



Line Hviid

- Scrum Master, Agile Coach, Servant Leader

Line is a true agile enthusiast who - with calm manner and a structural approach - helps people and companies succeed with complex projects and tasks - also in remote/hybrid settings. She presents herself this way:

AGILE MINDSET: My experience with IT development goes back to 2002 - more than 10 of those years have been in an agile context where I have been working with Scrum, Kanban, and Scrumban, also in a SAFe organization. My agile journey started in the role of Product Owner but I quickly shifted to the workflow and human oriented role as Scrum Master and Agile Coach. In this role I have implemented and facilitated agile workflows in Boliga Gruppen A/S. Another example of my work is the merging of two Scrum teams in a public organization, and lately I have helped two new Scrum teams arrive safely in the agile world.

STRUCTURE & FOCUS: I work with structure and focus - without compromising the flexibility of agile. My academic background gives me an analytic view of the organization, the workflows and the results. Procedures and ways of working must never outshine the product or the service we are delivering, though. By adding structure and focus to the work, I enable progression and the ability to change direction when needed. My product portfolio ranges from content websites and data focused systems, websites and apps to educational games and internal administration systems.

BEING HUMAN: My Master's degree in Rhetoric and 10 years of professional experience with digital communication makes me a communicative facilitator. Combined with my experience as a manager and an EMCC certification as systemic coach I support collaboration across hierarchies and disciplines. The foundation of successful collaboration is strong relations combined with clear and transparent workflows - not necessarily being together in an office and constantly checking e-mail. My teams are characterized by great drive, good collaboration and high degrees of psychological safety - even when team members often have enjoyed the benefits of not having to work on the same location.

SPECIALITY: Remote and hybrid teams.

Methods - Competencies - Technologies - Languages

Level: 5 - Expert | 4 - Advanced | 3 - Experienced | 2 - Intermediate | 1 - Elementary

Methods	1-5	Years	Last used
Agile methods	5	10+	2022
SAFe	4	2	2022
Scrum	5	9	2022
Kanban	4	5	2022
Scrumban	5	5	2022
Digital project management	5	10+	2022
Portfolio management	4	3	2020
Risc assessment	4	10+	2022
Stakeholder analysis	4	10+	2022
Estimation	5	10+	2022
Test	5	10+	2022
Userstest	5	10	2019
Evaluation	5	10+	2022

Competencies	1-5	Years	Last used
Agile mindset	5	10+	2022
Facilitation	5	10+	2022
Remote facilitation	5	5	2022
Hybrid facilitation	5	5	2022
Graphic facilitation	5	10+	2022
Communication	5	10+	2022
Coaching	5	8	2022

Team management	5	8	2022
Process optimization	5	9	2022
Stakeholder management	5	10+	2022
Conflict management	5	9	2022
Counselling	4	10+	2022
Planning	5	10+	2022
Refinement	5	10+	2022

Technologies	1-5	Years	Last used
Jira	4	4	2022
Asana	5	10+	2022
VersionOne	4	1	2021
Confluence	4	2	2022
Miro	5	4	2022
Excel	4	10+	2022
HTML/CSS/PHP/MySQL	2	10+	2022
WordPress	4	10+	2022
Umbraco	2	7	2018
Sitecore	3	7	2014

Language	Oral	Written
Danish	Native	Highest level
English	Fluent	High level

Education & Certificates

Period	Title	Provider
2022	Kanban Management Professional 1	Kanban University via Agil Agenda
2021	SAFe® Scrum Master (5.0)	Scaled Agile, Inc.
2020	Excel: Data Visualization, Charts & Graphs	Udemy
2018-2019	EMCC Certified Systemic Coach	Mannaz
2017-2020	Network: Scrum Master/Agile Project Leader	J. Boye
2016	Professional Coaching	Attractor
2012	Certified Scrum Master	Scrum Alliance
2009	Project Manager	Implement - Ministry of Employment
2002-2005	Master of Arts, Rhetoric	University of Copenhagen
2001-2002	Bachelor of Arts, Rhetoric	University of Copenhagen
1998-2001	Bachelor of Arts, Danish	University of Copenhagen
1995-1998	High School - Science line	Marie Kruses Skole, Farum

Work Experience

Period	Company	Position
09.2021-	Podcast: De Agile Rødder	Co-hosting podcast on everyday agile
01.2021-	LINEHDK	Freelance Consultant
10.2018-12.2020	Boliga Gruppen A/S	Head of Projects
08.2017-09.2018	Boliga Gruppen A/S	Discovery & Delivery Director
06.2014-07.2017	Boliga Gruppen A/S	Digital Project Manager
07.2011-05.2014	Cyklistforbundet	Digital Editor & Product Owner
02.2008-06.2011	Videncenter For Arbejdsmiljø	Digital Editor & Digital Project Manager
08.2007-01.2008	Bymusen Digital Kommunikation	Web Journalist & Project Manager/Coordinator
01.2007-07.2007	DR Undervisning	Web Journalist & Project Manager/Coordinator
09.2005-12.2006	Railion Danmark A/S	Communications Officer
06.1999-12.2005	DR - Several departments	Freelance Web Journalist, CMS Wizard

Selected projects & Results

De Agile Rødder	Podcast co-host, writer and PR person	09.2021-
Co-host of popular Danish podcast De Agile Rødder (The Agile Roots) focusing on everyday agile - in each episode we invite an agile practitioner into the studio for a chat		
Tasks: <ul style="list-style-type: none">● Production of episodes: Pre-interviews, hosting, feedback on editing to fellow co-host Rasmus (who is the Editing Wizard of the show), writing of all texts (shownotes and LinkedIn).● Planning, coordination and evaluation.● Communication, branding and PR.		
Results: <ul style="list-style-type: none">● Happy listeners urging us to keep on rolling.● A couple of mentions in the media.● Fine tuning of verbal communications skills.● Tons of reflections and learnings on all things agile.		

Pandora	Scrum Master, Agile Coach & Interim PO	03.2022-12.2022
Scrum Master to two new teams - one working with tracking, another one handling customer experience surveys in Medallia		
Tasks: <ul style="list-style-type: none">● Establish agile workflows for both teams focusing on roles, transparency, structure and refinement. Scrum for one team - Scrumban and later Kanban for the other team.● Coaching team in Scrum, Kanban and agile mindset - especially the POs.● Ensuring efficient and psychological safe collaboration on both teams - despite the fact that both consisted of both internal Pandora employees and external consultants (usually remote).● Communication and documentation of processes and product knowledge in and around the team, mainly in Confluence.● Educate team members in communication and refinement.● Enabling collaboration across the organization - stakeholder management, dependency clarification, support, planning events and SoS meetings.● Reporting to the organization.● Covering for the PO one of the teams during 2 months paternity leave - mainly Discovery work, GDPR clarifications and coordination across the organization, incl. local markets.		
Results: <ul style="list-style-type: none">● Increased efficiency on team and greater precision in their solving of tasks.● Stronger POs.● Two teams with high degree of cooperation and psychological safety.● Both teams easy to handover to others - and just as easy onboarding new members to the teams.		

Strömlin/Knowit	Senior Project Manager	01.2022-04.2022
Senior Project Manager on scoping of several Sitecore solutions for a public customer - incl. preparation to implement in sprints		
Tasks:		

- Facilitation of UX and technical refinement in collaboration with customer, designer and developers.
- Facilitation of remote customer meetings.
- Project management, planning, estimating and coordination.
- Advising customer on digital communications and editorial workflows in digital.
- Prepare the agency to work agile internally in the implementation of the solution.

Results:

- Well-defined proposal of solution which embraced all the customer's needs, but not necessarily all the wishes, as we agreed on alternative solutions on some issues.
- Unfortunately, the customer did not proceed with the solution due to finances.

Udviklings- og Forenklingstyrelsen

SAFe Scrum Master

03.2021-12.2021

Scrum Master for hybrid infrastructure team at Informationscenter for Ejendomsvurderinger

Tasks:

- Daily handling and reporting of progress in sprints using VersionOne and Excel.
- Collaboration across the organization, primarily SoS as well as handling support cases.
- Planning and facilitation of remote and hybrid Daily Stand Up, Review/Demo, Planning, Retrospective, Refinement, I&P sprint, Pre-Planning, PI Planning (for the team) and workshops.
- Streamlining of processes for developers and for the collaboration between PO, TBA and SM, incl. creating helpful tools in Excel.
- Communication and documentation of processes inside and outside the team, primarily in Confluence.
- Creating efficiency, well-being and sense of security in the team after merging two teams.
- Establishing more elaborate knowledge sharing and greater interdisciplinarity in the team, as well as increasing the sense of ownership of the team's joint work in all developers.

Results:

- PO had more time to focus on the backlog, the progress of features and the collaboration with management and other teams.
- Fewer people trying to do the same thing and less tasks being missed by PO, TBA and SM.
- Transparency and streamlining of processes surrounding backlog, support and planning.
- The team became cohesive and strong by increased knowledge sharing, greater sense of ownership and a safe atmosphere where doubt, mistakes and ordinary madness were allowed.

Boliga Gruppen A/S

Head of Projects

03.2020-12.2020

Establishing remote or hybrid workflows - because corona came by

Tasks:

- Establishing and facilitating regular online meetings for coordination across the organization.
- Re-planning of all project plans - in remote collaboration between management and developers.

Results:

- Quick and painless conversion to a new corona adjusted plan.
- No loss of development efficiency.

Implementation of project oriented, agile processes - to strengthen focus on products

Tasks:

- Establishing and facilitating agile and project focused processes in both business and development regarding the company's products. The work was based on elements from agile methodology and classic project management methods, e.g. vision, objectives, MVP, agile planning, pre-mortem, budget, testing, and evaluation.
- Establishing and leading an agile project team, as well as management of the members.
- Mentoring and coaching the team and it's members, as well as training of a junior Scrum Master/Agile Project Manager.

Results:

- Line focused, streamlined, and increased focus on value throughout the organization.
- In addition she focused management's attention on costs versus revenue in a company which traditionally has been focused on potential earnings.

Portfolio of development projects - coordinated with maintenance

Tasks:

- Establishing and facilitating agile processes in both business and development, including counselling of management, for better definition of scope and solid task solutions (Discovery).
- Continued facilitation of agile processes in the development department, primarily Scrum (Delivery).
- Portfolio management of current and upcoming development projects - with room for maintenance.
- Management of frontenders and junior developers.

Results:

- Better and more solid solutions for the products caused by Line's ability to build bridges between business and development.
- Line ensured stronger planning which resulted in decreased time waste, increased structure and transparency including better resource management.

Process optimization of development - using agile methods

Tasks:

- Establishing and facilitating agile processes in both business and development, including counselling of management. To begin with Scrum, later transition to Kanban supplemented by elements from Scrum and thus in practice Scrumban.
- Introduced Product Owners in the business making sure that all of Boliga's products were provided with a dedicated person with responsibility for the product.
- Ongoing evaluations and adjustment of the processes - via questionnaires and interviews.
- Resource management.

Results:

- Line's establishment and communication of agile methods increased the efficiency and quality of the work in development as well as bringing stability and focus to the developers.

- Her work also ensured heightened quality of the company's products.

Boliga Gruppen A/S

Scrum Master & Agile Project Manager

03.2020-11.2020

Boliga Projektsalg - new product for Boliga's portfolio, highlighting projectsales

Tasks:

- Project management of product development using agile and classic methods, e.g. objectives, backlogs, Kanban board, project plans and recalibration of plans.
- Ongoing recalibration of resources in internal development and redistributing selected tasks to remote collaboration with agency in Lithuania.
- Coaching of everyone involved in relation to getting live on time - one to one and at team level.

Results:

- Line ensured the product was live within an acceptable time frame despite challenges in the data delivery from partners.
- She also made sure the team maintained a good mood and tone, even as the pressure and frustrations grew.

Boliga Gruppen A/S

Agile Project Manager

01.2020-05.2020

Integration of Nordea calculators on Boliga.dk and other Boliga websites

Tasks:

- Facilitated definition of tasks and scope in alignment with customer needs and internal wishes.
- Communication with customer, Nordea - creating plans, doing follow-up, and exchange relevant technical details from both sides.
- Project management of the implementation using agile and classic methods, e.g. backlog, Kanban board, project plan, and risk assessment.
- Testing of calculators and obtaining approvals from Nordea.
- Final internal evaluation of the project.

Results:

- Line delivered a project plan which met both Nordea's wishes for go live, the development department's time estimate for implementation, and the sales department's desire for quick execution.
- She ensured the development team delivered on time - at least to the extent this was possible due to the rather slow decision-making process at Nordea.
- Nordea expressed great satisfaction with both product, speed, and collaboration.

Boliga Gruppen A/S

Scrum Master & Agile Project Manager

10.2019-12.2019

Boliga Skøde - new product for Boliga's portfolio bringing quick and cheap deeds to customers

Tasks:

- Facilitation of workshops defining concept, mapping the flow needed to handle different kinds of deeds, and 'translating' this flow chart into a user interface with an underlying administrative system.
- Onboarding of new Product Owner for Boliga Skøde.
- Project management of design, development, and testing using agile and classic methods, e.g. backlog, Kanban board, objectives, and risk assessment.
- Facilitation of user testing.

- Coaching the team in relation to finding the fastest solutions since management wanted the product launched as soon as possible.
- Final evaluation of the project.

Results:

- Line ensured the product was live two months after launch.
- Her focused efforts caused the product to only require a few and minor adjustments after launch despite the fact that both design and build had been executed extremely fast.

Boliga Gruppen A/S

Scrum Master & Agile Project Manager

10.2018-05.2019

Projekt 6. maj - redesign of Boliga.dk incl. shift to API (go live was May 6th)

Tasks:

- Project management of the largest and most ambitious project in Boliga's history using both agile and classic methods, e.g. use of backlogs, Kanban boards, objectives, project plans and recalibration of plans.
- Remote collaboration with agency in Lithuania.
- Management of resources, incl. redistribution of tasks between Denmark and Lithuania.
- Coordination between 8 internal teams.
- Coaching of those involved ensuring everyone kept their eyes on getting live on time with the best solution possible - one to one and at team level.
- Training and coaching of agile junior Scrum Master/Agile Project Manager who assisted on the project.
- Final evaluation of the project.

Results:

- Line ensured the new frontend and API was launched in just 7 months and within desired time frame despite the fact that the project - with the available resources and the complexity of data - should have taken a year to complete.
- She also provided a good atmosphere, no stress episodes, and no major conflicts despite the pressure being huge.

Boliga Gruppen A/S

Agile Project Manager

06.2018-09.2018

Sale of Euroinvestor websites to Berlingske Media

Tasks:

- Facilitation of collaboration and dialogue with Berlingske Media, incl. status meetings.
- Agile project management of the technical transfer.
- Responsibility for ensuring that specific tasks were being solved at the agreed time which was an important criteria for executing the sale.
- Final evaluation of the sale process.

Results:

- Line ensured that all crucial tasks were solved on time and the sale went through.
- Berlingske Media were positively surprised by how easy the process went despite the complexity of the data based site portfolio which were being transferred.
- Line's work brought the attention of Boliga's management to the strength of agile project and process management why Line was promoted to Head of Project with her own team.

Boliga Gruppen A/S	Scrum Master & Agile Project Manager	01.2017-05.2017
SeMitHus.dk - upgrade of website enabling the user to create shortlink for address		
Tasks: <ul style="list-style-type: none"> • Facilitating workshops with the team, defining solutions with different volumes of scope as suggestions on how to upgrade the website, SeMitHus.dk. The website's main purpose was generating traffic to Boliga.dk. • Facilitating the execution of the chosen solution (Scrum methods). • Coaching the development team in exploring different solution models that would meet management's demand of fast delivery and the teams wish to experiment with new map solutions and functions. 		
Results: <ul style="list-style-type: none"> • Line specified an MVP in collaboration with the team, incl. estimated time on delivery as well as a list of possible add ons and how much time they would add to the delivery date. This 'menu' of options enabled management to make a decision easily. • She made sure the upgrade was live on time. 		

Boliga Gruppen A/S	Scrum Master & Agile Project Manager	07.2016-12.2016
Redesign of page showing single estate on Boliga.dk		
Tasks: <ul style="list-style-type: none"> • Collaboration with an external agency who facilitated design sprint. • Agile project management of the following rebuild of the page (Scrum). • Facilitation of user test (think-aloud test with actual Boliga users). 		
Results: <ul style="list-style-type: none"> • Line ensured that ideas from the design sprint, as well as the conclusions from the user test, were included in the backlog and final result. 		

Boliga Gruppen A/S	Scrum Master & Agile Project Manager	11.2015-02.2016
Selvsalgsbloggen - new blog giving tips and advice on how to sell your own home on Selvsalg.dk		
Tasks: <ul style="list-style-type: none"> • Facilitation of workshops defining the concept. Focus was on user needs, as well as SEO. WordPress was pre-selected as the platform. • Project management using agile methods such as backlog, sprints, and classic yet dynamic project plan. 		
Results: <ul style="list-style-type: none"> • Line ensured the blog was live on time and with the desired content. 		

Boliga Gruppen A/S	Scrum Master & Agile Project Manager	03.2015-10.2015
Fælles Admin - administration system handling two websites iTvang.dk and Tvangsauktioner.dk		
Tasks: <ul style="list-style-type: none"> • Facilitation of workshops defining the concept and mapping the needs of supporters. 		

- Project management using agile methods such as vision, MVP and backlog.
- Coaching the team in relation to finding the best and fastest solutions to a complex problem since foreclosures consists of complicated cases which are not easy to build for.

Results:

- Line ensured the team built a complex but well-functioning administration system which enabled supporters to manage two foreclosure sites via same administration system.
- She ensured high spirits and drive within the team throughout the process despite major technical challenges.

Boliga Gruppen A/S

Scrum Master & Agile Project Manager

11.2014-06.2015

iOS app for Selvsalg - new app enabling users to sell their own home on Selvsalg.dk

Tasks:

- Facilitation of workshops defining the concept as well as research on user needs.
- Project management using agile methods such as vision, MVP, and backlog.

Results:

- Line ensured the product was live on time taking the form of a user-friendly app which the Product Owner was extremely pleased with.

Cyclistforbundet

Digital Editor & Product Owner

07.2011-05.2014

Digital strategy and development - focusing on social media and cyklistforbundet.dk

Tasks:

- Responsibility for the federation's digital strategy and development.
- Counselling of management in relation to digital communication, SEO, and social media.
- Contact for collaboration with web agencies.
- Content production.
- Coordination and support of content integration.

Results:

- Line's work created an active digital presence for the federation - online as well on social media, where she among other things was behind the viral success, 'Denmark's most popular diet pill'.

Cyclistforbundet

Agile Project Manager

09.2012-03.2013

Relaunch of the website Cykelviden - containing research on bicycles as a mean of transportation

Tasks:

- Facilitation of workshops defining the concept as well as research on user needs.
- Project management of design, web development, content implementation and testing in collaboration with external digital agency (implementation in Sitecore).
- Facilitation of agile methods, primarily elements from Scrum.

Results:

- Line ensured the new website went live on time and within budget.
- She also made sure the team remained focused on the goal: To raise Cykelviden's brand and

communication opportunities considerably by creating a solid and modern platform for research communications - not just creating a new website.

Cyklistforbundet

Product Owner & Agile Project Manager

07.2011-04.2012

Relaunch of cyklistforbundet.dk

Tasks:

- Facilitation of workshops defining the concept as well as research on user needs.
- Project management of design, web development, content implementation and testing in collaboration with external digital agency (implementation in Sitecore).
- Facilitation of agile methods, primarily elements from Scrum.
- Stakeholder management and counselling - of management and communications, as well as the many and very diverse teams of volunteers.
- Management of two student assistants handling parts of the content implementation.
- Budget management.

Results:

- Line ensured the new website went live on time and within budget.
- She also made sure the team remained focused on the goal: To raise the federation's brand and communication opportunities considerably by creating a solid and modern platform for news - not just creating a new website for the sake of a new website.
- In addition, Line created drive and enthusiasm in the different teams regarding the project and its outcome.

Videncenter For Arbejdsmiljø

Digital Editor & Digital Project Manager

02.2008-06.2011

Fra stress til trivsel - national information campaign funded by the social partners

Tasks:

- Planning of content production, incl. approval from scientists and political stakeholders, as well as counselling management and colleagues regarding digital communication.
- Project management of design, development, usertest and testing of the campaign website in collaboration with external agency. Primarily classic project management tools such as objectives and project plan.
- Project management of design, development, usertest and testing of the subsite 'Mobning på arbejdspladsen'.
- Implementation of content for all the above sites in CMS (Sitecore).
- Journalistic writing of science based information articles to all of the above websites.
- Facilitation of user testing.

Results:

- Line ensured that content was delivered on time incl. approvals from scientists and political stakeholders.
- She succeeded in getting all web development completed, content implemented, and the website thoroughly tested on time, as well as securing the satisfaction with the website from all stakeholders.

Videncenter For Arbejdsmiljø

Digital Editor & Digital Project Manager

09.2010-02.2011

SjakSnak.dk & Erling the Lærling - innovation project focusing on young employees in construction

Tasks:

- Facilitation of workshops on idea and concept development as well as research interviews of the target audience.
- Dialogue and knowledge sharing with other bodies in the employment sector.
- Project management of design and development of a website and a Facebook game built in collaboration with external agency. Primarily classic project management tools such as objectives and project plan.

Results:

- Line ensured the two products differed in a positive and explicit way from Videncenter For Arbejdsmiljø's previous products.
- She introduced new ways of developing ideas and working on products.
- Line also introduced new forms of collaboration in the employment sector - from the departments being closed and guarded around their work to sharing knowledge and engaging in dialogue across the sector.
- Her approach moved the project from a position as being minor and non-important to being a prestigious innovation feat which served as a pilot for others in the sector.

Videncenter For Arbejdsmiljø

Digital Editor & Digital Project Manager

03.2010-09.2010

StressMester - online educational game based on science and focusing on how to minimize stress

Tasks:

- Concept development in collaboration with the agency Serious Games.
- Project management of design, development, and testing of the game.
- Journalistic work in the form of texts for the game.

Results:

- Line ensured the game was live on time, incl. quality control of the text and messages in the game according to the science behind.

Bymusen Digital Kommunikation

Web Journalist & PM/Coordinator

08.2007-01.2008

Godt Arbejde! - collaboration project involving DR, Arbejdsmiljørådet, and Videncenter For Arbejdsmiljø, facilitated by the agency Bymusen Digital Kommunikation

Tasks:

- Project management of development, content implementation, and testing of website (Sitecore).
- Planning and coordinating content production.
- Responsible for communication and dialogue between DR, Arbejdsmiljørådet and Videncenter For Arbejdsmiljø: DR produced television funded by Arbejdsmiljørådet and Videncenter For Arbejdsmiljø.
- Journalistic work on interviews, video production, and written articles.

Results:

- Line ensured that all content was delivered on time, incl. approvals from Videncenter For Arbejdsmiljø.
- She succeeded in getting the website developed, content implemented, and website thoroughly tested on time.

- In addition, she facilitated constructive dialogue and collaboration in a project which demanded relations building because of several conflicting interests such as journalistic freedom, scientific accuracy, and political considerations.
- She was afterward offered a job at Videncenter For Arbejdsmiljø.