Rebecca Speirs

Strategy and Agile Delivery Consultant

Helping You Make Smarter Decisions, Faster,
& Drive Change ⚡

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Making smart strategic decisions and completing fit-for-business-purpose deliverables in desired timeframes is hard. It can be difficult to get senior leaders aligned on strategic priorities and target outcomes, particularly when the context crosses organisational boundaries. It can be even trickier to elicit the most significant assumptions, risks, and uncertainties into digestible information chunks. Synthesising thinking into a prioritised and realistic delivery roadmap that decision-makers endorse can feel like wizardry.

Work with me to get clarity and consensus on a pragmatic way forward. Based in Perth, Western Australia, I've helped household name organisations across Australasia and the UK make smarter decisions faster in complex contexts for over two decades. My experience includes Agile software delivery, mining studies, banking & financial services, government, and primary industry.

My approach involves getting clear on purpose, priorities and what success looks like. I use visualisation to clarify complexity, design thinking to explore possibilities, and a risk-based approach to how much detail is really needed for the purpose of the decision or deliverables. This results in fast, shared understanding and makes it easier and quicker to align on what's important and define an agreed way forward.

If you're trying to make smart decisions, faster for the next phase of your organisation's evolution and you don't want to waste hours in unproductive discussions or lengthy meetings that lead nowhere, it's time to do things differently. Hire me so we can plan how to make your next smart decision. I can work with you onsite, hybrid, or remotely. I'm experienced in managing hybrid and remote teams across multiple time zones. See client reviews and case studies on my website at adaptandimprove.com.au

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Key skills and experience

I bring a blend of business, design and technology knowledge, along with the ability to distill and prioritise needs into pragmatic decisions, plans and delivered solutions.

Facilitating complex and strategic decision-making
- I'm experienced in accelerating information and assumptions gathering, visualising complexity to enable rapid, shared understanding, clarifying options and feasibility in ambiguous and uncertain contexts, including mining. I use risk-based decision-making to reach 'directionally correct' conclusions, enabling delivery of work packages against tight timelines using Agile ways of working - *view case study, p1*
- I am a clear communicator and listen carefully to fully understand needs and help everyone be heard

- In a recent mining company role, I was commended for facilitating a multi-day strategy workshop for the exploration and studies teams:

"You did a great job facilitating under difficult circumstances where we had to take the team through the change process at the same time. We achieved the desired outcomes — to align the team and pivot thinking towards large discoveries and prioritised study focus."

Pierre Malan, Executive General Manager, Exploration & Development, Core Lithium

Robust initiative scoping, feasibility assessment and benefits realisation planning
- My experience includes
  - Scoping a digital transformation for an investment management company to enable self-service share trading. My approach included facilitating collaborative customer journey mapping to inform scope and priorities, planning and costing the delivery of each phase - *view case study*
  - Designing and facilitating decisioning on mine sequencing across a province in a one-day workshop to assess whether approvals would be a bottleneck - *view case study, p2*
- I also defined Bank New Zealand's first benefits realisation plan for a priority program defining desired outcomes, measures and metrics, along with facilitating agreement on ownership of with senior leaders

Effective product & project management
- Experienced in customer-facing digital experiences along with B2B and enterprise SaaS, including startups - *view case study*
- Led product roadmap for websites of two brands for an Australian fintech - *view case study* -including:
  - Leading a successful website migration as part of an enterprise transformation in pressured timeframes
  - Initiating a user research program to better understand and prioritise customer needs
  - Initiating a cross-functional data dashboard across several product areas to facilitate improved data-based insights
  - Exploring and synthesising customer needs, business objectives, and awareness of the market landscape as part of defining and evolving prioritised and pragmatic product roadmaps

Thorough business analysis
- I am experienced in proactively engaging and collaborating with a range of stakeholders including senior leaders, customers, development teams, partners, and wider stakeholders impacted by change
- I'm highly skilled in business analysis and particularly good at complex scenario analysis facilitating convergence of thinking across organisations to prevent costly problems emerging in later stages of a project or in production. Examples include:
  - State analysis across systems integrating Xero payment services with Kiwibank - *view case study*
  - Business lending scenario analysis across entities for automated decisioning - *view case study*
  - Scoping the APIs required for online share trading for an investment company - *view case study*
- My career experience has spanned a range of organisation types and industries at a range of scales. This has given me exposure to customer, vendor and consulting perspectives and helps me empathise when discovering problems, exploring what success looks like and considering impacts of change

Efficient iterative delivery management
- I have over 10 years experience in Agile product practices, including Scrum and Kanban
- In a recent product role at Lotterywest I identified opportunities to improve the efficiency and effectiveness of the Agile web team I led, resulting in a high-performing, predominantly self-managing team with minimal management required, freeing up time for more strategic initiatives in the Digital leadership team - *view case study*

Experience

2023-present	**Director - Adapt & Improve Consulting**	Perth, AU

Health Support Services - WA Health - hss.health.wa.gov.au
- Delivered solution designs for a major infrastructure programme involving critical facilities upgrades to networking and wifi services for 250+ hospitals and health service sites across Western Australia.
- Introduced cloud visual management systems to simplify workflow management - *view case study*
- Assisted with programme risk management

Core Lithium - corelithium.com.au
- My role was created to facilitate collaboration across mining studies and project teams, specifically study leads and the project management office leads to ensure coordination between parallel and interconnected work streams.
- Key value-add outcomes delivered included:
  - Designing and facilitating decisioning on mine sequencing across a province in a one-day workshop:
    - I did this by eliciting 'directionally correct' assumptions from a selected group of mining experts on the ore bodies, timelines, and infrastructure requirements for each mine, along with creating a visual 'mud map' of the province for rapid shared understanding of significant geographical constraints and design of haulage routes
    - This enabled us to calculate lead times and predicted production lifecycles for each mine and create a pragmatic sequencing plan which showed approvals were unlikely to be a bottleneck, which had been a key risk
    - The workshop also laid the groundwork for future success by identifying insights and further questions, along with an action plan
  - Designing and facilitating a two-day strategy workshop for the exploration and development teams resulting in the team being aligned around the need for an exploration strategy pivot towards larger deposits in the rapidly shifting external context. I was commended for this workshop by the sponsor, the Exploration and Development General Manager.

Lotterywest - lotterywest.wa.gov.au
- Senior Product Manager for the play online roadmap and project initiatives
- Led the web team via Agile delivery methods (Scrum), served on the digital leadership team
- Collaborated closely with the mobile app team for planning and communications

WK Digital - wkdigital.com.au
- Discovery and scoping contract for two client projects in mining and healthcare
- Headhunded via Expert360.com, initial four-week contract extended, great client feedback

Powrsuit - powrsuit.com
- Active member/contributor to an AU/NZ network for women leaders

2022-2023	**Senior Product Manager** - plus iteration manager & business analyst	AU/NZ Remote

Lendi Group - aussie.com.au and lendi.com.au
- End-to-end ownership of strategic roadmap for aussie.com.au & lendi.com.au
- Scoped delivery pipeline and led product team to deliver continuous improvement
- Delivered a refresh to the aussie.com.au website to consolidate platforms
- Results post-launch included 140% increase in new customer enquiries to brokers

2021- 2022	**Product Manager** - plus iteration manager & business analyst	NZ Remote

Nomos One — nomosone.com
- Nomos One is a B2B SasS startup with a vision to provide effortless lease accounting
- Led the lease management product workstream, presenter for product webinars
- Defined a 'minimum lovable product' on a new platform, enabling the company to scale

2018-2021	**Digital Business Analyst - Product Manager**	Tauranga, NZ

Zespri International — zespri.com
- Led visioning and strategy definition for the new Grower & Innovation team (kiwifruit)
- Interviewed growers for a service design initiative
- Leading decisioning on pragmatic pivot for a reporting product - *view case study*

Craigs Investment Partners - craigsip.com
- Led a strategic review of Digital Onboarding and envisioning of the future state
- Scoped a transformation to enable self-service portfolio trading online, including APIs
- End-to-end ownership of strategic roadmap for digital portal launching on time, to scope, and $300k under budget - sponsor noted my expertise fundamental to success

2013-2018	**Independent Consultant - Product Owner/Business Analyst**	Wellington, NZ

Bank of New Zealand — bnz.co.nz
- End-to-end product owner for Small Business website tool which delivered 60% auto-decisioning - commended by stakeholders for collaboration

Kiwibank — kiwibank.co.nz
- Co-designed a website product integrating Xero and Kiwibank services - commended by Xero for scenario analysis facilitating convergence of thinking across organisations

Financial Markets Authority — fma.govt.nz
- Designed the licensing and case management website for financial service providers such as derivatives issuers - commended for my facilitation skills

Ministry of Business, Innovation & Employment (MBIE) — mbie.govt.nz
- Defined product roadmaps for the Science & Technology investment process redesign, and Immigration NZ for a CRM service and to assist high value investors

2010-2013	**Management Consulting**	Wellington, NZ

Inland revenue, consulting for Tenzing — ird.govt.nz / tenzing.co.nz
- Co-led a work stream to deliver a Lean 'Deep Dive' on individual income tax processing, which identified levers for improvement - commended for my collaboration skills

Bank of New Zealand, consulting for Tenzing — bnz.co.nz / tenzing.co.nz
- Led an analysis stream to deliver process improvements for a major lending project

2007-2010	**Senior Business Analyst**	Wellington, NZ

Kiwibank - kiwibank.co.nz
- Business banking process improvements and change management - 'Ka Pai' award and 'Business Banking Champion' for improvements to lending and account control reports
- Sole analyst for the 'Free Up' product launch, a new everyday account

Pre-2007	**Business/Market Analyst in financial services & mobile telecoms**	London, UK

Networking & education

Leadership	Active contributor to Powrsuit - an AU/NZ network of women leaders
	Strategy & Consulting *'Consultants of Choice'* program with acclaimed strategist *Alicia MacKay*
Product Management	'Equitable Product' cohort, 'Product-led' and 'AI for Product Management' certification, 'Product Rebels bootcamp'
Agile Software Development	Certified Scrum Product Owner, Scaled Agilist (SAFe)
Interaction Design Foundation	Mobile UX, Gamification, Information Visualisation, Dashboard Design
Facilitation & Project Management	Certified in Agile Team Facilitation and IT Project Management
Geographical Information Systems	ArcGIS 1&2 - Introduction to GIS & Essential Workflows
Professional & University	Chartered IT Professional, BSc (Hons) in Geography - Durham, UK

Volunteering and interests

Surf Lifesaving	Surf lifeguard at Fremantle SLC, trainee rescue boat driver
Fremantle Triathlon Club	Website designer
Sports & outdoor adventures	Triathlon - NZ rep for age group world champs, MTB & bikepacking
ProductTank Tauranga (NZ)	Founder and event director, events streamed to *Mind the Product YouTube*
Institute of Directors (NZ)	Visual storytelling for an international women's day event in NZ