



Laurent JANSSENS

Adaptative/fast-operational Programme  
Manager/Interim Manager transforming  
your activities to achieve sustainable results.  
Post crisis management

53 years old  
- Driving License  
- Braine-le-Château  
(1440) Belgium

✉ laurent@sustain-it.be



BUSINESS CONSULTANT, with strong experiences in multiple sectors, in different types of organizations .

MY CORE COMPETENCES could be grouped in 6 pillars:

- Programme/**Project**/Portfolio/PMO Management (incl. recovering failing projects and PM coaching)
- Transformation/Change Management
- IT Management, IT governance, CIO a.i./IT **executive**
- Process Improvement/Quality Assurance Management
- Risk Management/Audit/Security Policy Management
- Sustainability, **Corporate Governance**, System thinking/systemic modelling, strategic foresight, Lecturer/training/Facilitator and sociocracy facilitator.

This combination of competences makes a full-stack/Swiss knife Interim Manager, with more than 25 years experience, able also to manage a crisis or post-crisis events, bringing back serenity.

#### HOW CAN I HELP YOU?

Being your partner in solving your problems or implementing your strategy (related to organisation, processes, strategy , governance, compliancy, digitalisation, transformation and sustainability).

#### MY VALUES

Recover trust and serenity.  
 Congruent & authentic  
 Change hacker/by-nature coach  
 Building trust relationship and shared vision  
 Open-minded, clear vision, humanist, good listener, dutiful  
 Curious/holistic/360° minded  
 Team player  
 Opale-thinker  
 System thinker/systemic analytics  
 Inter-discipline believer  
 Sense mindset  
 Governance ambidexter  
 "Box" claustrophobia  
 Digital savvy  
 Post crisis manager/recovering failing projects

#### MY NEXT STEPS

Looking forwards to bring real added value in Advisory Boards or Boards of Directors in M/L Corporations.

Advocate sustainability (at any level including board level)

Be part of the next megatrend

Build the next step in your organization in PM maturity, through Project Management coaching

#### REFERENCES

I am pleased to provide plenty of references. But have already a look on my LinkedIn Profile (and the recommendations)

#### CONTACT INFORMATION

You can reach me at : + 32 479 50 69 37 or [Contacts@Sustain-it.Be](mailto:Contacts@Sustain-it.Be)

You can **download** this On-line CV in pdf version here below (right side)  
 Full version of my resume is on: [www.laurent-janssens.eu](http://www.laurent-janssens.eu) (updated on a regular way)

## Experiences

### Project Companion coach

The Project Inspirational Companion - Since September 2022



Set-up of joint venture; Establish service portfolio; Sell services; Provide coaching

### Portfolio, Program & Project Expert

ETNIC - Since May 2022 - Freelancer - Brussels - Belgium



Context: as part of a larger organizational maturity transformation programme, Portfolio, Program and Project Management (3PM) practices have to increase in maturity also

### Lecturer

Ichec Entreprise - Since March 2019 - Cooperative Education Work - Brussels - Belgium



- ▶ In charge of the masterclass on systemic/strategic risk management course (DRM course)
- ▶ In charge of the course "ESG risks", more particularly governance and societal/social themes

### Data Protection Officer (DPO)

European Trade Union Confederation - Since June 2023 - Consultant - Brussels - Belgium

As Data Protection Officer, I help ETUC to improve their privacy footprint

### Quality Systems & Reporting Interim Manager

Delhaize - November 2021 to May 2022 - Freelancer - Asse - Belgium



Context: replacement a.i. of the Quality Systems & Reporting team lead, with purpose to establish a roadmap to improve technical and organizational capabilities inside the Quality department

### Senior Project Manager

ORES - June 2021 to November 2021



- ▶ Context: Ores aimed to hire a swiss-knife Project Manager ad interim, able to adapt & take-over any kind of projects
- ▶ Projects in charge of:
  - ▶ BI reporting for public lighting
  - ▶ MIRO industrialisation (SAAS)
  - ▶ ATRIAS Monitoring & Alerting

### Project Manager Service Now Implementation

Ypto - March 2021 to May 2021 - Freelancer - Anderlecht - Belgium



- ▶ Context: to support the process-driven strategy, Service Now platform has been selected.

## Skills

### Languages

- ▶ English ★★★★★
- ▶ French ★★★★★
- ▶ Dutch ★★★★★

### Multi-Sector

- ▶ Banking & financial services ★★★★★
- ▶ Insurances ★★★★★
- ▶ Life sciences ★★★★★
- ▶ Utilities ★★★★★
- ▶ Healthcare Institutions ★★★★★
- ▶ Non Governmental Organizations ★★★★★
- ▶ Transport ★★★★★
- ▶ Construction/Real Estate ★★★★★
- ▶ Public sector ★★★★★
- ▶ Manufacturing ★★★★★
- ▶ Medical devices ★★★★★
- ▶ Audit office ★★★★★
- ▶ Retail ★★★★★
- ▶ Education ★★★★★
- ▶ Media ★★★★★

### Transformation

- ▶ Change Management ★★★★★
- ▶ System Thinking ★★★★★
- ▶ Prosci/ADKAR ★★★★★
- ▶ Facilitation ★★★★★
- ▶ Conscious change Leader methodology ★★★★★
- ▶ Digital Transformation ★★★★★
- ▶ Process Management ★★★★★
- ▶ Scaled Agile FrameWork (Safe) ★★★★★
- ▶ Collective Intelligence ★★★★★
- ▶ Sociocracy ★★★★★
- ▶ Training provider ★★★★★
- ▶ Lean ★★★★★
- ▶ Coaching/Mentoring ★★★★★

### Programme Management

- ▶ Portfolio Management ★★★★★
- ▶ Managing Successful Programme ★★★★★
- ▶ Programme Direction ★★★★★
- ▶ Roadmap design ★★★★★
- ▶ Coach in Project Management ★★★★★
- ▶ PMO set-up ★★★★★
- ▶ Recovering failing projects ★★★★★

- ▶ Project Manager to reset-up Service Now (core data) & coordination of ITSM process definition & Implementation

## Project Management coach/Process Owner



**Ypto - March 2020 to March 2021 - Freelancer - Anderlecht - Belgium**

- ▶ Context: Ypto aims to increase its maturity in Project Management in order to gain in predictability and improve trust with its partners and clients
- ▶ Coaching to Project Managers
- ▶ Process owner for "Project Initiating & Definition" process

## IT audit consultant



**RTBF - July 2020 to March 2021 - Freelancer - Brussels**

Perform a system audit on Human Resource Management process, required by Data Protection Officer (DPO)

## IT Audit Manager ai



**D'leteren - August 2019 to February 2020 - Freelancer - Brussels - Belgium**

- ▶ Context: in audit plan 2019, Internal Audit has to assess the risks re client Data
- ▶ Provide independent insight to Management & Board how to change towards a "Data-centric" organization and assess the digital transformation steps
- ▶ Perform the audit plan following D'leteren audit methodology

## CyberRisk Advisor



**ERGO - December 2019 to January 2020 - Freelancer - Brussels - Belgium**

- ▶ Context: an initiative is ongoing to improve the maturity level on cybersecurity, for ERGO BE & DKV.
- ▶ Establish at Policy level the Cybersecurity Policy, the threat model, the risk appetite statement and the governance

## IT Risk & Audit Director



**Crowe Be - January 2019 to October 2019 - Consultant - Brussels - Belgium**

- ▶ Context: head of IT Services
- ▶ Develop & maintain a portfolio of services
- ▶ In charge of P&L for IT services
- ▶ Perform Audit of IT organisations, IT systems, process maturity
- ▶ Sign off audit reports

## Audit Manager a.i.



**Sodexo BRS - January 2019 to September 2019 - Consultant - Bruxelles - Belgium**

- ▶ Context: Internal Audit Manager was on pregnancy leave
- ▶ Follow-up of Group audit action plans
- ▶ Identify business risks and validate control measures for any new project
- ▶ Establish updated DRP plan

- ▶ IT Project Management ★★★★★
- ▶ Project Management ★★★★★
- ▶ Service Management ★★★★★☆
- ▶ Agility ★★★★★☆
- ▶ Package/COTS implementation ★★★★★☆
- ▶ PMBOK ★★★★★☆
- ▶ Prince2 ★★★★★☆
- ▶ Green PM ★★★★★☆
- ▶ PM² ★★★★★
- ▶ Project Management Tools ★★★★★☆
- ▶ Scrum ★★★★★☆
- ▶ Capacity management ★★★★★☆
- ▶ Demand Management ★★★★★☆

## IT Management

- ▶ IT strategy ★★★★★☆
- ▶ IT governance ★★★★★
- ▶ Manage developments ★★★★★☆
- ▶ Manage infrastructure ★★★★★☆
- ▶ Manage service desk ★★★★★☆
- ▶ COBIT ★★★★★
- ▶ ITIL ★★★★★☆
- ▶ CMMI ★★★★★☆
- ▶ Enterprise architecture ★★★★★☆
- ▶ DRP implementation ★★★★★☆
- ▶ Information management ★★★★★☆
- ▶ Data Governance ★★★★★☆
- ▶ Migration Strategy ★★★★★☆
- ▶ Disruptive technologies ★★★★★☆
- ▶ Sourcing strategies ★★★★★☆
- ▶ Testing management ★★★★★☆
- ▶ Business Intelligence ★★★★★☆

## Risk Management

- ▶ Risk Management ★★★★★☆
- ▶ GDPR ★★★★★
- ▶ Audit ★★★★★
- ▶ Assessment ★★★★★☆
- ▶ Security management ★★★★★☆
- ▶ Compliance projects ★★★★★☆
- ▶ Strategic Risk Management ★★★★★☆
- ▶ Systemic Risk Management ★★★★★☆
- ▶ Quality assurance ★★★★★☆
- ▶ GAMP ★★★★★☆
- ▶ Sarbanes Oxley ★★★★★☆
- ▶ NIS ★★★★★☆
- ▶ Crisis Management ★★★★★☆
- ▶ ESG Risks ★★★★★☆

## Sustainability

- ▶ Sustainability in boards
- ▶ Sustainability transformation ★★★★★☆
- ▶ IT sustainability ★★★★★☆
- ▶ Green IT ★★★★★

## IT audit Manager (a.i)

D'Ieteren - August 2018 to February 2019 - Consultant - Brussels - Belgium



- ▶ Context: In its yearly audit plan, Internal Audit of D'Ieteren Auto has planned several assignments to audit the IT department and IT processes to provide reasonable assurance regarding the right processing of the margin.
- ▶ Manage the IT Audit assignments

## GDPR Senior consultant (Part-time)

Cochlear - July 2018 to April 2019 - Consultant - Mechelen - Belgium



- ▶ Context: following territoriality rules of GDPR, Cochlear BENELUX & CTV have to be compliant with the EU Global Data Protection Regulation
- ▶ Provide advisory on privacy programme

## GDPR Program Director/DPO a.i.

Croix Rouge de Belgique - November 2017 to September 2018 - Consultant - Namur - Belgium



- ▶ Context: CRB has to be compliant with the EU Global Data Protection Regulation as from May, 2018.
- ▶ Steer and manage the GDPR programme for CRB (Blood transfusion and Humanitarian Direction)
- ▶ Induce change for employees and volunteers through Prosci/Adkar on processes, systems, behaviors

## CIO a.i. (IT Director ad Interim)

Croix Rouge de Belgique - March 2017 to November 2017 - Freelancer - Namur - Belgium



- ▶ Context: The CRB faced serious IT outages during a long period, with complete loss and withdrawal of IT management team as consequence; I intervened as CIO a.i in a crisis mode.

On the other side, in its strategic plan, the CRB expects to take the hype of the digital transformation

- ▶ My role as CIO a.i was:
  - ▶ to gain back acceptable level of trust (inside IT team but all across the organisation)
  - ▶ to make the IT shop runs
  - ▶ to establish an improvement roadbook and start implementing it
  - ▶ Select the new CIO
- ▶ I was also busy with projects like:
  - ▶ GDPR
  - ▶ Digital transformation (aka learning solutions)
  - ▶ upgrade of windows infrastructure (DC, Exchange, WIFI)
  - ▶ Stabilisation of Sharepoint platform
  - ▶ Setting QlickView (BI) in place
  - ▶ Selecting strategic suppliers as partners
  - ▶ Implement practices and processes like Project Management, Portfolio management and service management

## Steam Programme Manager

M-team - November 2016 to February 2017 - Freelancer - Anderlecht - Belgium



- ▶ Context: MLOZ/m-team (Health Insurance provider) implemented the IDIT package (Sapiens) and was preparing its roll-out plan

- ▶ Circular economy ★★★★★
- ▶ Waste Management ★★★★★
- ▶ ESG risks ★★★★★
- ▶ Non Financial reporting ★★★★★

## Governance

- ▶ General Management ★★★★★
- ▶ Strategy ★★★★★
- ▶ Corporate governance ★★★★★
- ▶ Strategic foresight ★★★★★
- ▶ Scenario Management ★★★★★

## Sales and Marketing

- ▶ Bid offering/RFP answering ★★★★★
- ▶ Prospection ★★★★★
- ▶ Service Design ★★★★★
- ▶ Go-To-Market ★★★★★

## Interests

### Social

- ▶ Board Member of the Cognitive Knowledge Lab (CKL)/Be systemic, promoting a systemic approach of complex systems
- ▶ Professional alumni's: Cercle du Lac, CIO Club Wallonie-Bruxelles/Cercle du numérique, PMI, ISACA, Vlerick Alumni, Guberna Alumni, DPO Circle
- ▶ Advisory to management of social organizations on voluntarian basis, through Toolbox (La Clé, Donut Brussels, Le Grand Bois Commun)
- ▶ Board member of ZenAttitude : a team of Relay for Life in Braine-l'Alleud

### Sports

- ▶ Jogging
- ▶ Walking/trekking
- ▶ Yoga/Mindfulness
- ▶ Biking

### Going out

- ▶ To cook & discover fine wines with the cooking
- ▶ From time to time a good movy or theatre

### Literature

- ▶ Any type, with a small preference for thrillers and history novels
- ▶ Management books
- ▶ Cartoons
- ▶ Newspapers

- Align with business operational readiness activities
- Report to Steering Committee the weekly status
- Solve faced problems (technical but also at organizational level)
- Motivate teams in challenging environment
- Instill acceptable level of confidence across stakeholders
- Be an escalation point with issues with the vendor
- Steer different teams (BI, package implementation, template design, scanning, Infrastructure, release management, vendor) to stick within agreed-upon plan (circa 60 people)
- Coordinate integration with eCommerce frame
- Document the pre-mortem analysis

## Programme Manager "Tools, Process, Project" in transformation programme



### WorldLine - February 2016 to November 2016 - Freelancer - Brussels - Belgium

- The "Merchant Customer services" (CS) department faced several challenges. To solved them, the transformation programme "Butterfly" had for objectives to:
  - Reduce OPEX
  - Increase customer satisfaction
  - Increase employee pride
  - Perform cross/up-selling sales
- Coordinate the operational readiness activities inside CS for sales strategy (i.e., repricing, smartpay, etc...) or strategic programmes like VAT optin & Anti Money Laundering;
- Manage a portfolio of 15 concurrent digital transformation initiatives, from definition to implementation and deployment across CS organisation (incl. Selfcare solution, call center platform migration, outsourcing of supply chain element, operational readiness of CRM implementation, ...)
- Implement lean practices to remove 11 customer frustrations
- Be part of the priority board (aka rainbow) programme
- Provide reporting on the progress for the butterfly programme
- Be part of the CS management team
- Be people manager of 4 team members,

## Infrastructure service manager



### UCB - July 2014 to January 2016 - Freelancer - Braine-l'Alleud - Belgium

- Context: prior to implement the applicative solutions, it requires to design and prepare the infrastructure components
- Serves as point of contact for Application Owners regarding IT infrastructure work packages (for Technology Operations and Finance/SAP)
- Identify the infrastructure services to deliver as solution
- Establish the infrastructure budget as part of the project charter
- Coordinate, track and monitor the delivery of IT Infrastructure workpackages, performed by Bangalore colleagues
- Ensure the transition to operations teams goes smoothly
- Manage end-to-end IT infrastructure projects (Bomgar, MIR3)
- Act as transformation/improvement agent (including KPI, Configuration Management DB, service management role, transition)

## Asset Quality Review (AQR) Programme Manager



**ING - February 2014 to June 2014 - Freelancer -  
Bruxelles - Belgium**

- ▶ Context: ECB – in his new model of supervision of pan european banks as decided by EU in November 2013 – set-up the Asset Quality Review (AQR) framework as pre-requisites for stress tests (published in Oct 14)
- ▶ Coordinate the different tracks of the project (plan – monitor & control)
- ▶ Identify stakeholders and engage with them (other bank departments): in total about 350 employees were involved in the AQR
- ▶ Manage communication with different stakeholders
- ▶ Define the governance model (SteerCo) et provide weekly progress reports to SteerCo
- ▶ Establish the process to collect end-to-end the credit File review data to auditors mandated by BNB/ECB
- ▶ Manage issues/identify risks and mitigation plans
- ▶ Set-up dataroom (based on sharepoint) to share files with mandated auditors
- ▶ Coordinate developments to provide information to operational units (coversheet, T4a pre-filled)
- ▶ Manage cross-border data
- ▶ Organise Lessons Learned and consolidate them to present to SteerCo

## Risk Manager



**Delta Lloyd Bank - December 2013 to January  
2014 - Freelancer - Brussels - Belgium**

- ▶ Context: As financial institution, DLB has to report the state of its internal control to the Belgian National Bank, to be compliant with the Belgian Banking Law
- ▶ Organise the self-assessments of the Internal Control System to fill-in by department heads in the context of the Belgian Banking Law (Art 20)
- ▶ Challenge with these department heads the collected self-assessments (completeness, consistency, status of prior defined actions)
- ▶ Provide recommendations to the head of risk management regarding improvement suggestions for the complete process
- ▶ Summarise findings and analysis
- ▶ Present findings to senior management
- ▶ Elaborate Management Summary to be presented to the Audit Committee, Board and BNB

## Process Manager



**Ogone - May 2013 to November 2013 - Freelancer -  
Bruxelles - Belgium**

- ▶ Context: Ogone expected to professionalize its business processes and required to establish and deploy Incident/Service Request /Problem/Change Management processes
- ▶ Assess the As-Is situation regarding Incident/Problem/Change Management (based on ITIL framework) and present it to stakeholders
- ▶ Establish the roadmap of Incident/Problem/Change Management processes
- ▶ Develop the processes and its reference documents (flow, tool requirements, Roles & Responsibilities, Metric plan/KPI)
- ▶ Facilitate workshops to define these processes
- ▶ Pilot processes
- ▶ Perform behaviour change (based on ADKAR) to deploy the processes

- ▶ Prepare the training packages related on those processes and provide training to teams of customer care;
- ▶ Set-up governance of the roadmap of review processes
- ▶ Coach junior project coordinators of deployment/roll-out projects of Incident Management Tool (Efficacy) Act as expert on process management for other processes

## Program Manager a.i. (Utilities)

**Tecteo - August 2012 to March 2013 - Freelancer - Liège - Belgium**

- ▶ As Program Risk Manager of the project Héraclès (at Tectéo- Utilities), identify and monitor the risks, with mitigation action plan to track
- ▶ Act interim as crisis Manager/program manager to get programme back on track (SAP one in Utilities sector: PP, PM, IZU)
- ▶ Focus on blueprint and data migration

## Quality Assurance Manager Utilities/Process expert/PM Coach



**NRB - June 2011 to May 2013 - Freelancer - Herstal - Belgium**

- ▶ Context: NRB expected to increase its portfolio of customers and for this, required to professionalize some management practices in engineering and project management.

Main objectives: reduce bugs in production and improve predictability

- ▶ Define the Quality Assurance (QA) process with supporting tools
- ▶ Define deployment plan for Process Improvement initiatives;
- ▶ As Program Risk Manager of the project Héraclès (at Tectéo- Utilities), identify and monitor the risks, with mitigation action plan to track
- ▶ Being the project risk process owner for the whole organisation: defining the process, piloting it and deploying it
- ▶ Act interim crisis Management to get projects back on track (SAP one in Utilities sector)
- ▶ Set-up project reporting for the portfolio of projects of the practice Utilities
- ▶ Set-up QA reporting for the projects whereon QA activities are performed
- ▶ Set-up and deploy milestone review process
- ▶ Set-up and deploy lessons learned process
- ▶ Ensure improvements are identified and prioritised, by process owners Organise self-assessment surveys based on sharepoint
- ▶ Facilitate problem solving sessions
- ▶ Be the reviewer and validator of key project deliverables
- ▶ Provide coaching to project teams for any new improvement
- ▶ Based on QA assessments, provide insights on project compliancy towards defined methodology

## Cost Process Manager

**Euroclear - October 2010 to May 2011 - Freelancer - Bruxelles - Belgium**



- ▶ Context: due to the fail of the large programmes, the Board required an audit. Therein, it was stated that the Financial department had to be a challenger and to enforce its oversight role. My role was to propose this improvement plan on behalf of the head of Financial Reporting
- ▶ Establish a roadmap of initiatives for improvements (control environment, project monitoring and portfolio oversight)

- Coordinate the changes/transformation for the financial project reporting (direct expenses instead of ABC model)
- Perform gap analysis (AS-IS/To-Be) of end-to-end process for outsourcing
- Ensure compliance with Belgian Banking Law (CBFA Art 20)
- Provide advice on IT Governance issues (benefit management, portfolio management).
- Establish a measurement plan to assess portfolio oversight
- Write Lean Standard Operating Procedures (SOP) for team

## Practice Leader "IT Governance"



**ALTRAN - December 2004 to February 2011 -**

**Consultant - Bruxelles - Belgium**

- Context: Altran aimed to develop a portfolio of services, wherein IT governance was one of the premium offerings. This required team up competencies in this area
- Establish the vision regarding IT governance
- Develop and implement the IT governance practice plan, agreed with CEO and senior consultants
- Develop the service offerings related to "IT Governance" (alignment, outsourcing strategy, compliancy/IT risk management, value management)
- Participate in events (Isaca round table) as speaker
- Facilitate workshops with customers/prospects in pre-sales;
- Respond to bids, pre-sales activities
- Provide training on COBIT and Audit approach
- Increase competences in IT governance (for consultants and business managers)

## Senior Quality Assurance Consultant/Coach PM



**Euroclear - April 2009 to September 2010 - Consultant -**

**Brussels - Belgium**

- Perform Quality Assurance assessments for strategic programmes and Legacy projects (packages, infrastructure, business applications, etc);
- Report results to Programme managers and Programme Sponsorship Committees;
- Collect Lessons Learned as input for process improvement programme;
- Review Statements of Work for outsourced (offshored) projects ;
- Set-up and deploy the Quality Management System
- Work in close collaboration with Risk Management and Audit, to get aligned with findings and recommendations

## COBIT expert



**Euroclear - April 2009 to March 2010 - Consultant -**

**Bruxelles - Belgium**

- Context: Euroclear had to be compliant with Belgian Banking law (Art. 20)
- Provide training on COBIT
- Perform gap analysis between COBIT control objectives and organisation practices, through workshops and interviews
- Assess current maturity level
- Define key control objectives
- Participate in CMMi implementation, to leverage the two initiatives
- Own the COBIT implementation plan



## Business Programme Manager

Euroclear - November 2008 to April 2009 - Consultant -  
Bruxelles - Belgium



- ▶ Context: Make sure 1,500 clients world-wide (major Financial Institutions) are ready to deploy strategic Programmes (CCI)
- ▶ Plan and coordinate cross-activities for major business teams (marketing, legal, Customer services, ...) to ensure client readiness
- ▶ Coordinate between involved departments readiness activities for major milestones
- ▶ Identify issues and resolve them, tracking until closure, with appropriate governance

## Governance advisor and IT management coach



VPK Packaging - December 2007 to December 2008 - Consultant - Aalst - Belgium

- ▶ Context: VPK Packaging group expected to double its turnover by 200% in the coming years (green field/M&A)
- How will the IT organization be ready to support this consequent growth? Has the IT to be central or decentral?
- ▶ Perform As-is analysis based on COBIT, P Weill framework
  - ▶ Facilitate workshops to identify which appropriate governance bodies are needed
  - ▶ Describe the governance processes
  - ▶ Develop the RACI and Terms of Reference for major actors
  - ▶ Coach IT managers for all IT management processes (reporting, configuration mgt, communication with stakeholders, etc)

## Portfolio Manager/PMO responsible



Delta Lloyd Life - March 2008 to September 2008 - Consultant - Bruxelles - Belgium

- ▶ Context: Due to the M&A with Swiss Life Belgium, IT manager had to free up her time for preparing a smooth integration
- ▶ As owner of the Project Management Methodology, propose and implement improvements and deploy them
- ▶ Participation in task forces for Integration of projects after acquisition (SLB)
- ▶ Consolidate states of projects and present findings to the Corporate steering chaired by Executives
- ▶ Provide coaching to Project leaders and application managers (estimation process)
- ▶ Review and final checkpoint of business cases
- ▶ Set-up the SEPA initiative

## Senior Quality Assurance Consultant/Coach PM



Euroclear - January 2007 to March 2008 - Consultant -  
Brussels - Belgium

- ▶ Perform Quality Assurance assessments for strategic programmes and Legacy projects (packages, infrastructure, business applications, etc);
- ▶ Report results to Programme managers and Programme Sponsorship Committees;
- ▶ Collect Lessons Learned as input for process improvement programme;

## Sarbanes-Oxley (SoX) Project Manager

AXA - January 2006 to December 2006 - Consultant -  
Bruxelles - Belgium



- ▶ Context: AXA was quoted to the NY Stock Exchange and as such, had to be compliant with SoX act (S 404).

This regulation had a strong impact on the IT department, through the compliancy of IT General Controls and IT Entity level Controls as part of the Management practices

- ▶ Establish SOX Key Controls, linked to the stage to be applied the latest in the Project Life cycle
- ▶ Define SOX Test Strategy
- ▶ Establish and maintain SOX documentation (SOX control objectives)
- ▶ Train the SOX auditors (members of QA team) to the SOX tests to perform
- ▶ Consolidate reports for IT Executives & Axa SOX Programme Manager,  
  
Track deficiencies, till closure
- ▶ Act as single point of contact with external auditors
- ▶ Make complete IT department aware of SOX impact and Key Controls.
- ▶ Integrate the SOX controls in IT management processes (CMMI & Project Management)

## Quality manager for Architecture department

AXA - September 2005 to December 2005 - Consultant -  
Brussels - Belgium



- ▶ Context: each IT department had an assigned quality manager to implement CMMi model
- ▶ Plan and organise the activities of the Quality Assurance coordinators
- ▶ Provide support and coaching for architecture teams with regard to process improvement (integration with Togaf framework)
- ▶ Act on behalf of the IT department Quality Manager and participate on the QA staff meeting

## CMMI/QA Auditors Coach

AXA - February 2005 to August 2005 - Consultant -  
Bruxelles - Belgium



- ▶ Context: AXA expected to get Level 2 of CMMI by applying the practices of the level 2 process areas (including Product & Process Quality Assurance)
- ▶ Following CMMi framework, organise quality audit assessments (gathering information, kick off, field work, reporting, closure)
- ▶ Coach junior internal auditors to improve their QA audit skills to be compliant with PPQA process area
- ▶ Deploy Process & Product Quality Assurance Process (PPQA)
- ▶ Review process and practices, defined by the process engineers
- ▶ Ensure process and practices are applied in projects and portfolio of applications
- ▶ Report structural issues and recommendations to IT department Managers
- ▶ Act as Quality coordinator for BI/DWH and Financial projects/portfolio of applications

## Group IT Director

SOFICOM (Eiffage) - August 2001 to October  
2004 - Full-time - Brussels - Belgium



- ▶ Context: Soficom aimed to create a "shared service" for IT from scratch

- Ensure IT alignment between holding and subsidiaries
- Negotiate ICT decisions in front of holding's Executive Committee
- Define ICT strategy on the level of the holding and deploy it
- Define ICT policies
- Manage ICT resources :  
Steer development and deployment of home-made applications and IT infrastructure
- Final IT decision maker for acquiring a package and deploying solutions
- Act as architect
- "Technology wake-up"

## Security Policy Programme Manager



**Banksys (Now Wordline) - October 2000 to July 2001 - Full-time - Brussels - Belgium**

- Context: Banksys, as leader of the Secured Electronic Fund Transfers aimed to ensure all employees applied secured practices in their daily activities
- Put in place a local security organisation following ISO TR 154xx (Security Charter)
- Development of a working methodology (security charter and Project plan);
- Writing the corporate IS Security Policies (based on BS 7799 and ISF) and obtaining approval of the Executive Management;
- Deployment: awareness, discussion with the labour unions, start-up of IT projects impacted by the policies, etc
- Participation in the CrossPm workgroup (Project Management Initiative compliant with PMI) to add the security impacts on projects;
- Representative on the technical committee for standardisation JTC1/SC27/WG1 (see IBN)

## Audit Manager



**Banksys - January 2000 to October 2000 - Full-time - Brussels - Belgium**

- Context: Banksys - as a subsidiary of a consortium of Financial Institutions had to have an independant audit
- Establish and obtain commitment on the Audit charter;
- Manage team (2 direct reports)
- Establish the yearly audit plan with heads of departments based on risk assessment
- Coordinate the audit work of auditors
- Perform audit assignments (financial, operational, IT, security)
- Organise follow-ups of agreed recommendations
- Report to the Audit Committee and to the CEO

## Year 2000 Programme Manager



**Banksys - September 1999 to December 1999 - Full-time - Brussels - Belgium**

- Context: The Y2K migration was nearly finalised but how the Y2K should be organised was late in scope of the projets
- Project Plan development and kick-off meeting to obtain commitment (and involvement) on the approach
- Plan the transition activities: dry run, fall-back scenarios, cross-team coordination
- Develop an integrated corporate test plan (coordination between the different departments);
- Crisis centre creation

- Coordination between the communication plans
- Establish "What if ..." scenarios
- Active participation to the strategic plans relative of the Y2K;
- Y2K steering Committee member;
- Organise dry runs with senior managers of main impacted departments;
- Participation to the Y2K workgroup of ABB and the Belgian banks;

## Education

### System thinking

#### Be Systemic

Since May 2020

Blended course on system thinking and system dynamics, with practical cases, modelling

### Director Climate Journey

#### Chapter Zero

September 2022 to December 2022

This is the chapter zero Brussels flagship climate training & networking program for directors and full boards. It includes 8 workshops and a site visit professionally facilitated and supported by recognized experts and thought leaders.

### Certified Board Effectiveness

#### Guberna

September 2019 to March 2020

Guberna is the professional organization for independent Board members and provide formations for Director & Board Effectiveness.

### Certified Board Director

#### Guberna

February 2019 to March 2019

Guberna is the professional organization for independent Board members and provide formations for Director Effectiveness

### Prosci certification

#### Nexum

January 2018 to February 2018

Certification preparation based on ADKAR & Prosci Approach (change management)

### Intelligence Collective et Gouvernance Participative

#### Guy Veny

January 2018 to February 2018

Introduction à la sociocratie

### Change Leader Roadmap

#### Dean Anderson

2016

### Change Management

#### Bayard

2016

## Computer Validation System

2015

## Financial Management for non financial managers

**Vlerick**

Since 2012

## Managing Successful Programme

2006

Certification

## LeanIT

2013

Certification

## Mastering Interim Management

**Vlerick**

September 2012 to March 2013

## Green IT

**BCS**

2012

## ITIL V3

2009

## Prince2

2005

Certification

## Master Computer Audit

**UAMS (Antwerpen)**

October 1997 to June 1999

- ▶ Preparation to the CISA
- ▶ review of the main COBIT processes

## Mechanical Engineer (Ir)

**Faculté Polytechnique de Mons**

September 1989 to September 1994

5 year as civil engineer (Ir), with focus on mechanical engineering and automatisisation.

End testimonials based on calculation of flexible bodies

