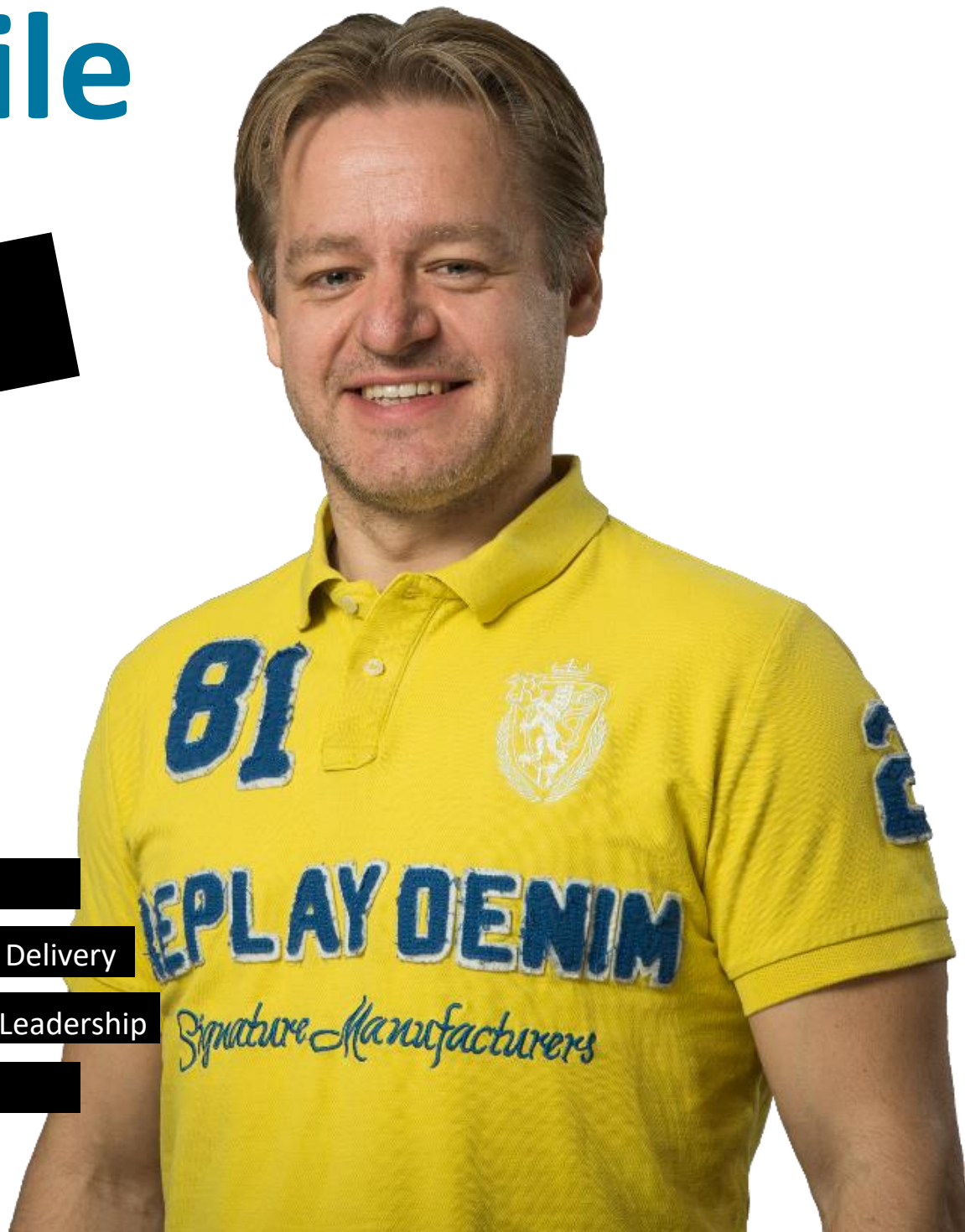


Consultant Profile

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 25 years and part of the agile movement for most of that time.

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 change, coaching and educating people, teams and organizations on how to improve their effectiveness, create high impact faster, to take more ownership and become more participatory.

I believe that if I can contribute in this way I will do my part in bringing about an emerging future that is more human friendly, makes a real difference and has the seed of greatness.

Working Approach & Expertise

When I work with a client, I always try to understand 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, to assess what is real. 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.

Today I primarily support organizations in driving change, through training or transformation in order to take on challenges that need to be overcome to create impact and reach goals otherwise not within their reach.

My practical skills includes agile, modern product management, discovery techniques, lean, systems thinking, and various approaches to scale true agile across multiple teams.

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)

SSG, 2021-2022

- **Challenge** – Request by head of tech and senior leadership team to drive change to address product process and cultural friction between engineering teams and business side.
- **Solution** – Establishing a product team approach to product development, high multidisciplinary ownership of meeting customer needs, including all phases of validation of problem and solution all the way to delivery. Integrating product discovery with delivery also involving engineering, new effect goal driven model for product portfolio investment decisions, to align business and engineering efforts and improve planning process.
- **Results** – No more friction between engineering and business, very high engagement, higher degree of business focus, re-allocation of some capacity to areas of higher business impact potential, strong support and personal engagement from CEO.

Mozilla, 2021-2022

- **Challenge** – Request by senior director of Firefox product and vice president of Firefox to drive change to improve their product development practices, including an experienced gap between product & tech.
- **Solution** – Prototyped and introduced a multi-disciplinary product outcome centered planning process for an innovating, undisclosed new product. Coached PMs, to develop their product management skills.
- **Results** – Consensus from all participating teams and leaders of significant progress in effectiveness. People involved are organically introducing same principles and process patterns in other areas of Mozilla.



Client Cases (selection)

SSG, 2022

- **Challenge** – Request by head of IT and product leadership, to drive change to move towards and empowered product teams model. Strong support and active participation from CEO and executive leadership team.
- **Solution** – Launched change management team and initiatives to develop practices, introduced new cross-functional product centered model, co-designed organizational changes to support this shift.
- **Results** – Radically improved Agerus performance culture index from 53 % to 88 % in the organization. Public webinar story case. “Completely different situation”, according to CEO.

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.

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.



Client Cases (selection)

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.