Gene Gendel' Self-Introductory Note

General:

Gene Gendel is an organizational design consultant, business agility and product coach. Gene is one of very few people who has been honored the status of Certified Enterprise Coach (CEC) – EMERITUS – something that can be only earned after 10 years of successfully holding the credential of CEC (by Scrum Alliance). Gene is also one of the co-creators and holders of Certified Team Coach (CTC). *These are the highest coaching credentials known in the industry.*

Gene is one of very few, globally, Certified Large Scale Scrum (LeSS) Trainers/Coaches, whose training and coaching are heavily focused on organizational design, business resilience *and* business agility, product development *and* product management, as well as customer centricity.

Gene is globally recognized thought leader, for his strong focus on *organizational design* and *product centricity*. Gene has gained this experience thorough decades of deeply embedded coaching and consulting with product groups and various lines of business for a wide variety of organizations.

Gene's, organizational design teaching and system thinking are strongly geared towards product lean, adaptive, large-scale product discovery and development. Gene's 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 a well known public community builder. He has built some of the biggest global product communities, totaling to about 10,000 people: Lean, Agile and Large-Scale Product Development and Product Management & Product Ownership.

Gene is a frequent public and private guest – speaker, who builds his topics very closely to his own, rich experience of product coaching, product management and product ownership (examples).

Details:

The following additional facts about Gene can make him a ***very suitable candidate for the role of a product coach***:

- Historical, hands-on experience with product management and working closely with product managers
- Rich experience of training and coaching senior product managers and *empowered* product owners
- Well-established and proven product-coaching approaches that include but are not limited to:
    - defining product vision, mission, strategic objectives, product canvasing, 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 successful adaptive product development
    - providing guidance in certain areas that are critical for successful product development, yet being frequently overseen: budgeting/funding and HR norms & policies
- Intimately familiar with common failures and conditions for success in becoming a product-centric organization
- Unequivocally, has all of the qualifications listed in the role description but can offer substantially more

Summary

Gene sees the role of a Product Coach, as very closely related to his own, primary line of work and as a great opportunity to bring to a table some unique personal assets that shall make others succeed.

Gene's functional resume (second page of this document) lists most of his past work engagements and the list of additional functional expertise areas that he has developed of the years.

Gene Gendel

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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 *Managing Partner of KSTS Consulting, LLC*	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 & Poor's	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
Multiple full-time & consulting roles	*Credit Suisse, AIG, Fitch Ratings, Prudential, other*	*10/1997 – 05/2008*

Functional Areas of Expertise and Focus of Work

● (Re)assessment: focusing on structure, culture, values & maturity (KPIs), OKRs, at team and organization levels
● Professional education: training and coaching (with certification, on-demand), consulting and mentoring
● C-level support: developing agile & lean agile leadership mindset and modern management practices
● Business agility: training/coaching customers and users (value stream mapping, strategic planning, user centricity)
● Creation of educational content: building top-quality (highest industry standards) training materials

● Basic frameworks: Scrum, Kanban, ScrumBan - role modelling, training and coaching for key skills/competencies
● Events & artifacts: helping to establish and bring to maturity team-level norms and working agreements
● Roles & Responsibilities: coaching Scrum Masters, Product Owners, teams members and other key roles
● Communities: building internal communities for functional learning (e.g. Scrum Masters, Product Owners, testers)
● Technical Excellence: promoting ATTD, TDD, CI/CD, DevOps, unit testing, test automation and code quality

● HR: developing career paths, performance management, promotion/compensation/incentives for employees
● Budgeting: developing rolling-wave/dynamic and iterative/flexible budget plans
● Vendor Management/Legal: assisting with design of agile contracts and SLAs with 3rd parties (vendors, partners)
● Marketing/Sales: incorporating agile ways of working and augmenting with traditional agile teams (Scrum)
● Site Strategies: advising on optimal geographic/time-zone positioning of teams, to maximize collaboration/synergy

● Scaling frameworks: "rehab"-coaching support to organizations and teams that have been impacted by SAFe
● Projects/programs/portfolios: improving organizational design, reporting and communication structure
● Traditional roles: coaching & mentoring PMs, BAs, manual testers to successfully adjust to agile ways of working
● Tooling: optimizing e-tools/techniques (Jira, Rally, Version1, VSTS/TFS) to support needs of remote teams
● Documentation: consulting on standardizing minimal viable documentation to support agile processes

College 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