

Organizational Transformation in

Digital Orthodontics:

From Silent Component Teams to Truly Cross-Functional Teams

presented by: Gene Grendel

of



<https://www.keystepstosuccess.com/>

to



About Me



Gene Gendel is an 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. Gene engages at *all* organizational levels: senior- and mid-level management, teams and individuals. 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/project work decomposition, towards more adaptive/flexible budgeting and better clearly products (product-centric, customer-focused development).



Gene is the co-founder of **KSTS Consulting**, *the only company in the United States that has the credential of a [Certified LeSS Coaching Company](#)*. Gene’s, highly in-demand LeSS [classes](#), both private and public, are based on advanced system modelling and rich exosystemic perspective that includes intra-organizational dynamics and market realities.



About My Small “Me” Company



Your choice of partnership matters

One Stop-Shop For:

- ❖ Organizational and team structure and dynamics
- ❖ Executive coaching and consulting
- ❖ Individual, single team and multi-team coaching
- ❖ Upskilling Scrum Masters and Product Owners
- ❖ HR advisory: building talent and defining careers
- ❖ Training: Agile, Kanban, Scrum, Large Scale Scrum
- ❖ Workshops: product discovery & business agility
- ❖ “SAFe Recovery” Program (gradual improvements)
- ❖ Complimentary lunch & learn sessions



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My Relationship To LeSS



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Up next: [Real Life Examples & Anecdotes from Lean Agile Software Development Coach](#), 20 February, Online • [2026 Global LeSS Conference Tokyo](#), 8-9 October

Courses: [Certified LeSS Practitioner: Principles to Practices](#), 17-19 March, New York City, United States • [Certified LeSS Practitioner: Principles to Practices](#), 18-20 March, Berlin, Germany

Personal Profile



Gene Gendel

Organizational Design Consultant, Coach & Trainer



New York, New York, United States

Coaching Company: [KSTS Consulting](#)

Web Site: <http://www.keystepstosuccess.com/>

Courses by Gene Gendel



Gene Gendel is Agile Coach, Trainer and Organizational Design Agent and one of very few (around 100) Scrum Alliance Certified Agile (Enterprise & Team) Coaches (CAC: CEC/CTC) - the only one who resides in NY State today.

Gene is one of a few dozen of **Certified LeSS Trainers** and only one of the few that reside in the USA.

Gene's focus is on helping organizations and teams with improving system design and organizational structure and overall efficiency. Gene engages at all organizational levels: senior leadership, mid-level management, teams and individuals. To be effective as a coach, Gene uses various coaching tools and techniques, based on circumstances, while also leveraging elements of training and mentoring, to supplement his coaching.

Gene have successfully served small, mid-size and large companies. He has traveled to various parts of the world, while delivering agile training and coaching for his clients and employers.

Gene is an active member of local agile community (NYC), where he is known as a big proponent of community-wide, cost effective agile education. He delivers such education "to crowds" via personal presentations, organizing open-space agile collaboration workshops and retreats, group meetings and other community activities. Gene strongly emphasizes the importance and abide to 'ethics of agile coaching'.

He strongly supports Scrum Alliance (SA) in its efforts of "transforming the world of work". He is an active member of SA working group of coaches and trainers that has been involved in improving SA certification programs, by aligning them with actual concepts of agile performance. [Team Level Coaching Certification \(CTC\)](#) (Gene is one of...

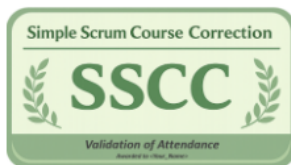
<https://less.works/profiles/gene-gendel>

My Current Training Offerings

04/25-04/26

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on EventBrite

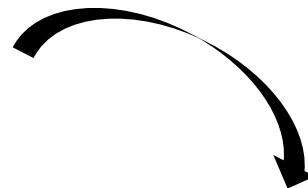
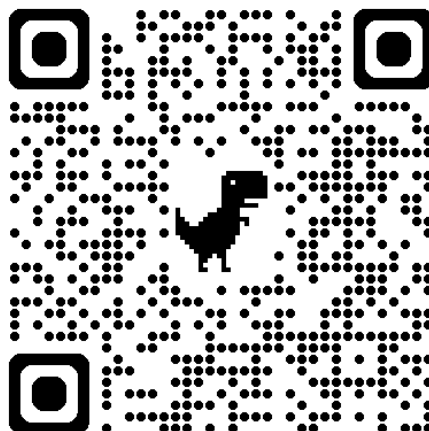
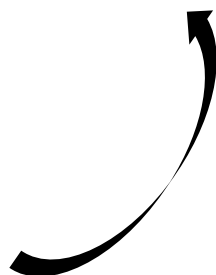
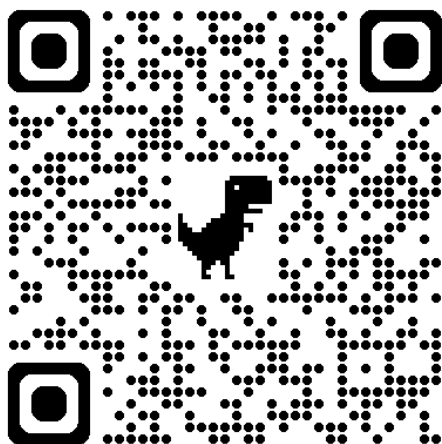
What Is SSCC?



Simple Scrum Course Correction (SSCC) is not just another certification course designed to award a badge or add letters after a name. Instead, it is a *deliberate recalibration of how Scrum is understood and taught, as a 1-day, highly interactive, small group, training session.* Exiting this course, you shall get 'Validation of Attendance', backed by a good name and reputation of

the trainer (and his company name), who delivers this course.

<https://www.keystepstosuccess.com/sscc/>



LeSS Adoptions| Training On-Demand | Self-Study | Educational Partnership | LeSS Mentoring

Upcoming LeSS Training

This course is an introduction to product-centric organizational design, business agility and resilience, in the fast-paced and constantly-changing world of GenAI. Learning Large Scale Scrum (LeSS) organizational system gives a strong competitive advantage to individuals, in today's highly marketplace.



04/25-04/26: Certified LeSS Basics

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Note: These classes are deeply discounted to make it **LATAM** – friendly. Please, reach out directly, if you have any questions.

Mentoring Towards Certified LeSS Coach (CLC) Credential

1. Do you wish to spearhead a meaningful LeSS adoption at your organization?
2. Are you interested in becoming a Certified LeSS Coach (CLC 1 and CLC 2), along the way?
3. Interested in achieving the above two goals with personal LeSS Coach mentorship?

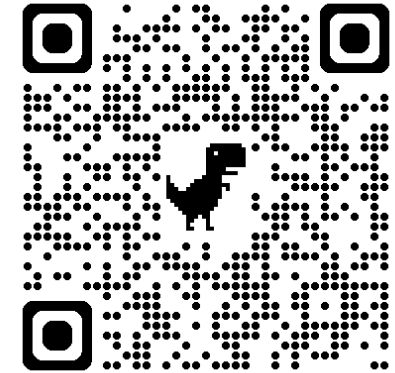
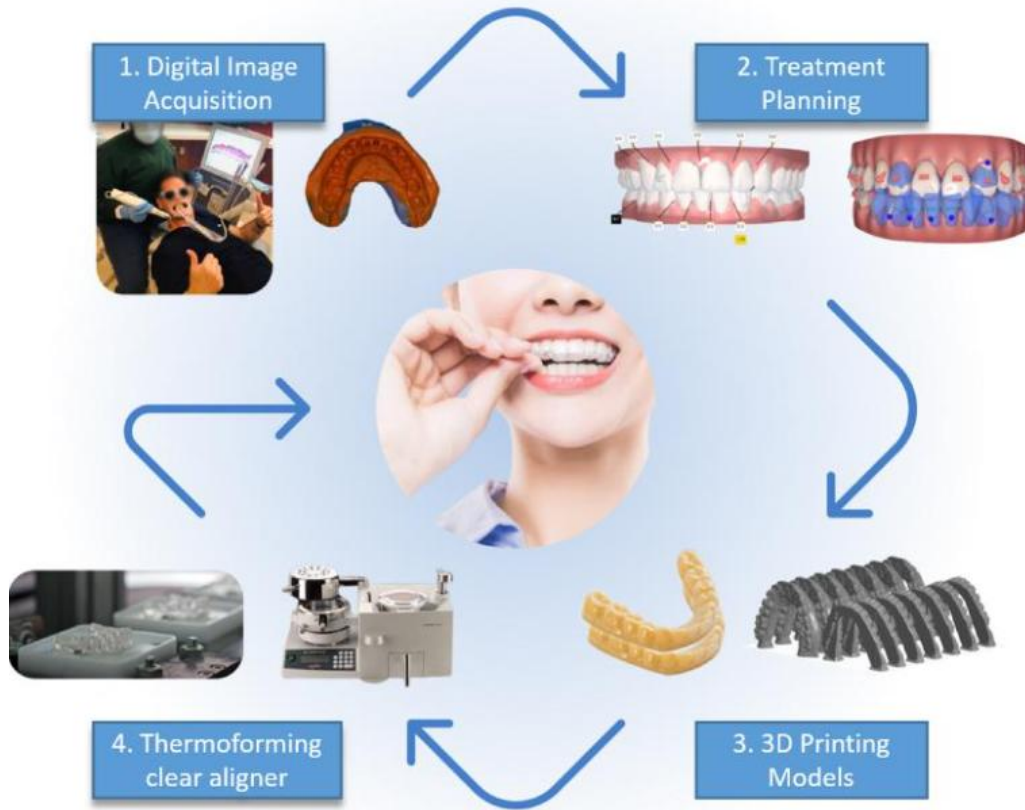
Get Mentored To Become:



Read about the program

<https://www.keystepstosuccess.com/large-scale-scrum-training/>

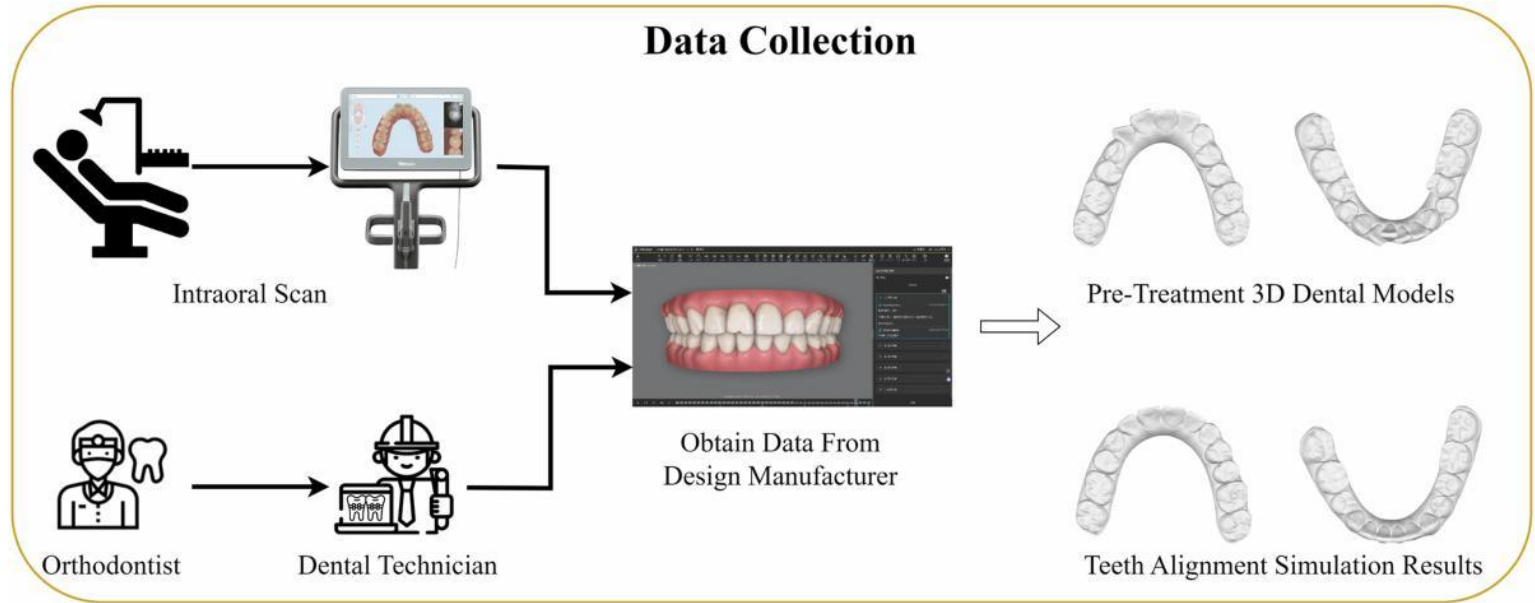
The Hidden Complexity of Digital Orthodontics



Experience report & slides

1. Integrated ecosystem (imaging, software, manufacturing, hardware)
2. Clinical data → digital planning (CBCT, intraoral scans)
3. Digital → physical translation (3D guides, aligners, implants)
4. System synchronization (software ↔ manufacturing ↔ hardware)
5. End-to-end workflow dependency (scan → surgery)

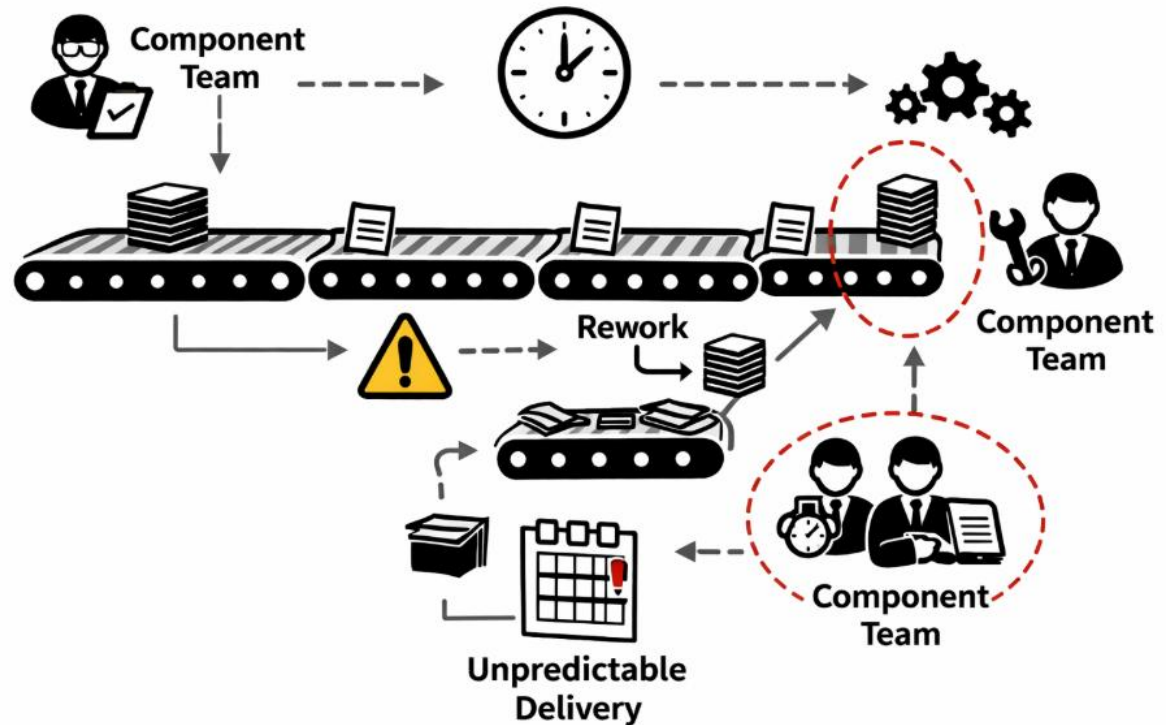
An Integrated Product... Built by Fragmented Teams



1. Component teams by specialty
2. Integrated product, fragmented ownership
3. No end-to-end team accountability
4. Heavy hand-offs across functions
5. Local optimization vs. system outcome



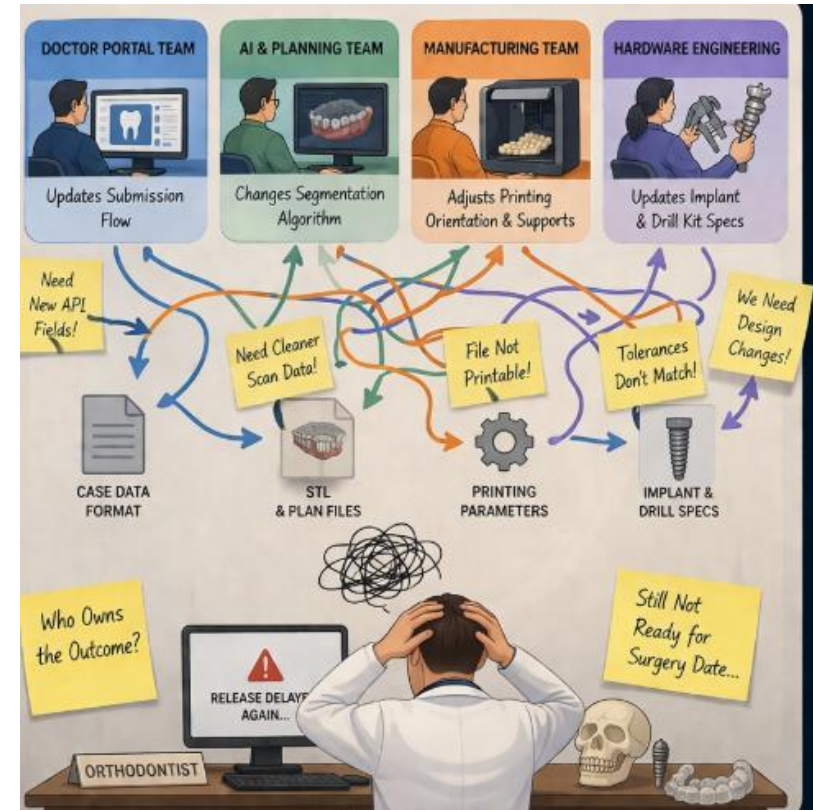
Component Teams - As Delivery Bottlenecks



1. Dependency chains & queueing
2. Excessive hand-offs & waiting
3. Bottlenecks in specialized teams
4. Rework from misalignment
5. Long cycles & unpredictable releases



Dependency Chaos: SW, HW and Manufacturing



1. Tight coupling, weak coordination
2. Changes ripple across systems
3. Waiting, blocking, rework
4. Conflicting team priorities
5. Unpredictable delivery outcomes



Experience report & slides

The Illusion of Ownership: No Outcome Ownership



1. Activity ownership \neq outcome ownership
2. Fragmented responsibility across teams
3. "Done" locally, not system-wide
4. Issues discovered too late
5. No single accountable team



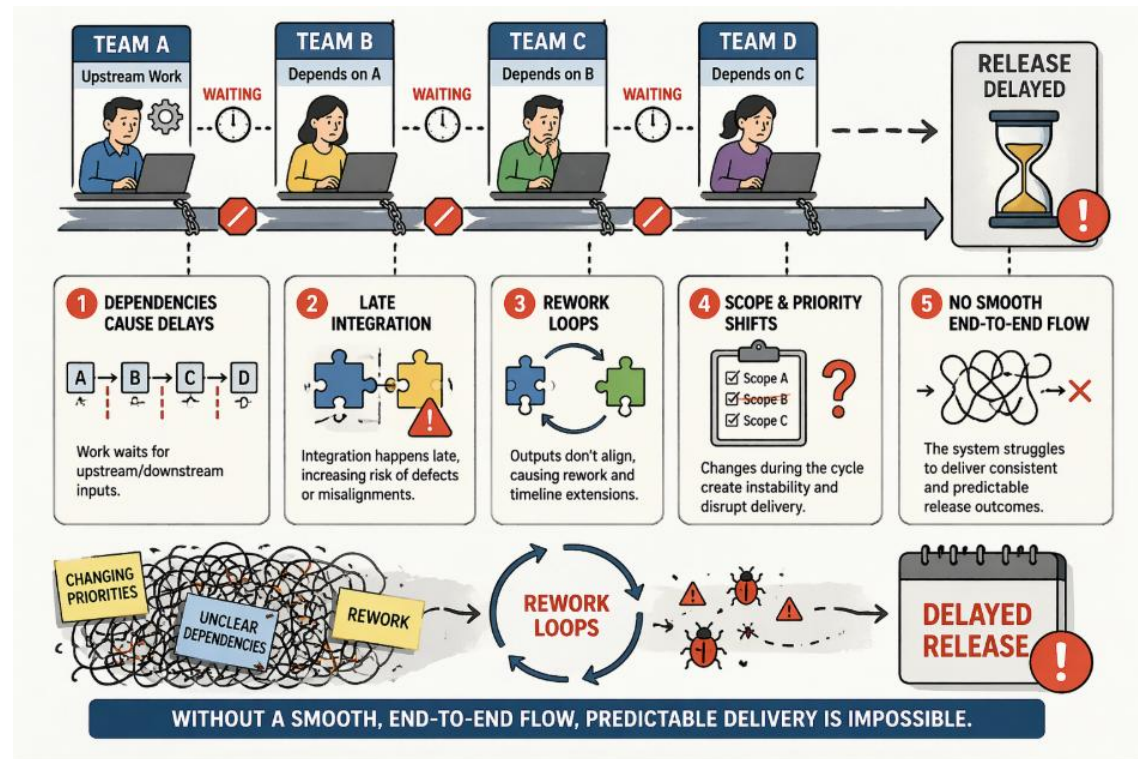
Communication Gaps Between Biz and Tech



1. Misaligned language & priorities
2. Indirect communication channels
3. Delayed feedback loops
4. Assumptions over shared understanding
5. Business intent lost in translation



Why Release Cycles Stretch Beyond Control



1. Dependency-driven delays
2. Late-stage integration risks
3. Rework loops & quality issues
4. Unstable scope & priorities
5. Lack of end-to-end flow



Management Layers vs. Real Accountability



1. More layers, less ownership
2. Control vs. accountability gap
3. Decisions far from execution
4. Escalations over ownership
5. Outcome accountability unclear



Experience report & slides

Recognizing the Need for Change



1. Systemic pain becomes visible
2. Symptoms repeat across teams
3. Goals no longer achievable
4. Friction outweighs progress
5. Shift from fixing to rethinking

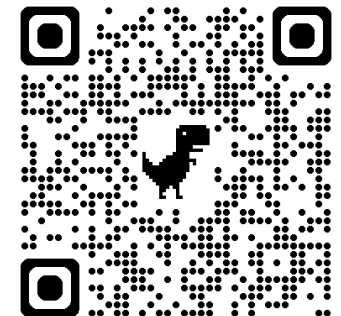


Experience report & slides

From Components to Value Streams



1. Organize around value, not components
2. End-to-end flow ownership
3. Cross-functional team alignment
4. Reduced hand-offs & dependencies
5. Direct link to customer outcome



Experience report & slides

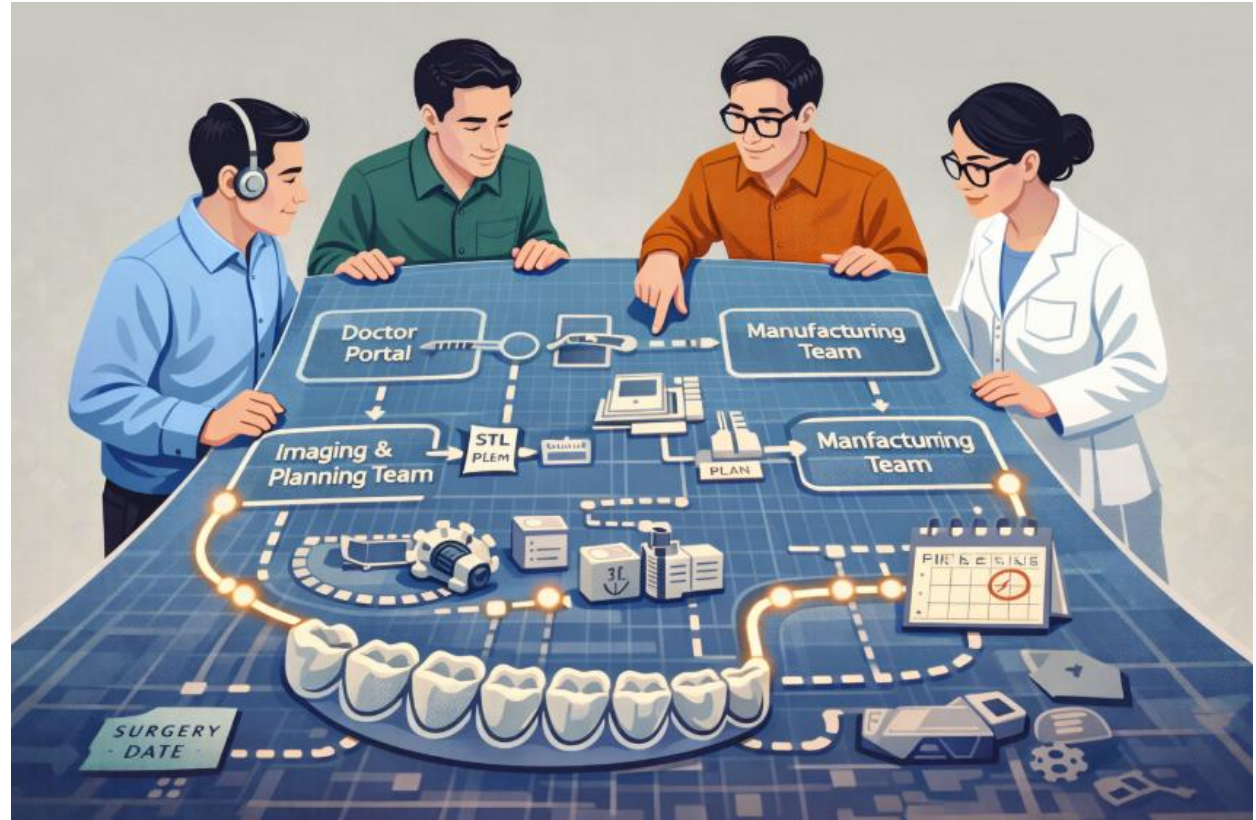
Arrival of Cross-Functional, Product-Oriented Teams



1. Cross-functional team composition
2. Product-focused ownership
3. Direct collaboration (biz + tech)
4. End-to-end delivery capability
5. Shared goals & accountability



Redesigning Around End-to-End Ownership



1. End-to-end ownership defined
2. Teams aligned to full workflow
3. Clear accountability boundaries
4. Integration built-in, not after
5. Outcome over activity focus



Bringing SW, HW and Manufacturing Together



1. Collapse domain boundaries
2. Real-time cross-discipline collaboration
3. Shared tools & workflows
4. Integrated design → build → produce
5. Faster feedback across domains



Breaking Silos: Simplifying Governance, Structure



1. Remove unnecessary layers
2. Simplify decision-making paths
3. Empower teams over hierarchy
4. Align structure to value flow
5. Governance enables, not blocks



Improving Flow: Reducing Cycle Time Dependencies



1. Minimize cross-team dependencies
2. Enable parallel work streams
3. Reduce waiting & queue time
4. Faster feedback cycles
5. Continuous end-to-end flow



Predictable Delivery: Enabling Frequent Releases



1. Stable, repeatable delivery cadence
2. Small, frequent increments
3. Reduced release risk
4. Continuous integration & validation
5. Confidence in planning & commitments



Organizational Design as a Strategic Advantage



1. Design drives performance
2. Structure enables innovation
3. Faster response to change
4. Competitive differentiation
5. Direct impact on outcomes



The Future State: C/F Teams Driving Innovation

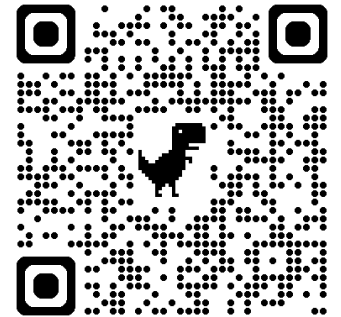


1. Continuous innovation mindset
2. Teams drive product evolution
3. Rapid experimentation & learning
4. Tight customer feedback loops
5. Scalable, adaptive organization



Experience report & slides

Q & A



Experience report & slides

Synopsis

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- KSTS Consulting: <https://www.linkedin.com/company/ksts-consulting/>

On Meetup:

<https://www.meetup.com/large-scale-scrum-less-in-nyc/> (close to 6500)