

Lars Broslet

People and operations manager · Anthropologist · Creative practitioner

Stockholm, SE | +45 30 23 26 02 | broslet@gmail.com | broslet.com | linkedin.com/in/broslet

I am a people and operations manager with a foundation in photography, creative production and anthropology. I started by making things, then became interested in how people create and organise together. University gave me the methods to investigate those questions, and years of freelance work brought research, visual storytelling and practical delivery into the same working life.

In the corporate world, that experience came together in management. I developed international teams, redesigned operations and built tools that made work easier to do well. I bring the curiosity of a researcher and the practical judgement of a producer to leading people. First make it work. Then make it elegant.

Leadership and operational development

Klarna | *Team Manager, Nordic consumer operations* | 2020–2024

Joined in Danish support after moving to Stockholm in 2019, progressed into management in 2020. Global On-Call operational leadership, 2021–2023.

- Led teams of up to 35, including managers, and hired more than 50 people across nine countries. Oversaw Danish, Norwegian and Finnish consumer operations alongside global incident responsibilities.
- Combined coaching and operational redesign to reduce avoidable customer contact and more than halve Norwegian staffing requirements through attrition. Estimated avoided staffing costs of SEK 11 million over two years.
- Developed people into subject-matter and analytical responsibilities, automated reporting and gave teams the time and ownership to improve their work. My analysis of official data placed the team first on combined KPIs across 20 major markets over nine months.

I set clear expectations and give people room to develop. Research taught me to ask what sits behind a recurring problem, creative production taught me to carry an idea through to delivery. In management, I apply both to building capable teams and improving how they work.

Uber Eats via Adecco | *Merchant Support and workflow automation* | March 2026–present

Built a workflow automation suite to simplify merchant-support operations, combining strong productivity with the team's lowest error rate. Developed for wider EMEA use, deployment beyond my own workflow awaits approval.

Qred Bank | *Danish SME underwriting and process improvement* | May–September 2025

Combined financial assessment with AI-assisted process development, identifying opportunities to simplify operational work. The improvement initiative received recognition from the CEO and CTO.

Stockholm School of Economics | *Uganda field programme supervision* | April 2025

One of four supervisors supporting 40 students on a five-week field programme in Kampala. Responsible for logistics, safety, participant welfare and practical coordination, alongside photographic documentation. Joined at short notice and established myself quickly in an unfamiliar international, high-risk setting.

Creative practice and commissioned research

Freelance photography & creative work | 20+ years of practice | Core freelance period 2012–2019

My early practice centred on photography, theatre and production. After university, I expanded it to combine creative work with research, writing and design. I took varied assignments from the initial question or brief through to publication or delivery. The commissions below are selected highlights from that broader working life.

Freelance clients and collaborators include Roskilde Festival, SPOT Festival, Aarhus University, Innovationlab and the Alexandra Institute. Recipient of Roskilde Festival's "Best First Time Photo" award.

Aarhus University magazine | *Visual editorial leadership* | 2004

Led ten volunteer photographers and owned the publication's photography and visual presentation. Modernised production tools and editorial design, coached contributors and coordinated the complete visual delivery. Combined creative direction with the willingness to pick up the camera when the publication needed it.

Video and audio production | *Lærdansk Aarhus and independent projects* | 2004 – 2019

Managed Lærdansk Aarhus's YouTube channel and produced instructional video from concept to completion in 2018. Earlier work included acting, camera, location and direction across short films, professional audiobook post-production, and independent food, culture and comedy channels.

Selected research and design commissions

AquaCenter Silkeborg | *Visitor research and experience development*

Expanded a visitor-research commission into recommendations for the exhibition experience. Connected qualitative insight with visual storytelling and spatial design, positioning tactile experience as the attraction's distinctive value. The centre subsequently redesigned its presentation following the report.

Aarhus Symphony Orchestra | *Audience research*

Translated audience research into proposals for a more accessible and contemporary concert experience, including new ways of reaching audiences beyond the traditional concert setting.

Aarhus Archives | *Research and published writing*

Developed an original Cold War feature from research to publication, making local defence history accessible through a wider historical narrative. Published in Aarhus Stiftstidende and credited as author of the original AarhusWiki article.

Rethink Human Being | *Public-space design*

Developed urban furniture concepts combining public safety with social interaction. Applied an understanding of human behaviour to physical design and taught myself Blender to turn the ideas into a complete visual proposal.

Performance and live production

Experience on both sides of the stage: photography and dance in Palsgaard Sommerspil's Atlantis (2004), touring logistics and stage support for Valraven (2012), theatre, lighting and touring production at Herning Højskole (2001–2002), and international ensemble theatre through EDERED in Jerusalem (2000).

Education and research foundation

MSc Anthropology | *Innovation Anthropology / Aarhus University* | 2009–2011

I chose anthropology to investigate creativity after years of practising it. My thesis, *Producing Worlds*, explored how people collectively create meaning, relationships and ways of organising. Fieldwork at Burning Man and Vestjyllands Højskole combined qualitative interviews and participant observation with active creative participation.

This research informs how I lead and develop work: understanding the social context and creating structures that give people room to contribute.

BA History of Ideas | *Aarhus University* | 2005–2009

Broad study across philosophy, culture, politics, economics and science expanded my creative practice into an interest in people and social life. Developed critical analysis, the ability to compare explanations and an understanding of ideas in their historical context.

ERASMUS Exchange | KU Leuven (Belgium) | 2008

Anthropology, organisational psychology, international relations, culture & development.

VIA University College | 2013: Diploma in Systemic Coaching.

Continuing learning: Leadership, LEAN/Six Sigma, innovation management, design thinking, organisational analysis, UX and generative AI.

Teaching and mentoring

Sciences Po Paris and IUT Cherbourg: Developed and delivered English-language lecture series on Scandinavian society and culture, translating academic understanding for international student audiences.

Herning Højskole | 2002: Paid teaching assistant in analogue photography, connecting technical practice with visual composition.

Individual mentoring: Six years of English and dyslexia-related learning support, developing confidence and skills through teaching adapted to the learner.

Partnerships and community leadership

CreativeMornings Stockholm | Creative Partnerships Manager | September 2024–present

Build partnerships and secure resources for a creative community. Manage partner agreements, recurring venue arrangements and team commitments, alongside event hosting. Established Frilans Finans as a recurring venue partner.

Universitetskollegiet alumni association: Founder and chairman for two years, bringing current and former residents of the Aarhus University residence together through a social network and events.

Cultural governance: Founding board member of Musicalforeningen Closeup (2007–2008), connecting Aarhus musical talent, board member of Aarhus Middelalder Forening (2005–2007), with responsibility for visual presentation and festival decisions involving a DKK 200,000 budget. Earlier board and committee leadership in DSU (1997–2000).

Languages

Danish native | **English** fluent | **Swedish** advanced

German beginner | **French** beginner | **Flemish** Pub | **Luganda** bribe