

# Linda Bovaird

Change Agent | Leadership Coach |  
Director of Operations



## PROFILE

Continuously searching for new and better ways of doing work has been the number one driver throughout my whole career. As a developer I was intrigued by adopting agile ways to improve the way we build software. As a leader I became a strong advocate to innovate the way people are managed and work is done by continuously improving the way companies operate at their core level.

It is my passion to make companies more adaptable in a world that is changing faster and faster, to improve performance and quality and to provide an environment where people can take more ownership and reach their full potential.

## EXPERIENCE

VP OPERATIONS – CHANGE AGENT  
Mobiquity| Amsterdam| April 2018 – June 2019

Mobiquity is a digital engagement provider that creates compelling digital experiences. In 2018 I joined Mobiquity as the VP Operations (and Delivery) for Mobiquity Europe. In my role I helped Mobiquity transform into a more scalable organization, professionalize the way of working, improve operations and increase the delivery performance and quality. Some of my biggest achievements:

- In order to facilitate growth, and improve performance I designed and implemented an organization model based on cross functional customer teams and Tribes (renamed to customer portfolio's).
- Rolled out Objectives and Key Results (OKRs) as the process for setting, communicating and monitoring quarterly goals within Mobiquity Europe.
- Increased collaboration between Operations, Delivery, Finance and Recruitment.
- Improved processes around deal qualification, staffing, revenue forecasting, and predicting recruitment needs.
- Increased delivery performance resulting in a 40% increase in revenue.

VP PROFESSIONAL SERVICES – CHANGE AGENT  
Backbase| Amsterdam| January 2012 – March 2018

At Backbase I build and managed the Professional Services Department. Backbase is a product company that provides an Omni-channel digital banking platform that helps banks accelerate their digital transformation.

I started my career at Backbase as the Operational Manager for professional services, a team of 20 people. My focus was on building a strong team to implement the Backbase product successfully world wide.

When Professional Services became bigger I was promoted to the Director of Operations and eventually VP Professional Services world wide.

## CONTACT

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- in [Linkedin.com/in/lbovaird](https://www.linkedin.com/in/lbovaird)
- 📍 Amsterdam

## EDUCATION

Amsterdam University of Applied Science, HTS-A | 1995 Electronics, Computer Science

HAVO  
PASCAL | 1991

Coursera London Business School  
Managing the Company of the Future

Extra Mile Academy  
Coach Academy 2019 (in progress)

## VALUES

- Collaboration ●●●●●●●●
- Result Driven ●●●●●●●●
- C/Improvement ●●●●●●●●
- Accountability ●●●●●●●●
- Result Driven ●●●●●●●●
- Integrity ●●●●●●●●

## EXPERIENCE

Some of my biggest achievements while working at Backbase:

- Grew the Professional Services team from 20 (2012) to 200 people in 2018 and opened Professional Services Tribes in UK, US and Colombia.
- Designed and implemented a scalable organization model inspired on the Spotify Model. Resulting in a strong Engineering culture where our people and customers are highly engaged. It increased performance, stimulated autonomy, and made the department adaptable for growth.
- Advocate to make Continuous Improvement part of our culture resulting in the continuous professionalization of processes, guidelines and best practices. Adopted Scrum as the way of working for all our projects.
- Rolled out Objectives and Key Results (OKRs) as the process for setting, communicating and monitoring quarterly goals within Professional Services.
- Management of the professional services team with a strong focus on Personal Development and growing the department from within. Also introduced a 360 Feedback System to provide better and more meaningful feedback.
- Increased delivery performance resulting in a 100% increase in revenue for 2016 and a 55% increase in revenue for 2017.

### DIRECTOR OF OPERATIONS

Xaton/Mobiquity | Amsterdam | January 2011 – December 2011

I joined Xaton (which was later acquired by Mobiquity) as the Director of Operations in 2011. In this role I was responsible for:

- The successful delivery of software development projects. Where we improved our best practices and way of working using scrum.
- Management of the development teams (consisting out of 25 people: Software Developers, UX designers, Business Analysts, Scrum Masters, etc)
- Started-up a new Mobile division within Xaton. Organized that our developers got retrained and took on the Program Manager role for the more complex Mobile Applications e.g. The Ziggo TV Apps.

### TECHNICAL MANAGER OF APPLICATION DEVELOPMENT

QNH | Zeist | May 2006 – May 2010

I joined QNH in 2006 as Technical Manager for Application Development. In this role I was responsible for managing a team of between 20-50 mostly Java Developers, keeping them engaged, visiting them at the client, building a strong relations with our clients and running the operations of our business unit. A few of my achievements include:

- Managing and growing the team from 20 to 50 employees, mostly java developers.
- Field management of our employees and building strong relations with the sponsors at the client side.
- Introduced new value propositions, e.g. around agile consultancy and requirement management.
- Organizing knowledge sharing sessions (Meet-ups) and social events to increase personal development, employee engagement and retention.
- When needed I occasionally did some project management and consultancy, e.g. project management for the website and intranet of de gemeente Venlo, Nieuwegein and Fokker, consultancy at Fortis ASR.

## LANGUAGES

Dutch	●●●●●●
English	●●●●●●
German	●●●○●○

## SKILLS

Leadership	●●●●●●
Management	●●●●●●
Facilitating	●●●●●●
Op Management	●●●●●●
Change Agent	●●●●●●
Analytical	●●●●●●
Goal Setting	●●●●●●
P/Optimization	●●●●●●

## INTERESTS

Running  
Skiing  
Cooking  
Art

## EXPERIENCE

CHANGE AGENT | BUSINESS ANALYST | PROJECT MANAGER  
Swiss RE | Amsterdam, London, Armonk | April 2001 – April 2006

Swiss Re is a leading global reinsurer. Swiss underwent a period of strong transactional growth. As a result they started an elaborated program of global business and technical transformation – named Business of the Future (BoF). The BoF program was initiated to achieve the following objectives.

- To provide a standard business and technical platform across Swiss Re's global life and health business.
- To engender common business processes with support for local exceptions.
- To provide a multi-channel solution supporting the key points of interaction with clients and partners, in a coherent and consistent manner.
- To exploit business process automation to streamline administration activities and to offer increased value to clients and partners.
- To provide the means to exploit the data provided by the new system using advanced Business Intelligence methods.

I joined as a management consultant via LogicaCMG to optimize the development process for the BoF program. Later I joined Swiss Re and took on several different roles, e.g. Lead Business Analyst for BoF (London), Team Lead for the Amsterdam development team and Project Manager for Quote Treaty and Evaluations (Armonk/US).

Some successes:

- Lead Business Analyst and requirement engineer for Claims, Admin, and Underwriting.
- Project Manager for the Business component projects Quote Treaty and Evaluations.
- Team manager for the Dutch development team of 7 developers.
- Improving Development Process by introducing proper process for requirement management, and test driven development.

MANAGEMENT CONSULTANT | UML DESIGNER | PROCESS ENGINEER  
LogicaCMG | Woerden | October 2000 – March 2001

SMALLTALK DEVELOPER AND ARCHITECT  
ELC | Utrecht | November 1997 – September 2000

DEVELOPER  
MM-Guide | Nieuwegein | 1996- 1997

DEVELOPER  
Nissan Motor Centre | Amsterdam | 1995- 1996

## RECOMMENDATIONS

**Kees de Koning**  
*VP Backbase Academy*

Linda is one of these rare leaders that can combine great people management with true leadership focusing on the best business results. She is constantly and consistently caring for her team members, enabling to get the best out of their talents, but always in line with the business direction. It's easy to be business-focused and take tough decisions, and it's easy to care for your people and protect your team in a genuine manner, but it's very, very hard to combine the two while staying believable and reliable. She's the personification of the 'can do' credo, always looking at opportunities rather than being slowed down or distracted by obstacle's. Above and beyond all this, she's a joy to work with, and I'm learning a lot from her!

**Fernando Gonzalez**  
*Principal Frontend Consultant*

Linda is one of a kind manager who can natively utilize her team's strengths to create a common ground where everybody gets benefited: company's interests and employee's career path. Linda's natural talent at cultivating empathy truly inspires mass action, empowering global sense of achievement. She leads by example, she's a decision maker when needed and delegates when she effectively sees a chance to develop team members, even beyond their own belief. I personally owe a lot of my professional and personal growth to Linda. She definitely taught me how to avoid the fears of my own weaknesses, which overshadowed my confidence in my own strengths.

More Recommendations:

[www.linkedin.com/in/lbovaird/](http://www.linkedin.com/in/lbovaird/)