



## curriculum vitae

### Mag. Markus Hagleitner, PMP, MBA

#### I am ...

... an **IT strategist** with experience in the **office of the CIO**, offering a combination of **deep technical understanding, executive leadership** skills, certified **Project/Program Management & Assurance** skills, advanced **Portfolio Management**-knowhow and **Lean/Six Sigma** capability, gained in over 15 years of experience within the IT industry.

... **running IT as a business, speaking a common language** between IT and the revenue generating divisions and thereby **optimising technology leverage** in organisations.

#### Career profile & overview

- 1990-1995 Gained technical qualifications in **Software Engineering**, @HTBLA Leonding
- 1993 **Commenced self-employed** work on **IT-projects and SW-implementations**
- 1995-2000 **Master degree** in business administration, economics and computer science - **Wirtschaftsinformatik** @Technical University of Vienna
- 2001-2006 **Academic work** and teaching as **scientific employee and external lecturer** @University of Vienna
- 2002-2006 **Senior Project Manager** implementing CRM, workflow and e-Government solutions @WKO Inhouse GmbH, Vienna
- 2007 **MBA** – Full time program @Macquarie Graduate School of Management in Sydney, Australia
- 2008-2012 **Project Portfolio Management & Project Advisory / Assurance** @Commonwealth Bank of Australia (CBA)
- Since 2012 **IT Strategy**, driving **IT Productivity** and **Transformation** programs in the **office of the CIO** @CBA – IT and operations business: \$2.4bn and 6000+ people

#### Competences & skills

- **IT Strategy & IT Leadership**
- **Thought leadership**, executive management **advisory** and **decision support**
- Advanced **business** and **financial acumen**
- Advanced **stakeholder management & communication skills** (Structured Thinking / SCQA method)
- Advanced **storyboarding** and **effective communication**
- IPMA and PMI **certified Project and Portfolio management**-Professional & trained **Agile Scrum Master**
- **Project Management coach** and trained **Project Health Check Assessor** (Project Assurance)
- **Lean Six Sigma** – **Green Belt** accredited
- **IT Governance**

#### Strengths

- Ability to **inspire, motivate & coach** as a **leader**
- Advanced **stakeholder management** - liaising with partners within and external to the organisation to achieve most practical and efficient outcomes
- **Understanding both** perspectives: **Business & IT**: Strong ability to translate and communicate business-requirements and objectives to technical teams by **speaking both languages**
- **Expectation management** and ability to **influence key stakeholders** - liaising with partners within and external to the organisation to achieve most practical and efficient outcomes
- Mastered **reflection, structured learning** from experience, **continuous improvement**

## Detailed work experience

Mar 2012 – present Full time Sydney / Australia

### **Executive Manager Productivity & Business Performance**

**@Commonwealth Bank of Australia – IT Strategy, Productivity & Transformation (Office of the CIO)**

<http://www.commbank.com.au/>

#### **Key achievements**

- Delivered \$340 million cost savings in IT & operations business through 3 year Productivity portfolio
- Established FY2016 pipeline of Productivity initiatives forecast to deliver additional \$170 million.
- Transformed the IT organisation, executing the Digital Future strategy (change in work practices, capability uplifts, automation & digitisation)

#### **Responsibilities include**

- Executive advise & support for Group CIO – IT and operations business: \$2.4bn and 6000+ people
- Support the ongoing development of CBA's IT strategy
- Manage 3 year rolling productivity plan & portfolio
- Govern the IT transformation program
- Provide business performance updates to CIO and his leadership team
- Facilitate huddles and scrum around visual management boards with senior execs and CIO
- Strategic investment planning & execution
- Business insights based on business performance data and fact based hypothesis testing

Jul. 2010 – Mar. 2012 Full time Sydney / Australia

### **Head of Project Portfolio Assurance & Advisory**

**@Commonwealth Bank of Australia – IT Strategy, Productivity & Transformation**

<http://www.commbank.com.au/>

#### **Key achievements**

- Multiple program health checks on \$10m-\$100m key strategic programs, delivering GO GREEN recommendations & action plans.
- Roll out of CBA Group wide learnings and actions repository

#### **Responsibilities include**

- Set programs and projects up for success to enable benefits realisation
- Prevent project / programs going off track and GO GREEN action planning
- Active distribution of project lessons learnt to sponsors and PM community
- Provide advice, guidance and support for PMLC processes, artefacts, tools and methodology

Jan. 2008 – June 2010 Full time Sydney / Australia

### **IT Project Portfolio Manager**

**@Commonwealth Bank of Australia – IT – Project Management Office**

<http://www.commbank.com.au/>

#### **Key achievements**

- Established Project Governance and Quality Assurance framework for the Group project portfolio - Business Case Reviews, Phase Gate Reviews, Health Checks, Post Implementation Reviews.
- Transitioned from manual status reporting to automated dashboard-reporting

#### **Responsibilities included**

- Manage Project Portfolio and Business Case Pipeline
- Portfolio Reporting (Project Status Reports, Risk-/Value Reporting)
- Office of the CIO-Reports (Board Management Report, ExCo Technology Report, performance metrics)

Jan. 2007 – Dec. 2007 Full time Sydney / Australia

### **Macquarie Graduate School of Management (MGSM)**

<http://www.mgsm.edu.au>

## Detailed work experience

### Key achievements

- Presented acquisition target, deal structure and offer to the CEO/CFO of WattyI
- Presented strategic options for Netcomm Limited (NTC), based on internal / external analysis
- Presented marketing plan to CEO of Springleaf Iced Tea
- Certificate of Merit Award for outstanding performance in Information and Decision Analysis

Mar. 2002 – Dec. 2006 Full time

Vienna / Austria

**Senior Project Manager & Deputy Leader of department  
@Inhouse GmbH - Austrian Federal Economic Chamber**  
[http://portal.wko.at/wk/kontakt\\_dst.wk?AnglID=1&DstID=7047](http://portal.wko.at/wk/kontakt_dst.wk?AnglID=1&DstID=7047)

### Key achievements

- Established a PMO, rolled out PM-guideline for the project management processes, affecting 120 employees.
- Analysed, specified and implemented a CRM-system, based on “Fabasoft”; lead a project team of 9 substream leads. Project scope included migration of multiple data-sources, a knowledge database, electronic workflow, document management system and interfaces to various systems including SAP
- Initiated and specified SOA IT-architecture for a diversified and decentralized organization, integrating 9 local IT-departments, migration of the centralized standalone mainframe-system into an enterprise-wide database abstracted by a data access layer, connected via SOAP web services.
- Specified requirements and led project to enable straight through processing of new business foundation applications, connecting to eGovernment services.
- Successfully led and completed several further integration projects of existing SW-packages within budget and time-constraints.

### Responsibilities included

- Deputy lead of business unit (15 Software Engineers and 10 Project Managers)
- Project delivery in the context of CRM, e-Government, Workflow Management Systems, Document Management Systems)
- Management of public tenders for SW-services (including EU-wide tenders)
- Vendor-selection and negotiation with suppliers and Software partners
- Business process analysis including business process reengineering
- SW-Requirements, final specification, Test- and Release management

Oct. 2001 – 2006 Part time

Vienna / Austria

**External Lecturer @ Department of Computer Science and Business Informatics, University of Vienna**  
<http://www.cs.univie.ac.at>

Feb. 2001 – Jan. 2002 Full time

Vienna / Austria

**Austrian civil social service ÖVSE Vienna**  
<http://www.fortec.tuwien.ac.at/reha.e/projects/autonom/autonom.html>

Apr. 2000 – Sep. 2000 Full time

Vienna / Austria

**Scientific Employee @ Institute for Computer Science and Business Informatics, University of Vienna**  
<http://www.cs.univie.ac.at>

Sep. 2000 – Jan. 2001 Full time

Vienna / Austria

**Software Engineer @ Alpha-Thinx AG**

1993 - 2006 Self-Employed

Marchtrenk / Upper Austria

**Software Engineer & Project Management @ Self-Employment**

<b>Leadership qualifications</b>	<p>2011-present                      various providers                      Sydney</p> <p><b>Courses and certificates</b></p> <ul style="list-style-type: none"> <li>– CAN Coaching for Executive Manager @CBA (2015)</li> <li>– Agile Scrum Master (2014)</li> <li>– CommLeader @CBA (2012)</li> <li>– Structured Thinking (Barbara Minto's SCQA-method) @Blackdot Consulting (2012)</li> <li>– Change Management Process – Certificate: ADKAR framework @Prosci (2011)</li> <li>– Communication and Presentation skills @Michael Kelly Speech Communication (2011)</li> </ul>
<b>General management qualifications</b>	<p>Jan. 2007- Dec. 2007                      MGSM                      Sydney / Australia</p> <p><b>MBA – program @Macquarie Graduate School of Management</b></p> <p><i>Core subjects completed:</i></p> <ul style="list-style-type: none"> <li>– Accounting for Management</li> <li>– Organisational Behaviour</li> <li>– Marketing for Management</li> <li>– Foundations of Management Thoughts</li> <li>– Financial Management</li> <li>– Economic Context of Management</li> <li>– Human Resource Management</li> <li>– Operations Management</li> <li>– Information and Decision Analysis</li> <li>– Strategic Management</li> </ul> <p><i>Elective subjects completed:</i></p> <ul style="list-style-type: none"> <li>– Management Consulting &amp; Research</li> <li>– Competitive Intelligence</li> <li>– Investment Management</li> <li>– Corporate Acquisitions</li> <li>– Customer Relationship Management</li> <li>– Business Performance Measurement</li> </ul>
<b>Additional qualifications</b>	<p>2010-present                      various providers                      Sydney</p> <p><b>Courses and certificates</b></p> <ul style="list-style-type: none"> <li>– Design Thinking @CBA (2014)</li> <li>– Lean Six Sigma – Green Belt (2014)</li> <li>– Lean Practitioner – Accreditation (2011)</li> <li>– Process Excellence Training (2011)</li> <li>– ITIL v.3 – Foundation Certificate (2010)</li> </ul> <p>2008                      Project Management Institute                      Sydney</p> <p><b>PMP – Certificate: Project Management Professional</b></p> <ul style="list-style-type: none"> <li>– Certificate for professional Project Management expertise</li> <li>– Confirms experience in leading projects as project manager for at least 5 years</li> <li>– Attended training: Senior Project Management, Risk Management, Post Implementation Review, Project Health Check Assessor</li> </ul> <p>Jun. 2004- Nov. 2005                      Project Management Austria                      Vienna</p> <p><b>IPMA-Level C – Certificate: Project Management Professional</b></p> <ul style="list-style-type: none"> <li>– Confirms experience in leading projects as project manager for at least 3 years</li> <li>– Finished the following courses: <ul style="list-style-type: none"> <li>○ Project management for IT and Telecom-companies (10-11/2003)</li> <li>○ Starting and finishing projects (03/2004)</li> <li>○ Risk management of projects (05/2004)</li> <li>○ Techniques of moderation for PMs (06/2004)</li> <li>○ Claim- and contract management for PMs (11/2005)</li> <li>○ Successful Negotiating for PMs (Harvard-Concept) (11/2005)</li> </ul> </li> </ul>

## Education

1995 – Dec. 2000 University Vienna / Austria

### University of Vienna, Technical University Vienna

- Masters program in Economics and Computer Science (Wirtschaftsinformatik)
- Special concentration: OO-Design, Software-Engineering
- Thesis: „Software infrastructure for mobile services“

Jul. 1999-Feb.2000 University Sydney / Australia

### Macquarie University

- Exchange- semester in Australia (via Joint-Study-program of University of Vienna)
- Final exams in 3 classes:  
Technology and Management, Database Systems and Knowledge Engineering

1990 - 1995 HTBLA Leonding / Upper Austria

### Höhere technische Bundeslehranstalt Leonding (EDV u. Organisation)

- Department of electronic data processing and organization
- Completed school with school-leaving examination on 05/26/1995, passed with high distinction

## Special interests

- Spending time with my family – 2 boys and my wife Karoline
- Various sports, particularly team sports like Volleyball and Basketball as well as endurance sports such as Triathlon, Half-Marathon, Swimming, Surfing, Mountain-Biking and Ski-Touring
- Energy efficiency & sustainability
- Photo, Video & Music (piano)