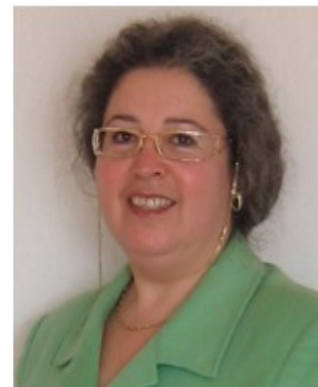


MARYAM FARBODI



Facilitate the transformation and growth of companies and individuals addressing and integrating people, company culture, project, process and technology.

EDUCATION

- 2008 - 2011 Leading Innovation (MBA focus).
Stockholm School of Economics.
- 2010 Leading innovation and entrepreneurial thinking.
Babson Executive Education, USA.
- 2007 - 2011 Several courses in Coaching, i.e. : Mastering change,
Power of Groups, Inner Awareness.
Coachville, Center of Coaching Mastery, USA.
- 1987 - 1990 BSC in Information Systems Analysis.
University of Linköping, Sweden.

EXPERTISE in

- Organizational Change Management, Kaizen, the Learning organization and Lean philosophy.
- Team building, Facilitation, and Conflict management.
- Process Improvement as means to Lead Time Reduction, Productivity and Quality improvement.
- Coaching of management & experts in implementing desired change.
- Innovation Management and audit.
- Project Management, Product Development and Quality Management.
- Software and System Engineering.
- Agile Development, e.g. Scrum.
- Internationally accepted standards and improvement models such as ISO/IEC 15504 (SPICE) and CMMI® for Development.

EMPLOYMENT

- Since 2007 Transformation and Growth Consulting, Germany
Independent Consultant
- 2004 - 2007 Kugler Maag Cie GmbH, Germany
Partner und Process Director
- 1999 - 2004 Q-Labs Sweden AB and Q-Labs Germany GmbH
Expert Consultant
- 1990 - 1999 Ericsson Radio and Ericsson Telecom, Australia, Spain, Sweden
Improvement Program Manager
Software and System Design, Test and Quality Assurance

EXPERIENCE including:

Instant Maturity™ :

In charge of developing, launching, capacity building, and executing two new services in the project controlling organization:

- Project Management Center including project planning, monitoring and control, measurement and analysis of project data, and risk management.
- Requirements Service Center including requirements management and requirements engineering.

Leading a team of 14 consultants with a multi million Euro budget for a period of about 3 years.

Tiger Team:

SCRUM Master and co project leader of a car infotainment project with 76 engineer in a challenging and sensitive environment. My added value was the rare combination of expertise in product development, project and process management and organizational development.

Nile Basin Initiative:

Examining supplier organization's capability to deliver a Decision Support System (DSS) for a water management system, financed by the World Bank, and executed by the United Nations and led from Ethiopia, as input to contract negotiations for procurement.

Performance improvement:

- Performing change readiness assessment to determine risks and develop change management strategies, roadmaps and plans as well as interventions to mitigate risks involved in developing and enhancing software development processes as a means to reach the business objectives of R&D organizations.
- Designing business performance indicators to create transparency regarding the status and progress of the company's performance for better management.

Light House:

With the rare experience of change management combined with software engineering and process improvement, I was hand-picked by the Swedish organization to move to Germany to lead consultancy projects for the world's number 1 supplier of automotive parts. E.g. a business unit wide performance improvement in which the client reached their goal of CMM level 2, a big achievement in the automotive industry.

Model Master Apprentice, MMA:

My brief was to develop and deploy a concept called the MMA program – a program about identifying, packaging, and marketing proven good practices to achieve improved quality and reduced time to market.

In this capacity I had budget and program responsibility in a multi-lateral organization with different stakeholders to work with, among them the master organizations and the apprentices around each master topic across the 17 design centers.

2 plus 2:

This program dealt with increasing productivity and reducing lead time, and consisted in three cornerstones: goal and policy deployment, measurement and good practices.

Responsible for the good practices, my brief was to manage identification, packaging, marketing as well as providing support for the implementation of relevant good practices by a network of 35 representatives from the design centers across the globe.

Business Development:

- Developing the internationalization strategy for introducing a consulting company in the North American market.
- Evaluating an innovation management system to identify strategies for improving its performance.

FURTHER COURSES AND QUALIFICATIONS

- 2007 Several university courses, including:
- Leadership
 - Scientific Approaches within Social and Behavioral sciences
 - Knowledge Development and Information Utilization at the University of Linkoping, Sweden.
- 2006 Operations development of product development life cycles, ISO/IEC 15504 Provisional Assessor qualification; certification expired.
- 2004 PMI (Project Management Professional); certification expired in
- 2003-2006 Several courses in operations development, including:
- SCAMPISM Lead Appraiser training (candidacy expired),
 - Intermediate concepts of CMMI[®],
 - Introduction to CMMI[®]
- at the SEI, the Software Engineering Institute, Carnegie Mellon University, Pittsburgh, USA.
- 1999 Negotiations techniques, Ericsson (company-internal training).
- 1992 Methods for organizational change, and interpersonal skills, Ericsson (company-internal training).

PUBLICATIONS & TRAINING

- Tutorial about "Managing Change" at the ESPI Foundation, European Software Engineering Process Group conference, London, 2004.
- Tutorial combined with a self-assessment of participants' recent change initiatives at the Software Engineering Process Group conference, Europe, 2009.
- Developing and delivering (inhouse) training on process consultancy and change management for a group of consultants.

LANGUAGE SKILLS AND CULTURAL REFERENCE

English	Fluent
Swedish	Fluent
German	proficient (B2)
Persian	Native

Working and living experience from Australia, Sweden, Germany, England, Spain, India, Iran and USA.