

HR Manager Romania – Symfonia NextUp

Role Purpose

The HR Manager Romania will play a key role in building a high-performance culture and strengthening people management practices across the Romanian organization.

This role is designed for a hands-on, business-oriented HR leader who can translate strategic priorities into practical solutions, take ownership of implementation, and work closely with leaders and employees to drive meaningful organizational change.

The HR Manager will lead the local people agenda, with particular focus on cultural transformation, leadership effectiveness, performance management, talent development, organizational design, employee engagement, and change management.

The successful candidate will combine strategic thinking with strong execution. This is not a purely advisory role. We are looking for someone who is comfortable making decisions, challenging existing ways of working, solving problems directly, and taking responsibility for delivering results.

Key Responsibilities

Cultural Transformation and High-Performance Culture

- Lead the local cultural transformation toward a high-performance, accountable, collaborative, and results-oriented organization.
- Translate company values and leadership expectations into clear, observable behaviors and practical management standards.
- Partner with the leadership team to strengthen ownership, accountability, transparency, collaboration, and execution discipline.
- Identify cultural barriers that limit performance and develop practical interventions to address them.
- Support leaders in setting higher standards while maintaining a healthy, respectful, and engaging work environment.
- Promote a culture in which people take initiative, make decisions, raise concerns openly, and focus on solutions rather than problems.
- Act as a credible change leader and role model for the behaviors expected across the organization.

Performance Management

- Design, implement, and continuously improve performance management processes.
- Ensure that business objectives are translated into clear individual and team goals.
- Build management capability in goal setting, performance conversations, feedback, evaluation, and development planning.
- Drive consistency and quality in performance reviews across the organization.
- Support managers in addressing both high performance and underperformance in a timely and constructive manner.
- Introduce practical tools, routines, and standards that improve accountability and execution.
- Use performance data and organizational insights to identify trends, risks, and improvement opportunities.

Leadership and Management Development

- Partner with the local leadership team to strengthen leadership effectiveness and management standards.
- Coach and challenge managers on leadership behaviors, decision-making, communication, team effectiveness, and people management.
- Identify leadership capability gaps and coordinate targeted development initiatives.
- Support succession planning, talent reviews, and development planning for key roles.
- Help leaders build strong teams, improve collaboration, and manage change effectively.
- Encourage leaders to take full ownership of people decisions and organizational outcomes.

Talent and Organizational Development

- Assess organizational capabilities and identify critical talent, skill, and succession gaps.
- Support organizational design and role-clarity initiatives.

- Lead or support workforce planning, talent reviews, succession planning, and internal mobility.
- Develop practical solutions to attract, retain, and develop high-performing employees.
- Ensure that development actions are aligned with business priorities and future capability needs.
- Support the integration of teams, structures, and ways of working following organizational changes or acquisitions.

Employee Engagement and Change Management

- Build a strong understanding of employee sentiment, organizational strengths, and areas of concern.
- Translate engagement insights into clear, owned, and measurable action plans.
- Lead communication and change-management activities related to organizational transformation.
- Ensure employees understand not only what is changing, but why it matters and what is expected from them.
- Promote open communication, psychological safety, transparency, and constructive dialogue.
- Support leaders in managing resistance, uncertainty, and difficult conversations.

HR Partnership and Operational Delivery

- Act as a trusted, pragmatic, and challenging partner to the Romanian leadership team.
- Provide business-focused HR advice while maintaining a strong focus on execution and outcomes.
- Take ownership of local HR priorities from diagnosis through implementation and follow-up.
- Ensure that people processes are practical, consistent, and aligned with Group standards.
- Cooperate closely with the Group HR team and contribute to cross-country HR initiatives.

- Work collaboratively with other business functions.
- Ensure compliance with local labor law and HR policies.
- Oversee core HR processes and ensure that operational matters are handled effectively and reliably.

Candidate Profile

We are looking for an experienced HR professional who combines strong business judgment, courage, energy, and a practical approach to delivery.

The ideal candidate is someone who does not wait to be told what to do. They identify what is needed, propose solutions, make decisions, and take responsibility for outcomes.

Required Experience

- Several years of broad HR management or senior HR business partnering experience.
- Proven experience in organizational or cultural transformation.
- Strong experience in designing or implementing performance management processes.
- Experience working closely with senior leaders and influencing management teams.
- Demonstrated ability to move from diagnosis and recommendation to implementation and measurable results.
- Experience in talent management, leadership development, employee engagement, and change management.
- Solid understanding of Romanian labor law and local HR practices.
- Experience in a dynamic, growing, transforming, or post-acquisition environment would be highly valuable.
- Experience in technology, software, SaaS, or another fast-changing business environment would be an advantage.
- Fluent Romanian and strong professional English.

Core Competencies and Personal Qualities

Ownership and Initiative

- Takes full responsibility for outcomes.

- Proactively identifies risks, gaps, and opportunities.
- Acts without waiting for detailed instructions.
- Follows through and ensures that commitments are delivered.

Decisiveness and Courage

- Makes sound decisions, including in ambiguous or difficult situations.
- Is willing to challenge leaders and existing practices constructively.
- Addresses difficult issues directly rather than avoiding them.
- Has the courage to introduce change and maintain standards when facing resistance.

Hands-on Approach

- Is comfortable operating both strategically and operationally.
- Turns concepts into practical tools, actions, and routines.
- Stays close to the business and understands how work is actually performed.
- Is prepared to personally drive implementation rather than only coordinate others.

Collaboration

- Builds trusted relationships across functions, levels, and countries.
- Works effectively with leaders, employees, and Group stakeholders.
- Encourages cooperation and breaks down organizational silos.
- Listens to different perspectives while maintaining focus on the overall business objective.

Delivery and Results Orientation

- Sets clear priorities and maintains momentum.
- Focuses on measurable outcomes rather than activity alone.
- Brings structure and discipline to complex initiatives.
- Consistently delivers high-quality work within agreed timelines.

Openness and Learning Agility

- Is open to feedback and different perspectives.

- Learns quickly and adapts to changing business needs.
- Is curious, reflective, and willing to reconsider their approach.
- Brings new ideas while remaining pragmatic about implementation.

Energy and Enthusiasm

- Brings positive energy and commitment to transformation.
- Engages others and creates momentum around change.
- Remains resilient and constructive when facing obstacles.
- Combines ambition with a practical and grounded approach.

What Success Will Look Like

During the first 12–18 months, the HR Manager will be expected to:

- establish credibility and strong working relationships with the Romanian leadership team;
- assess the current culture, leadership practices, and organizational capabilities;
- define and begin implementing a clear roadmap toward a high-performance culture;
- introduce or strengthen a consistent performance management process;
- improve the quality of objectives, feedback, performance conversations, and accountability;
- support leaders in addressing underperformance and developing high-potential talent;
- create greater clarity around roles, responsibilities, and expected leadership behaviors;
- improve collaboration, transparency, and execution across teams;
- ensure that key HR processes are reliable, practical, and aligned with Group standards;
- align HR strategy to business objectives;
- demonstrate visible progress through measurable organizational and people outcomes.

Overall Profile Summary

This role requires a proactive and courageous HR leader who combines strategic perspective with hands-on delivery.

The right person will be:

- business-oriented;
- accountable;
- proactive;
- decisive;
- pragmatic;
- collaborative;
- results-driven;
- open and direct;
- enthusiastic;
- resilient;
- comfortable with ambiguity;
- willing to challenge constructively;
- able to turn transformation goals into practical, sustainable change.

If this opportunity sounds like the right next step for you, we'd love to hear from you.

Please send your CV to julia.czaplicka@symfonia.pl