

Curriculum Vitae

Katrin MUFF Ph.D.

Address Montagibert 25, 1005 Lausanne, Switzerland
Contact & info +41 (79) 310 0392, katrin.muff@gmail.com, and KatrinMuff.com
Date of birth September 6, 1969 (49 years)
Nationality Swiss Citizen
Marital status Married
Languages Fluent in English, German, French and Swiss-German, conversational in Dutch



Summary

Who am I?

- Thought leader, consultant & coach with 10+ years CEO experience (Alcoa Russia and BSL)
- Strategic positioning incl. M&A experience in industry, consumer goods and services sectors
- Future-oriented organizational restructuring experience (including with self-organizing models)
- At the puls of the youth: exposure and access to the millenials through my business school activity
- Extensive international business experience – worked & lived in Australia, the US, Russia, the Netherlands
- Ability to think conceptually and apply theory with pragmatic solutions in practice (extensive academic, start-up and coaching experinece)

What do I bring to the position?

- Ability to ask critical questions, contextualize conflicts and provide constructive alternatives
- Excellent interpersonal skills and competencies in stakeholder processes
- Experienced and resourceful in translating visionary ideas into inclusive, collaborative projects
- Experience in strategic, operational and financial planning, budgeting and reporting
- Extensive national and international network and proven ability to represent organizational interests in a network setting

Professional Experience

MISSION POSSIBLE FOUNDATION

Switzerland

2016 – current ***Thought leader & consultant in Business Sustainability & Transformation***

- Keynote speaker and panelist for business, NGO and government-initiated events
- Facilitator of a 2-year change project (a cross-sector recycling initiative involving Unilever, Tetrapak, Nestlé, Aldi, Elopak and many others)
- Lead-consultant of the SDGX.org approach together with Barbara Dubach, engageability.
- Adviser to Swiss cross-sector projects (sustainabilitytoday.com, focusedreporting.ch)
- Jury member of sustainability-related projects (Green Brands Switzerland)
- [Focused Reporting](#), assessing the sustainability reports of 101 Swiss companies of all sizes, types of ownership and industries, regarding completeness, credibility & relevance. In collaboration with ÖBU, WBCSD, RepRisk, engeability and FOEN/BAFU
- Co-led the development of a SDG-based strategy tool ([SDGXCHANGE](#)) with Swiss business partners Swisscom, Georg Fischer, ewz, Losinger Marazzi, IKEA and LafargeHolcim
- Developed the Competencies Assessment of Responsible Leadership ([CARL](#))
- Developed the [Collaboratory](#) methodology, a multi-year, EU-funded research collaboration ([Leadership-for-Transition.eu](#)) based on the 50+20 project ([50plus20.org](#))
- Co-initiating and spear-heading a new global Business School rating initiative, endorsed by WWF, Oxfam, WBCSD, UN PRME, oikos & AIESEC

- 2012 – 2018 **Professor in Business Sustainability & Responsibility**
- Joint research on [True Business Sustainability](#) with Thomas Dyllick, University of St. Gallen
 - Led the [Swiss Sustainability Hub](#) cross-sector project measuring the SDG-gap ([GAPFRAME](#))
 - Teaching in the GapFrameWeek across Bachelor / Master / MBA / DBA programs
 - Supervising DBA students in their case study writing and company consulting work
 - “Understanding the big picture” in the DAS in Sustainable Business (Exec Ed module)
 - “Solving big problems” course in the Exec MBA and the full-time MBA (a 3-day module)
 - Coaching of Bachelor & Master faculty with in-class support in pedagogy, creating effective learning spaces and in measuring and grading student learning outcomes
 - Founding member of the [Responsible Research in Business & Management](#) initiative
 - Kicked-off and led global engagement project developing a new vision for business schools in the 21st century, launched at the PRME Global Forum at Rio+20 in 2012 ([50+20 - Management Education for the World](#)) including a book (English & Chinese), an Agenda, an award-winning video, a documentary, an interview series, a pop-up b-school installation with benches upcycled by artists, a series of pop-up events at RIO+20
 - Coordinated international project team including 7 core team members, 17 institutional partners across 4 continents, >300 participants, 5 institutions: GRLI, WBSCSB, UN PRME, EFMD, AACSB; and 4 workshops (New York, St.Gallen, Lausanne, Brussels)
- 2008 – 2015 **Dean**
- Responsible for strategy, financials, reporting, governance, HR and academic programs
 - Triggered and enabled the transformation of the organizational governance from a hierarchy to a self-organizing distributed-power organization (using [Holacracy](#) as an operating system)
 - Orchestrated the implementation of a new vision across all programs and research projects
 - Initiated the stakeholder co-creation process for a new school-wide vision and mission based on the three pillars of sustainability, responsibility and entrepreneurship
- 2008 – 2018 **Program Director for the E/MBA, the Diploma in Sustainable Business, and the DBA**
- Revision of the existing DBA program into a GRLI prototype doctoral program in Sustainable and Responsible Business (long-distance program with participants from around the world)
 - Developed and since co-leading a 1-year executive Diploma in Sustainable Business based on 50+20 principles (joint degree program with IWÖ-HSG, in its 7th consecutive year)
 - Participated in the revision of the Bachelor & Master Programs and supported the required faculty development to embed sustainability and responsibility across all mandatory courses
 - Fundamentally revised the E/MBA programs based on CEO & HR Director interviews to focus education around required skills, competencies and attitudes
- YUPANGO – Start -up Consulting & Coaching (Co-founder) The Netherlands / Switzerland
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- 2006 – 2007 **External consultant for the Plant Science Center start-up at the University of Zurich (CH)**
- Developed and implemented a strategic plan for how to interest, engage and integrate 21 professors across seven institutes of the University Zurich, University Basel and the ETHZ
 - Developed & taught a doctoral program for all PhD students in leadership & management
- 2004 - 2006 **Consultant, Trainer and Leadership Coach, Baar & Pully (CH)**
- Training workshops in leadership, coaching competences, team building and management (including practices from theatre and acting practices).
 - Mental golf coaching approach in collaboration with Ind. Association of Swiss Golfer (ASGI).
- 2000 – 2003 **Co-Founder & Managing Partner, Yupango BV, Breda (NL) and Zurich (CH)**
- Evaluated investments and led deal negotiations between companies and co-investors.
 - Supervised, coached and trained management teams throughout their start-up phase.
 - Raised CHF 2 mio. as start-up capital of Yupango

- 1999 – 2000 **Director, Strategic Planning EMEA, IAMS EUROPE, Eindhoven (NL)**
- Coordinated process for 20 country managers to develop a shared vision for Europe
 - Extensive indirect leadership exposure due to business development role for EMEA

ALUMINUM COMPANY OF AMERICA (ALCOA)

Switzerland / USA / Russia

- 1995 – 1997 **General Manager, Building Systems International (100% ALCOA), Moscow (RU)**
- Youngest-ever general manager in the history of the company
 - Responsible for strategy, financials, HR, operations, EHS, incl. reporting to the Alcoa CEO
 - Developed the initial start-up business plan, leading an international team of experts
 - Successful start-up management of a local building products assembly plant
- 1994 – 1995 **Industry Analyst – Global Mergers & Acquisitions, ALCOA, Pittsburgh (US)**
- Second-negotiator in international acquisitions of the Hungarian and Spanish national aluminum industries, including plant-level operational due-diligence and financial projections
- 1991 – 1994 **Business Analyst Europe, ALCOA, Lausanne (CH)**
- Competitive analysis and business development (M&A opportunities) for Alcoa in Eastern and Western Europe, including close collaboration with sales forces across several countries
- 1989 – 1990 **Credit and Collection Administrator, ALCOA, Lausanne (CH)**

SCHINDLER LIFTS

Switzerland / Australia

- 1989 **Managed a national inventory system project, SCHINDLER LIFTS, Sydney (AU)**
- 1985 – 1988 **Commercial Apprenticeship, SCHINDLER AUFZÜGE AG, Ebikon (CH)**

Board & Editorial Activities

- 2015 – current Member of the International Advisory Board of Maastricht University (NL)
- 2015 – current Member of the Board of Nice Future (Lausanne) (CH), www.nicefuture.com
- 2014 Appointed Fellow at the International Academy of Management (www.theiaom.org)
- 2013 – current Member of the Board of the Globally Responsible Leadership Initiative (GRLI, AACSB & EFMD)
- 2013 – 2016 Member of the Board of Kedge Business School Foundation, Marseille (FR)
- 2013 - 2016 Editor of the 'Building Sustainable Legacies' Journal, Greenleaf Publishing, Sheffield (UK)
- 2005 – 2007 Member of the Board of "Fairplay Foundation – für eine zukunftsfähige Wirtschaft", Basel (CH)
- 2000 – 2003 Member of the Board of Yupango BV, Breda (NL), (international investors group)

Academic Qualifications

- 2015 Ph.D. in Management (cumulative), University of Exeter, UK: "The common transformative space of responsibility and sustainability". Supervisors: Jonathan Gosling and Sally Jeanrenaud
- 2008 Doctorate in Business Administration, Business School Lausanne, CH: "Performance Management: Golf, a valid option to improve personal effectiveness in management"
- 1994 Master of Business Administration, Business School Lausanne, CH "summa cum laude"
- 1992 Bachelor of Business Administration, Business School Lausanne, CH "summa cum laude"
- 1988 Professional Maturity at the Higher Commercial School of Lucerne, Switzerland

References & more

Very gladly provided upon request