

# 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 working across a diverse range of industries including finance, government, media/publishing, and bio-tech.

Able to combine deep, hands-on technical knowledge with excellent communication and leadership skills to plan and deliver varied programmes of work. Able to successfully harmonise project goals with a wider programme vision while engaging with external teams.

Skilled at using Lean/Agile metrics to improve processes, quality, and performance while supporting team members to keep everyone happily engaged. Possessing 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 Methodologies

Budgeting / Forecasting / Planning

Adaptive risk management

Process Design / Modeling

Experience Working Globally

Behaviour Driven Development (BDD)

Continuous Integration (Jenkins)

Product Management

Basic Linux DevOps

Scrum & Kanban (CSM)

Cross-functional team management

Stakeholder Management

Goal Setting / KPI Workshops

Regulated Financial Services

Cucumber, Capybara, PhantomJS

Basic Ruby on Rails / Python / Java

User Experience Design (UX)

Cloud infrastructure (AWS / Raskpace)

## Experience

### IT Portfolio Manager

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

June 2014 - Present

Bringing Agile governance to the management of a ~ **£100M portfolio** of IT programmes within GDS 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 (SMART) metrics. Enabling the executive board, Cabinet Office, and HM Treasury to make informed, data-driven, prioritisation decisions around portfolio investment, diversity, risk management, and benefits realisation in an Agile, value-stream driven way using impact mapping, SMART goals, and sophisticated, bespoke business intelligence dashboards.

### Programme Delivery Manager

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

November 2014 - June 2014

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 £650M as of June 2015
- nearly 50% of sales by value going to SMEs.

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, Postgre, 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

Responsible for transitioning and delivering two major projects away from traditional, dysfunctional waterfall development methods and to a high-functioning, Lean/Agile practice, incorporating Scrum, Lean, Kanban and BDD techniques to improve efficacy, efficiency, and quality.

Projects included a large-scale CMS migration of 60K+ pages and docs from SharePoint to Adobe CQ (involving a full UX redesign and content rewrite) and a custom data analytics platform to mine customer behaviour patterns to predict risk of non-renewal to subscription products.

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 diagraming (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. More than trippled revenue and head-count 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**

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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>