



Laurent JANSSENS

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

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

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

MY CORE COMPETENCES can 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 30 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 challenges or implementing your strategy (related to organisation, processes, strategy , governance, compliancy, digitalisation, transformation and sustainability).

MY VALUES

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/Inter-discipline believer
 Opale-thinker
 System thinker/systemic analytics
 Sense mindset
 Governance ambidexter
 "Box" claustrophobia
 Digital savvy
 Recovering trust and serenity

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 out at : + 32 479 50 69 37 or Contacts@Sustain-it.Be

PDF VERSION

Experiences

Senior Change

Manager/Transformation Manager

UCB - Since August 2025

Context: Engineering, Sites & Facility (ESF) and Physical Asset Management (PAM) aim to improve their practices in order to support UCB growth strategy.

This requires Change Management and Transformation.



Project Companion coach

The Project Inspirational Companion - Since September 2022



Set-up of joint venture; Establish service portfolio; Sell services; Provide coaching to anyone managing a project

Platform Transformation Program Manager

Belfius - October 2024 to May 2025 - Freelancer - Bruxelles - Belgium



- Context: Belfius Platform technology set-up a new operating model with their partners. The transformation programs aims to implement these operating model
- Managing programs in the domains of service Engineering and workplace

Portfolio, Program & Project Expert

ETNIC - May 2022 to October 2024 - 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.

Lecturer

Ichec Entreprise - March 2019 to December 2024 - 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

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

Programme Management

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

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

IT/Digital 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 ★★★★★☆
- ▶ Workplace management ★★★★★☆

Risk Management

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

Sustainability

- ▶ Sustainability in boards ★★★★★☆
- ▶ Sustainability transformation ★★★★★☆

IT Risk & Audit Director



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

- ▶ Context: Crowe expected to increase its portfolio of IT services and hired an head of IT services
- ▶ Develop & maintain a portfolio of services
- ▶ In charge of P&L for IT services (audit & risk)
- ▶ 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 audit Manager (a.i)



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

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

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

Governance

- ▶ Corporate governance ★★★★★
- ▶ General Management ★★★★★
- ▶ Strategy ★★★★★
- ▶ 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

- ▶ 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)
 - ▶ Stabilize 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
- ▶ Steer different teams (BI, package implementation, template design, scanning, Infrastructure, release management, vendor) to stick within agreed-upon plan (circa 60 people)
- ▶ Coordinate integration activities with other IT teams (eCommerce, Infrastructure, release management)
- ▶ Align with business operational readiness activities
- ▶ Report to Steering Committee (representing the different affiliates of MLOZ)

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



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

- ▶ Context: 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 (AML);
- ▶ 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

Infrastructure service manager



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

- ▶ Context: Infrastructure services delivery managers are contact points between Application owners and infrastructure experts located in India

- Serves as contact point for Technology Operations (supply chain and manufacturing) and Finance/SAP Application Owners
- Ensure infrastructure work packages are delivered to Application Owners within agreed-upon budget/timeline (from technical design, solution delivery in the different environments till transition)
- 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)
- Manage end-to-end the program activities to ensure all involved team members (circa 350 people) are onboarded and the mandated auditors have the facilities and data on time to assess the asset quality as required by ECB/BNB
- Managed Steering Committee (C level and head of departments)

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
- Managed from end-to-end the collection of the different self-assessments filled in by the different department heads, challenged them, consolidated them
- Prepared the findings and presented them to the senior management
- Elaborate Management Summary to be presented to the Audit Committee, Board and BNB
- Shared recommendations on process improvement suggestions for the complete process

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
- After the As-is assessment of processes in scope, develop the process artefacts (process flow, description, Roles and Responsibilities, requirements for tool, KPI definition, underlying procedures, linking with existing processes, ..), pilot the process, deploy it in the whole organization
- Perform behaviour change (based on ADKAR) to deploy the 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 (including QA reporting)
- Being the process owner for the whole organisation (for risk management, lessons learned and organizational improvement management, milestone review): defining the process (with process team), piloting it and deploying it
- As Program Risk Manager of the project Héraclès (at Tectéo/Resa+ Utilities), identify and monitor the risks, with mitigation action plan to track
- Act as interim crisis Management the Program Héraclès to get projects back on track (SAP one in Utilities sector)
- Provide coaching to project teams (incl. for any new improvement)

Cost Process Manager



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

- Context: due to the failure 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 roadmap 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
- Provide advice on IT Governance issues (benefit management, portfolio management).

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 & Application Life cycles
- 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

- Own the transformation plan to instil SoX practices in the whole IT department

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 - PPQA)
- ▶ 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
- ▶ Report structural issues and recommendations to IT department Managers

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 15400 (Security Charter)
- ▶ Created the concept of Banksys citizens (awareness on security practices)
- ▶ Establishing the corporate IS Security Policies (based on BS 7799 and ISF) and underlying artefacts
- ▶ Deployment: awareness, discussion with the labour unions, start-up of IT projects impacted by the policies, etc

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;
- ▶ Establish the yearly audit plan with heads of departments based on risk assessment
- ▶ Perform audit assignments (financial, operational, IT, security)
- ▶ 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
- ▶ Y2K steering Committee member;

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 independant Board members and provide formations for Director & Board Effectiveness.

Certified Board Director

Guberna

February 2019 to March 2019

Guberna is the professional organization for independant 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

