

PORTFOLIO · HR INTERIM MANAGEMENT

Nick Schäfer

Fractional People Leader

Interim HR Business Partner · HR Manager

I take on HR responsibility on an interim basis: during restructurings, growth phases and to bridge vacancies, as an HR Business Partner or HR Manager.



PROFILE

My career stations are demanding environments: Procter & Gamble, DekaBank, SharkNinja, most recently as Interim Head of People at Rail-Flow in Frankfurt. I specialize in the interface between global centers of excellence and local execution: where headquarters standards meet the reality on the ground.

I have run people operations for a region with EUR 650m in revenue and ensured compliance across more than 12 jurisdictions. Companies bring me in when rapid expansion needs a safe pair of hands: HR leadership for a defined period, with a clear mandate and a clean handover.

CONTACT

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AVAILABLE FROM SEPTEMBER 2026

KEY FACTS

- 7+ years of HR experience, including 4+ years as an HR lead
- Confident in German labour law, co-determination and works council relations
- Mandates: up to 5 days per week, on-site in the Rhine-Main area or remote
- Contractual setup: freelance, on a daily or hourly basis
- Languages: German (native), English (C2), Russian (B1 to B2)
- Mandates in English and German

MANDATES I'M INTERESTED IN

Transformation

Change

HR Business Partner

HR Generalist

HR Manager

Recruiting

Proven impact: numbers from real roles

Every one of these figures comes from a specific role. The related projects are described in detail on pages 3 and 4.

EUR 650m

Scale

HR for a region with EUR 650m in annual revenue across 3 countries, 150+ FTE.

EUR 300k

Savings

Recruiting costs saved through an internalized talent acquisition campaign (P&G).

85%

Efficiency

Manual HR administration reduced from 30 to 5 hours per week.

2-digit

Growth

Restructured EMEA revenue teams: double-digit revenue growth at a lower cost base.

3 months

Speed

150+ separations and 30 strategic transfers delivered across 6 countries.

4,400

Compliance

Work-from-abroad framework introduced for 4,400 employees at Dekabank.

Services: three mandate profiles

SCALING & INFRASTRUCTURE

- **Process modernization:** digitize legacy workflows, up to 85% less admin effort
- **Performance architecture:** scalable talent assessment cycles, global career paths
- **Entity setup:** HR and legal rollout of new international subsidiaries

RESTRUCTURING & TRANSFORMATION

- **Executive reset:** rebuilding entire top management layers (VP/GM)
- **Global reach:** HR operations and compliance across more than 12 jurisdictions
- **Entity launch:** new legal entities built, including Norway and Poland

STRATEGIC HR PARTNERSHIP

- **Executive sparring:** GMs and VPs through management resets and culture realignment
- **Operational continuity:** day-to-day HR keeps running through the vacancy without a break
- **Global sync:** connecting global CoE standards with local execution speed

Terms and daily rate: individual per mandate, responsibility, and duration, discussed in the initial conversation.

Selected projects

Four projects that show how I work.

Rail-Flow, Frankfurt

Head of People (Interim) · 2026

CHALLENGE

180 employees across three countries (Germany, Netherlands, Turkey), three international direct reports. The mandate: operationalize a major restructuring without the organization grinding to a halt.

APPROACH

Advised the CEO and leadership team on organizational design and personnel decisions across three jurisdictions, in full compliance with local labour law and local co-determination.

RESULT

Restructuring delivered operationally, leadership team kept fully able to act throughout the mandate.

SharkNinja, Central Europe & Nordics

Regional HR Infrastructure & Executive Realignment

CHALLENGE

A region with EUR 650m in annual revenue, but no internal HR presence on the ground, during rapid scaling and a needed culture realignment.

APPROACH

Built the first local HR role: top management reset across 5 VP and GM roles, new legal entities set up in Norway and Poland with 8 headcount each, quarterly talent assessments introduced, headcount scaled from 70 to 130 alongside 25 separations.

RESULT

A lean, performance-oriented structure. The assessment process is now the EMEA-wide standard.

Procter & Gamble, DACH

Strategic Talent Acquisition & Cost Optimization

CHALLENGE

10 specialized medical-pharmaceutical positions to fill, with no external recruiting budget.

APPROACH

Set up an internal talent acquisition campaign and ran the complete recruiting lifecycle for the niche roles myself. In parallel, managed three complex separations of long-tenured employees in close coordination with the works council.

RESULT

8 of 10 positions filled in 4 months, zero agency costs, savings of up to EUR 300,000.

Liferay, EMEA

Digital Transformation & Reorganization

CHALLENGE

120+ employees across revenue and technical teams, 30 hours of manual HR processes per week, plus an EMEA-wide reorganization.

APPROACH

Digitized local workflows, project-led the reorganization across 9 countries (150+ separations and 30+ transfers in 3 months), rolled out career paths and total rewards globally, rebuilt the VP layer into a leaner director model.

RESULT

85% less admin effort, double-digit revenue growth at a lower cost base.

THE STRATEGIC BRIDGE

HR leadership gaps create a risk vacuum and tie up the C-level. I bring immediate stability, lead the search for the permanent hire, and hand over in a structured 4-week transition.

SCALING EFFICIENCY

Manual, spreadsheet-based HR processes slow down growth. I digitize legacy workflows and introduce scalable performance and HRIS tools, with up to 85% less administrative effort.

GLOBAL-TO-LOCAL

Distance between global headquarters and local execution slows international operations. I connect global standards with local speed, with experience across more than 12 jurisdictions.

Career path: one core result per role

2026

Rail-Flow · Head of People (Interim)

Operationalized a restructuring for 180 employees across 3 countries.

2025 TO 2026

SharkNinja · HR Manager Central Europe & Nordics

Built the German HR function from zero, region with EUR 650m in revenue.

2023 TO 2025

Liferay · Senior HR Generalist EMEA

Executed an EMEA reorganization across 9 countries.

2022 TO 2023

Procter & Gamble · HR Business Partner

EUR 300k in recruiting savings, works-council-proven separation processes.

2021 TO 2022

DekaBank · HR International

End-to-end HR operations in 10 countries, work-from-abroad framework for 4,400 employees.

2019 TO 2021

AMG Engineering · Junior HR Manager

HR for a 50-employee subsidiary, introduced an occupational-safety SaaS for 200 travelling employees.

2016 TO 2018

AMG Engineering · Apprenticeship as Industrial Business Management Assistant (IHK)

Foundation in commercial processes, followed directly by the move into the HR function.

LANGUAGES & TOOLS

- **Languages:** German (native), English (C2), Russian (B1 to B2)
- **HR systems:** UKG, Workday, SAP SuccessFactors, Lattice, JIRA/Confluence
- **AI in daily work:** custom GPTs, Claude skills, HR process automations, Copilot/M365

NEXT STEP

An initial conversation costs nothing and clarifies whether an interim mandate is the right solution for your situation. I usually reply within one business day.

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