

# Peter Kappus

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## Hello!

I'm a versatile, innovative, programme, portfolio delivery lead and agile/OKR transformation coach with a natural servant leader approach. I've grown up around teachers, musicians, artists, scientists, and engineers and I believe they all belong together. I bring strong technical and data skills, a passion for creative problem-solving, and over two decades of experience across finance, biotech, pharmatech, media, government, and more.

From individual contributors to C-Level executives, I love helping individuals, teams, and entire organisations to transform research into results, challenge the status quo, communicate technical messages clearly and simply, building a culture of continuous improvement and inclusion along the way. Using lean/agile methods, technical craft, and 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 effective, sustainable, and even fun.



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## Delivery Skills

Objectives & Key Results (OKRs)	Agile delivery & coaching
Project / Programme management & rescue	Lean portfolio management Continuous improvement
Stakeholder management	Digital & agile transformation
Target Operating Model (TOM)	Kanban / Scrum
Agile finance & budgeting	Business planning
Goal setting / OKRs	Internal Communication
Operating Model Design	Risk management
Communities of practice	Modelling and forecasting
Systems thinking / Cynefin	Change management
Reporting & governance	Team leadership & motivation

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## Technical Skills

Basic Linux DevOps	HTML/CSS/JavaScript
Vue.js + Tailwind	Basic Node.JS & Ruby on Rails
Docker / Vagrant	Cloud Infrastructure (AWS / GCP)
Data-wrangling	Continuous integration (Jenkins)
Git & GitHub	CI/CD Automation
Test automation BDD / Cucumber	Rapid prototyping & iteration

## **Experience**

### **PNK Industries Limited**

#### **Founder / Agile, OKR, Organisational coach**

Nov 2010 - Present

PNK Industries Limited is my boutique consulting firm providing organisational development, change management, agile and OKR training and coaching for a broad spectrum of clients including HSBC, Diageo, Doctors Without Borders, Wikimedia Foundation, Société Générale, Credit Suisse, the UK government, multiple household tech companies, investment banks, hedge funds, and dozens of start-ups and scale-ups.

#### **Work includes:**

- Building strategic narratives to align & drive outcome-based investment
- Aligning strategy to hands-on delivery via data-driven performance management with OKRs
- Complex change management (engagement, comms, delivery, kaizen)
- Enabling greater psychological safety
- Introducing & propagating agile comms
- Lean portfolio management
- Hands-on agile delivery for programme/portfolio/services
- Hands-on business/workforce planning
- Introducing & managing various improvement & communication forums
- Introducing & maintaining metric-driven multi-team performance improvement
- On-site & remote Agile & OKR training workshops
- Facilitating team and org-scale agile & OKR events

- Individual and team coaching
- Executive & leadership coaching
- Nurturing internal OKR communities of practice
- OKR evaluations/auditing
- OKR tooling selection, roll-out, & configuration
- Pretending to be an engineer 🤪

## **Department for Science, Innovation, and Technology - Central Digital and Data Office (CDDO)**

### **OKR & portfolio Consultant**

June 2024 - Nov 2024

After a couple of false-starts, the Central Digital & Data Office within DSIT decided to bring in some expert help to get OKRs rolled out across their 200+ person organisation against the backdrop of a new government and transitioning from Cabinet Office to DSIT. Teams were skeptical and busy, with little time to try OKRs for a third time.

- Leadership enthusiastic about OKRs
- Several false starts
- Skeptical, overworked teams
- 200+ people in 40+ teams across 4 directorates
- Portfolio Management group was struggling
- Confusion around what OKRs are

#### What I did

- Reviewed existing OKRs & training materials
- Identified "OKR Ambassadors" within the organisation
- Designed & facilitated dozens of workshops covering setting, aligning, check-ing, and closing OKRs for leadership and teams

- Held regular Q&A drop-in sessions to support enthusiastic teams and win over sceptics
- Created bespoke internal guidance with 20+ pages of documentation and videos show how to set, align, check-in, and close OKRs enhanced with concise videos
- Trained OKR Ambassadors and enlisted their help to design and run additional sessions
- Procurement constraints prevented us from purchasing an off-the-shelf product so I used GenAI to build a light-weight custom OKR reporting solution based on Google Workspace with Vue.JS and Google Apps Script
- Produced regular newsletters updating people on OKR adoption, celebrating success, making clear asks, and inspiring others
- Trained another portfolio management team member in Vue.js, Tailwind CSS, Github, VS Code, Google Apps Script, and more.
- Introduced agile ways of working (kanban) to the portfolio management team to increase visibility of work and improve delivery cadence

### Lasting impact

- Senior leaders & 30+ teams using OKRs
- All teams regularly checking in and receiving visual "nudges" as needed
- OKRs are part of the portfolio management process
- senior leaders are using OKRs to talk about impact
- OKRs inform workforce planning and budgeting conversations
- OKRs have helped CDDO to navigate the transition from cabinet office to DSIT

- OKRs are informing wider portfolio & transformation conversations with DSIT
- fewer, shorter, & more effective meetings

## **Exscientia PLC**

### **Senior Organisational Development Coach**

October 2021 - December 2022

Added organisational agility, technical excellence, product focus, and outcome-centric goal transparency to enable the world's best scientists and engineers to work together using advanced Artificial Intelligence & Machine Learning (AI/ML) tools to design, synthesize, test, and release life-enhancing drugs faster than ever before.

- Trained and coached 250+ people across 30+ teams in theory and practice of OKRs
- Facilitated dozens of Agile & OKR ceremonies across 5+ teams (setting, aligning, checking in, stand-ups, demos, retrospectives, sprint planning, refinement, etc)
- Shepherded a community of 20+ agile & OKR coaches within the organisation
- Created and managed internal communication forums for strategy & delivery via OKRs, lean portfolio management, and agile ways of working
- Introduced agile delivery management and product ownership at all levels
- Hands-on delivery management for the Machine Learning Operations (MLOps) team
- Advised on organisational development, value-stream based target operating model design via Team Topologies
- Facilitated internal working agreements within and across 20+ teams (team charters)

- Designed and facilitated multiple key strategy sessions for senior and executive leadership (30+ people)
- Mentored 10+ individual delivery and product managers

## **Genomics England Limited**

### **Senior Organisational Coach**

October 2019 - March 2022

Helping to build faster, more accurate, more robust AI/ML powered pipelines for genomic medicine and genomic research for NHS England and the world at large.

- Trained and coaching 250+ people in defining, aligning, checking in, and closing OKRs
- Team reduced deployment cadence on the healthcare pipeline from **12+ weeks to < 4 weeks**
- Recruited for and kicked off the agile delivery community
- Coached product owners and scrum masters across 2 major services and 7+ teams to introduce agile ways of working (scrum, kanban, retrospectives, systems of work)
- Helped define & codify internal best practices via "The GEL Way"
- Facilitated agile learning sessions with key stakeholders in NHSE
- Designed and implemented end-to-end agile service management practices
- Provided hands-on delivery management for multiple teams

## **Société Générale Corporate & Investment Banking (SGCIB)**

### **Senior Agile & OKR Coach**

27 May - 20 Dec 2019 and 5 Feb - 31 July 2020

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.

- Defined transformation MVP (including Target Operating Model) for two tribes (150+ people) spanning 5 regions
- Teams deployed both SAFe and Spotify model for scaling agile
- Coached multiple teams including product owners, delivery managers, and leadership 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
- Coached internal coaches and led the UK agile community
- Coached both technical and non-technical/onboarding/service teams
- Scope included mission-critical platforms for listed derivatives, cash equities and algorithmic trading at a global scale with better than 24x6 99.999% availability

## **British Broadcasting Corporation - Proteus Team**

### **Agile & OKR Coach / Delivery Manager**

Nov 2017 - Feb 2019

Agile coaching and delivery management for the 15+ year old legacy Proteus platform which handled 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 covering **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, Ansible, & Rundeck
- 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

## **British Broadcasting Corporation - Design + Engineering**

### **Agile / OKR Coach**

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 OKR setting, aligning, check-in and closure 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

## **Government Digital Service (Cabinet Office, UK Government)**

### **Benefits Realisation Delivery Lead**

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 on Rails)
- Dramatically streamlined internal planning/reporting process while improving transparency

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

## **Government Digital Service (Cabinet Office, UK Government)**

### **Portfolio Delivery Manager / OKR Coach**

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.

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

### **Programme Delivery Manager**

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](#).

## Pearson PLC

### Delivery Manager | Agile Transformation Coach

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

## **American Express (via ustwo)**

### **Delivery Manager | Agile Coach**

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

## **Gray Metrics**

### **Product Owner | Data Scientist**

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**

# **JAM @ Engine People Limited**

## **Scrum Master | Agile Coach**

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.**

## **Credit Suisse (via ustwo)**

### **Senior Delivery Manager**

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.**

## **Cellnovo (via ustwo)**

### **Delivery Manager**

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.**

## **Design Commission, Inc.**

### **Owner, Managing Director (Technology)**

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.

## **Boom Bucket Mobile**

### **Founder / Fullstack CTO**

Sep 2005 - Aug 2009

**Mobile content** aggregation & distribution 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**. Launched at *3GSM Mobile World Congress 2006* in Barcelona. **HTML, ActionScript, JavaScript, PHP, and MySQL.**

## **Microsoft, Cisco, Imagespan, others...**

### **Part Time Freelance Fullstack Engineer**

Aug 2001 - Sep 2006

Developed interactive web-based marketing collateral for Cisco, Microsoft, and others using **PHP, Flash, Action**

**Script, HTML, Perl, SQL, JavaScript, and more.**

## **Corbis, Inc.**

### **Senior Fullstack Producer**

Feb 2000 - May 2006

Delivered new Corbis Motion e-licensing platform and multiple online marketing campaigns. Designed, built, and deployed Perl-based **CMS and localisation engine** enabling localisation of an E-commerce platform with \$13M annual revenue to five markets in under two weeks. **Flash, ActionScript, ASP.NET, SQLServer, Perl, HTML, and JavaScript.**

## **FunkyTalk.com**

### **Web Developer**

Decemeber 1999- Feb 2000

My first job after university: turning Photoshop mock-ups into **HTML** for Kimbal Musk's start-up. Really. The company was short-lived but the role helped me move to NYC.

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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**

*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 <https://www.peterkappus.com>