Peter Kappus

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Profile

A versatile, innovative, programme/portfolio delivery manager, agile/OKR coach, and engineering advocate, with a natural servant-leader approach, I bring strong technical and data skills, a passion for creative problem-solving, and 20+ years of experience spanning financial services, media, government, and more.

From individual contributors to C-Level executives, I love helping individuals, teams, and entire organisations to challenge the status quo and create a culture of continuous improvement. Through adoption of lean/agile methods, cutting edge technical practices, and change management frameworks like OKRs and Liberating Structures, I enable lasting positive change while rapidly delivering to the broader organisational context and strategy.

I do this in a way that is sustainable, effective, and even fun.

Skills

Process improvement	Stakeholder management	Legacy rescue
Objectives & Key Results (OKRs)	Data-driven decision making	Lean / agile coaching & delivery
Kanban / Scrum	Agile finance	Risk management
Communities of practice	Modelling and forecasting	Change management
Reporting & governance	Team leadership & motivation	Liberating Structures

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 & OKR Coach / Delivery Manager

British Broadcasting Corporation - Proteus Team

Nov 2017 - present

While continuing to support TV & Radio teams more generally, I am now providing agile coaching and delivery management for the Proteus team, specifically. The 15+ year old legacy Proteus platform enables the commissioning and scheduling of **every second of audio played on BBC Radio** and manages meta-data for **hundreds of millions** of briefs, commissions, programmes, versions, episodes and transmissions from the past **90+ years**.

- Reduced mean time between releases from **4 months to 8 days**
- Reduced deployment time from **4 hours to 5 minutes**
- Reduced regression testing time from **2 weeks to 1 day**

- Migrated over 8,000 source code files from **SVN to Github**
- Improved code quality and understanding via **pairing and Pull Requests**
- Introduced **test automation** and **continuous integration** via Jenkins
- Virtualised and replaced 15+ year old bare-metal stack
- Decomposing monolithic legacy app into RESTful API-based micro-services

Tools & Techniques: Confluence, Scrum, Kanban, BDD (Serenity, Capybara, Cucumber), Jira, Java (Spring, Struts, Hibernate), Jenkins, ReactJS, Docker, AWS, Puppet, HAProxy

Agile / OKR Coach / Portfolio consultant

British Broadcasting Corporation

Jun 2017 - Dec 2018

Coached 400+ people in **20+ teams** across TV & Radio (including **iPlayer**) in adopting Objectives and Key Results.

- Improved visibility across multi-million pound change portfolio
- Led workshops and training sessions at all levels including senior leadership
- Designed and implemented bespoke tracking & reporting tools (Ruby on Rails & Google Sheets)
- Mentored finance teams to join up investment and delivery
- Refreshed portfolio governance to incorporate OKRs

Tools & Techniques: Confluence, OKRs, Google Docs/Sheets, 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 process 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 tool (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.

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.**

- Governance of **£150m** annual budget
- Built bespoke BI platform replacing complex, inflexible vendor ERP solution
- **Saved £100k+** while improving accuracy, engagement, and user satisfaction

- Moved from quarterly to monthly delivery/finance reporting cycles
- Streamlined business planning making it light-weight, continuous, and real-time
- Introduced **Objectives and Key Results (OKRs)** for alignment and transparency
- Created bespoke **OKR** tracking tool using **Ruby on Rails**

Tools & Techniques: 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, a revolutionary programme (comprising a submission/search/commissioning platform,legal & commercial frameworks, and customer support) transforming how the government buys digital.

- G-Cloud sales £2.4bn+ as of Aug 2017
- Managed multiple, complex stakeholder relationships
- Coached teams in **agile methodologies**, scrum/**kanban**, business planning and reporting: resource management, road-mapping, benefits realisation, risk mitigation
- 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

Tools & Techniques: 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.

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 website (a **£300M+** annual business with 60K+ pages and documents) from SharePoint to Adobe Experience Manager (CQ)
- Delivered a real-time analytics platform using **Big Data** and **Machine Learning** to predict subscription renewal rates and remove risk

Technologies: Forgerock SSO, 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 customer loyalty programme involving 14 partner organisations targeting **50m households** at launch.

- Led agile ceremonies and coached in scrum/**kanban** methods across multiple teams (50+ people)
- Multi-million dollar global programme with teams in 4 countries and 6 timezones
- Managed on-shore, near-shore, and off-shore teams in London, Boston, New York, Bangalore, Munich and Phoenix
- Facilitated agile ceremonies including sprint planning, stand-ups, show & tells, and retrospectives
- Enabled timely, high-quality delivery across responsive web, iOS, and Android

Technologies: 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 engineers, designers, and business owners in 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

Led **350% revenue growth** and grew full-time staff from 2 to 12 people for small digital agency. Responsible for corporate strategy, account management, biz-dev, forecasting/budgeting, employee development, project management, technical delivery, UX and vendor management. Technologies: Ruby on Rails, LAMP (Linux, Apache, MySQL, PHP), jQuery, JavaScript, HTML, WordPress, ActionScript, Flash, Agile/Scrum, BaseCamp, Rally, OmniFocus, OmniGraffle, GTD, Harvest, QuickBooks, Google Analytics, Omniture, TextMate.

Founder / CTO

Boom Bucket Mobile

Sep 2005 - Aug 2009

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.**

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