

# Dr. Urs Karkoschka

Executive HR Leader | Leadership Development Expert | Global Transformation Strategist

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## PROFILE

International HR executive with over 30 years of experience across the pharmaceutical, tech, and consulting sectors. Proven success in driving cultural transformation, leadership development, and high-performing team journeys within global organizations. Combining scientific rigor with a passion for people. I enable individuals, teams, and businesses to unlock sustainable high performance. Fluent in English and German, with hands-on experience in Europe, Asia, Africa, and North America.

## CORE STRENGTHS

- Global HR Strategy & Organizational Development
- Leadership Development & Executive Coaching
- Culture Transformation & Change Leadership
- Cross-cultural Team Management (Europe, Asia, Middle East, North America)
- Sustainable High Performance, Mindfulness & Resilience Expert

## PROFESSIONAL EXPERIENCE

**Founder & CEO, Karkoschka Consulting GmbH, Switzerland (since 03/2024)**

- Served as interim HR Head at Solvias AG (Switzerland) for 8 months
- Regional lead Europe for Triplegoal (Australia)
- Delivered leadership development programs for Sanofi, Swarovski & Trackunit across Europe

**Global Head Performance Innovation, Novartis International AG, Basel, Switzerland (04/2017 - 02/2024)**

- Established a 10-member expert team during COVID to embed wellbeing and resilience globally
- Led Novartis-wide initiatives for sustainable high performance and culture transformation

**Head HR AMAC (Asia-Pacific, Middle East, Africa), Novartis Pharma AG, Basel, Switzerland (09/2010 - 03/2017)**

- HR leader for 8.000 employees across 93 countries
- Successfully implemented a cross-regional HR strategy in a highly diverse and volatile market
- Achieved measurable cultural transformation (OCI by Human Synergistics)

**Global Head HR Technical Operations, Novartis Pharma AG, Basel, Switzerland (09/2007 - 08/2010)**

- Led HR for 8.500 employees at 24 sites in 16 countries
- Spearheaded a 5-year transformation with Lean and Process-Oriented Organization (POO)

**Global Head HR Technical R&D, Novartis Pharma AG, Basel, Switzerland (09/2005 - 08/2007)**

- Built TRD teams in India and China
- Developed a global HR operating model for Development function

**Senior HR Director R&D Europe, Aventis Pharma / Sanofi-Aventis GmbH, Frankfurt, Germany (04/2002 - 08/2005)**

- Led HR for 2,000 scientists and function heads in North Europe
- Drove capability development for 1,200 HR professionals globally

**VP HR – Wireless Division, Marconi Communications GmbH (Germany & UK) (04/2001 - 03/2002)**

- Supported global HR harmonization post-acquisition
- Implemented shared services and led international HR integration projects

**HR – Head, Bosch Telecom Software & Marconi Communications GmbH, Backnang, Germany (02/1997 - 03/2001)**

- Negotiating party of works-council
- Coordinated the spin-off with Bosch headquarter

## EDUCATION

Ph.D. in Economics, University of Hohenheim, Germany (1997)

M.A. in Economics, University of Hohenheim, Germany (1993), price for 3<sup>rd</sup> best student

## CERTIFICATIONS & EXECUTIVE TRAINING

- Systemic Coaching & Team Development Advanced, Institute for systemic consultant (isb) Wiesloch, Germany
- Organizational Development, Change & Team Development Advanced, isb, Wiesloch Germany
- Mindfulness Teacher - 12-month program
- Executive Leadership Institute with Kevin Cashman in the USA
- Advanced HR Executive Program (Dave Ulrich, University of Michigan)
- Global Business Leadership – Wharton (USA) & INSEAD (France)

## OTHER EXPERIENCE & INTERESTS

- Advisory Board Member, Kyan Health, Switzerland (since 2021)
- Guest lecturer at University of Hohenheim and BA Stuttgart
- Certified ski instructor & tour guide (groups up to 150 people)
- Personal interests: Mindfulness, skiing, gardening, baking (bread & pizza)

Eimeldingen, May 2025