

Laurent JANSSENS

Interim Manager | Transformation, Change & Risk Governance

55 years old
- Driving License
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Laurent Janssens — AI Risk & Governance

INTERIM MANAGER & TRANSFORMATION DIRECTOR

30+ years of field practice, first management role in September 1999, at the start of the digital era.

I take over what's complex, at-risk, or already in crisis, and get it back on track. IT stabilisation after outages, GDPR and SOX compliance built from the ground up, M&A integrations, and now AI Act requirements woven into transformation practice. The regulatory arc — **SOX → GDPR → AI Act** — isn't theory for me: each wave, I went to the primary text first, then proved it in the field.

Dozens of mandates across three decades — **Euroclear, ING, UCB, D'Ieteren, ORES, Worldline, Pluxee, ETNIC, Croix-Rouge de Belgique**, among others — the same discipline shows up every time: stabilise, then transform, then hand over clean.

Systems thinking runs through all of it — not one competence among others, but the way I read an organisation before I touch it.

MY CORE COMPETENCES

Can be grouped in 6 pillars:
- **Transformation**/Change Management
- **Programme**/Project/Portfolio/PMO Management (incl. recovering failing projects and PM coaching)
- Risk Management/Audit/**Security Policy Management**
- IT Management, IT Governance, CIO a.i./**IT Executive**
- **Process Improvement**/Quality Assurance Management
- Sustainability, Systems Thinking/Systemic Modelling, Strategic Foresight, Regulatory Compliance & Governance (SOX, GDPR, AI Act) — 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?

- Take over complex, at-risk, or crisis-mode programmes and bring them back on track
- Lead change and transformation where compliance (**GDPR, SOX, AI Act, NIS2**) is a design constraint, not an afterthought
- Bridge IT, risk, audit and business — the swiss-knife interim role when no single silo holds the full picture
- Coach project and change leaders to raise organisational maturity, not just deliver one programme

MY VALUES

- Recovering trust and serenity
- System thinker/systemic analytics
- Building trust relationship and shared vision
- Change hacker/by-nature coach
- Congruent & authentic
- Digital savvy
- Sense-making (Cynefin) in complexity

MY NEXT STEPS

- Keep delivering high-stakes transformation and crisis-recovery mandates across regulated sectors
- Advocate sustainability at every level of the organisations I work with
- Build the next step in your organisation's PM maturity, through Project Management coaching

- Longer-term horizon: bring this same systems-thinking and governance grounding to a Board-level (NED) contribution — a natural next chapter, not a distraction from today's mandates

CONTACT INFORMATION

You can reach me out at : + 32 479 50 69 37 or Laurent@Sustain-it.be

GOOD TO KNOW

I am pleased to provide plenty of references — feel free to ask. My LinkedIn profile also carries recommendations from past clients and colleagues.

You can download this CV as a PDF directly — no need to ask, just use the download button below.

For the complete, unabridged mandate history spanning my full 30+ year career, the full resume is available on request.

Experiences

Founder/Owner

Sustain-IT - Since 2011

Founded Sustain-IT 15+ years ago — the entity through which most of the mandates below are delivered. Brought a sustainability and systems-thinking lens to IT governance, risk and transformation work early, well before ESG reporting became mandatory.

Senior Change Manager/Transformation Manager

UCB - Since August 2025 - Consultant - Braine-l'Alleud - Belgium

- Leading change management and transformation for UCB's Engineering, Sites & Facility (ESF) and Physical Asset Management (PAM) functions, in direct support of UCB's growth strategy.

  Second engagement with UCB — having previously led infrastructure transformation there (2014–2016). Continuity of trust over a decade.
- Delivered: stood up a hybrid Scrum operating model for PAM, transformed Facility Management into a service organisation, and anchored new engineering standards — including the User Requirement Specifications process — across the whole organisation.

Project Companion coach

The Project Inspirational Companion - Since September 2022 - Consultant - Braine-le-Chateau - Belgium

- Set-up of joint venture; Establish service portfolio; Sell services; Provide coaching to anyone managing a project
- Delivered: hands-on coaching for project, programme and portfolio managers on real-case projects, and built a Community of Practice connecting PM/PgM/PfM professionals across client organisations.

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

Skills

Languages

- English ★★★★☆
- French ★★★★★
- Dutch ★★★★½

Multi-Sector

- Banking & financial services ★★★★½
- Insurances ★★★★☆
- Life sciences ★★★★½
- Utilities ★★★★☆
- Healthcare Institutions ★★★½☆
- Non Governmental Organizations ★★★★☆
- Transport ★★★★☆
- Construction/Real Estate ★★★☆☆
- Public sector ★★★★☆
- Manufacturing ★★★★☆
- Medical devices ★★☆☆☆
- Audit office ★★★☆☆
- Retail ★★½☆☆
- Education ★★★☆☆
- Media ★★★☆☆

Transformation

- Change Management ★★★★★
- Prosci/ADKAR ★★★★★
- Facilitation ★★★★☆
- Conscious change Leader methodology ★★★★☆
- Digital Transformation ★★★★☆
- AI Adoption ★★★★☆
- Process Management ★★★★☆
- System Thinking ★★★★☆
- Scaled Agile FrameWork (Safe) ★★★½☆
- Sociocraty ★★★½☆
- Training provider ★★★★☆
- Lean ★★★★½

- Managing programs in the domains of service Engineering and workplace
- Delivered: migrated 200+ applications to the new proxy platform, modernised 500 Citrix front-end applications, and led the strategy to remove 12,000 users from Citrix in a short period.

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.
- Delivered: deployed core organisational processes (demand and capacity management), set up a full agile transformation roadmap, and served as the organisation's reference point on programme/portfolio/project management — including a seat on the IT strategic board (CoStraDi).

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
- Delivered: designed and taught two graduate-level masterclasses (2019–2024) — Systemic & Strategic Risk Management and ESG Risks — translating 25+ years of field practice into frameworks future executives could apply immediately.

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
- Delivered: set up a dedicated team of Privacy & Security Stewards, established the organisation's privacy policy and underlying processes, and built the register of data processing activities — across a confederation of 93 national trade unions in 41 countries.

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
- Delivered: led a 3-person IT team inside the food-safety quality department, supporting the organisation's strategic push toward "healthy food" (Nutri-Score A/B) initiatives, and drove a transformation project including its change management plan.

- Collective Intelligence ★★★½☆
- Coaching/Mentoring ★★★★½
- Reorganisations ★★★★☆
- Behavioral Sciences ★★★☆☆
- Physical Asset Management (MS) ★★★★☆

Programme Management

- Portfolio Management ★★★★★
- Programme Direction ★★★★★
- Roadmap design ★★★★½
- Managing Successfull Programme ★★★★☆
- Coach in Project Management ★★★★★
- AI portfolio Management ★★★★☆
- PMO set-up ★★★★★
- Recovering failing projects ★★★★★
- IT Project Management ★★★★★
- Project Management ★★★★★
- Service Management ★★★★☆
- Agility ★★★★☆
- Package/COTS implementation ★★★★☆
- PMBOK ★★★★☆
- Prince2 ★★★★☆
- Green PM ★★★★☆
- PM² ★★★★½
- Project Management Tools ★★★★☆
- Scrum ★★★★☆
- Capacity management ★★★★☆
- Demand Management ★★★★☆
- Engineering projects ★★★★☆

IT/Digital Management

- IT strategy ★★★★½
- IT governance ★★★★★
- Manage developments ★★★★☆
- Manage infrastructure ★★★★½
- Manage service desk ★★★½☆
- COBIT ★★★★★
- ITIL ★★★★☆
- CMMI ★★★★☆
- Enterprise architecture ★★★½☆
- DRP implementation ★★★★☆
- Information management ★★★★☆
- Data Governance ★★★½☆
- Migration Strategy ★★★★☆
- Disruptive technologies ★★★★☆
- Sourcing strategies ★★★★☆
- Testing management ★★★½☆
- Business Intelligence ★★★½☆
- Workplace management ★★★½☆

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
- Delivered: built a cross-BI solution consolidating data from Muse, SAP and Cronos for public lighting, set up the change management plan for the MIRO SaaS roll-out, and delivered the monitoring & alerting operating model for the federal Atrias settlement platform.

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
- Delivered: tracked core-data progress through an agile approach, onboarded and steered the implementation partner toward an Out-of-the-Box ServiceNow solution, and prepared the change management strategy in close collaboration with the change manager.

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
- Delivered: deployed the "Project Initiating & Definition" process to ~100 PMs planning roughly €80M in investment, and built a transformation roadmap (PM² methodology, supported by ServiceNow ITBM) to lift Project Management maturity organisation-wide.

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)
- Delivered: audited employee-data systems supporting the HR process against confidentiality, integrity, availability and traceability criteria, and reported compliance gaps directly to the DPO.

IT Audit Manager ai

D'Ieteren - August 2019 to February 2020 - Freelancer - Brussels - Belgium

- Context: in audit plan 2019, Internal Audit has to assess the risks re client Data

Risk Management

- Risk Management ★★★★☆
- GDPR ★★★★★
- Audit ★★★★★
- Assessment ★★★★½
- Security management ★★★★☆
- Compliance projects ★★★★★
- Strategic Risk Management ★★★½☆
- Systemic Risk Management ★★★½☆
- Quality assurance ★★★★☆
- GAMP ★★★½☆
- Sarbanes Oxley ★★★½☆
- Crisis Management ★★★☆☆
- ESG Risks ★★★½☆
- NIS ★★★★☆
- Dora ★★★½☆

Sustainability

- Sustainability in boards ★★★☆☆
- Sustainability transformation ★★★½☆
- IT sustainability ★★★½☆
- Green IT ★★★★½
- 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 ★★★½☆
- Prospection ★★½☆☆
- Service Design ★★★☆☆
- Go-To-Market ★★½☆☆

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

- 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'Ieteren audit methodology
- Delivered: ran the full audit cycle from objective-setting through C-level kick-off to findings restitution to senior management, covering data governance, predictive models, big data and BI as part of the organisation's digital transformation.

CyberRisk Advisor

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

- Context: an initiatie 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

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)
  - 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
- Delivered: scaled to lead 22 people across 4 functions (Dev, Infrastructure, Service Desk, Project Coordinators) on a ~€2.5M budget, and stood up the organisation's incident and major-incident management processes from scratch.

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
- Advisory to management of social organizations on volontarian 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

    - 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
- Delivered: led a 4-person team through the transformation, engaged Atos' international Lean network, sat on the corporate priority board ("rainbow board"), and built a self-service onboarding platform (Odoo) as part of the CS digital transformation.

Early engagements

Several - 2004 to 2019

Senior interim and consulting mandates across financial services, public sector, healthcare, NGOs, and utilities — organised by core expertise:

DIGITAL TRANSFORMATION & IT GOVERNANCE
IT Risk & Audit Director (Crowe, 2019) · IT Audit Manager (D'Ieteren, 2018–2019) · Practice Leader "IT Governance" (Altran, 2004–2011)

CHANGE MANAGEMENT
GDPR Programme Director/DPO a.i. (Croix-Rouge de Belgique, 2017–2018) · Steam Programme Manager (M-team, 2016–2017) · Process Manager (Ogone, 2013)

RISK MANAGEMENT
GDPR Senior Consultant (Cochlear, 2018–2019) · Risk Manager (Delta Lloyd Bank, 2013–2014) · Asset Quality Review Programme Manager (ING, 2014)

IT INFRASTRUCTURE
Infrastructure Service Manager (UCB, 2014–2016)

SUSTAINABILITY & QUALITY SYSTEMS
Quality Assurance Manager — Utilities, Tecteo/Resa+ programme Héraclès (NRB, 2011–2013) · Program Manager a.i. — Utilities (Tecteo, 2012–2013)

CORPORATE GOVERNANCE
Audit Manager a.i. (Sodexo BRS, 2019) · Cost Process Manager (Euroclear, 2010–2011)

For full scope and detailed mandate history, the complete resume is available on request.

Foundational experiences

Several - 1999 to 2010

- Senior consulting and audit mandates across financial services and industry — early career foundation in IT governance, audit, and quality systems:

  DIGITAL TRANSFORMATION & IT GOVERNANCE
  IT Director (Soficom/Eiffage, 2001–2004) · Senior QA Consultant/COBIT Expert/Business Programme Manager (Euroclear, 2007–2010) · Governance Advisor & IT Management Coach (VPK Packaging, 2007–2008)

  CHANGE MANAGEMENT
  Quality Coach — CMMI deployment and change agent role (AXA, 2005)

  RISK MANAGEMENT
  IT Auditor and Security Policy Expert (Banksys, 1999–2001)

  PROGRAMME MANAGEMENT
  Portfolio Manager/PMO Responsible (Delta Lloyd Life, 2008)

  CORPORATE GOVERNANCE
  Sarbanes-Oxley Consultant — IT controls compliance for a NYSE-listed entity (AXA, 2006)

  This period laid the foundation: COBIT, CMMI, Sarbanes-Oxley, and BS/ISO 7799 — the governance disciplines that still anchor how I read organisations today.

  For full scope and detailed mandate history, the complete resume is available on request.
- Career began in fact in 1994 at SNCB (Belgian Railways) — first as an object-oriented developer on the Artemis programme, then as an internal auditor (post-fraud investigation on the "GoPass" case, public procurement control evaluation, and investment oversight across electrification, IT, signalling and telecom).

  That first audit mission led me to pursue a Master in Computer Audit (UAMS, 1997–1999) — where I discovered COBIT, and with it, the realisation that IT is far more than development: strategy, architecture, governance and risk, all interconnected. This audit grounding — assessing risk and control before managing it — shaped the discipline I've carried into every governance and compliance mandate since.

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 chatper 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

Mechanical Engineer (Ir)

Faculté Polytechnique de Mons

September 1989 to September 1994

5 year as civil engineer (Ir), with focus on mechanical engineering and automatisation.
End testimonials based on calculation of flexible bodies

Portfolios

Word Cloud : main skills, personality



Provide an overview of main skills, competences, personality, values

Creation Date

04 juin 2016

Visual presentation on GDPR



During the responsible day at Croix Rouge de Belgique, a workshop related on Global Data Protection Regulation) based on visual presentation

Creation Date

01 oct. 2017