

# Peter Kappus

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## Profile

A versatile, innovative, programme/portfolio delivery manager and agile/OKR coach with very strong technical and data skills, a passion for creative problem-solving, and 20+ years of experience spanning financial services, media, government, and more.

A natural servant-leader, I specialise in helping organisations to adopt lean/agile practices and move to a state of continuous improvement and data-driven decision-making. I enable lasting positive change while rapidly delivering to the broader organisational context and strategy.

I combine deep technical understanding with excellent communication and leadership skills to provide robust, bespoke processes which minimise risk, navigate complex interdependent systems, and meet diverse requirements from multiple lines of business while providing transparency and predictability throughout.

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## Skills

Process improvement

Data-driven decision making

Lean / agile coaching & delivery

Lean operations

Portfolio / programme delivery

Goal setting / OKRs

Communities of practice

Modelling and forecasting

Change management training

Objectives & Key Results (OKRs)

Kanban / Scrum

Agile Finance

Stakeholder management

Risk management

Jira / Trello / Post-it Notes ;)

Reporting & governance

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## Technical Skills

Linux DevOps	HTML/CSS/JavaScript
Ruby on Rails, Slim	Docker / Vagrant
Cloud Infrastructure (AWS)	Data-wrangling
Continuous integration (Jenkins)	Git & Github
BDD / Cucumber	Basic test automation
Basic Java, Maven, Tomcat	Rapid prototyping

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## Experience

### Agile & OKR Coach / Delivery Manager

#### British Broadcasting Corporation - Proteus Team

Nov 2017 - present

While continuing to support TV & Radio teams more generally, I am now providing agile coaching and delivery management for the Proteus team, specifically. The 15+ year old Proteus platform enables the commissioning and scheduling of every second of audio played on BBC Radio and manages meta-data for hundreds of millions of briefs, commissions, programmes, versions, episodes and transmissions from the past 90 years.

- Reduced mean time between releases from 4 months to 9 days
- Reduced deployment time from 4 hours to 25 minutes
- Reduced regression testing time from 2 weeks to 2 days
- Migrated over 8,000 source code files from SVN to Github
- Improved code quality and understanding via pairing and Pull Requests
- Introduced test automation and continuous delivery via Jenkins
- Decomposing monolithic legacy app into RESTful API-based micro-services
- Migrating from legacy JS frameworks to ReactJS

Tools & Techniques: Confluence, Scrum, Kanban, BDD (Serenity, Capybara, Cucumber), Jira, Java (Spring, Struts, Hibernate), Jenkins, ReactJS, Docker, AWS, Puppet

### Agile / OKR Coach / Portfolio consultant

#### British Broadcasting Corporation

Jun 2017 - present

Coaching 300+ people in **18 teams** across TV & Radio (including **iPlayer**) in adopting Objectives and Key Results

- Improving visibility across multi-million pound change portfolio
- Leading workshops and training sessions at all levels including senior leadership
- Designing and implementing bespoke tracking & reporting tools (Ruby on Rails & Google Sheets)

- Mentoring finance teams to join up spending and delivery
- Advising on portfolio governance

Tools & Techniques: Confluence, OKRs, Google Docs, Jira, Ruby on Rails, Cucumber, Docker, Vagrant, AWS, Cloud Formation, Postgres

## Benefits Realisation Delivery Lead

### Government Digital Service (Cabinet Office, UK Government)

Nov 2016 - Apr 2017

Within the Common Technology Services programme which is rolling out common technology solutions such as shared wifi, shared print, and mobile computing with stronger commercial arrangements across government.

- Developed a robust, flexible and simple processes to roadmap and realise **£1.5bn+** in cashable benefits over 10 years
- Coached delivery teams in agile (**kanban**) methods to deliver benefits via rapid, continuous iteration
- Built bespoke contract analysis, management, and forecasting tool (Ruby)
- Dramatically streamlined internal planning/reporting process while improving transparency

Tools & Techniques: Google Sheets w/ scripting, Ruby on Rails, Google Forms, Lean/Agile cost/benefit modelling, Salesforce, etc.

## Portfolio Delivery Manager

### Government Digital Service (Cabinet Office, UK Government)

Jun 2015 - Nov 2016

Close engagement with finance, people, and delivery teams combined with strong technical ability added significant operational agility and data-driven, real-time decision-making around a **£500m change portfolio**.

- Governance of £150m annual budget
- Replaced complex, inflexible vendor ERP solution with bespoke BI platform
- **Saved £100k+** while improving accuracy, engagement, and user satisfaction
- Moved from quarterly to monthly delivery/finance reporting cycles
- Streamlined business planning making it light-weight, continuous, and real-time
- Introduced impact-mapping and **Objectives and Key Results (OKRs)**
- Created bespoke **OKR** tracking tool using **Ruby on Rails**

Tools & Techniques: Google sheets w/ heavy scripting, Google Forms, Ruby on Rails, Hyperion, Anaplan, JavaScript, and more.

## Programme Delivery Manager

### Government Digital Service (Cabinet Office, HM Government)

Nov 2014 - Jun 2015

Delivered the Digital Marketplace (<https://www.digitalmarketplace.service.gov.uk/>), a revolutionary programme (comprising a submission/search/commissioning platform, legal & commercial frameworks, and customer support) transforming how the government buys digital.

- G-Cloud sales (<https://www.gov.uk/government/statistical-data-sets/g-cloud-framework-sales-up-to-31-july-2017>) £2.4B+ as of Aug 2017
- Facilitated delivery ceremonies (stand-ups, planning, retrospectives, etc)
- Managed multiple, complex stakeholder relationships
- Coached teams in **agile methodologies**, scrum/**kanban**, business planning and reporting: resource management, road-mapping, benefits realisation, risk mitigation, stakeholder management
- Direct management of **~£3m annual budget** for a 30+ person team (product design, user research, engineering, QA, procurement, engagement, support, legal, and analytics)
- Active participant in the Agile delivery community at GDS providing coaching, training, and mentoring across GDS

Tools & Techniques: Pivotal Tracker, Java (Grails), Python (Flask), Jenkins, SQL Alchemy, git, Postgres, AWS Elastic Beanstalk, continuous integration (CI) with Jenkins, infrastructure automation with Ansible, AWS Relational Data Store (RDS). All code open sourced via github (<https://github.com/alphagov/?utf8=%E2%9C%93&query=digitalmarketplace>).

## Delivery Manager | Agile Transformation Coach

### Pearson PLC

Jul 2013 - Nov 2014

Successfully delivered two critical, at-risk programmes by transitioning from a dysfunctional waterfall to a high-functioning, lean/agile practice using Scrum, Lean, kanban, retrospectives, rapid prototyping, user testing, etc.

- Coached teams and stakeholders in scrum & **kanban** methods
- Transitioned from legacy **ITIL** to modern **DevOps** culture
- Introduced **BDD** via Capybara, Cucumber, phantomJS, Jenkins
- Delivered complete redesign, rebuild, and platform migration of the Pearson Qualifications (<https://qualifications.pearson.com>) website (a **£300M+** annual business with 60K+ pages and documents) from SharePoint to Adobe Experience Manager (CQ)
- Lasting change to delivery methodologies
- Delivered a real-time analytics platform using **Big Data** and **Machine Learning** to predict subscription renewal rates and remove risk

**Technologies:** Single Sign on (Forgerock), Jira, Adobe CQ (Java), Solr, AngularJS, Apache, Jenkins, Cucumber (Ruby, Capybara, Poltergeist, PhantomJS), MySQL, CouchDB, MongoDB, Python/Flask, SOA/RESTful APIs

## Delivery Manager | Agile Coach

### American Express (via ustwo)

Nov 2012 - May 2013

Managed front-end/UX delivery and coached technical and leadership teams at a Fortune 100 credit-card company to deliver a large-scale customer loyalty programme spanning 14 different partner organisations.

- Led agile ceremonies and coached in scrum/**kanban** methods across multiple teams (50+ people)
- Responsive Web, iOS, and Android

- Multi-million dollar global programme with teams in 4 countries and 6 timezones
- Targeting 50 million households at launch
- Managed on-shore, near-shore, and off-shore teams in London, Boston, New York, Bangalore, Munich and Phoenix
- Facilitated agile ceremonies including sprint planning, stand-ups, show & tells, and retrospectives
- Resulted in timely, high-quality delivery across multiple platforms

**Technologies:** Jira, Java EE, SDLC, SOA, Scrum, Agile, User Experience (UX), iOS, Android, Responsive Web

## Product Owner | Data Scientist

### Gray Metrics

Apr 2012 - Nov 2012

Applied agile/lean principles and engineering capability enabling a **big data start-up** to conceive and deliver a first-gen social media data mining and trend analysis platform for the automobile industry. Included market strategy, product ownership, engineering, and business development. **AWS (EC2), MongoDB, Ruby on Rails, Jetty, D3.js, and R**

## Scrum Master | Agile Coach

### JAM @ Engine People Limited

Aug 2011 - Mar 2012

Managed delivery of a real-time social media management and analytics platform to web and mobile channels. Servant leader to a team of engineers, designers, and business owners between the UK & South America. Provided individualised coaching to embed lasting agile transformation. **JIRA, SOA, RESTful APIs, PHP, MySQL, Apache, Tomcat, Java EE, GNIP, Watir, jQuery, Automated Testing, iOS, Android, Windows Phone.**

## Delivery Manager

### Credit Suisse (via ustwo)

Aug 2010 - Aug 2011

Managed front-end design and delivery of an award-winning **Fixed Income (forex) Single Dealer Platform (SDP)** for a **global Tier 1 investment bank** including support for **cash, options, and algorithmic trading**. Worked with multiple stake-holders across various lines of business including client services, product management, and information technology. Introduced bespoke agile design process within the bank's legacy SDLC. Employed **JIRA, Confluence, OmniPlan, OmniFocus, Axure, Nirvana, Java EE, XAML, Silverlight, HTML, CSS, and Javascript.**

## Delivery Manager

### Cellnovo (via ustwo)

Dec 2009 - Aug 2010

Managed delivery of a ground-breaking wireless web-enabled insulin pump with touch-screen UI (requiring CE Mark and EN-60601-1 compliant embedded software). Reported directly to Chief Executive Officer and liaised with in-house and vendor teams in London, Winchester, Poland, and

Wales. Applied agile methods to create a robust engineering, UX, and defect management processes prior to arrival of VP of engineering. Routinely met with investors and board members. **OmniGraffle, SpiraTeam, OmniPlan, C++, ANT-RF, GSM, ActionScript, WinCE, HaXe.**

## **Owner, Managing Director (Technology)**

### **Design Commission, Inc.**

Sep 2006 - Aug 2009

My time as owner of this full-service digital design and development agency saw a **350% increase in revenue** and 600% increase in headcount. I had responsibility for corporate strategy, account management, biz-dev, forecasting/budgeting, employee development/retention, project management, technical delivery, UX, IA and vendor management. **Ruby on Rails, PHP, jQuery, JavaScript, HTML, WordPress, ActionScript, Flash, Agile/Scrum, BaseCamp, Rally, OmniFocus, OmniGraffle, GTD, Harvest, QuickBooks, Google Analytics, Omniture, TextMate, MySQL.**

## **Founder / CTO**

### **Boom Bucket Mobile**

Sep 2005 - Aug 2010

**Mobile content** start-up. Built **digital asset management** platform for ingesting, cataloging, marketing, distributing, and reporting royalties on thousands of wallpapers and ringtones. Responsible for **business development and marketing** launching at *2006 Mobile World Congress* in Barcelona. **HTML, ActionScript, JavaScript, PHP, and MySQL.**

**Additional experience available upon request**

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## **Education**

### **University of Colorado at Boulder, USA**

Bachelor of Arts in Environmental Design (Architecture) — **3.75 GPA**

Additional coursework in computer science

### **Rhode Island School of Design, USA**

European Honors Program (EHP) Art History/Architecture studio — **4.0 GPA**

**Additional courses, certifications, and conferences available upon request**

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## **Miscellany**

Dual-national (US & UK). Musician, composer, abstract artist, and conversational French-speaker. Self-appointed world diplomat. Able to leap tall buildings in a single bound.

Learn more at <http://www.peterkappus.com>

