

## Personal Profile

---

A trilingual communicator and community evangelist with wide-ranging expertise in the professional services sector, spanning global communications, digital workplace transformation, community management, stakeholder & employee engagement, social media, law, risk and insurance. A strategic thinker with extensive knowledge of designing effective communication and engagement strategies, armed with empathy and a strong business acumen. Proven stakeholder management skills within complex global organisations. Experienced storyteller of legal stories as a former litigation lawyer, risk stories as a former broker and corporate and employee stories as a community manager, communicator and engagement professional.

## Areas of expertise

---

**Strategic Thinking:** Innate ability to see 'the wider picture', and translate into compelling engagement and community campaigns.

**People empowerment:** Engaging colleagues and leaders to build 21<sup>st</sup> century capabilities and succeed through digital technology, community management, brand advocacy and storytelling.

**Influencing & relationship building:** A natural rapport builder & networker with the ability to quickly establish strong relationships internally & externally and effectively influence at a senior level in a matrixed global structure whilst systematically focus on business strategies.

**People and Change:** Energetic driver of people, business and digital technology transformation in complex environments, leveraging communications and influencing skills to drive cultural and behavioural change, build brands and communities and accelerate growth.

## Professional Experience

---

### Part-time Communications Consultancy in high-tech Scotland-based SMEs whilst recovering from illness

- **Holoxica Ltd** **06/2019 – 12/2019**  
Help a 3D holographic solutions SME with their Digital, Content Marketing & Social Media.  
Highlights: Help position founder's inspiring story and pioneering technology on different channels.
- **Trustify Ltd** **09/2018 – 04/2019**  
Help a cybersecurity SME to scale up, simplify and demystify the realm of cybersecurity. Highlights: Trustify brand exposure during the European Cybersecurity Month & new product launch during the 2019 World Economic Forum and its Centre for Cybersecurity. Launch of Microsoft Teams.

### Change Communications & Colleague Engagement Strategist, Marsh & McLennan Companies 2014- 2017

Broad remit global pioneering (virtual) change management communications role, driving communications, community, employee engagement and collaboration programmes with a social filter across MMC, a professional services holding company and its 4 subsidiaries (Mercer, Oliver Wyman, Guy Carpenter, Marsh), and building & extending MMC's brand, corporate voice and thought leadership across various social media channels. Humanised & digitised MMC's communications.

Main achievements:

- Change Management Communications & Employee Engagement: Rolled out an Enterprise Social Network (ESN) within a new MMC-wide intranet, on top of each subsidiary's own intranet, driving engagement & collaboration between 5 entities, all with a different business model, corporate culture, technologies, representing 60,000 colleagues in >100 countries. Think of building a digital village, bringing 5 different 'clans' under one roof. Leader of global team of 50 handpicked change agents.
- Brand Building & Storytelling: Built and promoted the 'MMC brand' internally with the most popular people content on the new intranet, discussions in online MMC communities & with external content on social media.
- Social Media Strategy: Created MMC's Social Media Strategy from scratch, launched MMC's Twitter handle, more than tripled MMC's LinkedIn followers. Rewrote outdated and restrictive MMC-wide social media policy into an engaging format with a compelling Employee Brand Advocacy vision, which led to record engagement of MMC's 2016 WEF participation. Got all subsidiaries' digital marketing teams on board.
- Diversity leader: Initiated and delivered 2-yearly global 'Diversity & Inclusion Dialogue' communications events with MMC's Executive Board members in London, with global live streaming. Co-chair of Steering Committee of Women@Marsh UK colleague resource group. Creator of Women@MMC online resource group. Storyteller & story hunter of D&I stories which became the most popular blogs.
- Stakeholders management: led, planned & delivered internal/external communications and engagement campaigns for several HR divisions & communities, such as D&I, Veterans, CSR, Talent Acquisition.

**VP Enterprise Communications & Colleague Engagement Manager, Marsh LLC** **2011 - 2014**

Pioneering global (virtual) role in the Human Capital Performance & Corporate Communications team, changing the way 30,000 colleagues collaborated and communicated in Marsh, global leader in insurance broking & risk management.

Main achievements:

- Digital Workforce Transformation & Change Communications: Changed the way the whole company collaborated & communicated as first ever Community Manager: Influenced and cajoled colleague population into adopting the first ever Enterprise Social Network (ESN) called 'Marsh University', the first social learning social collaboration platform in the whole MMC group. After sun setting Marsh University (with > 70 % profile activation in 2 years), led the communications, training and adoption of Salesforce Chatter, integrating Chatter with Salesforce's CRM tool, launched global engagement & communications campaigns, turning Marsh from a huge conservative financial services organisation into a digital village focused on driving growth.
- Innovative Knowledge Management: Demystified & evangelized the concept of 'blogging' and peer-to-peer 'social learning' in a knowledge based industry leading to > 5,000 blogs posted in 2 years.
- Change Leadership & People Empowerment: Leader of global team of 70 dedicated change agents: Found, trained, coached and empowered colleagues from across the globe to become 'servant leaders', community managers, internal 'brand advocates' and change agents, working top down and bottoms up as a strategic initiatives switchboard, established robust community management leadership capabilities.
- Engagement Strategies: Worked closely with global CHRO, regional Communications & HR leaders on Marsh's People strategy to improve colleague engagement scores & with Sales leaders on European-wide & global engagement campaigns. Made the 'Global Growth Day' 4x/y initiative go global, virtual & viral.
- Diversity leader: Elected chair of Marsh's largest employee resource group, Women@Marsh UK. Created and led the first, largest and most active online employee resource group, Women@Marsh.
- Storytelling: Raised global awareness through storytelling around Marsh's new Operating Principles, IGNITE, with 72% of global colleagues recognizing it as the company's Operating Principles in <1y.

**Business Development, Marsh Ltd, UK, Scotland** **2010 - 2011**

Driving Scottish Financial Institutions Risk & Insurance Business Development & Consultancy. Main achievements:

- Sales: Sold first ever M&A insurance protection policy to Scotland's largest business angel company.
- Marketing: Pioneered a networking event for senior business women in Financial Services on "Women on Boards: The Leadership Debate" with Lady Susan Rice; Author of several newsletters: Initiation of Marsh Intellectual Property newsletters & monthly newsletter for Women in Banking & Finance (WiBF) Edinburgh.

**Senior Client Advisor Risk Management, Marsh Belgium** **2002 - 2009**

Consulting, selling, negotiating, placing Executive Management Risk & Insurance programmes for global clients' C-suites. Main achievements:

- Sales: Successfully sold, negotiated & placed 'first ever' > 500 M EUR bespoke insurance solutions in Europe, ranging from pioneering IPO protection for first American Private Equity (PE) going public in Europe, to Litigation Buy Out programme for European PE consortium, to covering risks of raising capital on NYSE. Excellent client retention: never lost a client in 7 years.
- Nominated as Marsh Continental European Employment Practices Liability Product Champion.
- Event Marketing: Organiser of & speaker at several high profile Marketing events with the Belgian Risk Management (Belrim) Association & sister company Mercer.

**Commercial Law & Litigation Lawyer** with international law firms **1997- 2002**

Andersen Legal (currently DLA Piper); Bird & Bird; Braun Bigwood, Brussels

**NED roles, Volunteering, Membership Associations**

---

**Changing the Chemistry:** Vice Chair (2020), Trustee (2018), Comms & Community Manager **2017 to date**  
(CtC = a Scottish charity with a London chapter seeking to improve diversity on boards)

**Engage for Success,** Culture & Engagement Lead, Scotland **10/2019 to date**  
(EFS = a UK-wide voluntary movement promoting employee engagement as a better way to work)

**Women in Banking & Finance,** Edinburgh, Board member & Communications lead **2010-2011**

**The Community Roundtable,** Member **2010-2011**

**Education & Certificates**

---

**Introduction to Futures Thinking** from the Institute of the Future with Coursera (2019)

**Professional Community Management,** FeverBee, UK (2013)

**Intercultural Management,** ICHEC Brussels, with research role at European American Business Institute, USA

**Masters of Law Degree,** KU Leuven, Belgium with Erasmus year in Strasbourg, France

**Community Management Publication (2018)**

---

[5 Ways to Drive Engagement by Letting Your Employees Tell Their Own Story](#)