

Arabica Transformation Consulting



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Core Skills

- Enterprise Agile transformation and coordination of Agile adoption across multiple sites.
- Certified Agile Coach and Scrum Master with 10 years delivery experience and 8+ years Agile Coaching.
- Clients include William Hill, NatWest Group, Tesco, Microsoft, Department Of Health, Hewlett Packard.
- Proven track record of influencing and coaching teams, Scrum Masters, Business Analysts, Managers and Executives on Agile values and principles to promote continuous improvement in practices and artefacts.
- Making Technology accessible for non-technical people.
- Coaching Senior Leaders and Teams of varying levels of maturity, from initial adopters to experienced teams.
- Understands the software lifecycle, can consider opportunities based on value and objectives and adjust strategy to deliver the best outcome for the customer.
- Structuring, planning and sequencing core business systems and business change.
- Established and supported communities of practices to promote organizational understanding of Agile roles and to help individuals develop into them.
- DevOps tooling and processes.
- Collaborating with senior stakeholders across multiple programs: Strategic planning, client, stakeholder and resource management, expectation management.
- Consulting with the business and end user groups to gain business intelligence to structure platforms.
- Creating and delivering remote and in person training courses.
- Leading and enthusing onshore and offshore/remote team members, including matrix managed teams.
- Self-reliant, self-managing and self-motivated with good communication, organisation and time management skills.
- An imaginative mind that suggests alternative working practices or creative and efficient solutions to complex, time-critical problems and can be collaborative in driving decisions.

Employment History

William Hill Global Head of Business Performance - January 2022 – December 2022

- Set transformation and continuous improvement strategy to create a value driven portfolio of work that is outcome based and has clear links to OKRs
- Ensured both technology and the business were focused on the smooth flow of idea to value for the customer and that Business Performance supported improvements in these areas.
- Ensured that a unified understanding of agility and the flow of value was present in all teams
- Implemented Lean Portfolio Management and process and practices that allows the business to see the flow of value for OKR to story, and allow management by exception for delivery issues
- Broadened the scope of transformational and change activity to ensure subsidiary non delivery business elements e.g. Procurement, HR, Finance etc understand and operate in more agile ways

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- Implemented Centres of Excellence with clear remits for change, line management and empowerment to operate independently within their Capability sector
- Achieved greater collaboration between product and delivery resulting in a greater understanding of the value inherent in the work and the ability to prioritise by value.
- Re organised structure to create coaching pool enabling the coaches to make impactful strategic change and more effectively raise capability across the organisation
- Worked with the organisation to Set and agree outcome based measurable statements as OKRs for the business area.
- Implemented structured test and learn process enabling Business Performance to easily and continually show the value they are providing to the Business.
- **Successes:** Quarterly Planning is value led with a focus on Customer Journey; Lean Portfolio Management is now used to determine and manage value driven roadmap and supports continuous planning, Leaders can easily make data driven decisions; Implementation of successful outcome driven Centres of Excellence with clear intent across William Hill. The capability program created a consistency of agile understanding allowing business wide conversations based in value. The Capability Build program across all levels delivered workshops and training based in practical agility with an NPS of 62. The capability program created a consistency of agile understanding allowing business wide conversations based in value. Leaders and teams focus on improving the flow of value from idea to customer.

William Hill Head of Portfolio TechOps Corporate and Security - July 2021 – January 2022

- Holding a +£2.5M portfolio budget & tasked with improving the flow of value to the customer across the business vertical.
- Created and delivered a capability build and change program to 300 people across leaders and teams focussing on 4 core values: Break your work into chunks, describe your work so it's clear, size your work to help with planning and track your work and replan when necessary.
- Set parameters, outcomes and key results Guided a team to create and deliver all capability build materials and communications.
- Implemented structured test and learn process
- Built a team of permanent agile experts building capability in the Business Performance area
- Implementation of lean portfolio management alongside the proposition/discovery/inception process allowed data driven prioritisation based in value to the customer at each stage of the development process.
- Stakeholder mapping and communications planning.
- **Successes:** Leadership engagement in agile practices and better engagement with other business areas created a smoother flow of value delivery. Lean Portfolio Management allowed prioritisation based on value and the removal of low value work from the pipeline. Mentoring of Principle Performance Leads and Performance Leads.

HSBC Cyber Security – Enterprise Transformation Lead Agile Coach (Freelance) October 2020 – June 2021

- Transformation lead for £130M Cyber Security portfolio of +1000 people. Moving from the incumbent traditional hybrid model to an holistic agile model
- Implementation of lean portfolio management alongside the proposition/discovery/inception process allowed data driven prioritisation based in value to the customer at each stage of the development process.
- Stakeholder mapping and communications planning.
- Implemented data driving decision making processes.
- Supported stakeholders in creating and maintain delivery strategy and roadmap and facilitated delivery sessions with the development partners against that roadmap.
- Creation of agile service catalogue for teams to take from that outlines the commitment required from all parties.
- Created a culture of continuous improvement through retrospective and inspect / adapt cycles proving the benefit of both to the delivery cycle.
- Engaged leaders and teams to create a consensus of culture and a plan to create the environment that the culture requires.

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- Developed and deployed a common set of agile practices based in an holistic approach to agile methods.
- Facilitate a case for change from ExCo and gained agreement on transformation and team KPIs
- Integration with the central transformation model.
- Focus on Value and Value Slicing for the breakdown and prioritisation of work.
- Full business vertical retrospective to guide transformation direction
- Human resource engagement and planning for roles roll out supporting Scrum Master, Product Owner and cross functional technical subject matter experts
- Lead a team of coaches to deliver deep dive coaching across program areas, defining the conditions and path to wider change
- Light touch and deep coaching strategy
- Coach Senior Leaders and Teams in the agile mindset, servant leadership and the implementation of agile ways of working.
- Creation of a high performing team of coaches.
- Coach at team level for Product Owners, Scrum Masters and other Agile Coaches.
- Create material for and run: Drop in Q&A, Coaching Clinics, (Lean Coffee) Coffee and Learn, (Short learning) Agile Book Club, Communities of practice.
- **Successes:** Focus on Value delivery maximised the 'work not done' reducing both cost and delivery time. Focus on work breakdown and value slices improved iterative delivery of value from yearly to quarterly and in more engaged teams monthly. Full business vertical retrospective created voice and buy in for transformation direction. Focus on engagement from teams in the initial phase produced high quality pilot teams for the full transformation. Strong leadership engagement and focused communication strategy created community and the roadmap for a successful delivery.

NatWest Group / Royal Bank of Scotland – Enterprise Agile Coach (Freelance) November 2018 – June 2020

Digital Personal Banking – Enterprise Agile Coach (Client Site) – Overview

- Transformation lead for >£100M Personal Banking Program of +500 people. Moving from an entrenched waterfall method to regular iterative agile deliveries based on outcome with a visible reduction in lead and cycle time idea to value.
- Coach MD, Senior Leaders and Teams in the agile mindset and the implementation of agile ways of working.
- Coach at team level for Product Owners, Scrum Masters and other Agile Coaches.
- Influence the Bank to adopt Agile mindset and ways of working.
- Consultation to set and define transformation vision with digital leaders.
- Consultation with the bank to continuously improve the approach to Governance, Finance, Environments and Legacy Services to work in more adaptive ways resolving bank wide serious blockers to delivering agility in Digital Personal Banking.
- Coach Leaders in CI/CD, automation, cloud technology and its use in technical delivery.
- Coach Technologists in agile ways of working, encourage working in a different way, encourage the exploration of new tools.
- Building coaching and training strategies within digital banking, creating tailored learning for teams, product owners and leaders.
- Improve the engineering culture, implement DevOps, automation, agile software development practices.
- Coach Infrastructure teams in agile ways of working.
- Coach and train Agile 101, Value Slicing, Describing your work, agile inception, story writing, value stream mapping and Product led delivery.
- Implementation of Value Mapping and Lean Portfolio.
- Define and Lead cultural events to build momentum behind the adoption of new ways of working.
- Create and deliver practical agile 'hands on' sessions for Scrum Masters, Product Owners using their current work as a basis of learning.

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- Creating exemplar teams and practices within the digital business.
- Create and produce bitesize learning videos.
- Create and facilitate Communities of Practice.
- Help produce Scrum Master and Agile Coach Capability Framework to promote and facilitate agile maturity.
- Work at all levels of leadership, Product, Design and engineering to ensure quality of story and workflow.
- Create and implement metrics tracking, Program Health, Agile Uptake, Engineering practices.
- **Successes:** Helped the business reduce their average lead time by around 80% over the last 18 months. Identified a £71k per program work stream saving through adjusting the PreProd environment (A single program contained 6 work streams.) repeatable across the bank. Agile mindset and people skills training led to a greater ability to challenge governance, finance and leadership. Changed approach to describing work and understanding of prioritisation led to a reduction in lead and cycle time. Visualisation of Idea to value and blockers to agile practices led to a focus on real issue resolution, and reduction in process and governance. Better collection and understanding of data led to improved decision making. System visualisation and systems thinking identified and allowed the removal of waste. A focus on test automation and testing, agile basics plus basic agile development techniques led to quality improvement, less back outs and integration issues.

Agile Trainer (Freelance) September 2018 - Present

Running Certified SAFe training courses for Agilicist at Ladbroke Coral.

Tesco PLC – Enterprise Agile Coach February 2014 – July 2018

- Contracted to Tesco as an Agile Consultant to manage the transition of Tesco Technology teams from Waterfall to Agile deliveries and deliver multiple Programs across Services and Infrastructure.
- Championed cultural change and collaborated with other Coaches on plans and techniques for accelerating and advancing the organization's transformation.
- Implemented agile processes and toolkits to improve collaboration and predictability of delivery.
- Coached leaders and teams through the transformation and provided the necessary training and references to enable the ideal management and team structures.
- Led agile coaches to providing coaching and training support to over 30 teams across 3 locations (including India).
- Coached and Mentored scrum masters, product owners and team leads of both service development teams and infrastructure teams.
- Created and conducted training courses for Scrum Masters and teams related to agile best practices, understanding and improving team dynamics and team performance.
- Working with the product owners to define Services, user stories and acceptance criteria and to break down stories correctly, instil the INVEST criteria and set up a Product Owners working group for the sharing of best practice.
- Working with the wider organisation to develop agile tools, platforms and agile working practices that align to the business needs.
- Ensuring that teams understand the key agile artefacts and ceremonies and guiding them through the processes to see true business benefit.
- Created and conducted training courses for Scrum Masters and teams related to agile best practices, understanding and improving team dynamics and team performance
- Engaged with stakeholders to define the needs of the business to ensure that the correct software platforms were procured/created.
- Worked with the business to move teams to DevOps in a Services Oriented Architecture (SOA) development environment.
- Producing Strategic plans, roadmaps, enterprise reporting, ways of working and training material.
- Working with the business to restructure its technical recruitment process and career paths.

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- Developing better ways of working for technical teams including changing the developer desktop and CICD pipeline.
- **Successes:** Tesco has moved to agile software delivery. Developed the SOA maturity assessment team, which included assessment and guidance of Tesco services towards better SOA practices. This included creating a Service maturity matrix, Code quality maturity model and working with lead developers to assess the maturity, code quality and agile adoption level of service teams. Delivery increased from every 6 months to every week and can now be executed daily. CICD is now commonplace. Infrastructure on demand is now available. Created, led and contributed to the 'scrum of scrums' and 'retro of retros', made up of program managers and directors in Tesco Technology tasked with solving enterprise wide issues.
- Tesco Private and Public Cloud Platform
 - Successfully defined, promoted, secured funding for and Project Managed a global greenfield, Infrastructure as a Service (IaaS) solution for Tesco allowing internal teams to provision both Linux and Windows Servers across 6 internal (3 tier.) pre production and production domains via the API or user portal.
 - Worked with senior architects to design and develop the cloud systems (public & private) architecture which underpins Tesco's Technical Service offerings through developing Tesco's Infrastructure as a Service (IaaS), Platform as a Service (PaaS).
 - Worked with internal and external stake holders (including Microsoft, Verizon and Red Hat) and the business to come up with functional and non-functional requirements.
 - Worked with the project team to balance the need for up-front design with 'just in time' design to cater for our Agile development approach.
 - To utilise On-Prem Hypervisors (Xen / VMWare) and Cloud Solutions (AWS / GCP)
 - Delivered self-service infrastructure available via an API and Portal Utilising Domain Driven Design and MicroService architecture. Platform provides automated Windows & Linux builds which are fully integrated in to Tesco systems (AV, Monitoring, AD etc.)
 - Produced a highly scalable solution, expose all functionality through a RESTful API, intelligently place machines across VLANs and pools, plus provision IP, DNS, provide per hour charging and reporting. Providing API key provisioning and policy management.
 - Delivered machine builds in both Windows and Linux across multiple cloud platforms including Xen, VMWare and AWS creating APIs that Key into the core user platforms.
 - Secured the API via On-Prem ADFS, which allowed users of the portal and API to use their Tesco credentials for user and permission management.
 - Created an App to secure AWS server builds with On-Prem ADFS.
 - Integrated with existing infrastructure systems and the existing resource base.
 - Provided an API that worked across internal and external cloud solution platforms.
 - To produce performance testing and Continuous Delivery pipeline solutions. These were not widely available in Tesco and improved deployment from 6 times a year to every sprint (1 or 2 weeks), and then daily.
 - To replace custom scripts for reactive static capacity reports with dynamic automated capacity management. Independent consultants confirmed this has moved Tesco ahead of "key competitors"
 - Creating proof of concepts and design schemes whilst securing the engagement of key stakeholders to ensure the requirements and development platforms were correct.
 - To manage the Orchestrator integration with SCCM and Satellite and ultimately replace SCCM with and Jenkins/Chef solution.
 - To engage train and release the product to 64 technical Teams in the UK and India.
 - **Successes:** Improved the delivery of infrastructure from six weeks to less than 1 min. Reduced snowflake servers by introducing a base template with domain specific post build tasks. Replaced custom scripts for reactive static capacity reports with dynamic automated capacity management. Independent consultants confirmed this has moved Tesco ahead of "key competitors". Implemented performance testing and Continuous Delivery pipeline solutions. These were not widely available in Tesco

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and improved deployment from 6 times a year to every sprint (1 or 2 weeks), and then daily.

- OS Template Automation
 - To automate the update and provisioning of Windows (2008R2, 2012, 2016) and Linux (RHEL 6 & 7, CentOS 6 & 7.) OS with the monthly patches from both providers.
 - To provide Post build tasks via Chef for AntiVirus, SNOW, Networker, SPLUNK, AppDynamics.
 - To provide automated delivery pipelines to supply the templates to the correct locations using a combination of tools including Jenkins.
 - To provide a Jenkins pipeline to run the Chef post build.
 - To provide a new RedHat production instance.
 - To implement Foreman in all domains.
- Tesco Enterprise Customer Order Service
 - Recruited and lead a new development team to build an API for the Enterprise Single Basket, Checkout and Customer Order History for all Tesco sales channels.
 - Greenfield project – negotiated with the business to define the service, the service boundaries and interactions within the Services oriented architecture. (SOA.)
 - Working with the key stakeholders within Tesco Technology and front end sales channels (Grocery Home Shopping, DotCom, F&F, Store Tills etc.) to define requirements to move from tactical API services onto the Enterprise API services.
 - Defined the roadmap and liaise with other key 6 enterprise services to ensure delivery.
 - API developed in Java using IntelliJ, Vert.x, Cucumber and Jenkins/Sonar for the CI Pipeline, Splunk, UIM and AppDynamics for logging and monitoring, Couchbase for current orders and order history.
 - Worked with the existing scrum teams covering run and legacy development for the existing channel customer order services and real time sales to improve performance and transition them to an agile delivery. (India)
 - **Successes:** Introduction of DevOps assisted 99.999% uptime, product scaled to receive 10M transactions per day covering all sales channels online and in store.
- Tesco API Framework
 - To project manage the implementation of Service Oriented Architecture (SOA), Continuous Delivery, DevOps and Agile into the Tesco API Framework team.
 - Working with Teams in the UK and Bangalore.

Shelter – Agile Coach & Program Management Consultant (Freelance) November 2012 – February 2014

- Successful Company wide Hardware upgrade to meet MS Dynamics CRM 2013 Cloud requirements.
- Successful implementation and integration of Office 365, SharePoint and Microsoft Dynamics CRM Cloud Service 2011/CRM 2013 for +500 Seats over 20 sites across the UK.
- Scrum Coach and Scrum Master, facilitating/leading the key scrum meetings: sprint planning, sprint review, daily scrum and sprint retrospective. In the development of the key scrum artefacts I facilitate and contribute to product backlog grooming, story card writing
- Successful introduction of Agile practices to the Shelter development team.
- Project Management and Agile with Scrum training and coaching for internal development teams and senior stakeholders. Coaching the Scrum Masters Facilitating the running of sprint/project planning, daily scrum meetings, reviews, retrospectives, sprints and release planning, demos and other scrum related meetings and producing burn down/up charts.
- Mentored the Product Owners and facilitate the gathering of requirements, and development of user stories/Backlog items for all workstreams.
- Lead workshops, Agile and product training, end user inspect and adapt cycles and 'show and tell' sessions.
- To select the best technology platform to fulfil Shelter's requirements. Working with business stakeholders to understand each areas requirements.

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- Implemented system integration with Prescient+ Legal Billing Platform from Norwel using Scribe Insight.
- Business change management for Shelter, including technical infrastructure upgrade, training and rollout of MS Dynamics CRM, Office 365, Yammer, Windows 7 and Lync.
- Management of bespoke workflows/Silverlight applications including the utilisation of new CRM 2013 functionality and in depth CRM reporting for multiple business units.
- Management of licencing partner and the implementation partner, third party suppliers, sub contractors, internal and external developers. Managing the full delivery lifecycle including development and rollout, contract negotiation, budget control and matrix management.
- To integrate with existing systems and migrate concurrently from old to new platforms through the full lifecycle inception to conception
- The matrix management of remote and in house teams. Direct management of project resources.
- Requirements gathering, contract negotiation, budget management and negotiation, review and control.
- To Maintain detailed tracking of dependencies across the programme, projects and streams
- To Maintain Project documentation, Agile Artefacts and deliver progress reports.
- Worked with the client to engage internal and external stakeholders from board level down. Delivering regular progress updates and present at board level, answering technical questions with easily understandable non-technical answers. Defining and delivering a communications and rollout strategy, showing the benefits of Dynamics CRM to the end users and the wider business audience.
- A strong focus on benefits and end user involvement drove the project to a successful implementation.
- Hand over each phase of the project to internal stakeholders at go live including training documentation and knowledge transfer. (End users and IT Operations.)
- **Successes:** Introduced a strong focus on benefits and end user involvement to drive the project to a successful implementation. Benefits achieved: 10% Reduction in call waiting time, 10% Reduction in call handling time and triage at Helpline level. 5% reduction in case cost at support level.

Leornian Consulting – Associate Trainer

September 2013- December 2013

Consultant Trainer at AzkoNobel and Kimberley Clark – ‘Delivering Excellence Through Project Management Best Practice’ and ‘Project Leadership For Success’ courses.

AAT – Senior Agile Project Management Consultant (Freelance) December 2011 – October 2012

AAT – Agile Coach / Scrum Master / Senior Agile Project Management Consultant (Client Site)

- Project consultancy, strategic planning, supplier management implementation of project governance across multiple projects.
- Scrum Coach and Scrum Master, leading the key scrum meetings: sprint planning, sprint review daily scrum and sprint retrospective. In the development of the key scrum artefacts I facilitate and contribute to product backlog grooming, story card writing, planning poker, removing impediments, stakeholder management and the creation of burn down charts. To manage and maintain the scrum boards and produce and maintain digital scrum boards.
- Scope and creation of a new Product Development Team. Setting delivery roadmaps and centralising product ownership and development within the business.
- The development and implementation of a digital offering and e-commerce strategy that commercialised AAT products for both member and non-member audiences and allowed sales to individuals and larger businesses/other membership bodies.
- To gather functional requirements from both internal and external end users through workshops, on site meetings, conference calls and prototype demonstrations.
- To support the CEO and Directorate in preparation of boards and governance functions.
- Key Technology: Working with bespoke online software development, Drupal and .Net platforms.

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- Strategic Planning including e-commerce, mobile, recruitment, contract negotiation, process creation and implementation, work flows, escrow agreements, conflict of interest statements, the integration of new platforms with legacy systems and the on boarding of users.
- **Successes:** Scope and creation of a new Product Development Team. Setting delivery roadmaps and centralising product ownership and development within the business. The development and implementation of a digital offering and e-commerce strategy that commercialised AAT products for both member and non-member audiences and allowed sales to individuals and larger businesses/other membership bodies.

Magic Milestones Consultancy – Senior Project Management Consultant March 2010 – November 2011

Agile Trainer / Senior Agile Consultant

On site or off site client training days that incorporated lecture elements and practical exercises comprising of a number of day and half-day immersive sessions. Product Owner Coaching for Story development and best practice, Scrum Master Coaching for leading agile ceremonies, team management and problem solving.

AAT – Scrum Master /Senior Project Management Consultant March 2010 – September 2011

To rescue an existing business systems/business change programme. To scope, define and deliver a new e-learning programme and revenue stream. To deliver mobile applications, prospecting, diagnostic testing and social networking platforms, in a number of formats including Drupal, Java, .Net, Linux and the integration with legacy systems. The AAT e-learning programme delivered 150+ products and platforms on time and to budget. Consulting with the business and 450 end user groups to gain business intelligence to structure the platform.

- Scrum Master and Agile coach for project workstreams including: Microsoft Dynamics CRM platform for 20 seats covering both Student and Collage members, CMS systems, ecommerce platforms, social forums, mobile applications and short courses. Working with bespoke online software development, Drupal and .Net platforms.
- Leading the key scrum meetings: sprint planning, sprint review daily scrum and sprint retrospective. In the development of the key scrum artefacts I facilitate and contribute to product backlog grooming, story card writing, planning poker, removing impediments, stakeholder management and the creation of burn down charts. To manage and maintain the scrum boards and produce and maintain digital scrum boards.
- Collating business intelligence through data mining and statistical analysis. Data visualisation and data sharing. Gathering functional and technical requirements from the business and end users through workshops, on site meetings, conference calls and prototype demonstrations.
- Providing consultancy, strategy, definition, approach and guidance across business critical projects for AAT
- **Success:** Winner Best Rapid e-Learning 2011.

Engage: Agile Project Management Consultant/Account Director
– March 2010

February 2009

Clients included Microsoft, Kingfisher Group and NHS. The scope strategy and delivery of customer engagement, performance improvement and training platforms across EMEA and the UK. Budgets in excess of £1M with internal and third party development teams. I increased Engage's engagement with its clients and introduced new revenue streams.

Intercentive Ltd: Project Manager/Senior Project Manager
– March 2010

August 2005

Engineering, Scrum Master and Lead Agile Project Manager for the Management of bespoke systems, websites and mobile applications developed for USA, Canada, South America, Europe, Russia the Far East and China. System integration and data development with Siebel and MS Dynamics CRM

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systems. Project management for Microsoft, Hewlett Packard, Castrol, T-Mobile, Volkswagen, Canon, Samsung, NHS, Department of Health. Working with senior/board level clients and budgets in excess of £2M. **Successes** include: A program saving +£2M per year for Department of Health. A program giving +20% revenue increase year on year for Hewlett Packard.

Education

Kingston University

Kingston University, London: B.A Honours, History of Art, Architecture and Design. 2:1

Professional Qualifications

2022	Ken Rubin – Dependencies are killing your agility: Learn to fight back!
2018	ICAgile Certified Professional-Agility in the Enterprise (ICP-ENT)
2018	ICAgile Certified Professional-Agile Coaching (ICP-ACC)
2018	ICAgile Certified Professional (ICP)
2017	Leading SAFe 4.5
2011	Pareto Law - Professional Selling Skills (Consultative Selling)
2010	Scrum Alliance - Scrum Master (CSM)
2008	APM Group - Prince2 Foundation and Practitioner – Pass

Software Tools / Language Experience

ADFS, Adobe Suite, Aha!, AngularJS and Azure Active Directory Authentication Libraries, AppDynamics, ASP.NET C#, Azure, BDD/TDD, C#, Capture, Chef, Confluence, CICD Continuous integration / Deployment., CQRS, CSS, Drupal, Flash, GIT, HTML, Java 7 / 8, JavaScript, Jenkins, JIRA, MDT, Microservices architecture, MS Dynamics CRM 2011 and CRM 2013 Cloud Versions, MS Office including Project & Visio, MS Orchestrator, MYSQL, Nexus, NodeJS/Gulp, Photoshop, PHP, Puppet, ReST APIs, Runscope, Siebel, SonarQube, Splunk, SQL, SQL Server, TDD / BDD, Trello, UIM, VB, VMWare, WebAPI 2.0, Windows Services, Xen, XHTML.