**Brian Richmond, SPC5, CSP, PMI-ACP, RTE, SDP, PMP**

4851 W Colorado Avenue

Denver, CO 80219

(920) 819-4529

justgladtobe@mac.com

**SUMMARY**

* Led and Coached over 12 programs and 115 teams from Waterfall to Agile including Scaled Agile (SAFe), Scrum, XP, and Kanban
* Program Coach & Team Coach – 8 years coaching programs & teams their roles and responsibilities on Agile and how to scale Agile
* Release Train Engineer (RTE) – Led & modeled multiple Program Planning events while coaching the organizations and their RTE’s
* ScrumMaster – Facilitated numerous teams through the years as a ScrumMaster
* Instructor – Taught 40+ certification classes, as well as numerous other basic Agile, Scum, and XP classes / workshops to VP’s, Directors, Managers, Business Owners, Programs, and Teams with high reviews
* Empathetic – Started as an IT Project Manager 10 years ago, then transitioned to ScrumMaster, appreciation of the process differences
* Airlines, Energy, Defense, Telecommunications, Insurance, Healthcare, and Maritime industries while working with software development, infrastructure, and IT knowledge workers.

“The transition was hard work but effective we couldn’t have done it without Brian’s help.” – Dan Christofferson, Capture Manager at Northrop Grumman

“I have learned so much and grown leaps and bounds with your coaching and support. I truly hope our paths cross again. It has been a pleasure working/learning from you.” – Bhawana Shankar, RTE at ReedGroup

“What a pleasure to watch you at your best today.  Your narration of the overall process before the confidence vote was fantastic – I wish I had heard it long ago.  Really pulled it together.” – Gordon Robinson, Change Manager at Travelport

“I've seen and heard the excitement that you have brought to the space as we transform how we work.  I appreciate your flexibility in looking at the big picture of how we operate and how Agile fits here vs. just pulling out the Agile book and giving us the marching orders.  That flexible perspective has helped everyone understand both how agile is supposed to work and how we can make it work.” – Brad Jobe, VP, Application & Software Engineering at TriMedx

“I am trying to duplicate the training skills he [Brian] had as I am now training others.” – Robert Neal, Release Train Engineer (RTE) at Phillips 66

**PROFESSIONAL EXPERIENCE**

**Client: Northrop Grumman, Annapolis, MD**

**Agile Coach & Trainer**

**July 2020 - Present**

* Transitioned a Capture & Proposal team from an antiquated process to Scrum resulting in reduced rework and faster delivery time to market
* Taught senior leaders on principles of Agile which led to better support and understanding throughout the transition
* Showed Product Management how to write Acceptance Criteria that produced clarity for the team members and became instrumental in delivering value every two weeks
* Coached Chief Technical Engineers how to break down their designs which provided value through faster feedback and less rework
* Wrote and delivered Jira training to the team which led to better team collaboration and understanding
* Mentored the team on the principles and differences between Scrum and Kanban providing confidence in having the right framework for the product and team
* Understood then developed a new revised approach in how the organization approaches new Captures & Proposals making them more intentional and focused
* Worked to develop team and leadership metrics that helped them make improvements and better decisions
* Acted as interim Scrum Master for the team helping them transition to Agility
* Wrote and delivered Scrum curriculum that provided practical examples for the team that helped them transition smoother to the Agile process

**Client: ReedGroup, Westminister, CO**

**Scaled Agile Framework Program Coach**

**August 2019 – July 2020**

* Launched three ARTs and mentored them through several PI’s
* Shadowed and provided feedback to RTE’s and Product Managers on ART ceremonies, writing Features, and managing stakeholders which considerably reduced thrash on their Teams
* Taught RTE’s and Scrum Masters how to read and analyze data to help leaders and teams make better decisions
* Mapped the delivery pipeline with Account Management and Sales teams then demonstrated how they are plugged into an Agile Release Train to help them with scheduling and predictability
* Developed System Architect and Product Managers to write Enabler and Feature canvases with acceptance criteria that helped the teams write better stories and produce valuable software the customer could use
* Led story writing refinement efforts with Product Owners to help them refine their stories that enabled the teams to build better quality and working software for the business
* Showed Product Owners how to write better acceptance criteria which helped the testers and team to produce more valuable software each iteration
* Worked with the teams in helping them to begin testing sooner in the iteration by understanding the acceptance criteria and understanding testing scenarios
* Advised CIO & VP of Product on organizational implementation of Scaled Agile including understanding their work streams, prioritizing and allocation of Program Backlogs, Team Structures, and alignment to increase productivity and time to market
* Worked with VP of Product to develop Agile content presented to executive leadership for better understanding of implementing Agile and SAFe
* Taught Business Owners their roles and responsibilities in working with the Scrum Teams to provide better clarity which resulted in intentional focus and higher throughput
* Identified and reduced wasted work with Sr. Directors and Leadership teams that improved throughput by reducing handoffs and bottlenecks
* Developed a standardized team workflow in Jira that reduced complexity and confusion for the teams
* Coached Scrum teams including Test Managers in Agile, Scaled Agile Framework, Scrum, and XP to better align with the business and help improve collaboration and quality
* Mentored UI/UX manager on preparing and aligning their backlog with the organizational ART’s planning cadence
* Certified 100+ in Leading SAFe, SAFe Scrum Master, SAFe POPM, SAFe for Teams, and the SAFe Advanced Scrum Master certification classes with other basic Agile, Scrum, XP, and Story Writing classes and workshops with high remarks and personal requests from students to teach them other classes

**Client: Travelport, Centennial, CO**

**Scaled Agile Framework Program Coach**

**March 2018 – August 2019**

* Coached VP’s, Sr. Director’s, Leadership teams, and Scrum teams including the RTE’s, Product Managers, System Architects, Dev and Test Managers in Agile, Scaled Agile Framework, Scrum, and XP
* Identified a Vice President and coached them on their role as a Portfolio Epic Owner identifying Epic Value Statements, Lean Business Case, MVP, KPI’s, and metrics
* Transitioned 6 Programs from Waterfall to Scaled Agile
* Assessed Programs and Teams, Identified gaps, then worked with them to develop with higher quality and more productivity
* Mentored the ARTs through several Program Increment execution phases
* Modeled the Program Increment Planning ceremony along with the Scrum of Scrums, PO Sync, ART Sync and the other Program Increment ceremonies
* Worked extensively with Product Managers and System Architects to prepare their Features and Enablers for PI Planning
* Taught Product Managers, Solution Architects, and Teams Feature and Story Identification, Feature Hypothesis Statements, MVP identification, KPI’s, and Metrics to better understand their work and the relationships between dependencies
* Worked with Scrum Masters to identify their Value Stream Map and Workflow to enable their workflows to become more efficient
* Started a Managers weekly sync up to mentor Directors and Managers in their roles and responsibilities in Agile and SAFe
* Certified and Coached 60+ teams in their roles and responsibilities
* Worked with Dev and Test managers with their Scrum teams to understand and develop their XP skills
* Taught Leading SAFe, SAFe Scrum Master, SAFe POPM, SAFe for Teams, and the Release Train Engineer (RTE) certification classes with other basic Agile, Scrum, XP, and Story Writing classes and workshops with high remarks and personal requests from students to teach them other classes

**Agile Ecosphere LLC**

**Independent Consulting; Program & Team Coaching, and Class Instructor**

**September 2015 – Present**

* Coached and Consulted on Agile and SAFe for various clients
* Schneider Electric, Denver, CO
* General Dynamics, Denver, CO
* Veracity Solutions, Salt Lake City, UT
* Strong-Bridge, Seattle, WA
* Hewlett-Packard, Ft. Collins, CO
* CA Technologies, Boulder, CO
* Atos, Phoenix, AZ
* Ericsson, Duluth, GA
* McKesson: Healthcare IT, Northbrook, IL
* McKesson: Healthcare IT, Westminister, CO

**Client: TriMedx, Indianapolis, IN**

**Scaled Agile Framework Program & Team Coach**

**January 2017 – April 2017**

* Trained and Coached the organization from Program to Teams in Agile, Kanban, Scrum, and Lean
* Coached Program leaders in their roles, responsibilities, Program Ceremonies, reporting, and metrics
* Mentored Program Manager in writing Features, Feature Enablers, WSJF prioritization, and maintaining the Program Backlog
* Coached Scrum Masters and Product Owners in their roles and responsibilities, ceremonies, reporting, and metrics
* Taught PO’s to write Stories, Story Enablers, and maintaining the Team & Sprint Backlog
* Stood up several Scrum, Kanban, and Scrumban teams
* Developed custom training materials and taught formal classes in SAFe, Scrum, Kanban, and Agile to Business Owners, Product Managers, System Architects, Agile Program Managers, Managers, Scrum Masters, Product Owners, and their teams
* Taught Managers, Technical Teams, and other stakeholders in Agile philosophy, roles, and responsibilities.

**Client: Phillips 66, Bartlesville, OK**

**Scaled Agile Framework Program & Team Coach**

**June 2016 – January 2017**

* Part of a coaching team that trained and stood up a SAFe Agile Release Train
* Facilitated and coordinated their first Program Increment planning event as Release Train Engineer
* Co-Taught and Certified Leading SAFe (SA) class of 30+ leaders
* Coached SAFe Program & Team level roles and responsibilities to include the RTE, Product Manager, System Architect, Scrum Masters, Product Owners, Developers, and Testers
* Taught Product Manager and System Architect Program Backlog responsibilities including WSJF Feature prioritization
* Trained Program leaders on Program Ceremonies to develop alignment and transparency between the business and the Scrum teams
* Trained Scrum Masters and Product Owners on Scrum Ceremonies to allow greater team velocity and efficiency
* Taught specialized workshops to include story writing and acceptance criteria
* Developed a Community of Practice for developers across the portfolio

**Client: Syniverse Technologies, Rüsselsheim, Germany**

**Scaled Agile Framework Program & Team Coach**

**December 2015 – March 2016**

* Part of a coaching team that trained and stood up a SAFe Agile Release Train
* SAFe Coach with 5 Scrum teams distributed in India, Germany, Luxembourg, and Tampa FL
* Facilitated and coordinated their first Program Increment planning event as Release Train Engineer
* Coached SAFe Program & Team level roles and responsibilities to include the RTE, Scrum Masters, Product Managers, UX, Product Owners, Developers, and Testers
* Coached RTE program ceremonies to assure cadence, alignment, and transparency with business and teams
* Taught Product Manager and System Architect Program Backlog responsibilities including WSJF Feature prioritization
* Coached UX role to facilitate better flow between the teams
* Coached Business Owners and their roles and responsibilities in working with the Scrum Teams to provide clarity
* Co-Taught and Certified a ScrumXP class of 5+ Scrum teams

**Client: Dish Network, Englewood, CO**

**Scaled Agile Framework Program & Team Coach**

**January 2015 – September 2015**

* Trained the teams and organization then stood up a SAFe Agile Release Train
* Trained the program on how to scale Scrum with release planning ceremonies, education, and coaching
* Facilitated and coordinated their first Program Increment planning event as Release Train Engineer
* Transitioned traditional waterfall development teams to Scrum through certification classes and then mentoring them
* Taught Agile Program Managers, Scrum Masters, Product Managers, Product Owners, Development and Test teams their roles and best practices in Scrum and Scaling Scrum
* Stood up other teams in the organization by teaching them Kanban, Scrum, and Lean principles
* Coached & Mentored Project Managers as they transitioned to Agile methodologies
* Led the Dish organization with workshops on Agile, Scrum, Kanban, Agile Roles, and similar Agile topics

**Client: Frontier Airlines, Denver, CO**

**Scrum Master / Sr. Project Manager**

**July 2014 – September 2014**

* ScrumMastered two IT projects simultaneously. One, a very complex infrastructure upgrade to support Navitaire, and the other in building custom reporting tools.
* Mentored product owners through the planning process of developing roadmaps and backlogs, which led the team to transition from chaos and inefficiency to a highly organized and focused team.
* Assisted the infrastructure team to procure equipment, design the network, become compliant with government regulations, and work with vendors to provide hardware solutions for printers, kiosks and other airline equipment.
* Worked with the reporting team to identify business solutions and to develop and customize scripts for reporting tools in the new Navitaire environment.
* Taught and trained both teams in Scrum best practices.

**Client: MillerCoors LLC, Golden, CO**

**Scrum Master / Sr. Project Manager**

**May 2014 – July 2014**

* Assembled and developed MillerCoors’ DataStage / Infrastructure Upgrade project team in Scrum. Most had not worked on a Scrum team previously.
* Led the product owner and team in planning sessions to organize and roadmap the project.
* Worked with the procurement and contracts departments to hire IBM and HCL as third party vendors.
* Taught management and PM’s how to read and make accurate decisions from Scrum reporting tools.

**Client: Charter Communications, Inc., Greenwood Village, CO**

**Scrum Master / Sr. Project Manager**

**November 2013 – May 2014**

* Coached and transitioned Charter’s Email / Infrastructure Upgrade project team for their residential customers effectively from Waterfall to Scrum.
* Led the project team which consisted of multiple vendors located throughout the U.S in Scrum ceremonies to gain team velocity. The team was comprised of computer, network, and software engineers. Along with legal, procurement, and finance teams. Vendors included Openwave Messaging, Dell, Red Hat, Vision Technologies, and others. Occasional travel was required for this project.
* Coached the newly hired email messaging manager on resource allocations which resulted in less waste, and a better performing, more focused team.
* Upgraded servers, automation system, and email software platform to handle over 5 million mailboxes.
* Consolidated their physical storage locations into one production environment and built a lab environment in St. Louis.
* Migrated their customers' mailboxes and data to the new storage facility.

**Client: State Farm Insurance Company, Bloomington, IL**

**Scrum Master**

**February 2012 – September 2013**

* ScrumMastered and managed enterprise IT projects including IT development, data migration, mainframe, IT risk management, change and release, capacity, research and development, and other similar projects.
* Led all Agile / Scrum teams in Scrum ceremonies to gain team cohesiveness which brought realized effectiveness.
* ScrumMastered and managed multiple complex projects simultaneously in both Agile and traditional SDLC Waterfall methodologies.
* Managed IT project teams with 90+ resources with budgets over $3 million.
* Saved a high visible project $12,000 a week through detailed analysis and by managing project resources effectively.
* Analyzed costs and resources to advise sponsors, service managers, and program managers where they could make adjustments to portfolios in order to realize savings and benefit from efficiencies.

**Client: Imagine That, Inc., Frisco, CO**

**Scrum Master**

**March 2013 – September 2013**

* ScrumMaster of a 3-D interactive, UXD, web based project as an educational tool for private and public educators.
* Utilized Scrum and XP methodologies with the project team to plan, develop, test, and implement releases.
* Led productive Stand Ups and Retrospectives to ensure team was cohesive and responded to change in a positive and rapid manner.
* Conducted Sprint Planning sessions with the team to layout stories and tasks to bring an understanding of quality and team responsibilities.
* Worked with the client on a regular basis through Showcases to ensure project quality was met.
* Coached and mentored the project team members to build a cohesive team.
* Worked with developers using PHP with CakePHP, Apache 2, MySQL, Ubuntu Linux 10.04 server, Twitter Bootstrap, and MemCached.

**Client: Marinette Marine Corporation, Marinette, WI**

**Program Coordinator – Littoral Combat Ship 3 (LCS 3)**

**July 2010 – August 2011**

* Coordinated with project engineers, production superintendents, and supply chain managers, to determine, decompose, and schedule projects using Work Breakdown Structures, Network Diagrams, Primavera, and MS Project.
* Instructed and aided foremen in scheduling their projects that produced more efficient schedules.
* Organized and led several manufacturing projects including wire pull for Lockheed Martin Corporation, pipe testing, test development procedures, and steel refurbishment.
* Identified chokeholds in schedules and recommended workflow processes, which resulted in program managers to be in greater control of schedule and resources.

**ITT Technical Institute, Green Bay, WI**

**Adjunct Instructor – Project Cost & Budget Management**

**November 2010 – March 2011**

* Instructed a class for a required course in obtaining a B.S. Degree in Project Management.
	+ Estimating Costs, Planning Budgets, and how to Monitor & Control Costs through WBS, PERT Analysis, Earned Value Management, S-Curves, and other project management tools and techniques.
	+ Project cost estimating, budgeting, and control
	+ Cash flow management, Financial management, Earned Value Management, and Change management

**Client: MPL Corporation, Buckhannon, WV**

**Sr. Project Manager**

**November 2009 – May 2010**

**City of Buckhannon Municipal IS Project**

* Researched, installed, and configured the City’s IS architecture to include: Servers, Workstation Clients, Email solutions, ISP solutions, Firewalls, WAN & LAN configuration, UPS solutions, Backup solutions, Remote Desktop, and Active Directory.
* Saved the City an estimated $30,000 in data conversion costs by finding comparable solutions.
* Established more efficient production turnover times, budget controls, and higher quality standards within the web department.

**CERTIFICATIONS, AWARDS & EDUCATION**

**Scaled Agile Framework Program Consultant v5.0 (SPC5)**

**Team Kanban Practitioner (TKP)**

**Release Train Engineer (RTE)**

**SAFe DevOps (SDP)**

**Certified Scrum Professional (CSP)**

**Project Management Institute-Agile Certified Practitioner (PMI-ACP)**

**Certified ScrumMaster (CSM)**

**Project Management Professional (PMP)**

**Certified Associate in Project Management (CAPM)**

**PMI-NEW Volunteer of the Year Award winner**

**B.S. Degree in Technical Project Management (Highest Honor Graduate)**,ITT-Tech, Green Bay, WI, 2009

**B.S. Degree in Humanities**, North Central University, Minneapolis, MN, 1990

**Certified ScrumMaster** certificate, Oobeya Group, Bloomington, IL 2012

**Primavera P6** training, State Farm Insurance Company, Bloomington, IL, 2012

**Microsoft Project** training, Pierpont Community & Technical College, Fairmont, WV, 2010

Today’s Project Management Challenge: Turning Generational Conflict into Collaboration, Northern

Virginia Community College, Washington D.C., 2010

Urban Hope Entrepreneurial graduate, Green Bay, WI, 2007

Engineering Officer Basic Course, U.S. Army, Waynesville, MO, 1995

Officer Candidate School, U.S. Army, Columbus, GA, 1995

Advanced Individual Training **(Distinguished Honor Graduate),** U.S. Army, Lawton, OK, 1993

Mathematics courses, Chaminade University, Honolulu, HI, 1994

Education courses, University of North Carolina Asheville, Asheville, NC, 1992