

Enterprise Transformation Recovery Leader | Restoring Delivery Confidence Through Governance, PMO, Operating Model and Assurance Leadership - From Global Financial Institutions to Fast-Growing Businesses

Senior transformation leader with 25+ years' experience, engaged by global financial institutions and, most recently, a high-growth pan-Asia platform business, to step into complex, in-flight programmes where delivery has stalled, governance has broken down, or executive confidence has been lost - and to restore all three. Specialises in establishing high-performing PMO and Transformation Office functions, and independent programme control, as the operating backbone for recovery. A regulated financial services grounding, now applied to fast-growing, complex organisations in any sector.

Recognised for identifying the organisational, governance and behavioural constraints that prevent delivery, often before they appear in conventional programme reporting, and for rebuilding the structure, accountability and decision-making needed to restore momentum while reducing regulatory and operational risk. A trusted advisor to executive teams, providing independent scrutiny and hands-on delivery leadership, with data-enabled PMO capabilities that give executives delivery visibility, dependency management and decision-making certainty through to completion.

Selected Delivery Outcomes

Standard Chartered Bank

- **USD200M, 40+ markets:** Oracle OFSAA transaction monitoring rollout, contributing to resolving a compliance monitorship.
- **USD70M, 32 countries:** AML CDD solution deployed, impacting 10M clients and 30,000 employees.
- **USD13M:** stalled credit card rewards programme revived, achieving first-market launch within 12 weeks.

Eastspring Investments

- **USD30M:** delayed data transformation at risk of write-off stabilised, with TMO and cloud data platform in place.
- **60+ roles:** nearshored across five executive functions, maintaining regulatory compliance and risk posture.

Skills and Core Expertise

Diagnosis, Recovery and Governance: Enterprise operating model redesign, project recovery, independent programme assurance, governance uplift, PMO governance design, regulatory compliance (MAS and HKMA, SOX), RAID discipline, audit controls, executive transparency.

Execution and PMO Leadership: Programme recovery, PMO stand-up / reset and stabilisation of large-scale in-flight initiatives (>USD200M), including distressed delivery intervention, resourcing and delivery model transitions, multi-vendor and SI governance, and integrated planning and go-live readiness (ERP, CRM, financial consolidation).

Performance, KPI and Decision Support: KPI framework design, vendor performance metrics, transparent reporting, and data-driven decision support.

Leadership: High-performing team development, executive coaching and mentoring, multicultural team alignment.

Professional Experience

Digital Edge, Singapore (PE-backed pan-Asia data centre platform)

Independent Programme Control and Assurance Consultant (Direct Contract) (August 2026 to present)

- Independent programme control and assurance on a live multi-SI enterprise systems transformation (ERP, CRM, financial consolidation, integration) ahead of a December 2026 go-live, advising the CFO (sponsor) and CEO on risk and readiness.
- Built the first integrated cross-SI delivery schedule and dependency model, surfacing critical-path, sequencing and resourcing risks.
- Authored delivery controls: test strategy, RACI, defect triage, environment governance, rollback and contingency planning.
- Independent scrutiny of SI statements of work and software licensing; defined capability gaps and role profiles.

Eastspring Investments (Singapore) Ltd

Director, Strategic Projects (Contract) (July 2023 to January 2026)

- Brought in to stabilise a delayed USD30M enterprise data transformation programme at risk of write-off - rapidly diagnosing the true delivery position, redefining scope, and restoring executive confidence in a complex, multi-stakeholder environment.
- Rebuilt programme structure and governance, clarifying roles, accountabilities and decision-making, and instilled coaching frameworks that stabilised delivery cadence and reduced reliance on external remediation support.
- Designed the enterprise Common Data Model and data governance operating model, and led design and implementation of the cloud data platform (Azure / Databricks) and data-quality tooling, creating a trusted golden source of truth.

- Equipped end users with decision-grade data to support research, analytics, investment and regulatory reporting, enabling legacy infrastructure decommissioning and lower manual reconciliation.
- Designed and embedded a KPI-driven, enterprise-wide Transformation Management Office, establishing governance, dependency management and decision frameworks that gave leadership the transparency to plan around a predictable delivery cadence.
- Stabilised an in-flight nearshoring initiative, reallocating 60+ roles across the CIO, COO (operations and technology), CRO, CFO and Chief Transformation Officer functions to partner entities while maintaining regulatory compliance (including MAS outsourcing guidelines) and operational risk posture.
- Established foundations of a firm-wide Process Centre of Excellence, defining governance, quality-control standards, and end-to-end change control processes to bring discipline, consistency, and faster decision-making across the enterprise.

Innovation Programmes and Projects (Singapore) Pte. Ltd

Executive Director (Fractional) *(April 2023 to present)*

- Resident director with company secretarial and governance responsibility for the Singapore entity, enabling the group to operate in Singapore.
- Advise the Hong Kong leadership team on business development, engagement shaping and governance uplift.

Independent Ventures and Product Development, Singapore *(April 2021 to present)*

- Co-founded Cornerstone (The Turnkey Corporation Pte Ltd, 2021 to 2023), a transformation consultancy that enabled FinTechs and VC-backed scale-ups across Southeast Asia to expand through growth stages, and ProjectONE (2022 to 2025), a technology venture building a workflow, governance and analytics platform for programme execution.
- Ongoing: design and take to market AI-enabled delivery tools alongside consulting engagements, notably a governed, agentic AI platform for programme delivery intelligence in regulated financial services that surfaces delivery risk from existing artefacts, together with recovery playbooks and workflow tools.

Planned Sabbatical *(May 2019 to March 2021)*

- Undertook a planned sabbatical focused on executive coaching, personal development, and business planning initiatives.

Standard Chartered Bank (SCB), Singapore

Managing Director / Senior Delivery Lead *(January 2018 to April 2019)*

- Co-led the transformation of a 400-person delivery organisation, realigning structure, roles, and ways of working to restore clarity, accountability, and delivery momentum.
- Co-led the implementation of a USD200M, multi-year transaction monitoring programme across 40+ markets, including global integration of the Oracle OFSAA system to strengthen detection and control standards.
- Rebuilt audit and regulatory standing through improved transparency, governance, and engagement, contributing to the resolution of a long-standing compliance monitorship.

Managing Director / Senior Programme Director *(May 2014 to December 2017)*

- Re-established the Retail AML CDD Programme Office, embedding governance controls, performance management, and coaching frameworks to enable delivery success.
- Oversaw deployment of a USD70M AML CDD solution across 32 countries, impacting 10M clients and 30,000 employees.
- Built productive vendor partnerships (Actimize, Deloitte, PwC) and embedded reusable delivery assets to improve rollout speed and efficiency.
- Acknowledged for fostering high-performing, cross-jurisdictional teams and establishing sustainable delivery practices.

Consultant - Project Director *(May 2013 to April 2014)*

- Directed relaunch of a USD13M credit card rewards programme, achieving first-market launch within 12 weeks.
- Introduced transparent reporting and stakeholder engagement mechanisms that restored stakeholder trust in the programme.
- Restored vendor alignment, strengthening relationships and ensuring contract delivery.

Additional Experience

ClearIT Private Limited, Singapore - Co-Founder, Business Director (September 2012 to June 2015)

Barclays Capital Services Limited, Singapore - Director / Regional Head Asia Pacific, BARX Client Services Group (August 2009 to April 2012)

UBS AG Wealth Management and Business Banking, Jersey and Singapore - Executive Director / Head of Project Management (February 2000 to May 2009)

Matheson Securities International Limited, London and Jersey - Business Operations Management / Head of Business Development and Project Management (to January 2000)

National Westminster Bank Plc, Bristol and London - Operations Officer Level Positions (to 1987)

Professional Affiliations and Development

Fellow, Chartered Institute for Securities and Investment (FCSI) | Individual Member, Project Management Institute | ITIL Foundation Certificate | Six Sigma Green Belt Certification | PMI certificates: Project Portfolio Management Foundations, Scrum, Transitioning from Waterfall to Agile Project Management, Programme Management Foundations