

ALAN CRAIG

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Product & Engineering Delivery | Engineering Operations | Transformation

Senior Product & Engineering delivery leader with 15+ years across SaaS and enterprise technology. I improve the systems that enable teams to deliver, operating from executive and portfolio level through to the teams doing the work. My experience spans delivery leadership, engineering effectiveness, operating model design, portfolio planning and transformation. I'm also hands-on with AI, using it to build working solutions when existing tools don't solve the problem. Outcomes include increasing deployment frequency from 24 to 5,600+ per year, reducing cycle time from 14+ days to ~2 days, and redesigning the operating model to increase engineering ownership while reducing organisational cost.

Core Capabilities

Delivery leadership across complex Product & Engineering organisations • Portfolio planning, governance and forecast integrity • Operating model design • Engineering performance measurement (DORA, SPACE) • Cross-functional initiative delivery • Organisational change • Executive stakeholder engagement • Operating cadence design • Delivery turnaround and intervention • Probabilistic delivery forecasting (Monte Carlo) • CAPEX, R&D and investment visibility • Quality strategy • Agile and Lean delivery • AI-assisted solution design and internal product development

Experience

Education Perfect | Sept 2021 – Present

Head of Delivery

Partner to the CTO and Head of Engineering across an 80-person engineering organisation spanning 14 teams. Lead portfolio delivery and engineering operations, with a focus on delivery confidence, flow, capacity, alignment, organisational effectiveness and decision support. Led a function of 9 across Scrum Mastery and QA before restructuring both into engineering-owned ways of working.

Portfolio delivery and decision quality

- Built EP's delivery health visibility from the ground up, including an internal portfolio dashboard that surfaces team activity and the priority teams are actually assigning to cross-team initiatives, shifting executive conversations from "are we on track?" to "is this genuinely your top priority?"
- Built a Monte Carlo forecasting capability that projects delivery dates across multiple scope scenarios, giving leadership defensible delivery confidence rather than relying on fragile single-point estimates.
- Increased deployment frequency from 24 to 5,600+ per year across the engineering group, reducing batch size and shortening the path from idea to customer feedback.
- Reduced cycle time from 14+ days to a group average of ~2 days, with several teams operating below one day.
- Built and presented an engineering performance scorecard grounded in DORA, with a path towards SPACE, creating direct visibility across delivery, quality, productivity and flow.

Cross-functional delivery

- Lead complex multi-team initiatives across Product, Engineering and the wider business, stepping into at-risk work to reset alignment, recover scope and capacity, and restore delivery confidence.
- Led delivery of EP's AI-powered Senior exam revision trial across five engineering teams and multiple business functions including Content, Marketing, Revenue Operations, Customer Success and Technical Support, deployed across ten schools.
- Designed and embedded EP's engineering operating cadence, including trimester planning, technology business reviews, leadership forums and showcase rituals.

Operating model and organisational change

- Identified structural constraints in the delivery operating model and redesigned it around greater engineering ownership and accountability.
- Redesigned the delivery operating model, moving facilitation, flow and delivery ownership from a dedicated Scrum Master function into engineering leadership, increasing team ownership and accountability.
- Shifted ANZ from embedded QA roles to engineering-owned quality, establishing a Quality Chapter and Quality Enablement Lead to support the transition while maintaining quality outcomes.
- Managed the associated organisational change, consultation, communications and individual transitions.

Financial visibility and executive decision support

- Authored CAPEX narratives for Finance and Board audiences, categorising engineering investment across strategic themes including platform migration, AI-assisted feedback and market expansion.
- Provided analysis and operational insight supporting leadership and Board-level discussions around engineering investment, performance and strategic capacity.
- Supported R&D tax incentive substantiation through project mapping and engineering investment attribution.

Internal tooling and AI-assisted build

- Built an automated Jira-based timesheet reporting capability, eliminating ~6,200 hours of annual administrative effort across 260 employees and a \$15K USD licence cost while improving data quality for R&D and CAPEX substantiation.
- Built internal portfolio delivery and Monte Carlo forecasting tooling to improve visibility, prioritisation and delivery confidence.
- Hands-on with AI-assisted development, building operational products, analytical tooling and decision-support capabilities where off-the-shelf solutions don't solve the problem.

Westpac | Oct 2020 – Sept 2021

Lead Agile Coach

Worked across large-scale transformation and delivery within a 1,000+ person program, from hands-on team coaching through to portfolio-level coordination and delivery readiness.

- Worked with leadership on operating model design, village structure and the implementation of scaled Agile ways of working.
- Helped establish Agile ways of working within Financial Crime, coaching teams and leaders on practical delivery practices.
- Operated as a Village/Tribe Coach, supporting Scrum Masters and improving delivery practices across multiple teams.
- Worked with a rapid-response unit using Kanban, partnering with customer representatives and Product Managers to prioritise issues and improve flow.
- Ran discovery, planning and continuous improvement workshops at scale.
- Provided portfolio-level visibility of delivery readiness, risks and dependencies and supported cross-team release coordination.

Pureprofile | May 2018 – Oct 2020

Head of Software Delivery

Led delivery globally across Product, Engineering and Design, operating within the leadership team and supporting the executive team on operating model evolution, capacity planning and cross-functional delivery.

- Built and evolved the global operating model connecting engineering teams in Australia and Greece, balancing time zones, capacity, communication and ways of working to improve the effectiveness of distributed delivery.
- Led delivery and capacity planning across the global technology organisation.
- Integrated acquired businesses into the operating model, aligning teams, tooling, reporting and delivery practices.
- Worked with executive leadership on organisational design, priorities and cross-functional alignment.
- Supported R&D and CAPEX reporting to improve visibility of technology investment and inform decision-making.

Earlier Experience

BT Financial Group • Agile Coach | Oct 2017 – May 2018

Foxtel • Scrum Master | Oct 2016 – Sept 2017

Pureprofile • Scrum Master | Jan 2015 – Oct 2016

Envizi • Scrum Master | Jan 2014 – Jan 2015

Horizon HQ • Scrum Master / Consultant | Oct 2013 – Jan 2014

JobAdder • Scrum Master (employee #7) | Oct 2010 – Oct 2013

Recruitment • Charterhouse, Ambition, MSB, Synergem | Jan 2005 – Oct 2010

Education

Bachelor of Science, Computing (Visualisation)

Nottingham Trent University

Certifications

SAFe Agilist • PMI Agile Certified Practitioner (PMI-ACP) • Certified ScrumMaster (CSM, Scrum Alliance)

Tooling

Jira • Confluence • Slack • Lightdash • Datadog • Google Workspace • ChatGPT • Claude • Gemini • Replit

Comfortable using AI-assisted development to build internal tooling, analytical products and operational solutions where existing products fall short.