years ago). The same discipline, consistently applied over two decades. That's my experience.

UMICORE GLOBAL HQ, Change Management, 11,000 employees, 25 countries and 50+ sites.

This case describes my role and approach at Umicore. Company-specific and confidential data is deliberately abstracted; The emphasis is on the change approach and the end-to-end responsibility.

1. The challenge

Umicore is implementing an EHS/ESG transformation worldwide: from a decentralized, highly different approach per business unit and site, to one consistent, measurable and legally defensible way of working in the field of EHS/ESG.

The scale: **more than 11,000 employees, 50+ sites, 25 countries**, within multiple business units, each with its own history, culture and maturity level.

The core of the problem was technical and especially human and organizational. A Group-defined standard, the EHS platform Intelix, not only had to be installed, but **actually adopted** on every site, in every language, in every local culture. Decentralized management creates risk: one failing site can have group-wide impacts, regulation requires defensible consistency, and investors factor EHS/ESG performance into the cost of capital.

The assignment was therefore to evolve EHS/ESG from a cost center to a service and business value partner and to embed the associated behavioral and system change globally. Because every site, every department had its own approach.

In practice, this was not a uniform process, but a **portfolio of parallel change processes** that I managed simultaneously. **ADKAR was the method chosen by Umicore.**

Each country and site started from its own situation, culture and maturity level: Korea, Germany, the US and other countries and departments were in different ADKAR phases at the same time, with different resistances and a different pace. My role was to oversee and manage these processes simultaneously under one overarching approach, while the implementation differed per culture. What worked in Germany didn't necessarily work in Korea or the US.

2. My role

Change & Communication Lead, Group EHS/ESG (Q4 2025 – Q1 2026). A **pure change role**: I had no commercial, technical or operational responsibility within this assignment. My responsibility was the change itself. The strategy around it, the governance, the communication, the adoption and the assurance.

Change as a separate, explicit layer on top of the technical rollout. Technically implementing the platform is IT work; Ensuring that 11,000 people work differently is change work. The second was my mandate, end-to-end.

That people side was the core. Change works differently in a Korean factory than in a German or American branch, and it was only by first listening to what was going on in each workplace that I was able to adjust the approach per culture.

My belief is that people don't change because you convince them, but because you listen and set up the communication, training and adoption process in such a way that they convince themselves. At Umicore, that meant taking resistance seriously, letting local sponsors speak instead of Group, and adapting the communication to the local culture in front of me (unions or not, country culture, factory culture, ...)

3. Approach: the change layers

I built the change in four coherent layers. The common thread: models as tools, not as goals, the approach followed Umicore's culture, not the other way around.

3.1 Strategy and business case was already finalized upon arrival

- A strategic business case had been built.
- However, I did graft a state of affairs on this every two weeks, for which I provided input.

3.2 Governance and structure (how we organize)

- Designed a governance and collaboration model that connects Group strategy with local implementation per business unit and per site with attention to formal and informal lines of authority (direct and dotted line).
- The shift from "cost centre" to "service centre / business value partner" translated into concrete roles, responsibilities and reporting lines.
- Internal and external lines of communication laid out,

3.3 ADKAR implementation (getting the people on board)

As asked by Umicore I built the change approach on the ADKAR (Awareness, Desire, Knowledge, Ability, Reinforcement) framework, scaled up to 11,000+ employees across 50+ sites, with a phased roadmap and phase-specific communication packages per target group.

Setting up global measurement tools (Google) with corresponding dashboards that showed the ADKAR phase per group, on which actions were defined.

ADKAR-phase	What I did concretely
Awareness	Measured per target group whether the need for Intelex was understood; Where the difference was, targeted explanations in the local language via email, video and sessions.
Desire	Let local sponsors and executives carry the message instead of Group; resistance per site named, the importance per role made concrete.
Knowledge	Train-the-trainer and a SPOC/ambassador network across the 50+ sites; education and digital training tailored to role and local language.
Ability	Guidance during go-live; enabled local administrators to handle first-line questions themselves through the ServiceNow support process.
Reinforcement	Usage and adoption tracked per site in dashboards; Results fed back to the shop floor and management, and adjusted where the figures stagnated.

- A network of change ambassadors / SPOCs set up and managed across the sites, as a local driver of adoption and as a bridge between Group and shop floor.

3.4 Change Action Plan: Measurement Drives Communication

The action plan was not predetermined, but **steered according to measurements**.

The ADKAR status measurement per site and per target group determined what was communicated, to whom, and through which channel. If a group was stuck in *Awareness*, an explanation of why followed; if it was stuck in *Ability*, training and guidance followed. The measurement determined the action, not the other way around.

Specifically, I developed the full communication mix for this, each time tailored to phase, target group and culture. To use them:

- Email campaigns and newsletters by target group and stage;
- videos and recorded explanations for broad, multilingual awareness;
- live meetings and events with local sponsors and the ambassadors / SPOCs;
- training and train-the-trainer where the measurements showed a gap with regard to the "ideal" progress;
- feedback of the measurement results to management and the shop floor, as a driver for the next round of actions.

3.5 Implementation and aftercare (let it run and secure)

- In addition to the Intelix rollout, a structured after-service process designed on ServiceNow, with a three-level support structure (local site administrator → central EHS/Intelix team → vendor support).
- Driven a phased implementation: **Stage 1** (basic ticketing and knowledge building, 2025) and **Stage 2** (automation, API integration and extensive reporting, Q1 2026), deliberately designed so that the insights from Stage 1 fed the structure of Stage 2.
- Built a knowledge base and KPI/dashboard reporting, so that support quality and adoption became measurable and could be continuously improved — the assurance that keeps a process going after go-live.

4. Results and assurance

- One Group standard translated into consistent execution across business units, regions and corporate functions, with respect for local differences.
- Adoption made measurable instead of assumed: from data capture to reporting, KPIs and measured business impact.
- A support structure that continues to run after the rollout, with clear escalation paths and a growing knowledge base.
- Input to position EHS/ESG as a service and business value partner rather than a cost center. The strategic objective of the journey.

5. What this case shows

- **End-to-end responsibility:** from ADKAR-driven adoption and communication to implementation, measurement and aftercare.
- **Overarching change across multiple initiatives at once:** parallel journeys across business units, regions and corporate functions, with two linked system implementations (Intelex and ServiceNow).
- **Scale:** 11,000+ employees, 50+ sites, 20+ countries.
- **Change as a separate discipline:** an explicit change layer on top of the technology, with its own strategy, communication and training plan and measurable adoption.

Below is a second case from twenty years earlier, which shows that this discipline of change is not a recent side effect but the common thread throughout my career: the retail transformation at Belgacom (2004) when the shift from public to private company was still strongly felt in the daily culture, with strong unions.

BELGACOM — CX and increasing revenue in the retail channel

Track record change trajectories — behavioural change in an ex-state-owned company

1. The challenge and problem analysis

Belgacom had to structurally increase two things in its retail channel at the same time: **the customer experience (CX) and the turnover**.

The underlying challenge was cultural. Belgacom came from a **state-owned company context**: points of sale had historically grown as a counter and transaction environment, not as commercial, customer-oriented points of sale. The employees were skilled, but the culture was one of handling, not of actively selling and driving customer experience.

A problem analysis exposed the core: there was no shared picture of "why" this had to change, no measurable view of performance per point of sale, and no system to learn and maintain better sales and better CX. Imposing change in this culture would meet with resistance and excuses.

2. The purpose of the change

The goal was made clear and measurable: **structurally higher turnover and a structurally higher customer experience in the retail channel**. Not as a one-off peak, but as a new normal. This forced an approach that went beyond a campaign: the behavior in the workplace itself had to change, and that change had to last.

3. Approach

I deliberately did not opt for a ready-made change model, but built an approach tailored to the company culture. First lay the hard, rational foundations, then the human energy on top of it. Models as tools, not as goals.

3.1 Your own change platform

I designed my **own change platform with web technology** (which I had developed externally), as the backbone of the process. Not as an IT project, but as the place where the whole change came together: the why, the building blocks, the training, the measurements and the results. One central, accessible source that made the change tangible and traceable for every point of sale.

3.2 First the hard elements

The basis was rational and transparent, so that there **were no excuses**:

- The **why**, fully and openly communicated: everyone could see why the change was necessary, so that no one could hide behind it being unclear.
- The **building blocks of the change**, explicitly explained:
- Performance management introduced in the points of sale, with a view to performance;
- Selling better taught through online training, offline classroom, and coaching;
- CX measurements set up with feedback to the points of sale;
- Dashboards that helped teams learn to read and use their own results.

3.3 Then the human energy: gamification

Only when those hard elements were clear and built came the layer that set people in motion. I set up **gamification**. Consciously linked to the **actions (the input)** that lead to results, not just to the result itself. By rewarding the right behavior, I steered on what people really have in hand. And results were **celebrated**: making success visible and acknowledging it became part of the culture.

4. Results and assurance

- A **structural increase in both revenue and CX** in the retail channel. Not a temporary peak, but a permanently higher level.
- The training courses I developed became **the standard introductory training for newcomers for many years**. That is the strongest form of assurance: the change became the new normal, embedded in how the company forms new people.
- Impact **measured** and fed back, so that the approach could adjust and reinforce itself.

5. What this case shows

- **End-to-end change**: from problem analysis and measurable goal, over a self-designed platform and approach, to measurement, assurance and lasting results.
 - **Behavioural change in an ex-state-owned company**: from a transaction and counter culture to a commercial, customer-oriented culture. The cultural change that is also the biggest lever in a utility and government context.
 - **Hard and soft**: first the rational structure (why, performance management, training, measurement), then the link with human energy (gamification on input behavior, celebrating success).
 - **Technology as an enabler**: a proprietary change platform that made the change tangible and traceable.
 - **Assurance that lasted**: an approach that still set the standard for new employees years later.
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