

# BELKIS TEKSÖZ, PgMP

Telephone: +(90) 533 294 67 88

Email: [belkis.teksoz@mindyard.com.tr](mailto:belkis.teksoz@mindyard.com.tr)

## Management Consultant

---

**Senior Program Management:** Holds Program Manager Professional (PgMP) Certificate provided by PMI (one of the 4 PgMPs in Turkey as of 2019) • Proven experience in directing **complex, high-value (multi-hundred million USD), high-technology national/international multiple programs throughout their life cycles** from concept design to delivery and customer support with a strong background.

**Organizational Improvement:** • REFA (Organization for Work Design, Industrial Organisation and Company Development) certified **Trainer & Consultant** with experience in work & process analysis with analytical methods and improvement for simpler, faster and more efficient processes, re-organization studies including job analysis, description and resource optimization towards a more efficient and productive organization.

- Conducting a **full organizational/strategic analysis** as the basis for defining, developing and implementing end-to-end program/project management processes, procedures and policies to streamline and standardize elements into one systematic approach and yield significant business benefits.

- **Training expertise** in Program Management & Risk Management and **REFA certified Trainer for Work Organization and Process Data Management**

**Business Development:** Expertise in leading the **comprehensive bid proposals for major multi-hundred million USD bids** by defining strategic priorities, creating business cases and developing bid policies • Extensive experience in **building commercial partnerships, directing all engagements/negotiations** and **representing companies on an international stage.**

## CAREER ACCOMPLISHMENTS

### MANAGEMENT CONSULTANT—2008 - PRESENT

- Training and consultancy services provided on the three basic areas defined above to the companies in various sectors (defense, electronics, packaging, construction, marine, automotive, paint, textile, chemical, white goods etc..) and various size from SMEs, large enterprises including group companies)

### CONSULTANT (Program Bid Management) – RMK Marine, Turkey 2008 – 2012

- **High-value Bid Proposals:** Fully managed all **technical, financial and administrative requirements of high-value weapons-electronics** contracts for naval platforms with Turkish Ministry of Defense
- **Strategy Development :** Developed and implemented **the bid strategy** to establish the **best** configuration and **optimum** solution for a **competitive bid proposal**
- **Sub-contractor Management:** • Defined and led all processes for evaluation & selection of the **subcontractors from the global arena** • **Built and managed commercial partnerships** directing all engagements/negotiations
- **International Events & PR:** Represented RMK Marine at the **SME (Small and medium Enterprises) Committee of Turkish Defense and Aerospace Manufacturer's Association** • at several industry events (i.e. **ASD Convention 2011, Naval Systems Seminars, Defense Agencies to develop contacts network and identify potential business opportunities**) • Extended networking activities by being **Committee Member of Defense Industry Manufacturer's Association** and **Member of a working group under NATO Industrial Advisory Group.**

- **Major Defense and R&D Programs (Turkish Ministry of Defense, Turkish Air Force)** : spearhead the development of **national and international defense initiatives** with budgets up to **several hundred million US\$**, with variable schedules planned between **3 and 7 years**.
- **Program Development:** Led the **definition, development and implementation of end-to-end program processes**, procedures and policies to improve, streamline and standardize everything into one systematic approach.
- **End-to-End Management:** Used newly **established frameworks to lead all program management activities**, from initial **proposal preparation (RFI requests)** through to planning, implementation and final project delivery.
- **Program Leadership:** Led **multi-disciplinary teams from across the organization** by bringing together different areas of technical expertise, specific skill sets and management experience according to defined needs.

#### **Expert Teams - Leadership & Matrix Management**

- **Matrix Management:** Successfully **managed all program phases and specialist teams** by scheduling different planning, production and technical teams and resourcing requirements (teams varied from 30-100 people).
- **Multi-Disciplinary Teams:** Teams varied in **size, nature and scope of planned work**, including project engineers (i.e. mechanical, RF, systems, digital, test), production (planning), quality control and logistics support, etc.

**Execution & Delivery:** Responsibility for overall program success by ensuring all performance, budget and deadline targets using effective planning, progress monitoring and risk management

- **Detailed Planning:** Executed **effective strategies by defining priorities, resource needs and expert teams** to develop integrated plans, including work breakdown structures, proposed milestones and detailed schedules.
- **Risk Management:** Defined robust risk management plans covering how to define, quantify and follow up on identified risks • involved in risk analysis, prioritisation and action planning (mitigation) to find solutions.
- **Progress Monitoring:** Co-ordinated all activities, tasks and schedules by continually reviewing status reports, developing action plans, prioritizing tasks, checking schedules and anticipating any potential risks.

#### **Program Governance & Customer Relationships**

- **Executive Reporting:** Created periodic and ad hoc reports for **presentation to General Manager and Executive Board** • reports were subject to rigorous review and **influenced key decision makers on projects**.
- **Customer Relationships:** Built **strong customer relationships by acting as first point of contact**, including leading periodic management reviews, documentation handling, information provision and contract negotiations.
- **Contract Management:** Led primary contractor and sub-contractor activities by being fully accountable for the approval and completion of tasks in accordance with defined plans, terms and conditions.
- **Business Partnerships:** Managed co-development programs and complex relationships with international companies like **BAE Systems** as well as **remote teams in other countries** (i.e. project resources in USA).
- **Business Development:** Represented Company at several industry events and platforms to develop contacts network and identify potential business opportunities

- **Test Software:** Designed/developed automatic test software and interface test adapters for several Aircraft units.

#### **EDUCATION**

Bachelor of Science, Electrical and Electronics Engineering -Middle East Technical University - 1995

#### **MEMBERSHIPS**

Member, PMI (Program Management Institute)

Member, REFA (Organization for Work Design, Industrial Organisation and Company Development)

#### **LANGUAGES**

Turkish, English, German