

MANUELA MORELLI

PROFILE SUMMARY

Mission statement is *"Make a social impact by unlocking human capital talent through HR and sustainable development"*.

15+ years of expertise in international HR management for large companies across all sectors. Track record of global HR transformation in driving people strategies to bolstering retention, engagement, and performance. Successful leading HR organizations of 1000+ employees in influencing and advising executives to achieve key organizational results and fuelling high performing culture.

EMPLOYMENT HISTORY

July 2022-present



International Society Aeronautic Telecomm, Geneva Switzerland
Director, Global Talent and Organizational Capabilities

- Led the scaling up of the Learning, Talent and Organizational Capabilities Division, encompassing 15 people in 4 teams to meet the talent demand (rise the company performance from 1.2 million to 2 billion).
- Set people management strategies and budget to support business growth including cost-efficiency reviews (1million saving outcome). Led global up-skilling and implemented a talent marketplace (75% up or re-skilled employees) to grow business impact.
- Increased annual financial performance of 20% through successful talent pool placement 85% (Assess First as a new assessment methodology).
- Led strategic organizational transformation and change management in partnership with senior leadership and business owners. Accelerated project delivery 60%.
- Partnered with the business leaders and the Leadership Pipeline on innovative Talent Management to achieve SITA business growth plans.
- Engaged with business leaders to translate specific and strategic business objectives into organizational capabilities and relevant people competencies, resulted in 50 promotions and 95% learning budget allocation to key professions.
- Driven evidence-based HR strategic changes by establishing HR strategies and action plans in alignment with corporate priorities and KPIs.
- Trusted coach and HR leader, advisor to 12 members leadership team, providing consultation on talent corporate strategies (4500+ employees, 4 business units and 4 sales geographies).

May 2017-Sept 2022



International Telecommunication Union (ITU), Geneva Switzerland,
Head, Human Resources Planning and Development
Strategy and Planning

- Led scaling up of the HR team to meet planning and development (learning and development, talent, performance and workforce and succession planning strategies.
- Increased planning and development budget (650K CHF) of 25%.
- Led the design of the People Strategy and HR Strategic Plan 20-23 including organizational success targets and KPIs.
- Led the design and implementation of a lifecycle approach to talent management focused on forecasting, staffing, on-boarding, development, performance management, career/ succession planning, talent movement and retention.
- Led organization design re-structures to streamline and implement new structures, roles and/or processes that create speed, efficiency, and support rapidly shifting business demands.
- Led the global interagency skills gap and cultural diagnosis for the definition of the new UN Global Human Capital. Resulted in 3 new units creation and 35% personnel reduction.
- Partnered with Senior Leadership on change management initiatives in response to business demands.
- Advised and coached leaders on all organization and human resources issues.

Dec 2013-April 2017

World Health Organization (WHO), Geneva Switzerland,
HR Specialist, HR Policy and Global Talent Management

- Officer In Charge of the Policy Unit and the Global Talent Management Division.



- Designed and led a global career management and career counselling programme across 5 continents and all WHO field offices.
- Rolled out key HR policies, including Gender and Diversity, Disability, Flexible Working Arrangements (Teleworking), Maternity and Breastfeeding, Rewards and Recognition and Underperformance, Global Mobility.
- Led WHO fundraising, including partnering with Bill Gates Foundation (70% funds increased).

Jun 2012- Dec 2013



European Union (Office of Harmonization for Internal Market), Alicante Spain
HR Specialist

- Led a global job and competency mapping (150 profiles across technical units).
- Designed and launched a new Talent Management Strategy leading to an increased functional and geographical mobility in the European Union and European Commission.
- Led the inter-European HR Network of over 65 Director HRs and Talent Management Experts from Public Sector.

Aug 2009-May 2012



UNICEF Mozambique
HR Officer (Feb 2012 – May 2012 Recruitment and Planning Manager at UNON), Maputo Mozambique

- Led HR, full-cycle talent management and administration, operations.
- Successfully designed and implemented a new strategic and operational talent acquisition plan of teachers and education experts for Asia, Africa and Europe.
- Led recruitment policies and operation. Resulted in new talent acquisition strategy, increased recruitment efficiency 65%. Led start-up recruitment for 3 new established office (200+ personnel).

Oct 2007-Aug 2009



UN Secretariat, Department of Peacekeeping Operations (DPKO), Recruitment and Outreach and Career Development Units, New York United States
Associate Expert in Human Resources Management
(Jun 2006-Jan 2007, HR Project Coordinator at FAO)

- Managed the recruitment and selection process for over 20 peacekeeping missions.
- HR Recruitment Lead of Start-Up Missions.
- HR Peacekeeping Lead for the design of a new mobility and career development scheme.

Jan 2007-Oct 2007

Kuwait Petroleum Italia, Rome Italy
Administrative Services Manager

Jun 2006-Dec 2006

Food and Agriculture Organization of United Nations (FAO), Rome Italy
Human Resources Project Coordinator

Apr 2005-Jun 2006

Daimler Chrysler Italia Holding S.p.A, Rome Italy
Recruitment and Development Specialist

Apr 2004-Mar 2005

Adecco S.p.A (multinational company leader in HR services), Rome Italy
Recruitment Manager

Mar 2002-Mar 2004

University of Pisa, Pisa Italy
Researcher and Education Coordinator

EDUCATION and LIFELONG LEARNING

PhD in Sociology

University of Pisa, Italy, 2015

Degree in Pedagogy

University of Pisa, Italy, 2002

Professional Certifications

Professional Coach (International Coaching Federation; Humanitarian Coaching Network and Impactpool: Oct 2021), Strategic Workforce Planning (Human Capital Institute), Project Management Certification (PMDPro), Career Counsellor (Career Counselling Services, UK), Professional Counsellor S.I.A.F.; Post-graduate in HR and Communication (Nexint s.r.l).

Visiting Professor, Academy

[International Markets and Technology School](#) (Lucca, 2020-2022), [SDA Bocconi School of Management](#) (Milan, 2022-current)

Other Trainings

Identifying Business Opportunities, Harvard Business School

Memberships

CIPD (Chartered Institute for Personnel Development); **Social Pedagogy Association** (SPA); **Human Resources Geneva** (HR Geneva).

LANGUAGES

English (Fluent, Language Proficiency Exam and IELTS), French (Fluent, DALF Exam), Spanish (Intermediate), Italian (Mother Tongue), Portuguese (Intermediate).

EXTRACURRICULAR ACTIVITIES

Co-Chair HR NGO Geneva (2022); Certified Career Coach for Impactpool, Humanitarian Coaching Network; Rotary International (Board Member, speaker programme and social service projects); President of the Parents Association at the International Institute of Grand Lancy (Geneva), active volunteer with kids in hospital, writer (publications with Aletti Editor). Certified Yoga teacher and Mindfulness Based Stress Reduction Training (MBSR).

- Visiting Professor, IMT School of Advanced Studies, Jan 2020-currently. Advisor to “Koeus” (IMT start-up on neurosciences and management) and Member of the Neuroscience LAB;
- Visiting Professor at SDA Bocconi School of Management, October 2022-current.

PUBLICATIONS

- La valorizzazione nelle differenze di genere nell'ambiente lavorativo: il modello delle Nazioni Unite (in La rivoluzione organizzativa. Differenze di genere nella gestione delle risorse umane, edizioni Plus, Italia, 2009).
- "HR Reform and Cultural Renewal. How an Enterprise can set and HR Strategy to achieve Excellence through People", in Human Resources Community Academy Magazine, June 2013.
- "La Gestione delle Risorse Umane in Sostenibile" in "Personale e Lavoro no. 549", October 2013, ISPER.
- "Career counselling. Modello dinamico-relazionale: Il ruolo dei Responsabili delle Risorse Umane nelle Organizzazioni Internazionali" in "Dalla Terapia all'Evoluzione di Coscienza. Un nuovo modo di intendere la relazione di aiuto", Atti del Convegno SIAF 2014.
- "Imprese Sostenibili e Gestione delle Risorse Umane" in Rivista Trimestrale: Scienza dell'Amministrazione 3/2014.
- "The Next Generation of Leaders in No-Profit Sector", Journal of Human Resources and Sustainability Studies, 2016, 4, 50-53, Scientific Research Publishing.
- Career Counselling: Una Risposta alle Spinte di Cambiamento delle Persone, Harvard Business Review Italia, Maggio 2009.
- "The Evolution of the Talent Management" in: International Journal of Innovative Research and Knowledge, Volume 5 Issue 6, June 2020 and in: International Journal of Managerial Studies and Research, June 2020.
- Internationally Adopted Kids and Language Learning, in International Journal of Innovative Research and Knowledge, Volume-7 Issue-12, December 2022
- Lavorare per le Nazioni Unite oggi : complessità e competenze. Orientamenti Pedagogici, Vol. 20, n. 1, gennaio-febbraio-marzo 2023.
- "Lavorare per le Nazioni Unite oggi: complessità e competenze. Questioni emergenti e dimensioni di sviluppo per la ricerca e la formazione", in "Pedagogia e Vita", PeV online - 1/2021 ISSN 0031-3777.
- Journal of Global Research in Education and Social Science, "The perceptions of the teachers and school managers relating to the "digital leadership": a metaphorical study", 2016 (MANUSCRIPT REVIEW).
- SCIENCEDOMAIN international, "Cognitive and Affective Strategize Approaches of Media for Persuasion of Government Policy Issues: The Case of Ethiopia, the Capital Addis Ababa in focus", 2017 (MANUSCRIPT REVIEW).
- Asian Research Journal of Arts and Social Sciences, Planned Behavior in Overcoming Cognitive Dissonance in Ritual Activities of Homecoming (Case Study of Homecoming Travelers Using Motorcycle), 2020.
- How Human Resource Specialists as Advisors can counsel students who aim to work in International Organizations, International Journal of Managerial Studies and Research (IJMSR), Volume 9, Issue 10, October 2021, PP 01-07, ISSN 2349 (Print) and ISSN 2349-0349.

CONFERENCES and UNIVERSITIES Speaking

- As visiting Professor, IMT School of Advanced Studies: "Sustainable Development Goals and Human Resources Management", Corso di Laurea in Strategia delle Aziende Familiari (March 2021);
- Office of Career Services at Harvard University (2011-2022);
- Career Services at Harvard Kennedy School (2011-2022);
- Career Strategy Office at Yale University (2016-2022);
- Career orientation session at Master in European and International Governance (MEIG), UNIGE (2020-2022);
- Oxford University, International Career Day (24 Jan 2015): Speaker on "Routes to International Organizations";
- International Graduate Institute of Geneva (2019-2022);
- International Institute of Grand Lancy, Geneva (2020-2022);
- University of Pisa (2010): Master in Italiano Scritto e Professionale; GLOBE (University of Pisa and ISPI): A Career in International Organizations 6 December 2019);
- Sant'Anna School of Advanced Studies (2008-2021): Master in Human Rights and Course in Peacekeeping and Summer School "The Civilian Personnel of Peacekeeping and Peace-building Operations";
- Bocconi University (2015), School of Economics and Management; Career Fair at Bocconi University: Recruitment Date Government, Public Services and International Organizations (October 2018); "How to build your career in United Nations" at SDA Bocconi (Master in Government and International Relations), 29 November 2019;
- SDA Bocconi, Master of International Development, Module: Managing Human Resources for International Development – Talent Management, 15 July 2020;
- SDA Bocconi, Master in Management of International and Supranational Organizations, Module on Human Resources Management – Talent Management 15 October 2020;
- SDA Bocconi, Advanced Studies in Strategic and HR Management, 2021 and 2022 – Leadership and Talent in International Organizations;
- CIPD 2012 Annual Conference; CIPD HRD 2013 Conference;
- COFO (Coordination de Formation) European Union Learning Day and Annual Conference 2013;
- SIAF Annual Conference 2014: "Career Counseling nelle Nazioni Unite e Unione Europea";
- On the Organization at Oxford Business School (4-5 August 2014): Speaker on "Talent Management and Humanitarian Organizations, a Case Study";
 - United Nations at Concern (NGO), 21 April 2017: Conference of Human Resources Directors of international NGOs (e.g.,

- Amnesty International, Green Peace, Oxfam, Save the Children etc.);
- “Navigating the United Nations System” at Junior Professional Officers (JPOs) Orientation Programme (70 JPOs) at United Nations System Staff College (UNSSC), 18 September 2018;
- o Cà Foscari University: Navigating the UN System (Venice, October, 2018); “Management in International Organizations” in Laboratorio su Relazioni e Organizzazioni Internazionali: Corso di Laurea Magistrale in Governance delle Organizzazioni Pubbliche, Cà Foscari, Venezia (2018-2022);
 - Progetto L.E.I (Leadership, Entrepreneurship and Innovation) at Cà Foscari University (2 April 2019); Speaker at HR Challenge Network Event on New Frontiers in Human Resources Development (6 April 2019);
- o “Valorizzazione delle Differenze di Genere. Il Caso Nazioni Unite”, University of Pisa, Department of Political Sciences, 26 May 2013; Comportamento organizzativo e differenze di genere: analisi di contesti lavorativi internazionali, June 2014;
- o Corso Strumenti per Cambiare: Formazione alla Leadership e al Management Sanitario (Commissione Pari Opportunità Ordine dei Medici e degli Odontoiatri di Firenze), Settembre – Ottobre 2019;
- o Speaker at Deloitte and Challenge Network, “Wellbeing and Work Redesign”, 16 July 2020 (Virtual Webinar)
- o Speaker at LeadPro, L&D Best Practices, “Creating that World Class, Employees Learning Experience”, 31 July 2020 (Virtual Webinar);
- o Speaker at Strategic Innovation Forum, Cà Foscari University, 4 September 2020, “Talent in the age of Digitalization”;
- o Speaker at Strategy Insights Annual Conference 2020 on: “Upskilling the Workforce for Digital Transformation and the Future of Work”;
- o Speaker at Strategy Insights Annual Conference 2021 on: “HR Transformation: How to ensure the right HR fit towards the current and future business context”.
- o Speaker at ISPI (Italian Institute for Social Political Studies), Forum Carriere Internazionali, April 2021;
- o Speaker at IMT, Human Resources Management and Artificial Intelligence, May 2021;
- o Speaker at Geneva Business School in Geneva, Career Orientation, May 2021;
- o Speaker at Learning Management Forum since 2017. 2021 Conference on “New ways of learning”, talk on “Leading Transformation”;
- o Speaker at International Social Pedagogy and Social Education Conference on “Using social pedagogy with adopted children. Spreading the concept with other parents to grow and develop happy children”, 22 June 2021;
- o Interview at “L’Economia del Corriere Fiorentino”, 26 Aprile 2021: “Ora le PMI investono di più nel Capitale Umano”;
- o SDA Bocconi, “Investire sulle persone per una pubblica amministrazione moderna e competente”: “Presente, passato e futuro della funzione HR: come cambiano il ruolo e le responsabilità del direttore del personale”, 27-28 settembre 2021;
- o Speaker at Career Development Roundtable on “Fashioning the new World of Work,” on 1-2 December in Milan. Talks on: “Career Compass for United Nations. Navigating Talent Acquisition” and “Unboxing Skills. A Trend or Essential for the Future of Work”;
- o Senior Partner at Challenge Network S.p.A on Neurosciences and HR Management – 2021-2022.

Autorizzo al trattamento dei dati personali ai sensi del Regolamento UE n.679/2016 e del Dlgs 2003 n. 196 e successive modificazioni.