

PERSONAL PROFILE

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Claes Ståhl

EXPERIENCE

- Professional experience in IT since 1970
- Company manager and director since 1985
- Project Manager, especially in projects with much technical and operations-related contents
- Trainer and teacher (including building and designing training programmes) as well as coaching within both technical as well as service management areas
- Extensive hands-on experience of IT operations since 1995, ITIL certified (Foundation Certificate in IT Service Management)
- Member of the British Computer Society, corporate member of the IT Service Management Forum (itSMF) and member of Svenska Dataföreningen (Swedish Computer Society)

I am a technical generalist with substantial project management experience as well as general IT Management skills. This includes managing projects with considerable technical contents and major outsourcing aspects.

Many of the projects have been complex with time and other factors working against them and I have contributed greatly to their successful completion, delivering results to set goals and on time.

At EDB, I managed two transition projects in conjunction with introducing new outsourcing customers. In one of the projects I managed the moving of a customer's business systems – based on IBM mainframes as well as other technologies – from Holland to Sweden. Obstacles raised by the previous supplier threatened the entire project and I specifically managed to work very hard to overcome these obstacles. We handled the situation and delivered according plan.

In those projects, I worked with and also helped refine and develop a methodology for moving business critical systems.

I have also worked with implementing processes for operations and support (particularly ITIL processes) in banking environments. One such engagement was to help introducing such processes in conjunction with the transition of the banking systems of Länsförsäkringar Bank (LF Bank) to TietoEnator. At the bank SEB, I have worked extensively with introducing and implementing ITIL processes at the maintenance and support functions of SEB IT Merchant Banking.

At Rikspolisstyrelsen (RPS, the Swedish Police Authority), I was involved in a large project which aimed at developing a completely new business system. When the required delivery date – which was unchangeable due to judicial law requirements – was nine months away, the forecast delivery date looked way over time (by several years). Along with some other consultants, I was brought in to work on salvaging the project and I managed to contribute greatly in helping out analysing the situation and introducing new energy in the project. The system was delivered on time.

In a role as Operations Manager at Skanska, I also made a major contribution in securing the operations of a new business system and to ensure it delivered to the business when technology proved to be somewhat shaky.

ASSIGNMENTS in recent years in Sweden – Overview

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| 2008 | - SEB. Consultancy, implementing ITIL processes in SEB IT Merchant Banking |
| 2007 | - LF Bank/TietoEnator. Consultancy, securing ITIL processes in conjunction with new operational outsourcing |
| 2006-2007 | - Stockholm City Council/TietoEnator. Consultancy, implementing ITIL as well as service thinking in application systems maintenance |
| 2006 | - Stockholm City Council/TietoEnator. Training consultancy and delivery ITIL training and IT services delivery |
| 2006 | - Swedbank IT. Training consultancy and delivery |
| 2005-2006 | - ITIL presentations, teaching ITIL courses |
| 2005 | - EDB Drift AB, Stockholm. Instructor |
| 2005 | - Svenska Handelsbanken IT, Stockholm. Instructor |
| 2003-2004 | - EDB Drift AB, Stockholm, Project Manager |
| 2002-2003 | - Skanska IT Solutions AB, Stockholm. Senior Business Developer |
| 2001-2002 | - Skanska Group IT. Operational Analysis Consultant |
| 2001-2002 | - Skanska IT Solutions AB, acting Operations Manager |
| 2001 | - Volvo IT, Gothenburg. Training consultancy and training delivery |

- 2001** - Ericsson Global Information Services, Stockholm. Recruitment and training consultancy
- 2001** - Skanska IT Solutions AB, acting Technical Support Manager
- 2000** - FöreningsSparbanken IT, Stockholm. Training consultancy and delivery
- 2000** - Svenska Handelsbanken IT, Stockholm. Training consultancy and delivery
- 2000** - Rikspolisstyrelsen (RPS, Swedish National Police Force), Stockholm. IT Operational analysis consultant
- 1999** - Rikspolisstyrelsen (RPS). IT Project Manager
- 1998-1999** - Skandia IT, Stockholm. Operational Analysis Consultant
- 1998** - Skandia IT. Training consultancy and delivery
- 1997-1998** - SE Banken IT, Stockholm. Project Manager
- 1997-1998** - Swedish Dept of Employment (Stockholms Länsarbetsnämnd) and Poolia. Training consultancy and delivery

PREVIOUS EXPERIENCE

employed since 1989 at Laird Ståhl Ltd (company based in London, Claes lives in Sweden since 2008):
Managing Director, Senior Consultant and Instructor in company with activities mainly in the UK and Sweden, but also from time to time in other parts of Europe as well as the Middle East and the USA.

Assignments (latest first)

2008 – SEB IT, Stockholm. Consultancy, implementing ITIL processes in SEB IT’s Merchant Banking Delivery

Responsible for implementing the ITIL processes Incident, Problem, Change and Release Management and to integrate them with SEB’s model “Business Oriented Maintenance Management” (BOMM) which is based on pm³ (a very common applications maintenance management model in Sweden, promoted by the Swedish Computing Society).

2007 – LF Bank/TietoEnator Corp., Stockholm. Consultancy, securing ITIL processes in conjunction with new operational outsourcing

Responsible for securing customer and supplier understanding of the use of ITIL processes in conjunction with moving the operation of core banking systems to a new outsourcing supplier.

2006-2007 – Stockholm City Council and TietoEnator Corp., Stockholm. Consultancy, implementing ITIL as well as service definitions and thinking in application systems maintenance

Responsible for analysing and developing parts of the Service Catalogue in the City Council’s large outsourcing agreement with TietoEnator with the aim of creating more business oriented service descriptions and service levels. The work also ensured that the council follows ITIL where applicable as well as appropriate use of the city’s systems maintenance model Fguide (which is based on the maintenance management model pm³) also in its relations to ITIL. The work included the formal setup of systems maintenance according to Fguide for several of the council’s existing application systems (maintenance objects).

2006 – Stockholm City Council and TietoEnator Corp., Stockholm. Teaching ITIL and IT service delivery

Reviewed a new major outsourcing agreement between the two parties and then – based on the findings and on Laird Ståhl’s ITIL courses – developed and presented a tailored training programme to 200+ staff at both Stockholm City Council and TietoEnator (as well as some subcontractors) on ITIL up to Foundation level and on managing delivery of IT services.

2006 – Swedbank (FöreningsSparbanken IT), Stockholm. Training consultant and instructor training programme ”STORKEN”

Helped FSB IT with internally recruiting staff for training to become trainee mainframe systems programmers on IBM mainframes. The work included designing and delivering the formal training in a 5 months long education programme (“The Stork”).

2005 – Hitachi Data Systems (HDS), Stockholm. Presenter and Instructor on ITIL

Present breakfast seminars on ITIL to IT managers in cooperation with HDS. Teaching ITIL courses to HDS personnel and their business partners

May-June 2005 – EDB IT Drift AB, Stockholm. Instructor

The company – which has its roots in Swedish Rail Data (SJ Data) – is part of the Norwegian EDB Group. The Swedish company concentrates on providing IT outsourcing services to the Swedish market. Claes delivered courses on IBM mainframe technology to EDB’s Production Planners and Operators.

Feb-Oct 2005 – Svenska Handelsbanken IT, Stockholm. Instructor

Deliver courses on IBM mainframe technology to Operators.

Ongoing since 2001 – Volvo IT, Gothenburg. Training consultant and Instructor

Design, plan and deliver courses at all levels in mainframe technology to Volvo IT's technicians

Apr 2004-Nov 2004 – EDB Drift AB, Stockholm. Project Manager

Claes was the manager of a project which moved the mainframe systems of Findus in Bjuv, Sweden to EDB in Stockholm

Aug 2003-Apr 2004 – EDB Drift AB, Stockholm. Project Manager

Claes was the manager of a project which moved a Dutch customer's mainframe systems from Holland to EDB's computer centre in Stockholm. The project was part of a larger project run by Cap Gemini. The previous service supplier was initially very uncooperative but obstacles were overcome – to a large degree thanks to the in-depth technical knowledge of Claes – and the project was successfully completed according to plan.

Nov 2002-June 2003 – Skanska IT Solutions AB (SITS) , Stockholm. Senior Business Developer.

Consultant to SITS management on technical infrastructure and platform design when providing business oriented IT services to the customers of SITS.

Dec 2001-Nov 2002 – Skanska Group IT, Stockholm. Operational Analysis Consultant

Mapped Skanska's IT infrastructure in project "SKAMPI" (Skanska Mapping Process Implementation) which created a model showing how the Skanska Group's business objectives and processes are dependent on the IT infrastructure. The project was a pilot which covered Skanska's IT infrastructure in Sweden, Norway and Denmark. The model was created using the tool Metis from Computas.

Feb 2001- Nov 2002 – Skanska IT Solutions AB (SITS), Stockholm. Acting Technical Support Manager and Operations Manager.

Claes worked initially as Technical Support Manager and later with the establishment of an Operations Manager position, acting in the role as well. This was in conjunction with the implementation and production launch of a new business system for Skanska Sweden, based on Oracle eBusiness Suite and SUN Solaris. It is one of the larger systems of its kind in Europe.

Feb 2001- June 2001 – Ericsson Global Information Services (GIS), Stockholm. Training consultant

Claes assisted and advised Ericsson's personnel department in recruiting new people to attend a 5 months long Laird Stahl delivered "STORK" training programme which teaches newcomers to become mainframe trainee technicians. Due to a general slump in business for Ericsson, the project was cancelled before the actual training started.

2000 – FöreningsSparbanken IT (FSB IT), Stockholm. Training consultant and Instructor

Planned and delivered, during a 3-month period, a "buffet" of courses for the further technical education of FSB IT's operations staff.

2000 – Svenska Handelsbanken IT, Stockholm. Training consultant and Instructor

Planned and delivered, during a 3-month period, a "buffet" of courses for the further technical education of Handelsbanken IT's operations staff.

2000 – Swedish National Police Force (Rikspolisstyrelsen, RPS), Stockholm. Consultant Operational Analysis

Analysed and reported on critical success factors in the RPS Schengen project to the project managers. The Schengen project aimed at adapting both IT infrastructure as well as all practical measures controlling the flow of people travelling into Sweden in light of Sweden entering the Schengen Agreement. The emphasis of the analysis was on IT infrastructure, but other areas were also covered to some degree.

1999 – Swedish National Police Force IT (Rikspolisstyrelsen, RPS), Stockholm. Project Manager

Project Manager of parts of the MR/BR project. The project was responsible for developing and implementing a new Suspect and Crime Register on behalf of the police and all other justice, law and order related authorities in Sweden (the Criminal Courts, the Prosecutor's Office, the Customs Service, the Prison Service and others). The system was to be operated by RPS on behalf of all the other authorities. It was mainly based on UNIX, Informix, Tuxedo and web technology. The new system was to be in place by the end of 1999.

By April that year, it became clear that the project was running very late so together with other consultants, Claes was asked to join the project and form a task force aimed at jump-starting the project. A large part of Claes' contribution consisted of introducing new energy and to encourage and help the developers to complete the job so the system could be delivered on time, which it was.

1999 – Skandia IT, Stockholm. Consultant Operational Analysis.

A brief review of Skandia IT's project for changing their mainframe based access control system TSS to IBM's RACF.

The analysis consisted of providing outside judgment of the project's status in order to help management decide on some conflicting opinions.

1998 – Skandia IT, Stockholm. Consultant Operational Analysis.

Review and analysis of Skandia IT's two client/server models 2-Tier and 3-Tier on behalf of the Skandia IT Operations department. The objective was to provide a report and recommendations on the pros and cons of the different models, with a focus on production and operational aspects.

1998 – Skandia IT, Stockholm. Training Consultant/Instructor, “STORK”

Planned and delivered a 5 months long in-house training programme “STORK”, which brought 11 people from novice to trainee system programmers on IBM mainframes.

1998 – SE Banken IT (SEB IT), Stockholm. Project Manager.

Lead a project which conducted a review of “KLARA”, SEB's charge/credit card system. The emphasis was on improving the system's external connections (to VISA, SPAR, SJ, CBR, and more). The project was done using the project model GLORIA which Laird Ståhl has developed (see below).

1997-1998 – SE Banken IT (SEB IT), Stockholm. Project Manager.

Project Manager in SEB IT's drive “Stability 97/98” which aimed at stabilising the bank's computer systems in view of the ever increasing demands put on them through the use of internet banking.

Claes was responsible for a project aimed at modernising and stabilising Tradenet, which is SEB's and Enskilda Securities' system for share trading. This was a first generation client/server system based on many different technologies, from IBM mainframe to Windows NT and OS/2.

In addition to working as a general project manager, Claes also played an important role in ensuring that technicians working in day-to-day support functions also work well in the project format. Inspired by this, Claes subsequently developed the concept GLORIA (“Ger Lugn Och Ro I Arbetet”, loosely translated into “provides peace and quiet at work”), a model for how to organise technical projects which is manned by support staff with day-to-day “fire fighting” responsibilities as well.

1997-1998 – Stockholms Länsarbetsnämnd (Swedish Dept of Employment) and Poolia AB. Training Consultant/Instructor, “STORK”

Developing and delivering a 5 months long training programme to train unemployed people from scratch to become trainee systems programmers on IBM mainframes. The programme was named “STORK” and ran twice to train a total of 34 people who were subsequently employed by the IT departments of several Swedish corporations and organizations.

Employment before Laird Ståhl Ltd.

1985-1989 – Monitor Software Education Ltd. (London), a subsidiary of Data Logic AB.

Managing Director, Instructor and Consultant. Responsible for the setting up of Monitor Software Education Ltd. in the UK, including the planning and implementing of a business strategy, hiring staff, establishing the infrastructure for conducting IT training and for providing consultancy services. In parallel, Claes also worked as consultant and instructor in England, Sweden and Norway.

1982-1984 – Amdahl (UK) Ltd. (London, a subsidiary of Amdahl Corp., USA)

Instructor at Amdahl's training centre in London. The job also included training and coaching new instructors.

1979-1982 – Amdahl Svenska AB (Stockholm)

Marketing Service Engineer (SE) and Support SE at Amdahl's office in Stockholm. The work consisted of assisting the Amdahl sales people with technical support in the sales process and also of direct technical support on site to customers on an ongoing basis. After training at Amdahl's plant in Sunnyvale, California. to become XE (“cross-trained SE”), this also included hardware related activities.

Amdahl marketed and installed their own IBM compatible mainframes from mid 1970s until around 1995.

1970-1979 – IBM Svenska AB (Stockholm)

- Methods and Techniques Support to Programmers and Systems Analysts internally within IBM.
- Responsible for the installation and maintenance of internal IBM systems developed internationally.
- Programming and Analysis of IBM's internal Accounting and Customer charging systems.
- Computer operator at IBM's internal data centre in Stockholm

AREAS OF PROFESSIONAL INTEREST

- Project Manager, particularly for projects with a high level of technical contents
- Organising efficient delivery of IT-based services through good systems and maintenance, especially using ITIL (IT Infrastructure Library) as well as the maintenance management model pm³ (a model commonly used in Sweden)
- Knowledge provider, trainer and “change consultant” within IT organisations.
- Advising on strategies and providing analysis and reports on IT projects
- Bridge between technology and management in IT organisations
- Acting manager, especially in IT operations

EDUCATION

- Swedish “studentexamen” 1967. majoring in mathematics, physics and chemistry (A-levels or College)
- Studied Mass Communication at American University, Washington, D.C. 1967-68
- Business Accounting (“Företagsekonomi”) at Stockholm University 1968-69
- Technical education at IBM as part of employment 1970-79
- Technical training at Amdahl as part of employment 1979-1984
- Continuous education as instructor since 1982
- Foundation Certificate in IT Service Management 2004

PERSONAL CHARACTERISTICS

- A strong driving force with a detailed understanding of information technology while at the same time maintaining a holistic view of IT and its role in society.
- Highly capable of knowledge sharing and of encouraging everyone around to show interest in and to understand changes in IT and of how it affects all organisations (IT as well as non-IT).
- Works actively and enthusiastically with promoting and improving the understanding and acceptance among IT operations people of the importance of service oriented thinking as a fundamental complement to technical skills