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About

I'm a sociotechnical systems designer, mapping the company and product strategy to software architecture and implementation, leading people, steering agents, and managing and delivering the work. I've had the great pleasure of contributing to such endeavors in recent roles varying from highly technical such as Chief Software Architect in telecoms, leadership and management focused as Director of Engineering in a large B2B SaaS scaleup in the document creation and automation domain, taking the helm as the VP of Engineering in a successful B2B SaaS startup transforming the shipping industry. Currently, I'm leveraging agentic AI and effective architectures with .NET and Azure as Fellow while also leading 22 skilled consultants at a boutique consultancy according to the DevOps philosophy "we build it, we run it" offering teams and capabilities rather than individuals and hours.

I'm both a technical leader and an engineering manager with a strong software engineering and leadership background across domains and company sizes who have been coaching and mentoring both other leaders and individual contributors of all levels for almost two decades. I never hesitate to roll up my sleeves and be hands-on, for example by coding, optimizing processes, or running workshops, when needed. I shine when I get to tackle the complexities and trade-offs of software architecture and its creation and delivery.

I'm an active community member since more than two decades in for example Copenhagen and Skåne .NET user groups, #AgilityLab Copenhagen, and Domain-Driven Design Copenhagen (where I recently was an expert panel member). Most of my community efforts the past decade have however gone into Øredev, a software development conference in Malmö that sees 1.300 attendees yearly, as a program committee member where I lead the leadership track ,and contribute to the architecture and .NET tracks. This year, I also had the pleasure of spending the speakers' dinner evening with Kent Beck, who transformed me as a young software development engineer a quarter of a century ago. In addition, I serve as a program committee member of the Global Agile Summit taking place in Tallinn, curating the Developer track.

Key Strengths

Compared to peers in the **Ravens-Directors** norm group, demonstrates the ability to:

- Define complex problems and situations clearly and objectively.
- Identify subtle relationships in complex scenarios, events, or ideas.
- Build strong arguments by integrating diverse perspectives.
- Recognize strategic implications of decisions and anticipate likely outcomes.
- Identify the underlying causes of complex problems.
- Use available information effectively for sound decision-making.
- Draw accurate conclusions in ambiguous situations.
- Learn complex concepts rapidly.
- Develop deep insights into intricate issues and contexts.

Score: Higher than or equal to **80%** of participants in the selected norm group.

Experience

Delegate, Fellow

January 2025 - current, Greater Copenhagen

Immensely proud of becoming the first Fellow (the highest level of the career ladder), being both a technical leader and people manager of 20 plus skilled .Net Engineers not only innovating technology-wise, but also on the business model side, offering a fluid adaptable TaaS (team-as-a-service) for mature customers recognizing the nature of solving hard problems with software and architecture.

HBK, Software Architect

October 2024 - December 2024, Greater Copenhagen

Responsible for mapping the architecture to the product strategy of the market leading platform for measurement and analysis of sound and vibrations, BK Connect (~11 millions LOC/~22M EUR ARR). In addition, improving the way of working for the teams to become an efficient software development engineering organization.

After major reorg., responsible for designing and leading an innovation initiative around "post-processing", finding product/market fit for the emergent market of deeper insights from recorded sound and vibration data..

Portchain, VP of Engineering

March 2024 - August 2024, Copenhagen

Responsible for Engineering of a successful fast-paced startup. Strategic initiatives have included setting the right team and defining a new architecture and tech stack for the core product Connect utilizing .NET, Marten, and PostgreSQL in an Event-Driven Architecture including clients such as Blazor Server and AsyncAPI endpoints with heavy parallel data-ingestion with

TPL Dataflow displaying an updatable vessel ETA dashboard in real-time. Before doing so, a deep manual technical review and automated analysis of code and architecture including tools such as CodeScene and CodeClimate plus workflow analysis of key metrics using tools such as Jira and MergeStat was carried out. As a member of the management team, also substantial stakeholder management internally and externally and presenting for the board and investors. I also ran all major Engineering operations, such as salaries, performance reviews, 1x1s, coaching/mentoring, vendor negotiations, et cetera.

Templafy, Director of Engineering
February 2022 - February 2024, Copenhagen

Management and leadership of Engineering Managers and Staff Engineers of a substantial part of an Engineering organization, in tight collaboration with Product, of some 80 engineers across five European locations divided into teams highly influenced by Team Topologies supported by the Self-contained Systems architecture. Reported to CTO, and was acting CTO during a time of uncertainty.

When working in a fast-paced market with even faster-changing technology, e.g. AI, as a SaaS company with ambitious outcomes, empowered product teams with fast discovery feedback-loops are crucial and was a massive undertaking and achievement by us in Engineering & Product Leadership. Doing things like the best companies is a prerequisite, including swiftly acting on new insights and changing market conditions. Enabled by cross-team alignment, fast delivery, continuous discovery, assumption mapping, and architecture as options.

Biggest personal impact was increasing the teams' flow efficiency and reducing their cycle times by coaching Engineering Managers in the principles of lean and kanban. In addition, doing the same for strategic delivery by coaching leadership in the principles of cost of delay, the dual operating system (hierarchy and network) and flight-levels, and bringing a holistic visualization from strategy to operation through a digital Obeya.

CBB, Chief Software Architect
April 2018 - January 2022, Copenhagen

Moved sideways to technology focus as a part of the MVNO and CBB merger at Telenor. The reimplementation of Kanban with CD3 (cost of delay divided by duration) and DevSecOps had proved successful, yielding more time for strategic and tactical design according to the principles of event modeling and domain-driven design and the relationship with organizational design.

Rearchitected the on-prem microservice architecture to accommodate future-proofing attributes such as cloud-native, service independence, eventual consistency, and not the least increasingly complicated business rules, both to grow the business and cater to rapidly increased external security, regulatory, and compliance demands. Classic OO design principles such as design patterns, and DDD combined with an event-first architecture

(event modeling with CQRS and event sourcing) passed every POC (proof of concept) and POT (proof of technology), so the transition was set in motion.

In parallel also was acting department head, conceptualized the future no-thrills telco as part of a small internal startup, and member of the task force defining the whole business support system landscape and application strategy for Telenor DK.

Telenor, Head of Development, MVNO
February 2017 - March 2018, Copenhagen

Managed and led a team of some ten highly skilled and motivated developers, testers, and DevOps/cloud engineers developing a market-leading multi-tenant BSS (business support system) for MVNOs (mobile virtual network operators). Responsibilities included code reviews, architecture, coaching/mentoring/ education, project forecasting/estimation, hiring and retaining software engineers, and continuously optimizing the software development and delivery processes.

Keylane, Chief Development Manager, Advice
January 2016 - January 2017, Copenhagen

Member of the executive team with the responsibility of transforming both the development and delivery processes (from project to product) as well as the architecture of the product portfolio. All the while the company year after year was experiencing "gazelle" growth. High trade-offs management complexity due to half of the revenue coming from time and materials, and the other half from recurring license fees. Management and leadership responsibility for some 30 software developers, directly managing people and technology leaders. Much effort spent on recruiting and retaining talent.

Telenor, Lead Developer → Head of Development, MVNO
December 2011 - January 2016, Copenhagen

Slowly transitioned from spending most of my time being hands-on writing as much code as possible, moving into a force multiplier role, and finally spending a substantial part of a work week managing the work, leading the people, and creating a target architecture and its strategy for increased demands. In addition, complex stakeholder management as the acquired MVNO got more integrated with the Telenor organization, its no-thrills fighter brands, and more external customers were onboarded.

Miscellaneous, Developer/Architect/Team Lead
June 1998 - November 2011, Lund/Malmö/Copenhagen

Was offered, and accepted, a job at Tetra Pak R&D where I'd written my master's thesis. From a huge global company to a hyper growing startup, and most in between, including shifting domains. Although always with a strong architecture (DDD), Microsoft and .NET focus. Started my first position in Copenhagen late summer 2008, and have been working in the same city ever since.

Community

Øredev / Program Committee Member

Responsible for the leadership track, and sidekick the architecture and .NET tracks, of the region's leading software development conference that sees 1.300 attendees yearly. A great opportunity to both do something for the community, and get to know some of the greatest thought leaders within the industry personally, and stay at the tech forefront.

Education

Lund University (LTH/Faculty of Engineering) / M.Sc.
September 1993 - August 1998, Lund

Swedish Army (conscription) / Corporal
September 1992 - August 1993, Eksjö

Åkrahällskolan / Technical Upper Secondary School
September 1989 - June 1992, Nybro

Recommendations
Snippets from LinkedIn

René Gundersen, Director of Engineering
I worked closely with Martin for almost 2 years at Templafy, where we both worked as Directors of Engineering. Martin has vast knowledge and experience around how to create an efficient delivery organisation, of which I benefited immensely.

In various situations, Martin consistently offers insightful perspectives, significantly aiding in the solution-finding process. But what impressed me several times, was Martin's ability to use the knowledge he has, to see situations and challenges from untraditional perspectives, and unlocking solutions which weren't in plain sight.

Dannie Walden, Lead Software Engineer
He was my partner in crime when we were trying to reduce complexity in a distributed monolith (nano services with an underlying entreprise model - read: single database without boundaries). We sparred often, with a _lot_ of very interesting conversations about software development, patterns and practices and i learned a lot from him. Domain-Driven Design, Sociotechnical Systems, Team Topologies, Wardley Mapping - you name it, Martin knows about it - and yes, he UNDERSTANDS it as well.

Ibrahim Hammad, Senior Engineering Manager
He's a true leader. His ability to uplift everyone around him is remarkable. Martin has a deep understanding of how an Engineering Organization should operate. With his extensive experience, he brings valuable insights and engaging stories to the table. With Martin's guidance, our team at Templafy underwent significant growth. He was pivotal in scaling the company up, and preparing us for future challenges.

Johannes Klose Andersen, Enterprise Agile Coach
(ex-mentee)

I have seen Martin challenge decisions, processes, and methods, at all levels of the organization. Martin always does this, based on facts, and always shares the relevant background studies and articles, that help you see things from a new angle and understand why you might be missing something. Martin manages to do this politely, and always with the intent to improve you and the organization.

Christian Trolle Mikkelsen, Lead Engineer (ex-mentee)
Here is a guy who can open up new paths for people to explore, without ever intimidating them, but rather enticing them with a feeling of adventure and team spirit :).

When it comes to software and architecture he is on a vigilant lookout for areas in need for improvement with a strong focus on delivering high quality, maintainable, beautiful and above all, well tested/documented working software.

Martin Nørskov Jensen, Senior Engineering Manager
He is always in search of the most elegant solution to a problem and ruthlessly strives to get rid of all kinds of waste and duplicity. On top of this Martin is gifted with a great deal of patience, which comes in handy when discussing solutions or helping colleagues with difficult problems.

Marco van Kimmenade, Director of Engineering
Martin has played a pivotal role in nurturing the growth of numerous engineering team members. Through mentorship and education, he has empowered individuals to advance in their careers, leading to their well-deserved promotions into more senior roles within the company.

Emily Holweck, Senior Project Manager
The phrase that comes to mind when I think of Martin is: "Ridiculously efficient and smart". This makes a dramatic difference to the success of the conference.

Language Proficiency

English, Full Professional

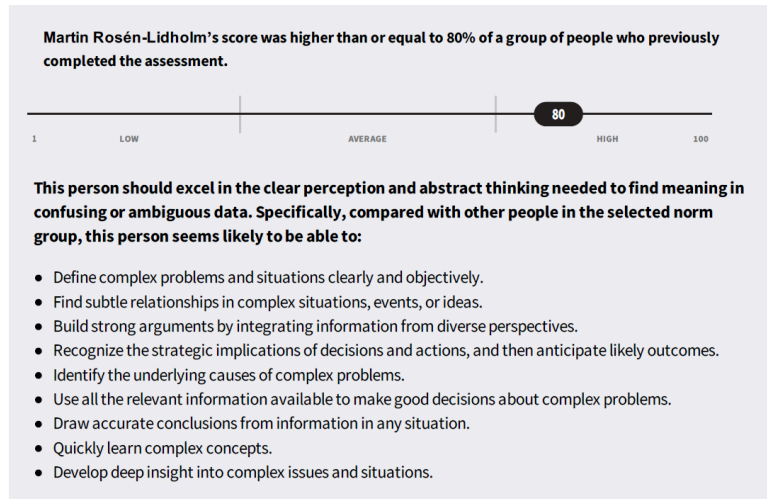**Danish**, Full Professional (working language for 15+ years)

Swedish, Native

Cognitive Abilities

Equal to or higher than **80%** of test takers on Director level

Raven's APM-III

Participant Name Martin Rosén-Lidholm

Participant ID HK483034

This assessment, Raven's Progressive Matrices®, Advanced Progressive Matrices (APM), is designed to evaluate peoples' ability to analyze and combine new and existing data to solve unfamiliar problems, learn new skills, and put problems in context in order to see the bigger picture.

Martin Rosén-Lidholm's score was higher than or equal to 80% of a group of people who previously completed the assessment.

| 1 | LOW | AVERAGE | **80** | HIGH | 100 |

This person should excel in the clear perception and abstract thinking needed to find meaning in confusing or ambiguous data. Specifically, compared with other people in the selected norm group, this person seems likely to be able to:

- Define complex problems and situations clearly and objectively.
- Find subtle relationships in complex situations, events, or ideas.
- Build strong arguments by integrating information from diverse perspectives.
- Recognize the strategic implications of decisions and actions, and then anticipate likely outcomes.
- Identify the underlying causes of complex problems.
- Use all the relevant information available to make good decisions about complex problems.
- Draw accurate conclusions from information in any situation.
- Quickly learn complex concepts.
- Develop deep insight into complex issues and situations.

Test taken February 27th 2024 at a licensed executive search firm.

Interests

Like most, I enjoy spending time with friends and family. Music has always been a big part of my life, and I often attend concerts and festivals with my wife or with the many friends who, luckily, have shared this passion with me since childhood.

As an adult, I've become an avid cyclist, particularly drawn to long-distance audaxes and ultra-races. While I've achieved a few notable accomplishments through hard training and meticulous planning, the true reward comes from the adventure, friendships, and experiences these events offer, far beyond the results.