# Gene Gendel

gg_nyc@yahoo.com | 747-200-7979

**New York, NY**
http://www.keystepstosuccess.com/
https://www.linkedin.com/in/ggnyc
https://less.works/profiles/gene-gendel
https://www.scrumalliance.org/community/profile/ggendel

# Cover Letter & Professional Biography

**Gene Gendel** is an industry veteran, who started his personal career journey in late 90s when he was heavily influenced, including extensive personal interaction, by authentic work of the very original community of agile entrepreneurs and practitioners (Agile Manifesto co-signers and Scrum co-creators)

Gene is the co-founder of **KSTS Consulting -** the only company in the United States that has the designation of a Certified LeSS Coaching Company. Gene is one of very few, globally, **Certified Large Scale Scrum (LeSS) Trainers-Coaches** – the credential that he earned through years of intense hands-on work and writing the case study.

Gene is a system thinker, organizational-design consultant, adaptive and lean coach and trainer, and an independent adviser to senior leadership. Gene is a widely recognized, world-class trainer and instructor, focused heavily on organizational design and product centricity— something he has honed over the decades of deeply embedded coaching and consulting of his clients.

Gene's clients represent a wide range of industries. Nearly 15 of his 20+ years of professional experience have been dedicated to helping companies of various sizes and lines of business improve internal dynamics, strengthen organizational structure, and create better workplaces. In his work, Gene applies diverse methods, tools, and techniques to amplify learning and ensure that his clients gain autonomy after he "coaches himself out of the job."

Over the last decade, Gene has concentrated on large financial institutions and consulting companies striving to move away from traditional budgets and portfolio/program/project decomposition toward more adaptive and flexible budgeting and clearly defined products—fostering **product-centric, customer-focused development**. His highly sought-after LeSS classes and product-discovery and definition workshops— offered both privately and publicly—are grounded in intuitive system modeling and a rich, eco-systemic perspective that integrates intra-organizational dynamics with market realities.

Gene is one of the very few professionals to be honored with the status of **Certified Enterprise Coach (CEC) – Emeritus**, a distinction earned after maintaining CEC credentials for more than ten years. He is also a co-creator and holder of the **Certified Team Coach (CTC)** designation.

Since 2015, Gene has built some of the largest, fastest-growing, and most active global communities, including **Lean, Agile and Large-Scale Product Development** and **Product Management & Product Ownership**, totaling close to 10,000 members worldwide. He is also an international speaker and panelist— both publicly and privately— presenting on a diverse range of engaging topics.

## Executive Consultant, Coach & Trainer (Founder) - KSTS Consulting - (April 2018 – Now)
**Multiple Clients: Rabobank, McKinsey, J&J, Accenture, Wells Fargo, JPMorgan, Bam Technologies (end-client: USAF, Pentagon)**
*Responsibilities & Accomplishments:*
- Led enterprise-wide transformations with strong product focus and customer centricity, emphasizing organizational design and leveraging system thinking/system modelling.  Advised on product operating models; built product-centric org structures and coached senior product managers and product owners
- Delivered training, consulting and mentoring in areas such as defining product vision/mission/strategic objectives, customer journey mapping, product discovery & definition workshops.
- Supported C-level leadership in improving organizational structure, developing lean and agile mindset, establishing OKRs/KPIs, aligning team and organizational maturity with values, culture.

*Impact & Outcomes:*
- Enabled clients to move from traditional project/portfolio decomposition toward adaptive/flexible budgeting aligned with products.
- Increased speed to market, by shortening feedback loops and cycle time, as well as by optimizing product backlogs; improved ROI through data-driven prioritization.
- Reduced organizational friction and improved customer satisfaction by redesigning structures, clarifying roles/responsibilities, and promoting transparency.

## Senior Product & Organizational Agility Coach — JPMorgan - (August 2013 - April 2018)
*Responsibilities & Accomplishments:*
- Coached multiple business units on product centricity, product discovery, customer centric development; applied organizational dynamics and system modelling to expose system root causes of problems.
- On-demand, served as Scrum Master, Product Owner & Product Manager in various coaching scenarios, leading by example to demonstrate agile practices.
- Introduced Lean-Agile leadership practices, restructured teams, established effective collaboration across product, engineering, business stakeholders.

*Impact & Outcomes:*
- Delivered measurable improvements in cycle times, increased product throughput; improved alignment of stakeholder expectations.
- Strengthened internal capability via training, professional education, establishing communities of practice (Scrum Masters, Product Owners).

## Business Agility Coach - McGraw Hill (Platts & Aviation Week)  - (April 2011 - August 2013)
*Responsibilities & Accomplishments:*
- Emphasized system thinking to align organizational structure with product definition and focus; advised on teams structure, values, maturity, and reporting.
- Designed and delivered training/coaching in customer journey mapping, user story mapping, product discovery & definition.

*Impact & Outcomes:*
- Improved customer centric product definition processes; increased efficiency in prioritization & backlog refinement.
- Enhanced transparency and accountability through establishing meaningful metrics & OKRs.

## Senior Agile Coach - GuidePoint Global, Inc. – (September 2010 - March 2011)
*Responsibilities & Accomplishments:*
- Coached teams in product and product owner roles; leading by example as Product Owner/Product Manager in pilot product initiatives.
- Focused on product operating model design, building product centricity, training in agile frameworks (Scrum, Kanban).

## Senior Agile Coach - McGraw Hill (Standard & Poor's) – (April 2010 - January 2010)
*Responsibilities & Accomplishments:*
- Introduced product discovery techniques, user story mapping; worked on aligning technical domains and product requirement areas.

## Senior Agile Coach - N-iX Partners – (June 2010 - September 2010)
*Responsibilities & Accomplishments:*
- Developed training materials for off-shore (Eastern Europe) delivery centers, to educate Scrum Masters and Product Owners.  Delivered training, followed by  individual and team-based coaching support.

## Senior Scrum Master - Second Market Holdings - (May 2009 - April 2010)
*Responsibilities & Accomplishments:*
- Led Scrum teams, coached cross-functional development, emphasizing technical excellence (CI/CD, test automation) and quality.

## Senior Scrum Master - NYC Economic Development Corp - (May 2008 - February 2008)
*Responsibilities & Accomplishments:*
- Facilitated agile adoption in public sector context; trained teams and stakeholders; introduced minimal viable documentation and working agreements.

## Multiple FTE & Consulting -CSFB, AIG, Fitch, Prudential – (October 1997 - May 2008)
*Responsibilities & Accomplishments:*
- Broad experience in product strategy, product management and product backlog prioritization
- Supported full product lifecycles: product discovery, backlog management, aligning product backlog with long-term product strategy
- Assisted senior product managers in day-to-day operation and interaction with external clients

**Impact & Outcomes (aggregated):**
- Through these roles, helped organizations improve product alignment with customer needs, reduce waste, and transition from project oriented thinking to product oriented operations.
- Built internal competence by mentoring product owners, scrum masters and product managers.

# KSTS Consulting: General Scope of Services

*Below is the list of supporting services, available on-demand, directly through KSTS Consulting, under the Copr-to-Corp engagement model. The below hyperlinks lead to online description of each item. The offered services can be delivered remotely and on site. Costs are negotiable. Some offers are complimentary.*

• **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/promotion/compensation), site strategies, budgeting and finance, as well as an overall business agility.

• **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.

• **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.

• **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.

• **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.

• **"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.

• **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.

• **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.

• **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.