Alf Carlesäter

Founder, GROW HR Consulting | Fractional CHRO

GOVERNANCE · OPERATING MODEL · DECISION RIGHTS · PEOPLE RISK · SINGAPORE, APAC AND EMEA

THE WORK

Alf works with founders, chief executives and senior leadership teams at the point where the structure no longer fits the business it was built for. Decisions slow, accountability blurs, and leaders are drawn into calls the organisation should already be able to settle without them.

The work is structural rather than functional: operating model design, decision rights, governance architecture and cross-border people risk. It begins with a diagnostic, because the presenting problem and the constraint are often not the same thing. Engagements are scoped individually, time-bound and closed in writing, and what they produce is left for the business to run. Alf works with a small number of organisations at any one time, and does the work himself.

BACKGROUND

Nine years at Crown Worldwide, including the start-up of its South Korean business, then the transition of global mobility from outsourced to in-house delivery at Goldman Sachs, across Asia and Japan.

Thirteen years at General Electric across more than thirty-five countries in APAC and sub-Saharan Africa, covering shared service builds in China and South Africa, the secondary global headquarters in Hong Kong, joint ventures in Aviation and Oil & Gas, and the workforce integration that followed the Alstom acquisition.

Global HR crisis and incident management at Meta, across APAC, EMEA and the Americas, built inside executive incident command and run alongside Legal, Security and EHS. Then HR Director APAC at Braze, across six markets.

GROW HR Consulting has run since November 2020, alongside the in-house roles at Meta and Braze, and full time since early 2026. Current work spans APAC and EMEA.

SERVICES

Most engagements begin with one of three diagnostics, and continue only where the findings call for sustained senior input.

Fractional HR Leadership. Senior HR leadership for a defined period, at HR Director or CHRO level, working close to the chief executive or regional leadership team.

People & Governance Diagnostic. An independent read on people infrastructure across ten domains, commissioned before transactions, leadership transitions and governance resets.

***Meridian*™ Organisational Capability Diagnostic.** An organisational architecture assessment for the situation where something is visibly constraining the business and the diagnosis is not yet agreed.

AI Readiness Diagnostic. A structured review of the HR operating model through an AI readiness lens, mapping what is ready, what needs stabilising first, and what not to touch.

Executive & Leadership Coaching. One-to-one work with founders and senior leaders whose responsibilities have outgrown the clarity available to lead them.

CREDENTIALS

Associate Certified Coach (ACC), International Coaching Federation

Global Mobility Specialist (GMS), Worldwide ERC

Postgraduate Diploma, HR Development and Talent Management, SHRI Singapore

MA, East Asian Studies and International Marketing, Stockholm University

Founder cohort, Antler Singapore

PUBLICATION AND LANGUAGES

When Systems Stretch: How Organisations Scale or Strain by Design (2025)

Swedish native. English and Hungarian fluent

German intermediate. Korean and Malay basic

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