Gene Gendel

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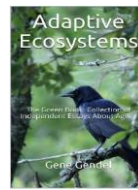
Author & Co-Author

Senior organizational design consultant, 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● 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 ● **Certified Enterprise & Team Coach** (**CEC-CTC®**) ● Certified in Agile Leadership (CAL) and Agile Scaling (LeSS, S@S) ● **LeSS-Friendly Scrum Trainer (LFST)** ● **LeSS Trainer-Candidate** ● Array of services: Organizational Assessment, Training, Coaching, Mentoring, Certification

Summary of Employment History (20 years)

Title/Role	Organization	Dates
Consultant. Trainer. Coach. Managing Partner	KSTS Consulting, INC	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 – 3/2011
Agile Practice Lead (Consultant)	McGraw Hill - Standard & Poors	04/2010 – 1/2010 (concurrent)
Agile Coach & Client Engagement Advisor (Consultant)	N-iX Partners	06/2010 – 9/2010 (concurrent)
Agile Practice Lead /ScrumMaster (F/T)	Second Market Holdings	05/2009 – 4/2010
Agile Coaching and Training Consultant	NYC Economic Development Corp.	05/2008 – 2/2008
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 Consulting, Coaching and Training

● Assessing and modeling organizational Ecosystem, geared towards improving corporate structure, culture and system dynamics
● Educating on Management style: Taylorian management, Douglas management X & Y and Skinnerian Behaviorism
● Underlining dynamics of employee's interactions and relationships, by educating on:
  ● Logan's human evolution model & 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 tribal stages (effects of extrinsic motivation on humans)
● **HR:** improving 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
● **Finance:** effective ways to perform budgeting, by identifying meaningful KPIs and metrics:
  ● Decoupling Targets from Forecasts and Resource Allocation, to reduce subjective estimates, "padding" and system gaming
● Fiscal cycles: business cycle-driven "beyond" budgeting approaches, such as dynamic/rolling forecasts
● Leadership workshops and individual sessions with selected executives to address sensitive organizational problems
● Organizational design, by leveraging well experimented frameworks: Kanban, Scrum, Large Scale Scrum (LeSS)
● Classroom-style agile teaching and training for teams and individuals, by using hands-on exercises and graphic visualization techniques
● On-going coaching support to key Scrum roles: Product Owners, Scrum Masters, Feature Teams
● Support to 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)
● 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 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

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