

## RÉSUMÉ

Engineer, management accounting and leader, as well as 17 years of experience as a project manager (PRINCE2 Practitioner) => I deliver holistic solutions in the right quality, on time and at planned economy.



The core competencies are leadership / management, project management and change management (Change Management Practitioner) in a context of complex technology, psychology and management, preferably in an innovative and dynamic environment with coordination and communication with stakeholders across disciplines and cultures.

My leadership style is holistic with the balance between customers, employees and management, as well as between pressure and motivation, which agreed outcomes delivered - continuously in a dynamic and changing context.

My expertise is based upon two bachelor degrees and is developed through 17 years of experience from the aerospace industry - from engineering specialist, Project Manager, planner to line leader.

My technical skills are Electrical Systems and Electronics, System Integration, Quality and Safety, as well as IT expertise. As a person, I am extroverted, intuitive, positive thinking and perceiving, focused, empathetic, energetic and passionate. I am international orientated with international cooperation experiences and with solid knowledge of world cultures.

## LEADERSHIP

|                               |   |
|-------------------------------|---|
| <b>Strategic Management</b>   | Development and implementation of strategies and business plans. Permanent member of the FMT-division leader group through seven years.                                   |
| <b>Change Management</b>      | Change Management Practitioner Certified (APMG). Establishment of new organizational units and implementation of new cultures. Get individuals to work together in teams. |
| <b>People Management</b>      | Motivation, sparring, critical feedback and guidance of academic, technicians, directors, managers and volunteers. Resource allocation and competence development.        |
| <b>General Management</b>     | Administration, planning, prioritization and business acumen. Setting goals for teams and follow-up on progress.  |
| <b>Stakeholder Management</b> | Communicates and networks across organizational levels, disciplines and cultures. Translates complex problems into simple messages that everyone can understand.          |

## PROJECT MANAGEMENT

|                        |   |
|------------------------|---|
| <b>PRINCE2® (APMG)</b> | Certified Practitioner Project Manager, Senior User, Senior Deliver, Team leader.   |
| <b>Project Manager</b> | Acquisition and modification projects. IT implementation, change management and organizational development. Focus on high reliability, quality and safety during use of the structure, planning and expert involvement. Project overview <a href="#">here</a> . |

## TECHNICAL COMPETENCES

|                                 |  |
|---------------------------------|--|
| <b>Various Safety / Quality</b> | Technical responsibility of procurement, products, documentation and configuration. Quality Management: Quality assurance, processes, certification, education, accident report management. Documentation and configuration. Risk management |
|---------------------------------|--|

## PERSONAL SKILLS

|                              |   |
|------------------------------|---|
| <b>Changes</b>               | Despite the fact that my entire professional career has been in the Defence, I like changes. The evidence is the number of different positions I have taken care of during my career.                     |
| <b>Proactive Personality</b> | I see opportunities and I am positive oriented. Take charge of situations and tasks. Extroverted, Intuitive, Thinking, Perceiving – and very service minded, positive, focused, energetic and passionate. |

## PERSONAL INFORMATION

- Lars Kierulff Munk
- Danish, 11/02/1971
- Married to Claudia Munk (Portuguese).
- Child: Catarina (2009)

## CONTACT

- Mail: [lars@munkens.dk](mailto:lars@munkens.dk)
- Mobile: +45 40894667
- LinkedIn: Lars Kierulff Munk
- Homepage: [www.munkens.dk](http://www.munkens.dk) (Drupal)

**WORK EXPERIENCE**

2006-2014



2010-2014

**DANISH DEFENCE ACQUISITION AND LOGISTICS ORGANIZATION (DALO)****BRANCH CHIEF OF AVIATION SAFETY / AIRWORTHINESS (HELICOPTERS AND AIRPLANES).**

With reference to the division commander to lead five dedicated employees for the security of the property, aviation safety at aircraft design and maintenance, as well as in aircraft movements (incident reporting, etc.). Due to cuts in Defence, and particularly in the Material area, it was necessary to carry out mass firing in DALO. The Aviation Safety branch was laid down. See also my former boss' (Anders Rex) recommendation on LinkedIn for more info.

**PRIMARY RESPONSIBILITIES**

- Implement new safety culture across the Danish defence (aircraft design / development, maintenance, operations, etc.).
- Preparation and implementation of regulations and processes with a focus on flight safety, quality and efficacy, including ensuring of compliance with relevant regulations.

**CHANGE MANAGEMENT / PROJECTS**

- New safety culture in FMT aircraft division (about 100 academics) implemented via Stakeholder management and communication strategies, focusing on individuals, teams and entire units.
- Create "Center of Excellence" for aviation security in defence.
- PRINCE2 Project Manager, Senior Supplier and user in the acquisition and modification projects.

**RESULTS**

- Safety culture: an increased focus on flight safety at all appropriate levels in the Air Force, and streamlining of procedures with fewer errors and events to follow.
- Projects: Implemented new standard for requirements to suppliers and subcontractors regarding compliance with international rules, quality, organization, maintenance and design.
- Implemented new strategy and approach for type certification and integrity.

2007-2010

**BRANCH CHIEF OF AIRCRAFT TECHNOLOGY (HELICOPTERS AND AIRPLANES).**

Head of the aircraft technology branch in a matrix organization with 30 aircraft specialists (mainly engineers and majors): electrical, structure, engines, avionics, systems and subsystems.

**PRIMARY RESPONSIBILITY**

- Provide appropriate employee skills at the right time at the right projects / tasks.
- Competence development of employees. Coach, motivate and guide employees.
- Program Management of resources, time and economy on the Department projects.

**CHANGE MANAGEMENT / PROJECTS**

- Establish the section from beginning. By the use of employee involvement in workshops, to develop strategies and plans of the unit. Merging four cultures into one.
- Create "Center of excellence" of aircraft technology in the Defence.
- PRINCE2 Project Manager, Senior Supplier and user in the acquisition and modification projects.

**RESULTS**

- Build the infrastructure of the unit with documentation and decision-making, team formation and interaction with the rest of the organization.
- Merged a great variety of cultures into a homogeneous entity with mutual understanding.

2006-2007

**DIRECTORS ADVISOR, PLANNER****PRIMARY RESPONSIBILITIES**

- Budget management accounting: Establish, control and follow-up on the budget of the Defence (Air Force, Navy and Army) of 500 million €/year.
- Portfolio Management of material projects and priority of projects.

1996 – 2006



2003-2006

**ROYAL DANISH AIR FORCE, AIR MATERIAL COMMAND (AMC)****DIRECTORS ADVISOR, PLANNER**

- Same responsibilities and projects as "Directors advisor, planner" with DALO.

## CURRICULUM VITAE LARS KIERULFF MUNK

1996-2003

### **POWER ENGINEER / GROUP LEADER / PROJECT MANAGER**

Responsible for avionics (electronics and displays), power system and -distribution of three types of aircraft, including continuous product innovation for satisfying users' requirements. Design, maintenance and production.

#### **PRIMARY RESPONSIBILITIES AND PROJECTS**

- Project Manager of various modification projects, including Hercules Avionics Update Program (AUP) (20 mio. €). Design, acquisition, production, integration and tests.

1994-1995  
1994

### **DANISH EMERGENCY MANAGEMENT AGENCY**

- Human aid driver (three month), ex. Yugoslavia.
- Military service (six month). Educated firefighter.

## **WORK EXPERIENCE, VOLUNTARY**

---

2007-2012



### **THE TRAVELLERS CLUB OF DENMARK (DE BEREJSTES KLUB - 800 MEMBERS)**

- Chairman. Developing and implementation of strategies and business plans

#### **CHANGE MANAGEMENT / PROJECTS**

- Managing the change of app 400 members to administration of own data.
- Project Manager: Concept and development of a new club network community ([www.deberjestesklub.dk](http://www.deberjestesklub.dk)) using Content Management System (CMS) Drupal.

2005-2008



### **CAFÉ GLOBEN (TRAVELLERS CAFÉ IN COPENHAGEN)**

- Chairman and CEO. Management of 35 volunteers.
- Introduced a solid organizational structure and changed the bottom line for positive numbers within a year.
- Introduced a winning culture and ownership among the volunteers.

## **EDUCATION AND TRAINING**

---

2000-2004



### **COPENHAGEN BUSINESS SCHOOL**

- Bachelor of Business Administration (120 ECS). Informatics and Management Accounting.
- Handling of IT-management, management accounting, and strategic and organizational issues.

1990-1994



### **TECHNICAL UNIVERSITY OF DENMARK (DANMARKS INGENIØRAKADEMI (DIA))**

- B.Sc. Electronic and Electrical Engineer. Specialist in energy production and power-distribution.

1996-2013

### **AMPG-INTERNATIONAL (PRACTITIONER CERTIFIED):**

- DEC 2014: Change Management Practitioner. AUG 2014: CM Foundation (APMG).
- SEP 2013: PRINCE2 Practitioner Project Manager (APMG). 2008: PRINCE2 Foundation (APMG).

**VARIOUS TRAINING AND EDUCATION - see the list at: [http://munkens.dk/curriculum\\_vitae/courses](http://munkens.dk/curriculum_vitae/courses)**

## **COMPUTER SKILLS**

- High skills and competences in various IT systems.
- Microsoft Office: especially Word, Project and Excel.
- DRUPAL CMS: web designer and developer.
- SAP at manager level

## **LANGUAGES**

- Danish: Mother tongue
- English. Reading and writing: Fluent
- Spanish, Portuguese and German: understanding and speaking: independent user. Writing: Basic user

## **INTERESTS**

---

- Travel and to experience foreign cultures.
- Football and running. Learning Portuguese.
- In the past: extreme sports: Marathon, long bike cycle races and mountaineering (6.400 m).