

Principal Consultant – Change, Improvement, Management, and Engagement.

As a consultant I help groups, leaders and organisations improve performance, clarify strategic aims on matters of technology and customer service. Viewing organisations as a system comprised of interdependent parts guides me to orientate leaders and teams towards what is uniquely hindering their performance. I've successfully implement challenging technology projects leveraging agile, built capability in key personnel and design strategic roadmaps to implement improved performance across large groups. I incorporate the work of Edgar H. Schein, W. Edward Deming, John Seddon, Kent Beck, Martin Fowler, the psychoanalytic community, and others, to best plan interventions with the aim of helping through productive action.

Core competencies

- Consulting
- Account and Engagement Leadership
- Agile methodologies (Management and Technical Practices).
- Continuous Improvement methodologies.
- Change Management
- Intervention theory at an individual, group and system levels. Method for helping approaches to change efforts.
- Customer centricity (Jobs-To-Be-Done theory and method).
- Systems Thinking.
- Data Driven Change; Variation Theory and Statistical process control.
- Infrastructure service design.
- Agile Portfolio and project management.
- Facilitation.

Professional Experience

Principal Consultant, Account Manager and Engagement Lead • ThoughtWorks • 2016 – Present

As a principal consultant I work with leaders and teams in organisations to improve their performance and outcomes related to customers and technology. This is considered advisory consultative work. I've outlined my experience in the following pages. A secondary role that I fulfil is assisting in the management of client relationships that work with our delivery teams. I also lead engagements, in particular, through the early stages of proposal design, statements of work and kickoff. The role also includes producing requests for tender and calculating suitable rates that suit the client needs to ensure a profitable pipeline of work.

Transformation Consultant (ANZ) • ThoughtWorks • 2016 - 2017

ANZ has a massive portfolio of projects inflight each year. After the new appointment of the CEO, a new set of strategies was developed to take the bank forward with a renewed focus on the customer and traditional markets. Implementing these strategies there emerged a sense that the portfolio wasn't producing outcomes aligned with strategy. It wasn't clear why that was and what was really occurring across the organisation. I lead a small team of ThoughtWorkers that partnered with the enterprise PMO to establish a room called "Obeya". Its function was to act as a focal point displaying all projects, their relationship to the strategy, and supporting data concerning effectiveness. The room became a discussion point for senior and executive leaders to review and understand the execution of strategy. It has been leveraged in the latter half of 2017 to assist in their "New Ways of Working" and "Tech" transformations.

Continuous Improvement Consultant (Suncorp) • ThoughtWorks • 2017

Leaders in the Suncorp Melbourne office were struggling to improve delivery of their group. Backlogs were growing and product owners becoming more dissatisfied with progress. I began an investigation to understand the type of work teams had to deal with and what issues developed across those teams. I gathered data and a problem emerged from production support. It had been rising over the last few years with some dramatic jumps after releases. I helped leaders see a link between these historical levels of production support and how it impacts the current ability to actually take on work. I collaborated with the leaders to build a plan of continuous improvement.

Transformation Consultant (Kmart) • ThoughtWorks • 2016

The CIO of Kmart want to understand the question, could they deliver value faster? Multiple views existed within IT that all was good and some of it wasn't. The CIO and his leaders agreed to instead of reviewing the functions independently to take the view that their IT group was a system of delivery and it best to understand it as a whole. Artefacts emerged that dominated interviews and data collected that the testing approach and conflicting priorities were major hindrances to the group's overall performance. We ran multiple workshops with the leaders to develop a plan of action to take. This lead to major piece of work to rebuild their core merchandise platform, taking on board new agile principles for delivery.

Transformation Consultant (IOOF) • ThoughtWorks • 2014 – 2016

I worked with leaders in the infrastructure group to complete a transformation project. The leaders had come to understand my work from a presentation done by Telstra in the previous year. Demand and flow analysis revealed dysfunctions between the different levels of support and their locations, in particular Sydney and Melbourne. The group was restructured, reducing turnaround times and improving performance. I facilitated the introduction of statistical process control, so the CIO could understand performance measures over time, and gain a system perspective of his group. The sales executive had an ambition to improve customer service, to distinguish IOOF from its competitors. I introduced the view that the greatest lever for performance was to see IOOF as a system from a customer's point of view. Jointly the CIO and

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Sales Executive lead an organisational change towards customer centricity, learning about performance from a customer's point of view and sponsoring multiple learning experiments. In one of the experiments I assisted the team was able to reduce the time taken to do a customer withdrawal from an average of 28 days to 4. This drew attention from other executives and the establishment of multiple interventions across three cities to improve customer service.

Agile Coach (World Vision) • ThoughtWorks • 2013 – 2014

I was brought in to stabilise a dysfunctional IT project, it was the first major agile delivery for the organisation. Mentoring the delivery leads, the project improved to meet its objectives. This project transformed into a long term agile strategy for the IT division and I assisted in further coaching other teams. Jobs-to-be-done was introduced to the campaign team to uncover what mattered to customers in regard to the 40-hour Famine product. It enabled the leadership to steer campaign priorities and plan improvements for the following year.

Infrastructure Consultant / Agile Coach (Telstra) • ThoughtWorks • 2011 – 2013

I coached multiple delivery teams across the entire IT division. This was a large undertaking for Telstra IT, involving thousands of people. Firewall burns executed by the infrastructure group were being escalated to the CEO on a regular basis, having major impact on delivery. I investigated these dysfunctions which lead me to work with the Director of Infrastructure and a General Manager creating a significant change in structure and process, referred to as “work cells”. Through new measures, studying flow, and understanding causes, time taken to complete firewall burns was reduced by 70%. Significantly reducing costs.

Agile Coach (Bankwest) • ThoughtWorks • 2010 – 2011

I co-lead and advised a pilot team to deliver their first agile project, demonstrating faster turnaround times compared to their previous methods. This experience was subsequently utilised towards a larger IT transformation. An agile coaching group was formed comprising of Bankwest staff and myself to accelerate the change. This group worked with teams, delivery leads, the head of development and the CIO for strategic fit.

Iteration and Project Manager (Suncorp) • ThoughtWorks • 2008 – 2010

I successfully lead the first agile delivery implementation for Suncorp in Sydney, called *Viper*. It was a program of work spanning three large teams across Sydney and Melbourne creating an experience for the customer which integrated with the insurance mainframe system in real time. Considered a first for Suncorp. This now powers their brands such as AAMI and Suncorp Insurance. Before I joined, the teams were dysfunctional and had fallen behind on critical deadlines. After studying the problems within the group, I focused on building leadership capability in key roles at each location, which improved the delivery, allowing new requirements to be incorporated. As a result of *Viper's* success, a new business insurance product was launched, which prior to *Viper*, was thought not possible.

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Integration Program Manager • tyro payments • 2007 – 2008

I managed a program of work integrating tyro's EFTPOS product with over 30 vendors. The product faced strong resistance from POS (point of sale) vendors, as the retail industry had not seen an innovation like this operating on the Internet. I challenged those resistances using trial runs, establishing partnership pilots and working closely with the engineering team, reshaping and developing POS integration not seen before in the industry.

Senior Engineer and Architect • tyro payments • 2005 – 2007

I was part of a foundation team that built, from open source technology, a complete Java based EFTPOS switch and transaction engine. Being the first to leverage the Internet as a network for EFTPOS has positioned tyro as a leader in the industry. They are now a well-established “fintech” organisation based in Sydney. I lead the introduction of extreme programming (XP) practices that played a major role in influencing the capability and culture of the engineering group. I worked as part of a key group that made architectural design decisions critical to the scalability of the switch and transaction engines. Which assisted in the growth of the organisation.

Team Leader • State Super Financial Services • 2004 – 2005

I managed an IT delivery team that oversaw all major applications. I was involved in software delivery, coding, production support and building capabilities in others.

Software Architect and Team Lead • Ajilon (formerly AeM Group), Computer Associates and Plexus International • 2000 – 2004

I worked on various web applications converting them from older platforms (Mac OS and CGI, Perl & C++) to Java. I pioneered the development of a software application for mining operations to simplify a challenging set of Excel spreadsheets for BHP. They planned to double their iron ore production and found their software tools for understanding mining operations unsustainable. Working with a mathematician I implemented his continuous smoothing algorithm into a Java Web app that integrated with seven legacy systems. I was introduced to extreme programming (XP) practices at this time.

Developer • Bankwest • 1998 – 2000

I developed Visual Basic and Lotus Notes applications, while campaigning for the development group to look into Java as key platform. I did considerable research out of hours and became a certified programmer for Java as a result. I prototyped a mortgage broker web application with a colleague using Java to integrate the existing Lotus Notes Database. We proved that a web application could be integrated to the bank's existing systems, reducing

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complexity and creating a new business channel. This kicked off a multi-million-dollar project and placed Bankwest in a competitive position.

Bank Officer • Bankwest • 1989 – 1998

Starting my career as a bank teller, servicing customers on the front line, then moving to accounts and lending. Following this, I took a position as records team leader looking after 10 team members and being involved in complex search requests to reconstruct transactions. I moved into IT as a PC helpdesk agent while studying at university part-time to gain my Bachelor of Science degree in Software Engineering.

Education

Bachelor of Science (Software Engineering)

Edith Cowan University, Mt Lawley, Perth

Completed in 2003.

Current student at the Australian Centre for Psychoanalysis, Melbourne.