



CHRISTINE GREEN CURRICULUM VITAE

SUMMARY OF PROFESSIONAL SKILLS

Christine Green is an experienced Program and Project Manager in the software industry with over 25 years of experience. Christine has led large-scale and complex software deliverables, making her a trusted choice for critical projects, and she has successfully turned around several projects facing challenges. She is highly skilled in software processes and can handle traditional, agile, and hybrid projects.

Christine Green has a background as a software developer and has demonstrated expertise as a Business Analyst and Product Owner, proficiently managing software development projects while effectively addressing technical aspects, including when required infrastructure projects.

Christine is dedicated to delivering high-quality software that meets clients' and end-users' requirements. She optimizes processes to maximize productivity and value for her teams. As a leader, she provides expert guidance throughout all stages of software development, including contractual support and post-go-live governance. She has also taken on other roles in software delivery, such as Test Manager and Product Owner.

Over the years, Christine has demonstrated exceptional versatility across diverse industry sectors, encompassing telecom, government, and, recently, Healthcare, with a strong focus on radiology and integrations to other systems. Christine has a strong analytic approach, and she successfully transforms complex technical requirements into actionable plans and activities, ensuring clarity and understanding among all stakeholders.

Christine is experienced in managing remote and hybrid project teams and always ensures effective communication and collaboration between all stakeholders. In addition, she effectively manages communication both on a technical and leadership level.

Christine believes in continuous learning and development, both professionally and personally. She embraces the mantra "Learning is Living" and actively seeks opportunities to expand her knowledge.

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.

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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

Business Analyst - Region North, Denmark

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, vendors of software as well as other sources to develop a market analysis report.

Dec 22 – Feb 23

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.

Skills: Facilitation, Contract advisory, Market Analysis, System analysis and design, Business sparring, Scope and content management, Requirement specification

Facilitator & Owner - IP_{by}GREEN

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.

**2017-Present
(Limited hours)**

Skills: Workshop facilitation, IT strategy, Strategic Leadership, Process Improvements, and ad-hoc advisor

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

DETAILS DURING THE ASSIGNMENT AT GE HEALTHCARE

(Apr 21-Jul 22)

Radiology Program - KMMIC Region, UK as Program Manager

Played a pivotal role in coordinating and overseeing the successful implementation of projects within a complex healthcare environment. Successfully managed and finalized outstanding deliverables, effectively closing contracts with a significant region in the United Kingdom, encompassing more than ten (10) minor projects across three (3) divisions and seven (7) hospitals with more than 30 successful go-lives.

Led project initiatives focused on server enhancement, workstation upgrades, data migration, and improved data quality.

Collaboratively worked with sub-suppliers to ensure the timely completion of deliverables, resulting in enhanced functionality within Breast screening, pathology, and diagnostic AI.

- (Sep 20-Jul 22) **Radiology Program** - Region Västra Göteland, Sweden as Program and Test Manager
- Executed more than ten (10) updates and enhancements ranging from minor to large go-lives to the Radiology program, showcasing project and change management skills.
- Effectively managed sub-supplier relationships, testing protocols, and migration processes to ensure seamless operations.
- Created and demonstrated adherence to governance processes compliant with ITIL standards to guarantee optimal program performance.
- Provided contractual and presales support, contributing to increased client satisfaction and business growth.
- Successfully maintained consistent team and client communication despite limited availability of full-time resources due to other commitments from both team members and PM
- (Aug 20-Feb 21) **Deployment of the GE PACS system** at Chesterfield, UK as Project Manager
- Successfully deployed the GE PACS system at an NHS Trust in the UK. Analyzing and identifying the last remaining activities before go-live.
- Built trust and confidence in all stakeholders following a failed go-live and rollback. Completed the deployment within a tight timeframe of 3 months, delivering exceptional results without significant rework. Achieved high levels of client satisfaction as reported by stakeholders.
- Overcame challenges in planning go-live in November 2020 posed by the pandemic and limited on-site resources, leveraging remote capabilities to ensure a seamless deployment during the cutover time and system shutdown.
- Responsible for the planning and execution of post-implementation support and performance testing for final client acceptance
- (Apr 19-Aug 20) **Radiology Program** - Region Västra Göteland, Sweden as Program and Test Manager
- Successfully implemented a Vendor Neutral Archive (VNA) and established connectivity with regional and private hospitals after a turnaround and Go2Green evaluation.
- Planning and coordination involve multiple stakeholders, sub-suppliers, and large clinical and local IT personnel.
- Successfully addressed multiple roadblocks and demonstrated leadership and management skills, fostering collaboration among stakeholders with conflicting perspectives. Implemented effective test management and requirement-gathering processes, significantly enhancing project efficiency and simplifying contractual negotiation. Introduced new tools and conducted workshops to ensure comprehensive understanding and utilization by team members.
- Contract evaluation and negotiation with the decision on deliverables completed and missing. Closed contract after delivering over 90% of the original contract deliverables. Creation of a plan and estimates for delivery of the remaining 10% of the original contract. Demonstrated strong negotiation skills during contract closure, achieving favorable outcomes for all parties in the contract.

(Oct 17-Dec 18) **Radiology Program** - Region South Denmark as Program Manager as Program and Test Manager

Completed a Radiology Project involving the replacement of radiology software, integration with national Image Storage (IBI), and integration into four different PACS and RIS software vendors, including GE Healthcare's own.

Managed and planned integrations, migration of data, development, and test preparations. Demonstrated adaptability and extended role as the acting Test Manager for the last six months of the assignment due to staff turnover.

Developed comprehensive plans for governance processes and performance testing. Successfully delivered the Program within one year and initiated post-go-live support, performance testing, and implementation of ITIL-compliant governance processes.

Proactively handed over the project before final contractual closure due to a planned sabbatical leave of 3 months for a trip to Australia.

(Oct 17-Nov 17) **Radiology Go-live Upgrade** - OUH - Odense, Denmark as Deployment Manager

Spearheaded meticulous go-live planning for successfully upgrading the PACS and RIS system at OUH.

Orchestrated coordination among clinical personnel, local on-site personnel from client and delivery organizations, and remote team members. Achieved implementation of upgrade within estimated times with minimal post-go-live corrections.

Accomplished results within a remarkably short timeframe, as the go-live took place less than four weeks after joining GE Healthcare.

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

2004-2017

Ad-hoc

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.

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

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

Software Project & Process Management SME - EDS

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.

2005-2010

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

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.

2004-2006

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.

2001-2003

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.

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

Quality Process SME - EDS Denmark & Nordic

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

1999-2001

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.

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.

She 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 Smidth. 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.
