

# Arabica Transformation Consulting



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## Personal statement

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I am a highly experienced enterprise agile coach, business analyst and technical solution manager with exposure across many different industries. I have delivered requirements for projects of all sizes, from small work requests through to global programs comprising multiple work streams. I have managed small teams of analysts and have worked as a focal point in design authority environment to ensure that projects are aligned, and change is coordinated across projects. I am experienced in waterfall and agile delivery methodologies (Scrum, Kanban, SaFE and IBM) and traditional project management (Prince2).

## Employment History

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### Enterprise Agile Coach, William Hill, Remote

*(Sep 20 – Nov 2022)*

- Work as part of Business Performance Improvement team to improve agile ways of working using a flexible approach based in the reality of the different teams
- Create and deliver from scratch Capability Build Program to assist leadership and teams to build skills in “Breaking Your Work Down”, “Describing Your Work So It’s Clear”, “Sizing Your Work”, “Planning and Tracking Your Work” as baseline capabilities
- Build out from the baseline introducing concepts such as Inception (“Starting Your Work Well”), “The Product Canvas”, “Lifecycle of an Initiative”, “Understanding Your Customer”, “Agile Ways of Working”
- Set up and facilitate Lean Portfolio Management across channels
- Set up and facilitate Quarterly Planning across channels
- Build and facilitate team and channel retrospectives
- Work with teams across the business (teams working with infrastructure, networks, iOS and Android developers) to identify opportunities for continuous improvement to ways of working and to code base and infrastructure (including removing tech debt and cost savings)
- Work with teams to capture process flows, identify and implement improvements
- Work with teams and leadership to drive continuous improvement across the business
- Embed with teams and provide observational feedback at team, DL, PO, and leadership level
- Provide mentorship at team, DL, PO, and leadership level
- Run Value Stream Mapping workshops to help teams understand the process of moving from idea to delivery of value
- Undertake discovery prior to the inception of new value
- Create and facilitate retrospectives at team and channel level, encouraging teams to run test and learns using actions arising and areas for improvement identified during retrospection
- Create a library of resources available to all to allow them to continue the work of continuous improvement in the teams

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- Upskill DLs, Engineering Managers and POs to allow them to continue the work of continuous improvement in the teams
- Promote the breaking down of siloed ways of working, cross channel collaboration, the development of T-shaped people and cross functional teams across the business
- Set up and facilitate agile Capability Centres (Centres of Excellence) using techniques including Lean Coffee, Lunch and Learn and Coaching Community of Practice

## Agile Coach, HSBC, Remote

*(Oct 20 – September 21)*

- Work as part of a small team of agile coaches driving agile ways of working at global function level
- Coach leaders and teams and support them in their journey from a hybrid waterfall/agile model to more agile ways of working
- Facilitate learning via different channels including formal training sessions (train from the back of the room style), drop-in coaching clinics, coffee and learns, building Communities of Practice, deep-dive work embedded with teams providing observational feedback, coaching and hands on support
- Introduce agile concepts to teams starting on their agile journey including at a high level:
  - Break your work into chunks
  - Describe your work
  - Size your work
  - Plan and track your work
- Enterprise transformation including Lean Portfolio Management, building persistent teams around things of value, financing models to support value delivery
  - Understanding value
  - Understanding the customer
  - Understanding how to create slices of value
- Value stream mapping to assist teams understand concepts around lead and cycle time, swarming on blockers and gathering data to help with decision making
- Assist the teams with understanding the benefits of moving away from traditional funding models to a lean portfolio management approach to funding and building teams around things of value
- Worked in the teams to better their understanding of the benefits of using data to drive the decision-making process when delivering things of value to the end customer
- Undertake stakeholder mapping for the comms piece around transformation; write the comms strategy; write the stakeholder management plan; write the comms roadmap and PoaP and create templates for communicating with different stakeholder groups
  - Write Exco townhall content launching the agile transformation
  - Write Transformation Lead video script for release across group function describing how transformation will proceed
  - Write Exco comms pack for Exco to use when communicating about transformation to their teams
  - Create a Microsite and Confluence page to act as a medium for communicating success and providing resources for the teams to use in agile ways of working
- Implemented cultural change planning by identifying stakeholders, observing culture and behaviours and created a plan to nudge behaviours to a more agile mindset
- Align and integrate the service catalogue with the central ATOM team objectives for the transformation
- Created a culture of continuous improvement through retrospective and inspect / adapt cycles proving the benefit of both to the delivery cycle.
- Provided a point of contact to assist with the integration of the agile transformation with the central model

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- Carry out quarterly retrospectives within the teams to understand how they felt the transformation was progressing, and to identify actionable areas for improvement
- Undertake feedback whilst embedded within the teams and provide observational feedback which provided a starting point to coach teams in the agile mindset, servant leadership and the implementation of agile ways of working
- Encourage the teams to create space to undertake small tests to gather data to prove or disprove hypotheses and from this data, make decisions about how to make improvements to their ways of working
- Create material for and run: Agile Coaching Clinics (drop-in, ad-hoc sessions); (agile lean coffee, coffee and learn, communities of practice, monthly bite size training)

## Freelance Business Analyst, Remote, Part time

*(Sept 20 – Dec 20)*

- Work part time as part of a small team on an NHS Technology Innovation project to gather stakeholder requirements
- Prepare supporting technical documentation and facilitate requirements gathering sessions with stakeholders
- Describe end to end technical processes

## Unexpected Covid holiday

*(Mar 20 – Oct 20)*

I have an ongoing interest in female fitness in the fifties and beyond. I am a qualified personal trainer and nutritionist. During the unexpected shut down, I took the opportunity to train as a yoga instructor. I am a 200 hours RYT instructor, Yin yoga and Gravity yoga (The Science of Stretching) instructor

## Agile Coach, RBS, Edinburgh

*(Mar 19 – Mar 20)*

- Work with multiple scrum teams across the bank providing coaching and support to scrum masters, product owners, journey managers and other team members as required
- Facilitate group coaching sessions to encourage agile ways of working within the bank
- Write and deliver agile training pieces across teams to promote and embed agile ways of working
- Participate in ceremonies and provide observational feedback to teams
- Host lunch and learn sessions to community of practice to introduce different agile concepts
- Foster agile mindset and build people skills to encourage challenges to governance, finance, and leadership
- Change approach to describing work and the understanding of prioritization
- Work with stakeholders to enable value stream mapping. Use VSMS to identify rate limiting steps and swarm these to shorten lead and cycle times
- Work with teams to assist with the visualization of idea to value. Use this to focus on real issue resolution and reductions in process and governance
- Work with teams to understand systems allowing the removal of waste
- Work with teams to better understand how to start work well (improved inception process); how to describe their work (improved understanding of value being delivered); how to prioritize their work into slices of value
- Create short instructional videos to promote agile concepts

## Agile Business Analyst, Aggreko, Dumbarton

*(July 18 – Feb 2019)*

- Develop agile product backlog items for a new plant control system
- Establish dependencies between different projects within the Digital Program
- Analyze the business functional requirements to identify the process flows
- Work with the product manager to establish what is within scope of the project

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- Develop requirements (agile backlog) for presentation to the development team
- Work with the developers and the business stakeholders to prioritize backlog items for MVP development

## **Technical Solution Manager (Senior Business Analyst), IBM, Aberdeen**

*(August 16 – July 18)*

- Develop technical solution proposals in response to requests from the client
- Provide direction and coordinate SMEs to design the best solution for the client
- Develop competitive and winning solutions in line with client standards
- Work with key stakeholders to understand customer requirements, price, and strategy
- Acting Account Solution Manager in holiday / illness periods. Managing a team of solution managers and managing the relationship with the client and PMO
- Architect iterative business solutions (MVP and upwards) for delivery by cross functional scrum delivery team
- Create prioritized backlog of user stories for scrum delivery team
- Supported the business owner in continuous prioritization of user story backlog

## **Senior Business Analyst, Wood, Aberdeen**

*(Contract to Permanent Nov 2013 – Aug 2016)*

- Deliver a global DR management system encompassing critical and essential business applications across three global divisions in support of business objectives to improve business resilience
- Develop and deliver the IT&S due diligence process for use in mergers and acquisitions
- Develop and deliver an on-boarding process for merging acquisition infrastructure following buy out, merger or joint venture
- Deliver a pre-project service to teams split globally across 3 regional service hubs
- Define business requirements and ensure the design solution aligns with the ongoing business transformation program
- Propose and deliver strategic solutions aligned with ongoing business transformation in response to requests for options analysis and cost/risk assessment
- Develop and deliver pre-project proposals i.e. RFIs, RFPs, Vendor Assessments

## **Lead Technical Consultant / Senior Business Systems Analyst, Student Loans Company, Glasgow**

*(Mar 2012 – Nov 2013)*

- Technical Project Lead for 13/14 and 14/15 Policy Programs. Responsible for technical oversight on multiple project deliverables
- Oversight over multiple scrum teams producing user stories and prototyping for the delivery of new products and services
- Generate estimates for program of work for 14/15 deliveries (both requirements estimation as well as user story sizing and prioritization)
- Cross program design consultant highlighting potential areas for parallel development and testing
- Maintain and promote overview of all ongoing technical deliveries to ensure that departmental strategy was followed
- Deliver cross program design consultancy to ensure that ongoing project streams were aware of other changes in similar systems highlighting potential conflicts and raising awareness of ongoing BAU work (including raised CRs and defects) to maximize the proposed design and delivery
- Coordinate with Technical Leads in other program areas to ensure a coherent strategy was maintained at enterprise level. Provide ongoing consultancy to individual projects, development and delivery managers and key business stakeholders. Provide options papers, pipeline estimates, business case support as required
- Design and deliver new analysis framework and associated documentation to minimize source documentation whilst maximizing and optimizing content

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- Deliver major operational and business critical change to internal and external stakeholders. Facilitate requirements gathering workshops across multiple supplier areas
- Validate output functional and non-functional requirements with internal and external stakeholders

## **Business Analyst, NAG, Glasgow, UK**

*(June 10 – May 11)*

- Deliver a major outsourcing project to in-house business clients
- Use best practice to capture and document the 'as is' business and system processes for assigned business units; fully document these processes and work with suppliers, developers, and SMEs to create the 'to be' business and systems processes
- Analyze the 'as is' and 'to be' processes and perform gap analysis. Use the gap analysis to identify and document the business and system requirements for the transition
- Identify product 'vanilla' functionality and write system requirements for customization of existing functionality and creation of additional functionality
- Manage internal stakeholders through the process capture, identification of requirements, impact analysis, readiness, and transition
- Identify risks, issues, and assumptions in addition to the functional and non-functional requirements.
- Act as liaison between the business and third-party supplier

## **Technical Writer**

*(1999 – 2022)*

Across the last 20 years I have also worked extensively as a freelance Technical Writer across several industry spaces including:

- Pharmaceutical software development
- Financial Services
- Energy futures
- Logistics
- Manufacturing
- Software development

In these positions I delivered high quality documentation, e-learning and training courses that were delivered (in some instances by myself) to a global audience.

I hold a certificate of basic disclosure. Issued 22<sup>nd</sup> June 2018.

## **Education**

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### **University of Strathclyde**

*(1990 – 1991)*

- Post Graduate Diploma Information Technology Systems

### **University of Aberdeen**

*(1985 – 1989)*

- BSc (Hons) Microbiology

## **Professional Qualifications**

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**July 21**

Training from the back of the room (virtual edition) practitioner

**April 18**

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IBM Blockchain essentials

**November 17**

IBM Design thinking Practitioner

**July 10**

IBM Training - Mastering Requirements Management with Use Cases

**Dec 09 – Jan 10**

Certified Business Analysis Professional course

Online certification course

**Oct 08 DITA**

Introduction to DITA

Introduction to Moodle

Introduction to XMLMind XML Editor (XXE)

**Jun 07 SAP**

SAP FI/CO and BW online learning course.

**Jan – Aug 03 Newcastle College**

Diploma in Life Coaching

**July 02 Institute of IT Training**

Certificate in Engineering of Instruction for E Learning.

**1998 -1999 Stow College**

Certificate in Training Practice.