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Cover Letter & Professional Biography

Gene Gendel is an industry veteran who began his career in product management in the late 1990s after graduating from NYU. Early in his journey, he was strongly influenced by the original Agile Manifesto community and Scrum co-creators. Gene is the co-founder and Chief Product Manager-Owner of KSTS Consulting, a US-based Certified LeSS Coaching Company. He is one of the few globally recognized Certified Large Scale Scrum (LeSS) Trainers-Coaches and also holds the rare distinction of Certified Enterprise Coach (CEC) – Emeritus. In addition, he is a co-creator and holder of the Certified Team Coach (CTC) designation.

Gene approaches these challenges as an organizational system rather than a collection of isolated delivery problems. His [Organizational Design](#) work examines the relationships among product strategy, organizational structure, leadership, governance, team design, roles, HR practices, budgeting, and decision rights.

Product Management and Product Ownership are central to Gene's work. He began his career in Product Management in the late 1990s and has spent many years both practicing the discipline and coaching Product Managers and Product Owners. His [Product Discovery, Definition & Management](#) and product-centric organizational system teaching with Large-Scale Scrum emphasizes simplifying organizational structures, strengthening Product Ownership, reducing dependencies, and developing durable cross-functional teams rather than solving scaling problems by adding more coordination layers.

In today's rapidly evolving world of generative and agentic AI, Gene combines deep expertise in Lean-Agile product development, organizational design, and systems thinking with advanced AI capabilities focused on modernizing how product organizations operate and how AI models evolve to compliment human work. He specializes in building customized GPTs, AI copilots, and intelligent automation solutions that improve product discovery, backlog refinement, stakeholder collaboration, prioritization, and delivery workflows. Using technologies such as OpenAI, Claude, GitHub, Zapier, and Python scripting, Gene develops practical AI agents and orchestration frameworks that enhance the daily work of product managers, Product Owners, Scrum Masters, Agile coaches, and leadership teams. His work bridges enterprise agility, adaptive product management, and AI-driven productivity, helping organizations create scalable, customer-focused operating models that accelerate innovation and improve outcomes. Gene has incorporated generative and agentic AI into Product Management and Agile delivery. Gene has also developed his own specialized [AI Assistants for Product Management, Agile Business Requirements, and Agile Operating-Model Health Checks](#).

Throughout his career, Gene has balanced coaching, training, and hands-on leadership while helping organizations move away from traditional portfolio/program/project decomposition toward [Lean Portfolio Management\(LPM\)](#) adaptive funding models and clearly defined, customer-centric products. Gene's published [Experience Reports](#) reflect work across financial services and investment banking, healthcare, pharmaceutical, medical devices, government, technology, hospitality, entertainment, and other complex environments.

Since 2015, Gene has built several of the world's largest [Lean, Agile, and Product Management communities](#), totaling more than 8,000 members globally. He is also an international speaker, panelist, trainer, and adviser to senior leadership and product organizations.

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Coach, Trainer, Chief Product Owner & Co-Founder- KSTS Consulting - (April 2018 – Present)

Multiple Clients: Rabobank, McKinsey, J&J, Accenture, Wells Fargo, JPMorgan, Bam Technologies (end-client: USAF, Pentagon)

Dual 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.

Evaluator (Contractor) — Mercor - (August 2026–Present)

Responsibilities & Accomplishments:

- Providing human expertise to help improving AI models for top AI Labs, focusing on the following domains:
 - General business strategy / management / implementation planning) / Process improvement / SOPs
 - Product launch / experiment readiness / Product management / roadmap / PRD
 - Software / AI / IT / data / document/deck production QA
 - Training / onboarding / L&D / People ops / recruiting /
 - Real estate / hospitality

Gained a unique perspective on AI's strengths and limitations by observing where AI excels—and where human expertise, judgment, context, and creativity remain essential—across different business domains and dimensions

Impact & Outcomes:

- Improved AI model quality by evaluating AI-generated work assets for accuracy, completeness, relevance, presentation quality, and alignment with professional standards.
- Applied deep domain expertise and human judgment to identify weaknesses, provide structured feedback, and help AI models produce more accurate, polished, and business-ready outputs.

Senior Product Manager & Organizational Agility Coach — JPMorgan - (August 2013–April 2018)

Dual 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).

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Product Manager & Agile Coach - McGraw Hill (Platts/Aviation Week) - (April 2011–August 2013)

Dual Responsibilities & Accomplishments:

- Emphasized system thinking to align organizational structure with product definition and focus; advised on teams structure, values, maturity, and reporting though team-based and individual coaching.
- Delivered training in customer journey mapping, user story mapping, product discovery & definition.

Impact & Outcomes:

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

Senior Agile & Product 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 Scrum, Kanban

Senior Product Coach / Product Owner - McGraw Hill (Standard & Poor's) – (April 2010–Jan 2010)

Dual Responsibilities & Accomplishments:

- Introduced product discovery techniques, user story mapping; worked on aligning technical domains and product requirement areas.

Senior Agile Coach / Product Manager - 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.

Scrum Master/Product Owner - NYC Economic Development Corp - (May 2008–Feb 2008)

Dual Responsibilities & Accomplishments:

- Facilitated agile adoption in public sector context; trained teams and stakeholders; introduced minimal viable documentation and working agreements.

Multiple FTE & Consulting / Product -CSFB, AIG, Fitch, Prudential – (Oct 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.

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Tooling

- Experienced with enterprise Agile delivery and work-management platforms, including TFS/VSTS, Azure DevOps, Jira, and Rally, using them not only for day-to-day execution but also as sources of meaningful operational and strategic insight.
- Skilled in supporting backlog management, product planning, requirements and user-story tracking, sprint and release planning, dependency management, workflow configuration, and cross-team coordination across complex enterprise environments.
- Experienced in designing and interpreting tactical and strategic metrics for delivery teams, product leadership, portfolio stakeholders, and senior executives, including flow, throughput, cycle time, lead time, predictability, capacity, work-in-progress, dependency trends, backlog health, release progress, value delivery, risks, and portfolio-level performance indicators.
- Able to translate detailed team-level data into concise executive reporting, dashboards, trends, and decision-support views that help leadership understand organizational health, delivery constraints, investment effectiveness, and progress against strategic objectives.
- Brings strong experience applying these capabilities in Lean Portfolio Management and product management contexts, connecting portfolio priorities, investment themes, products, initiatives, features, and team-level work while improving visibility across strategy and execution.
- Comfortable working across multiple products, teams, programs, and portfolios to establish consistent reporting practices, improve transparency, support evidence-based prioritization and governance, and align tooling with Lean, Agile, product operating models, and business outcomes rather than allowing tools or framework mechanics to dictate how the organization works.

Certifications & Credentials

Holder of Scrum Alliance’s guide-level Certified Enterprise Coach – Emeritus (CEC-E) credential and a highly recognized contributor to the global CEC community. His work and reflections on the evolution of professional Agile coaching have been featured by Scrum Alliance: <https://resources.scrumalliance.org/Article/reflections-journey-ctc-cec> .

Over the course of his career, he has made significant contributions to the development and advancement of professional Agile credentials and practitioner capabilities, including:

- 2010–2011: Contributed to the development of PMI’s entry-level Agile certification, the PMI Agile Certified Practitioner (PMI-ACP).
- 2014–2015: Contributed to the development of Scrum Alliance’s guide-level Certified Team Coach (CTC) credential.
- 2015–2024: Served as a major contributor to the training, mentoring, and coaching of CSPO and CSM aspirants and candidates, helping practitioners strengthen both their practical capability and professional readiness.
- Holds the distinction of being one of a very small number of professionals globally recognized as both a Certified Large-Scale Scrum Coach and Trainer (CLC/CLT).
- Brings deep expertise in Lean Portfolio Management (LPM), including the practical customization, adaptation, and improvement of SAFe implementations to better fit client-specific organizational structures, operating models, and transformation needs.

This combination of credential development, practitioner education, enterprise coaching, large-scale product development, and framework adaptation reflects a career-long contribution to the evolution of Agile, Lean, product management, and organizational transformation practices.

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.