

Gene Gendel

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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 then 8,000 members globally. He is also an international speaker, panelist, trainer, and adviser to senior leadership and product organizations.

Gene Gendel's Professional Resume – *page 1*

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

Provide executive advisory, enterprise- and team-level coaching, Product Management consulting, and organizational design services across financial services, healthcare, professional services, government-related technology environments, and AI model evaluation.

Focus on building customer-centric product organizations, strengthening Product Ownership, developing cross-functional teams, and aligning organizational structures, governance, funding, and delivery practices with business objectives.

Combine executive-level organizational coaching with hands-on product development support, enterprise Agile tooling configuration and migration, operational metrics, and executive reporting.
Emphasize organizational simplification, reduced bureaucracy and management overhead, practical improvements to product delivery, and the elimination of unnecessary coordination structures rather than framework-driven complexity.

KSTS Consulting — Client Engagements

Phoenix Outcomes / Farmer Mac - Enterprise Product Management & Org. Agility Coach

February 2026 – Present

Responsibilities & Accomplishments

- Advise senior business and technology leadership on strengthening product-centric operating models, clarifying Product Ownership, and aligning product strategy, organizational structures, and delivery practices with business objectives.
- Coach Product Managers, Product Owners, Scrum Masters, and cross-functional teams on product discovery, backlog prioritization, refinement, Scrum and Kanban practices, and incremental delivery of customer-focused solutions.
- Apply systems thinking to examine organizational dependencies, fragmented decision rights, management practices, and coordination structures that create delivery bottlenecks and reduce team effectiveness.
- Support organizational simplification by challenging unnecessary governance layers, excessive coordination activities, and framework-driven complexity. Work with leadership to strengthen product-level accountability, streamline decision-making, and reduce reliance on intermediate management functions.
- **Jira-to-Azure DevOps Cloud Migration:** Lead the full migration from internally hosted Jira to cloud-based Azure DevOps, addressing migration planning, backlog and work-item mapping, workflow configuration, historical data continuity, Scrum iteration structures, Kanban policies, stakeholder adoption, and the transition of operational and executive reporting. Configure Azure DevOps to support delivery flow, product planning, dependency visibility, and executive metrics without reproducing unnecessary complexity from the legacy environment.

Impact & Outcomes

- Strengthen alignment between executive priorities, Product Management decisions, and cross-functional delivery while supporting clearer accountability and more effective organizational collaboration.
- Establish a more integrated cloud-based work-management environment, improving transparency into delivery flow, organizational impediments, product priorities, and management decision-making.

Gene Gendel's Professional Resume – *page 2*

Mercor - AI Model Evaluator (Contractor)

August 2026 – Present (concurrent)

Responsibilities & Accomplishments

- Provide human domain expertise to support the evaluation and improvement of AI models developed for leading AI laboratories, emphasizing the accuracy, completeness, professional relevance, and practical applicability of AI-generated business deliverables.
- Evaluate AI-generated materials covering business strategy, management, implementation planning, process improvement, standard operating procedures, and organizational operations.
- Assess Product Management deliverables, including product roadmaps, Product Requirements Documents (PRDs), launch readiness materials, experiment planning, and related product development artifacts.
- Review software, AI, IT, data, document production, and presentation deliverables for professional quality, logical consistency, completeness, and alignment with business expectations.
- Evaluate professional materials supporting training, onboarding, Learning & Development, People Operations, recruiting, real estate, and hospitality, applying human judgment to identify gaps in reasoning, context, and practical usability.

Impact & Outcomes

- Contribute to AI model improvement through structured evaluations and actionable feedback addressing accuracy, relevance, completeness, and professional standards.
- Help distinguish effective AI-generated deliverables from outputs requiring additional human expertise, contextual interpretation, and business judgment.

Bam Technologies (End Client: USAF/Pentagon) - Enterprise Agile & Product Delivery Coach

August 2025 – January 2026 (concurrent)

Responsibilities & Accomplishments

- Support product and technology delivery leadership in applying Lean-Agile principles within a complex government-related environment, emphasizing clear Product Ownership, stakeholder alignment, and incremental delivery.
- Coach Product Owners, Scrum Masters, and cross-functional teams on backlog refinement, work decomposition, prioritization, and the identification of organizational impediments.
- Work with leadership and delivery practitioners to examine cross-team dependencies, decision-making constraints, and coordination practices affecting product delivery.
- Support the simplification of delivery governance by challenging redundant coordination activities, excessive reporting requirements, and organizational handoffs that delay decisions without improving transparency or accountability.
- **Jira:** Configure Scrum sprint cadences, Kanban workflow states, work-in-progress controls, and dependency tracking. Maintain operational and executive reporting views for throughput, cycle time, backlog health, blocked work, and emerging delivery risks.

Impact & Outcomes

- Strengthen transparency across product management, technical delivery, and leadership activities.
- Improve visibility into delivery dependencies and organizational impediments while supporting clearer prioritization, stakeholder communication, and continuous improvement.

JPMorgan - Enterprise Product Management & Organizational Agility Coach

April 2024 – July 2025

Responsibilities & Accomplishments

- Coached senior Product Managers, Product Owners, and technology leadership on product-centric operating models, customer-focused prioritization, and the relationship between organizational design and delivery effectiveness.
- Applied systems thinking and organizational modeling to identify dependencies, decision-making bottlenecks, fragmented ownership, and management practices that constrained product development.
- Facilitated alignment between executive stakeholders and delivery teams, helping distinguish genuine organizational impediments from issues that could be addressed through local team improvement.
- Advised leadership on simplifying governance and coordination practices, reducing unnecessary management handoffs, and strengthening accountability within product-focused, cross-functional teams.
- **Azure DevOps:** Configured Scrum iteration structures, sprint cadences, Kanban board policies, and workflow reporting. Developed executive-facing views of throughput, cycle time, work-in-progress, backlog health, delivery dependencies, and product progress without relying on cross-team velocity comparisons.

Impact & Outcomes

- Strengthened alignment between executive priorities, Product Management decisions, and cross-functional delivery.
- Improved transparency into organizational impediments and delivery constraints, supporting evidence-based leadership decisions and more effective product prioritization.

Wells Fargo - Senior Product Management & Lean Portfolio Management Coach

January 2023 – March 2024 (concurrent)

Responsibilities & Accomplishments

- Advised senior product and technology leadership on strengthening product operating models, clarifying Product Ownership, and aligning business strategy with customer-focused product development.
- Coached Product Managers and Product Owners on product vision, strategic objectives, backlog prioritization, and the relationship between product investment decisions and incremental value delivery.
- Facilitated executive discussions on Lean Portfolio Management, adaptive funding, governance, and the organizational consequences of project-based budgeting and fragmented accountability.
- Challenged organizational structures that separated investment decisions, product priorities, and delivery accountability across multiple management layers. Promoted clearer product-level decision rights and reduced dependency on intermediate coordination functions.
- **VSTS/TFS:** Configured work-item structures, Scrum iteration cadences, Kanban workflow states, and delivery reporting views. Supported executive dashboards connecting product priorities with throughput, cycle time, work-in-progress, dependencies, and delivery risks.

Impact & Outcomes

- Strengthened alignment between product strategy, investment priorities, and team-level execution.
- Improved management visibility into product delivery constraints while supporting more informed governance, funding, and product-level accountability decisions.

Accenture - Enterprise Agile Coach & Organizational Effectiveness Consultant

October 2021 – January 2023 (concurrent)

Responsibilities & Accomplishments

- Delivered executive, Product Owner, Scrum Master, and team-level coaching focused on strengthening product-centricity, organizational effectiveness, and the practical application of Scrum, Kanban, and Lean principles.
- Coached internal Agile practitioners and delivery leaders on recognizing systemic organizational impediments, avoiding excessive framework mechanics, and strengthening cross-functional collaboration.
- Assessed organizational dynamics associated with scaled Agile implementations, including excessive synchronization, duplicated planning activities, coordination dependencies, and management reporting overhead.
- Advised leadership on simplifying SAFe-related structures and practices where additional roles, governance layers, and coordination mechanisms created complexity without improving customer value delivery. Emphasized gradual improvement over disruptive organizational restructuring.
- **Jira:** Configured Scrum sprint cadences, Kanban workflows, work-in-progress policies, and flow-based reporting. Improved dashboard structures for throughput, cycle time, lead time, delivery dependencies, and executive visibility while discouraging misleading velocity comparisons across teams.

Impact & Outcomes

- Strengthened internal coaching and Product Ownership capabilities while improving alignment between leadership expectations and team-level delivery practices.
- Supported the reduction of unnecessary framework overhead and improved the usefulness of Jira-generated operational and executive reporting

Johnson & Johnson (J&J) - Product Discovery & Organizational Agility Coach

September 2020 – September 2021

Responsibilities & Accomplishments

- Coached Product Managers, Product Owners, and cross-functional teams on customer-centric product discovery, product definition, customer journey mapping, and user story mapping.
- Facilitated workshops connecting business needs, product objectives, and delivery backlogs, helping stakeholders distinguish customer value from internally generated requirements and technical activity.
- Supported organizational design discussions addressing functional specialization, team dependencies, fragmented ownership, and the challenges of coordinating product development across business and technology groups.
- Coached product and technology leadership on strengthening cross-functional team capabilities, reducing handoffs between specialized functions, and improving direct collaboration with business stakeholders.
- **Azure DevOps:** Configured product and sprint backlogs, Scrum iteration cadences, Kanban board states, work-in-progress policies, and executive reporting dashboards. Improved visibility into backlog aging, cycle time, throughput, dependencies, and progress against product objectives.

Impact & Outcomes

- Improved the clarity of product requirements and strengthened collaboration between business stakeholders, Product Owners, and technical delivery teams.
- Increased visibility into workflow constraints and organizational dependencies affecting product delivery.

McKinsey - Enterprise Transformation & Executive Advisory Coach

April 2019 – August 2020 (concurrent)

Responsibilities & Accomplishments

- Provided executive-level coaching and organizational design advisory focused on identifying structural causes of delivery inefficiencies, including fragmented decision rights, excessive coordination layers, and misalignment between business strategy and delivery structures.
- Facilitated organizational assessments and leadership workshops examining the interaction between product strategy, governance, team topology, management behaviors, and organizational dependencies.
- Coached transformation leaders and delivery practitioners on applying Lean-Agile principles pragmatically, emphasizing durable cross-functional teams, customer-centric Product Ownership, and organizational simplification.
- Challenged the proliferation of middle-management coordination functions and framework-specific roles where they added decision latency without improving product outcomes. Advised on simplifying organizational structures and strengthening direct collaboration between product leadership and delivery teams.
- **Jira:** Configured Scrum boards, sprint cadences, Kanban workflows, work-in-progress controls, and management dashboards. Established reporting views for flow metrics, dependency trends, and organizational impediments, separating executive decision-support information from team-level execution details.

Impact & Outcomes

- Strengthened executive understanding of how organizational structure, governance, and management practices influence product delivery effectiveness.
- Improved alignment between transformation objectives, product operating-model decisions, and team-level improvement activities.

Rabobank - Enterprise Product Management & Organizational Design Coach

April 2018 – March 2019

Responsibilities & Accomplishments

- Advised senior business and technology leadership on transitioning from project-centric delivery structures toward customer-focused product operating models. Applied systems thinking to identify fragmented Product Ownership, organizational dependencies, and decision-making constraints.
- Coached Product Managers, Product Owners, and cross-functional teams on product discovery, product definition, backlog prioritization, and the distinction between customer-facing products and internal organizational or technical components.
- Facilitated executive discussions on organizational design, governance, product-aligned funding, and Lean Portfolio Management, emphasizing the relationship between management decisions and team-level delivery effectiveness.
- Supported organizational simplification by challenging unnecessary coordination layers, fragmented management responsibilities, and project-based governance structures that constrained Product Ownership and team autonomy.
- **Rally:** Configured Scrum sprint cadences, Kanban workflow states, work-in-progress visibility, and flow-based reporting. Established executive dashboard views connecting product backlog health, throughput, cycle time, and delivery dependencies with product-level priorities.

Impact & Outcomes

- Strengthened alignment between product strategy, Product Ownership, and cross-functional delivery.
- Improved executive visibility into organizational dependencies and delivery constraints while supporting product-oriented prioritization and investment discussions.

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.

Tooling - General Summary

- 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.