

## Alexis Sgard

asgard@ethosmanagement.com

+ 41 76 221 38 22

[www.ethosmanagement.com](http://www.ethosmanagement.com)

[https://www.linkedin.com/in/alexis-](https://www.linkedin.com/in/alexis-sgard-b6029a1/)

[sgard-b6029a1/](https://www.linkedin.com/in/alexis-sgard-b6029a1/)

Married, 4 children

## PMO

# Project – Program – Portfolio Manager



## PROFILE

- Specialist in securing the success of projects and maximizing the strategic contribution
- 25 years' experience in project management and program expertise
- Specializing in the successful achievement of projects and programs in complex environments
- transversal and methodological support to the project sponsor and the steering committee decisions
- Strong ingenious and effective ability problem solving and conflict

## BRIEF EXPERIENCE

- **Project and program manager** in industry, insurance, administration
  - o *Right-hand of the sponsor in a Vaud assurance company, Vaud and Geneva administration*
  - o *In fixed price projects on behalf of IT services companies, Telecom, aeronautic, industry domains*
- **Transversal organizational and methodological support to the sponsor** : setting up consistency, specification, communication, documentation, project organization, steering committees management, dashboards, risk review, monitoring, planning, resource capacity, reporting, supplier management, negotiation, conflict resolution
  - o *Straight to the program director as PMO, € 650M, 450, AGILE, supply chain, industry, worldwide deployment*
  - o *Straight to the sponsor in NGO environment*
  - o *Straight to the executive manager in Swiss administrations (Switzerland, cantons of Geneva and Vaud)*
- **Portfolio Management**: dashboards elaborating and analyzing, consolidation, strategic input, commitments follow up, recommendations, completeness and verification of the information transmitted to the steering committee for decision.
  - o *Straight to the executive management in Swiss Administration and Canton of Geneva*
  - o *Straight to the program director, € 650 million, 450 employees, Agile Environment*
- **Risk reviews, Audits and diagnostics**: risks identification of non-achievement of projects, non-conformities, then recommendations and implementation of these.
  - o *Straight to the executive management and the "conseil d'état", state of Vaud, Geneva, Fribourg, Valais*
- **Change management** Planning, impact assessment, planning and implementation of change management actions
  - o *In Project NGO as transversal support for the sponsor*
  - o *In Projects and programs in the insurance and administration, cantons of Geneva and Vaud as project or director manager*
- **AGILE methodologies and WATERFALL**: Optimization, formalization, conciliation, adaptation and integration of Agile teams methodology with other methodology internal project teams
  - o *In projects and programs in the areas of insurance and industry reporting to the IS executive manager*
- **Project Recovery in difficulty**, Diagnosis and project completion in compliance with the objectives of the steering committee
  - o *On strategic projects and programs in Switzerland in Geneva and Vaud administration*
  - o *On projects in France in the package on behalf of service companies*
- **Formal Trainer and Executive Excellence trainer** in different areas of project management, communication and management (large accounts, major international schools)
  - o *500 to 800 project managers and project managers trained per year*
  - o *In companies in Switzerland, France, Morocco, Mauritania, Congo, Tunisia, Algeria*
  - o *At Cegos, Centrale Paris, Skema, Demos, Central Morocco*
- **Mediator** conflict situations
  - o *Strategic projects in insurance in Swiss cantons of Vaud and Valais*
- **Good technical experience**
  - o *Various positions of developer, functional analyst, Test leader, system engineer Unix, Oracle DBA, France, Switzerland*

### Culture :

- Involvement and commitment
- Excellence improvement
- Performance
- Results oriented
- source of proposals

### Personality :

- Reliable
- loyal
- Flexible
- Discreet
- Respecting the objectives
- Strongly committed in achieving objectives

### Key human skills

- Leadership
- Negotiation
- Collaboration
- Work on resistance
- Conflict Resolution
- Audit, control
- Questioning, reformulation, active listening
- Pedagogy

### Training, Certifications and Diplomas

- Master Miage Paris 2004
- PMP
- IPMA-B Assessor IPMA
- Passed CISA
- Process Communication Trainer
- Prince 2 certified
- ITIL certified
- coach certified
- Education Saint Jean de Passy, Paris

### Languages:

- French mother language,
- Fluent English,
- German, intermediate

### Third activities

- Competition tennis (before 1/6 - National 4)
- Paragliding, light aircraft
- Project Management Associations

# DETAILED EXPERIENCE

---

## 2004 - 2018 for Ethos Management - Geneva

### Transversal methodological support to program management - Agile Program - 450p - 650M €

2018 - Industry - Agile

**Mission 1** : Diagnosing and identification of the levers in order to optimize program organization consistently with the objectives:

- Identifying and mapping all entities and stakeholders, and their interests in order to reduce risks of resistance
- Identifying, quantifying and prioritize program objectives
- Identifying key points and classifying business features to be implemented, their interdependence and priorities
- Identifying the existing program operating mode, organization and processes
- Identifying risks that could occur in production, provide risk mitigations actions in making appropriate recommendations
- Identifying risks in change management for deployment; propose an organization, communication and appropriate actions to the steering committee

**Mission 2** : Setting up recommendations to provide program control informations to the program director for the upcoming go live:

- Making the overall program planning finding the right level to keep the shared vision and understanding for everyone
- Identifying interdependence and independent development business features of the program, Setting up an organization for all interrelated tasks
- Proposing and initiating a meeting organization methodology and agenda for the steering committee, progress and working meetings
- suggesting the scope control process of the program in order to control the perimeter variance
- Establishing documentation and communication flows among stakeholders
- Optimizing AGILE methodology in place for 10 projects, creating incremental common synchronization points
- Proposing and implementing a project organization and the program including the description of roles, responsibilities, activities and key processes
- Prioritizing, delegating and follow up actions from actions decided by the steering committee, ensuring overall consistency
- Proposing a coherent mechanism for progress monitoring for each project in line with JIRA in compliance with AGILE methodological process
- Identifying global and specific indicators of progress from JIRA for each project, identifying the actual progress for each with specific indicators to identify what is going on really
- Consolidating indicators and progress for the overall program in order to help decision process for the steering committee
- Estimating the workload of major projects and assessing resource capacity planning of the program with the identification of profiles to be recruited
- Develop recommendations and actions prioritized for upcoming steering committees decisions

#### **Key challenges** :

- Establishing an optimized AGILE methodology adapted to a 450 persons program and unifying the operation, communication and semantics between business and IT.
- Identifying good level of planning from scratch, in order to share the vision and allow scope control
- Collecting and integrating information for calculating the significant performance indicators for identifying key levers for action and program management to help the steering committee to make the right decision,
- Identifying key and simple project management process to be implemented to assure overall consistency

# Methodological facilitator, conflict mediator, AGILE environment

2017 - 2018: Insurance Switzerland - Agile - Canton of Valais

**Mission** : Optimizing the organization, internal relations and cross-team management by facilitating the coexistence of an Agile organization with traditional methodology projects in order to resolve conflicts

## Main activities carried out:

- Identifying specificities of the client environment, stakeholders, objectives, blocking points and resistances
- Identifying actual project organization of interdependent internal AGILE projects
- Identifying risks of malfunction of the project organization
- Planning and execution of a mediation process with the various involved actors
- Identification levers of optimization methodology Agile project to fit in global project organization
- Establishing a consistent mode of operation between the AGILE and waterfall internal projects
- Proposing project organization definition including roles and responsibilities, processes, activities, related documentation ensuring global consistency
- Animation conflict resolution sessions to produce a team agreement charter

## Key challenges :

- Identifying optimization levers of the team and project management, the real ongoing resistances as well as an Agile methodology structure adapted to the context,
- Raising successful internal resistances to reconnect AGILE organization to a performance and success dynamic

# Methodological support of responsible business, strategic cross internal project

2018 - International NGO

**Mission** : Maintaining project dynamic pending the arrival of the project manager, proposing and setting up a project and change management organization.

- Identification of the client context, stakeholders, project objectives defined by the steering committee, interdependencies and actual organization and project processes
- Identification of main risks on the upcoming go live and change management challenges.
- Integration of stakeholders in the project in order to optimize the change management
- Project planning of the development and for go live
- Delegation, coordination and synchronization of the different project activities
- Formalization of the project architecture
- Managing the relationship with the solution supplier
- Preparation, facilitation and monitoring of progressing and working meetings
- Monitoring the development, organization progress meetings
- Preparation and introduction of the change management, setting up impact assessment, change management actions
- Setting up the internal and final test environment.
- Identification and development performance and progress indicators
- Preparation steering committee meetings, dashboards and recommendations

## Key challenges :

- Internal Context with a strong resistance in high turnover context
- Disparities in working methods
- Identification of organizational levers for a go live in line with objectives in the 2 months in the absence of governance and coordination.
- Organization change management for successful integration in line with expected contributions defined by the steering committee

# Program Director with the Director General

Insurance in Switzerland - Canton of Vaud - Oracle Application - 4 projects in parallel

**Mission** : Right- arm of the executive CEO on all activities guaranteeing a compliant go live of the strategic program involving the entire company, assuring the success of business critical operations during the production start

- Identification of stakeholders, scope, program and project objectives, strengths, challenges and optimization levers of the program and each of the four interrelated projects
- Identification of achievable goals within a coherent scope for a given date on the entire program and 4 adjoining projects consistently with the objectives of the steering committee
- Proposition and setting up of a coherent and prioritized remedial actions
- Project reorganization including roles and responsibilities, processes, methodology, development
- Development and implementation of project and program templates
- Identification and workload assessment of program activities
- Definition and control of the delegated planning activities
- Setting up the test and acceptance environments involving all the different stakeholders including suppliers
- Supply contract monitoring, setting up financial and contractual negotiations until endorsement
- Organization change management, impact assessment and implementation of change actions (training, support, identification and integration developers, communication, etc.)
- Development of the dashboard, preparation and animation of the steering committees, recommendations and follow-up of the steering committees decisions
- Release and monitoring performance indicators from the go live business activities and of annual billing process
- Final project Review
- Hiring of new IT Director

## **Key challenges** :

- Recovery of a strategic program with strong human, organization, timeframe, quality and technical constraints
- Context of strong internal and external conflicts of interest
- strong context of crisis, confidence and success failure

## Project Manager at the DSI

Administration - Vaud

**Mission 1:** Mediator reporting to the IS Manager

- Development of the prototype
- Identification of the internal resistances then conflict resolution, conducting an internal mediation.
- Recommendations and setting up of the project organization (organization chart, roles and responsibilities, processes)

**Mission 2:** Project Manager reporting to the IS manager

- Resumption of the project management for the exams process
- redefine project objectives with the IS manager,
- Reorganization of the project, defining roles and responsibilities, processes accordingly to the objectives
- Identification and mitigation of risks,
- Project phasing and estimating activities
- Planning elaboration, delegation and monitoring activities,
- key performance indicators definition, dashboard and reporting to the IS manager
- Organization internal testing and user acceptance,
- Development of test procedures for the upcoming go live
- Contractual monitoring and supplier management,
- Setting up the change management activities
- Final project review

# Risk review on behalf of the CIO

Administration - Canton of Fribourg

**Mission** : Identify the risks associated with the start of production of a taxing project taking into account the supplier, resource management, planning, organization, maintenance, testing and quality control risks

- Evaluate and classify risks
- Propose mitigations actions
- Develop and present risk review

# Program audit on behalf of the State Council

Administration - Canton of Valais

**Mission** : Elaborate and conduct an audit to check the objectives compliances of a global hospital program

- Identification of the environment, measured objectives, documentation, stakeholders
- Conduct of 70 interviews
- Check and control of acquired information until the right confidence level
- Developing recommendations for the upcoming organization
- Audit report presentation

# Trainer, Speaker in schools and businesses

Morocco, France, Switzerland

- High school engineer (HES) Geneva, ISEIG, Cegos, Demos, Centrale Paris, Central Morocco, Skéma business school, etc.
- Between 500 and 800 people trained per year on project, program and portfolio management since 2010
- PMP, IPMA, Hermes, Project management Skills, management and human potential development within large schools and French companies, Swiss and African (Morocco, Algeria, Mauritania, Congo).
- Responsible for developing and leading trainings and conferences: project management, PMP, IPMA (B and C), Hermes, audit, management, PMO, Portfolio Management, 5E management and decision management, risk management, conduct meeting, intercultural management, "project Manager: best practices" (large French schools, Swiss, Moroccan, vocational training leading centers, French companies, Moroccan and Swiss).

## 1998 - 2003: American Editor - France and Switzerland

### Project Manager - Technical Presales Consultant

- This new role has empowered previous experience manager of technical projects, and functional manager, developing commercial activities of the company's Geneva office in the Swiss territory in large accounts.
- Responsible for all activities related to storage, database, Service Level Management solutions, and adapting them to customer environments.
- Expert in relational databases and security systems

## 1993 - 1998: CISI Services Company - France

### Technical Project Manager at SFR in Cegetel (telecom company)

- Responsible for the administration and development of Oracle databases.
- Development and optimization of the data security in Oracle databases.

### Functional project manager in Chronopost (logistic delivery company)

- Functional analysis of a centralized system
- Design and implementation of relational databases

### Fixed price Project Manager in RENAULT Billancourt plant

- Project Manager (400 days - 4 people), general and detailed design, technical specifications, development and implementation of a knowledge management system.

### Fixed a price Project Manager SNECMA

- Project Recovery manager: (1000 man / days - 8 people) - on the development, testing and production go live part of an aircraft engines application.

### Business analyst for BP Oil.

- Writing functional specifications for the interface between a European project and local applications gasoline inventory management in Gennevilliers' BP Oil plant.

### Technical manager at SNECMA's

- Elaboration of the technical study of an interface between the tests on the Rafale and technical analysis platform.

### Technical and functional developer Engineer in Edf / GDF

- Development of migration programs in a COBOL application to Cobol 2

## 1988 - 1993: SLIGOS Company services - France

### Technical development engineer at Snecma's

- Development of detailed technical specifications to ensure test analysis of the Rafale aircraft data processing during its flight.

### Technical development Engineer in Dassault aircraft company

- Program development for calculating the cost of a Rafale aircraft from all its components

### Project manager at findus

- Project manager of an application related to the merger between the companies Buitoni and Findus.

### Technical development Engineer in Renault company

- Technical developer of a migration application MPR88 project (management of spare parts for Renault plants).

### Technical developer Engineer in Dassault aircraft company

- Technical Developer major systems of a project whose goal was to manage parts catalogs

## INITIAL TRAINING

---

<b>1991</b>	<b>Master MIAGE XI Orsay in Paris</b>
<b>1988</b>	<b>DEUG A XI Orsay in Paris</b>
<b>1982</b>	<b>Saint Jean de Passy bac- Paris</b>

## LANGUAGES

---

<b>French:</b>	Mother language.
<b>English:</b>	Fluent
<b>German:</b>	Intermediary

## MAIN PROFESSIONAL TRAINING AND CERTIFICATION

---

- Trainer and Coach Process Communication certified by Taibi Kahler
- PRINCE2 Foundation Certification
- Training and examination CISA
- ITIL Foundation Training and Certification
- PMP Training and Certification
- Training and certification of professional coach
- Training and Certification IPMA Level B
- optimal performance coaching training
- Programming Training neurolinguistic constructivist
- Training Process Communication Management
- engineering training strategy
- Advanced training in project management, Negotiation, Conflict Management, Coaching, MS Project
- English and German Training
- certification Patrol
- Patrol Storage, SLM, Backup / Recovery
- Training consultant presales
- commercial training
- team building training
- Level Management Training Services
- Oracle DBA Training I and II, Sybase, UNIX, Project Management

## OTHER ACTIVITES

---

### **Aircraft piloting activities**

Paragliding, light aircraft pilot

### **Formal trainer in high schools and companies**

Project Management, Audit, 5E Decision Management, Portfolio Management, PMO, risk management, Management, meetings animation, specifications writings, change management, PMP examination, etc....

### **Tennis Competition**

France: before 1/6, Switzerland: Former National 4 (130th), Tennis player coach for 15 years, still classified 15/1 in 2018

### **Project Management Association**

Member of PMI and IPMA  
strong involvement in animation associations