

# Consultant Profile

Mathias  
Holmgren



Agile Coach

Agile Organization

Product Discovery & Delivery

Product & Technical Leadership

Open Participation

Product Strategy



## About Me

I've been a consultant in the software product development industry for over 20 years and part of the agile movement for most of that time.

I started out as a software developer building portfolio and fund management software. As I have gained more experience I have spent more time leading, introducing or improving engineering practices and agile ways of working in organizations – either by leading agile efforts or by coaching teams, departments and leadership teams.

Today my personal mission is to help create great workplaces where human beings can thrive and do great work in a way that really matters to them and others. I do this by leading, coaching and educating people, teams and organizations on how to build better products & services, improve their effectiveness and become more participatory. I believe that by focusing on what really matters we generate the best value and make work meaningful for all stakeholders which is the foundation for any successful business or organization.

## Working Approach & Expertise

When I work with a client I always try to understand what is actually happening and what is needed the most. I do this by partnering with my client to discover the driving forces for change and by assessing the situation with my own eyes. From here we co-create a new direction for change based on an evaluation of what will have the highest impact to improve. To me this is the best approach to solve real problems.

My practical skills includes agile, modern product management, lean, Scrum, Kanban, systems thinking, Sociocracy 3.0, Open Participatory Organizations (OPO) and various approaches to scale agile across multiple teams. How to scale self-organization beyond the team level and how to prototype new type of organizations for the future of work using self-management to build new type of organizations are areas that also engage me.

On the technical side I have a long background as a seasoned software developer with a lot of experience leading development teams and introducing test, build and deploy automation - primarily using .NET technology to build modern solutions by using agile practices.

## Client Cases (selection)

### Bisnode, 2019

- **Challenge** – Request by CTO and CPO jointly to introduce product discovery and integrate it with agile product delivery in all future products at group product & tech organization. Improve practices and help shape culture to allow product and tech orgs to work closer together.
- **Solution** – Prototyped and introduced new cross-functional product centered model for first one, then three multi-team products. Trained group PMs and group product management, rolling out new way of working to rest of group product with some adjustments to organization during 2020.
- **Results** – Strong improvement in engagement levels and self-trust, steady stream of actionable customer insights, leap forward for tech team's understanding of customer problem, new deals made as result of these customer insights, strong desire from head of product to move forward faster with new way of working.

### Net Entertainment, 2017

- **Challenge** – Support the game framework department management team to gain clarity in their strategic work.
- **Solution** – Coached the management team on leadership in complexity and introduced a structure situation driver format for understanding and prioritizing strategically.
- **Results** – Experience of feeling blocked with strategic work removed. Clear progress on several strategic initiatives. Improved clarity and understanding of situations, both inside and outside the management team.



## Client Cases (selection)

### Net Entertainment, 2017

- **Challenge** – To improve the agility of the organization over multiple teams, specifically longer term planning.
- **Solution** – Supported the transition to joint multi-team agile planning at a newly established program level.
- **Results** – Performed first step in synchronized multi-team planning cadence, enabling the first multi-month roadmap that was co-created by team and program/product leadership.

### Wahlstedt & Sageryd, 2015-2016

- **Challenge** – Major refactoring and automatic testing of a 15+ year old client/server Delphi product for capital management.
- **Solution** – Designed the server solution, established and grew ownership of the solution and mission of the team, established agile engineering practices, automation and agile way of working to sustain high quality refactoring of functionality from the client to the new server solution based on .NET technology calling Delphi dll:s. Existing code base work was led by WS personnel.
- **Results** – Successfully transformed a legacy architecture but still very viable product into using more modern architecture and technology, enabling a transition to improved server integration and mobile/web solutions.

### ComHem, 2014-2015

- **Challenge** – To improve a team that had been struggling with initiative and engagement for a long time.
- **Solution** – Principles based coaching using agile first principles.
- **Results** – Improved engagement levels, team dynamics and proactivity in the team. When the product owner of the team was promoted some time later the team on their own initiative decided to take ownership of also those responsibilities and successfully completed that change themselves.

### Mr Green, 2013-2014

- **Challenge** – To turn around a non-functional relationship between business and tech by introducing an agile way of working.
- **Solution** – Worked with business representatives, head of IT, project leads, head of development, dev leads and three development teams to set up a product owner team, introduce scrum and agile practices. Built a strategic Oobeya war room for top management that was integrated with the product owner team.
- **Results** – Strongly improved relationship and levels of trust between business and IT, shorter lead times and higher frequency of delivery, improved culture and levels of work satisfaction and engagement, improved quality, improved proactivity and collaboration.

### Trafikförsäkringsföreningen 2010-2013,

- **Challenge** – To create a completely new debt collection solution to replace the largest debt collection operation in Sweden with yearly revenues of half a billion SEK, 1.5 million yearly automated invoices, total cases in the millions and clients in the hundreds of thousands.
- **Solution** – Built the team, designed the solution (using .NET technology) and gradually installed and grew the engineering practices, automation and agile way of working to sustain high quality, high velocity delivery of the right functionality.
- **Results** – Three years after starting with nothing but an empty room we turned off the old mainframe solution, automatically migrated all production data over a weekend and successfully turned on the new system on Monday. With some very minor issues and a few limitations the operation ran smoothly from day one. 85+ % unit test coverage with a fast build, close to a thousand automated functional tests, completely automated migration, test data management and deployment (to production in minutes). Development has continued since then and good people still love working there.