

# Peter Kappus

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## Profile

A highly technical, delivery-focused, business transformation consultant, Agile coach, programme/portfolio delivery manager and **certified scrum master** with a passion for problem-solving and 15+ years of experience working across a diverse range of industries including finance, government, media/publishing, and bio-tech.

A natural servant-leader able to nurture lasting positive change in large organisations while rapidly understanding organisational context and broader strategy. Able to combine deep, hands-on technical knowledge with excellent communication and leadership skills to influence and engage participants from individual contributors to C-Level executives bringing about steady, measurable, constant improvement in complex, evolving environments.

Posessing a naturally entrepreneurial mindset able to quickly devise and deliver innovative technological & managerial solutions to seemingly intractable problems.

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## Skills

Agile / Lean Coaching

Business Transformation

Budgeting / Forecasting / Planning

Adaptive risk management

Management Information

Basic Finance

Process Design / Modeling

Scrum & Kanban (CSM)

Objectives & Key Results (OKRs)

Cross-functional team management

Workshopping / Facilitation

Real-time reporting

Stakeholder Management

Goal Setting

Impact mapping

Test Automation

Nonviolent Communication

Regulated Financial Services

Behaviour Driven Development (BDD)

Continuous Integration

Basic Ruby on Rails / Python / Java

Product Management

Basic Linux DevOps

Cloud infrastructure

Source Code Management (git)

Service Oriented Architecture (SOA)

HTML / CSS / javascript

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## Experience

### Agile Portfolio Delivery Manager & Business Transformation Consultant

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

June 2015 - Present

Bringing Agile governance to a **£500M portfolio** (~ £125M annually) to drive **digital transformation** across the UK government.

Working with operations, HR, performance measurement and delivery teams to analyse Cabinet Office objectives, propose, plan, track, and deliver IT programmes supporting these goals using quantifiable metrics. Enabling the executive board to make informed, data-driven decisions around portfolio investment, diversity, risk management, and benefits realisation in an Agile, value-stream driven way.

Introduced impact-mapping, Objectives and Key Results (OKRs), and led the creation of bespoke, real-time management information (MI) dashboards for effective alignment and decision making.

Coached stakeholders and teams at various levels in Agile budgeting and business planning, goal-setting, and operational transformation.

### Programme Delivery Manager | Agile Coach

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

November 2014 - June 2015

The Digital Marketplace (<https://www.digitalmarketplace.service.gov.uk/>) is a revolutionary programme within the UK government, delivered by the Government Digital Service (GDS), which aims to completely transform the procurement of digital goods and services.

The programme includes product design, user research, technology, procurement, supplier/buyer engagement, customer support, legal, policy-making, and analytics. The role comprised **coaching in Agile methodologies, business planning and reporting: resource planning, road-mapping, KPIs/benefits tracking, risk mitigation, stakeholder management, and managing a ~£3M budget.**

- Team of ~30 people including interims and full-time civil servants.

- G-Cloud sales (<https://www.gov.uk/performance/g-cloud>) alone are over £1bn as of Jan 2016.
- Over 50% of sales by value going to SMEs.

Initially responsible for acting as the delivery manager for the technology team in addition to the wider programme, I facilitated sprint planning, daily standups, retrospectives, and demos, helped selection of roadmapping and backlog management techniques, and retrospectives.

Additionally, I participate in the Agile delivery community at GDS providing Lean/Agile coaching and mentoring to a group of 20+ delivery managers.

Technologies include 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 opensourced and available on github** (<https://github.com/alphagov/>).

## Delivery Manager | Agile Transformation Coach

### Pearson PLC

July 2013 - November 2014

Transitioned and delivered two major projects away from traditional, dysfunctional waterfall delivery methods to a high-functioning, Lean/Agile practice using Scrum, Lean, Kanban, BDD and other techniques to improve efficacy, efficiency, and quality.

Projects included a massive CMS migration, full UX redesign and content rewrite of 60K+ pages and documents from SharePoint to Adobe CQ and delivery of a custom data analytics platform to mine product usage patterns to predict risk of non-renewal by key customers.

Used Agile/lean methods to provide rich metrics that drive planning activities and optimise processes to improve both quality and performance. Drafted budgets, resource plans, risk profiles, and aligned project goals to wider programme objectives. Introduced Behavioural Driven Development (BDD) to streamline QA process and improve quality. Mentored senior stakeholders in Lean & Agile methodologies supporting large-scale digital transformation of the world's largest publishing company.

Kanban, Scrum (sprint planning, planning poker, daily standups, demos, retrospectives), Lean UX, Build/Measure/Learn, SMART(er) KPIs, role-play, scenario modeling, burn-downs, burn-ups, cycle-time tracking, and cumulative flow diagramming (CFDs), Jira, Adobe CQ (Java), Solr, AngularJS, Apache, Jenkins, Cucumber (Ruby, Capybara, Poltergeist, PhantomJS), MySQL, CouchDB, MongoDB, Python/Flask, SOA/RESTful APIs

## Scrum Master | Agile Coach

### ustwo™

Nov 2012 - May 2013

Led a 10+ person team within a multi-million dollar programme of work global programme (London, Boston, New York, India, Germany, and Phoenix) delivering a large-scale customer loyalty coalition targeting 50 million households at launch for a large American Blue Chip credit-card company.

Used Agile methodologies to define and manage work, provide clear estimates, improve overall efficiency, and mitigate risk. Coached and worked directly with Product Ownership and Engineering teams to ensure timely and accurate delivery on multiple platforms including Responsive Web, iOS,

and Android.

Engineering and QA Teams worked across 3 time-zones on-shore, near-shore, and off-shore (including 3rd party vendors and acquisitions): Business Owners, Compliance, Engineering, Strategy, Branding, Business Analysts, Architects, and QA teams (90+ people). Provided daily Scrum support, including stand-ups, planning, delivery, and retrospectives. Designed bespoke work-flows to meet the complex needs of a large organisation including Agile coaching for business owners, dev, and QA teams.

**JIRA, Java EE, SDLC, SOA, Scrum, Agile, User Experience (UX), iOS, Android, Responsive Web, Service Design.**

## Scrum Master | Data Scientist

### Gray Metrics

Apr 2012 - November 2012

Helped a **big data start-up** to conceive and deliver their first-generation data collection and analytics platform using Lean and Agile principles. Provided product strategy, technical oversight, application development, and business development. Technologies: **AWS (EC2), MongoDB, Ruby on Rails, Jetty, D3.js, and R** to mine social data for predictive analytics for the automobile industry.

## Scrum Master | Agile Coach

### JAM @ Engine People Limited

Aug 2011 - Mar 2012

Managed the delivery and global roll-out of a bespoke, high-performance real-time social media management, analytics, and data-mining platform including web and mobile channels. Brought strong agile methodologies and technical know-how to the strategic planning, product definition, vendor management, budgeting, UX design, risk mitigation, and daily development, testing, documentation, and support activities. Managed a global team of engineers, QA, designers, and business owners between London, Brighton, and Columbia. Provided Scrum training so the team could continue on their own. Technologies included: **JIRA, SOA, RESTful APIs, PHP, MySQL, Apache, Tomcat, Java EE, GNIP, Watir, jQuery, Automated Testing, iOS, Android, Windows Phone.**

## Project Manager | Senior Producer

### ustwo™ Studio Ltd.

Aug 2010 - Aug 2011

Managed a 10 person team delivering the front-end of an award-winning **Fixed Income (primarily Foreign Exchange-based)** Single Dealer Platform (SDP) for a **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, E-Product management, and Information Technology. Developed bespoke design process to fit within existing SDLC. Technologies included **JIRA, Confluence, OmniPlan, OmniFocus, Axure, Nirvana, Java EE, XAML, Silverlight, HTML, CSS, and Javascript.**

# Senior Project Management Consultant

## ustwo™ Studio Ltd.

Dec 2009 - Aug 2010

Led a team of 30+ C++/ActionScript engineers, interaction designers, visual designers, and testers responsible for delivering the end-to-end user experience for a ground-breaking 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 external engineering teams in Winchester, Poland, and Wales. Used agile methods to introduce a robust engineering, UX, and defect management processes prior to arrival of VP of engineering. Routinely met with investors and potential investors to provide data-room style updates and projections. Technologies included **OmniGraffle, SpiraTeam, OmniPlan, C++, ANT-RF, GSM, ActionScript, WinCE, HaXe**. Agile methodologies included unit testing, continuous integration, user story creation and refinement, sprints, agile retrospectives and sprint planning.

# Owner, Director of Technology

## Design Commission, Inc.

Sep 2006 - Aug 2009

Managing Director/Partner at a **full-service digital design and development agency** specialising in web marketing and web-applications for tech start-ups. Increased revenue and head-count more than 300% in three years. Responsibilities included client relationship management, new business development, forecasting and budgeting, employee development, project management, technical oversight of front-end, back-end, quality assurance, and documentation, user-experience, information-architecture and managing local and off-shore teams. Tools and technologies included: **Ruby on Rails, PHP, jQuery, JavaScript, HTML, WordPress, ActionScript, Flash, Agile/Scrum, BaseCamp, Lighthouse, Rally, OmniFocus, OmniGraffle, GTD, Harvest, QuickBooks, MS Office, Google Analytics, Omniture, TextMate, MySQL**.

# Founder / CTO

## Boom Bucket Mobile

Sep 2005 - Aug 2010

Founder and CTO of a **mobile content** start-up. Built **digital asset management** platform for ingesting, cataloging, showcasing, distributing, and reporting on thousands of mobile wallpapers and ringtones. Also responsible for various **business development and marketing** efforts including the company's official launch in 2006 at *Mobile World Congress* in Barcelona Spain. Technologies included **HTML, ActionScript, JavaScript, PHP, and MySQL**.

# Senior Producer

## Corbis, Inc.

Feb 2000 - May 2006

Led delivery of new Corbis Motion e-licensing platform and various marketing campaigns across multiple lines of business. Designed and deployed a Perl-based **CMS and localisation solution** enabling localisation of an E-Commerce platform to five markets in under two weeks. Technologies included **Flash, ActionScript, ASP.NET, SQLServer, Perl, HTML, and JavaScript**.

**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://kapp.us>