UTA GOERLICH
TALENT DEVELOPMENT

**Interim Management,
Consultancy & Training**

**Strategische Personalentwicklung
Workforce Transformation & Evolution
genAI / xAI in HR + Business**

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Personal Profile

Recognized expert and leader in driving change for HR innovation and talent development; 30 years of experience in the tech, commerce and insurance industry. Proven track record of translating talent development related business needs into strategies, managing organizational & cultural change and deliver results with operational excellence in Europe, APAC and MEA as well as global teams.

Strong driver of change & innovation combined with pragmatism to demonstrate value quickly while building for the long term. Experienced in deploying AI (genAI / xAI) in HR. Strong stakeholder management including works council and other internal or external stakeholders.

Conceptional thinker used to work in high pace environments paired with excellence in execution, strong communication skills and change management. Extensive experience in cross-cultural collaboration, team building and leadership. Worked and lived on 3 continents (Europe, Australia, Africa) in regional and global roles.

Professional Experience

**Since 8/2023   Interim Manager for Strategic Talent Development
www.utagoerlich.de**

1. End-to-end design and deployment of strategy, team and processes: Objectives, success competences & profiles, leadership, qualification, measurement
2. Workforce evolution for future readiness: skill-based, agile, business driven
3. AI in HR since 2019: xAI (explainable AI) for People Analytics: transparent, evidence-based for measurable outcomes
4. Agile way of working paired with Design Thinking approaches for iterative impact
5. Scalable & modular: 40 to 400K employees, across industries & roles

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Clients: Manufacturer in the tech sector <100 employees: Creation of role specific success profiles in support of the growth based transformation; scalable structures with transparent career opportunities based on skill to grow and retain top talent

Insurance company <18K employees: model and deployment of a talent marketplace aligned to the new „future readiness strategy", supporting the current culture & organisational change; supporting the development of a new career path model, skills taxonomy, development paths & selection of new HCM Software with explainable AI

FinTech <150 employees: Creation of role specific success profiles in support of fast growth, in region and internationally, including skills taxonomy, skill identification process and tool. Awareness & upskilling on xAI & identification of AU use cases across genAI, agentic AI and xAI.

HR Consultancy <20 employees: Infusing my expertise & delivering client workshops or trainings for the clients of my client

Speaker for organizations such as Deutsche Gesellschaft für Personalführung (DGFP) e.V., Bundesverband betriebliche Weiterbildung Wuppertaler Kreis e.V. and clients on HR topics, including: Up-/Reskilling, xAI in HR, Skills-based Organisation

6/2021 – 7/2023 Shopify, Head of Enablement EMEA; Reporting to MD Shopify EMEA

Responsible for building and leading the EMEA Enablement team supporting regional business growth: role design, hiring, team set-up, deliver measurable impact for growth, build to scale; Part of the Senior Leadership Team (SLT) in EMEA, supporting the SLT peers with skill building aligned to their current and future needs; Supporting and/or advising the global enablement teams on specific projects, e.g. communication strategies on new approaches to career progression or coaching.

➔ Established EMEA Enablement as a valued and impactful function: demonstrated business impact within first 6 months, with a strong reputation for audience and business centric strategies globally
➔ Created regional enablement offering, communication strategies and led the change tailored to regional needs by business unit aligned to global strategy. Infused structures to standardize the audience experience and buy-in to change; build data foundation for insights on impact to iterate.
➔ Created and infused approaches to scale and improve in region and global, including Impact Dashboard, Shopify Signature Learner Experience, standards for content & communication

1996 to 2021: IBM in these roles:

7/2020 - 5/2021 IBM Talent, Global Skills & Careers Lead for IBM Systems, IBM Architect Profession, IBM Quantum Skill

Responsible for creating and deploying activities & programs to deepen & grow the skills needed in IBM
Systems for defined business needs; Advice HR leaders on skill and career development related needs & deliver on execution; Advice IBM Architect Profession on skill building

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needs / skill adjaceny projects & guide on execution. Drive the change for successful deployment.

→ Infusion of AI into role-based learning recommendations for skill analyis, focused investment & Top Talents. Structured approach to infuse strategic skills into role-based learning roadmaps

→ Change management: communication strategy, stakeholder management, improve in iterations

3/2019–6/2020 IBM Talent Organisation, Global Career & Skills Leader for IBM Systems

Responsible for creating & deploying programs to deepen & grow skills needed in IBM Systems to serve business needs; Advice HR leaders on skill and career development related needs & deliver on execution. Lead, communicate and manage the change associated with new ways of learning

→ One-stop-shop for Systems employees and managers on skill and careers
→ Introduction of role-based learning, change management communication strategy

1/2018–3/2019   Sales Transformation Europe, Europe Seller Curriculum,

Owning re- and up-skilling of the Europe sellers and sales leaders on IBM′s strategic skill areas; tasked with evaluation of current system for future-readiness and creating the strategy for the required change. Close collaboration with related IBM organizations, e.g. marketing or talent management.

→ Strategy and approach to move to an innovative sales learning model aligned with global strategy & learner centricity; deployed by BAU team based on my proposal

9/2015 – 1/2018 Early Professional Seller Team Leader, IBM Asia-Pacific (AP)
Based in Germany with business travels to Singapore

Leading the set-up and deployment of new hire programs for early professional & expert hires in sales across Asia-Pacific (ASEAN, ANZ, ISA, Korea), leading a team of 7 across the APAC region; Leading the change required to deploy the new approaches. Supporting AP and global Talent Leaders and HR Executives with multiple projects around workforce planning & analytics.

→ Refreshed hiring & onboarding model for Early Professional Sellers with long-term talent strategy

→ Increased new hire contribution to business; improved attrition numbers

01/2015 – 08/2015 Maternity Leave

Managed the unexpected move back to Germany based on a medical emergency during the pregnancy. Set up our new way of living: Back to work after 7 months

8/2012 - 12/2014 Sales Eminence Lead for MEA, IBM Middle East Africa (MEA)
 Reporting to General Manager IBM Africa, based in Nairobi (Kenya)

Leading setup of Professional Sales Development structures & team for MEA, inclinding sales career path model, learning roadmaps, skill analysis; leading team of 3 across MEA; Coaching for sellers & sales leaders around career & skill development; Part of global Professional Development Team representing MEA; Sparring partner for GM East Africa

and senior leadership on enablement topics. Based in Nairobi (Kenya) with business travels across MEA (West / South / North Africa, Saudi, Pakistan, UAE).

➜ Established MEA Sales Eminence as a BAU structure for sales dev. & career path guidance

➜ Drove culture change on sales career path planning & skill development

➜ Increased impactful collaboration across cultures & regions by co-creating and deploying training on cultural adaptability - deployed beyond MEA region inside IBM based on its positive impact

10/2009 - 7/2012 Sales Eminence Germany Leader, IBM Deutschland GmbH,

Set up of Sales Eminence unit for IBM Germany, driving: IBM Sales Career Path model & tools, professional & leadership development, coaching, collaboration with works council, skill analysis & measurement. Leading team of 4 in Germany. Built foundations for Sales Eminence IBM Europe, reporting to the VP Enterprise Sales Europe. Led change management and communication.

➜ Build sustainable structures for professional sales development in DACH

➜ Handed over solid foundations for Sales Eminence Europe to my successor

7/2008 - 10/2009 Strategy & Change Consultant, IBM Internal Practice, IBM D

Part of project team for GM IBM Germany piloting the deployment oft he re-organization of sales from a product to an industry driven sales force. Owning people workstream; focus on employee enablement & engagement, a new sales culture & leadership, skill building, career path model. Owning calls to action to sales leaders and sellers; Collaboration with works council & other stakeholders

➜ First IBM country with fully deployed IBM sales career path model: higher seller motivation & top talent attrition, skill levels in strategic areas

➜ Laid foundations for my next role: dedicated unit for sales development (Sales Eminence)

10/2005 - 7/2008 Teamlead Sales Development, IBM Software Group Academy, IBM D Reporting to the VP SWG Sales, Germany

Creation of SWG Academy Germany build the skills needed for SWG Germany's success. Set up of concept, model, trainings, methods & team of 4; Handover to operational management in 2008

➜ Created new team with new mission successfully, high reputation for contribution to SWG success

➜ Award "Pioneer of Change" by General Manager IBM Germany

7/2000 - 10/2005 Sales & related positions in the IBM Software Group (SWG), Germany

➜ Established PartnerWorld for Developers in DACH and Eastern Europe

➜ Contributed to the setup of a model to sell IBM Software to the emerging ASP market (SAAS)

➜ Overachieved sales quotas; contributed to winning the 1st SAAS deal in EMEA

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6/1996 - 7/2000   Various positions in the IBM Marketing

➔ owning marketing camapaigns for Manufacturing Clients in Germany, after 6 months across EMEA

➔ EDDI 1998 (German Direktmarketing Price) for IBM (Agency: Ogilvy & Mather Europe, Paris)

Professional Training

Since 2019	continuously learning with and from makers of AI / xAI (e.g. Bast / Techwolf / others)
2015-2020	including: Agile Foundations, Design Thinking, Cognitive HR: Full List
2012- 2014	including: Cultural Adaptability; Managing diverse teams
2005-2015	Coaching, Facilitation

Formal Education

10/1989-5/1994	University of Konstanz: Master of Political Science (Dipl. Verw. Wiss. / Master of Political Science) Focus: International Relations
3/1994-5/1994	Australia National University, Canberra, Australia; Master Thesis on APEC (Mark: A)

Languages

German: native speaker; English: business fluent; French: fundations

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Uta Goerlich, Hechingen, Januar 2026