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 unique candidate for the role of a product manager***:
- 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 Manager, 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
Founder & Chief Product Owner of KSTS Consulting Consultant, Coach and Trainer	Rabobank, McKinsey, J&J, Accenture, Wells Fargo, JPMorgan, BamTech (end-clients: USAF, Pentagon)	04/2018 - Present
Senior Product Coach and Manager	JPMorgan	08/2013– 04/2018
Product Manager and Senior Business Agility Coach	McGraw Hill – Platts & Aviation Week	04/2011– 08/2013
Senior Product Owner/Manager (coaching function)	Guidepoint Global, Inc	09/2010 – 3/2011
Senior Product Owner/Manager (coaching function)	McGraw Hill - Standard & Poors	04/2010 – 1/2010
Senior Product Owner/Manager (coaching function)	N-iX Partners	06/2010 – 9/2010
Senior Product Owner/Manager (coaching function)	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

Strategic Vision & Alignment
- Defined clear product vision, mission, and strategy, ensuring alignment with organizational goals and market opportunities
- Translated corporate strategy into OKRs, KPIs, measuring outcomes at both team and organizational levels
- Partnered with C-suite to foster agile leadership mindsets for business agility.
- Led value stream mapping and strategic planning workshops to drive customer centricity and business adaptability

Market & Product Definition
- Conducted market analysis, competitive benchmarking, and trend identification to shape product direction
- Expanded product definitions and roadmaps by capturing emerging customer needs and opportunities
- Drove user journey mapping and usability research, ensuring intuitive design and customer experiences
- Applied user story mapping to create high-impact product backlogs prioritized by value delivery

Budgeting, ROI & Capacity Management & Tooling
- Managed iterative, flexible budgeting cycles using rolling-wave planning to maximize ROI
- Balanced capacity, resources across teams, products, and geographies.
- Collaborated with vendors and legal teams to structure agile contracts, SLAs, and partnerships
- Optimized tooling ecosystems (Jira, Rally, VersionOne, VSTS/TFS) to support distributed agile product teams.

Execution & Prioritization
- Drove adoption of Scrum and Kanban for simple products, and Large-Scale Scrum (LeSS) for large products.
- Contributed to improvements of org structures, reporting, and communication flows
- Owned backlog prioritization based on business value, customer impact, and ROI
- Facilitated collaboration between users, customers, stakeholders, and development teams

Learning & Education
- Created top-quality training content for Product Managers, Product Owners, and stakeholders.
- Delivered professional education, coaching, and certification programs, to elevate product management competencies
- Built internal communities of practice for Product Owners and Managers, to foster shared learning and excellence
- Spearheaded "rehab" coaching and mentoring for true agility in SAFe-like environments
- Educated and led transition from project, program, and portfolio budgeting to product budgeting

***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