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PMO Expert

Executive Summary

I am a charismatic leader with 20 years of experience in Strategic Project, Program & Portfolio Management and setting up PMO's in international fast paced environments. I have a successful track record of transformation projects (post-merger integration) and technology projects (ERP, infrastructure, system integration). I am a team player, always giving the extra mile to achieve objectives and results, extremely passionate about driving organizations towards excellence, bringing shareholder value and enterprise effectiveness through promoting change and improving processes.

Key skills

Leadership & Management

- Natural leadership, empathy with key players at all levels, strong team-building & motivation skills
- Flexibility, adaptability & effective performance within deep changing and fast-paced environments
- Matrix management of cross-functional teams in an international environment to maximize results
- Convincing presentation of ideas & facts to gain commitment, support and influence decisions outcome
- Team player promoting participation, co-operation and information sharing across organizational boundaries
- Procurement & Sourcing (Suppliers Selection & Management, Contracting & Negotiation)
- Knowledge Management & e-learning (Trainings, Conferences and Lectures for 600+ participants)
- P&L responsibility (\$5M+ budgets)
- Business Process Improvement (Lean Six Sigma Green Belt)

Project Management

- Expert in PMO Setup, PMO Management, Governance Definition & Deployment
- Expert in Project (PMBOK® & Prince2®), Program (PMI® & MSP®) and Portfolio (PMI® & MoP®) Management
- Expert in Organizational Project Management Maturity (OPM3®) & Strategic Alignment
- Expert in Communication Management & Stakeholder Management
- Expert in Risk Management & Change Management

Technical Skills

- Expert-level proficiency in the full Microsoft Office productivity suite
- ERP, CRM and Incident Management tools (Prism, Resolve, Siebel, Oracle, SAP)
- Command & Control Systems (C4ISR, NOC/SOC, BMS)
- Web Development (HTML, XHTML, VRML, JavaScript, PHP, Perl, CSS, XML, RSS)
- Service Oriented Architecture (SOA), Enterprise Architecture Integration (EAI), Enterprise Service Bus (ESB)
- Network Infrastructure (TCP/IP, SDH, MPLS, Routing) & Databases (MySQL, PG/SQL, Oracle)
- Software Development Lifecycles (Agile, Waterfall)
- IT Service Management (ITIL® V2 & V3)

Languages

- French (mother tongue)
- English (fluent)
- German (fluent)
- Polish (basics)

Professional Experience

Director of Corporate PMO – Transguard Group

Dubai (UAE) – Since 2014

Transguard Group is the leading security services provider in the MENA region, with four core businesses: Facilities Management; Cash Services; Projects; and Manpower and Outsourcing Solutions. I am responsible for the Project, Program & Portfolio Capabilities within the Group.

Key Achievements

- Transformed the PMO from an IT Delivery PMO to a successful Enterprise PMO
- Increased the Project Management best practices adoption throughout the group
- Implemented Risk Management and Change Management
- Established an internal training and certification program

PMO Framework Consultant – ENEC

Abu Dhabi (UAE) – 2014

Emirates Nuclear Energy Corporation (ENEC) is the UAE government body that builds a four core nuclear power plant with a target of delivering electricity to the UAE grid in 2017. As part of their Operational Readiness Program, I was responsible for setting up the PMO Framework (methodology, governance, tools and templates).

Key Achievements

- Refined the PM Methodology, deploying a repository of new templates
- Mentored and coached key personnel to use PMO assets to improve their PM capability
- Optimized the Project Change Control process to ensure a more controlled project environment

Head of PMO – Emiraje Systems

Abu Dhabi (UAE) – 2011 to 2014

Emiraje is a Joint Venture from EADS established to bring the most advanced Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) solutions to MENA. I was responsible for Project & Program Management governance, methodology and framework on a \$550M contract; providing Project Managers with tools and shared resources (Risk Managers, Project Controllers; etc.) to manage their activities.

Key Achievements

- Designed & Deployed the PMO process framework (more than 100 process assets) and trained the staff to use them
- Mentored and coached personnel to sit the PMP® exam (30 trainees, 100% success rate)
- Enabled a culture switch to win buy-in from senior stakeholders hostile to a matrix organization
- Established the Project Controls and Financial Controls functions for the company and the program
- Established the Risk Management function and Managed the Risks for the program (\$67M contingencies)

Senior Manager, Standards & Sourcing – Abu Dhabi Airports

Abu Dhabi (UAE) – 2010 to 2011

ADAC is the largest airport operator in the UAE, operating five airports and spanning across all aviation-related activities. I was responsible for driving the technology standardization program; setting up the procurement framework, managing the procurement processes and administering the sourcing agreements for IT.

Key Achievements

- Created & Documented technology standards for all IT building blocks (IP telephony, networking, systems)
- Created & Documented processes for Sourcing, Procurement and Resource Management
- Designed & Deployed the IT Reporting Dashboard for the CEO (templates & processes)
- Drastically reduced the number of pending procurement requests for IT and the time to complete the open requests
- Achieved significant cost reduction through better suppliers relationship management
- Voted "Team member of the Year" by peers for 2010
- Appointed "Green Office Champion" representing IT in the Corporate & Social Responsibility committees
- Appointed Subject Matter Expert on the PMO Steering Committee

PMO Director – AMER Group

Cairo (Egypt) – 2009 to 2010

AMER Group is the Egyptian leader in hospitality. I was responsible for the setup of the PMO for three resorts (Porto Marina, Porto Sokhna and Golf Porto Marina), for formulating and executing the transformation strategy of the organization.

Key Achievements

- Designed & Deployed the Inventory Management System, and the Delivery & Operations Process Framework
- Designed & Deployed a full scale Online Marketing Strategy (Website and Social Networking linked to our back office)
- Managed the Strategic Projects Portfolio (ERP deployment, Fire Control Center, organizational transformation)
- Designed & Deployed a global standardized KPI reporting process and templates
- Mentored other Senior Managers on the use of Project Management best practices
- Formulated a successful strategy and delivered to the board of directors

Head of PMO – Universal Studios Dubailand

Dubai (UAE) – 2008 to 2009

Universal Studios Dubailand is a Joint Venture with Dubai Holding to build the biggest theme park in the Middle East. I was responsible for the setup of the PMO and for the delivery of PMO services: Project, Program & Portfolio Management (Governance, Methodology and Framework); Change Management; Risk Management; Knowledge Management and Software Development.

Key Achievements

- Defined the IT Strategy and conducted interviews with all Head of Departments to identify their needs for IT services, targeting ISO20000 and ISO27001 certifications
- Built the IT Project Portfolio (107 Projects, 11'000 man days of Project Management effort)
- Recruited a team of professionals (9 hires in 3 months)
- Initiated a Project, Program & Portfolio Management Center of Excellence across all Dubai Holding entities
- Member of the Dubailand Business Excellence Council applying the EFQM model for Quality Management

PMO Director – Interoute

Prague (Czech Republic) – 2007 to 2008

Interoute is a key ISP operating 56,000 km of fiber spanning 22 countries, 93 major cities, and supported by 6 Data Centers. I was promoted to setup and head the PMO and define its framework, aligned with PMBOK®.

Key Achievements

- Managed 8 post-M&A Integration, ERP upgrade (Oracle 11i) and CRM upgrade (Siebel 7.8) programs
- Recruited and developed a team of certified Program Management professionals
- Selected & Deployed an Enterprise Project Management solution (Daptiv)
- Developed a Training Plan and mentored Senior Managers through their PMP® certification
- Played an instrumental role in recovering troubled projects and led culture switch through advocacy of best practices

Senior Manager, Service Management – Interoute

Prague (Czech Republic) – 2006 to 2007

Interoute is a key ISP operating 56,000 km of fiber spanning 22 countries, 93 major cities, and supported by 6 Data Centers. I was promoted to head the Service Management function of Interoute, responsible for SLA management of Top Tier customers (50M€+ annual revenue portfolio) and 2nd line Management Escalation.

Key Achievements

- Managed 25 staff across Europe (remote and local, direct and matrix)
- Defined & Deployed a Standardized Service Management Process across 17 countries
- Enabled the measurement of Customer Satisfaction and reached the target set by the board of directors
- Chaired the Service Management Review Committee managing the Top Tier customers list
- Senior member of the Change Control Board

Customer Service Manager – Interoute

Geneva (Switzerland) – 2006

Interoute is a key ISP operating 56,000 km of fiber spanning 22 countries, 93 major cities, and supported by 6 Data Centers. I was promoted to manage the Customer Services of all Switzerland key accounts (2M€+ annual revenue portfolio), responsible for the project management of strategic customer service implementations (hosting, collocation and managed services).

Key Achievements

- Restored trust and confidence with key customers through adequate Communication Management Plans
- Project Managed the first Managed Security project for a large banking customer (under BASEL2 constraints)
- Project Managed a large disaster recovery project for an international banking customer (under BASEL2 constraints)
- Project Managed a large collocation project for an international manufacturing customer
- Contributed to the proposal that win a large international MPLS network implementation (12M€)

Senior Project Manager – Interoute

Geneva (Switzerland) – 2005

Interoute is a key ISP operating 56,000 km of fiber spanning 22 countries, 93 major cities, and supported by 6 Data Centers. I joined PSINet Europe before their acquisition with Interoute, and responsible for Project Management of International customer services implementations, resource planning & third parties management, and Deputy Facility Manager for the Tier IV Data Center.

Key Achievements

- Documented all Data Center policies and procedures and standardized all Project Management and Customer Operations processes prior to the M&A integration
- Project Managed a complex VPN Project between Europe and South America

Senior Consultant – Brainware

Strasbourg (France) – 2003 to 2005

Brainware is a Consulting Firm helping companies to achieve their IT vision by developing and implementing new service solutions ranging from technological audits to the recovery of troubled projects. Founding partner of the company, I was responsible for the P&L and for the Strategy definition.

Key Achievements

- Project Managed a data center migration project (500km distance) without service interruption
- Organized and participated to several conferences on Social Networking and Web 2.0
- Appointed *intuitu personae* Consultant for the Chamber of Commerce & Industry
- Sold the business to a partner company and Project Managed the Integration

R&D Engineer – COLT Telecommunications

Zürich (Switzerland) – 2000 to 2003

COLT is an ISP operating 25,000 km of fiber spanning 13 countries, 34 major cities, and supported by 18 Data Centers. I joined their start-up R&D Division to build their next generation IP Managed Services platform, responsible for software development and user experience.

Key Achievements

- Project Managed and developed the “IPortal” web application for customers, resellers and partners
- Designed and Developed its User Interface, enabling all users to take full advantage of the features of the application
- Wrote Technical & User Documentations (French, English & German) and trained 270 staff to use the application

Project Manager – Morpheus

Strasbourg (France) – 1997 to 2000

Morpheus was one of the first Web Agencies in France, developing websites and e-commerce applications. Founding partner of the company, I was responsible for the P&L and for the Strategy definition, and development and project management of web applications.

Key Achievements

- Designed, developed and brought online more than 100 web applications (with budgets up to 1M€)
- Taught web development at the Strasbourg Design School (MJM) and business computing at the Strasbourg Graduate School of Management (IECS)
- Identified a radical change in Strategy (subcontracting for bigger companies) and established a stable relationship with this new customer base to sustain the business in a challenging environment

Previous Experiences

Logistics Manager – Leroy-Merlin (Strasbourg, France) – 1996 to 1997

Sales Manager – GeHol (Strasbourg, France) – 1995 to 1996

Pre-Sales Engineer – SBEI France (Strasbourg, France) – 1993 to 1994

Computer Sales Engineer – UCA Rond-Point (Strasbourg, France) – 1992 to 1993

Education, Professional Certifications & Trainings

Sc. in Management, Marketing & International Business

2005, Graduate School of Management of Strasbourg (Strasbourg, France)

Graduation (Mathematics & Physics)

1992, Lycée Louis Pasteur (Strasbourg, France)

Professional Certifications

Six Sigma Green Belt – 2015

ITIL® V3 Foundation – 2010

PMP® – 2007

Conferences & Speaking Opportunities

Dubai International Project Management Forum (Member of the Scientific Committee) – 2015, Dubai, UAE

PMI Afterworks (Program Chair) – 2014, Dubai, UAE

Business Transformation Summit 2014 (Chair & Keynote Speaker: “*Change Ambassadors*”) – 2014, Dubai, UAE

PMI Oman PMO Symposium 2014 (Keynote Speaker: “*Features of High Performing PMOs*”) – 2014, Muscat, Oman

PMI PMO Symposium 2013 (PMO of the Year Award Judge) – 2013, San Diego, USA

PMI PMO Symposium 2012 (Program Chair) – 2012, Las Vegas, USA

PMI PMO Symposium 2011 (Program Chair) – 2011, Orlando, USA

PMI PMO Symposium 2010 (Panel Host) – 2010, Dallas, USA

Project Risk Management Forum (Speaker: “*Stakeholders Risk Profiling*”) – 2008, Prague, Czech Republic

Trainings & Seminars

Program Management & Benefits Realization – 2012, PMI Seminars World (Dubai, UAE)

Process Modeling – 2012, GBTEC (Abu Dhabi, UAE)

IT Cost Saving & Cost Optimization Best Practices – 2011, Zanerva (Dubai, UAE)

Contracting Master Class – 2011, Simmons & Simmons (Abu Dhabi, UAE)

ITIL® V3 Service Transition – 2010, QAI (Abu Dhabi, UAE)

OPM3® Foundation – 2008, PMI (Dubai, UAE)

Enterprise Project & Portfolio Management Capability Assessment – 2008, UMT (Prague, Czech Republic)

Project & Portfolio Management Europe Summit – 2007, Gartner (Prague, Czech Republic)

Other

- Vice President of the Transguard Group Toastmasters® Club (2015 to date)
- Vice President of the PMI® United Arab Emirates Chapter (2014 to date)
- Vice President of the PMI® PMO Community of Practice (2009 to 2014)
- Knight of the Equestrian Order of the Holy Sepulcher of Jerusalem
- Martial Arts Instructor (Ninjutsu Black Belt), Sports (Golf, Squash, Bike, Swimming), Music (Keyboards)
- Miniature Painting (Winner of the 2010 “*Golden Camel*” Trophy)