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Professional with over 20 years of experience in Managing People, Organization, Change Management, Compensation & Benefits, Expatriate Management and Labour Relations in different business sectors such as Hotels, Tourism & Leisure, Catering, Computers & Telecommunications, Health and Engineering Projects (electrical, mechanical and computer) used to be working in both domestic and multinational environments and with different corporate cultures. Results oriented and focused on people. My main target is to align attitudes, skills and behaviours of people with the Company's goals and strategy.

PROFESSIONAL EXPERIENCE

Feb 2010- Actual	FREELANCE	EXECUTIVE COACH, TRAINER & SENIOR CONSULTANT
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Conducting **Strategic consultancy projects** and **HR Integrated and Executive Coaching Processes** (Common Vision & Company Strategy, Alignment, Management Audits, Development & Assessment Centres for Management Committees, Process Analysis & Reengineering, Training and Management Skills Development, Change Management, Delegation & Empowerment, Teamwork, Communication, Executives and Middle Manager Coaching processes...)

Oct 2007- Jan 2010	HOTEL VILLA MAGNA	DIRECTOR of PEOPLE & ORGANIZATION.
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✚ **5 * High Luxury Hotel. Managed by HYATT International until 2008 and, since 2009, managed by the Portuguese family Queiroz Pereira, with 200 employees. Member of the Steering Committee, Chairman of Committee on Safety and Health, and reporting to the Hotel Director, the main functions are:**

- **Elaboration, organization, development and implementation** of all processes and procedures for Human Resource Management of the hotel. Responsible for the implementation of **PAUSE project** that has kept **173 employees of the hotel collecting their salaries and linked to it** through an innovative and unique project in Spain based on communication, training and people development actions during the 16 months that the hotel has remained closed for total renovation of the hotel.

✚ **Major Achievements,**

- **Internal Hotel Organization. Reducing** the total number of directors reporting to the Director of Hotel (from 7 to 5 positions) and reducing the levels of hierarchy as well (from four levels to three).
- **Elaboration, together with the Steering Committee, of the Mission, Vision, Values and Key Competencies.**
- **Creation of a Strategic Score Card for measuring and quantifying the elements of the vision and the employee's degree of alignment with the hotel strategic objectives.**
- **Preparation of all job descriptions, linking them to core competencies.**
- **Design and implementation of two Performance Systems (linked to key competencies) for the entire hotel. A 360° feedback for Directors and Head of Departments and a 90° feedback system for the rest of the basic staff.**
- **Development and implementation of a bonus system for all staff based on performance (overall hotel results and individual or groups performance)**
- **Selection an implementation of integrated HR Software (Meta4) and a Self Service Portal to allow the connection of all the employees both internally and from their homes.**
- **Design and implementation of a Manual regarding Hotel's Evacuation an Emergency Plan.**
- **Creation an implementation of Quality Standards Manuals for all the positions and departments in the hotel.**
- **Responsible for the design and implementation of PAUSE program with a 90% of employee participation. Reaching a satisfaction level of 9 out of 10 from the employees. Furthermore, according to our Advertisement Agency, the impact of PAUSE program in the media (radio, TV, newspapers and web) reached an advertising value of more than € 800K with a total audience of 32 mill. of people (Crossing Spanish borders, primarily in Latin America).**

✚ **HR Consulting firm** with 140 employees. **Developing and implementing strategic HR projects** for companies such as Telefonica Spain, Microsoft and Vodafone among others.

✚ **Major implemented Projects.**

- **TELEFONICA SPAIN**, Training on how to implement the new Company's Corporate Vision and Values internationally.
- **MICROSOFT**, Development and implementation of a Management Audit to the second level of managers in order to analyze the strengths and improvement areas for an imminent internal promotion to the first level of management .(22 managers assessed)
- **VODAFONE**: Analysis and evaluation of all HR processes and procedures (from the recruitment of a potential employee to his/her leaving from the company), reducing the total number of processes and eliminating anything that did not provide added value.

✚ **Italian Multinational Company** (750 employees, distributed among Madrid, Seville, Malaga and LLeida), and which main activity is production of **Catering and Service on board** for the High Speed Train (**AV-RENFE in Spain**). **Reporting directly to the General Manager and functionality to the VP of HR of the Group, member of the Steering Committee** , the main function are,

- Responsible for the **Management, development, adaptation and implementation** of HR policies in accordance with the guidelines of the International Group (Rail Gourmet Ltd).
- **Preparation, control and follow-up of the annual budget.**
- Planning and management of **Selection, Training, Development, Evaluation, Performance Management** (360° feedback), **Career & Succession Planning and Job Description.**
- **Design, implementation and management of Compensation and Benefits Systems.**
- **International Coordinator** (Compass Group) for the **Competencies Development Process**
- **European Change Management Coordinator** for Compass Group.
- **European Project Coordinator** for **Benchmarking** inside the Group (Spain, UK, Belgium, Switzerland and Denmark)
- **Setting limits for negotiating** the Own Company Unions Agreement and to **negotiate** with the works council and unions.
- **Expatriate management** in accordance with the guidelines of the Group.
- **Official speaker on behalf of the Company** (press, radio and TV).
- **Note. - From 1996 until 1999 I played the HR Director's functions for RGE, S.A. (Railway catering) and AIR CATER, S.A. (Airline catering) simultaneously.**

✚ **Major Achievements.**

- All the surveys made by AV-RENFE in relation to the **Customer Satisfaction index**, and after more than 14 years in the market, **the result always has been over 82% out of 100%.**
- **Labour Turnover of 3,2 %** (12 points below the average of the sector).
- **Employee Satisfaction Index of 8,8 out of 10.**
- **10 % of productivity increase in Catering and a 14% increase of effectiveness and efficiency in Service on Board.** (throughout training , negotiation with unions, and process reengineering -)
- **15% EBITDA** (10 points over the average of the sector)
- **Creation and internal Organization** of the Company (together with the Managing Director).
- **Creation of a Human Resources & Quality Department.**
- **Elaboration and implementation** of a Policy of "Quality Management" for all the Company. (including **Mission, Vision, Values and Corporative Competencies**); creating an internal Balance Score Card (Quality Score Card) considered "**Best International Practice**" (inside Rail Gourmet Group)
- **Attainment** of ISO Certification under **ISO-9001** Norm (Catering & Service on Board) and **ISO-14001** in environmental management, both of them issued by **AENOR.**
- **Elaboration and implementation** of an **incentive system for all the employees** (not consolidated) linked to the economic results of the Company, as well as to the personal and/or group quality goals. This system has been negotiated by me with Unions and including in the Labour Agreement of Company.
- **Design and implementation** of a "**360° Feed-back**" within the Performance Appraisal System based on Competencies and developed from Human Resources (Spain); being considered like one of the "Best Practices" of the group and being implemented on it. (for Rail Gourmet's Management Committee Group and Middle Managers)
- **Elaboration and implementation** of a **Performance Appraisal System based on the 5 Company Values.** Developed from Human Resources (Spain). Being, also, considered like one of the "Best Practices" of the group and implemented on it. (For the rest of the Rail Gourmet staff)

- **International Coordinator** for the **Program of COMPETENCIES DEVELOPMENT** of Rail Gourmet and Compass Groups (-more than **4.000 people included**-).
- **European Coordinator of BENCHMARKING project** for Rail Gourmet Group (Spain, UK, Belgium, Switzerland & Denmark); (implemented in the whole group- **3,500 people**-.)
- **Performing two due diligences** within HR area for the potential purchase of two companies.
- **Adaptation and implementation of Human Resources Policies and Cultures** emanated from the different Head Offices through which Rail Gourmet Spain has passed in the last 14 years (Cultures: **SWEDISH- SAS Scandinavian Airline System**-, **SWISS-SwissAir**- and, **BRITISH- Compass Group**..)

Mar 1990 – Mar 1992	NEC IBERICA, S.A.	PERSONNEL MANAGER
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✚ **Japanese Multinational Company**, which activity is Computer and Telecommunications, with a total of 250 employees, located among Madrid, Barcelona and Lisbon. Reporting directly to Managing Director, member of the Steering Committee. The main function are,

- **Organizing, managing, developing and implementing all HR areas** within the Company.

✚ **Major Achievements**

- **Internal Organization of the Company and Selection of 245 employees** at all hierarchical levels. (Mainly from the Commercial area).
- **Design and implementation of a Compensation Policy for all staff**, consisting on **a fixed and a variable amount** with a special emphasis on the Sales Staff (85 % of the total work force). With this incentive based on not only sales but also collecting of bills, **the unpaid invoices was decreased by 90 %**.
- Development of an **Induction Manual with all the processes and procedures of the company**. Reaching an **employee satisfaction index of 8 out of 10**.

Apr 1987- Mar 1990	MÖLNLYCKE, S.A.	ASSISTANT PERSONNEL MANAGER
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✚ **Swedish Company** focusing on the sale of **surgical equipment for hospitals**, and with a total staff of 200 employees.

Mar.1986 – Mar 1987	INGENIERIA NIP, S.A.	ASSISTANT HR MANAGER
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✚ **Spanish Company**, whose business is **electrical engineering, mechanical and computer**. A total staff of 250 employees.

Sep 1979 –Dec 1985	FED. ESPAÑOLA BALONCESTO	ADMINISTRATIVE PERSONNEL DPT.
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✚ **Spanish Company** which activity is **Sport** and with a total of 150 staff.

EDUCATION

YEAR	DEGREE	PLACE
2019	i4 NEUROLIDER CERTIFICATION	About my brain Institute (International Coach Fed)
2008	EXECUTIVE COACH (Professional Certified Coach)	ICF (International Coach Federation)
1999	DIPLOMA in STRATEGIC LEADERSHIP	University of St. Gallen (Switzerland)
1998	DIPLOMA in COMMUNICATION	Institute for Communication, Ticino (Switzerland)
1996	CORPORATE TRAINER for Gate Gourmet Group	SwissAir Academy, Zurich (Switzerland)
1992	MASTER in HR and ORGANIZATION	Chamber of Commerce and Industry of Madrid
1990	SPANISH LABOUR & SOCIAL SECURITY	Chamber of Commerce and Industry of Madrid
1985	DEGREE in PSYCOLOGY	Universidad Complutense, Madrid.

LANGUAGES

- ✚ **SPANISH:** Mother tongue
- ✚ **ENGLISH:** Very Fluent, both spoken and written. (Daily use at work)

OTHER BUSINESS INFORMATION

YEAR	TEACHING	AREA	PLACE
2000-2007	Prof. Master HR Management	Performance Mgmt & Competencies	Business School S. Pablo CEU, Madrid
2003-2007	Prof. Master HR Management	Development & HR Management	Instituto de Empresa, Madrid
2005-2012	Prof. MBA Strategic Leadership	Strategic HR Management	Business School S. Pablo CEU, Madrid
2005-2007	Prof. Master HR Mgmt.	Competency Management	Francisco de Vitoria University, Madrid.
2010-2012	Prof. MBA	HR Strategic Vision	Universidad Politécnica, Madrid
2010-2011	Prof. Master	Talent Management	Centro Estudios Garrigues, Madrid
2010- 2012	Prof. Executive MBA	Change Management	Universidad Nebrija, Madrid
2010-2011	Prof. Master	Planning & Strategic Management	Univ. Internac. Menéndez Pelayo, Granada
2010-2012	Professor	HR Strategic Vision & Leadership	EOI
2010-2012	Prof. Master	HR, Coaching & Change Management	Universidad Alcalá de Henares ,Madrid