



Lars Baunwall

Engineering leader

Architecture and organisation design for a 200-engineer platform rebuild at Danske Bank
ex-LEGO Group
Platform engineering, Team Topologies, AI-assisted engineering

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About

I am part of the leadership team behind Digital Core, Danske Bank's rebuild of its core banking platform. Around 200 engineers in Denmark, Lithuania and India are replacing a mainframe estate one domain at a time. I lead the architecture chapter, own direction for the Customer and Accounts domains, and led the redesign of how the tribe is organised: two value streams and a platform team, shaped around the system we are building. Before that I spent close to six years at the LEGO Group. I started as an outside advisor to the VP of a 400-person digital organisation and became its first Principal Engineer in 2021. When I left in 2024 there were 14 of us across ten departments. I spent my last year working with the CTO on technology strategy. Over the years I have hired people and let many of them make decisions I would have made differently. Some turned out better than mine. When a call has to be mine, I make it in writing and in the open. In Digital Core more than 40 architecture decisions have drawn around 1,500 comments from engineers in three countries. I still build things, mostly to stay honest about what a decision costs. CoreIQ puts our decision records into whatever AI assistant an engineer is working in. DomainLang is an open-source toolchain for strategic DDD.

Next I would like to run engineering for a product or technology company, as CTO or VP Engineering, at a size where organisation design and architecture are the same problem. In practice that is somewhere between 50 and 300 engineers.

Experience

Mar 2024 – Present
Aarhus

Danske Bank

Head of Software Architecture, Digital Core

I lead architecture for Digital Core, the ~200-engineer programme building Danske Bank's next core platform: cloud-native, domain-driven and event-driven, replacing a mainframe estate one domain at a time. I sit on the tribe leadership team, own direction for the Customer and Accounts domains and lead the Architecture Chapter.

- Led the organisational redesign behind the tribe's move to Team Topologies: two value streams and a platform team. Outcome: e.g. fewer cross-team dependencies, shorter lead time
- Member of the tribe leadership team alongside delivery, product and people leads, responsible for technology and organisational strategy
- Line manager for 10–12 architects in Denmark, Lithuania and India, with full responsibility for hiring, performance and development. Hired 7 across all three locations
- Shared accountability for delivery
- Built a written decision practice that any engineer can read and challenge: 40+ architecture decisions and around 1,500 comments in two years

- Built CoreIQ, the tribe's first agentic harness, which brings decision records, guidance and technology choices into the AI assistants engineers already use

Stack Java, .NET, OpenShift, AWS, event-driven services, DDD

Internal title Tribe Architect / Principal Software Architect

Mar 2021 – Mar 2024
Denmark

the LEGO Group

Principal Software Engineer (Architecture & Technology Strategy)

First Principal Engineer at the LEGO Group, hired to work out how architecture should be practised across a digital organisation of several hundred engineers. The role was new. A lot of what it turned into was shaped in those early years, above all the move of architecture out of static decks and into the engineering workflow itself: open repositories, pull requests, peer review.

- Worked directly with the CTO on technology strategy and architecture direction in my final year, with recurring joint decision sessions
- Helped define what the Principal Engineer role owned and how it made decisions, as the function grew to 14 across roughly ten departments
- Set group-wide architecture principles and API design standards, adopted across the digital portfolio
- Built inner-source engineering communities on GitHub where standards came from the engineers who used them and proposals moved by consent
- Coached senior engineering leaders and architects on platform thinking, DDD and event-driven architecture

Sep 2015 – Mar 2024
Herning

thinkability

Independent Consultant (Technology Strategy & Architecture)

Independent technology strategy and architecture practice between full-time roles. Main engagements with the LEGO Group and MobilePay, plus smaller delivery work for Danish companies. Scope: technology strategy, domain and platform design, operating model design and coaching of engineering leaders.

Sep 2018 – Feb 2021
Billund

the LEGO Group

Architecture & Technology Strategy Advisor (consultant)

Embedded technology strategy advisor to the VP of a 400-person digital organisation, with a direct hand in architecture direction and platform strategy.

- Wrote the executive narratives behind the major platform and architecture calls, so the leadership team could see what each decision was meant to achieve and what it would cost
- Ran architecture workshops that got delivery teams aligned on domain boundaries and integration patterns across a large product portfolio
- Introduced platform thinking and DDD by pairing with teams and architects on real designs
- This engagement led directly to the Principal Engineer role I took on in 2021

Sep 2015 – Sep 2018
Aarhus

MobilePay

Senior Software Architect (external)

External architect and engineer embedded in the MobilePay product organisation, building payment products on a distributed .NET stack.

- Co-built MobilePay POS and MyShop from scratch, as both engineer and architecture lead, using domain-driven design and event-driven architecture
- Applied DDD in a regulated, high-throughput payments product serving 3 million Danish users
- Stepped in as interim team lead and scrum master during a transition period

Oct 2013 – Oct 2015
Billund

the LEGO Group
Platform Architect

Platform Architect in LEGO's in-house digital agency, responsible for the technical strategy and build of the Digital Experience Platform behind LEGO.com and its connected properties.

- Defined and led the move to a search-based, content-centric service architecture serving 30M+ monthly visitors
- Led the delivery team on a .NET and Sitecore stack
- Wrote and facilitated the platform strategy with department leadership, using the Playing to Win framework

Oct 2010 – Oct 2013

BoConcept
IT Architect

IT Architect advising senior management on IT strategy and portfolio governance across global retail operations. Led the architecture of a multichannel retail platform (loyalty, 3D customisation, e-commerce) for the franchise network.

Dec 2006 – Oct 2010

gr3 a/s
.NET Developer

.NET developer and small-team lead on custom ASP.NET and SharePoint solutions for Danish enterprise clients. Introduced Scrum to the organisation.

Other roles

Aug 2018 – Dec 2022

Emplate
Advisory Board, technology advisor

Advisory board member through a phase of fast growth, advising the founders on technology strategy, cloud architecture and how to scale the engineering team without losing pace.

Aug 2017 – Jun 2019
Denmark

Champagne Moments
Investor & Advisory Board

Early-stage investor and technology advisor to the founding team of a D2C platform for champagne enthusiasts. Helped shape the product architecture and co-built the first app.

Jun 2002 – Jun 2011

AOF Herning
Educator

Taught evening classes in IT, programming, web development, and bookkeeping, including for adults with social disabilities.

Projects

Jun 2026

Unlinked

your LinkedIn data for AI assistants

Open-source MCP server that gives AI assistants such as Claude and ChatGPT access to your own LinkedIn profile and activity, using the data-portability rights the EU Digital Markets Act gives you.

Stack TypeScript, published to npm

Apr 2026 – Present

CoreIQ

internal engineering knowledge for AI assistants

Agentic harness I built for the Digital Core tribe. It organises engineering knowledge, architecture decision records, guidance and technology choices, and serves them into the AI assistants engineers use day to day. The tribe's first.

Jun 2025 – Sep 2025	Copilot Bridge for VS Code use Copilot for AI inference VS Code extension that exposes GitHub Copilot as an OpenAI-compatible local API through the official Language Model API, so local scripts, agents and tools can run on an existing Copilot subscription. Supports tool calling and streaming
Feb 2024 – Present	DomainLang IDE intelligence for Domain-Driven Design Creator of DomainLang, an open-source, Langium-based modelling language and toolchain for strategic DDD. Domains, bounded contexts, context maps and ubiquitous language are written as code: version-controlled, validated, and reviewed in pull requests like everything else. Ships as a VS Code extension, CLI and SDK
Feb 2023	bricky early RAG chatbot Retrieval-augmented chatbot built in February 2023, a few months after ChatGPT launched: semantic indexing over private content, with an LLM generating the answers. Write-up on Medium.

Publications

Mar 2026	Error is not failure Medium
Feb 2023	Standing on the shoulders of a giant: embedding intelligent behaviour using large language models Medium

Education

2004 – 2006	Erhvervsakademi Midtjylland AP degree, Computer Science Chairman of the Student Council, Member of the Board
2000 – 2003	Herning Handelsskole HHX Chairman of the Student Council, Member of the Board

Skills

Engineering Leadership	Software Architecture	Change Management
Organizational Design	Domain-Driven Design (DDD)	Coaching & Mentoring
Platform Engineering	Generative AI	Leading Development Teams
Technology Strategy	Distributed Team Management	Artificial Intelligence (AI)
Engineering Management	Cloud-Native Architecture	Domain Specific Languages
People Management	Cross-functional Team Leadership	Large Language Models (LLM)
Team Topologies	Business Strategy	
Legacy Modernization	Stakeholder Management	

Languages

Danish	Native or bilingual proficiency
English	Full professional proficiency
French	Elementary proficiency