

STEVE DALBY

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PROFILE SUMMARY

My Career

Technology has evolved throughout my career, but the pace of change over the past few years has been unprecedented. Artificial Intelligence is reshaping how organisations design, deliver and consume IT services, creating opportunities far beyond technology itself. Despite this transformation, one principle has remained constant: infrastructure delivers its greatest value when it enables people and the business to perform at their best. **My role of Head of Infrastructure at Lineas NV, as a member of the IT leadership team, has been to build a trusted Infrastructure team, push adoption of Frontier AI, create sustainable operating models and ensure technology investment delivers measurable business value.**

Over the past decade, my focus has been helping organisations modernise technology while creating the governance and leadership needed to sustain long-term transformation.

This approach has shaped every leadership role I've undertaken. Whether modernising collaboration across global organisations, strengthening governance, or preparing businesses for the next generation of AI-enabled infrastructure. My objective has remained consistent: simplify complexity, empower people to succeed, and leave every organisation stronger and better prepared for the future.

The reason for a new Role

Lineas has been my work location for close on 5 years. For the last 4 years the company has been working on a strategy for profitability fighting back from 85M euro losses to 12M euro losses in 4 years. As part of a restructuring to reduce their operational overheads IT reduced their management restructuring me out of the role. I left behind a team of domain owners trained and expected to operate autonomously so they are better equipped for the future.

The Nutshell

My career has easily been divided into two; One the leader and manager who focuses on enabling people and partners against a balanced scorecard of supporting IT services and enablement for an enterprise. The other is a consultant who focuses on delivery of programs focusing on the priority and definition of work that needs to be completed and delivered

Lineas NV [Sept 2021 to Sept 2026] Head of Infrastructure and Frontier AI

Licensing Transformation: €1.2M saving delivered, with a further €900K secured through new licensing strategy | **Datacentre Strategy:** €360K annual saving while preparing strategically for Disaster Recovery solutions today and Hybrid Cloud Tomorrow | **Technical Debt:** Minimised the Citrix virtualisation strategy, saving €270K annually and revising Device and HW operations. | **Frontier AI:** Define and delivered a program that increased usage by 34% enabling a foundation for the growth of AI across the business

I joined Lineas to drive the adoption and transformation of Microsoft 365, with a particular focus on Microsoft Teams across an organisation of around 900 laptop and 700 mobile employees. Within nine months, it became clear the opportunity extended far beyond a single technology. The real challenge was transforming Infrastructure into a business-led organisation that prioritised work, investment and resources against business value with a targeted reduction in company overhead.

As the Microsoft 365 programme matured, the CIO asked me to consider how I would transform the infrastructure organisation using the same leadership principles I had previously displayed in my career. Together we identified the opportunity to define the Infrastructure team, reduce technical debt, increase accountability, strengthen partnerships with our Managed Service Providers and establish a sustainable operating model.

By introducing clear Domain Ownership across the team, strengthening accountability and creating a leaner organisational structure, the work was aligned to business priorities balanced with operational demand. This established a culture where technology investment, strategic initiatives and day-to-day delivery were driven by measurable business value.

Actions & Technology Leadership

Infrastructure Strategy & Roadmaps | **Commercial** & Supplier Negotiations | **Frontier AI** Strategy & Innovation | **Network** & Connectivity Services | **Cloud** Cost Governance AWS/AZURE | **Virtualisation** & End User Computing | **Voice** & Unified Communications | **Identity**, Security & Secure Access

Euroclear Bank [2017 to Oct 2021] Collaboration & Microsoft 365 Technical Lead (Consultancy)

Microsoft 365 Business Value: Defined how Microsoft 365 would add business value, establishing a collaboration architecture from enterprise Intranet through departmental, application and Microsoft Teams workspaces. | **Migration & Change:** Directed the move from on-premises SharePoint to Microsoft 365 with the technical and Change teams, from initial tenant connectivity through to users accessing content and applications online. | **Content Governance:** Established information architecture, security and retention principles so the right content was selected, migrated and managed through its lifecycle. | **Business Solutions:** Created early content solutions and workflows that demonstrated practical business value while the wider migration progressed.

I joined Euroclear on an initial three-year consultancy reporting to the Head of Internal Systems, providing the technical direction for the Bank's move from on-premises SharePoint to Microsoft 365. The engagement was extended twice, taking me from the first connections to the Microsoft 365 tenant through to users accessing their content, applications and collaboration services online.

My role was to define the collaboration architecture and provide technical direction to the engineering and Change teams delivering it. I designed a structured content model starting with open Intranet information, moving through departmental and application sites to Microsoft Teams as personal project and collaborative workspaces. This included the information architecture, security, governance, retention and migration principles needed to determine what content should move to Microsoft 365 and how it should be managed once there.

Alongside the migration, I worked with the Change team to translate the architecture into practical ways of working and developed early content solutions and workflows that demonstrated how Microsoft 365 could improve business processes rather than simply replace the existing SharePoint platform.

Actions & Technology Leadership

Microsoft 365 Strategy & Solution Design | SharePoint Online & On-Premises | Microsoft Teams Collaboration Architecture | Information Architecture & Content Structure | Security Permissions & Access Models | Content Governance Retention & Lifecycle | Migration Architecture & Change | Workflow & Business Solutions | Agile / Scrum Delivery

Atlas Copco [2015 to 2017] Office 365 Governance Architect (Consultancy)

SharePoint Online Rollout: Prepared SharePoint Online for global rollout within four months, supported by a fully tested automated migration process. | **Metadata & Migration:** Automated migration of content and metadata, converting information held within existing file structures into structured SharePoint content. | **Global Change & Adoption:** Supported regional kick-offs in Pune, India; Shanghai, China; and Charlotte, USA, establishing a common approach to migration, collaboration and adoption. | **Unified Communications:** Enabled phased migration from Cisco Jabber to Microsoft communications through interoperability of messaging, calls and presence.

I joined Atlas Copco to help define the global collaboration architecture and prepare the organisation for its move to Office 365 across a large and geographically distributed business. Within four months, SharePoint Online was ready for rollout with a fully tested automated migration process in place. The migration architecture used the existing file structure to create and preserve metadata, allowing business content to move into SharePoint while retaining the information required for classification, search and governance.

The technical delivery was supported by a global change programme. I worked with regional teams and business stakeholders, including programme kick-offs in Pune, India; Shanghai, China; and Charlotte, USA, helping establish a common approach to migration, collaboration and adoption while recognising the different requirements of each region.

A second major project addressed the transition from Cisco Jabber to Microsoft's messaging and calling services. Working directly with the Microsoft product team, I helped develop an interoperability solution that allowed messaging, calls and presence to operate between Microsoft Teams / Skype for Business and Cisco Jabber. This gave Atlas Copco the ability to phase the change across its worldwide network rather than requiring every location to migrate simultaneously.

Actions & Technology Leadership

SharePoint Online Migration & Global Rollout | **Office 365** Collaboration Architecture | **Microsoft Teams / Skype for Business** Messaging Calling & Presence | **Cisco Jabber** Interoperability & Coexistence | **Migration Architecture** Automation & Testing | **Metadata** Information Architecture & Classification | **Governance** Security & Retention | **Global Change** Adoption & Regional Kick-offs | **Microsoft Product Team** Solution Development

SEI-IS Business Consultancy [2001 to 2021] Principal Consultant

Alongside the major Euroclear and Atlas Copco engagements described above, I operated SEI-IS Business Consultancy, delivering technology and business consultancy for international organisations across Europe and beyond. Assignments ranged from architecture and governance through migration, information management, collaboration solutions, training and business process improvement, with several client engagements running in parallel.

Selected Consultancy Engagements

IjsFabriek Strombeek | 2021 — Microsoft 365 Collaboration & Security Consultant

Eurocity, Brussels | 2016–2017 — Office 365 Architect & Solutions Provider

Eurocontrol, Brussels | 2013–2015 — SharePoint Consultant & Trainer

Heineken International | 2011–2015 — SharePoint Solutions Consultant

US Department of Defence, Europe | 2001–2015 — SharePoint Consultant & Trainer

PRMA Consulting | 2010–2012 — SharePoint Consultant

Remarkable.net, Nottingham | 2010–2011 — Operations Director (Consultancy)

Nando's Restaurants, London | 2009–2011 — SharePoint Architect

Japan Tobacco International, Geneva | 2008–2009 — Intranet / SharePoint Lead

London Borough of Bromley | 2004–2008 — SharePoint Project / Architecture Consultancy

Aspen Technology [1998 to 2001] IT Director EMEA (Permanent)

Global Datacentres: Managed AspenTech's datacentre estate across the US, Singapore, Belgium and Cambridge, UK. | EMEA Services: Responsible for all systems and IT services across EMEA, leading a six-person team based in the UK, Dubai, Germany and Belgium. | Global Infrastructure: Worked with a 10-person global infrastructure team supporting the company's worldwide systems and services. | Business Continuity: Maintained service and protected company data through the Melissa and ILOVEYOU virus outbreaks, with no data loss or loss of service.

As IT Director EMEA, I was responsible for the systems and services supporting AspenTech across the region while also managing the company's global datacentre estate. The role combined regional IT responsibility with global infrastructure operations, working across teams and facilities in Europe, the US and Asia.

I led a six-person EMEA team distributed across the UK, Dubai, Germany and Belgium and worked with the 10-person global infrastructure team responsible for the company's datacentres in the US, Singapore, Belgium and Cambridge, UK. During the global Melissa and ILOVEYOU malware outbreaks, we protected the environment without loss of company data or interruption to service.

Infrastructure & Leadership

Global Datacentre Management | EMEA Systems & Services | Distributed Team Leadership | Infrastructure Operations | Business Continuity & Incident Response | Enterprise Networking | Security & Resilience

Earlier Career

London Fire Brigade — IT Manager | London School of Hygiene & Tropical Medicine — IT Network Manager | St Bartholomew's Hospital — Network Manager | Ford Motor Company — Network Solutions | National Investment Group — UK Network Designer | British Telecom — Telecom Engineer

Education & Certification

Scrum.org Professional Scrum Master 1 | CompTIA Security+ | Nottingham Peoples College: Diploma in Telecommunications and Networking | Industrial Society (UK): Runge Leadership Training Course | Microsoft SharePoint & Ignite conferences | MoS: SharePoint