

JOSEPH CLIFT

Head of Delivery / Lead Delivery Manager

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PROFILE

Delivery lead with eight years of experience running technology programmes. I have a track record of taking on ambiguous, cross-functional problems and building lightweight governance, risk, progress reporting and team structures needed to solve them at pace. I routinely operate as an escalation point with Product, Engineering, SecOps, PMO and Risk/Audit teams. I treat delivery metrics (DORA, cycle time, error budgets) as a lever for team learning, not just a reporting obligation. I'm looking to take on a larger remit: owning delivery across a technology function, not just within it.

EXPERIENCE

Lead Delivery Manager | Which?, London Feb 2023 – Present

Which? is the UK's consumer champion. I work in their product data & tech division, which works in the squads/Spotify model..

- Line-manage a growing team of Delivery Managers: set delivery standards, coach on judgment calls under ambiguity, and act as the escalation path when a squad's approach needs correcting rather than just supporting.
- Lead delivery of cross-squad technical initiatives, including a CRM replatform and a company-wide rebrand, where the core work was sequencing dependencies and holding stakeholders to a shared plan, not running ceremonies.
- Drove an overhaul of incident management and risk practices, working directly with SecOps, PMO and Risk/Audit teams to redesign how the organisation detects, escalates and learns from failure. This led directly to improvements in MTTR.
- Built lightweight alignment structures for squads operating under agile principles, including standardised delivery metrics reporting (cycle time, deployment frequency, DORA, error budget usage). This led to a 30% reduction in squad cycle time.

Delivery Manager | Which?, London Oct 2021 – Feb 2023

- Ran delivery for multiple squads (Scrum and Kanban): agile coaching, blocker removal and ceremony facilitation, with a focus on fitting method to team rather than imposing a single framework.
- Designed workshops, info radiators and learning resources to lift agile capability across the wider division.
- Overhauled documentation and metrics reporting; as Jira admin, set and enforced company-wide standards in issue tracking — an early instance of building the reporting infrastructure later scaled into DORA metrics.

Delivery Manager | Ascential, London Jun 2018 – Oct 2021

Ascential is a FTSE 250-listed media company; role covered the advertising unit, shipping digital tools across two teams.

- Working in Scrum teams, supported the development team's delivery and the Product Owner's prioritisation, translating business requirements into shippable solutions.
- Delivered Lions Live, a full online conversion of the Cannes Lions ('Oscars of Advertising') awards, covering 45,000 entries and a 500% uplift in users — a rebuild of format and delivery model under a fixed external deadline.

Product Manager | WARC, London Mar 2014 – Jun 2018

WARC is the world's largest advertising information service, serving agencies and brands globally.

- After achieving [a Product Management certification at General Assembly](#), I built and launched multiple cross-platform products - including [launching the WARC Rankings](#), now an industry-standard benchmark of creativity and effectiveness.

Earlier: financial journalist at a news agency (2007–2009); web producer on an editorial team (2010–2014).

CERTIFICATIONS

- [PRINCE2 Foundation](#) and [Practitioner](#) (2023)
- [PMI-ACP certified](#) Agilist (2022)
- [PK1 certified](#) Kanban Trainer (2022)
- [PSM1 Certified](#) Scrum Master (2020)

EDUCATION

- [Product Management certification](#), General Assembly (2014)
- MA English Literature, University of Bristol (2001–2006)