

Elisabeth Richard Jensen

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Work Experience

Company	Period	Position
TIE Progress	2010 – d.d.	Owner & Founder
Scan-Trans Chartering ApS	2008 – 2010	Global HR Manager
Percepti Global A/S	2007 – 2008	Management Consultant
Maersk Broker K/S	2004 – 2007	HR Senior General Manager
Novo Nordisk A/S Diabetes Pharmaceuticals Management Site Kalundborg	1997 – 2004	HR Business Partner & Communication Facilitator
ECNAIS (European Council of National Associations of Independent Schools)	1992 – 1996	Fundraiser and Lobbyist
A.P. Moller (Maersk Group)	1990 – 1992	Shipping

Other Relevant Occupations

Company	Period	Position
Think About It	2002 – 2004	Management Consultant specialized in Knowledge Management, Motivation and Learning Processes
Department of Organization and Management and Knowledge Lab DK, University of Southern Denmark	2003 – 2004.	Member of 'HR Benchmarking of Know- ledge Management' Steering Committee
Dansk Standard (Danish Standards Association)	2002 – 2004	Member of the E-Learning Committee
Dansk Standard (Danish Standards Association)	2002 – 2004	Chairman of working committee on Know- ledge Management (contributors to the development of the 'European Guidelines for Knowledge Management')
"Freelance"	2000 – 2010	Speaker at Danish and International con- ferences on Knowledge Management, Motivation, Learning and Communities of Practice

Education

Place	Period	Programme
Consulting Tools, Denmark	2011	Facet5 Certification
Discover, Denmark	2008	DiSC Certification Time Mastery Profile Certification
Consulting Tools, Denmark	2007	ViewSuite 360 Certification
Praendex Europe	2004	PI (Prescriptive Index) Certification
Aalborg University, Denmark	2000 – 2003	MIL (Master of ICT and Learning)
Think About It	2002 – 2004	Enneagram Master Practitioner
A.P. Moller (Maersk Group), Denmark	1990 – 1992	Maersk International Shipping Education
Copenhagen Business School, Denmark	1988 –1990	Study of International Commerce and Culture

Books and Reports:

Title	Year	Published
“Virtual Portfolios and the Knowledge Challenge”	2004	in “OnEdge” by KnowledgeLab DK
“The Knowledge Challenge”	2004	in “Management Guidelines for Knowledge Management”, Børsens Forlag
“Report based on empirical studies of the Enneagram in Practice”	2003	THINK ABOUT IT, co-authored by Flemming Christensen
”Competencies at Risk – Talents in Use”	2003	THINK ABOUT IT
”Virtual Portfolios as facilitator of Communities of Practice”	2003/2004	in “Management Guidelines for Knowledge Management”, Børsens Forlag
“Motivation for Learning”	2003/2004	in “Management Guidelines for Knowledge Management”, Børsens Forlag
”ICT-based training in Communication for doctors. Design and evaluation of a blended learning environment”	2003	MIL/Astra Zeneca, Aalborg University
”The Knowledge Challenge in Novo Nordisk. Thinking is the key to making information useful”	2002	MIL/Novo Nordisk, Aalborg University
“Virtual Portfolio – Visualization and facilitation of Communities of Practice”	2001	MIL/Novo Nordisk, Aalborg University

Relevant Projects & Assignments

My approaches and working processes are primarily based on the theories and implications of Social Learning (CoPs) as well as Appreciative Inquiry (AI) and Essential Values.

In my opinion, the cornerstones in all development and knowledge management processes are communications, learning and motivation.

Project	Period	Description
Strategy Development & Implementation	2009-	Development of a Strategy Framework and implementation plan for Scan-Trans Worldwide
Leadership Program	2007-2010	Head of the Leadership Program at the Executive Master in Shipping and Logistics at Copenhagen Business School
Change Management	2007 – d.d.	Development and implementation of workshops and modulated training in relation to change processes
Talent Management	2005	Development and implementation of a global talent management program incl. identification of talents, analysis of competence gaps and development needs and initiation of personal development programs.
Management Development Program	2005	Development and implementation of a global development program for senior managers and executives.
Building up an HR Function	2004 – d.d.	Establishing and driving the company's HR-function incl. procedures for all HR-related tasks – strategic as well as administrative.
Shipbroker Trainee Program	2004 – d.d.	Development and implementation of a global trainee program incl. recruitment and day-to-day operation of same
Identification of Motivation Factors	2003	Preparation of report, tools and specific actions for motivation and retainment of key employees.
From Vision to Business (and personal) Targets	2003	Preparation and implementation of long term business strategies. Development and implementation of processes for targeting relevant business and personal goals related to overall strategies. Focusing on the use of type-indicator tools (the Enneagram) as a means to assess personal motivations and needs related to job, challenges and targets.
Mapping of Competencies	2002 - 2004.	Development and implementation of a (on-line) system for identification and analysis of key strategic and operational competencies including gap-analysis, development plans and competency processes.

Project	Period	Description
Coach and instructor	1998 – d.d.	Teaching and coaching within a wide variety of subjects such as: quality systems, IT, change and innovation management, environment standards, communication, organizational as well as personal development.
Competency-based Recruitment	2002 – d.d.	<p>Based on various own reports and analyses of the organization regarding mapping of competencies action plans has been prepared for the deployment of competency-based recruitment.</p> <p>This includes identification of key strategic and operational competencies.</p>
Intra/Extraweb	1998 – 2002 + 2009-10	Development, design and implementation of various intraweb and extraweb solutions for communication, competency mapping and knowledge sharing including usability testing, requirement specifications, evaluation, training and upgradings.
Optimizing Communication Flow	2001 - 2004	Preparation of report, Communication Strategy, education and tools for the support and facilitation of efficient and precise communication
Organizational Development focusing on Learning and Knowledge	2001 – d.d.	<p>Based on the report “The Knowledge Challenge in Novo Nordisk” I have continuously worked on identifying and implementing specific actions to support and optimize knowledge sharing, innovation and learning in the organization.</p> <p>My aim has been to prepare solutions that to a higher degree places the individual as centre of attention and at the same time treats as knowledge as well as learning as social phenomenon.</p>
Implementation of Quality Systems through optimized learning processes	1998 - 2004	<p>Preparation and implementation of action plan for the correct training and mentoring of all employees necessary to ensure optimum working processes.</p> <p>Primary focus is on existing learning processes in the organization which initially was quite inflexible without regards for differences in personal learning-preferences.</p>