# Carlo Baptista

Portfolio & Transformation Advisory

**ZAR 12B**
Separation programme planned

**25+**
Years of experience

**12**
Countries


### Contact

carlobaptista@gmail.com

+27 82 826 3715

linkedin.com/in/carlobaptista

carlobaptista.com


### Based and available

Johannesburg, on a working day that overlaps with Europe, the UK and the Middle East. Mostly remote, on site by arrangement. Dual South African and Portuguese (EU) national with full working rights in South Africa and the EU.

## Senior advisory for organisations navigating complex, high-stakes change.

## How I help

**Complex Change Leadership**
Senior leadership for separations, mergers, integrations, carve-outs and recoveries, as interim or fractional lead when you need someone accountable fast.

**Portfolio Decision Advisory**
Governance, benefits realisation and change load, with AI used to read a whole portfolio in days. Helps leadership decide what to start, stop and absorb.

Delivered as an advisor to the board and ExCo, a fractional portfolio lead, or an interim programme lead. Mostly remote, with time on site at the moments that matter.

## Track record

2020 - Present — **Absa Group, Head of Strategic Portfolio Management**
Lead strategic portfolio management across a multi-billion rand book of work. Built the benefits framework where none existed.

Nov 2017 - 2020 — **Absa Group, Head of Planning & Design: Absa/Barclays Separation**
283 projects, 3,000+ milestones, ZAR 12B budget. On time and under budget.

2015 - 2017 — **Barclays Africa, Head of Change Strategy & Governance (contract, through own firm)**
ZAR 800M portfolio across 120 projects in 11 African countries.

2010 - 2015 — **Barclays Africa, Regional Head: Strategic Change / Head IT Service Manager**
IT service delivery across 13 banks in 12 countries. High-severity incidents down 50%.

2007 - 2010 — **Standard Bank, Senior Project & Programme Manager**
Murex FX upgrade, High Availability DR and Calypso integration across 30 Treasury systems.

## What clients and colleagues say

"He was a key contributor to our overall success in landing one of the most complex programmes of work in banking between 2017 and 2020. A rare talent indeed."
Willie van Zyl, Group CEO, Izwe Africa Group (then Chief Separation Officer, Absa Bank)

"He has repeatedly demonstrated reliability, integrity and professionalism. I recommend him highly as someone who always adds value to the team."
Jamie Loden, COO, I&M Bank (then Director, COO Strategy and Change)

## Credentials

BSc (Hons) Digital Technology, Dublin Institute of Technology. Oxford Fintech Programme, Said Business School. IMD: Inspirational Leadership; Leading Digital Business Transformation & AI (2024 - 2025). Lean Portfolio Management, Scaled Agile. PRINCE2 Practitioner, P3O Foundation, LeSS Practitioner.