Thomas Roberts

Coaching, enterprise performance and AI enablement

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I lead coaching and enterprise performance at PokerStars and run the Technology PMO. I use data to identify where delivery needs to improve, then work with leaders and teams to change how they plan and deliver. I also build Jira workflows and use AI to automate reporting and other manual work. More recently, I've worked on AI prototypes that connect delivery plans with team conversations to answer questions about what's blocking a release, flag conflicting updates and show the records behind them.

Career highlights

- Identified a build-up of long-running initiatives and showed senior leaders the scale of the problem. Secured a PokerStars-wide OKR to reduce it and defined the KPIs with tribe leaders. Initiatives open more than six months fell from 249 to 82 between January and September 2025.
- Introduced AI into delivery reporting at PokerStars, using Jira data to draft sprint commentary and cut down on manual preparation. Built reports covering utilisation, alignment with company goals and programme roadmaps, and helped Compliance automate its monthly regulatory report.
- Identified a gap in how capital expenditure was tracked. Correcting it made about $0.4m a month of previously untracked investment visible to Finance.

Head of Enterprise Performance & PMO

PokerStars, Flutter Entertainment | January 2025 to present

I set coaching strategy with senior leaders and lead the adoption of Agile ways of working across PokerStars. I established the Technology PMO and lead the Agile coaches and PMO analysts, with four coaches reporting directly to me. My remit also covers business intelligence and portfolio governance across Product and Technology.

- Support senior leaders' portfolio reviews with analysis of capacity and delivery risk. Agreed with eight tribes how to track where day-to-day operations were displacing planned work.
- Own Jira workflows and rollouts across Product, Technology and the PMO. Use eazyBI and Power BI dashboards alongside team feedback to help coaches spot bottlenecks and agree what to change. Built a tool for programme teams that generates roadmaps from Jira and flags delivery risks and missing dates.
- Promote AI adoption across the business. Secured funding and ran a hackathon for about eight teams. After my AI-assisted coding workshop in Flutter's Agile Community of Practice, coaches went on to build their own reports.
- Work with Engineering on GitHub Copilot adoption. Track usage across squads and compare specific tasks before and after people start using Copilot to see what difference it makes.
- Advise teams outside Technology on AI and automation. For Compliance, built a tool that turns spreadsheets into a draft monthly regulatory report, a job several analysts had been doing by hand.

Thomas Roberts / Head of Enterprise Performance & PMO

Career history

Lead Agile Coach

PokerStars, Flutter Entertainment | July 2022 to December 2024

Led coaching across four Client Technology tribes, setting improvement priorities with leadership teams and developing Scrum Masters, Product Owners and delivery leads.

- Worked with tribe leaders to change how they planned initiatives that had grown into multi-year commitments. They moved to smaller releases and lead times began to fall.
- Led the Jira change board, bringing users into decisions on difficult requests and coordinating changes across teams. The board reached decisions faster and recommended the approach to other teams.

Lead Scrum Master

PokerStars | December 2020 to July 2022

Hired and led eight Scrum Masters and coaches supporting more than ten teams through the Stars Group and PokerStars merger. Introduced a common way for the teams to plan and deliver products. For the Sports platform migration, worked across sites to plan releases by territory and agree which teams depended on each other.

Scrum Master

The Stars Group (2020). Scrum Master for multiple squads, including the move to remote planning and delivery.

William Hill (2018 to 2019). Coached Product Owners on roadmaps and used capacity forecasts to challenge proposed delivery dates.

Emerald Publishing (2017 to 2018). Led Scrum teams totalling more than 20 people on a £10m publishing project, coordinating delivery across sites.

QA Engineer to QA Manager

Publish Interactive | 2012 to 2016

Set up the UK quality assurance department for a SaaS publisher. Owned test strategy, hiring and the departmental budget. Led five people in the UK and oversaw a team of more than 20 in Lithuania.

Agreed release readiness with Product and Engineering and reported risks to the business owners.

Earlier roles

Carat / MediaVest, Operations Intern (2010 to 2011). Built internal SharePoint tools and produced client reports using SQL. Aviva, Customer Service (2005 to 2007 and 2009).

Qualifications and development

- **First Class BSc (Hons)** Web Information Systems and Services, Sheffield Hallam University
- **ILM7 Programme** in Strategic Leadership and Management, completed 2026
- **Managing Successful Programmes (MSP)**, Foundation and Practitioner
- **Scrum Alliance awards** (2016 to 2018) · Certified ScrumMaster, Advanced Certified ScrumMaster and Certified Scrum Professional (ScrumMaster)
- **Kanban Management Professional** (KMP I and II)
- **Certified LeSS Practitioner**, awarded 2022
- **Associate Certified Coach (ACC)**, International Coaching Federation
- **AI-Driven Business Analysis**, Learning Tree International