

## CLIFFORD CARNMO

Almost 25 years in the IT industry including over 10 years as formal manager and leader has given me substantial and well documented experience of IT intensive leadership, the manager position and advanced systems development and engineering. With my background as a leader, IT Manager and CTO, I have acquired deep knowledge about IT management and operations, IT architecture, business processes, the development process and relate to the customer, management, requirements and team members.



My leadership style is personal, active and based on clearly defined goals, measurability, participation, commitment, energy, competence and pride. To exercise formal leadership responsibilities while participating in the daily development process together with skilled and motivated team members is optimal for me. I am comfortable in making difficult decisions and act calmly and methodically during challenges. In addition to extensive industry experience and technical skills, one of my greatest talents is the ability to transform business- and customer requirements into **distinct, achievable and measurable** goals.

### Areas of expertise

- Open source, Linux/UNIX and agile software development projects.
- Situational, modern and agile IT leadership in IT-intensive environments and organizations.
- Strategic and operational IT work at management level with policies and supporting procedures.
- Organizational change management through proven agile methodologies and processes.
- Clear, confident and explicit leadership that promote individual development.
- Technical lead of development projects based on the business perspective.
- Architecture, design and implementation of major software projects and integrations.

### Assignments

- **IT Manager**, Hemtex AB, 2018 - Current
- **Advisor**, INVOLVUS AB, 2018 – 2018
- **IT Manager**, Eton AB, 2015 – 2018
- **Manager/dep.IT Manager**, DB Schenker Privpak AB, 2012 – 2014
- **IT Manager/CTO**, SciPark AB, 2007 – 2012
- **Mentor**, LBS AB, 2006 – 2007
- **Software developer**, Retriever AB/AS, 1999 – 2006
- **Software developer**, AMG AB/TV4, 1998 – 1999
- **Software developer**, Ulricehamn municipality, 1997 – 1998
- **Software developer**, Consultant, 1994

### Key drivers and motivation

I define leadership as reaching business goals and expectations by managing and distributing work based on available resources, time and means while at the same time sharing my knowledge and experience. The challenges of modern leadership drive me to evolve both professionally and as an individual. I find it stimulating to face situations where the solution is not always obvious. I receive energy from creating and managing well-functioning IT teams and with my extensive experience from the industry I get my motivation from combining two worlds: **IT leadership**.

## Current assignment

**IT Manager, Hemtex AB, 2018 – current**

### **Responsibilities**

International IT organization, IT leadership, personnel, IT-budget, strategic leadership, procurements, recruitment, performance reviews, salary reviews, IT strategy, business plans.

### **Description**

I am currently the IT Manager at Hemtex AB in Borås, Sweden.

## Previous assignments

**Advisor, INVOLVUS AB, 2018 – 2018**

### **Responsibilities**

Advisory, change management, IT environment analysis, sourcing, IT strategy.

### **Description**

At INVOLVUS AB I provided independent IT- and business advisory that further strengthened customer competence and IT-related improvements based on defined investments and goals.

### **Results**

During 2018 I provided IT advisory for STC, Play, Borås Energi & Miljö, AB Bostäder i Borås and Oscar Jacobson. I worked with both long-term strategical strategies and daily issues regarding IT infrastructure and architecture. I produced Borås Energi & Miljö's internal and external data mapping as part of their GDPR compliance initiative. I created the IT policy used at AB Bostäder i Borås and also developed business analysis and ERP sourcing material for Oscar Jacobson and STC.

**IT Manager, Eton AB, 2015 - 2018**

### **Responsibilities**

Personnel, administrative management, global and multinational responsibilities, procurements, sourcing and implementation of a new ERP, IT-budget, recruitment, performance reviews, salary reviews, project management, the service organization, long-term IT strategy, IT projects, IT architecture, requirements, product ownership, advisory to the management team and board of directors.

### **Description**

I served as IT Manager during my three years at Eton AB. The function was responsible for global IT infrastructure, the IT department, IT operations, recruitment, project management, the support organization and other IT-related employees. The position was based at the head office in Gånghester, Sweden and ensured that IT enables Eton's core business and growth in all business areas and countries where Eton are represented. The function was also responsible for the implementation of a new ERP system and held total responsibility for the IT budget.

### **Results**

I completed a major procurement of a new ERP system and provider of IT infrastructure and operations as well as its migration. I also introduced and implemented a structured and agile development process for the IT department and the ERP project. I recruited key people and developed the business IT strategy and its policies to allow for future growth, organizational expansion and financial success. I created an autonomous IT department from scratch that are equipped to handle current and future challenges.

**Manager/dep.IT manager, DB Schenker Privpak AB, 2012 – 2014**

### **Responsibilities**

Personnel, IT management, IT budget, recruitment, performance reviews, salary reviews, IT projects, IT strategy advisory, IT architecture, requirements, product owner.

### **Description**

I served as manager of the IT Department and Deputy IT Manager. The role was responsible for staff recruitment, IT budget, IT projects, project management, the service organization, IT architecture and software development. I was a part of corporate IT management and had overall responsibility for procurement, design and commissioning of production-critical IT technology that provide real-world services for end consumers.

### **Results**

For three years I implemented a significant improvement of the existing development and management process to substantially enhance employee performance and delivery capacity. I implemented an agile software development process which resulted in the ability to handle and act on dynamic business requirements. On behalf of the board of directors I also introduced processes and procedures for effective change management in the entire organization. Several business-critical projects were implemented under my leadership while daily staff and administrative matters were taken care of in the daily line of duty.

## **IT Manager/CTO, SciPark AB, 2007 – 2012**

### **Responsibilities**

Management, project management, IT architecture, software engineering, sales support, sourcing.

### **Description**

I served for five years as IT Manager, CTO and senior software developer in an incubator with several concurrent companies and projects. I had total responsibility for all IT projects, IT architecture and software development and engineering. Within the project Overview News, I led a team of system developers to realize high technical demands on availability and performance for the development of software and infrastructure for one of Europe's most successful business intelligence services. We also developed the first intelligence monitoring service for social media such as Facebook and Twitter. The function reported directly to the CEO and the board. The mission also included close relationships with customers and partners, investment monitoring and technical sales support.

### **Results**

Several larger businesses and companies rely daily on media monitoring and intelligence monitoring via Overview News. About 100 million articles, news and press releases is monitored, indexed and made available annually.

## **Mentor, LBS AB, 2006 – 2007**

### **Responsibilities**

Management, project management, lectures, mentoring, chairman of the board.

### **Description**

After my work with Retriever I served under quarantine for a year as a mentor. At LBS AB I planned and implemented projects, lectures, workshops and seminars on modern systems development, IT architecture and IT security. I was handpicked to represent the IT industry. The assignment also included the position chairman of the board.

### **Results**

With very positive reviews and results I led and shaped future IT employees.

## **Systems developer, Retriever AB/AS, 1999 – 2006**

### **Responsibilities**

Software development and engineering, IT architecture, project management, sales support.

### **Description**

I designed and developed highly advanced infrastructure and software for one of the world's first digital media intelligence services. In this environment I developed into a key figure in charge of things beyond the purely technical. I led projects, had close contact with customers and often advised management and sales. Most of the projects were carried out in parallel with the regular development process. In these projects, I participated both as a software developer, but also as a project manager and technical advisor. The company and the service were eventually sold to Schibsted in Norway. I relocated to Oslo and continued my research and development of services and infrastructure for advanced business intelligence.

### **Results**

During the startup and development of the company we were four people. Today Retriever is one of the world's most reputable companies in business monitoring and digital media intelligence with business and customers all over the world.

### **Systems developer, AMG AB/TV4, 1998 – 1999**

I was part of a team of computer game developers and participated in the development of PC games that were played on live national TV in Sweden. The assignment included programming of computer games and related toolchains. Several computer games were shipped to consumers and appeared on live television.

### **Systems developer, Ulricehamns municipality, 1997 – 1998**

Together with Ulricehamn municipality I developed IT architecture, software, and processes for the municipality's ongoing quality work and related processes. A clear focus on quality gave me insight into the importance of well-documented processes and procedures.

### **Systems developer, Consultant, 1994 – 1997**

During my studies I freelanced as a consultant and undertook several assignments for companies and organizations. The projects introduced me early on to the many potentials of Internet-based applications. Being this early creating software for the Internet gave me deep insight into what we now regard as the modern web.

## **Education**

- **Change management**, Hemtex AB, 2018
- **Situational leadership**, IHM Business School, 2016
- **Leadership and organizational change management**, DB Schenker AB, 2013
- **Leadership development**, DB Schenker AB, 2013
- **Employee dialogue**, DB Schenker AB, 2013
- **ISO 9001:2008**, DB Schenker AB, 2013
- **Performance and salary reviews**, DB Schenker AB, 2013
- **Leader development and presentation techniques**, DB Schenker AB, 2013
- **Leader development and group dynamics**, DB Schenker AB, 2013
- **Work environment and labor law**, DB Schenker AB, 2012
- **Titanium Development Framework**, Purple Scout AB, 2012
- **Programming with GNU/Linux**, OLUG Oslo, 2004
- **Programming with Perl**, YAPC Paris, 2003
- **Real-time visualization of 3D environments**, AMG AB/TV4 AB, 1998
- **C/C++**, Tingsholmsgymnasiet, 1994

## **Myer-Briggs type indicator**

ISTJ: Technical leaders

# Knowledge and experience

## Leadership

Situational leadership, total management responsibility, general IT management, software development responsibilities, organizational IT strategy, change management, project responsibility, process optimization, personnel, group dynamics, recruitment and dismissal, salary reviews, performance reviews, hardtack, Swedish labor laws, LAS, time management and planning, budgeting, financial forecasting, financial reporting.

## Customer and provider relations

Requirements, procurement, sales support, advisory, investment follow-up and analysis, ERP process implementation and migration.

## Project management

Agile development and management processes, near- and offshore sourcing, case and user story management, test-based development, unit testing, pre-study, management, implementation projects, Lean, Kanban, Scrum, requirements, product ownership, quality assurance, application and system ownership.

## General IT architecture

System architecture, software design and engineering, technical infrastructure, software development patterns and practices, design and implementation, embedded systems, Single-board computers, IoT, systems integrations, object-oriented analysis and design, normalized storage, UML, ORM, DDL.

## Enterprise Resource Planning

Microsoft AX/Dynamics 365, IFS, M3, Jeeves, Garp, SAP, Hogia, OpenERP, Compiere.

## Development methodologies

Agile, Lean, Kanban, Scrum, XP, TDD, BDD, D3, RUP, RAD.

## Programming, frameworks and tools

C, C++, C#, VB, ASP.NET, .NET/Core Framework, OOP PHP, Perl, Python, Ruby, Swift, Java SE, Java EE, macOS API, iOS API, Android API, Bash/Tcl/Sh, JavaScript, 6510 assembly, 680x0 assembly, SaaS, MVC, REST, SOAP, Git, SVN, CVS, TFS, HTML5, jQuery, Bootstrap etc.

## Databases and persistent storage

Microsoft SQL Server, Microsoft Azure Cosmos DB, Oracle RDBMS, MySQL, MariaDB, PostgreSQL, SQLite, CouchDB, MongoDB, Cassandra, Memcached, Derby, Google Cloud Datastore, Amazon DynamoDB, Amazon RDS, Amazon Redshift.

## Infrastructure and cloud platforms

Docker, Vagrant, Citrix XenApp, XenDesktop, XenServer, NetScaler, Microsoft Hyper-V, Microsoft Azure, Amazon Web Services, Amazon EC2, Google Cloud Platform, VMware vSphere.

## Compilers, toolchains and IDE

Microsoft Visual Studio, Eclipse, IntelliJ, Netbeans, MinGW, Clang/LLVM, GCC, GNU Toolchain, Arduino IDE.

## Application servers and transport

Node.js, Zend, Microsoft IIS, .NET, .NET Core, JBoss/WildFly, Tomcat/TomEE, GlassFish, WebLogic.

## Operating systems and CPU architectures

Microsoft Windows, Microsoft Windows Server, Microsoft Windows 10 IoT Core, macOS, GNU/Linux, UNIX, Solaris, iOS, Android, ARMv8, x86, x86\_64, Motorola 680x0, MOS 6502/6510, ATmega328P, ATmega2560.ARMv8.