

Gene Gendel: Professional Biography

Gene Gendel is the co-founder of KSTS Consulting. Gene is a system thinker, organizational design consultant, adaptive & lean coach and trainer, and independent adviser to senior leadership. Gene is a widely recognized, world-class trainer/instructor, and is mainly focused on organizational design and product centricity, the experience for which he has gained, over the decades of deeply embedded coaching and consulting.

Gene's [clients](#) represent a wide industry spectrum. Almost 15 of 20+ years of his professional experience Gene has dedicated to working with companies of various sizes and lines of business, trying to help them improve internal dynamics, organizational structure and becoming a better place for people to work in. In his work, Gene uses various methods, tools and techniques to amplify learning of other people and to ensure that his followers gain autonomy after Gene "coaches himself out of the job".

Over the last decade, Gene's big focus has been on large financial institutions and consulting companies that struggle with moving away, from traditional budgets and portfolio/program/project work decomposition, towards more adaptive/flexible budgeting and clearly defined products (product-centric, customer-focused development). Gene's, highly in-demand, LeSS [classes](#) and [product discovery & definition workshops](#), both private and public, are based on intuitive system modelling and rich eco-systemic perspective that includes intra-organizational dynamics and market realities.

Gene is one of very few people who has been honored the status of *Certified Enterprise Coach (CEC)* – *EMERITUS* – something that is earned after 10 years of having CEC. Gene is also one of the co-creators and holders of *Certified Team Coach (CTC)*.

Since 2015, Gene has built the largest, fastest growing and the most active global communities: [Lean, Agile and Large-Scale Product Development](#) and [Product Management & Product Ownership](#)., totaling close to 10,000 members, from around the world. Gene is also a frequent presenter and panelist, publicly and privately, with a very [diverse gamut of engaging topics](#).

Gene Gendel: Responsibilities, Impact & Outcomes

Responsibilities:

The following additional facts about Gene can make him a ***great candidate for the role***:

- Historical, hands-on experience of working as a product manager and product owner
- Rich experience of training and coaching senior product managers and product owners
- Well-established and proven product-coaching approaches that include but are not limited to:
 - defining product vision, mission, strategic objectives, product canvassing, customer journey mapping, user story mapping, optimizing a product definition (expanding and narrowing), strategic product road-mapping (identifying requirement areas for large products, defining product backlogs and area backlogs)
 - distinguishing between technical domains (e.g. components, applications, interfaces, layers, etc.) and real products and product requirement areas
 - deciding and advising on metrics, by delineating between meaningful and 'vanity' metrics
 - advising/consulting on organizational and team design that are consistent and supportive of adaptive product development
 - providing guidance in certain underserved areas that are critical for successful product development: budgeting/funding and HR norms & policies
- Familiarity with common failures and conditions for success in becoming a product organization
- Possession of all of the qualifications listed in the role description, and substantially more

Impact and Outcomes:

Gene has been driving high-impact, cost-optimization initiatives by leading cross-functional teams across product, engineering, legal, marketing, and data science to define and evolve scalable, customer-facing solutions. Gene has owned strategic product roadmaps, technical architecture evaluations, and global product launches while delivering against high-visibility, company-wide goals. Gene has established and tracked clear KPIs and OKRs to guide prioritization, maximize ROI, and ensure alignment with business objectives. Through data-driven decision-making and operational excellence, Gene has consistently improved customer experience, increased conversion, and reduced direct costs by influencing system architecture and optimizing processes across complex stakeholder environments.



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<https://www.scrumalliance.org/community/profile/ggendel>



Certified Enterprise & Team Coach (CEC-CTC) | Certified Large Scale Scrum Trainer (CLT) & Coach (CLC)
Senior organizational design consultant, coach, trainer and mentor • Many years of experience, working at all organizational levels • Expert in various engagement and system modelling techniques • Experience in leading multi-team, enterprise-wide agile transformations at companies of various sizes • Acknowledged public speaker, panelist, author-publisher • Global community leader • Co-creator & mentor of leading certification programs (Scrum Alliance) • Highly experienced in building internal agile communities and high-quality educational curricula

Client Engagements (20+ years)

Title/Role	Client Organization	Dates
Organizational Design Consultant, Coach and Trainer <i>Managing Partner of KSTS Consulting, LLC</i>	Rabobank, McKinsey, J&J, Accenture, Wells Fargo, JPMorgan, BamTech (end-clients: USAF, Pentagon)	04/2018 - Present
Senior Business & Organizational Agility Coach	JPMorgan	08/2013– 04/2018
Senior Business & Organizational Agility Coach	McGraw Hill – Platts & Aviation Week	04/2011– 08/2013
Senior Agile Coach	Guidepoint Global, Inc	09/2010 – 3/2011
Senior Agile Coach	McGraw Hill - Standard & Poors	04/2010 – 1/2010
Senior Agile Coach	N-iX Partners	06/2010 – 9/2010
Senior Scrum Master	Second Market Holdings	05/2009 – 4/2010
Senior Scrum Master	NYC Economic Dev. Corp. (end-client NYC gov't)	05/2008 – 2/2008
<i>Multiple full-time & consulting roles</i>	<i>Credit Suisse, AIG, Fitch Ratings, Prudential, other</i>	<i>10/1997 – 05/2008</i>

Functional Areas of Expertise and Focus of Work

- Organizational: focusing on structure, culture, values & maturity (KPIs), OKRs at all organization levels
- C-level support: developing agile & lean leadership mindset and modern management practices for executives
- Team-level: professional-grade coaching of scrum masters, product owners, product managers and stakeholders
- Business Agility: supporting LOBs and products groups, in finding their own ways of becoming business resilient
- Productization: helping organizations define product operating models and product-centric org structures
- Guide-level: knowledge of Scrum, Kanban, scaling (S@S, SAFe) and de-scaling frameworks (LeSS, Nexus)
- Enterprise-wide educational content: building top-quality (highest industry standards) training materials
- Technical Excellence: promoting ATTD, TDD, CI/CD, DevOps, unit testing, test automation and code quality
- Measurements & Metrics: guiding on what is considered relevant, reliable and useful data
- Communities: building internal communities for functional learning (e.g. scrum masters and product managers)
- HR: helping develop careers, performance management, promotion/comp. supportive of product operating models
- Budgeting: guiding to adopt dynamic budgeting, shifting from projects/programs/portfolios, to products
- Marketing/Sales: incorporating agile ways of working into organizational domain beyond technology and products
- Tooling: optimizing e-tools/techniques (Jira, Rally, Version1, VSTS/TFS) to support teams and executives
- Documentation: consulting on standardizing minimal viable documentation to support required processes

Additional Online References:

[Complete Bio](#) | [Industry Credentials](#) | [Clients](#) | [Services](#) | [Publications](#) | [Presentations](#) | [Online Resume](#)

Education:

New York University (NYU), 1990-1994

KSTS Consulting: General Scope of Services

Below is the list of supporting services, available on-demand, through KSTS Consulting.

•**Organizational Design (OD) Workshop For Executive Management**– this is private a session, in which participants will collectively address multiple organizational design problems, including teams- and department structure, HR norms and policies (career path/promotion/compensation), site strategies, budgeting and finance, as well as an overall business agility (adaptiveness).

- On-site and virtual
- Cost: negotiable (hourly or daily rate, or flat rate)

•**Initial and recurrent organizational assessment**: – the focus is on communication and reporting structure, HR norms and policies (e.g. career path, incentives, promotions), budgeting approaches, site strategies and more. This is crucial element of any transformation effort, as it helps an organization to reflect on its initial state and ongoing progress.

- On-site and virtual
- Cost: negotiable (hourly or daily rate, or flat rate)

•**Executive and enterprise coaching. Individual, single team and multi-team coaching** – this represents a few different coaching focus areas and varies in scope and depth of coaching content delivered, based on the audience.

- On-site and virtual
- Cost: negotiable (hourly or daily rate)

•**Internal support, tailored to raise internal talent: scrum masters and coaches (highest industry standards)**– the main purpose of this type of offering is to cultivate and support internal talent, in order to ensure long-term capabilities and autonomy.

- On-site and virtual
- Cost: negotiable (hourly or daily rate)

•**Ala carte list of trainings: Agile, Kanban, Scrum, Large Scale Scrum, Lean and more** – this is very wide array of various topics of interest, covered in structured training

- On-site and virtual
- Cost: negotiable (hourly or daily rate)

•**“SAFe Recovery” Program** – gradual steps to address adverse effects of long-term SAFe implementation, while avoiding “big-bang”, large-scale radical changes and disruptions to BAU

•**Large Scale Scrum Training** – this is a deep dive in organizational design and system dynamics, through system thinking and modelling. LeSS teaching can come in the form of *certified* and *not certified* courses, and they are geared towards product developers, business users and executive managers. Typically, HR and budgeting people also need to attend.

- On-site and virtual
- Cost: negotiable (cost per student of flat rate)

•**Product Discovery & Business Agility Workshop** – this offering is most effective, when delivered after LeSS training. It covers customer centricity, product definition and discovery, story mapping, customer journeys and much more.

- On-site and virtual
- Cost: negotiable (flat rate)

•**Lunch and Learn sessions: general and tailored topics** – this is a great opportunity to take advantage of light-weight, informal knowledge sharing discussions, ran as community events and delivered by an expert, experienced public speaker and facilitator

- On-site and virtual
- Cost: complimentary

•**Short introductory and general consulting session** – this is a friendly meet & greet session with an expert professional, and it usually involves decision makers and people that have organizational design-changing authority and control of budget

- On-site and virtual
- Cost: complimentary