How to Identify "Agile Masquerades"?

What Alternatives Could We Offer Instead?

Scrum Alliance User Group Romania

About Me

- **Certified Agile Coach (CAC)**
    - **Certified Enterprise Coach (CEC)**
    - **Certified Team Coach (CTC)**

- **Certified LeSS Trainer (CLT)**

- **20+ years in the industry**
- **~15 years of knowing how to spell 'Agile'** ☺

A Bit of Irony…

Agile Anecdote

…350 lb. patient comes to Obesity Clinic, with the following chief complaints: heart palpitations, shortness of breath, excessive perspiration, sleeplessness and dizziness, also accompanied by a wide array of secondary complains.

Initial medical examination (triage) reveals hypertension, high cholesterol, low HDL, increased WBC count, decreased RBC count, low hematocrit level and other abnormalities in standard blood work.

Patient: *"Doctor, I need your help. I would like to lose weight, improve my overall health condition and start feeling better. What can you do to help me?"*

Doctor: *"Great, I admire your aspirations. You should start with watching your diet, quit smoking, significantly cut down on alcohol intake, start exercising regularly and change your overall life style."*

Patient: *"Well Doctor, you are not being flexible. Your recommendations are two rigid, unrealistic and not pragmatic enough. They sound more like a theory and purism, than a practical advice. You should be more sensitive to my long-time habits and appreciate uniqueness of my case. Can you please recommend less radical methods?"*

Avoid This:

…the above, is an excerpt from a diary of unknown Agile Coach, whose preferred way of describing work experience was through medical analogy…

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http://www.keystepstosuccess.com/wp-content/uploads/2019/05/doc-pat-analogy.png

Please, Take Anything You Like

Agile Anti-Patterns with Irony and Satire

and/or

Run This "Method" Through Organizational "Compiler"

All images are:

Feel free to use them all with a small attribution ☺

Big Consultancy Approach
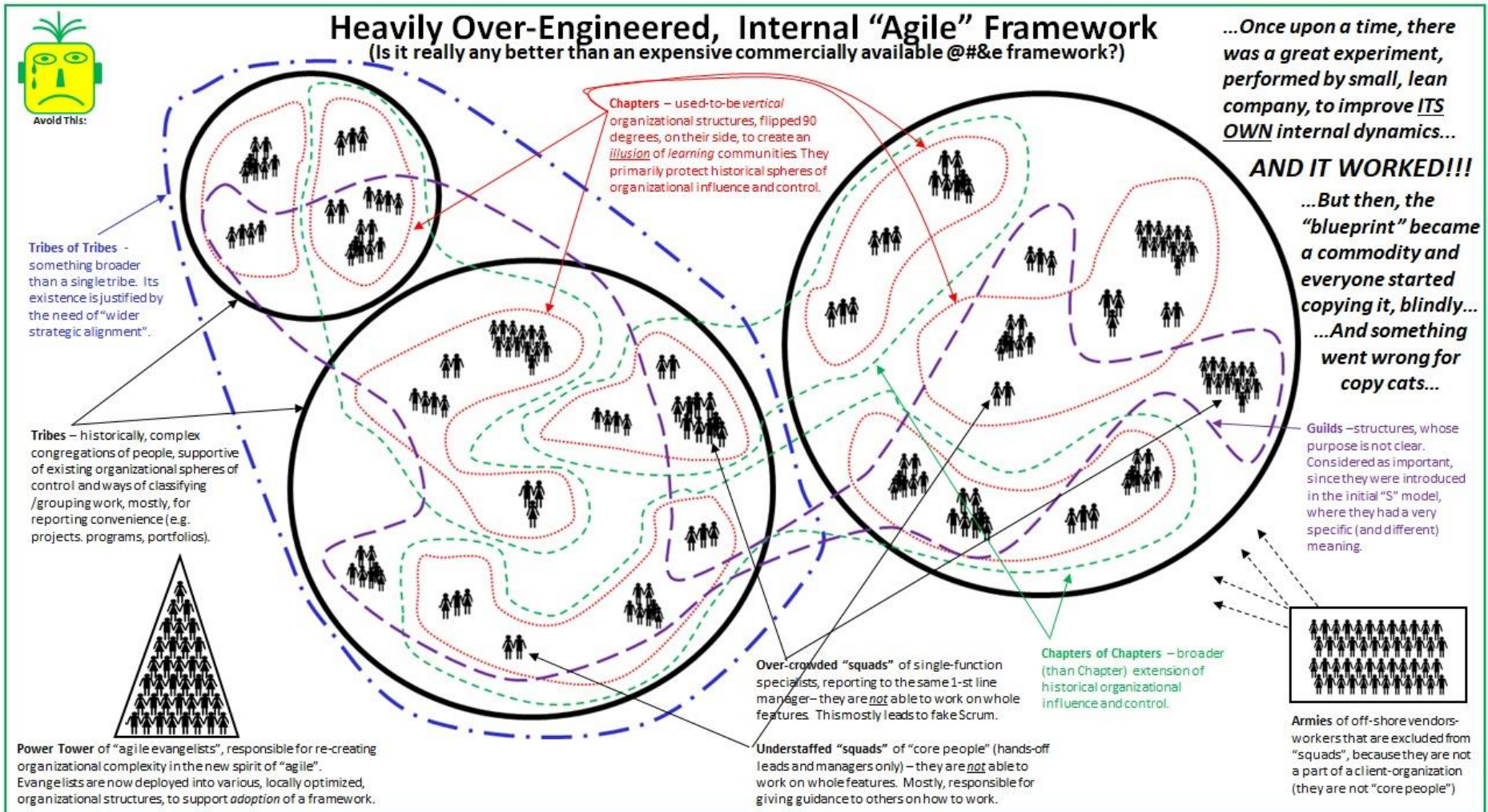

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Avoid
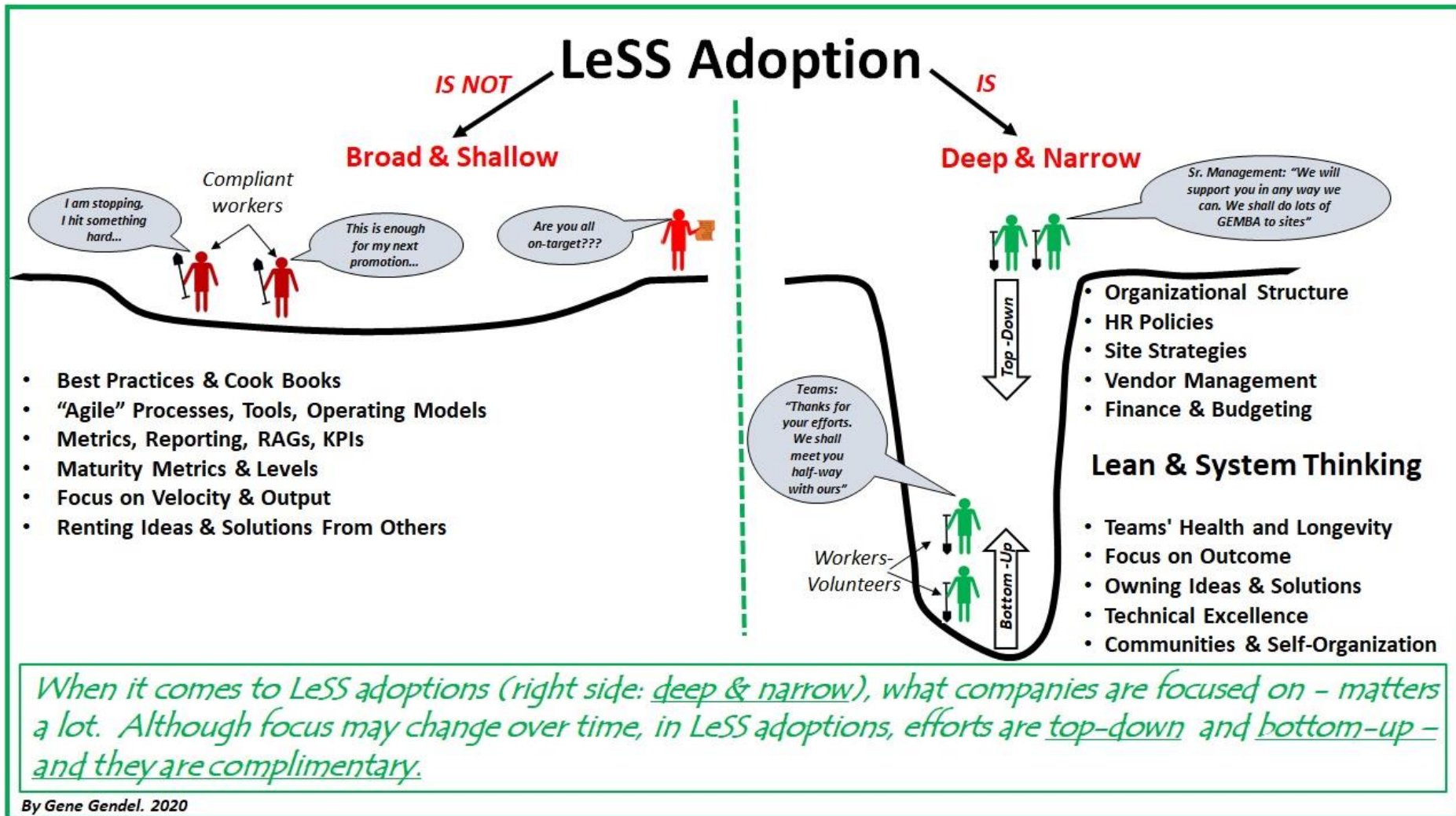
(Deck – Driven Transformations)

DDT

Knowledge retention and quality of learning are inversely proportional to thickness of a power point 'agile transformation' deck and directly proportional to font size used in a deck ;)

http://www.keystepstosuccess.com/wp-content/uploads/2020/02/ddt-1.jpg

Big Consultancy Solution

Deep & Narrow VS. Broad & Shallow

https://less.works/trainer-graphical-representations/gene-gendel/less-organization.jpg

Example: Large Scale Scrum View On Agility

It is vital to appreciate that organizational agility cannot be achieved by a development team in isolation -- it is a system challenge for organizational redesign. Especially when you are interested in LeSS within an R&D department of thousands, where each product group may have 200 or 700 people distributed in two or five sites around the world. If an engineering team has the technical capacity to adapt or change quickly, but requirements management, legal practices, product management, HR policies, site strategies, and deployment processes all emphasize rigidity, conformance to original plans, conformance to the status quo, and slow practices, then how can there be real agility?

Source: https://www.scrumalliance.org/community/spotlight/craig-larman/june-2015/less-agile-or-less-agile

http://www.keystepstosuccess.com/2017/08/agile-organization-as-a-sushi-roll/

How Deep Should You Go?

Agile Self-Assessment Worksheet (ASAW) - 1

Organizational Credo, Values, Strategy and System-Optimizing Goals (10)

Guideline: List some most commonly heard messages, slogans and motivational statements, syndicated throughout your organization by senior management.

...and then decide if state/status of each of the below domains further supports the above....

Direction of Self-Assessment

Organizational Structure/Design (2)	**Organizational Culture** (3)	**Budgeting & Finance** (4)	**HR Policies** (5)	**Sales & Marketing** (6)	**Globalization/Site Strategies** (7)	**KPIs & Metrics** (8)	**Relationships with Vendors/Partners** (9)
Tip: Is your organization flat/simple or multi-tiered/complex? How much emphasis does your organization put on centralized, top-down control, subordination and compliance? http://www.keystepstosuccess.com/arcticles-organizational-design/	**Tip**: What types of relationships and behaviors prevail among employees in your organization? http://www.keystepstosuccess.com/articles-corporate-psychology/	**Tip**: Does your organization do budget planning, based on adaptive business cycles or fixed cycles (fiscal year-end)? http://www.keystepstosuccess.com/2016/08/implementing-beyond-budgeting/	**Tip**: What does your organization value more: individual performance or team performance? Are individual performance appraisals still in effect? http://www.keystepstosuccess.com/gap-between-science-and-business/	**Tip**: Does your organization create sales plans and conduct marketing campaigns? Is internal competition encouraged? http://www.keystepstosuccess.com/wp-content/uploads/2019/03/sway_2019_framework.pdf	**Tip**: How much emphasis does your organization put on cheap human resources'? What factors define your site strategy? http://www.keystepstosuccess.com/2019/01/survival-list-to-vendor-selection-on-agile-projects/	**Tip**: How much emphasis does your organization put on metrics and KPIs'? How many organizational layers do metrics have to pass, on their way from a source (e.g. teams) to destination (e.g. senior leadership)? http://www.keystepstosuccess.com/2017/10/addressing-problems-caused-by-amms/	**Tip**: Does your organization do proper vetting and assessment of vendors/third parties, before engaging with them on agile initiatives? http://www.keystepstosuccess.com/wp-content/uploads/2019/04/Survival_Sheet_Vendor_Selection_Agile_Projects.pdf

Agile Guidance & Leadership (1)

Tip: Do you have coaches, trainers and guide-level experts available, to assist you in your journey? https://www.infoq.com/articles/agile-coaching-lessons | http://www.keystepstosuccess.com/2017/07/you-get-what-you-ask-for-agile-coaches-centaurs/

Once you thoroughly study and fully understand the below fundamentals, please assess various domains of your Organizational Ecosystem in the above blocks...

4 Agile Manifesto Postulates & 12 Supporting Principles https://agilemanifesto.org	**System Thinking** https://en.wikipedia.org/wiki/Systems_theory	**Lean Thinking** https://en.wikipedia.org/wiki/Lean_thinking	**Design Thinking** https://en.wikipedia.org/wiki/Design_thinking
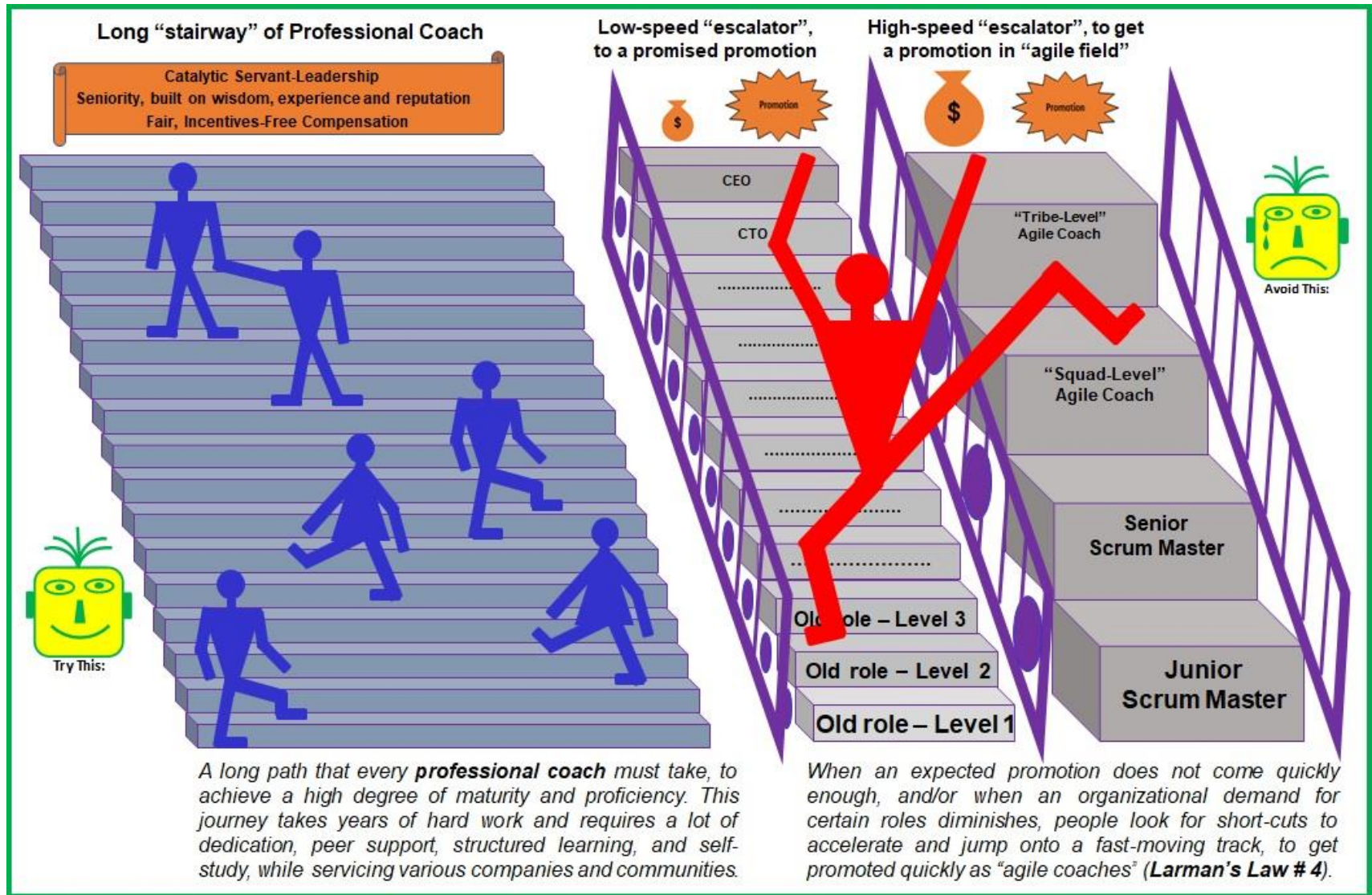
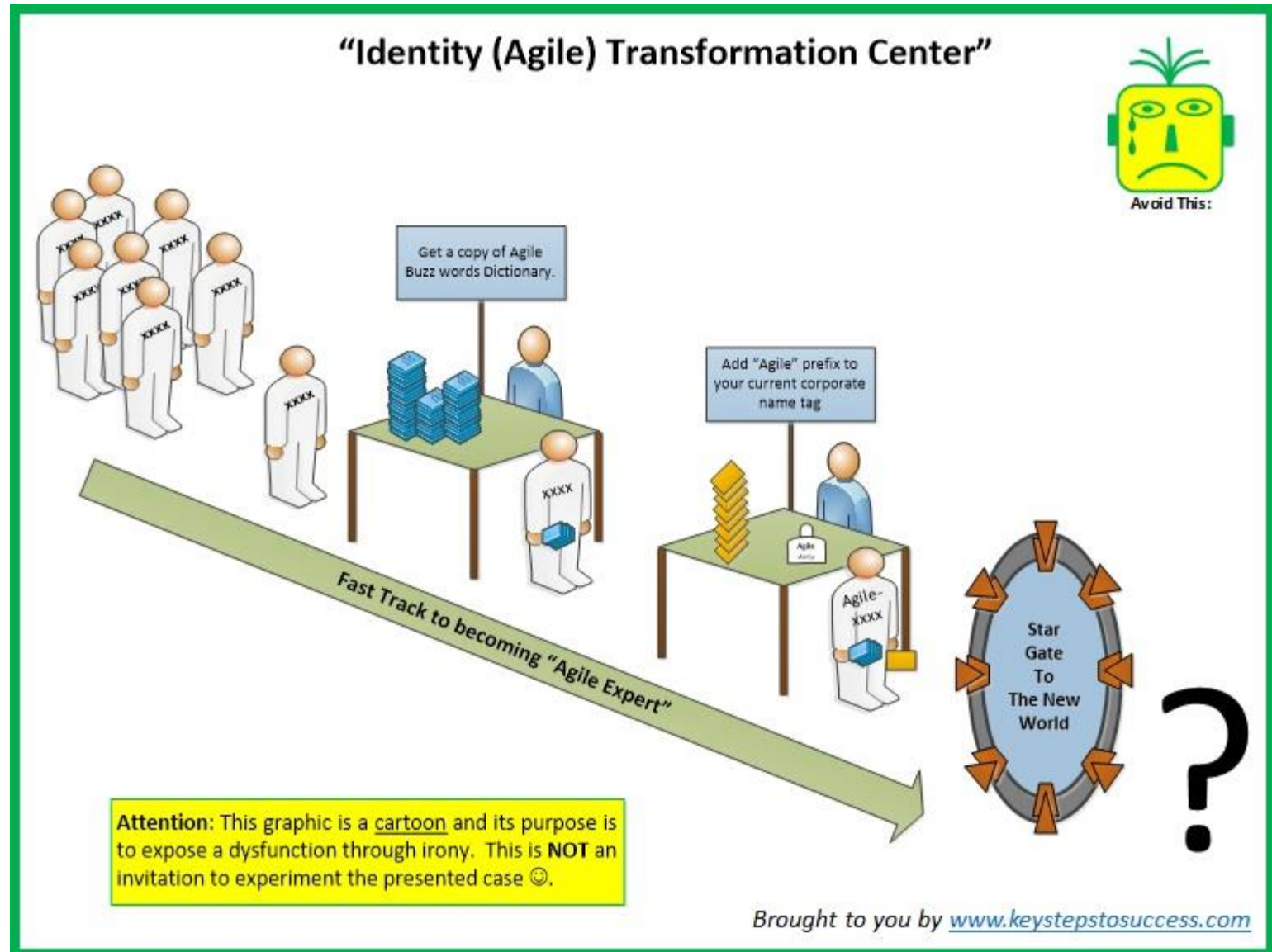http://www.keystepstosuccess.com/wp-content/uploads/2019/12/KSTS_agile_self_assessment_worksheet-1.pdf

The Ivory Power-Tower of Cheerleaders

http://www.keystepstosuccess.com/wp-content/uploads/2018/07/cartoon_centralized_decentralized_coaches.jpg

Career "Fast – Trackers"

http://www.keystepstosuccess.com/wp-content/uploads/2020/02/agile_coach_fast_track-1.jpg

Gene Gendel, Certified Enterprise & Team Coach (CEC-CTC), Certified LeSS Trainer (CLT)   *www.keystepstosuccess.com*

Old Title + Agile = "Agile New Title"

"Identity (Agile) Transformation Center"

Avoid This:

Get a copy of Agile Buzz words Dictionary.

Add "Agile" prefix to your current corporate name tag

Fast Track to becoming "Agile Expert"

Star Gate To The New World

?

Attention: This graphic is a cartoon and its purpose is to expose a dysfunction through irony. This is **NOT** an invitation to experiment the presented case ☺.

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http://www.keystepstosuccess.com/wp-content/uploads/2018/09/fast_track_agile_expert.jpg

Gene Gendel, Certified Enterprise & Team Coach (CEC-CTC), Certified LeSS Trainer (CLT) *www.keystepstosuccess.com*

Larman's Law # 4

Larman's Laws of Organizational Behavior

(Spanish translation)(Russian translation) (Japanese translation)(Persian/Farsi translation)(Polish translation)(Portuguese translation)

After decades of observation and organizational consulting, here are *Larman's Laws of Organizational Behavior*. These are observations rather than laws to follow ;)

1. Organizations are implicitly optimized to avoid changing the status quo middle- and first-level manager and "specialist" positions & power structures.

2. As a corollary to (1), any change initiative will be reduced to redefining or overloading the new terminology to mean basically the same as status quo.

3. As a corollary to (1), any change initiative will be derided as "purist", "theoretical", "revolutionary", "religion", and "needing pragmatic customization for local concerns" — which deflects from addressing weaknesses and manager/specialist status quo.

4. As a corollary to (1), if after *changing the change* some managers and single-specialists are still displaced, they become "coaches/trainers" for the change, frequently reinforcing (2) and (3).

5. Culture follows structure.

https://www.craiglarman.com/wiki/index.php?title=Larman%27s_Laws_of_Organizational_Behavior

Explicit (or Implicit?) Resistance
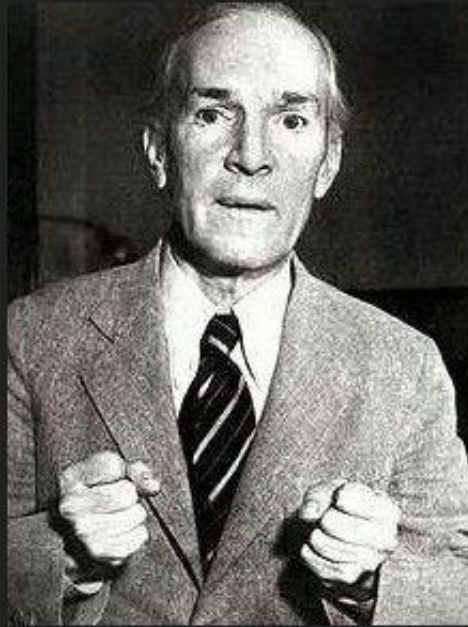
It is difficult to get a man to understand something when his salary depends upon his not understanding it.

(Upton Sinclair)

izquotes.com

https://i.pinimg.com/originals/0c/35/31/0c3531dd9dc7dfaf4c4df064dd902f54.jpg

Agile "Masquerade" In A Nutshell

Bad SQL
(in HR Database)

Avoid This:

It is amazing if your company, creates the following important titles (marked in **red**) in its HR database, to support agile roles and careers. However, it is a sign of a deep systemic dysfunction and 'agile masquerade', if the following SQL queries are ran, as a batch job, overnight... ☺.

```
UPDATE table_employee
        SET table_employee.title = 'Senior Agile Coach'
WHERE table_employee.title = 'Senior Project Manager'
```

```
UPDATE table_employee
        SET table_employee.title = 'Scrum Master'
WHERE table_employee.title = 'Junior Project Manager'
```

```
UPDATE table_employee
        SET table_employee.title = 'Product Owner'
WHERE table_employee.title = 'Business Analyst'
```

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http://www.keystepstosuccess.com/wp-content/uploads/2020/04/bad_agile_sql-1.jpg

Agile "Masquerade" In A Nutshell

Terminology Clean-Up Recommendation

Since "agile business" (not to be confused with business agility) has become so popular in the last few years, some agile terminology got out of hands. Some of it is being inaccurately used. Let's try to clarify what is important:

➤ There are no 'Agile Scrum Masters' and 'Agile Product Owners'. But there are: Scrum Masters and Product Owners – these are the roles of Scrum (and Large Scale Scrum). The is no need to add the word 'agile' to these two Scrum roles, just to emphasize that they are not waterfall roles. Why? Because Scrum is agile framework, and each of its roles, by definition, is assumed to be agile.

➤ There are no 'Agile Project Managers' and 'Agile Business Analysts'. At least, not in Scrum (or Large Scale Scrum). NB: this is not to be confused with a team's ability to manage themselves and their work, or analyze a product (not project) needs. But there are Project Managers and Business Analysts in waterfall and other sequential phase-based SDLC approaches, used by companies with traditional organizational design (interestingly, we never used the word 'waterfall' to describe them historically).

...last but not least...

If the word 'Enterprise' is used in conjunction with the role of 'Agile Coach', please make sure that its meaning is understood (there are well defined industry standards, e.g. by Scrum Alliance, to describe the role of an enterprise coach). This is what 'enterprise' should not mean:

➤ Pay grid conversion factor, for a person to 'convert' (overnight) from his/her senior ex-role to a coach (Larman's Law # 4)

➤ Implication that a coach, single-handed, 'converts to agile' a huge organization (NB: some enterprises could be very small)

➤ Assumption that a coach belongs to an internally centralized ivory-power-tower coaching structure that sets golden standards, best practices and mandatory 'operational models' for the rest of an organization

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http://www.keystepstosuccess.com/wp-content/uploads/2020/04/terminology_cleanup-1.jpg

# The Ivory Power-Tower of Taylor-ian Managers

Typical Problems to Avoid:

- Building architecture 'towers'/silos
- Reliance on **Chiefs-Sheriffs Power Point (PP) Architects**
- Squads of **PP Architects-Orbiters,** surveilling Teams
- Separate reporting structures, just for architects
- Architects, not doing any development work
- Local Optimization in architecture
- Architecture "away" from Business
- "One-size-fits-all" architecture solutions
- Architecture work streams, backlogs, stories
- Reliance on expensive vendors - architects

Attention: This graphic is a <u>cartoon</u> and its purpose is to expose a dysfunction through irony. This is **NOT** an invitation to experiment with this approach 😊.

Avoid This:
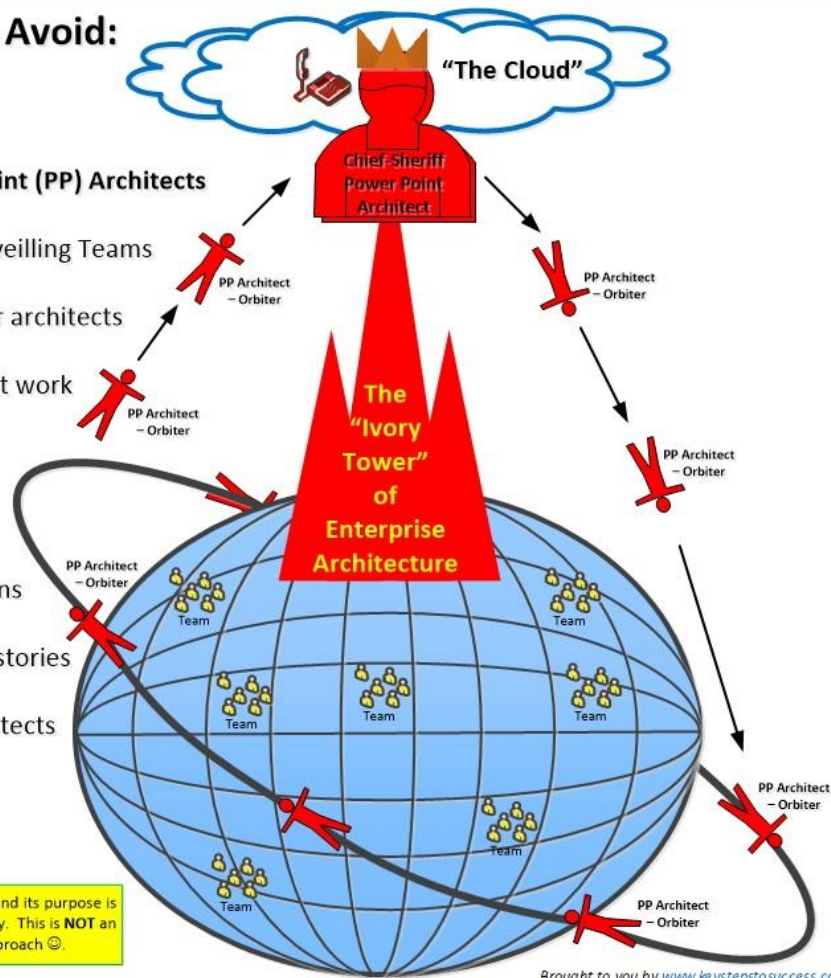
Brought to you by www.keystepstosuccess.com

Local Optimization by single-function specialists:

➢ **Lead BA**

➢ **Lead UI/UX**

➢ **Lead Architect**

➢ **Lead Back-end Java**

➢ **Lead Front-end Java**

➢ **Lead QA**

http://www.keystepstosuccess.com/wp-content/uploads/2019/01/pp_architects.jpg

Setting Up The System For Gaming

Let's (over)deliver an annual plan in three quarters!!!

http://www.keystepstosuccess.com/wp-content/uploads/2018/07/cartoon_internal_agile_competition-1.jpg

Gaming The System

http://www.keystepstosuccess.com/wp-content/uploads/2018/07/cartoon_internal_agile_competition-2.jpg

Industry-Wide Problem

Middleman Problem: Low (very) Value Proposition

By:
- Sr. Managing Directors of Staffing
- Sr. Professional Recruiters
- Sr. Technical Recruiters
- Sr. Head-Hunters
- Sr. Talent Acquisition Specialists
- Sr. Resource Managers
- Sr. Job Placement Experts
- Sr. Sourcing Specialists

In the form of:
- Misunderstanding clients needs
- Misrepresenting client needs to candidates
- Misrepresenting candidate abilities to clients
- Inflating a mark-up

Middleman

Client - Company

Coach

Avoid This:

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http://www.keystepstosuccess.com/wp-content/uploads/2019/08/middle_man_problem.jpg

Industry-Wide Problem

Agencies hunt for weak candidates ("centaurs")

Companies are flooded with resumes of weak candidates "centaurs"

Companies create weak coaching role descriptions for new hires

Positive (+) Feedback Loop (Reinforcing Cycle)

Many "centaurs" get lucky and get hired

Companies are complacent with having a low coaching bar

"Centaurs" settle in and drive low a coaching bar

Avoid This:

http://www.keystepstosuccess.com/wp-content/uploads/2017/08/bad_coaches.jpg

Industry-Wide Problem

"Resource-Processing Food Chain"

A huge pool of people, with the word "agile", added to their public profile. Majority of them, displaced from their traditional roles, now becoming agile coaches (Larman's Law #4).
Amongst them, there is a tiny fraction of **really experienced coaches** that are very hard to find in a mix.

Sweat Shop Tier-2 "Helper" (×7)
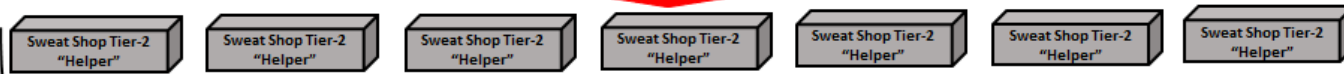
Typically, off-shore based, "boiler room" style, Sweat Shops, full of cold-callers that are VOIP calling, texting, emailing everyone, whose public profile contains the word "agile'".
Working for extremely low pay.

Staffing Firm Tier-1 "Helper" (×6)
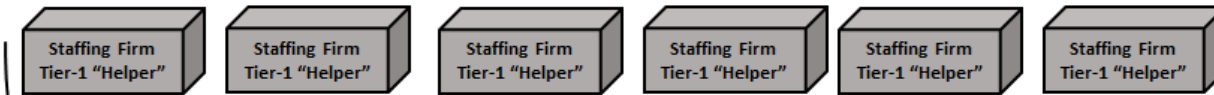
Low-quality Staffing Firms, aggressively trying to hunt for resources, while using primitive (border-line unethical) screening techniques, to furnish a heavy volume of resumes to Big Consultancies.
Working for a very small mark-up fee.
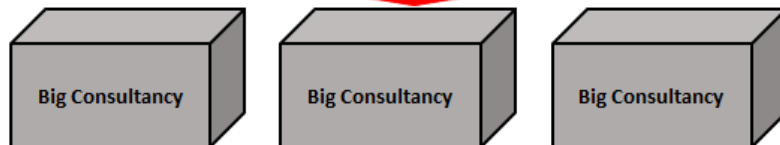
Big Consultancy (×3)

Big Consultancies, desperately fighting for an opportunity to become an "exclusive service provider" to Client. Not having their own internal expertize (usually, their consultants are not coaches), to meet Client's needs, they now have to hunt for "coaches" in the market.
Charging Client an enormous amount of money.
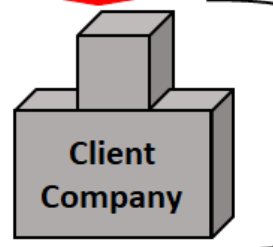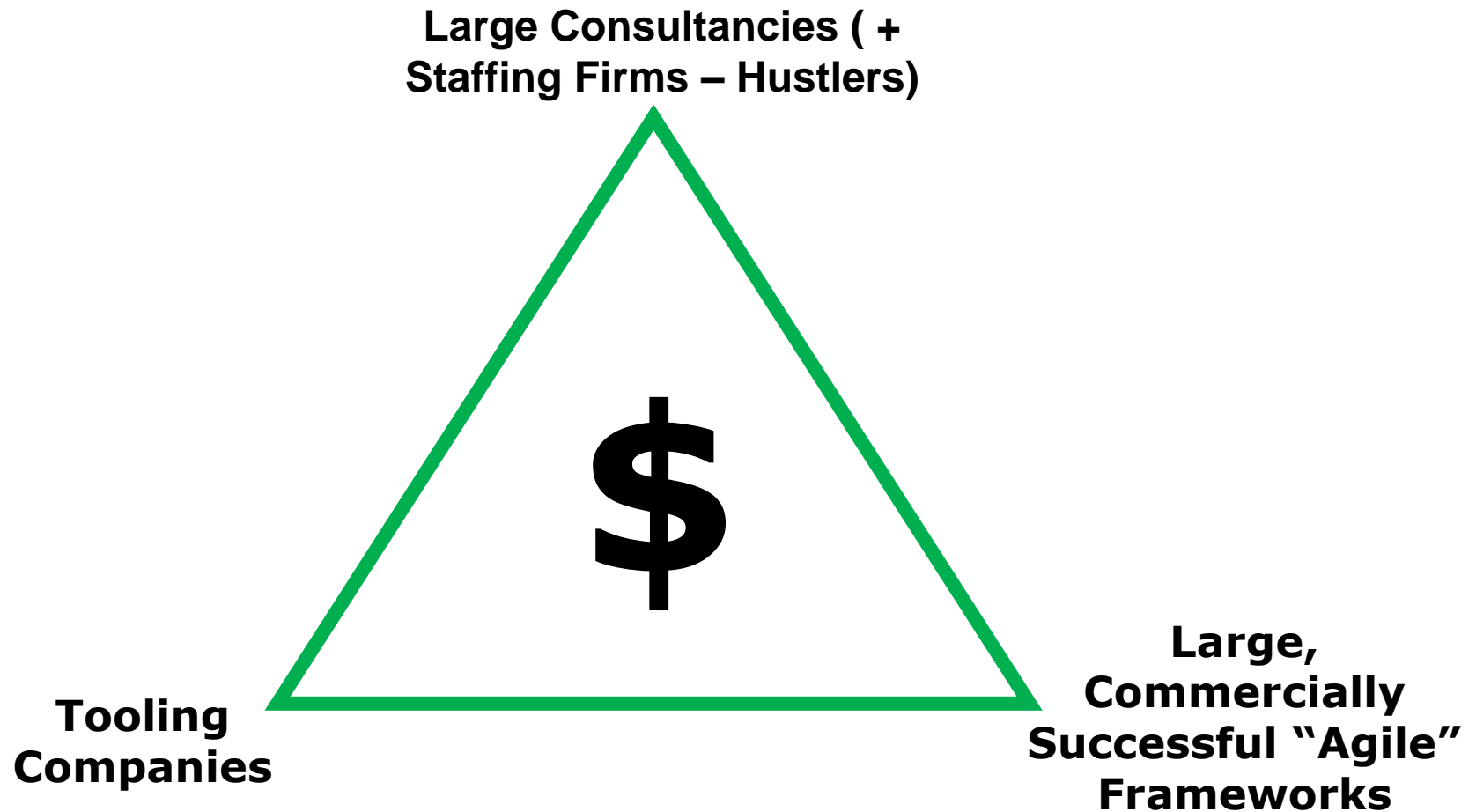
Client Company

Client Companies, lacking enough internal expertize to provide to themselves with quality guidance, training, coaching and organizational design advisory. They naively rely on "best practices" and thick presentation decks of large consultancies – long time preferred vendors that are great at traditional staffing, now eager to bring in their "coaches".

Brought to you by www.keystepstosuccess.com
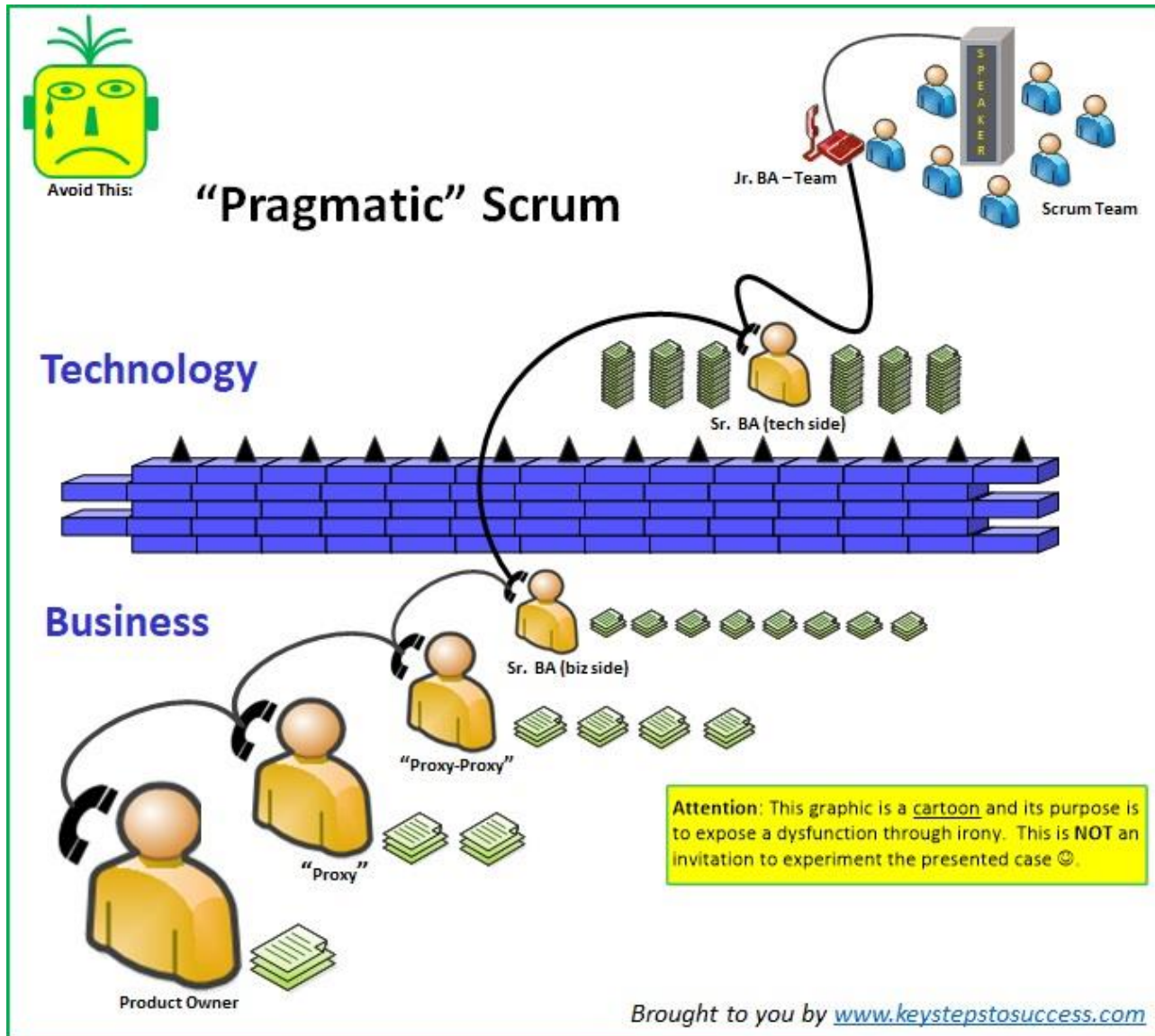
Avold This:

Triple Taxation

Large Consultancies (+
Staffing Firms – Hustlers)

$

Tooling
Companies

Large,
Commercially
Successful "Agile"
Frameworks

Industry-Wide Problem

http://www.keystepstosuccess.com/wp-content/uploads/2018/09/fast_track_agile_expert.jpg

Faux Scrum

http://www.keystepstosuccess.com/wp-content/uploads/2018/07/cartoon_pragrmatic_scrum.jpg

Faux Scrum

http://www.keystepstosuccess.com/wp-content/uploads/2019/08/scrum_blind_date-1.jpg
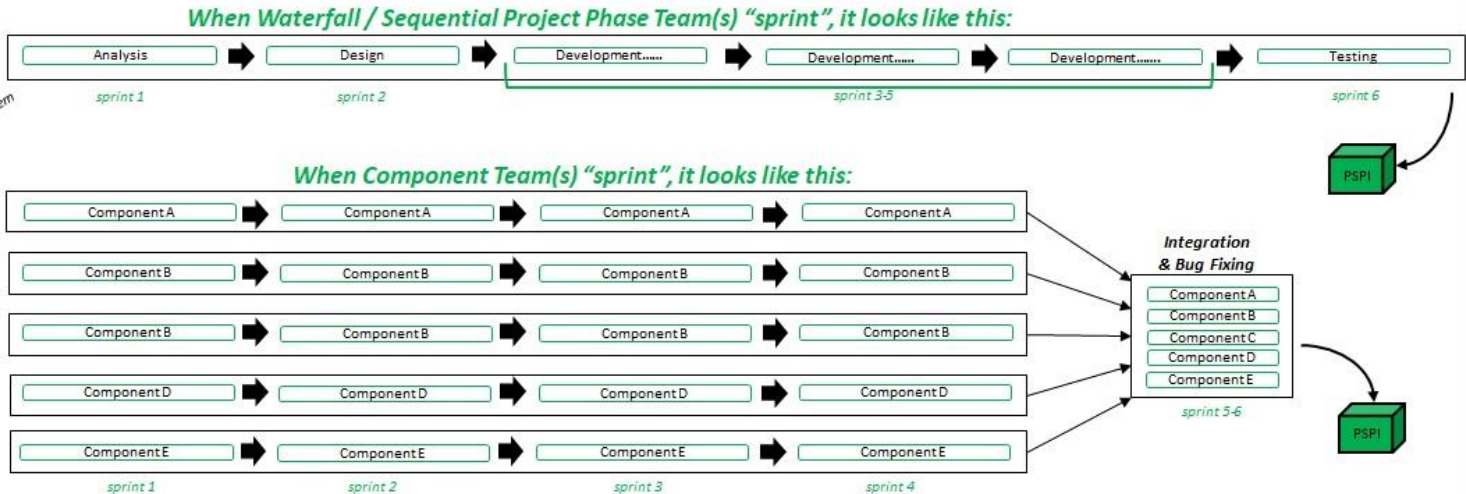
Faux Scrum

Scrum Anti-Patterns

In Scrum, in every Sprint, a team delivers Potentially Shippable Product Increment (PSPI). **This is fundamental for Scrum**. In order for this to happen, each team must possess all necessary attributes (skills, knowledge, domain expertize) required to get work fully DONE (potentially shippable). This is what makes Scrum - real Scrum. Many teams that lack the required Scrum attributes still attempt to sprint, however, effectiveness of such "sprint-like activities" is significantly reduced. **Not all anti-patterns of Scrum are equally obvious**.

Faux Scrum

Sprinting without fearing Repercussions
(...or just using Scrum, as it is meant to be...)

Try This:

| Planning Sprint |
| Analysis Sprint |
| Architecture Sprint |
| Design Sprint |
| Sprint -1 |
| Sprint 0/00/000 |

| Sprint 1 | Sprint 2 | .... | Sprint N | Sprint N+1 |

| Testing Sprint |
| Integration Sprint |
| Stabilization Sprint |
| Hardening Sprint |
| Deployment Sprint |
| Documentation Sprint |

"...we are still not ready to develop & deliver, so lets call it something else, 'as if' we are just preparing; otherwise we would be held liable for not having PSPI at the end of sprint..." Sprint

"...we are not ready to go to production yet, so lets use a classic waterfall terminology to label our sprint..." Sprint

Avoid This:

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http://www.keystepstosuccess.com/wp-content/uploads/2018/12/cartoon_no_fear_sprinting-2.jpg

Faux Scrum

Local Optimization by single-function specialists:

➢ **Lead BA**

➢ **Lead UI/UX**

➢ **Lead Architect**

➢ **Lead Back-end Java**

➢ **Lead Front-end Java**

➢ **Lead QA**

http://www.keystepstosuccess.com/wp-content/uploads/2018/07/cartoon_brd_assembly_line.jpg

How Is Going To Survive?

Organizational Fitness (to Survive)

Organizational Design is of the FIRST ORDER factor that defines Organizational Adaptive-ness (a.k.a. Agility).

Flattened reporting structures, streamlined communication, simplicity of processes and frameworks, fewer roles, with more responsibilities per role...
All of this may sound like a broken record, re-played way too often by *"not pragmatic enough agile purists"*.

HOWEVER... when it comes to extraordinary times (e.g. financial uncertainties, hardship, economic turmoil, pandemic)...

A company that is lean and fit is also more resilient. A company that did not accumulate a heavy "baggage", does not have to trim as much of its "organizational weight", in order to stay afloat and survive. It also means that a company does not have to put at risk job security of its own people (downsizing), its own ability to run vital business operations and keep clients happy...remain relevant and competitive.

A lean company is more adaptive, and therefore – more fit. It will survive.

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http://www.keystepstosuccess.com/wp-content/uploads/2020/04/organizational_fitness.jpg

How Is Going To Survive?

[04/20 – LESS TALKS: Dave Snowden: Rewilding Agile](#)

COVID-19 Impact?....

Q & A

Appendix

Gene Gendel, Certified Enterprise & Team Coach (CEC-CTC), Certified LeSS Trainer (CLT)   *www.keystepstosuccess.com*

De-Scaling

Scaling Organizational Adaptiveness (a.k.a. "Agility") with Large Scale Scrum (LeSS)

Organizational De-Scaling / Flattening

Organizational de-scaling (flattening) takes months and years to complete and from a high perspective, looks like a gradual process.

However, throughout this long process, there are many phases (bursts) of: comprehensive preparation, followed by a organizational "flipping".
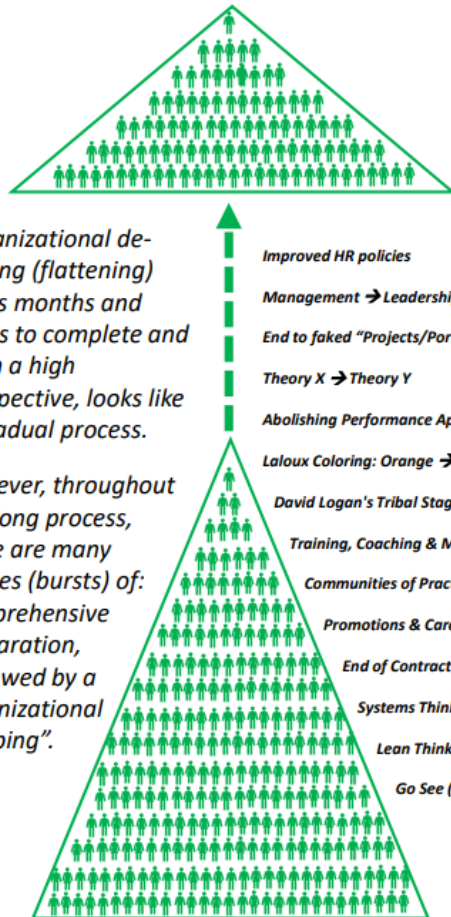
- Improved HR policies
- Management → Leadership
- End to faked "Projects/Portfolios"
- Theory X → Theory Y
- Abolishing Performance Appraisals
- Laloux Coloring: Orange → Green
- David Logan's Tribal Stage: 3 → 4
- Training, Coaching & Mentoring
- Communities of Practice
- Promotions & Career Paths
- End of Contract Game
- Systems Thinking
- Lean Thinking
- Go See (Gemba)

Diagram created by *Gene Gendel*

LeSS

Simplified (flatter) and **inverted** (senior leadership is in supportive function) **organizational design. System Optimization**. Reduction of: silos, hand-overs. Scrum is implemented by coordinated, feature-centric teams (2-8), building the same, widely defined Product/serving the same Product Owner. Scrum is the main building block of IT org. structure. Teams are collocated. Teams strive to 'own' their decisions, not 'rent' from others. Adoption of LeSS is "deep & narrow", not "broad and shallow"; no Big Bang transformation attempts.

Multi-site development - used for multiple locations. Reliance of technical **Mentoring** and **Communities**. No subsystem code ownership. Reduction of 'undone' work. Focus on **Customer value**. Support of Senior Leadership. **Involvement of HR**, supporting the concept of **job security, not role security**.
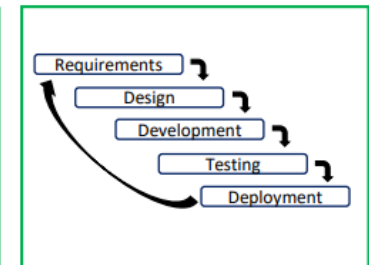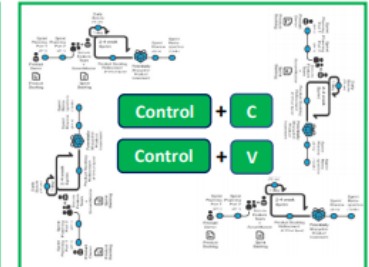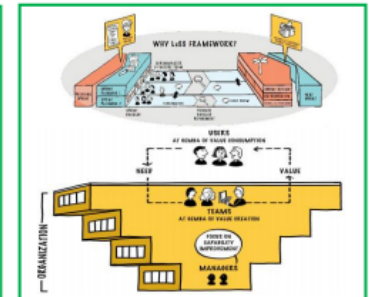
Transition from independent basic Scrum, performed by multiple teams to LeSS, is a desirable approach, when a product is widely defined and real Product Owner is identified

Scrum

[Copy-paste scaling] (no conscious scaling strategy) of Scrum throughout an organization: many teams doing their 'own' Scrum. Frequently manifested, when there is an internal competition between departments or company areas, on e.g. "who is going to have more scrum teams by e.g. end-of-year". True product definition is weak. Cases of using **Scrum for component-centric development** are frequent (often, the result of trying to meet goals of agile transformation (% annually), set at enterprise level. This results in massive integration problems that need to be resolved by adding "integration/stabilization" sprints. Importance of **Scrum dynamics and roles is viewed as secondary**, to existing organizational structures and blueprints. Too many single-specialty experts and very few T-shaped workers. **No meaningful HR changes**.

Waterfall

Complex organizational design. Domains of single-function expertise, ownership and control. Numerous silos, hand-offs and translational layers between component teams, single-function specialty groups, and technology and business, overall. **Internal contracts and blame-shifting** strongly prevail. Long cycle "from concept to cash". **Local optimization** by single-specialty workers/departments. **Theory X management** – is the primary way to manage/treat individuals. **HR** – putting a lot of emphasis on performance appraisals and individual ownership; manipulating workers with **subjective bonuses**; fostering an environment of **internal competition** and **"I am the best and you are not"** attitude. Weak definition of product value, from a stand-point of a paying customer. Manifestation of [Larman's Laws of Organizational Behavior].

Scaling Scrum

Waterfall

- Requirements
- Design
- Development
- Testing
- Deployment

Control + C
Control + V

Graphics are courtesy of [https://less.works]

http://www.keystepstosuccess.com/wp-content/uploads/2018/02/scrum_scaling_org_descaling-1.pdf

"Play" Your System

Crossword "Legacy Ecosystem"

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http://www.keystepstosuccess.com/wp-content/uploads/2020/02/crossword_legacy_ecosystem.pdf
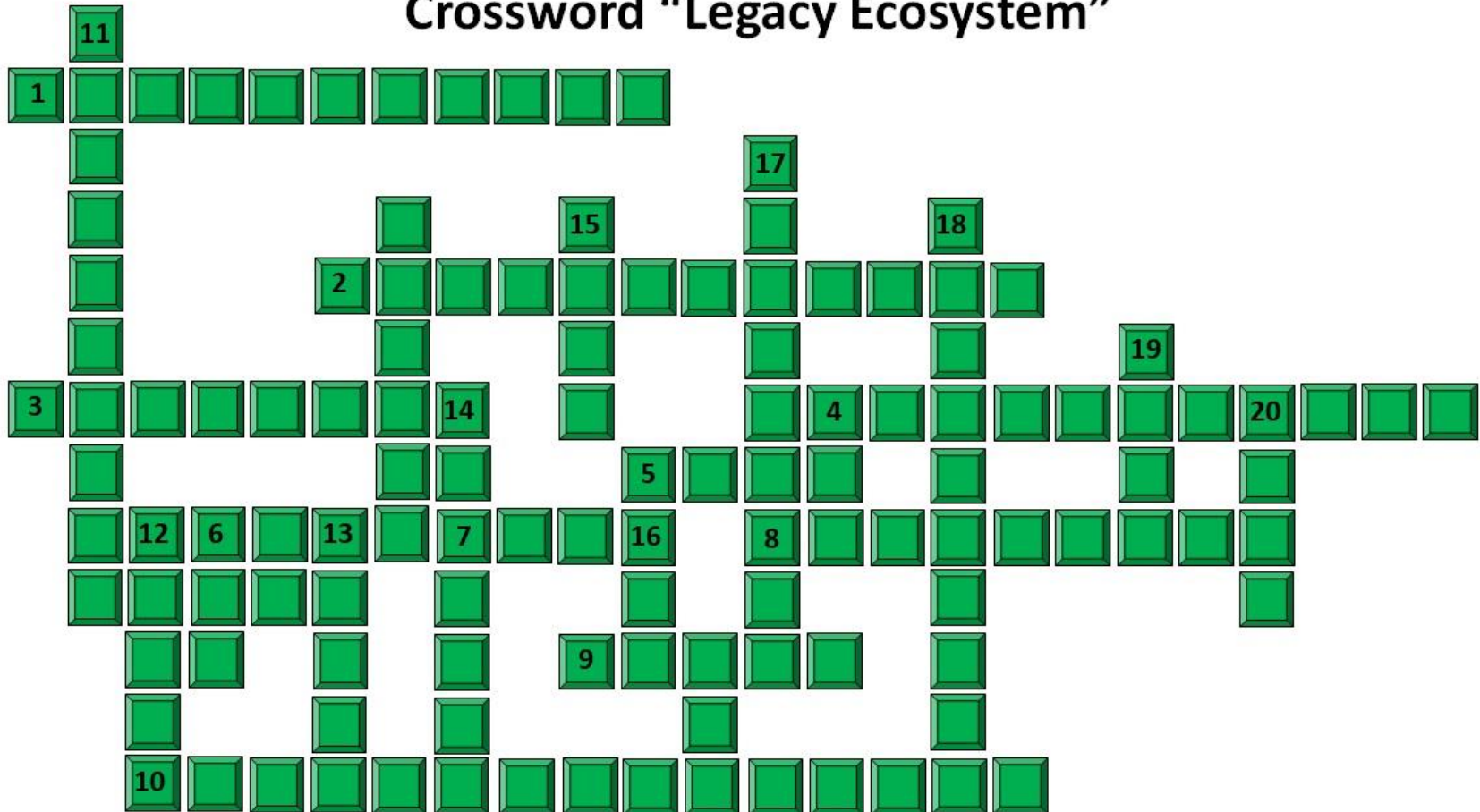
What Is Your Product?

Product Definition Expansion Worksheet

What to do:

- Discuss what each 'onion' layer below means in the context of your organization
- Modify the 'onion', based on organizational specifics (add/remove layers)
- In respective areas on the right side, provide some examples and details for each layer
- Discuss and agree where to keep information (e.g. tool, directory, other repository)
- Discuss and agree how 'onion' layers will be maintained and updated over time

Company Purpose & Mission

Company Long-Team Vision

Company Strategy

Product Vision & Strategy

Product Backlog

Product Increment

http://www.keystepstosuccess.com/wp-content/uploads/2019/03/product_expansion_worksheet-1.pdf
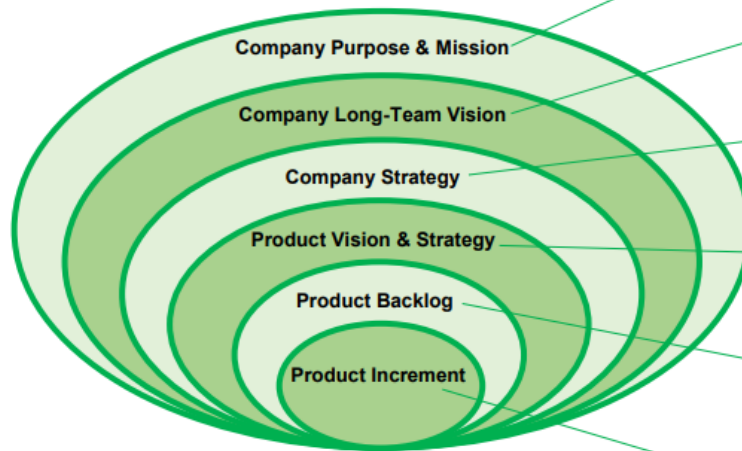
System Modelling Example

System Modeling for Product Owner Role

System Goal: to support Scrum Teams in agile product development, using Scrum

Making efforts to identify appropriate candidate for the role of Product Owner

Improving organizational design on business side

Well-defined Acceptance Criteria and Definition of Done

Likelihood that Team will produce PSPI every Sprint

Accordion" ("Against the Wall") Conventional / Fiscal Budgeting

Designate "so called" Product Owner

QF

Likelihood that real & educated Product Owner will get involved

Likelihood that Developers are clearly explained organizational strategy and vision

Likelihood that sprint priorities make sense to Developers
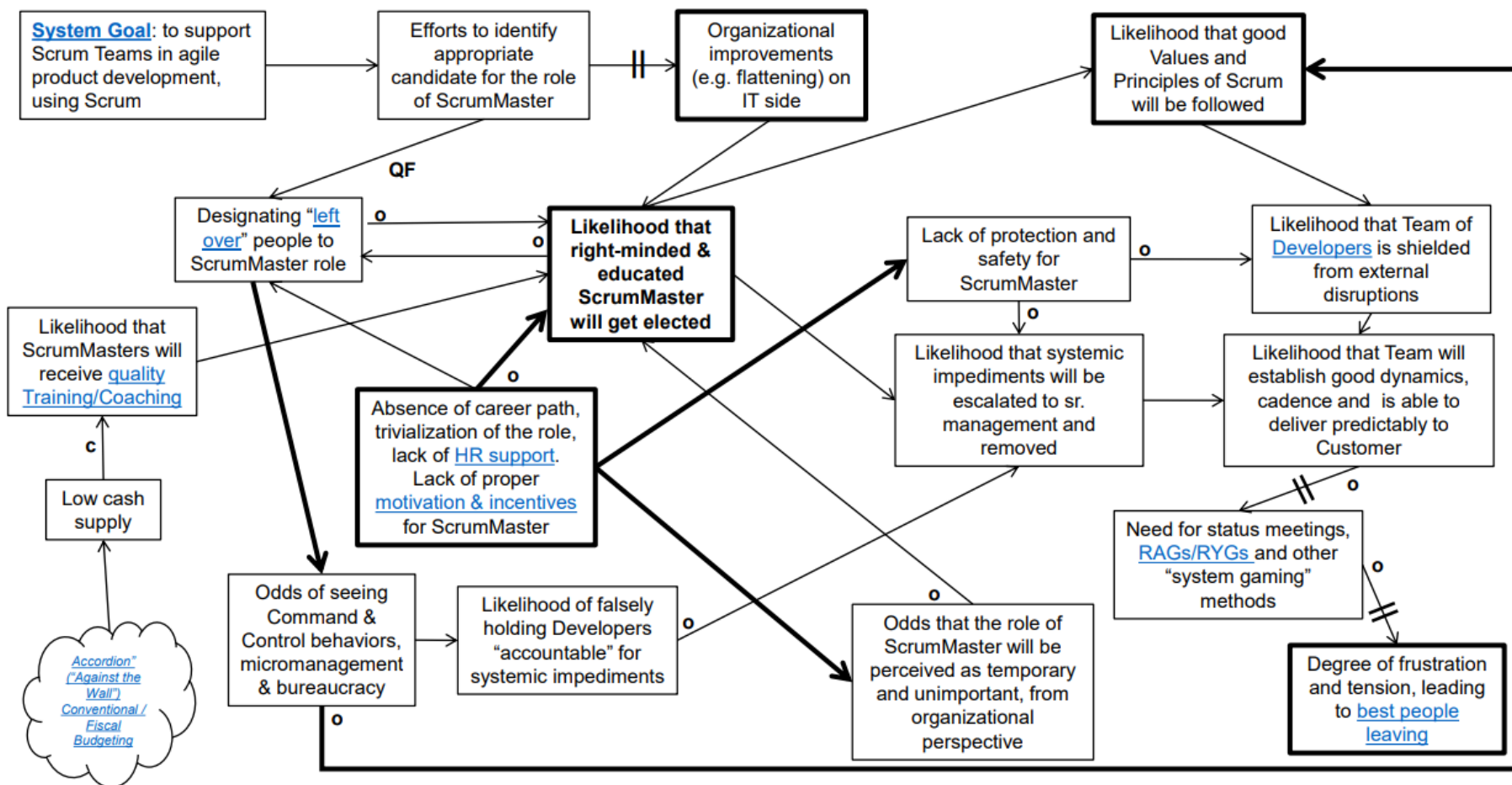
Low cash supply

c

Likelihood that real Product Owners will receive quality Training/Coaching

Absence of career path, trivialization of the role. Lack of HR support, motivation & proper incentives for Product Owner

Resistance of real Product Owners to engage and work "two jobs for one paycheck"

Extent to which "so called" Product Owners are necessary

Likelihood that real Users will be supportive of Product Owner

Likelihood that waterfall artifacts are produced and forced upon Developers

Likelihood that Developers are talking to real Users and provide clarifications

Need for status meetings, RAGs/RYGs and other "system gaming" methods

Degree of frustration and tension, leading to best people leaving

System gaming & blame shifting

Level of contractual ("Us vs. Them") relationships between Business & IT

Degree that Developers understand business domain

http://www.keystepstosuccess.com/wp-content/uploads/2016/07/CLD_SCRUM_ROLES.pdf

System Modelling Example

System Modeling for ScrumMaster Role

System Modelling Example
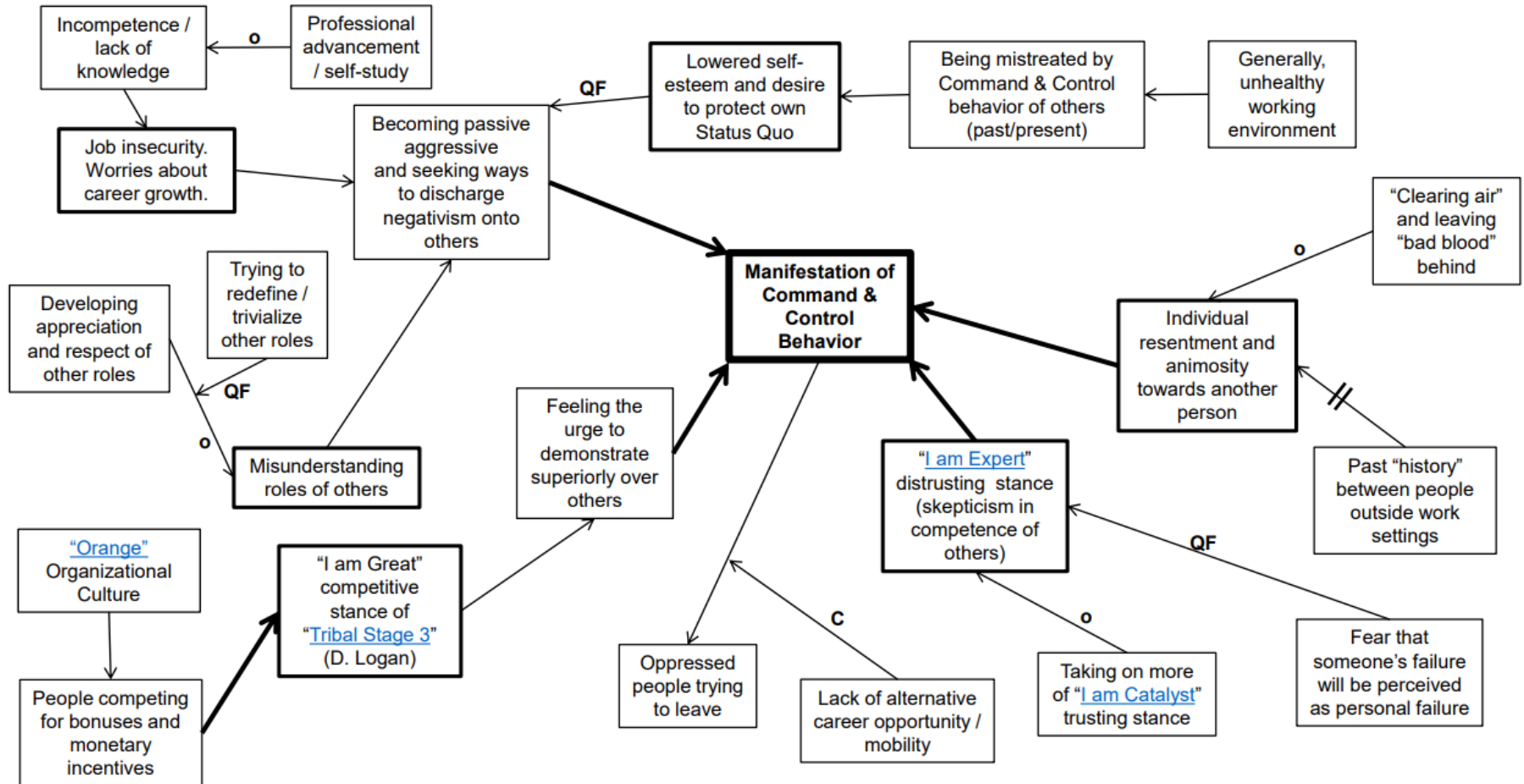

System Modeling for Scrum Team Developer Role
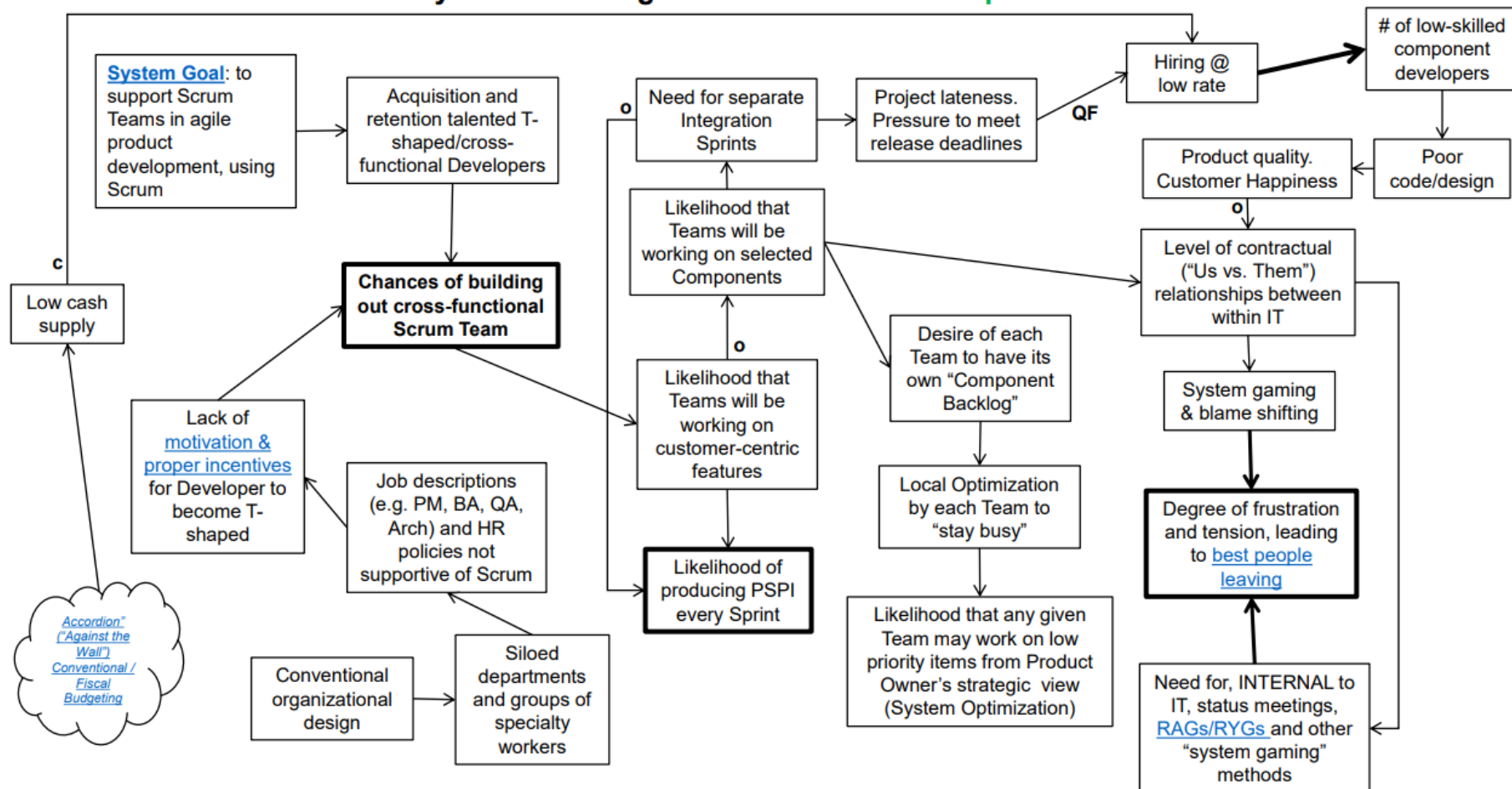
System Modelling Example

System Modeling for Command & Control Behavior

http://www.keystepstosuccess.com/wp-content/uploads/2019/04/CLD_Command_Control_Behavior.pdf

About Gene

Gene Gendel is an organizational design specialist, agile/lean coach and trainer, consultant and adviser to senior leadership. Almost 15 of 20+ years of his professional experience – Gene dedicated to working with companies of various sizes and lines of business, trying to help them improve internal dynamics, organizational structure and and becoming a better place to work. Gene engages at <u>all</u> organizational levels: senior- and mid-level management, teams and individuals. In his work, Gene uses various methods, tools and techniques to amplify learning by others and to ensure that people gain autonomy after Gene "coaches himself out of the job".

Gene is Certified Agile Coach (CAC), by Scrum Alliance – small elite community of <u>Scrum Alliance Certified Enterprise Coaches (CEC)</u>. Today, he is the only CEC who resides in NY State. Gene is also one of the co-creators of <u>Team Level Coaching Certifications (CTC)</u> program for Scrum Alliance.

Gene is also one of very few **<u>Certified LeSS Trainers (CLT)</u>** that are based in the United States.

He is also well-recognized blogger and publisher. He is the author of **Adaptive Ecosystems: Collection of Independent Essays About Agility** and co-author of:

- **<u>Agile Coaching: Wisdom from Practitioners</u>** (free <u>pdf</u>).
- **Best Agile Articles of <u>2017</u> and <u>2018</u>**

Gene significantly contributes to global and local agile communities, where he influences people by running workshops, webinars, seminars, panel discussions, lunch & learn, coaching retreats, professional gatherings and other events. While teaching and coaching Large Scale Scrum (LeSS) to organizations, Gene has built the biggest in world (today) <u>LeSS meetup community</u> that is used as a free educational hub about LeSS available to many people.

Upcoming LeSS Training

➢ **4/29-5/01 Certified LeSS Basics**

➢ **5/06-08 Certified LeSS Basics**

Note: This is not an introductory course. Good Scrum knowledge is required. More about the course - here.