

Ming Wei

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A dynamic and results-driven PMO and Agile professional with 18 years of experience in leading and supporting organisational change and transformation. Known for strong organisational skills, effective communication, and a pragmatic, hands-on approach to delivering large-scale transformation programs across Business and IT. Proven expertise in training, coaching, and facilitating teams to achieve high performance. A quick learner, adaptable, and committed to continuous improvement, with a track record of delivering impactful results and driving business success.

Core Skills and Competencies

- Outcome-focused with excellent communication and influencing skills.
- Strong business acumen and gravitas to manage all levels of internal and external stakeholders.
- Practical in driving change initiatives and anchoring their effects.
- Experienced in managing programme financials, resources, deliverables, and schedules.
- Able to adapt swiftly and positively to changing priorities and work to deadlines.
- Proficient in Agile ways of working and driving continuous improvement.
- Capable of creating a safe work environment and empowering teams to self-manage and enhance performance.
- Competent user of MS Office, SharePoint, Clarity/PPM, PeopleSoft, QlikView, Trello, Mural, and JIRA.

Professional Qualifications

ICAgile Authorised Instructor for:

- Agile Fundamentals
- Agile Team Facilitation (ICP-ATF)
- Agile Coaching (ICP-ACC)
- Business Agility Foundations (ICP-BAF)
- Agility in the Enterprise (ICP-ENT)
- Coaching Agile Transitions (ICP-CAT)
- Agile Product Ownership (ICP-APO)

Professional Certifications:

- Professional Scrum Master I (PSM I)
- Professional Scrum Master II (PSM II)
- Professional Scrum Product Owner I (PSPO I)
- Professional Scrum Product Owner II (PSPO II)
- PRINCE2 Practitioner
- Managing Successful Programmes (MSP) Practitioner
- Management of Risk (MoR) Practitioner

Education

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| • LLM International Commercial Law | University of Nottingham |
| • MSc International Business | University of Birmingham |
| • BA (Hons) Accounting & Financial Management and Business Studies | University of Sheffield |

Work Experience

Agile Transformation Coach & Trainer

Leadership Tribe Ltd, April 2019 – To Date

Assisted clients, including IBM and BP, in driving Agile transformation by equipping teams with essential knowledge and skills, reinforcing Agile practices, and fostering a growth mindset. Worked with teams of all sizes to navigate their transformation journey across strategy, leadership, business design, operations, people, and culture.

- Delivered ICAgile-certified training to instil Agile ways of working in both IT and non-IT organisations.
- Collaborated with clients and trainers to design, implement, and refine Agile curricula, fostering self-sufficiency and building lasting capability within teams.
- Facilitated strategic workshops with leadership teams to co-create visions, devise actionable strategies, and develop 30-60-90 day business plans that aligned with organisational goals.
- Acted as a change agent, mentoring and coaching clients to champion and scale Agile practices across the enterprise, ensuring seamless integration into organisational structures, governance, and processes.
- Co-designed OKRs and key performance metrics to monitor progress, ensuring strategic alignment and driving continuous improvement across teams.
- Conducted regular reviews with stakeholders to ensure strategic alignment, identify opportunities for improvement, and track the delivery of key outcomes.

Agile Delivery Manager

Government Property Agency (GPA), Feb 2023 – Oct 2023

Worked in GPA Property Technology Product Team to provide innovative and flexible property solutions to support government departments in business change and workforce transformation. Integrated property technology in Shared Network and Audio Visual to create interoperable, inclusive, and productive working environments for GPA clients. Continuously drove improvements in designs, standards, and processes across the government estate, provide a robust foundation for future growth and new ways of working.

- Orchestrated a collaborative ecosystem, promoting transparency internally and externally to the organisation, and nurtured a culture of high performance.
- Coached and mentored team to adopt Agile ways of working and drive continuous improvement.
- Collaborated with Technical Architects and Managed Services, sculpting technical architecture and devising technical strategy to ensure service quality.
- Assisted Product Owners to articulate, manage, and report on Objectives and Key Results (OKRs), consistently driving the team's focus towards value-centric delivery and aiding in work prioritization.
- Contributed to the strategic development and oversight of product roadmaps, tracked delivery timelines, challenged assumptions, and mitigated product-related risks and dependencies.
- Proactively identified and addressed gaps in governance, processes, and communication, streamlined workflows and processes for notable improvements.

Project Manager (Brexit IT)

HSBC, Jan 2018 – April 2019

Worked in the Brexit Branch Movement (BM) IT programme as a Project Manager to transfer passported EEA business in 4 countries (Spain, Italy, Ireland, and Luxembourg) from HSBC UK to HSBC France prior to UK's withdrawal from the EU. Contributed to all aspects of the project delivery life cycle from initiation through to release into production and post-implementation support. Functioned as an Agile coach to help team members to focus on value delivery, embrace change, improve accountability, and boost team collaboration.

- Steered working groups for countries, worked closely with global stakeholders to deliver project objectives in a flexible manner, accommodating the business needs and changes as they arose.
- Set up streamlined yet effective project governance and reporting structure, closely engaged senior stakeholders for efficient decision-making.
- Demonstrated analytical and conceptual skills to resolve complex issues with pragmatic solutions. Created strategies for risk mitigation and contingency planning.
- Led the team's daily stand-ups, empowered the team to prioritise work goals and address challenges.
- Mentored and coached project teams, including programme director, project managers, and team members.
- Demonstrated and advocated Agile value in daily work, catalysed the team's agile transformation, enabled continuous improvement in team performance, and maximised value for clients.

Project Associate (Change Management Group)

MUFG Securities, Aug 2017 – Jan 2018

Acted as a PMO consultant in International Change team, embedding best practices and establishing transparency in project governance across seven programmes including Regulatory Change, Front Office, Risk, Finance, Data, Operations, and Infrastructure and Cyber, many of which have an impact on all regions and increased dependency on common infrastructure and risk approach.

- Worked closely with a variety of stakeholders to rationalise the Group's financial planning activities and change manage the budget submission processes.
- Championed the rollout of PlanView – the resource and financial management solution for the organisation engaged the vendor to test and improve functionality and user experience.
- Collated, challenged, and worked with PMs to refine project budget requests for the approval of the International Portfolio Committee.
- Consolidated the 2017 Q4 delivery risks and mitigation plans to warrant smooth delivery of in-flight projects, given the constraints of a code freeze and limited availability of testing environments at the year-end.
- Managed portfolio resources, collaborated with PMs and Technology Leads to reconcile resource conflicts, and resolved resources' over-/under-allocations to optimise resource utilisation.

Senior PMO (Financial Crime Risk IT)

HSBC, Feb 2017 – Aug 2017

Worked as a Portfolio PMO in Financial Crime Risk (FCR) IT which enables the bank to establish effective controls to detect, deter and protect against financial crimes and embed these controls in day-to-day operations. Collaborated with all programmes in the FCT IT portfolio to address the management team's increasing interest in operational effectiveness, upskilled the team on the Agile way of working, and drove incremental and continuous improvement to meet the desired objectives.

- Trained both onshore and offshore project team members on the basics of Agile, empowered them to realise the value of being Agile and embedded the new way of working at work.
- Revised and simplified the weekly deployment reporting to set standards and clarify requirements for PMs, improved accuracy and efficiency of deployment updates across workstreams.
- Led data reconciliation and cleansing exercises across all FCR IT programmes, ensured information are consistent across systems and databases and produced weekly progress dashboard for FCR IT COO.
- Worked closely with business counterparties to warrant transparency between IT and business, helped to ensure IT deliverables are in adherence to and prioritised by business requirements.
- Facilitated the definition and shaping of the governance framework and reporting model for agile projects.
- Liaised with Communications Managers to cascade FCR IT successes to the Group audience.

PMO Manager (Regulatory Change)

HSBC, Jan 2015 – Feb 2017

Led the PMO team to provide governance and control over the GBM Client Tax programme to ensure Global Banking and Markets businesses globally can comply with FATCA, CRS, UK CDOT and 871m regulatory requirements. Established formal reporting arrangements and change control processes, engaged senior stakeholders from across functions and regions, and provided input into Portfolio and Group CPMO to ensure continued improvement in programme governance.

- Acted as a central point of contact and managed a large amount of information, analysed data to inform decision-making, and provided updates to stakeholders with an appreciation of various audience interests.
- Oversaw programme reporting, addressed incompatible requirements from governing forums, negotiated with counterparties and delivered practical solutions.
- Responsible for programme budget and AOP, provided monthly financials and FTEs updates to Portfolio and Group following designated requirements and timeline, and led programme Funding Control Board.
- Orchestrated and implemented Change Control across the programme, defined change control process, categorised Change Request types and thresholds, and led the Change Control Forum.
- Revamped the RAIDs meeting to communicate programme-level risks and issues with Global PMs, and ensured critical items are escalated and resolved as a priority.
- Managed the programme's high-level plan, monitored the key milestones and tasks in Open Workbench, and challenged PMs / PMOs where necessary to warrant the accuracy and integrity of the plan.

Credit Risk Portfolio PMO (Credit Risk IT)

Credit Suisse, Nov 2013 – Dec 2014

Provided PMO expertise to 12 projects initiated to develop and maintain the Bank's Global Credit Risk System (INSIGHT) for exposure calculations, monitoring and reporting, which is used by over 15,000 users from front to back office. Delivered process re-engineering and supporting tools across Credit Risk, implemented the global Solution Delivery Framework (CS-SDF) to reduce delivery risk, improve production stability and IT cost efficiency.

- Ensured project adherence to governance standards and requirements.
- Incorporated Project Board's review in the project lifecycle, analysed project work products and worked with review disciplines to generate pragmatic solutions.
- Pioneered the project Profiling and Syncpoints Management (PSM) tool, identified system defects and improvement opportunities, and worked with CS-SDF Governance and Deployment teams to deliver updates.
- Assisted the Portfolio Management team to manage projects' financials, and ensured resources are allocated as per the projects' requirements.

- Helped PMs to record and manage their risks and issues, change requests, dependencies, milestones, and tasks in the OnePPM tool, quality assured the project status reports for senior stakeholders' updates.
- Worked in collaboration with Release Management to clarify JIRA requirements, workflow and responsibilities within project teams, standardised JIRA filters and dashboards to provide PMs with an overview of projects' readiness for deployment.
- Held Global PMO Round Table on a bi-weekly basis to discuss issues, answer queries and share knowledge and best practices across the PMO community, invited subject matter expertise to present chosen topics.

PMO Consultant (Credit Risk Analytics)

Royal Bank of Scotland, Oct 2012 – Oct 2013

Worked as a PMO consultant for the Risk Analytics Accelerate programme, which was initiated to effectively manage Trading Book Counterparty Credit Risk with an advanced Credit Risk exposure model and improve the risk management technology. Extracted information from ambiguity in a fast-moving IT environment and coordinated with multiple workstreams to ensure high-quality completion of deliverables on time.

- Constructed MI dashboards for Programme and Tech Leads to monitor JIRA counts and velocity, and helped the management team to monitor and control progress towards major releases.
- Attended daily scrum meetings, collated and coordinated updates for weekly management team meetings.
- Implemented changes to the existing issue management process, and ensured the changes are well-communicated, understood and adopted by all teams with minimum disruption to their day-to-day work.
- Liaised with a wide stakeholder group consisting of Analysis, Testing, Pre-Production Support, Data Services, Engineering and Methodology, to warrant the accuracy of JIRA tickets and scope for releases.
- Assisted PM to plan environment usage between teams, coordinated and scheduled build and deployment activities and maintained the information on SharePoint.
- Managed workstream risks, issues and dependencies, and escalated key items to the Programme Manager.
- Built resource tracker to translate system data to meaningful management information, worked with PM and Tech Leads to update resource forecast, reconcile resource conflicts and improved resource utilisation.

PMO Analyst (Customer Operations)

Nationwide Building Society, Oct 2010 – Oct 2012

Supported the ISA Transformation programme which was awarded 'Nationwide Programme of the Year 10/11' and facilitated the Business Process Management programme which automated a significant number of workflows and processes for the transformation of Customer Operations. Assisted the Programme Manager to manage programme costs, resources, changes, risks and issues, planning and reporting. Managed a variety of stakeholders to ensure the appropriate engagement and buy-in in the programme delivery.

PMO Coordinator (Legal Sector)

Paragon Legal Consultancy, Nov 2009 – Oct 2010

Worked directly for the Managing Directors, coordinated with off-shore Network and Security Service Integration team to provide integrated solutions to the multi-national legal consultancy firm, established delivery plan and implement end-to-end business transformation from 'as is' to 'target'. Demonstrated the ability to work in a fast-moving environment while focusing on delivery and ensuring the key objectives are prioritised and met.

PMO Coordinator / Junior Project Manager (Travel Industry)

Titicaca Travel Consultancy, Nov 2005 – July 2008

Assisted establishment of a Project Management Office which enabled the company to extend its offerings while ensuring its capability to deliver quality service to customers. Built flexibility and consistency into the business operating model, and uplifted corporate efficiency and capability whilst reducing company costs.