



CHRISTINE GREEN CURRICULUM VITAE

SUMMARY OF PROFESSIONAL SKILLS

Christine Green is a highly experienced professional in the IT industry, specializing in software programs and project management and software contracts.

She has worked at reputable IT companies and now operates as an independent advisor for both vendor companies and their clients.

Christine's advice and support in negotiating software contracts and their price and cost. She participates actively in the creation of tenders and contracts as a subject matter expert on requirement analysis and documentation, competitive pricing and costing, and quantitative monitoring using SLAs and KPIs.

Christine combines her practical expertise with theoretical knowledge to achieve favorable outcomes for the clients she advises. In addition to the European Union's contractual approach, she is well-versed in software contracts for both private and government sectors (especially K02) in Denmark, Sweden, and UK.

One of Christine's key focus areas is developing quantitative pricing models using benchmark data and Function Point Analysis. She actively resolves issues between clients and delivery organizations regarding using and defining quantitative price models.

She has successfully led international and cross-European initiatives, effectively managing remote and hybrid project teams.

With the mantra "Learning is Living," Christine strives for continuous learning and professional and personal development.

CERTIFICATION/EDUCATION - HIGHLIGHTS

2023	Professional Scrum Master Level II – The Liberators
2023	Liberating Structures – The Liberators
2023	Certified LEGO© SERIOUS PLAY© Facilitator – Association of Master Trainers
2021	Certified SAFe® 5 Agilist – Scaled Agile
2020	Certified Function Point Specialist Fellow – IFPUG
2019	Scrum Master Certification – Scaled Agile
2019	Agile Lean Leadership – Agile Lean House
2016	Lean Six Sigma Black Belt Certification - MoreSteam & Hewlett Packard Enterprise
2013	Certified SNAP Practioner – Certified Specialist since 2023 – IFPUG
2006	Certified Software Measurement Specialist – IFPUG
2005	PMP certification – PMI
2000	Certified Function Point Specialist (CFPS) – IFPUG
1996	Master's degree in computer science and Mathematics, Roskilde University, Denmark.

Christine Green Address:

Company: Info@ipbygreen.com

Personal: ChristineG@ipbygreen.com

Mobile: +45 81 72 11 22

Aabakkevej 2

DK-5210 Odense NV
Denmark

Whatsapp:

LinkedIn:

+4581721122

[christinegreendk](https://www.linkedin.com/in/christinegreendk)

PROFESSIONAL EXPERIENCE

Advisor – EU Contract - Vendor Consortium

Christine is assigned as an advisor for one of the most critical software programs delivered to the European Union by three acknowledged software vendors in Europe.

**2020-
Present
(limited
hours)**

Her role has involved advising on the negotiation of the original master contract and price model, as well as the ongoing evolution of the program. She specifically focuses on requirement analysis and estimates using a quantitative price model. She is responsible for understanding the program's needs and ensuring they are accurately reflected in the contract and pricing structure.

Overall, Christine plays a crucial role in ensuring the success of this software program by providing valuable guidance and expertise in contract negotiation, quantitative price modeling and requirement analysis.

Skills: Estimating using Function Point (FP), Requirement specification, Requirement management, IT contracts, EU tender, Change Management

DETAILS DURING THE ASSIGNMENT AT VENDOR CONSORTIUM

(Jan 23-
Present)

Baseline assessment of delivered functionality - as Advisor - contractual price model (part-time)

Conducted comprehensive analysis and validation of all software requirements changes since the original contract, focusing on deliverables and completions. Revisited original master contract agreement on price model. Mentored and educated FP Counters and leadership on using the price model and potential risks and benefits.

Ad hoc evaluation of evolutions and changes.

Large contractual Evolution negotiation - as Advisor - usage of contractual price model

(Jun 22-
Jan 23)

Conducted comprehensive analysis and validation of all software requirements for a major evolution (changes to original Functional requirements) that involved comprehensive changes in the architecture implemented and functionality developed.

Successfully negotiated the approach to the pricing of the evolution. Resolving client and delivery organization disagreements on price model, sizing, and approach.

Master contract negotiation as Advisor - contractual price model

Conducted comprehensive analysis and validation of all software requirements for the Original Master contract. Provided expert advice on potential risks and benefits related to the price model contract, using Function Point as a quantitative measure.

(Apr 20-
Oct 20)

Negotiated the values of the original master contract to ensure optimal performance in delivering functional requirements utilizing benchmark data. Mentored and educated Function Point counters and leadership on implementing IFPUG sizing standards and price model approach.

Developed a robust Function Point validation and change management process for future negotiations.

Dec 22- Mar 23 (short term)	<p>Region North – Denmark – as Business Analyst - Contractor</p> <p>Christine Green compiled a comprehensive market analysis report, incorporating recommendations for future digitalization strategies in Radiology (replacement of core software). Through a facilitated workshop, she utilized Lego Serious Play, Liberating Structure, and Agile methodology to gather valuable insights from IT and Clinical perspectives. She analyzed relevant data from the workshop and other sources to develop a market analysis report. Analysed the market for relevant vendors of software, including the current vendor. Christine completed the task by outlining current and future scenarios for a resilient and future-proofed software portfolio, including the result of the vendor evaluation with recommendations for the best solution and cost analysis for completing a modernization program for Radiology in Region North.</p> <p>Skills: Facilitation, Market communication, System analysis and design, Business sparring, Scope and content management, Requirement specification, Market Analysis</p>
2017- Present (Limited hours)	<p>Facilitator & Owner - IP_{by}GREEN</p> <p>Due to her love of innovative approaches, Christine is also an engaging workshop facilitator who uses the highly effective methods of Lego Serious Play (LSP) and Liberating Structures to foster strategy setting, team collaboration, and creativity. When facilitating workshops for software project teams, she is a facilitator and advisor in best practices for successful software projects.</p> <p>Skills: Workshop facilitation, IT strategy, Strategic Leadership, Process Improvements, and ad-hoc advisor</p>
DETAILS DURING THE ASSIGNMENT AT IPBYGREEN	
(Jun 23- Jun 23)	<p>Lego Serious Play - Team building facilitation - Tech-Huset as LSP Facilitator</p> <p>Successfully facilitated a team-building exercise for all employees of Tech-Huset in Kolding, Denmark, with the goal of envisioning the future of the company. 30 people in total. Effectively employed enthusiasm and strong facilitation skills to enhance participant engagement and satisfaction. Christine received a favourable recommendation for her facilitator work- which is available on her LinkedIn profile.</p>
(Jun 23- Jun 23)	<p>Lego Serious Play - Strategy and Goals - IFPUG as LSP Facilitator</p> <p>Facilitated a one-day session focusing on Team building and strategic goals with the current IFPUG Board and Committee Chairs. Generated diverse exceptional outcomes from creativity, communication, and team-building exercises. Participants (16) departed the session with a sense of fulfillment, energy, and many positive experiences shared. Christine received a favourable recommendation for her facilitator work- which is available on her LinkedIn profile.</p>
Ad hoc	<p>Lego Serious Play usage in Software Projects as Project Manager and Facilitator</p> <p>Utilizing Lego Serious Play methodology to facilitate effective communication and teamwork within software projects, employing it as an icebreaker and team-building exercise during project kick-offs and workshops. Lego Serious Play is also used to establish a cohesive understanding of shared project objectives, promoting a collaborative and goal-oriented approach amongst team members. Looking at where the project is and where it would like to be within the project's duration.</p>

Senior Program Manager -GE Healthcare

Christine Green successfully managed program and project deliveries for large-scale radiology implementations across multiple regions and hospitals in Denmark, Sweden, the UK, and Ireland.

She quickly achieved expertise in various Radiology and Healthcare products, including VNA, PACS, RIS, XDS, IBI, EPIC, and “Sundhedsplatformen” (the Danish Health Platform).

Christine employed active roles throughout a 5-year assignment, including Proposal and Contract support, Product Owner, Test Management, Leadership commitment, Go-live planning, and Team improvement. She implemented effective strategies to ensure smooth go-lives, optimize team performance, and drive continuous improvement.

Oct 17-Jul 22

Christine used a hybrid delivery model (a combination of traditional and agile delivery) in her work, a process that was very well received by both client and delivery teams.

Christine utilized organizational and leadership skills to ensure successful outcomes and client satisfaction with the responsibility of teams of between 10 and 30 people.

She completed 80% of the assignment remotely, utilizing resources from various locations, including Europe, the Middle East, and North America. She demonstrated exceptional proficiency in remote leadership and communication techniques, acknowledging the significance of cultural differences.

She delivered onsite workshops by employing innovative methodologies such as Lego Serious Play and Liberating structures, combined with meticulous meeting planning, resulting in heightened team safety and increased productivity.

She achieved success in executing responsibilities and ensuring efficient delivery during the assignment. Christine received favourable recommendations from clients, leadership, and team members for her work at GE Healthcare. They are available on her LinkedIn profile.

Skills: Program management, Project management, Agile project management, Scrum master, Infrastructure upgrade, Project Recovery, Project Planning, K02 contract, Contract management

PMO Analyst & Recovery Manager - HPE

As her last assignment for HPE, Christine joined the PMO to institutionalize a software project recovery process and improve the financial monitoring of a portfolio of approximately 1000 European software projects.

Oct 16–Sep 17

During this assignment, she used Lean Six Sigma principles to conduct comprehensive financial software delivery cost data analysis, identify root causes, extract valuable lessons, and use of early warning indicators. She provided advisory and support to more than ten (10) projects in developing Go2Green plans, which involved evaluating and updating schedules, re-estimating effort and cost, and guiding project turnaround and replanning.

Skills: Project Planning, Project Recovery, Project evaluation, Financial Analysis, KPI, SLA, EWI, Lean Six Sigma

Contract & Sales Support - HPE & EDS

Christine Green has served as the subject matter expert emphasizing the planning and estimation process for projects and master contracts in more than 30 Commercial initiatives, such as requests for proposal (RfP). Litigations or contract negotiations.

2004-2017

Ad-hoc

In these assignments, she has defined Processes for requirement definition and analysis and how these are used in the planning and estimation of projects. She has analyzed functional requirements and utilized industry benchmarking, effort, cost, and price models to support sales efforts on estimation and competitive pricing. In addition, she has led the creation of price models using parametric estimating approaches and benchmark data in master agreements.

She has advised and reviewed contractual business value measures, such as Key Performance Indicators for software development and Service Level Agreement definition for ITIL-related activities.

Skills: Estimating using Function Points (FP), Estimation, Contracts/SLA, IT contracts, Requirement specification

 SPECIAL PROJECT AS CONTRACT AND SALES SUPPORT

(2015)

Master contract - Global Communication Client (Fortune 500 company) as Contract Advisor, Process Improvement Expert and Business Analyst

Successfully managed multiple minor add-on software project contracts to the master contract, enhancing the agreed price model.

Played a pivotal role in providing sales support during the 2013 master contract renegotiation, focusing on software development project pricing and delivering a compelling presentation on planning and estimation improvements to key executives.

Collaborated with team members to enhance customer engagement and operational efficiency, resulting in competitive pricing.

Implemented standardized procedures to streamline the pricing, cost, and estimation evaluation processes.

Conducted comprehensive analyses of supplier delivery, ensuring timely and reliable procurement of products/services.

Developed an advanced price model using Function Points to accurately assess project costs.

Created a quantitative pricing model for deliverables that couldn't be quantified through Function Points.

(2011)

Litigation between EDS and Swizz Regulation Client - Critical Audit software used globally as Business Analyst and Contract advisory

Conducted thorough analysis of initial contract requirements, ensuring a comprehensive understanding of project scope and objectives Evaluated and assessed contract deliverables, meticulously scrutinizing any changes to requirements Assessed the value of project delivery, providing valuable insights and recommendations for enhancing overall efficiency Contributed to the successful resolution of litigation by proposing necessary changes to the delivery process and facilitating the recovery of the program Played a pivotal role in the closure of the litigation process and the subsequent initiation of a new contract

agreement, complete with revised estimates and an updated timeline Received confirmation that the project was successfully delivered within time and budget. Completed as remote delivery

Major Pursuit - UK Government - 300M USD master contract as Business Analyst and Estimator

(2007) Led a team of Function Point Specialists to successfully analyse the entire portfolio of applications for a government client, resulting in the pursuit of a master contract for both software development and maintenance. Conducted thorough analysis of software requirements and established accurate estimations for maintenance and support. Provided expert advisory on Key Performance Indicators and Service Level Agreements. Offered guidance and recommendations on effective Project Management processes. This assignment was a three-month full-time assignment on-site with exceptional performance. Christine has received a favourable recommendation from the Pursuit lead that is available on her LinkedIn profile.

Pursuit - Swedish Finance Client - Website and Application as Business Analyst and Estimation SME

(2004) Conducted comprehensive analysis of software requirements, ensuring accurate understanding and alignment with client needs Developed detailed estimates and MS project plans, enabling effective project management and resource allocation Collaborated with the contract management team to provide valuable input for determining competitive pricing strategies Skilfully fulfilled a part-time, short-term assignment, delivering exceptional results within specified timeframes.

Excellence Manager - Hewlett Packard Enterprise

Christine Green has served as the subject matter expert emphasizing the planning and estimation process for projects and master contracts in more than 30 Commercial initiatives, such as requests for proposal (RfP). Litigations or contract negotiations.

2010- 2016

In these assignments, she has defined Processes for requirement definition and analysis and how these are used in the planning and estimation of projects. She has analyzed functional requirements and utilized industry benchmarking, effort, cost, and price models to support sales efforts on estimation and competitive pricing. In addition, she has led the creation of price models using parametric estimating approaches and benchmark data in master agreements.

She has advised and reviewed contractual business value measures, such as Key Performance Indicators for software development and Service Level Agreement definition for ITIL-related activities.

In addition to the assignment, Christine pursued the Lean Six Sigma Black Belt certification. She was rewarded this designation after the successful completion of full training and with a project to improve the Project Management process in EMEA.

Skills: Process Improvements, Project Planning, Project management, CMMI, Agile Management, Facilitator, Strategy

SPECIAL ARCHIEVEMENTS AS EXCELLENCE MANAGER

EMEA Strategic Goal Initiative as Advisor and Facilitator

(Jun 15-Jun 16)

Christine Green facilitated workshops for Executive Management and high-level decision-makers on thirteen (13) Accounts to establish measurable strategic goals and develop a clear understanding of organizational objectives. She successfully led sessions using the Goal, Question, Metrics (GQM) methodology to guide setting targets and measuring progress. She employed active listening and effective communication skills to ensure workshop participants were engaged and understood the importance of measurable goals. Christine used her strong analytical abilities to identify key metrics and establish benchmarks for performance evaluation. She guided Executive Management in aligning strategic goals with actionable objectives, promoting a results-driven culture within the organization.

Project and program initiation and planning as Advisor and Project Management SME

Ad hoc

Provided consultation and assistance to Project Managers (on average, five critical and large projects a year) to successfully plan and initiate a software development project or program. Customized global processes to optimize project outcomes, offering valuable guidance and support to tailor processes to meet each project's specific requirements. Actively participated in the project initiation phase, facilitating seamless project kick-offs to ensure successful execution. Demonstrated expertise in project management and global process customization, resulting in the timely and efficient completion of key deliverables.

Software Project & Process Management SME - EDS**2005-2010**

Christine Green was a key cross-European Measurement and Estimation Subject Matter expert team resource. In 2007 she took the leadership of this team. She successfully led the implemented output measures for applications maintenance & support and Software development projects and institutionalized the processes across Europe. She played a crucial role in evaluating and supporting the establishment of global estimating and measurement processes with a special focus on software development.

In addition, she provided guidance and learning for several accounts and projects to ensure compliance with strategic directions within the estimation and measurement analysis of software deliverables.

Christine received several favorable recommendations for her work during this period, available on her LinkedIn profile.

Skills: Benchmarking, Estimating and cost Models, Process Definition and Modelling, Client Negotiation and Presentation

Quality Assurance Manager - EDS**2004-2006**

Christine played a key role in leading and ensuring the implementation of Sarbanes-Oxley (SOX) compliant processes and delivery for SKF, a global client of EDS based in Gothenburg, Sweden. During her engagement with SKF, SOX was still an unfamiliar framework to most in Europe.

In this assignment, Christine also took leadership and resource responsibility for a regional team of seven (7) Process SMEs distributed across Europe. She managed cross-functional change and communication and ensured quality and process compliance with standards such as ISO, ITIL, BS7799 (Security), and CMMi.

Christine led CMMi Level 3 accreditation deployment coordination and project management processes using the PMI framework. Christine received favorable recommendations from her team and the leadership of the account during this assignment. They are available on her LinkedIn profile.

During the assignment for SKF, Christine also trained and mentored the Project Managers in PMI-related processes, archiving a successful certification of all Danish Project Managers.

Skills: Team Management, Leadership, Sarbanes-Oxley Act (SOX) Compliance, Process Improvements, Process Management

Regional Metrics and Estimation SME - EDS

Christine Green demonstrated expertise in benchmarking, Estimation, and Measurement and actively contributed as a key member of the European Specialist Team.

She conducted function point analysis and reconciling Estimates for ongoing and new development projects in Europe and was a key player in any benchmark initiatives on software delivery.

2001-2003

Spearheaded all metrics-related strategy and communication with management in Europe. Collaborated with CMM/CMMI lead assessors and supporting organizations on CMM implementation.

Christine Green was the lead subject matter expert for a large benchmark assessment of EDS's software delivery of services to the Department of Work & Pension (DWP) UK. During this assignment, she was temporarily moved to Northern England by EDS for ten (10) months.

Skills: Benchmarking, Estimating and cost Models, Process Definition and Modelling, Client Negotiation and Presentation

SPECIAL ASSIGNMENT AS REGIONAL SME

Benchmark Assessment by Gartner - Department of Work & Pension (DWP) UK As Lead of the benchmark activities and process improvement

(2002-2003)

Christine Green was the lead subject matter expert for a large benchmark assessment of software delivery of services to DWP, UK. She successfully led the gathering and analysis of data and presented and justified the result to Gartner. She participated in executive leadership meetings to gather lessons learned and address any identified root causes of both best practices and failures within eds. She negotiated acceptable performance thresholds with Gartner and DWP to ensure that the delivery of services was competitive and resulted in high-quality software development deliverables. Christine trained local resources and established best practice methods in the organization before concluding her assignment for the DWP account in EDS. During this assignment, EDS granted her a temporary move to Northern England for ten (10) months.

Quality Process SME - EDS Denmark & Nordic

Christine Green was a valuable team member in the Nordic Quality and Improvement Team.

She demonstrated responsibility in deploying, training, and mentoring in methodology areas compliant with SEI CMM L2-L4 and ISO9001:2000. Christine was responsible for the execution of ISO audits in Denmark to ensure compliance with quality standards She implemented an improved estimation method in Nordic utilizing Function Point and Benchmark data.

1999-2001

Christine participated in the first global rollout of processes in EDS. At the first training session conducted by US resources, she was selected as one of the two trainers for the Quality Assurance resource for the process rollout in Europe.

During this period, Christine provided ad-hoc project start-up support for Nordic projects and undertook a short special assignment as an SAP trainer. She completed comprehensive SAP training and conducted training sessions in SAP usage for Danish resources in HR, Finance, and Logistics Modules.

Skills: CMM, ISO 9000, Change Management

Oracle Developer - FLSmith & Oceanography Department Of Denmark

1994-200

Successfully participated as a programmer in designing and implementing a sophisticated Oracle system for production sales for FL Smith. Responsible for implementing the usage of Function Point as a measure of requirement in the program.

Successfully participated in developing and implementing a new Oracle GUI system for oceanographic purposes in the Department of Oceanography in Denmark. Responsible for the design of a user-friendly interface where participatory design methods were used to design a user-friendly interface. Responsible for planning and execution of User Acceptance Testing.

Skills: Oracle Development, Requirement Management, Requirement Gathering, Participatory Design, Iterative Lifecycle Definition

VOLUNTEER NON-PROFIT EXPERIENCE

President, Executive Board Member & Director – International Function Points Users Group (IFPUG)

2003 –Present

After serving successfully for 12 years on the IFPUG Board of Directors, Christine stepped down from the board and will continue volunteering for IFPUG.

Nov 2019 – Nov 2021, Christine was the President of IFPUG.

During the period Nov 2016-Nov 2023 Christine has served as executive officer at the IFPUG Board in various roles.

Christine has been a volunteer for IFPUG since 2003.

Board Member & Director International Software Benchmarking Standards Group (ISBSG)

2005 – 2018

Christine Green served on the board of Directors as a representative for IFPUG. She served as an Executive Board Member and Honorary Treasurer from Nov 2013 to Sep 2017.

Various Volunteering

2010-Present

Christine continues to serve as a volunteer or reviewer for other organizations such as ICEAA, AI United, Agile United, and PMI, where she reviews new process initiatives within her area of interest, such as project management, testing, and process improvement

INDUSTRY EXPERIENCE - HIGHLIGHTS

Healthcare – Radiology in the United Kingdom, Ireland, Sweden, Denmark
IT Company – EDS, Hewlett Packard Enterprise, GE Healthcare, IBM, ATOS
Transportation – DSB (the Danish State Railway company), SAAB, Rolls Royce Group and General Motors
Financial – NETS, ABN AMRO
Government – UK DWP, UHM Revenue & Customs, European Union, Oceanographic Department DK
Telecommunication – Vodafone, Orange, Amdocs, Alcatel-Lucent

TRAINING AND CONFERENCE EXPERIENCE- HIGHLIGHTS

Project Management (Agile, Hybrid, PMBook)
Contract Management (EU tender and Government in DK, SWE and UK)
Process Management (CMMi, ISO, COBIT, SOX, ICEAA, IFPUG, ITSQB)
More than 100 presentations at international conferences, including IFPUG, PMI, ICEAA and SEI.
A selection of the presentations is available on IPbyGreen.com, including interviews and recorded Webinars.

SHORT FACTS

Nationality: Danish
Date of birth: January 31. 1966
Family: Spouse Thomas, Senior Program Manager.
Children: Mathilde, Natasha and Jonathan
Languages: Fluent in Danish and English. Sufficient in German and Swedish.
Nationality: Danish
LinkedIn: <http://www.linkedin.com/in/christinegreendk>

If you don't find Christine deeply focused on her current assignment– you probably find her clearing her mind while she roams nature with her beloved German shepherd or Icelandic horse or taking a dip in the sea regardless of the seasons.
