

# Leen de Waal

Adjunct Professor



## Contact Information

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## Education

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2010-2012:	MA Philosophy (current, part-time)	University of Tilburg
2010:	PreMaster Philosophy	University of Tilburg
2000:	Postacademic Business Strategy Course	Rijksuniversiteit Groningen
1997:	M.Sc. Business Economics	Erasmus University Rotterdam
1984:	HEAO-BE (bachelor)	Hogeschool Zeeland

<http://www.mansanics.blogspot.com/>

<http://www.managementpractice.nl/author/leen-de-waal/>

<http://www.wagnergroup.nl/wie-wij-zijn/onze-mensen/kernstaf/onze-mensen-leen-de-waal.html>

## Teaching & Professional Experience

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**Sep '02 – current: Principal Consultant - Wagner Advies** ([www.wagnergroup.nl](http://www.wagnergroup.nl)):

In this position I'm involved in executive education and consulting for clients in the following areas: Strategy, Change Management, Knowledge Management, Facility Management & CIRM, Financial Management, and Business Logistics. Besides consulting I teach classes for postgraduate (part-time) and MBA students for various clients, such as: RUG, Academie voor Management (AvM), Sport Management Institute (SMI), Twente University (TSM-MBA), and IBO Zeist, and NCOI. For IBO, SMI and AvM I'm one of the core faculty members and responsible for development of entire curricula and involved in marketing & sales of these programs. A separate listing of the courses I teach and/or have developed myself is attached at the end of this CV. Some examples of client-consulting projects I've managed recently: Strategy formulation for various BU's of a large energy company. Formulating a vision document re. an international integration after a take-over. Strategy & vision development for a large cultivation station. Downsizing & reorganizing an (army) vehicle maintenance-facility, whilst enlarging the outputs, Implementing knowledge management in a large sports organization, Evaluating and improving the effectiveness of sustainable development policies within a province, Strategy formulation in relationship to creating value within a regional fire brigade.

**Mar '01 – Aug '02: Director - Van Sluis Consultants** ([www.pvsc.nl](http://www.pvsc.nl)):

Responsible for the entire support/back-office organisation, financial management, HR, ICT, tax and legal, etc. I have successfully managed a major upgrading of the entire support function, together with significant cost reductions.

**Sep '99 - Mar '01: Director Finance & Personnel - KPMG Meijburg & Co** ([www.meijburg.nl](http://www.meijburg.nl)):

In this role I was responsible for rebuilding the personnel department from scratch. Revamping and restructuring the finance department. I realised major improvements in both efficiency and effectiveness of both departments. Design & Introduction of new employee benefit schedule.

**Apr '95 – Sep '99: Manager Finance & Operations – McKinsey & Company** ([www.mckinsey.nl](http://www.mckinsey.nl)):

Managing two departments for the Amsterdam office. Successful improvements in management accounting systems, cost efficiency programs and introduction of new pension plan for Amsterdam Office. Responsible for first successfully rolled out office of Oracle financials, active involvement in global roll-out of Oracle within McKinsey & Company.

**1992 – 1995: Controller – PinkRoccade – subsidiary:**

Involved in a rapidly changing and emerging ICT group. Setting up management accounting systems. Responsible (with other MT-members) in implementing mergers and acquisitions.

1990 - 1992: **Treasurer – BBDO Nederland:**

Setting up a new treasury function for a group of 14 advertising agencies in a multinational environment. Major improvements in cash- and currencies-management. Improving insurance portfolio.

1988 - 1989: **Manager F&A – BBDO Nederland**

1987 - 1988: **Assistant Manager Sales Administration – MAI Nederland**

1984 - 1987: **Financial Analyst - Elf Petroland & 1<sup>st</sup> Assistant Treasurer – Elf Petroland**

## **Courses developed and/or taught**

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### **Incompany for multiple clients**

- Seminar knowledge management
- Discovering core competencies
- Creating superior customer value

### **Academie voor Management (RUG-AOG):**

- Essentials of Change
- Billing is the Business, seminar

### **Leeuwarden Business School**

- Managing Business Processes for the 'International Class'

### **Noordelijke Hogeschool Leeuwarden**

- Operations Management / Business Logistics

### **Stichting Wetenschappelijke Opleidingen Twente (Universiteit Twente)**

- MBA – Change Management
- MBA – Financial Management

### **Academische Opleidingen Groningen (RUG)**

- Msc General Management: International Business and Strategy & Innovation
- Bedrijfskundige Leergang: Organisations and Change
- Msc Facility Management: Core faculty role – topics: Change Management / CIRM / Organizational Development
- Business Strategy Course: Core faculty role – topics: Strategic Skills (SWOT,-Analysis, Creating customer value, scenario analysis); Knowledge management.

### **NCOI**

- Various MBA- Masterclasses, including: Financial Management, Facility Management (including content development ), Strategy & Policy deployment, Change Management.

### **IBO Leusden**

- Core faculty for both MBA and 'Hoofdopleiding Bedrijfskunde'; responsible for the entire curricula of the 2-year programs, and co-ordination between the programs.
- Financial management, Performance management, Management Accounting, Value based management.
- Change Management

### **TELECOM & Management Sud-Paris (France)**

- MSc in International management; Finance & Accounting.

### **General**

- Developed several management games/simulations: customer focus, creating customer value, change management, business development etc