**Dave Seaman**

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**PROFILE**

As a highly motivated and results oriented IT professional, I have a proven track record in building, coaching and leading teams in developing working software that delivers early business value. At Sainsbury’s, Enterprise Rent-A-Car, Man Investments, esure and Logica I have applied my best-practice experience to transform existing practices & behaviours and create sustainable high performing teams.

**EXPERTISE**

1. 25+ years’ experience in **Agile (RAD, Scrum & Kanban)** and traditional plan-driven development.
2. Successful track record as **Agile Coach**, **Scrum Master**, Manager, Lead Developer and BA.
3. Coached and mentored multiple teams to C-level executives of large departments (350+ people).
4. Calm, empathetic, servant-leader approach: influencing and fostering team behaviour & environment.
5. Effective collaborator, working with Business Stakeholders, Subject Matter Experts, Product Leads, Delivery Managers, Scrum Masters, Architects, Developers & Testers (both onshore and offshore).
6. Multiple sector experience (including Financial Services 12 years).
7. **Extensive Lead Developer experience**: .Net C# (7 years), Oracle Forms & PL/SQL (12 years).

**ACHIEVEMENTS**

1. **Coached and trained the Enterprise UK IT department and business stakeholders in Agile and Scrum**, using formal & informal workshops and presentations. Transformed the existing plan- driven Project Management Office (PMO) into effective Agile supporters and servant leaders. Improved team delivery & quality by building a deeper understanding of Agile principles & practices.
2. **Introduced Agile and Scrum to Man Investments.** Part-time **Scrum Master** for 18 monthly sprints across 7 x Scrum teams (approximately 50 people in 2 countries). Represented teams at regular Scrum of Scrums. Applied best practice to incrementally replace the Back Office platform, saving $200 million per annum.
3. Represented Enterprise Rent-A-Car for 6 years at Royal Holloway University. **Presented lectures on Agile Delivery to 80+ MSc Management students.** Led selected teams on Agile projects and mentored them to successful conclusion. Attended Careers Fair and Computing Society events. Extended partnership to include Kingston University MSc students, serving as a panel judge.
4. Developed vision, roadmap and backlog (epics, wireframes and user stories) for the **Minimum Viable Product (MVP)** of an ambitious, market leading corporate reservation website for Enterprise. Currently in rollout phase, this is expected to double corporate reservation revenue.

**CAREER HISTORY**

**Nov 2018 – Present Agile Coach**   **Sainsbury’s**

* **Agile Coach** for 5 x Scrum Teams. **Coaching 4 x Delivery Managers** to become better Scrum Masters. **Scrum Master** on 1 team, facilitating retrospectives and other Scrum ceremonies, to show teams and Scrum Masters how they can improve their own processes.
* Facilitated an **Open Space** to promote Scrum Mastery in the London HQ. Led Scrum Master Pathway sessions to **help mentor permanent staff seeking to transition to Scrum Master roles.**
* Presented conference roundup to other Coaches & Scrum Masters at the Agile CoP.
* Ran London **Book Club** to promote lifelong learning – presented two books (Lean Startup and User Story Mapping).
* **Established Ways of Working** in the new Future Supply Chain organisation. Recommended approach to scale from existing 5 teams to 15-20 long-lived teams, over 18 months, as part of a complete platform rewrite.
* Ran **Team Chartering and Elevator Pitch** sessions to help teams develop their Purpose.
* Created a “Great First Day” guide for on boarding team members.
* **Recruited** 1 x Scrum Master, 2 x Agile Coaches, 2 x Test Managers.
* **Promoted better use of JIRA** within teams, trained people new to the tool and helped teams inspect & adapt by getting the most out of the available reporting.
* Led initiative to trial **portfolio planning in JIRA** (running experiments with Portfolio for JIRA and AgileCraft with teams, before making recommendation to Group).
* **Mentored Product Lead and 3 x Product Owners (PO’s) new to Product Ownership.** Helped them understand and redesign the existing product financing process.
* Revamped existing Portfolio Reviews to put Product Ownership front and centre, increasing their frequency and effectiveness.
* Created regular stand up’s with key business stakeholders, PO’s and change requesters to turn great ideas into improved business outcomes.
* Resolved conflicts with individuals and teams (role clashes, lack of trust etc.).
* **Mentored experienced team members that were completely new to Agile and Scrum.** Helped them adapt Scrum to their legacy tooling and environments to gain the most benefit.
* Encouraged Agile adoption in non-software areas (business strategy and food allergy teams)
* Regular networking with other Agile Coaches and Scrum Masters at the Agile CoP. Attended Autism Awareness and Agile Video Game Development external events.
* Ran **Impact Mapping** and **User Story Mapping** workshops with PO’s and teams.
* **Because of extensive Development background, acted as translator** between PO’s, BA’s, Developers (new and legacy technologies) and Architects on various Agile practices e.g. DevOps, CI / CD, Pairing, Test Automation.

**Oct 2012 – Nov 2018 Agile Coach / Scrum Master Enterprise Rent-A-Car**

1. **Agile Coach**, mentor and go-to person for Agile best practice across EU IT department.
2. **Scrum Master** for two teams in different solution areas (facilitated daily stand-ups, retrospectives, planning, reviews and removed impediments).
3. Line manager (6 x Developers, 2 x BA’s, 1 x Test Automation Engineer and 1 x Scrum Master).
4. Introduced department-level **Kanban** board to make work visible and align business vision & IT capability. Changed strategic IT road mapping, focusing on MVP and iterative / incremental delivery.
5. Advocated and helped reorganise the IT department around long-lived cross-functional teams.
6. **Coached teams and individuals new to Agile (including Scrum Masters).**
7. Changed hiring process to emphasise cross-functional team members.
8. Hired new staff (BA’s, Developers and Testers) and coached them to become effective team members.
9. Defined new job descriptions for non-development roles across global IT.
10. Established need for hiring a **DevOps** engineer to help teams implement Continuous Delivery (CI / CD).
11. Created **Agile Community of Practice (CoP)**, regularly sharing ideas and designing experiments to trial with teams. Presented “Agile Estimation” to 150 strong audience at **Global Agile CoP.**
12. Introduced co-location and 2-week sprints (to shorten feedback loops and improve the flow of value).
13. Pioneered **Behaviour Driven Design (BDD)** testing, using SpecFlow and Selenium.
14. Reorganised soft-skill training across department to emphasise Agile behaviours.
15. Championed **XP** practices (TDD, CI / CD, Refactoring and Pairing).
16. Transformed the conduct of Scrum meetings (daily stand-ups, sprint planning etc.), improved Agile metrics capture and project reporting to business stakeholders and IT management.
17. Led Business Analysis on new corporate reservation website. Facilitated sprint planning, estimation and backlog grooming sessions. Created and communicated Vision. Introduced wire framing as standard for UI requirements.
18. Proficient in; **TFS / VSTS / VSO**, Axure, Balsamiq.

**Nov 2011 – Apr 2012 Lead Developer Rule Financial**

1. Seconded to UBS based on .Net and Agile delivery expertise. Developed advanced Research Analyst application using **Scrum**, **TDD** and .Net C# (WPF, WCF & WF).

**Sep 2005 – Jul 2011 Lead Developer Man Investments**

1. Introduced **Agile and Scrum** to the UK and Swiss IT departments. Fostered new culture and supported departments as they transitioned from plan driven to Agile development.
2. Lead Developer and **Scrum Master** on major Back Office change programme (3 years).
3. Proficient in; .Net C#, NHibernate, **TDD, Refactoring,** Design Patterns, Oracle, WebServices, Oracle Service Bus, **JIRA / GreenHopper,** **Scrum of Scrums,** **CI / CD** (CruiseControl & Hudson).

**Mar 2005 – Sep 2005 Lead Developer BT Radianz**

* Recruited specifically to establish best practice and migration path away from Oracle Forms.

**Jan 2001 – Mar 2005 Lead Developer esure**

* Designed & developed new underwriting referrals system for esure, working closely with Underwriting, Call Centre and Training Subject Matter Experts to gather requirements.
* Led the development team (9 people) and established **Automated Testing & TDD** as standard.
* Enhanced sales conversion rate by 7% and improved staff retention, by enabling call centre staff to retrain as underwriters. **Coached junior staff in development best practices.**

**Jan 1998 – Jan 2001 Lead Developer Logica CGI**

* **Built and led team. Pioneered Rapid Application Development (RAD)** and successfully delivered new pension review system for Legal & General (avoiding multi-million pound regulatory fines).
* Logica Finance’s most successful project that year.

**Jan 1997 – Jan 1998 Senior Developer BUPA**

* **Designed & developed CI / CD build pipeline** for product teams (Oracle Forms, Perl).

**Jul 1996 – Jan 1997 Senior Developer El Camino Resources**

* **Mentored staff in Oracle best practice development** on large warehouse rewrite.

**Jan 1995 – Jun 1997 Senior Developer Computer Sciences Corporation (CSC)**

* **Extensive RAD (DSDM Atern) development** on high profile British Army logistics project.
* Application was successfully field-trialled in Bosnia as part of the UN peacekeeping effort.

**Jan 1990 – Jan 1995 Senior Developer British Aerospace (BAe)**

* Developed electrical engineering design & production applications for the Harrier programme.

**TRAINING / QUALIFICATIONS**

2019 **Liberating Structures**

2019 **National DevOps (conference)**

2019 AWS Summit (conference)

2018 **Pipeline (conference)**

2017 **Agile Tour London (conference)**

2017 Microsoft Virtual Academy: ASP.Net Core (series)

2017 Microsoft Future Decoded (conference)

2017 Gartner Application Architecture, Development and Integration (conference)

2016 Microsoft Future Decoded (conference)

2016 **Microsoft Virtual Academy: Kanban, Lean Fundamentals & Enterprise Agility**

2016 BCS Certificates in Requirements Gathering and Business Analysis Practice

2015 Gartner Application Architecture, Development and Integration (conference)

2015 Microsoft Future Decoded (conference)

2015 Enterprise Leadership Development Programme

2013 BCS Foundation Certificate in Business Analysis

2012 **Agile Development and Iterative Project Management**

2008 **Agile Engineering Academy**

2007 **Certified Scrum Master (CSM) – trainer: Geoff Watts**

2007 .Net Best Practices and Design Patterns

2006 .Net (C#) Programming for Windows Applications

1995 Oracle Designer, Forms and Reports

1992 ISEB SSADM Certificate of Proficiency (V4)

1991 NCC Certificate in Systems Analysis and Design

1990 **2:1 Computer Science (Honours) – Kingston University**