

THOMAS ROBERTS

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PROFILE

My core is analytics, process improvement and coaching: diagnosing why something is not performing, building the measurement to prove it, and helping people change how they work as a result. I hired and led a team of 8 through the Stars Group and PokerStars merger, then built two functions from scratch as Head of Enterprise Performance & PMO.

Outside work I build and apply AI tools myself rather than reading about them, which keeps my view of where this is heading current. That pairs with something most AI focused people do not have: years of leading organisational change and proving whether it stuck. Increasingly it also means consulting with departments outside Technology on problems they have not been able to solve with the tools they already have. The AI systems I have built, and the organisational thinking behind them, are written up at me.tomproberts.com.

KEY ACHIEVEMENTS

Building Organisations From Scratch. Recruited and led an 8 person Scrum Master and coaching team through the Stars Group and PokerStars merger, then built the PMO and, separately, the Performance function at Flutter, both starting from nothing.

Applied AI at the Cutting Edge. Built and run a Jira reporting toolkit in production, verified across 51 portfolios and 1,200 initiatives, with a human-in-the-loop write seam so no AI-generated change reaches Jira without a person checking it first. Separately built a working prototype that reconstructs how a programme's Jira work actually connects: a 20,000 node graph with an assistant on top that answers delivery questions in seconds, every relationship carrying a confidence tier so evidence stays separate from unverified claim.

Solving Problems for Non-Technical Teams. For a compliance team I reverse engineered their manual monthly regulatory report into a rules based generator: every figure traced back to the sheet and rule it came from, one month reproduced against the published version, then the following month generated blind with every quantitative field correct. The recommendation was as much about where the human stays in the process as what could be automated, since roughly 40% of the report is judgement that no tracker holds.

Investment Visibility and Value for Money. Designed a threshold based framework separating portfolio contributing work from operational overhead, and closed a CAPEX tracking gap via Jellyfish, making \$0.4m per month in previously untracked pipeline CAPEX visible to leadership. Led the analysis and discovery behind adopting Jellyfish and ProductPlan, assessing fit and requirements before either went live.

Enablement and Adoption. Delivered AI enablement sessions within Flutter's Agile Community of Practice, including a hands on agentic coding workshop built from a real production toolkit, and produced structured research on the gap between available AI capability and real organisational adoption.

AI IN PRACTICE

It started with automating the repetitive parts of our reporting, which made me ask what a report is actually for. If AI can answer the question directly, why build the report at all. That question sits behind most of what I have built since, and the interesting part is rarely making today's work faster. It is redesigning the work around where a person actually needs to decide.

I test that thinking on problems of my own outside work, not Flutter systems:

- A self-hosted Discord assistant (Node.js/Discord.js) with a partitioned long-term memory design, live for a gaming community, cutting prompt token use by roughly 70% along the way.
- A personal AI action board (Python, local LLM CLI, fully local, no cloud) that turns meeting transcripts and notes into a tracked task list, with every decision about what actually gets worked on staying with me, not the AI.
- A self-built knowledge base that is now my shared code layer too. The same provider chain had been hand written four times across five call sites, so I pulled it into one installable set of commands that any project can find without being told where it lives, because an agent cannot use what it does not know exists. It sits behind a routing gate that fails closed: work content can only reach a model running on my own machine, personal work goes to OpenRouter.

These are personal-scale projects rather than enterprise delivery, but they give me a current feel for where these tools help and where they quietly fail.

Full detail, architecture decisions, and code for all of the above: me.tomproberts.com.

PROFESSIONAL EXPERIENCE

Head of Enterprise Performance & PMO *Flutter Entertainment / PokerStars*

Jan 2025 to Present

Accountable for enterprise performance, BI, and PMO across all PokerStars tribes. Co-lead a coaching group of around 8, managing 4 directly across the two functions.

- I built the PMO from scratch: designed its processes, streamlined them into repeatable steps, engaged stakeholders across the business, and established transparent reporting giving leadership a single reliable view of delivery.

- I built the Performance function as a service to Coaches and Tribes, providing organisation level insight aligned to OKRs, including the Jira changes needed for divisional insight across Product, Tech, and PMO.
- I diagnose, design, and implement Jira configuration and reporting changes end to end, acting as technical change authority.
- I build and maintain enterprise and tribe-level dashboards (eazyBI, Advanced Roadmaps, Power BI), giving senior leadership a reliable view of delivery health and performance.
- I own OKR and KPI reporting across the division, and introduced threshold-based performance indicators so leadership can spot and act on portfolio imbalances.
- I develop and maintain GitHub Copilot adoption metrics via Power BI and the GitHub API.
- I run regular AI experimentation sessions with the team and deliver enablement sessions to the wider coaching community.

Lead Agile Coach *Flutter Entertainment / PokerStars*

Jul 2022 to Dec 2024

Coached tribe leadership and embedded data-led performance improvement across multi-squad environments, combining executive facilitation with hands-on Jira ownership and metrics design.

- I set the objective to reduce initiative lead time, designed the metrics and dashboards to surface it, coordinated rollout with the coaches, and validated that the insight was changing behaviour rather than activity. This contributed to a 50%+ reduction in delivery cycle times.
- I reshaped the Product Creation Process in two tribes: formal planning had stretched initiatives from months into years, so I ran workshops with tribe leadership to make it lighter weight around smaller deliverables that shipped sooner, and added the KPIs that flagged when to intervene.
- I acted as Jira change authority: reviewing requests, designing configuration solutions, coordinating community feedback, and owning end-to-end implementation.
- I co-led the Jira Change Leads group, moving change governance from PowerPoint and email updates into a dashboard and Slack workflow that the change board itself said ran more efficiently than other parts of the organisation and should be shared as best practice.
- I facilitated leadership workshops and strategic alignment sessions, and coached Scrum Masters, Product Owners, and tribe leads into new ways of working.

Lead Scrum Master *Flutter Entertainment / PokerStars*

Dec 2020 to Jul 2022

Led scaled delivery across 10+ squads during the Stars Group and PokerStars merger. Hired and led a team of around 8 Scrum Masters and coaches, and coordinated the Product Creation Process rollout across tribes through the integration.

Earlier career (William Hill, The Stars Group, Emerald Publishing, Publish Interactive, Aviva, Carat), 2005 to 2020

Scrum Master roles embedding Agile practice across multiple squads and organisations, including a period as QA Manager at Publish Interactive, preceded by early technical roles in QA, technical support, and customer service that built the analytical and delivery foundation underneath everything since.

EDUCATION, CERTIFICATIONS & PROFESSIONAL DEVELOPMENT

BSc (Hons) Web Information Systems and Services, First Class, Sheffield Hallam University

Introduction to AI, Data Science & Machine Learning with Python

AI-Driven Business Analysis, Learning Tree International

ILM Level 7 Leadership & Management | Flutter Accelerate Programme

Professional Coach (ICF PCC)

Certified Scrum Professional (CSP), Advanced Certified Scrum Master (A-CSM), Certified Kanban Management Professional (KMP I and II)

MSP Foundation & Practitioner

SKILLS

AI engineering: LLM API integration (OpenRouter, Groq, Google Gemini, DeepSeek), agentic coding tools (Claude Code, GitHub Copilot), prompt and context engineering, graph based retrieval, human-in-the-loop workflow design, data boundary controls that keep work content off hosted providers

Software engineering: builds and ships via agentic coding tools across Python and JavaScript/Node.js, Express, REST APIs, git, CI/CD (GitHub Actions), automated testing (Playwright and native test runners)

Hosting and infrastructure: Cloudflare, Railway, Docker

Platform and organisational build: new function design and stand-up, product and service lifecycle, MVP scoping and iterative release, vendor analysis and discovery (Jellyfish, ProductPlan), solution design, Jira technical architecture, Agile at scale, PMO leadership, OKR and KPI governance

Enablement: workshop facilitation, technical training design, executive reporting, professional coaching (ICF PCC)