

Dr. Hartmut Henk

Interim Manager · Digital Transformation & Modern Work

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I help leadership teams get major digitalisation decisions right, and I take on temporary responsibility for making sure they are implemented. I use AI where it demonstrably saves effort.

19 years
Consulting and leadership, 14 of them with staff and P&L responsibility

2,000
workplaces: board decision on a double-digit million budget brought about

12,000
Users working on Teams and SharePoint within days of the first lockdown

−75%
Effort for the transition to a new service model: 20+ service schedules reconciled, bespoke contract prepared

Engagement

AVAILABILITY
at short notice

FORMAT
Interim, project or advisory assignments, typically 6 to 12 months

LOCATION
Rhineland on site, remote across Germany

LANGUAGES
German (native), English very good, French good

Profile

Holder of a doctorate in chemistry, in IT and management consulting since 2007. At Comma Soft AG in Bonn I built up the Digital Workplace & Collaboration business and, most recently as Executive Manager, shared responsibility with three colleagues for the consulting division of nearly 90 employees. Every role was about building: I developed four employees into leaders, three of whom now run business units. Alongside studies, doctorate and employment I also ran my own small business for 15 years.

As an interim manager I close the gap between strategy and everyday work: preparing decisions, bringing the organisation along and owning the path from concept to operation. I understand topics in detail and condense them so that leadership can decide. I use AI in my own work every day and have been responsible for Copilot roll-outs at clients as engagement manager.

Services

FOCUS

Digital Transformation

- Target states, option analyses and board papers
- Programme leadership with steering committee, budget and risks
- Changes of provider and operating model, transitions to new service models
- Process digitalisation and automation of routine work
- Sparring and second opinion for CIOs and managing directors

FOCUS

Modern Work & Collaboration

- Target states and roadmaps for Microsoft 365
- Information architecture, permissions and governance
- Migrations and international roll-outs
- Adoption, key-user networks and change management
- Licence architecture and cost control

FROM MY OWN PRACTICE

AI in Practice

- AI-assisted transition to a new service model, carried out personally
- Copilot roll-outs owned as engagement manager
- Advice on an AI platform and agentic AI in the service desk
- Digital programme with an AI-based result steered through the PMO

Possible interim roles

Interim Head of Digital Transformation · Programme Lead Microsoft 365 and Copilot · Interim Head of Digital Workplace · Transformation Officer to the Management Board

Selected results

REGIONAL BANK

Board decision for around 2,000 workplaces

Situation: The workplace hardware was due for renewal; several scenarios were on the table.

Approach: Stakeholder interviews, target state, option and cost analysis; fundamental questions such as MacBook versus thin client prepared for decision; board paper written personally.

Result: Decision largely in line with the recommendation; follow-on mandates for implementation and contract analysis.

REGIONAL BANK · AI IN PRACTICE

Provider change: contract restructured, 75% less effort

Situation: Transition to the provider's new managed services model: more than 20 historically grown product descriptions, service schedules and side agreements had to be reconciled against the new product descriptions.

Approach: AI-assisted extraction and reconciliation of contract content, gap analysis and joint assessment of the findings with the client; on that basis, preparation of a bespoke contract with the provider.

Result: Around 120 findings on contractual gaps, new client obligations and discontinued services as the basis for the bespoke contract; effort reduced by around 75%.

INFRASTRUCTURE SERVICES · INTERNATIONAL

Digital programme with a tangible AI result

Situation: A British infrastructure services company wanted to steer its digital transformation programme in a structured way.

Approach: PMO with regular check-ins and steering committees, review of the IT strategy, data strategy workshop.

Result: The programme produced an AI-based asset catalogue of road markings, built from map and aerial imagery.

INSURANCE GROUP · CRISIS

12,000 users operational within days

Situation: First COVID-19 lockdown in March 2020; the Teams and SharePoint roll-out project was only due to start in April and to run for at least six months.

Approach: Roll-out brought forward, scope deliberately reduced, residual risks weighed up with the CISO and mitigated afterwards.

Result: Around 6,000 employees and as many field and external users able to work within a few days.

INSURANCE GROUP · PROGRAMME

Workplace of the future with high acceptance

Situation: Modernisation of the workplace IT with 50 to 60 people involved and a high seven-figure budget.

Approach: Steering up to 35 people from my own team and partners; change and adoption established as a dedicated workstream across all sub-projects.

Result: High user acceptance despite many innovations introduced in parallel.

INDUSTRY · INTERNATIONAL

OT target state for a highly critical production environment

Situation: A metalworking company needed a viable direction for its production IT.

Approach: Architecture principles, decision basis, transformation roadmap and management summary.

Result: Decision basis for management as the foundation for further transformation.

Further experience includes: mobile working models with BYOD, home office and OneDrive for around 12,000 users at an insurer; co-leading the selection of an off-premises and backup solution for Microsoft 365 at an insurance group; advising an IT service provider for German statutory health insurance on an AI platform and agentic AI in the service desk; digitalising controlling in my own organisation, including automated month-end closing.

Career

since 2022	**Executive Manager Consulting · Comma Soft AG** Shared P&L responsibility for the consulting division with nearly 90 employees (previously just under 70); revenue almost tripled 2021–2025
2019 – 2021	**Director Digital Workplace & Collaboration** Revenue and profit responsibility; founded the Collaboration business unit and grew it from 3 to 9 people
2012 – 2018	**Competence Center Manager Digital Workplace** 10 employees, eventually around one third of consulting revenue
2007 – 2012	**IT Consultant** International client migrations with 4,000 to 12,000 devices; two innovation awards
2001 – 2007	**Doctorate and postdoc** University of Cologne, Forschungszentrum Jülich, Leibniz Institute for Tropospheric Research
1999 – 2014	**Own business (part-time)** Web design, web hosting, hardware and software alongside studies, doctorate and employment

Qualifications

Dr. rer. nat. (PhD), Diplom-Chemiker
Doctorate graded “very good”: understand first, then decide

University of St. Gallen
Strategic Management Programme (SMP) and Executive Management Programme

Methods
Prosci Certified Change Practitioner, PRINCE2 Foundation and Agile, ITIL, Lean Six Sigma Yellow Belt, EuroCloud StarAudit

Leadership
Trusted Advisor Programme, leadership coaching

Contact

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