

Tom Dolan

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A product leader and editorial expert with over 25 years' experience across central government (Government Digital Service, DIT, Ministry of Justice), media (ITV, BBC, MTV) and digital agencies.

- Leader of innovative digital services and multidisciplinary teams across every digital platform.
- Outstanding skills in content, technology, policy and business
- Skilled at understanding new domains quickly and creating feasible digital strategies.
- Adept at developing and embedding modern product thinking with teams and stakeholders.
- Trainer for 'Mind the Product', including on their global Product Leadership programme

Department for International Trade– Nov 2020-present – Head of Product* (* =contract)

- Day-to-day responsibility for Product Management profession in DIT, including resource planning, finance approvals, recruitment processes and logistics.
- Adapted cross-government Digital, Data and Technology (DDaT) Product Manager capability framework to better reflect a modern PM skillset that is less Scrum-centric and more realistically reflects career progression. Embedded this into recruitment processes. This work was re-used across DIT and shared with other government departments.
- Led Product Community – spotting strategic skills gaps and developing staff through traditional L&D, peer-to-peer learning, workshops to test techniques in a safe environment, guest speakers and specific sessions to collaborate across professions.
- Introduced evidence-led quarterly prioritisation of all work requests across the £45m/y DDaT Directorate. Coached service owners, product leads and other profession heads in adopting a better shared language for value, insight and risk that tied each mission back to the overall strategy and departmental outcomes.
- Coaching DDs across a ministerial department in product thinking, assumptions testing, learning MVPs. Running awareness sessions for wider DIT and Cabinet Office's Policy Lab.
- Providing strategic product support to Director of DDaT and senior management team.
- Coaching new G6 Product Leads in developing longer-term roadmaps and product strategies that would empower individual teams; helping them set meaningful OKRs.
- Led formation of new multidisciplinary CRM Leadership team. Developing product strategy.

Department for International Trade– Mar 2020-Mar 2021 – Product Lead, Trading Environment*

- Led the teams working on two critical digital services that had to accurately reflect the UK's new tariffs and trade agreements by midnight on 31st December 2020. Extensive cross-government liaison on data sharing, regulatory operations, and the Northern Ireland Protocol.
- Led the team through creating and testing many prototypes to bridge key gaps in exporter awareness following Brexit. Reinforced our focus on validated learning rather than improving usability, to rapidly build a compelling business case for ongoing improvement.
- Presented our UCD approach and tools in the UK's trade negotiations with AU, NZ, CA etc

Department for International Trade– Jan 2019-Jan 2021 – Product Lead, Data Hub*

- Led 3-5 product teams covering CRM and data science tools tracking £bns of export promotion and inward investment projects, creating tens of thousands of UK jobs.
- Develop product vision, strategy, and roadmap with team, and communicated to senior stakeholders including Directors General.
- Introduction of OKRs to DIT, coaching teams in refining their outcomes and hypotheses
- Introduced agile governance ceremonies including: fortnightly metrics-led conversations with responsible Senior Civil Servant; fortnightly team wall-walk to share insight.
- Reporting to Chief Data Officer, led Data Platforms business planning for 2019-20

Government Digital Service– Nov 2017-Oct 2018 – Lead Product Manager, Tech Operations*

- Led the first months of the 80-strong multidisciplinary team's formation, as other senior roles were not in place. Reporting on progress to SMT, PMO and other stakeholders
- Created and led a six-strong team of PMs developing a user-centred platform for hosting, supporting and securing all GDS online services
- Collaboratively created vision and roadmap for the team, feeding into quarterly planning
- Mentored team members across many disciplines in their new leadership roles
- Migrated high-profile "Verify" identity service to AWS
- Role was reclassified as 'Head of Product' when my civil servant successor was appointed

Government Digital Service– Oct 2016-Nov 2017 – Senior Product Manager, GaaP*

Over two years of leading teams of all sizes and maturities within the "Government as a Platform" programme, tackling complex technical and policy spaces and delivering positive outcomes.

- *GOV.UK Platform as a Service* – led large complex technical product back to success. Developed roadmap to enable customers to commit to the platform. Introduced tenant behaviour metrics into product decisions and a more iterative approach to new features
- *Accessing GaaP Services* – discovery/alpha on using common identity patterns to make logging into GDS services easier, more secure and cheaper. (Project stopped due to election)
- *Civil Service Digital* – led multidisciplinary team on improving internal tools to successful Alpha assessment, working with DWP, Civil Service Employee Policy, Civil Service Learning.
- Mentored and developed staff, interviewing, acted as product community lead
- Assured that a wide range of services from across government complied with Digital Service Standard, including the GDS Service Manual itself

Ministry of Justice – Sep 2013-Sep 2016 – Product/Service Manager*

Following the rise of GDS, and the mission to introduce user-centred services into government, I joined MOJ to lead a 13-strong multidisciplinary agile team and improve my core PM skills.

- *Civil Legal Advice* – develop, operate and improve online diagnostic tool and call centre software processing 20,000 cases per month for the most disadvantaged in society. Plan support for service running 9-8 Mon-Sat. Staff said "we wish all our software was like this"
- *Jury Summons* – Discovery project to transform this disconcerting process and save money
- *Digital Case File* – Discovery on structured data flows between Police and CPS, working with stakeholders from Police and Home Office, proving top-down approach should be stopped
- *Victims Information Service* – Evolving No.10's vision to create a good fit with true user needs, despite tight timescale and complex policy context. Presenting project updates to SoS, ministers, private office, Police and Crime Commissioners, high-profile victim stakeholders

LeaningForward – Oct 2012-Aug 2013 – Freelance Creative Consultant*

Exec producer/speaker on a wide range of digital content experiences from marketing to theatre

- *AKQA* – Editorial/Product lead scoping new branded content platform for Vodafone
- *Fuel4* – C4-funded Exec Producer at TV indie 'Betty' to develop new factual formats
- *Coney* – Member of advisory board for NESTA-funded research project on digital theatre
- *BBC Connected Studio* – Prepared showcase of latest interactive narrative formats to inspire bidders for standalone online episode of award-winning comedy drama 'Inside No. 9'.

Speaker/mentor/workshops for SRGSSR (Swiss state broadcaster), Arts Council, London Book Fair

ITV Online & On-Demand – April 2011-Aug 2012 – Head of Entertainment, itv.com

Commissioner/portfolio owner for world-class digital products, aiming to increase participation, impact and ROI on all platforms. Built ITV's reputation as innovators in interactive entertainment. Led roadmap of second-screen playalong apps. Managed internal team of producers, as well as external technical and content suppliers to deliver on time and to budget. Extensive work with TV, sponsorship, technical and compliance stakeholders to get projects live – to transmission deadlines.

- *X Factor: Tap to Clap* – launched second-screen mobile app with > 1m downloads
- *Dancing on Ice: Score the Stars* – 4.5-star mobile app allowing live scores from the audience

- *Britain's Got Talent 2012: BGT Buzzer* - mobile app featuring live backstage streams
- *Who Wants to be a Millionaire: The Nation Plays* – web/mobile playalong
- *The Only Way Is Essex* – social media and web content strategy for ITV2's phenomenon
- Projects nominated for Broadcast Digital, AOP, NMA awards; shortlisted for BAFTAs

Cimex Media Ltd – July 2008-March 2011 – Digital Strategy Consultant

Account director for broadcast, media, UX and mobile clients within a 50-strong digital user-centred design agency. Championed multi-disciplinary working between the teams to reduce waste/rework. Inspired clients to use our in-house research labs for work beyond traditional usability studies.

- *MTV OD* – multi-stage user research and strategy for MTV UK's pay player service
- *BBC Comedy* – restructure of video-rich site, covering UX, SEO and Social strategy
- *Five* – iterative UX of Fifth Gear/Gadget Show websites
- *BBC Factual* – interactive tools supporting Mentorn series 'The Truth About Crime' and ShedMedia's 'The Young Ones'. Presented on the former alongside the BBC at MIP.TV.
- *Directgov Mobile* – a/c director & internal Product Mgr, working with client stakeholders
- *Houses of History* - Design Week-shortlisted interactive timeline for Houses of Parliament

Glashead Ltd – Oct 2006-July 2008 – Head of Interactive

Project manager/Producer at TV indie on complex interactive e-learning and education services

MTV Networks International – Jan 2004-Oct 2006 – Senior Manager, Mobile; Project Manager

Manage complex multi-language sponsored cross-platform projects at bleeding edge of technology. Projects inc gamified moblogging for Nokia, social mobile gaming for Nokia, global HIV campaign.

London Weekend Television/Granada – Nov 2003-Jan2004 – Interactive Producer

Site producer/content editor for "I'm A Celebrity" and "Emmerdale"

BBC Fictionlab / iD&E – Nov 2000-Feb2003 – Head of Interactive Development

Recruited and led digital innovation team of 15 within Drama & Entertainment, focussed on mid-term disruption around brands such as "Top of the Pops" and "Eastenders". Devise, prototype and launch services for emerging platforms, including BBC's first iTV drama. Global interactions included liaison with MIT Medialab, presenting on interactive storytelling at Banff etc.

BBC Online – March 97-Oct 00 – Category Producer

Set up 12-strong business unit developing key Music brands online, inc TOTP, Eurovision, Later...

Musician – April 96-March 97

Charringtons Fuels – April 91-March 96 – Systems Analyst/IT Strategist/DBA/IT Operations

Education and professional standing

Secondary: St Edmund's College, Herts. 14 O, 2 AO, 3 A levels and 1 S level.

Tertiary: University of Warwick (attended Applied Maths Degree, with units in Music)

Training: CSPO; Marty Cagan 'Inspired' and 'Empowered' workshops; Roman Pichler Roadmapping & Agile UX courses; Nicole Forsgren/Jez Humble "Accelerate" workshop; countless management courses, including CS Success Profiles etc..

Regularly attends relevant conferences: Mind the Product, Nudgestock, MTP Leadership, SXSW

Voting BAFTA member for film, games and TV; have taken part in many BAFTA juries.

I train for 'Mind the Product', covering their Leadership, Comms&Alignment and Metrics courses.. I also provide free coaching sessions for younger product managers across government/third sector. I was also regular panellist for the Agile elective module of the Civil Service's "Project Leadership Programme", managed by Cranfield Business School and PA Consulting.