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 15+ years of experience spanning financial services, media, government, and more.

A natural servant-leader, I specialise in 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.

Skills

Process improvement	Data-driven decision making
Objectives & Key Results (OKRs)	Lean / agile coaching & delivery
Kanban / Scrum	Lean operations
Agile Finance	Portfolio / programme delivery
Stakeholder management	Risk management
Communities of practice	Jira / Trello / Post-it Notes ;)

Modelling and forecasting   Reporting & governance

Nonviolent communication

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

Experience

Agile Coach / Delivery Manager
British Broadcasting Corporation - Proteus Team

Nov 2017 - present

In addition to my portfolio and process improvement work, I am now delivering the platform which enables commissioning and scheduling of every second of audio played on BBC Radio.

- Management of meta-data for hundreds of millions of briefs, commissions, programmes, versions, episodes and transmissions spanning 90 years of BBC Radio
- Migrated code from SVN to github and improved branching strategy
- Moving towards continuous deployment via Jenkins
- Improved release cadence from 3 times per year to every 2 weeks
- Introduced test automation
- Migrated from Team City to Jenkins
- Enabled transition from a monolithic legacy app to a series of RESTful API-based micro-services
- Enabled transition from legacy JS frameworks to ReactJS components

Tools & Techniques: Confluence, Scrum, Kanban, BDD, Jira, Java, Spring, Struts, Jenkins, Hibernate, ReactJS, Cucumber, Docker, AWS

Agile / OKR Coach / Portfolio consultant
British Broadcasting Corporation

Jun 2017 - present

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

- Consulting on wider portfolio transformation efforts
- Leading workshops and training sessions at all levels
- Designing and building bespoke reporting tools
- Introducing lean/kanban flow models for delivery
- Mentoring finance teams to join up spending and delivery

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 system (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**.

- Enabled real-time business planning and reporting with no additional overhead
- Replaced complex, inflexible vendor ERP solution with bespoke BI platform
- **Saved £100k+** while improving accuracy, engagement, and user satisfaction
- Reduced reporting cycles from quarterly to monthly
- Streamlined business planning to make 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**

Technologies: 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

Technology: 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 waterfal 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-scare 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

Tech stack included 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

Full-service design and development agency. 3.5x revenue and 6x headcount growth. Delivered 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.**

Senior Producer
Corbis, Inc.

Feb 2000 - May 2006

Delivered new Corbis Motion e-licensing platform and multiple online marketing campaigns. Designed, built, and deployed Perl-based **CMS and localisation engine** enabling localisation of an E-commerce platform with $13M annual revenue to five markets in under two weeks. **Flash, ActionScript, ASP.NET, SQLServer, Perl, HTML, and JavaScript.**

Additional experience available upon request

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