Robert Craig

PERSONAL

Address: 703a Seven Sisters Rd, London, N15   **Telephone**: +44(0)7802 522 257

E-mail: rob.lockhart@yahoo.co.uk   **Availability**: Currently available

D.O.B: 29/07/65   **CRB Cert:** 000966049568

QUALIFICATIONS   BSc (Distinction) Computing Science   Sep '85 - Jun '89
University of Paisley

Certified Scrum Master (CSM: Scrum Alliance)

Google Advanced Data Analytics Certified

May '18 – current	**Lockhart Arts** Web & Systems Consultancy
Feb '18 till May '18	**Secret Escapes:** Agile Delivery Manager
Apr '14 till Apr '16	**TUI Group:** Scrum Master
Mar '12 till Feb '14	**Wordtracker Ltd**: Scrum Master/Tech Services Manager
Jan '07 – Mar '12	**Lockhart Arts** Web & Systems Consultancy
Sep '02 – Dec '06	Professional Actor & Corporate Trainer
Jan '02 – Aug '02	**Lehman Brothers** (Contractor)
Jan '00 – Dec '01	**Greenwich NatWest** (Contractor)
Jan '98 – Dec '99	**Salomon Smith Barney** (Contractor)
Jan '96 – Nov '97	**WM Company** (Contractor)
Mar '90 – Dec '95	**Sun Microsystems** (Scotland) BV
Jul '87 – Jul '88	**UKAEA**, Culham Research Laboratories

Robert Craig

EMPLOYMENT SUMMARY

Lockhart Arts Web & Systems Consultancy (Freelance), May '18 – Current

Data Analytics: Google Advanced Data Analytics Certified
Data Aquisition: API & Web Scraping
Application Development: Python/JavaScript/vsCode/linux
Web Development: Flask/NextJS
Cloud Deployment: Google Cloud/AWS
Extensive use of the Python, Javascript/React/NextJS.

Secret Escapes: Feb '18 – May '18 : Agile Delivery Manager

This was a newly created role within Secret Escapes.

My initial focus here has been on creating an environment which enables & facilitates self organisation; team ownership & willing accountability.

This included educating the stakeholders in how their actions can empower/dis-empower the team and that failing to take 'soft' issues into account can have very hard consequences. This has proven to be an on-going battle.

My team is distributed across numerous locations: UK; Germany; Poland & Macedonia.

On my joining, the Dev environment was (& is) in flux and, lacking a Tech Support Mgr at that point, my first focus was on prioritising delivery against support and setting stakeholder expectations appropriately. This stemmed an on-going & un-sized dilution of the teams focus while maintaining an agreed level of support.

This also facilitated the on-boarding of a Tech Support manager latterly which removed a significant burden from the team.

Effective comms was also a priority. We use Hangouts & Slack extensively & I've latterly been experimenting with shared, on-line whiteboard tech to enable team collaboration & problem solving. Another imminent innovation is the adoption of of tech that can turn any surface into an interactive touch surface – hugely enabling when coupled with the shared whiteboard tech.

Within a short time we built trust as a team and I am very proud of the degree of self-organisation and ownership demonstrated by the team.

TUI (Thomson plc): Apr '14 – Apr '16 : Scrum Master

I joined as Scrum Master(SM) to the Backend team working on the Phoenix Project. Phoenix was a Group wide initiative to upgrade & integrate the entire systems architecture and the business processes they support. Development & Test were sub-contracted to an external, off-shore supplier.

Phoenix was initiated after the failure of the initial waterfall attempt to achieve the same goal with the same off-shore teams remaining in place. Additionally, TUI had contracted an Agile consultancy to implement the framework who, as they approached completion of their contract, described all teams as having achieved self-organising status. The reality was somewhat different.

Robert Craig

The challenge here was enabling a team comprised of both on & off-shore resources with the bulk of the developers/testers on the team being off-shore. Additionally that offshore team was geographically split between Bangalore(Devs) & Hyderabad(Test). I had the privilege of visiting both teams in location as ambassador for the Agile/Lean approach with some individual & group success.

For both TUI & the off-shore teams Agile was, culturally, a new & threatening experience – with the concept of delivering constructive but honest team feedback a huge blocker. When acknowledgement & approval were coupled to constructive frankness we accelerated.

In addition, the TUI-employed release mgmt & operational support teams were separate entities with the defensive relationships being a barrier rather than a gateway to going Live.

6 months in I was offered the opportunity to assume the SM role for the fully on-shore Management Information Dev Team. I jumped at the chance.

Pros: Fully integrated Dev expertise – complete Dev deliverable & seasoned team. Permanent employees with extensive technical & cultural experience.

Cons: Cross-functionally incomplete Scrum team. Complete Scrum team breakdown. Frustrated and skeptical 'Product Owner'/Director; Dis-functional release process; De-motivated & cynical dev team. Widespread organisational resentment/cynicism of Agile/Lean approach.

The core issues were rooted in a lack of trust both within the team & at all team interfaces. My core Scrum team were all developers. The PO, testers, release mgmt & ops were all external to that core team. Far from ideal.

The key lesson here was for me to focus on current behaviours rather than past events & resentments. By highlighting the impact of current, unconstructive behaviours I was able to create a space for the team to heal. Individuals were then able to change their behaviours without appearing to 'climb down'.

My immediate focus was on establishing trust in the team & in the Scrum cycle; restoring full participation of the PO and building strong partnerships between the team and the 'external' functions.

Through continuous marginal gains – with heavy a focus on quality and integrity of delivery - morale and trust improved across the board and we accelerated.

The result was that a year later we were the first to release our Phoenix delivery to Live and we had established ourselves as a Team that delivers.

Wordtracker Ltd: Mar '12 – Feb '14 : Scrum Master

Wordtracker provides keyword research tools allowing clients to manage the effectiveness of their marketing – the goal being to generate traffic to their sites.

I work in close partnership with the Product Managers, domain experts & the development team to enable the full agile life cycle. Agile Coaching and eliminating impediments was key to my success here.

I have also introduced an explicit focus on Quality with TDD finally becoming the default development approach. One particular challenge here was to coach the business to the realisation that the re-factor step of the Red;Green;Re-Factor cycle is not optional but absolutely essential.

Robert Craig

This was a truly satisfying & empowering role. My focus was on the full cross-functional team and I have found that I am very effective in cohering & motivating that team towards achieving our goals.

Lockhart Arts Web & Systems Consultancy (Freelance), Jan '07 – Mar '12

Data Analytics: Google Advanced Data Analytics Certified
Data Aquisition: API & Web Scraping
Application Development: Python/JavaScript/vsCode/linux
Web Development: Flask/NextJS
Cloud Deployment: Google Cloud/AWS
Extensive use of the Python, Javascript/React/NextJS.

Professional Actor & Corporate Trainer (Freelance), Sep '02 – Mar '12

Numerous stage & film productions. Extensive international work as Corporate Actor/Facilitator/Trainer.

I took the opportunity in 2002 to pursue a long held ambition of working as a professional actor. The work was hugely rewarding but I found that the scarcity of good roles and the financial uncertainty did not suit my temperament.

I found an excellent compromise as a Corporate Actor/Trainer. Training organisations use actors to consolidate & challenge the learning being delivered.

Consequently I have gained significant experience in management coaching, particularly in the area of handling difficult conversations and giving & receiving feedback.

I have worked for a large range of companies in many industry sectors: i.e. Chatham House; BBC; FCO; HM Prison Service; Terminal 5; Merchant/Retail Banking; Insurance; Social Housing; NHS; Pharmaceutical.

Lehman Brothers (Contractor), Jan '2002 – Aug '2002

Design and implementation of the Fee and Rebate Reporting environment.

Greenwich NatWest (Contractor), Jan 2000 – Dec 2001

My primary role at GNW was managing and implementing the migration of the existing legacy Trade Detail/Summary reports into GNW's new reporting environment.

Salomon Smith Barney (Contractor), Jan '98 - Jul '99

Involved in the Y2K remediation of many of SSB's financial systems.

WM Company (Contractor), Jan '96 - Jun '97

Involved in the development of the SPECTRUM portfolio management system.

Sun Microsystems (Scotland) BV (Permanent), Mar '90 - Dec '95

I was privileged to join the team at SUN as part of the Linlithgow plant's start-up in 1990.

Robert Craig

Starting as a Software Developer I fulfilled numerous roles both within & without IT but always focusing on maximising the service and utility to the end user.

SKILLS SUMMARY

IT Management:

Key skills: Listening; Communication; Negotiation; Empathy; Perspective, Persistence, Focus.

Understanding of & commitment to the Agile approach in all development & business processes. My experience of Agile covers Scrum, Lean, Kanban & the over-arching principle of Kaizen.

Scrum focuses on team management & delivery. It is an iterative, incremental process for developing any product or managing any work.

Lean focuses on the elimination of waste in any process. A lean organization understands customer value and focuses its key processes to continuously increase it.

Kanban focuses on capacity management. It allows us to explicitly manage work-in-progress and to identify & so, address, bottlenecks.

Kaizen: continuous, incremental improvement in all aspects of the business.

Mgmt Tools: Project Mgmt & Collaboration (**Basecamp**) ; Ticket Mgmt (**JIRA   Agile – Scrum & Kanban/Mingle/Rally**) ; Code Mgmt (**Bitbucket/GitHub**) ; Knowledge Base (**wiki**   )

ADDITIONAL INFORMATION

I hold a full clean European drivers license. I am able to provide character references as required.

Robert Craig