

Peter Kappus

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Profile

A versatile, innovative, agile/OKR transformation coach and programme, portfolio delivery lead 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 finance, media, government, and more.

From individual contributors to C-Level executives, I love helping individuals, teams, and entire organisations to challenge the status quo, creating a culture of continuous improvement. Through adoption of lean/agile methods, cutting-edge technical practices, and powerful 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.

Delivery Skills

Objectives & Key Results (OKRs)	Agile coaching & delivery	Continuous improvement
	Stakeholder management	Legacy transformation
Programme / Portfolio management	Data-driven decision making	Kanban / Scrum
	Agile finance	Risk management
Communities of practice	Modelling and forecasting	Change management
Reporting & governance	Team leadership & motivation	

Technical Skills

Basic Linux DevOps	HTML/CSS/JavaScript	Ruby on Rails, Slim
Docker / Vagrant	Cloud Migration (AWS)	Data-wrangling
Continuous integration (Jenkins)	Git & Github	BDD / Cucumber
	Basic test automation	Basic Java, Maven, Tomcat
Rapid prototyping		

Experience

Agile & OKR Coach

Société Générale Corporate & Investment Banking (SGCIB)

May 2019 - present

Lead Agile and principle OKR coach across two tribes as part of an ambitious Agile at Scale transformation programme with one of the world's biggest and oldest investment banks.

- Defining transformation MVP (including Target Operating Model) for two tribes (150+ people) spanning 5 regions
- Coaching multiple teams including product owners, delivery managers, and leadership
- Coaching internal coaches and supporting the UK agile community
- Coaching technical and non-technical teams in agile practices including backlog refinement, story mapping, Definition of Done, Definition of Ready, Jira, retrospectives, estimation & velocity, Scrum/Kanban/Scrumban, OKRs, and continuous improvement
- Teams delivering mission-critical platforms for listed derivatives, cash equities and algorithmic trading at a global scale with better than 24x6 99.999% availability

OKR coach

Various organisations

Nov 2018 - Present

Providing OKR training and coaching for various organisations including **Médecins Sans Frontières**, a global asset management company and numerous start-ups and mid-sized organisations

- On-site training workshops
- Hourly remote-coaching
- Leadership coaching
- OKR evaluations/auditing
- Custom tooling & configuration

Agile & OKR Coach / Delivery Manager

British Broadcasting Corporation - Proteus Team

Nov 2017 - Feb 2019

Providing agile coaching and delivery management for the 15+ year old legacy Proteus platform enabling the commissioning and scheduling of **every second of audio played on BBC Radio** and managing meta-data for **hundreds of millions** of briefs, proposals, commissions, programmes, 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 8,000+ source files from **SVN to Github**

- Improved code quality and understanding via **pairing and Pull Requests**
- Introduced **test automation** and **continuous integration** via Jenkins
- Re-platformed from 15+ year old bare-metal stack to Cloud infrastructure

Technologies: Confluence, Scrum, Kanban, BDD (Serenity, Capybara, Cucumber), Jira, Java (Spring, Struts, Hibernate), Jenkins, Docker, AWS, HAProxy

Agile / OKR Coach / Portfolio consultant

British Broadcasting Corporation

Jun 2017 - Dec 2018

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

- Improved visibility across **multi-million pound change portfolio**
- Led workshops and training sessions at all levels
- Designed and implemented **bespoke tracking & reporting** tools
- Mentored finance teams to join up **investment and delivery**
- Refreshed **portfolio governance** to incorporate OKRs

Technologies: 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

Technologies: Google Sheets w/ scripting, Ruby on Rails, Google Forms, Lean/Agile cost/benefit modelling.

Portfolio Delivery Manager / OKR Coach

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**

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](#), 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

Technologies: 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 waterfall 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 3 regions and 4 countries
- Facilitated agile ceremonies including sprint planning, stand-ups, show & tells, and retrospectives
- Ensured 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

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>