

Personal Details

Full Name : **Adrian Martin Steel**
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Profile

I have worked within, and managed teams of various sizes in the consumer, professional and military areas of electronics. My strong technical background is combined with good communication skills which has led all of the companies I have worked for to place me in steadily more customer focused roles. I have successfully managed projects ranging from the timing system for a unique military radar through to complete turnkey solutions for DAB radios to be manufactured in China. This has included working directly with the customers and sales teams to create and maintain project plans throughout the complete lifetime of the engagement. The teams have sometimes been small, three or four people, and sometimes larger, eighteen to thirty people. My responsibilities for those teams has normally included both project and line management. The projects have run from a couple of years to a few months. I derive my greatest satisfaction from working and planning at system level and then managing the team creating that system. I believe strongly in devolving responsibility and ownership of tasks to the people implementing them whilst always being prepared to offer help and support. Over the past 23 years I have found that most things can be handled with a combination of honest plain communication, good teamwork and a well developed sense of humour.

Curriculum Vitae

Employment Experience – Summary

January 2009 - To Date

Joined the technical team at BSKYB in Osterley working as a Technical Lead for a major new set of software across four Set Top Boxes. I am responsible to the Programme Manager and the Software Design Manager. I work very closely with four Project Managers (one for each STB) and the technical teams working on those boxes. My responsibilities are very wide ranging from the resolution of specific technical queries, to the close facilitation of problem solving teams for specific issues, and the management of individual project and cross project technical risks.

July 2008 to December 2008

Joined Omnipercption on a short term contract to assist in the delivery of some important contracts in the area of biometric facial recognition. The role is varied and spans everything from some liaison with the customers, generation of project plans, technical coordination and product document creation.

May 2008 to June 2008

Joined a small start-up to undertake the System Design, Project Management, and Technical Management of a new display system in the High Definition broadcast environment. I put together the overall system strategy to fulfil the requirements as specified by the owner, and pulled together a great team of mechanical, hardware, software, and VHDL remote working contractors to implement the system. I put together a project plan, work breakdown structure, and detailed budget estimate.

October 2005 to May 2008

Contracted into Philips Semiconductors in Southampton to take over the running of an IC Validation Team where the original Team Leader was leaving at short notice. The team consisted of a Technical Lead and five other engineers from various groups. There were two new variants of an existing System On Chip (SOC) device requiring validation to extremely short timescales. As Team Leader I was responsible for all the planning and preparation of the activities of the Validation Team and reporting to the Functional and Project Management Teams. This role evolved to the point where I became a key part of the Project Management Team occasionally standing in for the Project Manager. I also visited the end customer and took over the project management of another section of the system.

May 2001 to August 2005

Joined Panasonic System LSI Europe (PSDE) as the 12th member of this new team. Created and managed a customer focused system engineering team delivering turnkey solutions for DAB Radios to Asian manufacturing companies. Customer liaison and support of the Sales Team throughout the lifetime of the project. Line and Project Management of the hardware, software, RF, and production engineering teams delivering the solutions to the customer. Also created and ran a complete system verification program for a new LSI developed by a different group in the office.

August 1995 to May 2001

Initially senior engineer at Snell and Wilcox within a team creating a set of extremely innovative test equipment for real time analysis of digital television transmissions. Then moved to the High Definition section and managed a small multi-disciplined team specifying and creating a completely new modular system for HDTV digital broadcasting infrastructure.

September 1986 to August 1995

Member of the Digital Signal Processing group within Plessey Radar initially working on a unique multi tasking control system for a new generation of radars. Last role was as team leader responsible for the delivery of a very significant section of a completely new radar. This involved managing and working within a team under extreme pressure with very tight deadlines. The delivery was successfully made after working with the customer on various tests and trials.

Employment Experience – Detail

January 2009 to date : B SkyB

The software development project that I joined had already been running for a considerable period on a reference platform when I joined B SkyB. The four STB Platforms that I became technically responsible for began their migration to the same development about five months before I joined so a quick ramp up was very necessary. Working for the Programme Manager and the Software Design Manager, I am a peer with the four Project Managers running the individual platform projects and act as the technical authority for each of them. Two of the four platforms are being delivered from the same supplier, but the other two are being provided from separate suppliers. All the teams are geographically quite widespread, have very different working practices, and very different characters. Many other companies are also responsible for providing significant sections of the overall software stack and I have to liaise with them at both a technical and project level as required. I co-ordinate the resolution of a very wide range of technical issues across the four projects which range from the provision of specialist test environments, to conflicting capabilities surrounding digital security. Other issues have also arisen that have required close co-operation with the System Design Team within Sky in order to reach a solution that is suitable across the four different platforms. I also have to ensure that lessons learnt on one particular platform are quickly communicated to the others to ensure that such efficiencies are of maximum benefit to all. Circumstances also led to a situation where I ran a “One Roof Integration” for a week on one of the supplier sites in order to rapidly clear some issues that were blocking progress. My responsibilities also include the identification, management and mitigation of the technical risks across the four projects on behalf of the Programme Manager.

July 2008 to December 2008 : Omniperception

I returned to the consulting environment with the award of a short term contract to support Omniperception with the delivery of a new biometric facial recognition product to some customers in the banking sector. This has been a challenging role encompassing all the exciting elements of working in a high energy start-up company as part of a small committed team. The actual work I have undertaken has included direct customer liaison, development of delivery plans working directly with the customer and their end customer, organisation of CE and Safety compliance testing, and the investigation of other production options. It became necessary to assist with some of the purchasing and procurement as well. In addition, it became clear that additional resources were required to implement a couple of small PCBs in the system and I used my contacts in the industry to get these designed, manufactured, and assembled in extraordinarily short timescales. I co-ordinated the generation of all the production documentation required for the first deliveries which included actually writing the User Manual.

May 2008 to June 2008 : Eyeplane

I was presented with an opportunity to join a start-up to develop a new system for use in the High Definition sector of the broadcast industry. This opportunity was only available as an employee so I ceased acting as a consultant for this period. Under the marketing guidance of the owner I put together a System Design based on his stringent requirements. I then pulled together a team consisting of a mechanical design company, electronic hardware engineer, PC based software development engineer, and a Xilinx VHDL specialist to implement the system. All of this team were working remotely from one another so we put in place a system of regular conference calls and also set up a WIKI to allow the easy exchange of information. Being determined to start working in a disciplined manner from the very beginning we also put in place a "light" version control system for all elements of the development. With this team in place it was then possible to create a full, underpinned project plan with a supporting work breakdown structure. Using the work breakdown structure I then created a full estimate of the project development costs required to get the system to the point where it met the marketing requirements as specified. At this point information became available to me regarding the company which meant that I could not continue with this project for both professional and personal reasons.

Oct 2005 to April 2008 : NXP [Philips] Semiconductors (Southampton)

I was contracted into Philips at very short notice to take over the running of an existing System On Chip (SOC) Validation Team because the original Team Leader was leaving. Even though I started three days after the interview there was only a one day handover period. The team was preparing for the validation of two new variants of an existing SOC used in the high end large panel LCD TV market. The team consisted of a very experienced Technical Lead and five other engineers from several groups. I took over the planning of the preparation and implementation of the validation activity. As the leader of the validation team I also joined the Core Team which managed the overall project and reported directly to the Project Manager. The Project Manager and I had rapidly established a strong rapport which led to me taking on more and more support tasks to assist with his excessive workload. I have deputised for him on some occasions and also supported a visit to the customer site in Belgium. In addition I also picked up another complete sub-section of the project which involved managing another team implementing another production test system. The first variant of the SOC device was validated ahead of schedule which resulted in the confirmation of a design win and a congratulatory e-mail to all team members from the CEO of Philips Semiconductors. The validation of the second variant had to be halted due to factors beyond the control of the team and for a period I worked almost exclusively supporting the Project Core Team interacting at quite senior levels. The final task was to reassemble some sections of the original validation team with some new additions and prepare for a very urgent validation of a third variant of the same device. This validation activity was on the critical path of a TV production project.

May 2001 to August 2005 : Panasonic System LSI Design Europe (PSDE)

Joined PSDE with a mandate to build up a complete system level engineering team from scratch. The objective was to deliver production ready turnkey DAB Radio solutions and develop innovative concept proving platforms. This task involved the majority of the recruitment as well as development tool selection and equipping a laboratory. The final team consisted of Hardware, Software, RF, and Production engineers as well as laboratory technicians and peaked at 18 staff. Over the next two and half years I managed all the projects undertaken by this team as well as being their line manager responsible for pay, appraisals, training etc. As a unit we delivered four complete DAB radio solutions through from initial concept to supporting mass production in China. The project management and the technical liaison with the customer was my responsibility. I made frequent trips to factories in southern China and worked very closely with the sales team in Hong Kong. I built up strong relationships with both the Asian and European sections of Panasonic and the customers we were dealing with. In addition it became necessary for my team to undertake the complete system verification of a new LSI developed by a different group within the office. The system consisted of the LSI, which has an embedded RISC processor, and more than a hundred thousand lines of C Code. I developed a complete, layered verification plan based on the System Requirement Specification and then my team created the special test environments and tests (in PERL) to implement the verification process. The final test sequences consisted of several hundred discrete tests capable of being run overnight as regression checks. A different part of these tests also included being responsible for field trials in the UK and Europe. All of these tests had to be signed off by the end customer.

August 1995 to May 2001 : Snell and Wilcox Ltd.

Initially working as part of a very small team creating a completely new range of real time test equipment for Digital Television broadcast systems. This also involved delivering prototype units to selected customers in the UK and the USA in order to provide the support and training required. The equipment was widely shown at trade shows and I worked on the stands many times representing the company and demonstrating the equipment. On one occasion I made a presentation to a specialist seminar of the IEEE in America and also represented the company at a European industry forum. Then moved to set up a new section within the High Definition (HD) group. Specified a completely new modular system for HDTV broadcast infrastructure. Coordinated the design and implementation of the whole system including mechanical, cooling, production, internal electronics, fibre optics, and finally writing the handbooks and manuals for the system. This was recognised as a truly innovative system and within two years all major competitors had migrated their versions to adopt very similar principles.

September 1986 to August 1995 : Plessey Radar (became Siemens Plessey Systems).

Started as a sponsored student and then joined the Digital Techniques Team on graduation. Worked on, and then became responsible for the design and integration of a unique timing system for a new class of military radar. Then I was seconded to Plessey Semiconductors where I ran a small team creating an integrated circuit for use in radar systems. This involved most of the engineering specification, day to day management, and creation of the verification test routines for the production of the device. For this work I received the Plessey Radar young engineer of the Year award for 1988. Then took over the responsibility for the implementation of the signal processing system for a complete new generation of an existing radar with a team that peaked at 11 engineers. A key part of this development was the development and integration of a Built In Test System which ran whilst the Radar was operational to provide real time fault detection to LRU level. This Radar was successfully delivered to extremely tight timescales and is recognised to have been one of the most successful projects in the company at that time. This project involved me in project management and direct customer liaison for the first time.

Education, Qualification, and Training

Degree : Plymouth Polytechnic, Plymouth, Devon (4 Year Sandwich Course)
BSc (Commendation) in Electrical and Electronic Engineering

Training : Siemens Plessey Systems in house "Core Skills" program. A complete set of these one and two day modules were attended. The subjects covered included; Time Management, Industrial Relations, Selection and Interviewing Skills, Leadership and Teambuilding techniques, Presentation Skills, Communications and Meeting Skills, Managing Information, and Company Finance.

Matsushita internal "Management Development Course" and "Staff Counselling"

Outside Activities

Hobbies Watching Rugby, reading, sailing, furniture making, motorcycling,
work for a specialist charity dealing with rescued dogs.

References : Available on Request

Please also see my LinkedIn profile containing a number of recommendations kindly provided by former colleagues for a number of the positions described above.

The profile can be found at :- <http://www.linkedin.com/in/steelbadger>

These can be provided by another means if desired and if viewing of the complete LinkedIn profile is problematic.