

# Curriculum Vitae

## PERSONAL DATA

<b>Name</b>	– Antonio Soares Miguel
<b>Nationality</b>	– Portuguese
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## QUALIFICATIONS

<b>Academic degrees</b>	<ul style="list-style-type: none"><li>– <b>Master Degree (MSc) in Management</b> by the Nova Business School, Portugal, 1986.</li><li>– <b>Master of Business Administration (MBA)</b> by the Nova Business School, 1984.</li><li>– <b>Bachelor's degree in Telecommunications Engineering</b> by the ITechnical University of Lisbon, Portugal, 1976.</li></ul>
<b>International certifications</b>	<ul style="list-style-type: none"><li>– <b>Project Management Professional (PMP®)</b> by Project Management Institute (USA).</li><li>– <b>Certified Scrum Master (CSM™)</b> by SCRUMstudy (USA).</li><li>– <b>Certified Agile Expert (CAE™)</b> by SCRUMStudy (USA).</li><li>– <b>Change Management Professional (CMP®)</b>, by Prosci Institute (USA).</li><li>– <b>Risk Management Professional (RMP®)</b> by Project Management Institute (USA).</li><li>– <b>International Certificate in Risk Management</b>, by the Institute of Risk Management (UK).</li><li>– <b>Certified Professional Practitioner Coach (CPPC®)</b>, by the International School of Professional Coaching (UK).</li></ul>
<b>Skills and competences</b>	<ul style="list-style-type: none"><li>– Program and Project Management (Waterfall and Agile)</li><li>– Change management</li><li>– Risk management</li><li>– Project Management Office (PMO) implementation and management</li><li>– Business case construction and tracking</li><li>– Project Management tools (Microsoft EPM, MS Project Professional, Smatsheet, JIRA)</li><li>– MS Office tools (Excel, PowerPoint, Word, Visio, etc.)</li><li>– Coaching and mentoring</li><li>– Leadership in multicultural environment</li></ul>
<b>Professional training</b>	<ul style="list-style-type: none"><li>– Program and project management (PMI)</li><li>– Scrum and Agile</li><li>– Change management (Prosci methodology)</li><li>– Risk management (PMI and IRM)</li><li>– Leadership and motivation</li><li>– Negotiation skills</li><li>– ITIL Foundations</li><li>– CMMI Foundations</li><li>– Professional coaching and mentoring</li><li>– Total Quality Management</li></ul>

## PROFESSIONAL EXPERIENCE

<b>May 2001 – to date</b>	International Consultant specialized in: <ul style="list-style-type: none"><li>– Project Management</li><li>– Change Management</li><li>– Risk Management</li><li>– Design and Implementation of Project Management Offices (PMO)</li><li>– Procurement and Implementation of Project Portfolio Management Information Systems (PPMIS)</li><li>– Implementation of Project Management Maturity Models (OPM3™ and OGC models)</li></ul>
<b>January 1988 – January 2001:</b>	Unisys Portugal: <ul style="list-style-type: none"><li>– Quality Manager for the Portuguese subsidiary, responsible for the project of Implementation of a Total Quality Program and ISO 9001 certification (1998-2001).</li><li>– Marketing Manager for the Portuguese subsidiary, responsible for the areas of Strategic Planning, Marketing Management and Client Business Planning for the subsidiary (1995/1998).</li><li>– Project Director, at the Professional Services Business Unit (1988/1995). Extensive experience in managing projects and programs both at domestic and international level.</li></ul>
<b>January 1986 – December 1987</b>	Siemens Portugal: <ul style="list-style-type: none"><li>– Program manager responsible for the implementation project of a ticketing solution in the Portuguese Railways.</li></ul>
<b>January 1980 – December 1986</b>	Norma, SA: <ul style="list-style-type: none"><li>– Director of the IT Consulting Department (1984-1986).</li><li>– Senior IT Consultant and Project Manager (1980-1984). Trainer in Project Management and Business Analysis.</li></ul>

## MOST RELEVANT PROJECTS (LAST 5 YEARS)

<b>2015 (5-months project)</b>	Municipality of Riyadh (Saudi Arabia)	Assessment of the current project management situation, and implementation of a new project lifecycle, and a Project Management Office. My responsibilities were: <ul style="list-style-type: none"><li>– To analyze complex current business processes and problems, identify issues and opportunities around relevant data and systems components, and creatively develop recommendations for short and long-term information systems solutions that integrate with holistic PMO (people, process &amp; technology) solution alternatives.</li><li>– To partner with senior business and other client stakeholders to help craft and execute the new PMO strategy.</li><li>– To ensure change readiness of the organization to implement the new business processes.</li><li>– To procure and manage the implementation of a Project Portfolio Management tool for all PMOs.</li></ul>
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<b>2014 (6-months project)</b>	Standard Bank in Angola (Luanda)	<p>Implementation of a Project Management Office in the IT department of Standard Bank Angola. My responsibilities included:</p> <ul style="list-style-type: none"> <li>- To ensure the organization's change readiness to implement the new business and project management processes.</li> <li>- To implement the new PMO processes and tools and an effective set of KPIs.</li> <li>- To support business and IT management team in creating and implementing an effective communication plan.</li> <li>- To implement effective Risk Management processes and tools.</li> </ul>
<b>2014 (3-months project)</b>	Municipality of Lisbon	<ul style="list-style-type: none"> <li>- To improve the effectiveness of the PMO. Redefinition of the main project management processes and key project control indicators (KPIs).</li> <li>- Training services in project management for a group of 12 project managers.</li> </ul>
<b>2013 (6-months project)</b>	Teixeira Duarte (Portuguese international construction company)	<ul style="list-style-type: none"> <li>- Consulting and change management services for the implementation of a Portfolio Management Office (PMO). TD has customers and construction projects in Portugal and in other countries (Angola, Mozambique, Algeria, Brazil and Venezuela). The board decided to implement a PMO with three main objectives: <ul style="list-style-type: none"> <li>- Centralize all the financial and scheduling information about ongoing projects;</li> <li>- Standardize and discipline the project management processes according to international best practices and recommendations of PMI's PMBOK Guide;</li> <li>- Create and implement a Risk Management program for all projects both at local and international level;</li> <li>- Improve the performance of project managers and other stakeholders through a comprehensive training program.</li> </ul> </li> <li>- My role was that of a senior consultant and change manager specialized in project management and risk management. Reporting to TD board, I performed the following tasks: <ul style="list-style-type: none"> <li>- To help TD's team in defining and implementing project management processes, procedures, SoPs, tools and KPIs.</li> <li>- To help TD's team in launching a RFP for acquisition, implementation and support services of a Project Portfolio Management System (PPMS).</li> <li>- To implement a comprehensive Risk Management methodology with effective processes, SoPs, tools, and Key Risk Indicators (KRIs).</li> <li>- To ensure change readiness of the organization to implement the new business processes.</li> <li>- To organize and implemented a comprehensive project management training for all project managers and other stakeholders in Portugal, Angola, Algeria and Brazil.</li> </ul> </li> </ul>
<b>2012 (4-months project)</b>	ICSA – Portuguese construction company	<ul style="list-style-type: none"> <li>- Consulting services in the definition and implementation of an Earned Value Management System (EVMS) for the control of ICSA projects.</li> <li>- Training services in project management for all the customer's project managers (80+) in Portugal, Azores and Angola.</li> </ul>

<b>2011 (6-months project)</b>	Portuguese Ministry of Health	<ul style="list-style-type: none"> <li>– Consulting services to the project of launching a RFP for the development, implementation and support services of an information system for Health Care.</li> <li>– This new information system was aimed to replace the legacy system for medical and nursing care system in more than 200 Primary Health Care Units spread all over Portugal.</li> <li>– I helped the Ministry's team in the following tasks: <ul style="list-style-type: none"> <li>– Evaluation of the current system weaknesses and threats;</li> <li>– Requirements gathering;</li> <li>– Preparation of the RFP;</li> <li>– Technical and financial evaluation of the bidder's proposals;</li> <li>– Recommendation of the best fit solution proposal.</li> </ul> </li> <li>– After the contract award I have been designated as a member of the Steering Committee controlling the overall implementation project.</li> </ul>
<b>2010 (2-month project)</b>	Microsoft Portugal	<ul style="list-style-type: none"> <li>– Development and lecture of two major training programs for two groups of Microsoft project managers: <ul style="list-style-type: none"> <li>– A 60-hour project management training program aimed to train a group of 16 young project managers. The training program included two project management simulations using the simulation software SimulTrain (14 hours) and the planning of a real project (21 hours);</li> <li>– A 42-hour training program in Project Management and Change Management aimed to train a group of 12 senior Microsoft project managers.</li> </ul> </li> </ul>

## CONNECTION WITH UNIVERSITIES

- 1998 to-date:**
- Invited Lecturer in Two Portuguese universities:
    - ISCTE Business School – Invited lecturer for Project Risk Management and Software Project Management (Master Degree in Program and Project Management).
    - NOVA Business School – Invited lecturer for Portfolio and Program Management (post-graduation in Project Management).

## PUBLISHED BOOKS AND PAPERS

- Books**
- Software Project Management – Methodologies, Tools and Practices, 5<sup>th</sup> Edition, Lisbon, FCA, 2014.
  - Modern Project Management – Best Practices, 7<sup>th</sup> Edition, Lisbon, FCA, 2013.
  - Managing Emotions in a Project Environment, 5<sup>th</sup> Edition, Lisbon, FCA, 2014.
  - Project Evaluation – Business Case Construction, Lisbon, FCA, 2005.
  - Software Quality & Risk Management, Lisbon, FCA, 2003.
- Papers**
- *Business Process Reengineering: Impact in Performance and Competitiveness*, In Proceedings of the Annual Conference of the Portuguese Information Systems Association, Évora, Portugal, 2002.
  - *Risk Management and Quality in Software Development*, Proceedings of QUATIC 2001–Quality in Communication and Information Technologies, Lisbon, Portugal, 2001.
  - *Total Quality Management in the Services Sector*, Proceedings of QUATIC 2001–Quality in Communication and Information Technologies, Lisbon, Portugal, 1999.

## LANGUAGES

<b>Portuguese</b>	– Native or bilingual proficiency
<b>English</b>	– Professional working proficiency (spoken & written)
<b>Spanish</b>	– Professional working proficiency (spoken & written)
<b>French</b>	– Professional working proficiency (spoken & written)
<b>German</b>	– Basic knowledge
<b>Italian</b>	– Basic knowledge

## REFERENCES

					
					
					
					