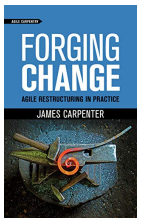
James Carpenter

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OBJECTIVE

I am seeking another executive level opportunity to positively impact the performance of a software or firmware engineering organization. A few example scenarios which could make sense include:

- Providing guidance and leadership for a Large-Scale Scrum adoption;
- Executive role in a management turnaround context for a mid-sized engineering organization;
- More narrowly focused agile coaching focused on improving the adaptability and value delivery of a set of teams; or
- Executive role building out a mid-sized development organization.

FOCUS AREAS

Anyone who skims my LeSS case study, reads the first part of my book, or watches some of my video content, will quickly realize I am not the usual fluffy agile sprinkles type of change agent. My references have and will readily affirm the same. Briefly skimming my LeSS case study will quickly reveal the depth and breadth of the changes I have helped implement ranging from changes in organizational structure and culture, to changes in engineering practices. A few common focus areas are listed below.

Business Outcomes:

- Customer satisfaction on quality and feature relevance
- Re-wiring organizational structure and thereby culture to be more nimble, open and creative
- Improved release forecast accuracy

Engineering Practices:

- Establishment of Test Driven Development, Continuous Delivery, and other elements of technical excellence
- Demonstrated improvements within a few weeks

Coaching:

- Direct and sincere leadership and guidance on the foundational assumptions, constraints, and implementation details of empirical process control using LeSS, Scrum, and Kanban

Structure, Culture, Process:

- Guiding changes in organizational structure and incentives so as to effect a more adaptive product development organization
- Effective role alignment of Engineers, Business Management and Engineering Management
- Engineering culture nurturing strong customer focus, high quality, creative problem solving, and happy fulfilled engineers

Training:

- Certified Large-Scale Scrum Trainer, one of only 4 nationally, and 26 globally
- Various participant led training, custom developed and delivered to fit the unique needs of an organization

UNDERSTANDING MY PROFESSIONAL CAPABILITIES

To obtain a deeper understanding of my professional capabilities and my thoughts on implementing a successful agile transformation I suggest the following:

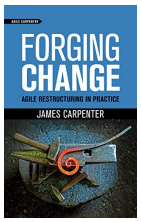
- Have a conversation with me.
- Read my LeSS case study.
- Read the written recommendations included in the last section of this resume.
- Read the foreword to my book written by David Stackleather.
- Review the first three chapters of my book, *Forging Change.*
- Review enough of this resume to appreciate the depth of my engineering and management background.

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PROFESSIONAL EXPERIENCE

Agile Carpentry, Milwaukee, WI 6/2015 – Present
Executive Agile Coach

- Certified LeSS Trainer, one of only 4 nationally, and 28 globally.
- Authored an extensive publically available LeSS case study concerning my efforts guiding the re-engineering of the organizational structure and culture at a Fortune 100 client of Agile Carpentry. (See: https://less.works/case-studies/large-server-hardware-company)
- Authored *Forging Change*, focused on real-world aspects of implementing large scale transformations.
- Design and delivery of organizational transformations.
- Design and delivery of custom agile training for multiple clients.
- Guidance of multiple LeSS, and LeSS-like adoptions.
- Studying Machine Language using scikit-learn, Keras, and TensorFlow.
- Obtained Scaled Agile SPC4.5 certification to help better communicate with clients.
- WY incorporation: 11/7/2017; W2 employment: 2/11/2018

AAA via Agile Carpentry, Costa Mesa, CA 2/2018 – 6/2019
Executive Agile Coach

- Delivered multi-day participant driven Scrum training in groups of ten to thirty for close to two hundred people. I co-trained the third day with my sponsor whenever possible. At other times, I would speak on my sponsor's behalf.
- Guided a large number of multi-day chartering events to stand up approximately two dozen teams. Most teams required a LeSS scaling strategy to coordinate work across several related teams in multiple geographies.
- Provided minor technical coaching as required and as capacity allowed. In time, several dedicated technical coaches were engaged to further assist in this effort. The technical coaches were typically deployed more narrowly to small groups of teams, leaving me more time to focus on broader organizational challenges.
- Designed a complete restructuring of the engineering hiring pipeline. This included authoring an extensive white-paper and conducting one-on-one interviews to identify the initial pilot group of interviewers. I also designed the training and launch activities for the pilot group.
- Guided management to correct a variety of severely dysfunctional team dynamics. At times this involved facilitating extended team working sessions to help teams safely flush conflicts to the surface and deal with them.
- Routinely consulted with various managers and individual contributors throughout the organization on any aspect of theory or practice requested.
- Facilitated occasional Kanban training when appropriate to a team's needs.

Cisco Systems as Independent Consultant, San Jose, CA 2/2016 – 4/2017
Executive Agile Coach @ Cisco Systems/Cloud Services Provider Group

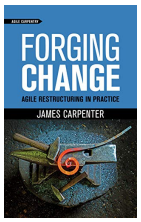
- Piloting Scrum and other agile practices in my capacity as the lead external agile consultant.
- Executive coaching and training in organizational change management during a period of very dynamic structural changes.
- Development of participant driven multi-day training for agile fundamentals, Scrum, Kanban, and technical practices.
- Development of hands-on one-day training for large scale refinement across multiple Scrum teams; including Rally usage.
- Scrum and agile process coaching, leveraging Kanban techniques and practices to help manage challenges of custom computing hardware development.
- Technical coaching predominately focused on unit testing and continuous integration. This includes unit testing within UEFI BIOS code, which I am told is a first within the BIOS industry.
- Crafting and deployment of an agile assessment framework to improve senior leadership visibility into ground level realities.
- Interviewing and selection of competent Bangalore process and technical coaches.

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cPrime 6/2015 – 7/2015
Senior Agile Coach @ Various Clients
Agile coaching, training, instructional design, and organizational transformation for all levels including executive and team level coaching with both a process and technical focus. Wide exposure to multiple clients per month.

Cisco Systems via RomeAgile, San Jose, CA 7/2014 – 3/2015
Agile Coach @ Cisco Systems/Cloud Virtualization Group

- Guided agile transformation from VP to individual contributor level within assigned program of around 130 people.
- Implemented pull based agile adoption model within assigned program.
- Assisted peers in coaching other programs as needed.
- Stood up a dozen Scrum teams within assigned program.
- Trained product owners in user story and product backlog creation.
- Delivered a half-dozen Scrum training classes.
- Performed monthly agile assessments for assigned program.
- Delivered technical coaching on test driven development and continuous delivery.

Centare, Milwaukee, WI 2/2012 – 7/2014
Agile Coach

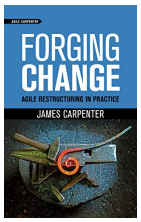
- Delivered a presentation entitled “Scaled Agile Release Process” at “Agile Indy 2013” in Indianapolis and more recently at “Keep Austin Agile 2014”. The presentation focuses on a set of behaviors, processes, and architectural design patterns that can be used to coordinate the efforts of multiple teams without the need for hardening sprints.
- Coached newly formed Scrum teams at a variety of clients in their efforts to adopt Scrum.
- Quickly identified what had been seen as a change management crisis as a team communication crisis frustrated by poor tooling and poor process paradigms at a large firmware client. To attack the root cause, I led the technical and cultural changes necessary to encourage developers to continuously integrate into a single code line. This involved:
  - extensive coaching
  - formal and informal presentations to achieve the necessary buy-in
  - deploying a continuous integration server
  - making it possible for distributed team members to commit to the same code line within the legacy source control system
  - migration to a command line build system
  - development of automated high-level smoke tests to provide a modicum of stability in the code base
- Faciliated the establishment of a client’s DevOps SCRUM team. This involved project chartering to acquire funding, shuttle diplomacy across regions, process coaching and hands-on technical coaching. Fully adopted cultural change included:
  - Test Driven Development
  - Automated Provisioning
  - Continuous Integration
  - Continuous Delivery
  - Effective Retrospectives
- Developed and delivered a Kanban training workshop.
- Published open-source Python continuous deployment build system: http://teamfruit.github.io/defend_against_fruit/
- Developed and delivered several presentations on the cultural and technical aspects of acceptance test driven development.
- Obtained PSM-II (97% grade), PSM-I and PSD (95% grade) certifications from Scrum.org.
- Obtained Certified Scrum Professional certification from Scrum Alliance.

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Overstock.com, Salt Lake City, UT 3/2009 – 1/2012
Software Engineering Manager/Scrum Master

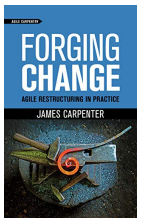
- **Coaching Note**: Engineering practices such as feature toggles, collaborative code ownership, extensive automated unit test coverage, continuous delivery, emergent design, and other similar techniques were being practiced at scale here during my tenure long before they became more mainstream. I had experience with many of these practices well before Overstock, yet my immersion at scale at Overstock has consistently allowed me to provide great depth of actionable technical guidance. As I have mastered the art of organizational change, instructional design/delivery, and the ability to better articulate agile foundations, the day to day skills of slinging code have faded a bit. Fortunately, software engineering fundamentals, design patterns, and the nature of the work remain largely unchanged over time. As a result, I can successfully collaborate with everyone from the business to engineering to help determine actionable positive actions for change which go well beyond that given by shallow knowledge of process framework X or Y.
- While at Overstock I took on the following leadership roles:
  - Engineering Manager/Scrum Master of an SEO focused team: Led the team in establishing better load test practices and increased automated integration testing. Efforts spent reducing WIP, improving workflow visualization and removing various technical and political impediments resulted in a noticeable acceleration of team throughput. During this time I also helped the front end development team move towards a Kanban process that dramatically improved their throughput while achieving a sustainable pace. As with every engineering manager role at Overstock, I was responsible for performance management of my team members and IT-wide recruiting efforts.
  - Engineering Manager/Scrum Master of the Overstock Auctions platform: This involved arresting the creation of technical debt, re-forming the team, releasing long dormant improvements into production and working with the product owners to decide upon future features. Due to various factors outside of the development team, everyone agreed it was in the best interest of Overstock and our customer base to discontinue the offering. The development team therefore gracefully decommissioned the platform. As with my role leading the international team, I was responsible for performance management of my team members and IT-wide recruiting efforts.
  - Engineering Manager/Scrum Master of the International Development team: This involved standing up the team, polishing the rough edges of the initial solution as well as researching and architecting the long-term technical roadmap required to meet the strategic goals of the product owner. As an engineering manager I also became responsible for the continued technical and professional growth of my team members, IT-wide recruiting efforts, code quality efforts and managing the expectations of the product owner.
  - Software Engineer on two separate teams during the course of a 6-month contract: The first team was a general web development team that provided an opportunity to become familiar with Overstock's technical stack. The second team was focused on heavy architectural refactoring of production systems.
- The dominant technical stack at Overstock is Apache, Tomcat, Hibernate, Oracle 11G and Linux. There are a variety of in-house frameworks used for MVC, IOC, and other needs. Open source technologies in play include Sonar, Hudson, JUnit, TestNG, Maven, Subversion, Eclipse, WebDriver, Selenium and Restlet. The majority of the SOA architecture is based on REST services. Scala has been given serious consideration for new work and there is a good deal of legacy C++ here and there. I have worked with all of these technologies in some capacity, with Java focused technologies remaining my core area of technical competence.
- All development at Overstock is managed using an agile process. Most teams are organized using Scrum. Sprint lengths are typically 2 weeks in duration with a production release at least once every other iteration. QA members are embedded within the team alongside the developers and report to the engineering manager. Whenever practical the product owner (typically a business director) is co-located within a few yards of the development team. Various technical disciplines such as test driven development (TDD) at both the unit and integration level are given significant attention. Pair programming is encouraged when appropriate and required for more sensitive code paths. Almost everyone within IT is Scrum Master Certified by the Agile Alliance in classes taught by Alistair Cockburn. Kanban is used to good effect in a few teams that have more event-driven demands.
- Direct employment: 8/24/2009

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BP Gas Trading, Houston, TX 8/2008 – 1/2009
Contractor

- Member of a five person team responsible for the development and support of enhancements to a natural gas trading system built using multi-threaded C# .Net, WinForms, Composite Application Block (CAB), Spring.NET, RhinoMock, NUnit, Clearcase, NHibernate, and Citrix. Scope discipline was maintained through Scrum based process management.
- Changes typically included both client and server side components, frequently implementing framework enhancements as appropriate. Efforts often involved working across organizational boundaries to isolate and resolve various technical problems**.** Leveraged NUnit and RhinoMock as appropriate to ensure effective test coverage.
- Researched C# build tools (NAnt, MSBuild, NMaven and NPanday) and wrote Ant, Nant and Perl scripts to support source server indexing.

JP Morgan Chase – Investment Banking Technology, Houston, TX 10/2004 – 06/2008
Engineering Manager/Technical Lead

- Helped to architect, implement and deploy two separate multi-threaded core Java high throughput low latency clustered greenfield equities trade order routing systems running on a mix of Linux, Solaris and Windows OS platforms.
- To help meet the resiliency, throughput and latency requirements of the trading systems, a variety of specialized technologies and architectures were implemented. These included:
  - Application layer message recovery to avoid the latency impact of redundant persistence in the message transport layer
  - Architectural guidance to avoid complex persistence in primary flow while maintaining per-order transactional boundaries
  - TimesTen as in-memory relational cache for reference data
  - End-to-end automated performance, component level and unit level tests
  - JibX bindings for efficient XML to Object binding
- Formed and led an agile team responsible for the support, maintenance and evolution of a Java based equities trade analytics platform deployed to a clustered Unix web server infrastructure. The application included a struts based J2EE web interface, a Web 2.0 JavaScript based rich internet application, as well as a Swing thick client component. Unit test coverage was maintained via automated JUnit tests monitored by a TeamCity continuous integration environment deployed along with the team's Maven infrastructure.
- Designed, developed and deployed a multi-threaded core C#.Net based client API to the second trading system. Constructed a code generator which read custom C# attributes on C# interface definitions when invoked via custom Maven plugins to improve developer efficiency. Automated integration and unit level test coverage was maintained via a combination of NUnit and JUnit tests.
- Responsibilities included on site knowledge transfer from a team in the UK, architectural guidance, hands-on development, Perl and shell scripting, working with other trading system teams to facilitate integration, recruitment, conducting technical interviews, and mentoring.

Roles prior to JP Morgan Chase excluded for brevity. Additional detail available upon request and via LinkedIn profile.

EDUCATION: **BS Physics,** Texas A&M University, College Station, TX (1998)

CERTIFICATIONS

Scrum.org: PSE (97%), PSM-I, PSD.NET (95%), PSM-III
(PSE hand-graded by Ken Schwaber as a PSM-II exam, before PSM-II was made a bit easier and re-branded. https://tinyurl.com/y8cov3ju.)

Scrum Alliance: CSP, CSM (did not renew CSP)

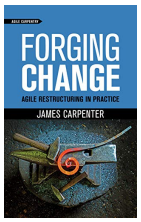
Scaled Agile: SPC4.5

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WRITTEN RECOMMENDATIONS

Here are some recommendations from my second long-term engagement with Cisco Systems.

"James thrives in environments where an understanding of technical SW practices are required. He is not only fluent in Agile methodologies, but is extremely well versed in SW development methodologies (which allows him to go toe to toe with some of the most technically astute developers and Sr. Leaders in the organization who were resistant to the change). I think there are very few Agile Coaches that can truly span the depth of knowledge going from detailed code level, up through higher level Agile principles and training. In my view, he was a one stop shop covering all aspects required to support our Agile Transformation.

He always worked well with our development and leadership teams (He is well liked, and respected). He clearly understood the importance of meeting our expectations in terms of outcomes. Last but not least he has tremendous passion for Agile, and its benefit to SW & HW development environments – A very important trait in coaching and leading others through this type of transformation."

Trevor Gamba
Director Engineering Program Management
Cisco Systems

"Working with James was a transformational experience for me, and for the team. He took us from "No Way Scrum Can Be Done Here" to "We Can't Ever Go Back". He brought the team from Waterfall to Scrum.

We are a team of Firmware engineers and firmly believed that Scrum does not belong in our field. James demonstrated that the Scrum is a framework to bring focus to the Software Craftsmanship, Quality, and way of planning our work.

James coached me to act as a Product Owner, and coached the team past the learning curve of Scrum framework.

The team found extremely useful his focus on the technical aspect of development, test, CI/CD. He introduced a number of concepts and tools to us, and worked with team members on technical side where it was needed.

Results are very straightforward: we are practicing Scrum for almost a year. We have much better visibility into the backlog. The team engagement is better. The initial product quality is better.

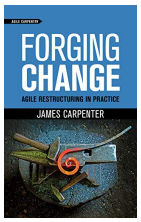
James has brought online a number of teams while working in our business unit."

Dmitry Barsky
Director of Software Development
Cisco Systems

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Here are a couple things David Stackleather has written on my behalf.

> *"James was the first Agile Coach I hired to start the transformation of the Auto Club. James has a deep developer background, which is very helpful in a large scale transition. Coaches without a technical background (I mean a real developer here) may struggle to gain the trust and acceptance of the developer community. James could speak to the developers and push for increased technical excellence on the part of the development teams. Large organizations with all the attendant dysfunctions often atrophy the skill of the developers (this, it shouldn't be necessary to point out, is managements fault) resulting in poor quality systems that are fragile and difficult to change. This problem, along with many others, gets worse over time until the system collapses. James understands the dangers in this path and will give a straight appraisal of the situation. James developed training for our teams (and conducted many of them) along with an inception process product teams could follow to start-up. Not sugar coating things, the training, and inception process were really detailed and well aligned to the Large-Scale Scrum framework we use as well as Agile and Scrum values in general. Critically it was revised each launch based on team feedback (a principal value that many consultants fail to live by, continuous improvement within the context of the organization). If you are looking for an Agile coach who will tell you what you need to hear, James is an excellent one to reach out to."*
>
> **David Stackleather**
> **GM Agile Enablement Services**
> **AAA of Southern California**

> *"...I was on the hunt for an agile coach to help with a large-scale transformation and had asked my contacts for recommendations. James was unique in that he provided examples and documents on his thinking. This is rarer than one might assume. Save for a few in the field who've published books, many consultants just talk, with little documentary evidence of what they believe. This is no doubt because they are selling something and it's best not to prejudice oneself before the sale is made. Much of what James provided was the material that would eventually become this book. I appreciated the opportunity to better understand what he believes without the normal dance of a buyer and seller, where inevitably the seller feels compelled to tell the buyer what they want to hear. James's views of organizational change are rooted in both his personal experience as a developer and a study of the available research. This also is, unfortunately, rarer than one might assume."*
>
> **Snippet of the foreword in Forging Change**
> **Foreword authored by**
> **David Stackleather**
> **GM Agile Enablement Services**
> **AAA of Southern California**

A large number of additional recommendations are available on my LinkedIn profile.