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| En bild som visar person, Fluga, Människoansikte, slips  Automatiskt genererad beskrivning | Per  Neding |  |
| Professional since 1999 |  |

Change Management // Senior Project Manager // Enterprise Agile Coach

I am am experienced leader with solid experience from management consulting and digitalization/tech. I have been managing large transformations at several global companies. In this work, I have gotten feedback that I am structured, engaging and executive. I foster open and honest dialogue which is key in building strong relations and great collaborations.

I am used to work with many different frameworks/methodologies for change but In my “mental model” I start with the customer need/value and the business case. The ROI and stakeholder buy-in are also central parts before kicking off the more tech-oriented prototyping/MVP scoping work. Once we have a hypothesis of a feasible solution that will hit the KPI’s, we do design and try to implement a nail so that we can get honest and firsthand customer/user experience. Some call it agile; I call it common sense.

I am a team player, and I will always foster teamwork. I love sports, being outdoors, travelling and spending time with my family. I am interested in economics, tech, sustainability, business and history.

Objectives

To lead business change/business development projects. Continue to develop as a leader and as a person. Work for strong brands with values in line with my personal values.

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|  | Key Assignments |

**Intrum Group -** Senior Project Manager Enhanced Portals. The project implements new enhanced portals enabling self-service and improves customer journeys/experience for all of Intrum Groups markets and two main user groups client (B2B) and customers (B2C). About 35 FTE, 16 countries and approx. 25 MSEK in budget.

**Sandvik** - Senior Project Manager in Seamless Flow. Seamless Flow is Sandviks SAP S4 program enabling business innovation and growth. I am heading “Connected Systems”, about 40 systems connected to SAP both upstream and downstream. I manage all aspects of these transformations, communication, planning, processes, integrations and data. Heading a team of 8 business process specialists in finance and supply chain flows including warehouse integration. Using Azure for integration and data migration from legacy ERP JDA.

**Munters** - Change manager for digitalization (Industry 4.0) with the aim of digitizing production processes and the products globally. I lead the work with the digital strategy and execution for the digital twin and the IoT journey. Some sample projects

* Smart Factory and the digital twin concept by design of test-bench in block production
* Increased product quality and decreased waste and scrap by implementing AI/ML in production using OPC UA for OT/IT integration
* Democratizing data and accelerating business development by procuring and implementing a low code/no code platform
* Integration in Azure our microservices architecture including IFS and master data sources
* Implementing LowCode/NoCode as an ERP in Munters factory in Carrigaline, Ireland

**H&M Group** - Senior Agile Coach at H&M business tech coaching the new H&M organization, the teams and key individuals in agile and lean. We developed the new H&M leadership model “Everyone is a leader” emphasizing self-leadership. I have trained +1000 people in business agility and leadership using coach-the-coach concepts. Teaching and coaching about OKR framework for strategic alignment. Working with supply chain flows, HR processes and finance processes and more than 20 teams. Tools like Miro, Teams, Mentimeter, Trello, Jira advanced roadmap.

**Tele2 Group -** Manager of agile transformation and responsible for way-of-working for +40 teams in the B2C value stream (70% of Tele2 Group revenue). Defining common way-of-working post-merger Tele2 and ComHem. Driving and leading agile transformation together with CIO/CTO. Coaching senior management in agile principles and values. Aligning strategic business planning for all three business areas to deliver FMC and 5G on the Swedish market. 22 direct reports.

**Saab Surveillance** - Coaching the management team in transformation, agile and lean. Project manager in lean project- and portfolio management increasing quality and shortening lead time of deliveries in supply chain. I interviewed +20 to get a solid base for our proposed operation model and got great feedback from project managers.

**Ramirent** - Interim COO, Group IT, with development and operational responsibility for IT including ERP & CRM and integration. Introducing Scrum and tools like slack and trello. Together with CIO defining a digital business strategy and doing app for rentals. Implementing ITIL Service Management. 5 direct report and 70 employees. Using AWS and Azure

**Nordea** - Head of Portfolio Management Nordea Group Function. Delivering a portfolio of +65 projects with 450FTE and a budget of 150m€. Designing and implementing new operating model for Nordea Group Function. Sourcing from EY, Accenture and Capgemini, both on- and offshore. Working in operational excellence management team and using coach-the-coach concept for change management. Teradata platform and BI/DWH tools from Microsoft and QlikSense.

**Acando** - Senior Manager and Management consulting. Project manager for Acando & Connecta post-merger integration. Manager for 12 consultants. Working with Gartner to deliver Strategy consulting to Pensionsmyndigheten and Kriminalvården.

**Avega Group** – MD and Management Consulting

* Mobile app for IOS to enable mobile way-of-working for TryggHansa risk engineers. The result was cutting lead times with as much as 10 days for TryggHansa B2B customer to get proposal. Solution built on GWT and OpenSource software
* Mobile app for Swedish police cutting lead times 8 times and reducing admin 11 times.
* Implementing a data platform for PostNord. Working with data management and master data in Informatica, SAP and SalesForce
* Agile/lean transformation for Skandia. Inspiration and teaching in agile ways-of-working and business process development.

Educational history

ADKAR, PROSCI, Certified Elements of AI, AI for Business Leaders, Leading Complexity, Certified Board member, SCARF model, ICF Coaching, Det tydliga ledarskapet, Team Dynamics, Agile Coaching, Project Management PPS and PEJL, SAFe, Situation based leadership, Nordea Leadership Trainings, ScrumMaster, ITIL, IPMA, Business Finance, Business Legal, Enterprise Architecture, Software Architecture and Service Oriented Architecture, Telia Management Trainee

MSc Civil Engineering, Management & IT, KTH and Techniche Universitet, Wien (1995-1999)

Military Service, Gruppbefäl, Amfibiesoldat, Vaxholm (1994)

Language skills

Swedish (Native)

English (Fluent)

German (Fluent)

Spanish (Very Good)