MICHAEL MARCHI, Agile Coach

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SUMMARY

Michael is a results-oriented Agile Coach, evangelist, and product delivery professional who helps organizations get the most out of their people, processes, and technology. He is a natural leader with experience in biopharma, financial, insurance, life sciences, medical supply chain, accreditation, and building automation sectors. Michael is an active member and frequent contributor and speaker within the Chicago Agile community and is a founding member of the Agile Professional Learning Network. He has a strong background in software engineering with over 30 years of product delivery experience in technical and non-software areas. Michael is equally comfortable engaging at a tactical level with delivery teams, as well as the strategic level with executives - and adapting as necessary to address all levels in between.

AGILE WORK EXPERIENCE

- **Agile Coach @ Boston Consulting Group (Eliassen Group)**   **Aug 2021 – Nov 2021**
  – Worked within the Knowledge Team Practice Area to implement New Ways of Working
  – Applied Scrum and Kanban frameworks to support both long-term IP development as well as daily transactional requests
  – Training Sessions and workshops focusing on the values and principles driving agile behaviors
  – One-on-one coaching and mentoring for analysts and consultants becoming Scrum Masters
  – Performed Agile Maturity Assessments and developed coaching plans from the results

- **Agile Coach @ Pfizer (BCG Platinion)**   **Apr 2020 – Jul 2021**
  – Assisted Business Process Excellence office of a large pharmaceutical company in full-scale agile transformation across the enterprise.
  – Provided in-depth training, coaching and support for 18 teams embarking on their agile journey, coaching at both leadership and team levels in both digital and non-software, including process adoption, marketing, and legal.
  – Coached two Agile Release Trains to execute agile delivery at scale.
  – Created and delivered curriculum for onboarding internal coaches and helped develop and contribute to agile communities of practice.

- **Agile Trainer, Agile Coach @ AbbVie**   **Oct 2019 – Jan 2020**
  – Created training materials for Business Process Office to build skills and capacity using user story mapping techniques. Training materials included classroom training with examples, hands-on story mapping workshop, and targeted coaching to reinforce training.
  – Piloted methodology across several application models, including early project planning, process mapping, backlog creation, release mapping, and opportunity canvas maps.

- **Agile Team Coach, Assessment Lead, Agile Transformation Coach @ Northern Trust**   **Oct 2018 – Sep 2019**
  - Partnered with Agile Transformation Lead to develop and deliver an automated Agile maturity assessment across an entire line of business, including baseline and future state readouts as well as current state improvement tracking.
  - Served as team coach for a highly visible Scrum team, leadership, and product sponsors who achieved one of the highest scores in the Agile maturity assessment.
  - Troubleshot and investigated a shared service program that experiences issues integrating XP, Scrum, and ongoing support activities. Conducted interviews and performed value stream mapping. Developed coaching / improvement strategy to address findings.
  - Acted as engagement manager and trainer for digital marketing group that switched to Agile.
  - Organized the led the development of Agile Community of Practice.

- **Agile Trainer @ <Unnamed Regulatory Agency>**   **Nov 2018, Aug 2019**
  - Tailored and delivered Agile Deep Dive training class for two pilot scrum teams. Training included an overview of Agile and scrum for the development team, product owner, and scrum master.

- **Agile Trainer, Engagement Manager @ Aon Retiree Healthcare Services (ARHS)**   **Apr 2018 – June 2019**
  - Conducted tailored Agile training for Agile scrum teams, product owners, scrum masters, and leaders. Training included workshops on Agile estimation and planning techniques.
  - Provided tactical oversight for two team coaches that worked with four scrum teams as well as the organization coach who operated with the executive action team.
  - Developed Agile assessment model. Coordinated baseline / current / future state maturity readouts as teams advanced over the course of the engagement.
  - Created Agile metric measurements aligned to client's KPIs.

- **Agile Team Coach @ Vizient, Inc.**   **Sep 2017 – Sep 2018**
  - Worked with both co-located and distributed, cross-functional teams as they learned to shift from manager-driven to self-directed team.
  - Developed and executed agile assessment model, coordinated baseline/current/future state maturity readouts to build transformation backlog.
  - Coached Scrum Masters, Product Owners, Development Team members, stakeholders and leaders in backlog refinement, agile estimation, and release planning.
  - Focused teams on developing stronger agile engineering skills.
  - Led quarterly product roadmap sessions to improve visibility of upcoming releases.

- **Agile Assessment Lead @ USG**   **Oct 2016 – Jan 2017**
  - Evaluated the Agile maturity of a pair of existing scrum teams. Delivered a major multi-year platform update to the order management system.
  - Oversaw and coordinated efforts. Managed Agile team coach to help assess team performance against industry standards.
  - Analyzed findings to create transformation roadmap for IT leadership.

- **Agile Team Coach, Agile Program Coach, Scrum Master @ Allstate Insurance**   **Sep 2014 – Aug 2017**
  - Directed two of the first scrum teams to pilot the new Agile process and the first operations team to adopt Scrumban to balance infrastructure improvements with ongoing support requests.
  - Partnered with leaders to create and execute an Agile transformation strategy.
  - Provided guidance across 12 technology and business portfolios to hundreds of distributed teams worldwide.
  - Staged rollout of Agile frameworks across product area and maintained bi-modal capability and regulatory compliance within the organization.
  - Led the following initiatives: scrum master community of practice, product mindset, scope planning, budget / resource planning, release management, issue / risk management, and overall portfolio alignment with company vision and goals.

- **Agile Team Coach, Agile Program Coach, Scrum Master @ Allstate Insurance**   **Sep 2014 – Aug 2017**
  - Developed materials and delivered internal Agile training for Agile teams, product owners, scrum masters, stakeholders, and leaders.
  - Provided training for nearly 1,000 individuals to shift from Waterfall to Kanban / Scrum frameworks.

- **Director of Engineering, Agile Sponsor, Agile Practice Coach @ Indigo Interactive, Inc**   **Sep 2013 –Aug 2014**
  - Oversaw delivery from inception through delivery and maintenance.
  - Defined and implemented a method for converting Agile estimates into time and material job bids.
  - Doubled in-house headcount and broadened subject matter coverage to include customer support and user experience roles.
  - Identified commonalities in multiple project workflows. Assigned and consolidated deliverables to reduce schedule time by 30%.
  - Facilitated value stream mapping sessions.
  - Created a team culture of cooperation and shared responsibility.

- **Scrum Master, Agile Coach and Trainer, Software Engineer @ Siemens Industry, Inc**   **Jul 2001 - Sep 2013**
  - Agile Champion: Siemens Industry, Building Technologies
  - Agile / Scrum Trainer for 300+ engineers across U.S, Switzerland, Italy and India
  - Site Scrum Master: Desigo CC North America
  - Group Technical Lead (GTL): Desigo CC North American Migration Team
  - Project Architect and Product Owner: Insight Workstation product line
  - Technical Lead: Lead Designer, Scrum Master for the Insight Workstation product line

EMPLOYMENT HISTORY

42 North Unlimited, LLC / Agile Realms   July 2021 – present
Agile Coach & Trainer, Consultant, Owner

Specializing in organizational transformation to enable agility. Our coaching consultants help shine a light on the gaps and challenges that are impeding your transformation to agile ways of working. We engage across organizational boundaries, spanning the tactical to the strategic, as well as between implementation and the business. We provide value throughout your agile journey, but our expertise really shines within two environments. First, in the early days of an organization's agile adoption when enthusiasm is high and there is an emphasis on learning and growth. Second when an organization has been struggling to adopt agility and is looking for guidance to get back on track.

AHEAD Consulting, LLC / Vertical Trail, LLC / Boston Consulting Group   Apr 2020 – July 2021
Agile Consultant / Expert Advisor

AHEAD builds platforms for digital business. By weaving together advances in enterprise cloud infrastructure, intelligent operations, and modern applications, we help enterprises deliver on the promise of digital transformation. Vertical Trail (acquired by AHEAD) is a preferred vendor/partner supplying agile coaches for BCG.

– Worked to help client's business executives adopt an agile framework.

– Collaborated with BCG's clients to understand and apply agile concepts, principles, and practices.

– Supported communication and alignment with clients.

– Oversaw all aspects of project execution, including regular reporting on project status, KPIs, and spend levels; following up on details where clarification needed.

– Built positive working relationships with project leads and team members.

– Coordinated critical meetings, workshops and other events as required.

Strive Consulting, LLC   Sep 2014 – Feb 2020
Manager, Management Consulting / Agile Practice Leader / Management Consultant

As Manager, responsible for guiding/mentoring career path of up to five direct reports. As Agile Practice Leader, responsible for defining and sharing agile offerings, creating and enhancing agile content, participating in sales and business development activities, overseeing agile engagements, and growing agile capability within the consulting community, while still remaining billable as Agile Coach and/or Trainer.

Indigo Interactive, Inc   Sep 2013 –Aug 2014
Director of Engineering / Agile Sponsor / Agile Practice Coach

Provided accreditation management software and services to aid non-profit accreditation groups, in the review and renewal process to determine if educational programs meet defined standards of quality.

Siemens Industry, Inc, Building Technologies   Jul 2001 –Sep 2013
Scrum Master, Agile Coach and Trainer, Software Engineer IV

Championed a grass-roots trial and adoption of agile ways of working. Proved viability of agile modes of delivery while maintaining compliance. Travelled the globe, training other engineers to follow our lead to successful delivery.

PAST INDUSTRY EXPERIENCE

42seven, Inc.	President/Co-Owner/Consultant	Nov 2000 – Jul 2001
Conning Asset Management	AVP – Information Technology	Jan 1999 – Nov 2000
Noddings Investment Group	Systems Development Manager	Apr1997 – Dec 1998
A-T Financial Information, Inc.	Senior Analyst	Oct 1992 – Mar 1997
FutureSource	Software Systems Engineer	Feb 1987 – Oct 1992
Apache Electronic Graphics	Asst. Customer Support Manager	Sep 1986 – Feb 1987

EDUCATION

University of Illinois at Urbana-Champaign, Urbana, IL
Bachelor of Science, Mathematics and Computer Science

CERTIFICATIONS

Certified Scrum Master (CSM)	Feb 2006 - present
Certified Scrum Product Owner (CSPO)	Jan 2009 - present
Certified Scrum Professional – Scrum Master (CSP-SM)	Apr 2018 - present
Certified Scrum Professional - Product Owner (CSP-PO)	Apr 2018 - present
Certified Scrum @ Scale Practitioner (CS@SP)	Dec 2018 - present
Certified SAFe 4.0 Agilist (SA4)	Feb 2017 – Feb 2021
Series 7 – General Securities Representative	Oct 1998 – Dec 1999
Series 63 – Uniform Securities Agent	Oct 1998 – Dec 1999

AREAS OF EXPERTISE

• Agile Coaching: Transformation Coach, Team Coach, Executive Coach, Scaling Agile, Agile Intervention

• Agile Methodologies: Scrum, Kanban, Extreme Programming, Scrum@Scale, SAFe

• Agile Techniques: Value Stream Mapping, User Story Mapping, Open Space Technology, Engineering Practices

• Agile Practices: Agile Estimation, Program Backlogs, Product Roadmaps, Release Planning, Maturity Assessment

• Program / Project Management, Organizational Change Management