

STATEMENT OF SUITABILITY

Excellent leadership skills with the ability to build high performing teams

Key case study 2016: Network Rail Telecoms PMO: Following an extensive and detailed round of interviews with key stakeholders across NRT, Applicant led a team to understand how the business operates, challenges, the levels of maturity and the regulatory frameworks that the organisation is governed by. Portfolio Office options were presented in a phase 1 report, and consensus agreement was gained around a bespoke model, describing the precise services requested by NRT. The team provided descriptions and work procedures for these services, and a roadmap for implementation. Applicant subsequently currently supported the new portfolio team as they transitioned. *In addition, elsewhere:*

- Within the large Education ministry, worked in 7 out of the 9 states of South Sudan to implement a new payroll system with more accurate data so that teachers got the pay they had earned. Similarly, for the Health Ministry, but for less states. And then worked with fifteen other Departments accordingly.

Proven experience of leading programme delivery within complex environments

Key case study 2018: Portfolio Management Office, Bentley Motors. Client has a large digital initiative underway, at the same time as a lot of heritage systems. Up to then a lot of the work was being handled via a typical project framework and via IT service management. The CIO recognised that the current PMO did not have any portfolio management capability and this was a critical precursor for serving the increasing expectations of the business in digital operations. Applicant worked with the client to help them select a portfolio governance structure that fitted with their current senior management meetings. A portfolio model was then co-designed with the client which showed how requests and projects would be handled at each stage. Hosted on this model, the client was then shown to run a rolling portfolio process, which would allow them to regularly reset their sub-portfolios and reallocate resources and money. A simple prioritisation method was agreed, based on a fast, frugal decision tree. Resourcing was strengthened via an increased focus on role and task, and not just mapping people to projects. The IT Project framework was also refreshed in some areas which are crucial to overall portfolio performance, such as project planning and project assurance. The client was particularly pleased with how her understanding of portfolio management changed from one of a P30 Controls environment to a broader stakeholder and change perspective: the best example of this is in the design of the KPIs and metrics for the Sub portfolios and for the portfolio overall, where we jointly looked at what data is really available, and what might be the unintended consequences.

Demonstrable experience of leading PMO environments within large scale change..

Key case study 2018: DS Smith's IT department have had a significant change in the amount of demand for new IT, owing to their large acquisition programme. They needed to get better at managing work coming in, and this assignment focused on four key areas. Firstly, management of the demand coming in from the business. Secondly understanding what the scope of that demand is, and how it relates to the business capabilities. Thirdly, how to supply appropriate resource to meet that demand, and fourth, how to initiate projects so that they would be successful. DS Smith already had a project framework and a project planning system for individual projects, but they needed help in integrating this from a portfolio and whole-business perspective. *In addition, elsewhere:*

- BT: Refresh and management of Programme Management Office for large cost transformation to the Global Corporate Services Division. Reporting to the programme director, providing data-driven analysis to support senior decision making, in particular tracking the significant monthly benefits as outsourcing, organisational redesign, and arbitrage projects come together.

The ability to think strategically and analyse complex issues and develop innovative..

Key Case study 2012: Balfour Beatty: Contractor needed support in strengthening its planning and delivery functions to reflect the unusual aspects of a £200m work-package of line-remodelling; the density, scale and mutuality of sites being unusual for a UK track-contractor. Lawrence assisted Client in coming to terms with a changed Operating Model, and in developing a programme to meet construction efficiency targets through innovation. *In addition, elsewhere:*

- Applicant was attached to the Shrivenham two-week Government stabilisation module of the Advanced Staff course, where Applicant provided a government perspective
- Applicant assisted First Group asset director to position the appropriate supply-chain arrangements whilst they were mobilising to take over the UK West Coast main line.
- Applicant prepared case for negotiation with large sub-contractor at TfL
- Applicant developed a model that now forms part of the contract for first section of the Portuguese high-speed railway project, Lisbon to Madrid. The model incentivises contractor for careful construction followed by strong operational performance over forty years.

Results driven with the ability to navigate a complex and sensitive environment..

Key case study 2015: Applicant was working for Sellafield's Commercial Directorate to deliver their Excellence Plan for improving project and contract performance across £2bn spend on programmes. Applicant recast the guidance for how Sellafield Programmes develop their own Acquisition Strategy, with an emphasis on Category Management across Programmes, understanding the supply chain for the long term, and relating to the other key Programme shaping documents. Applicant has worked to strengthen the business case for the PFCS key programme and strengthened the options appraisal within business case development. Applicant helped to develop new principles by which Contract Officers will run their procurement competition. Applicant also provided guidance in the set-up of the Enterprise Portfolio Office, around tasks, cadence and roles. *In addition, elsewhere:*

- TfL LU 2012: Worked with the Engineering Directorate leaders to prepare a new Operating Model for their 1000 staff.
- Developed the business case for the application of communications technology to control movement along the railway between London and Cardiff, implementation planning, cost and benefit analysis. Stakeholder engagement at national and policy level.

Holder of relevant Qualifications & Professional Memberships

- Managing Successful Programmes (MSP) Practitioner.
- P3M3 certified assessor for project and programme maturity.
- Applicant uses whatever framework will be understood by my colleagues, or whatever has worked in the past at the organisation. SCRUM or KANBAN is straightforward. Also, DevOps, Kanban, Scrum, Jira. integration of waterfall / agile modalities.
- Applicant sometimes use Cynefin sensemaking framework sometimes for high consequence organisational environments. APM BOK and PMBOK are bodies of knowledge which are worth using for particular project types, especially regulatory or technical projects. Also have EU PM3 framework and the Praxis open projects framework complemented with the Project Core Data Model. Applicant familiar with most Enterprise PM software solutions, and can integrate/extract/transform via APIs Power BI, Python etc.
- Applicant familiar with OpenGroup's Digital Practitioner framework for an organisation. Enterprise architecture experience Open Group standards such as IT4IT.
- Applicant has developed a modular deployable framework of portfolio management IP, based not just on the standard frameworks, but also on empirical research papers, learnings at the client, and from the available portfolio management technologies and platforms.