

THOMAS ROBERTS

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PROFILE

Head of Enterprise Performance & PMO with extensive experience leading data-driven performance improvements and Business Intelligence solutions across complex technology organisations. As a Head of function, I partner with senior leaders to define strategic objectives, OKRs and KPIs, and ensure these are underpinned by actionable insight.

Experienced in Power BI, Jira/eazyBI, Jellyfish and API integrations, I design and deliver enterprise and tribe-level dashboards actively used by leadership teams to track commercial and operational performance. Known for clear, visual communication, I balance strategic leadership with hands-on BI delivery, building high-performing teams and embedding modern reporting practices across the organisation.

KEY ACHIEVEMENTS

- Defined the objective and strategy to reduce Initiative lead time across the organisation; established actionable metrics and dashboards, contributing to over a 50% reduction in delivery cycle times over the year.
- Identified gaps in CAPEX tracking and implemented a new reporting approach using Jellyfish, leading to the capture of an additional \$0.4 million per month.
- Created enterprise and tribe-level dashboards, actively used by leadership and coaching teams to identify performance issues, monitor progress against priorities, and take corrective action.
- Developed CoPilot usage metrics by integrating Power BI with GitHub APIs, informing adoption strategy and improving usage monitoring across engineering teams.
- Introduced a new framework to track investment across strategic initiatives (delivering commercial benefits), tribe-led initiatives, and operational overhead, enabling leaders to rebalance priorities and increase focus on strategic outcomes.

PROFESSIONAL EXPERIENCE

Head of Enterprise Performance & PMO

Flutter Entertainment / PokerStars | Jan 2025 – Present

Accountable for leading the Enterprise Performance function and Technology PMO, providing leadership with portfolio visibility, BI solutions, and risk and commercial reporting across all PokerStars tribes. Responsible for a team of Agile Coaches and PMO Analysts, shaping standards, embedding reporting practices, and ensuring alignment to strategic objectives.

- Provide leadership with visibility on how effort is allocated across commercial, strategic and operational priorities; introduced the concept of “Thresholds” (e.g. operational overhead >30%) as indicators for intervention.
- Designed and delivered BI and reporting solutions including easyBI dashboards for tribe performance, Advanced Roadmaps for delivery tracking, data quality dashboards in Jira to improve reporting accuracy, and risk management dashboards to ensure proactive oversight.
- Create and maintain enterprise dashboards to support portfolio decision-making, surfacing commercial and delivery health metrics across all PokerStars tribes.
- Drive improvements in CAPEX/OPEX reporting through tools such as Jellyfish, improving financial accuracy and enabling better investment decisions.
- Lead the Technology PMO, shaping standards for reporting, governance, and portfolio visibility, and managing a team of PMO analysts to deliver high-quality commercial and risk insights.
- Own the reporting of OKRs and KPIs across the division, providing leadership with a clear view of progress against strategic objectives.

Lead Agile Coach

Flutter Entertainment / PokerStars | Jul 2022 – Dec 2024

Responsible for coaching tribe leadership, embedding data-led approaches to performance improvement, and driving the use of metrics to inform strategic decision-making across a multi-squad environment.

- Identified strategic prioritisation issues by analysing work in progress (WIP) vs cycle time, highlighting how excessive concurrent work limited delivery.
- Introduced a new prioritisation and refinement process, and tracked improvements through reduced WIP and faster cycle times.
- Defined and embedded tribe-level performance metrics and reporting frameworks to improve predictability and transparency.
- Facilitated leadership workshops and large-scale retrospectives, creating alignment on improvement priorities.
- Contributed to the organisation-wide Agile transformation by embedding data-led approaches to prioritisation and planning.

Lead Scrum Master

Flutter Entertainment / PokerStars | Dec 2020 – Jul 2022

Led scaled delivery practices across 10+ squads, managing 6 Scrum Masters and supporting major organisational transformation during a period of merger and change.

- Optimised scaled Tribe delivery practice for 10+ squads, managing 6 Scrum Masters.

- Led Agile culture initiatives during major organisational mergers and transformations.

Scrum Master Roles

William Hill, The Stars Group, Emerald Publishing | 2017 – 2020

Worked as Scrum Master across multiple squads in different organisations, embedding Agile practices, coaching Product Owners, and supporting cultural and delivery transformation.

- Scrum Master for multiple squads across different organisations, introducing Agile ways of working, coaching teams and Product Owners, and embedding practices to improve delivery and collaboration.

Earlier Career

Publish Interactive, Aviva, Carat | 2005 – 2016

Held roles including QA Manager, Technical Support and Customer Service, gaining early experience in team leadership, process improvement and technology delivery.

EDUCATION, CERTIFICATIONS & PROFESSIONAL DEVELOPMENT

- Professional Coach (ICF PCC)
- Certified Scrum Professional (CSP), Advanced Certified Scrum Master (A-CSM)
- Certified Kanban Management Professional (KMP I & II)
- MSP Foundation & Practitioner
- Currently undertaking ILM Level 7 Leadership Training and enrolled in the Accelerate Programme
- BSc (Hons) Web Information Systems and Services – First Class, Sheffield Hallam University

TECHNICAL SKILLS & BI TOOLS

- Jira / easyBI – enterprise reporting, performance metrics, data quality dashboards
- Jellyfish – CAPEX/OPEX reporting & commercial insight
- Power BI – experienced in dashboard design & API integrations
- API integration (e.g. GitHub) for custom metrics
- Data visualisation & storytelling – executive-level insight delivery
- Portfolio reporting & commercial analytics