



Gene Gendel

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Personal Publications



Senior agile practice leader and transformation agent • Well-known public speaker, panelist, publisher • System thinker & modeler • Primary focus on improving dynamics of organizations and teams, system design, internal structure and culture • Expert in coaching and training, across multiple organizational layers: from senior to mid- to team-level • Versatile engagement techniques tailored for teams and individuals • Experience in leading multi-team enterprise-wide agile transformations for companies of various sizes • Leadership and active membership with local and global agile communities • Active contributor to Scrum Alliance certification/education programs (CSP, CTC, CEC). One of 98 (worldwide) holders of **Certified Enterprise & Team Coach (CEC-CTC®)** credential (the only one in NY State). • Certified in Agile Leadership (CAL) and Agile Scaling (LeSS, S@S)

Summary of Employment History (20 years)

Title	Company	Dates
Agile Coach & Trainer / Org. Design Agent (Consultant)	Global Banking and Financial Company	04/2018 - Present
Agile Transformation Leader Coach and Trainer (F/T)	JPMorgan	08/2013– 04/2018
Agile/Scrum Coach (Consultant)	McGraw Hill – Platts & Aviation Week	04/2011– 08/2013
Agile/Scrum Coach (Consultant)	Guidepoint Global	09/2010 – 03/2011
Agile Practice Lead (Consultant)	McGraw Hill - Standard & Poors	04/2010 – 11/2010 (concurrent)
Agile Coach & Client Engagement Advisor (Consultant)	N-iX Partners	06/2010 – 09/2010 (concurrent)
Agile Practice Lead /ScrumMaster (F/T)	Second Market Holdings	05/2009 – 04/2010
Agile Coaching and Training Consultant	NYC Economic Development Corp.	05/2008 – 12/2008
The row below summarizes experience over the course of the first 10 years (multiple roles, clients and engagements):		
Multiple roles in Product Management and Information Technology	McGraw Hill, Standard & Poors, Credit Suisse FB, AIG, Fitch Ratings, Prudential	10/1997 – 05/2008

Focus Areas of Training and Coaching

Senior Leadership

- Assessing and modeling organizational [Ecosystem](#), geared towards improving corporate structure, culture and system dynamics
- Educating leadership on management style: [Taylorian management](#), Douglas management [X & Y](#) and [Skinnerian Behaviorism](#)
- Assisting leadership with understanding underlining dynamics of employee's interactions and relationships, by educating on:
 - [Logan's human evolution](#) model and [Laloux's organizational maturity](#) model, with respect to employee's behaviors under various conditions
 - [D. Pinks' Motivation theory](#) of transition between agile and non-agile stages of tribal stages (explaining effects of extrinsic motivation on humans)
- Working with HR to improve professional development and career paths for employees in agile and lean environments
 - Advising on how to improve teams' dynamics among employees, to shift employee's relationships from competitive to collaborative
 - Guiding in how to reassess promotions and career paths of individuals, occupying agile roles and performing innovative, intellectual work
 - Exposing effects of [individual performance appraisals and monetary rewards](#) on employee's morale and performance by leveraging:
 - Studies by E. Deming about management of individual merits and goals
 - Research and publications by [A. Kohn](#), [S. Culbert](#), T. Coens/M. Jenkins about performance appraisals and monetary rewards
- Advising **Finance** specialists on effective ways to perform budgeting, by identifying meaningful KPIs and metrics:
 - Decoupling Targets from Forecasts, from Resource Allocation, to reduce subjective estimates, "padding" and system gaming at various levels
 - Shifting from fiscal cycle- to business cycle-driven ["beyond" budgeting](#) approaches, such as dynamic/rolling forecasts
- Mapping findings and conclusions derived from organizational analysis to classic health indicators that are easily perceived by leadership:
 - Conducting leadership workshops and individual sessions with selected executives to address sensitive organizational problems

Agile Teams (Technology) and Business Partners and Individuals

- Assisting with selection of agile operational models and frameworks that fit organizational needs: [basic](#) - Scrum, Kanban. [scaled](#) - LeSS, S@S
- Facilitating class-style agile teaching and training for teams; delivering tailored training to teams and individuals, based on specific needs
- Providing ongoing coaching support to key Scrum roles: Product Owners, Scrum Masters, Feature Teams
- Assisting teams during initial (forming and norming) stages of Scrum adoption: leading by example, kick-starting and facilitating scrum events
- "Hand-holding" novice teams in conflicting moments (e.g. lack of collaboration, lack of common goals, command & control behavior)
- Fine-tuning and ensuring high quality collaboration between Feature Teams and POs; helping remove silos and internal "contractual" behaviors
- Coaching individual team members on personal career development and giving guidance on how to cultivate T-shaped workers, internally
- Advising teammates on how to teach/learn from one another, cross-pollinating with knowledge and encouraging shared ownership
- Promoting agile engineering practices: ATTD, TDD, CI, unit test coverage, test automation and code quality
- Educating teams on visualization/collaboration/monitoring techniques/tooling (Jira, Rally, Version1) in collocated and virtual settings
- Advising on appropriateness of metrics collection at individual, team and enterprise levels; educating on relevance of KPIs in specific situations
- Conducting initial assessments/studies to identify cross-product dependencies, shared architectural components, hard/software limitations
- Helping identify dependencies from third-parties (e.g. external partners, vendors) that may present external risk to internal agility
- Educating business leadership and stakeholders on importance of strategic product planning and visualizing strategic business goals
- Supporting Product Managers from multiple LOBs in defining product vision, value streams and aligning strategic roadmaps: Product and Technology
- Facilitating workshops between business and technology partners, by using hands-on exercises and graphic visualization techniques
- Providing guidance on how to identify, select and empower candidates for the role of Product Owner, Scrum Masters and Team Coach

Services:

- [Organizational Assessment](#) –evaluation of organizational transformation readiness and gradual maturity, over time
- [Training](#) – comprehensive list of training topics that can be catered subsequently, in a structured way, or selectively
- [Coaching](#) – prolonged engagement with senior leadership and teams to foster maturity and autonomy
- [Mentoring](#) – selective, longer-term engagement with individuals, requiring guidance with professional growth
- [Certification](#) –offering for selected individuals that want to capitalize on their learning journey with industry credentials

Undergraduate Education: New York University, NY (1990-1994). Focus: Biology, Phycology