

CURRICULUM VITAE

Brian Lodahl

Certified Senior
Project Manager
M.Sc.EE.,
Cert. IPMA-B



Age:
35 (1976)

Marital status:
Single, no kids

Availability:
From March 1st,
Possibly Feb. 1st.
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Summary

Project / Program manager with 8 years professional experience and 20 years' experience in leading people; background in R&D HW RF. I enjoy the role of facilitating and crating conditions for my colleagues to do their best, and to provide sense of direction and meaningfulness to their job and their role in my team.

My leadership style is personal and my ambition is to be open, available, assertive and authentic to my colleagues. I look for challenges that call for the need of people management – I trust that my team delivers the results of the project and I am not afraid to delegate both responsibility and the mandate of decisions. I love and appreciate diversity and cultural differences – it helps to expand people's horizon and secures dynamic, homogenous teams.

I welcome dynamic organizations; I have a strong belief that continuous improvement calls for iterative optimization, as well in products as in organizations, cooperation and corporate processes.

Through my professional career, I have accumulated experience of design and development of consumer electronics, as well daily management of project R&D and later product program to the extent:

- Management with a span of control of 30+ employees
- Management in outsourcing, Joint R&D and partnering models
- Experience in working with global teams and Chinese/Asian outsourcing partners

Career, Achievements & development

Timeline	Job Title, work area and description of work. <i>Success stories highlighted in blue</i>	Work place	Key achievements / Learning's
2011 -	Product Program Manager, In-Market Products Managing portfolio of products in production, quality improvements, mid-life upgrades, new business opportunities through variant creation <i>Success story: Dealing with my team member's emotional process during mass-lay-off, and coaching them to adjust to new situation (change curve) as well keeping deliveries on track – high motivational leadership</i>	Nokia Danmark Symbian Smartphones	-Negotiations for conditions of delivery of projects prior to closure of site -Change curve cannot be overruled, but can be nursed and supported -Auditing ODM / Joint R&D partners in China for partnering selection; Supplier audit processes
2010-2011	Product Development Manager, In-Market Products Managing R&D part of products in production, quality improvements, mid-life upgrades, new business opportunities through variant creation <i>Success story: Mental preparedness – taking the team through a mind map visualizing our preparedness to adapt our teamwork to challenges in new phase of project timeline</i>	Nokia Danmark Symbian Smartphones	-Mid-life upgrades of products already in production -Successfully avoiding production stop as due consequence of Japan Earthquake supply chain breakdown
2009-2010	Product Program manager (deputizing) Joint R&D product development (semi-ODM) Acting substitute as my own dotted-line manager, taking care of my colleagues as deputy manager after re-org lay-offs Managing development of a tactical product in portfolio aiming to take market share in key areas, with un-usual balance of requirements	Nokia Danmark Symbian Smartphones	-Negotiations / anchoring key decisions / KPI in project / program, when new project sponsors due to org. change Empowerment of team members and better decision making by improving alignment of expectations and responsibility

Success story: Dealing with conflicts btw. Team members – using coaching technique to overcome and re-spawn mutual respect & regain focus of project
Success story: Improving efficiency and reducing waste time in team gearbox by communication analysis and physical re-location to improve cross-functional communication

2008-2010	<p>Product Development manager, Joint R&D product development (semi-ODM)</p> <p>Leveraging strong points with ODM partners as well internal engineering team to build one common R&D team across two partnering companies, to boost efficiency, accuracy and cycle time of product development</p> <p><i>Success story: Growing accountability, responsibility & joy of work, and reduction of in-necessary escalations in organization, by empowering stakeholders (team members) in important decisions</i></p> <p><i>Success story: The time-out speech –standing up on the podium calling for timeout and energizing the team in critical time of program delay. Empowering TPS philosophy in quality related decision-making</i></p> <p><i>Success story: Keep the eye on the ball, not on the clock: Drive team focus to understanding design requirements and closing concept decisions before starting the clock of execution</i></p> <p><i>Success story: Leading R&D team consisting of both project leaders and engineers physically located in China, Taiwan, Finland and Denmark</i></p>	Nokia Denmark Symbian Products	<p>-Delegation and trust – even of partners in different culture that are employed under contract</p> <p>-Gearbox and mechanisms to cope with ‘virtual’ teams</p> <p>-Proven effect of applied change in decision making behavior towards quality and risk management – field failure improvement</p> <p>-How to manage teams divided by culture & physical locations, with team members from both own and Chinese partnering company.</p> <p>-Understanding of the role of the leader in Chinese culture</p> <p>-Effects (pro and con) of working in matrix organizations</p>
2007-2008	<p>Product Development Manager</p> <p>Managing R&D teams (Nokia internal resources only) to develop and productize mobile phones for world market</p>	Nokia Denmark Mobile Phones	<p>-How to do R&D on two products simultaneously with one team</p> <p>-Part of core team in Nokia to make complete revitalization of development process</p> <p>-Roll-out of new development process with my project as pilot</p>

2005-2007	Hardware Project Leader Managing HW team to develop and productize mobile phones for world market Dotted line as well solid line-manager	Nokia Denmark Mobile Phones	-Solid Line as well dotted line management of 6-man team of hardware engineers -Planning/Facilitating in-house EMC courses -Facilitating cross-functional R&D alignment
2003- 2005	RF Design engineer	Nokia Denmark Mobile Phones Hardware Dept.	-3GPP standards, Certification / Type approval, PCB design, EMC / signal integrity, design for manufacturing, cooperation and task delegation of 6-man engineering team
2005-2007	Electrician (summertime job)	Aalborg University	Upgrading lab facilities to new safety standards
1993-1997	Electrician	Vejle El-Service	-Electrical in Household, office, data, alarm system, bank/security, industry / production. PLC programming

Education / Key training Courses




Timeline	Course / Training	Key Learning's
2010	Certified IPMA-B Senior Project Manager, by Dansk Projektledelse	-Insight in my own "style" as project manager, understanding my own methods and their use -Putting all my disciplines as project manager and leader of people/teams into system. -Proactively planning my leadership and management effort towards my team -Selecting and applying methods for project management
2009	Being a Coach	-Visualizing the coachee's situation, understanding and needs -Question/Interview techniques -Active, assertive listening
2008	Coping with Chinese culture	-Do's and don'ts of working with Chinese colleagues and customers -Chinese social understanding and how this can be used in team building across cultural barriers - Understanding of hierarchy and authority

2006-2007	Leadership in Nokia	<ul style="list-style-type: none"> -The “Product” of a leaders work-day -The role of a leader in context to his team -Conditions for leadership to apply -Observation techniques -Conflict handling -Motivational factors -Team psychology -Effective decision making -Situational Leadership -Development of groups & individuals -Feedback – giving and receiving
1998-2003	Master of Science in Electronics Engineering; Master thesis in RF Integrated Systems & Circuits dept., Aalborg University	<ul style="list-style-type: none"> -Methods for adaptive learning & introduction of new skills (learning how to learn) -Systematic approach to problem solving -Reporting & Documentation -Group work / Teamwork (AAU model) -MBTI (ESTJ)
1997-1998	Admission course (Adgangskursus), Ingeniørhøjskolen Århus IHÅ	To qualify academic skills prior to university start
1993-1997	Electrician Vejle El-Service	<ul style="list-style-type: none"> -Be a finisher – get the job done -Working independently -Problem solving without help from others -Work breakdown tasks into structured elements

Education, Planned / future

Jan 2012	Intensive Lean Manager training, 10 ECTS <i>Using lean methods to analyze and optimize cross-corporate processes to boost internal efficiency and reduce overhead</i>	DTU / Compass Academy
Jan-Feb 2012	Økonomiforståelse for Ledere (Introductory economics for managers)	CPH West

Leisure & Spare time activities

2010 - ...	<p>Training for navigation's officer in Danish Coast Guard, Vordingborg (Marinehjemmeværnet) Upcoming ambition to qualify as NCO (2012) and later for Naval Officer's education (2014)</p>		<ul style="list-style-type: none">-Teamwork in 8-12 man crew-Applying my interest in sailing in new context (SAR, environmental protection).-Extending help and support to other sailors in Danish waters.-Leadership in military context-A ship at sea is a unique place to study and apply leadership, teamwork and conflict solving!
1993 - ...	Radio Amateur		<ul style="list-style-type: none">-Teaching and educating technology & skills to others-Radio-sport contesting (current holder of 2 Danish records and one 2nd place in Scandinavian competition)-I built my own radio set!
1987 - ...	<p>Boyscout</p> <ul style="list-style-type: none">-Planning, leading and executing larger venues & camps-Instructor & Training staff of new patrol leaders-Handicraft & complex problem solving in awkward situations		<ul style="list-style-type: none">-Teamwork in 6-8 man teams-Leading only by carrots, not whips-Observation techniques-Team psychology-The feeling of how much one week of boot-camp matures a young scout and develop his/her team-social skills is some of the most satisfactory feeling I know!



-My mental un-loading
-Accepting slow pace
-Meditation?

What energizes me & the opposite

New challenges – or new ways of doing it!	← →	Doing the same tasks for longer time
Seeing people work well together	← →	Dysfunctional teams & people with lack of situational awareness
The positive dynamics of changing organizations; Shake and stir frequently!	← →	People and teams locking down into pattern of routine
Having a coach – a mental sparring partner to help me develop my thoughts into action	← →	Dislikes un-involved solid line managers or lack of proper coaching – that will get me frustrated
Explore and expand my horizon	← →	I need to suck in new knowledge every day!
Helping others, serving others – a little help from my side may make their day much better	← →	Egoism
The satisfaction of achieving a task well done	← →	Feeling of days without progress
Getting feedback on what I do – timely	← →	Not getting feedback on what I do

My aspirations & ambitions

- To refine and develop my skills as a manager of people, teams and projects
- To study organizational psychology, with intent of understanding and possibly leading larger scale teams
- Applying leadership and project management in new contexts regularly – not to get stuck in one area of work
- To become a naval officer & challenge myself to apply leadership in new and very different context

Language & Cultural skills

English Language	Spoken corporate language daily throughout 8+ years. Technical proficient, business to some extent
German Language	School trained, but not spoken frequently. Rusty.
Danish Language	Native tongue
Chinese / Asian culture	Engaged in regular business and team (-building) activities with my teams on-location in China & Taiwan. Through 2008-2010 I spent approx. 10% of my work days in China. Trained in Chinese cultural understanding