

Rob Lambert

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www.cultivatedmanagement.com

Summary / Profile

Highly accomplished Management, Change & Business Improvement Coach and Consultant. Proven track record of building high performing technology teams, growing startups and simplifying complex technology organisations - driving significant productivity and value delivery improvements.

Specialising in transforming technology functions through pragmatic application of Lean-Agile methodologies and problem-solving approaches, strategic coaching of leaders, and optimisation of operational models.

Adept at bridging the gap between the business strategy and technology value delivery, fostering high-performing teams, and achieving measurable results in efficiency, morale, staff retention and time-to-market.

Professional Experience

March 2021 – Present | Principal Business Agility Consultant, Oil and Gas

- Designed and implemented the global "Enterprise Technology Delivery Model" and associated change program, significantly improving the connection between business needs and technology value delivery, whilst simplifying how value is delivered for over 16,000 people.
- Coach executive and business leaders on strategic alignment, problem resolution, ways of working, and value delivery optimisation.
- Implemented Lean Portfolio Management (LPM) practices, resulting in a **67% improvement in delivery efficiency** and a **34% increase in staff morale**.
- Successfully implemented Lean and Agile Ways of Working within a complex enterprise environment, fostering a culture of continuous improvement.
- Supervise team of business improvement coaches, driving enterprise-wide adoption of Lean-Agile principles, simplification initiatives and problem-solving approaches.
- Design change and engagement Communication Plans, Internal PR campaigns and activation strategies.
- For further insight into this work, this article contains details of the operating model and delivery cycle I use to steer my work - <https://www.cultivatedmanagement.com/enterprise-technology-operating-and-delivery-model/>

Dec 2020 – February 2021 | Business Agility Consultant & Coach, Energy

- Delivered impactful "Communication Superpower" and "Business Agility" workshops to over 150 employees, receiving feedback that the "organization is buzzing" from the engagement.
- Streamlined and visualized the software delivery process, resulting in a **40% reduction in "time to market"** for new solutions.
- Facilitated the merging of Ovo and SSE technology leadership teams - defining future operating models, alignment approaches and culture standards.
- Provided targeted coaching to Senior Managers, empowering them to build a clear strategy, activate it effectively, and organize their team for smooth delivery.
- Facilitated a "dramatic" and sustained shift in leader's behaviors, measured by improved performance and delivery outcomes.
- Coached leadership on communication and internal PR plans – empowering them to increase awareness, develop their story telling ability and galvanise the business around the new direction the company are taking.

January 2020 – Dec 2020 | Head of Business Agility, Mobile

- Led a team of agile coaches, re-energizing a struggling SAFe scaled agile implementation to achieve tangible improvement and delivery results.
- Delivered technology change program as part of a wider business change initiative.
- Improved overall department efficiency and effectiveness, leading to a **30% increase in delivery efficiency**.
- Significantly reduced failure demand (work caused by failures/rework) from **54% to 25%**, enhancing team productivity.

July 2018 – December 2019 | Interim Vice President of Software Engineering, Finance

- Orchestrated the turnaround of a low-performing department, re-energizing the team with a clear vision, strategic direction, and robust agile delivery framework.
- Implemented a business agility model to align teams, ensuring optimal delivery against strategic organizational goals.
- Collaborated with finance teams to successfully restructure the funding model from project-based to enduring product teams, fostering long-term value delivery and the reduction in OpEx spend by 23%.
- Addressed performance and behavioral challenges, leading to a significant increase in morale and a **53% improvement in delivery capability**.
- Received notable feedback: "I don't know how you've done it, but I've never seen this department as happy and productive."

November 2017 – June 2018 | Training and Coaching, Energy

- Provided direct coaching to several key technology leaders around leadership and management behaviours and ways of working.
- Resulted in the timely delivery of a technology program that was behind schedule.
- Agile ways of working were embedded allowing teams to develop a rapid and consistent delivery of value to customers.

January 2016 – September 2017 | Vice President of HR, NewVoiceMedia

- Responsible for Corporate Communication, Global HR activities, Training and Learning, managing HR team, recruitment, fair employee policies (Engagement, DE&I, Corporate Social Responsibility and Wellbeing).
- Reduced recruitment process duration from a 3-month average to a **10-day average**, significantly improving talent acquisition efficiency and reducing costs.
- Implemented a Learning Management System and a global mentoring scheme, enhancing employee development.
- Managed and optimized HR processes, contributing to an "Agile HR" approach.
- Achieved significant reductions in recruitment costs, maintained a low churn rate of **3%** (against an industry average of 15%), and sustained high employee engagement (75%).

March 2010 – June 2016 | Head of Engineering, NewVoiceMedia

- Built and scaled a "frighteningly agile" engineering team from 6 to 150+ across the UK and Poland in two years. Team recognised as a "UK top start-up to watch in 2017". Took the development team through a successful startup -to - sale cycle.
- Transformed the software release cycle from 14 months to weekly, through strategic implementation of DevOps, Test-Driven Development (TDD), Value Stream Mapping, 5 Whys (root cause analysis), and Kaizen principles.
- Achieved rapid team growth with very low recruitment costs, demonstrating strong talent acquisition skills.

Previous: Sophos PLC, Research Machines, Coda Financial (now financial force), iMeta

September 2017 – Current | DIRECTOR, Cultivated Management, Winchester

- www.cultivatedmanagement.com
- Regular coaching 1:2:1 with clients around management and leadership.
- Coaching with start-up leaders looking to scale whilst retain their vibrant culture.
- Authored several books around recruitment, management and leadership.
- Host an online communication workshop.
- Host an award-winning Communication Superpower workshop.
- Regular keynote presenter at International Technology conferences.
- Regular run workshops on communication and "behaviours" for clients and customers.
- Regularly contribute articles for magazine and occasionally ghost write articles for clients.
- Podcaster and writer.

Education & Certifications

- **CIPD Level 5 HR Diploma**
- **BSc in Media Science**, Sheffield Hallam University
- **A-Level:** English Language, Communication Studies, Russian
- On-going self-driven study in communication, PR and business