



That's me

Experienced IT manager and pragmatic methodologist. Flexible working processes and open leadership culture at clear conditions enable my teams to successfully collaborate with the customers in very short time. I am PMP and SPC certified and experienced in SCRUM and KANBAN. Nevertheless, ITIL knowledge is an essential part of my professional work.

Professional career

Since 01/2017

Freelancing Agile Coach and Program Manager

- Project Management and agile Roles
- Agile Change Management
- Innovation Facilitation
- Expert for scaled agile methods: SAFe, LeSS, Spotify Framework
- Coaching & Training

05/2010 – 12/2016

HeidelbergCement AG, Heidelberg

Head of PMO BI

Since 08/2012: Head of PMO BI and deputy department manager (~25 employees)

- Establishing and constitution of the PMO
- Supervisor of 2 employees
- Definition of the group PM guidelines (based on PMI)
- Project Audits
- Program management international rollouts
- Introduction of SCRUM for projects and KANBAN at our DevOps team
- Scrum Master & Agile Coach
- Directing IT projects with more than 10.000 man days an up to 10 Million Euro budget

05/2010 – 07/2012: Project Manager

- Development of a global SAP BI reporting template
- Setup the BI department and constitution of service processes with ITIL
- Introduction of project management standards - this was the origin of the PMO

10/2013 – 10/2014

HAW Ludwigshafen, Ludwigshafen

Associate Professor

- Doing lectures for *strategic project controlling*
- Preparation and correction of exams
- Grading of students

09/2002 – 04/2010

BearingPoint / KPMG, Berlin

Manager

01/2009 – 04/2010: Manager

- Supervisor of 2 employees
- Managing consulting projects
- Consulting at initiation of projects
- Leading the *BI Core Team* (BI Competence Team at BearingPoint)

09/2002 – 12/2009: Senior Consultant

- Consultant SAP BI & KPI Systems
- SAP ERP Know How
- International Rollouts (Italy, Spain, Turkey)
- Data Warehouse architecture
- Implementation of SAP BI solutions

08/2000 – 08/2002

Thales IS / Syseca, Berlin

Consultant

- Implementation of application within geographical information systems (GIS)
- Database development (SQL)

02/2000 – 07/2000

Syseca, Berlin

Intern

- Database administration
- Programming with Visual Basic

Skills

Languages

- German – Mother tongue
- English – Business fluent
- Spanish – Basics

Certifications

- SAFe Program Consultant (SPC)
- Project Management Professional (PMP)
- Professional Scrum Master (PSM I)

Methods

- Project Management
- Agile Methods – SCRUM, KANBAN
- ITIL
- Continuous Integration

Technology

- SAP BI – Core competency
- SAP ERP – Wide process Know How
- MS Office, incl. Project & SharePoint
- HP Quality Center
- JIRA
- Confluence

Education & military duty

03/1997 – 05/2001

HAW Hamburg

Study of Geomatics

- Surveying
- Geographical information systems
- Information Technology

01/1997 – 02/1997

Amt für Strom- und Hafenbau (today Hamburg Port Authority)

Intern

- Analyzing of surveying data
- Development of CAD Applications
- Surveying of port facilities

05/1995 – 12/1996

Military duty

- Driving service
- Chauffeur of the battalion commander
- Prolongation of duty to close the time gap to the start of my studies

08/1982 – 04/1995

Basic school and academic high school, Hamburg

Higher education entrance qualification

Project list

since 04/2019

GEFA Bank, Wuppertal / Paris

- Initiating the Agile Transition in whole Organization (700 Employees)
- Consulting of CEO and Board on Strategy
- Coaching of PMO Team to transfer to agile management and KPIs
- Holistic coaching: coaching of managements to individual teams during the transition phase:
 1. Coaching of managements how to lead agile teams
 2. Coaching & enabling of teams to apply agile values and principles in their daily work
 3. Setting up a scaled framework to establish agile working methods cross-teams

11/2018 – 04/2019

Vodafone, Düsseldorf

Agile Coach Tribe Level

- Status Quo evaluation of Squads and Tribes with the Trafo Model
- Coaching of Scrum Masters, Product Owners and Squads based on the evaluation
- Consulting of the Organization to apply the Agile Spotify Model to 900 People
- Optimization of the E2E Delivery Process

10/2018 – 12/2018

Leading producer of electrical connectors, area of Minden

Training of Agile Coaches on the Job

- KPI 1: Reduction of Time-to-Market to < 12 Months
- KPI 2: Reduction of pre-analysis time (Risk evaluation, feasibility analysis, etc.) to < 3 Months
- Promote agile mindset
- Gain flexibility
- Responsibility of the Team: solution finding based on self-organisation of Teams
- Rollout of experiences of pilot Teams, promote Agile Project Management
- Training of internal Agile Coaches and clarification of Project Manager Role in agile Projects
- Refute the reservations of employees and executives
- Setup of conditions to promote agile Frameworks
- Development of an agile Team and Project Culture

10/2017 – 06/2018

ING DiBa, Frankfurt

Agile Coach & Change Consultant

- Transformation of whole organisation (business and IT) to agile according to the Spotify Model
- Coaching of 12 teams (~100 employees)
- Holistic coaching: coaching of managements to individual teams during the transition phase:
 4. Coaching of managements how to lead agile teams
 5. Coaching & enabling of teams to apply agile values and principles in their daily work
 6. Setting up a scaled framework to establish agile working methods cross-teams
 7. Integration to the overall transition and global initiatives

since 01/2017

Daimler AG, Stuttgart
Agile Coach

- Project delivered a SAP Fiori solution for procurement for all Business Units
- Scaled and distributes teams with on- and offshore software development
- Preparation of the global rollout
- Scaled project with 80+ Team members, Adaption of LeSS for the individual scaled setup
- Offshore development partner in India was integrated to the agile processes
- Agile Coach for 3 teams within the project of ten teams
- Coaching of Product Owner, Scrum Master, teams and management
- Consulting and coaching at setting up the scales agile organisation
- Transition- und Change-Management as well strategic development of the teams

2014 - 2016

HeidelbergCement AG, Heidelberg
Aggregates Integrated Management
Program Manager

- Management of a cross functional team (SAP R/3, SAP BI, Mobile, Infrastructure) from several departments
- Development of a mobile solution (Android, iOS) to collect data in a rough environment (quarries)
- Integration to ERP (SAP) and 3rd party tools
- Establishing of the necessary infrastructure (site readiness) and support organization (no mobile applications used at HC up to now)

2014

HeidelbergCement AG, Heidelberg
agile@BI
Project Manager
~4 Months

- Transformation of the BI support organization to KANBAN
- Introduction of new processes and rules
- Coaching of employees
- Definition of KPIs to measure success of the new processes

2013 - 2016

HeidelbergCement AG, Heidelberg
IT Masterplan
Program Manager

- Rollout of the SAP & BI solution to 20+ countries
- Completed countries:
 - Poland 01/2013 to 10/2014
 - India 04/2013 to 08/2014
- Currently running
 - Germany since 03/2014
 - Belgium since 05/2014
 - Netherlands since 05/2014
 - Malaysia since 11/2015
- Establishing the project team (~15 Employees)
- Introduction of SCRUM method to HeidelbergCement; 2 years as active Scrum Master, since 2015 as agile Program Manager
- Setting up of cross-country requirements and delivery processes

2012 – 2013

HeidelbergCement AG, Heidelberg
GIT BI Delivery Framework
Projekt Manager
~6 Monate

- Introduction and establishment of Project Management processes based on PMI
- Creation of appropriate tools & templates to support project managers
- Training of employees
- Conception of project audits and KPI system

2012 – 2013

HeidelbergCement AG, Heidelberg
GIT BI Delivery Framework
Project Manager
~6 Months

- Creation and introduction of a PMI based project management methodology
- Preparation of PM tools & templates
- Training and coaching of project managers
- Definition of project KPIs
- Introduction of project audits

2010 – 2012

HeidelbergCement AG, United Kingdom Solid Rock

Project Manager
~26 Months

- Establishing a reporting template across all relevant R/3 processes
- Introduction of support processes according to ITIL
- Setup the support organization
- Establishing a local Key User organization

2010

Jaguar Landrover, United Kingdom Reporting at JL

Analyst
~3 Months

- Analysis of the existing reporting system landscape touching all business lines
- Conception of an architecture for a harmonized reporting
- Preparation of the implementation project

2009 – 2010

Airport Düsseldorf, Düsseldorf Reporting & Planning

Project Manager
~6 Months

- Review of the existing planning and reporting solution
- Architectural conception of the to-be solution
- Supporting the tool selection process

2008 – 2009

EON, Potsdam Migration

Quality Assurance
~12 Months

- Quality assurance for a BI system migration
- Review and optimization of the migration concept for the IS-U BI
- Ensuring:
 - Availability of historical data
 - Minimized down time
 - Independency to the transactional system migration

2008

EON, Düsseldorf Conception

Analyst
~3 Months

- Harmonization of 2 SAP BI Systems with redundant data
- Different release of the systems

2008

Media-Saturn, Ingolstadt Reporting

Project Manager
~9 Months

- Conception and realization of a full scope reporting set to manage and control an import business company
- Combined information analysis of independent and different processes caused high mapping effort

2006 – 2008

Bosch Rexroth, Stuttgart Rainbow

Template Coordinator SAP BI
~18 Months

- Interims Management
- Coordination of developments of the global SAP BI template (FI, CO, CS, MM und PP)
- Negotiation with the business stakeholders and management of BI analysts across the world (Europe, America and Asia-Pacific)
- Managing of several smaller projects to improve the global template solution of Bosch Rexroth

2006 – 2007

Bosch Rexroth, Italy, Spain, Turkey SAP Rollout

Analyst
~18 Months

- Leading the stream Reporting within the SAP Rollouts
- Mainly supply chain management related topics
- Rollouts to
 - Italy 03/2006 – 01/2007
 - Spain 11/2006 – 06/2007
 - Turkey 07/2007 – 10/2007

2003 – 2006

Deutsche Post, Bonn

Several projects

Analyst

~ 4 Years

- Introduction of SAPBI to the real estate service provider of Deutsche Post
- Transformation of the chart of accounts from HGB to US-GAAP
- Adjustment of the reporting toolset due to a merger of 2 legal entities and business models
- Web application to connect BI reports with the eArchiv and external access to the reporting

2005

Telekom, Bonn

Concept

Analyst

~3 Months

- Development of a reporting strategy for harmonized real estate controlling
- Creation of the business blueprint
- Initiation of the project

2003 – 2005

City of Cologne, Cologne

Programming

Developer

~6 Months

- Support and improvement of an R/3 ABAP application for the automated processing of measurements
- Calculation of CO2 emission

2000 – 2002

LMBV, Berlin

Several projects

Analyst

~ 2 Years

- Development of interfaces for several sources to the GIS Geomedia with VBA
- Bi-directional interface SAP R/3 – Geomedia
- Programming a solution for geographical analysis
- External GIS-Support for the LMBV