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Consultant’s Profile

**De’Angelo Smith**

**AGILE TRANSFORMATION COACH**

**Scaled Agile, XP, Scrum, Kanban, & Many More | Event Facilitation | Advanced Presentation Skills**

**Contact information:** [**deangelo.sc.smith@gmail.com**](mailto:deangelo.sc.smith@gmail.com)

**Professional Summary**

DeAngelo is an entrepreneurial, visionary, ‘out of the box,’ results-driven Agile Transformation Coach & Industrial-Organization Psychologist with a diversified track record of utilizing industry training and best practices from various agile frameworks/methodologies to positively impact the direction of the enterprise. **He is accomplished at delivering agile transformations within large enterprises including ExxonMobil, Caesar’s Entertainment, American Airlines, Uber, Apple, and others.** Excels with coaching at the enterprise level, team level, and at the individual level. Skilled in delivering multiple, critical, complex projects across multiple lines of business. Far-reaching results through leadership, effective team direction, and management. Consistent in high priority issue management and resolution. Proactive and confident in setting direction and gaining alignment.

He has demonstrated deep knowledge and understanding of Agile concepts, practices, and principles and has extensive hands-on experience implementing Agile inside organizations as a Agile Transformation Coach, Release Train Engineer, Scrum Master, Product Owner, and Team Member. DeAngelo is a high-energy contributor and change agent who possess strong business acumen and is technologically savvy. He strongly supports the belief of Agile as being an enabler. DeAngelo feel that we must under the needs and movations of the organization at every level (enterprise/portfolio, program, and team) in order to better assist with identifying and acting on opportunities to leverage Agile thinking, practices, process, and tools to fulfill their needs and motivations. DeAngelo is skilled and has transitioned 100+ teams to “being agile.”

DeAngelo just wrapped up a contract and is now available to the market, he will relocate for this opportunity and be on-site within one week from the initial offer.

**Core Competencies (Not Limited To):**

Program Increment Big Room Planning | Plan & Estimate Agile Projects | Leadership | Expert Presentations | Agile Team Coaching | Agile/Scrum/Kanban/XP | SAFe Implementation Roadmaps | Value Stream Mapping | Risk Analysis Mitigation | Systems Architecture | Coaching Teams | JIRA, TFS, Rally, AzureDevOps, & Confluence | Relentless Improvement | Software Development | Talent Development | Mentoring, Training & Coaching | Requirements Gathering | Microsoft Office Tools | Agile Metrics | TDD | Automated Testing | CI/CD | Paired Programming/Mob Programming | Epics, Features, User Stories | DevOps | Roadmaps I Change Execution

**15 Certifications/Licenses – Advocate of “Relentless Improvement” & Supporter of Being A “Life Time Learner”**

***Scaled Agile Framework (SAFe) Related:***

* SAFe Program Consultant (SPC) Certification – Implementing SAFe
* SAFe Scaled Agilist (SA) Certification – Leading SAFe
* SAFe Product Owner/Product Manager (POPM) Certification
* SAFe for Teams (SP) Certification
* SAFe Scrum Master (SSM) Certification
* SAFe Advanced Scrum Master (SASM) Certification

***Agile Related:***

* Certified Scrum Trainer
* Certified Scrum Master (CSM)
* Scrum Product Owner Certification
* Certified Scrum Coach
* ICAgile Certified Professional in Agile Coaching (ICP-ACC) Certification
* ICAgile Certiifed Professional - Agile Team Facilitation (ICP- ATF) Certiification

***Other:***

* Certified Six Sigma Master Black Belt (CSSMBB)
* PMI Project Management Professional (PMP) Certification
* ERP SAP Business Processes & Integrations Certification

***In Progress/Upcoming:***

* Certified Scrum Professional - Scrum Master (CSP-SM) Certification Expected in Dec.
* AglilityHealth Faciliator (AHF) Certification Expected in Dec.
* SAFe Lean Portfolio Management (LPM) Certification Expected in Dec.

***Planned – Q1 2021:***

* ICP – Agile Expert (ICP-AE) Certiifcation
* SAFe Release Train Engineer Certification
* Training from the Back of the Room (TBR) Certification
* Kanban Management Professional (KMP) Certification
* ICP Agility In The Enterprise (ICP-ENT) Certification
* ICP Coaching Agile Transitions (ICP-CAT) Certification

**List of Agile Coaching Capabilities:**

* Coaching and mentoring Agile leadership/management to help them understand their leadership roles to positively impact the organizational transformation.
* Coaching Leaders, Product Managers, Business Owners, Product Owners, Scrum Masters & Developers in embracing change and becoming resilient;
* Collaborating with cross-functional teams; building schedules & plans; identifying & managing dependencies with internal/external teams, while transitioning the organization to scaled agile programs;
* Working directly with program leaders to adopt and grow agile culture, mindset and processes;
* Fostering collaboration between highly distributed ad dispersed agile and non- agile teams;
* Coaching program and team members in readying features for program increment planning and release planning;
* Driving organizational and culture change in support of scaling throughout the enterprise;
* Managing continuous changes from stake-holders through effective change management & building DevOps culture;
* Planning and executing Agile and Lean methodologies across multiple teams and locations;
* Training and coaching agile teams through the adoption and application of Kanban, Scrumban, Scrum, SAFe, Nexus, and other agile related solutions;
* Introducing new agile best practices and facilitate teams through experiments of their feasibility;
* Driving organizational and culture change in support of scaling throughout the enterprise;
* Assisting product leaders with deriving business features from business goals;
* Fostering collaboration between highly distributed ad dispersed agile and non- agile teams;
* Assisting with the creation of program backlogs to realize devops’ goals in small capability increments;
* Facilitating leaders and teams through inspections of how they collectively work together;
* Guiding agile practice planning and implementation at the portfolio and business executive stakeholder levels;
* Providing guidance on agile adoption and foster the executive lean agile mindset and culture;
* Working directly with program leaders and agile coaches to identify and disposition adoption blockers;
* Fostering a agile-lean Community of Practice and advise teams on current best practices;
* Working directly with program teams to tailor practices and define roadmaps for adoption;
* Reporting on achievements and recommended areas of focus;

**Professional Experience**

**Financial Services Client (Active Non-Disclosure), Remote Due to Covid 19 01/20 - Current**

**Senior Transformation Agile Team Coach – SAFe**

*Mentored and coached delivery teams new to Agile in Scrum and Lean Best Practices developing a enterprise integration global IT Human Resources program for a large organization*. *Hired to provide expertise to teams (including Product Owners, and Scrum Masters) to help move the transformation forward and to improve time to market results to customers.*

* Facilitated daily stand-ups, backlog refinement, story sizing, iteration planning, iteration review, and iteration retrospectives.
* Resolved impediments and protect the team from distractions and changes during sprint execution.
* Empowered team members to self-organize and grow cross-functionality.
* Educated Product owners (business requirements) on keeping the product backlog in ready-ready state.
* Worked with product owners to refine and prioritize product backlog, develop release plans, assist breaking of epics to create and add user stories in the backlog.
* Facilitated negotiations between product owner and development teams on priorities, dependencies and during story sizing.
* Protected team from over-commitment, manage backlog, prioritize resolution of defects/bugs for timely delivery.
* Supported, educated and assist the team members on adapting to scrum framework and techniques.
* Monitored sprint progress and progress towards release plan using release burn-down/burn-up charts.
* Publicized the team's progress and successes to make sure they are highly visible to product owner / stakeholders.
* Encouraged open, honest and respectful communication within the team, develop a sense of commitment and accountability to each other, and keep the team focused.
* Engaged with management to assist in removing organizational and systemic impediments
* Coached the team members to self-organize, collaborate, prioritize, self-manage, and to adapt to engineering practices such as pair programming, continuous integration, code reviews, continuous testing, etc.
* Served and helped teams to track and monitor status, enter task and time, dependencies, and blockers.
* Fostered productivity, visibility, predictability, team empowerment, continuous improvement, success and happiness of the team to deliver quality software product and improve business value delivery.
* Fostered team morale, sustainable velocity, quality and incremental value delivered.
* Represented teams in Scrum of Scrums to address dependencies and impediments, to share experience and knowledge.

**ExxonMobile, The Woodlands, TX 03/19 – 01/20**

**Agile Transformation Coach**

*Mentored and coached SAP delivery teams new to Agile in Scrum and Lean Best Practices developing a SAP HANA enterprise integration global program for a large organization*. *Responsible for restructuring the execution plan for a struggling agile transformation. Hired to provide expertise to teams (including Product Owners, and Scrum Masters) to help move the transformation forward and to improve time to market results to customers.*

* Developed and delivered team training materials and organizational workshops, building knowledge and skills to facilitate the Agile transformation.
* Trained and coached teams on Agile ceremonies, values and principles to promote continuous improvement in practices and artifacts.
* Championed cultural change and collaborated with other coaches on plans and techniques for accelerating and advancing the organization's transformation.
* Re-established and monitored financial budgets, metrics, forecasting and financial reporting to management.
* Managed/mitigated risks and issues for the ARTs (SAFe Agile Release Trains).
* Identified process changes required to accelerate development and remove major impediments. In eight weeks, reduced time to ship by approximately 30%. To achieve these results, updated group's processes to conform to Agile Scrum standards.
* Trained teams to write good user stories, prioritize the work based on business value and handling of the tasks by the team. Placed substantial efforts on team member role training, time-boxing and providing strong metrics for all players.
* Brought in Agile best practices such as time-boxing, continuous integration, code/design reviews, transparency, accountability, rally tracking, product visioning, technical debt reduction, self-management, empowerment and role training resulting in realized velocity improvement of more than 100%.
* Mentored teams, leading them to be self-directed with strong accountability, decision making, conflict resolution and transparency.
* Communicated and presented bi-weekly updates to stakeholders and program managers.
* Coordinated software development with product and finance groups to ensure feature release based on commitments.
* Developed the roadmap for all teams to evolve toward predictive velocities.

**Micron Technology, Boise, ID 10/18 – 12/18**

**SAP Project Lead (Agile-Lean Transformation Business Advisory)**

* Tapped on the shoulder by Senior Executives to assume leadership of struggling integration implementation, a project that had languished for two years. Quickly evaluated project scope and business requirements, performed risk assessment analysis and developed new project plan and implementation strategy. Agile methodology utilized with PMBOK procedures to aggressively around turn around this implementation. ***Results:*** *Clients experienced at least a 60%+ increase in overall business results (time to market, quality, production, engagement, customer satisfaction).*
* Performed risk analysis and rapidly determined causes for implementation issues and developed corrective actions.
* Managed IBM’s cross-functional teams including finance, controlling, product costing, manufacturing, IT, and BW/BI.
* Managed the daily details of the project by partnering with project team members and resource managers. Manage and assign the project plan, schedule, reporting, resources, task assignments, scope, budget, and risks.
* Communicated complex and technical information in a manner that all audiences can easily understand via multiple formats, i.e. virtual and in person discussions.
* Brought in Agile best practices such as time-boxing, continuous integration, code/design reviews, transparency, accountability, rally tracking, product visioning, technical debt reduction, self-management, empowerment and role training resulting in realized velocity improvement of more than 100%.
* Drove the establishment of agile project methodologies, new policies and procedures for Micron’s Project Management organization.
* Revamped and led governance review meetings to ensure all controls and risks have been addressed process team leads in their process documentation.

**Caesars Entertainment, Las Vegas, NV 04/18 – 10/18**

**Agile Transformation Coach**

* “Reaching the tipping point” - Successfully got the buy in from the Agile leadership team by communicating the business need, urgency, and vision for change.
* Coached/mentored Agile leadership / Management in regards to understand their leadership roles to positively impact the organizational transformation.
* Partifipated in many of the activities identified in the 12 critcal moves described in the SAFe Implementation Roadmap.
* Responsible for restructuring a struggling agile transformation strategy for a 1000+ associate organization. Led a team of Scrum Masters (onshore/offshore) to execute the strategy and roadmap by providing coaching and training support to over 21 teams across 4 geographic locations.
* Helped to establish a Lean-Agile Center of Excellence (LACE) with other agile coaches by building and executing the transformation backlog.
* Collaborated with senior management to provide progress reports and status updates.
* Facilitated Scrum of Scrum calls for seven different billing applications following Agile process.
* Mentored the RTE (SAFe Release Train Engineer) in regards to his roles and responsibilities.
* Mentored internal and external program leaders, scrum masters & product owners to ensure consistency in regards to the training and message that are being communicated to the program, and team level.
* Worked with stakeholders to understand the flow of value to identify value streams and ARTs to find those that are the most opportunistic for launch.
* Trained and sourced external trainining for teams and participated in initial, critical events like Program Increment (PI) Planning and Inspect & Adapt (I&A).
* Led and participated in other Scrum of Scrums and System Demo, faciliated I&A and follow up on improvement items.
* Coached teams to establish a DevOps culture and mindset, the Continous Delivery Pipeline, infrastructure, and associated Agile technical practices.

**American Airlines, Tempe, AZ 03/17 – 03/18**

**Agile Transformation Coach**

* Helped the Agile leadership to created a “framework” (goal, roadmap and process) which clearly supports the teams and align them to the organizational vision / mission / goals. The outcomes were added to the Agile Transformation Backlog.
* Helped Agile Leadership Team clearly define what they want to change for the next 3 months to start and then 6 months, 9 months, 12 months as part of the Agile transformation roadmap.
* Helped to create the Portfolio / Program Impediment Backlog with defined impediment handling process.
* Provided guidance on Defect Management / Handling process.
* Provided guidance on dependency handling process within the Agile teams and waterfall teams.
* Worked with the leadership team on Impediment Escalation Process.
* Helped to prepare the Preparation checklist for standing up teams / pilot.
* Observed a A week in the life of a Product Manager / Product Owner to truly understand their day to day activities and how to marry that into Agile processes.
* Worked with multiple agile teams to foster a culture of collaboration and continuous improvement.
* Help create agile dashboards, roadmaps, sprint calendars, capacity planning, and utilization.
* Conduct and coached on Inputs / Process / Outputs for all scrum ceremonies.
* Prioritized epics and features, broke down stories into smaller stories that can fit into a sprint.
* Conducted team assessments, role assessments and custom maturity model for Agile team ramp up.
* Led, organized and conducted brainstorming sessions across the Business Unit.
* Coached / Mentored leadership teams with Enterprise Agile / Agile frameworks and Practices.

**Uber Technologies, San Francisco, CA 08/16 - 03/17**

**DevOps - Agile Transformation Coach**

* Tasked to drive and pilot ‘top notch’ agile solutions, execute company-wide initiatives, continuously improve processes to increase the effectiveness of Uber’s world-class engineering & technology organizations, implemented strategies and data across all work flows while requirements are met and coached the team on best methods to assist with a agile adoption. Drove and delivered all project needs on time and within the agreed acceptance criteria in a hybrid (waterfall/agile) methodology environment as they attempted to transition to an Agile Methodology.
* Implemented SAFe, Scrum, XP, Kanban throughout the organization to improve communications between Engineering, Product Management, and Business; to provide more transparency across the 3 departments; and to obtain great business value with short turnarounds.
* Teams and individuals have been identified taking into consideration the role/responsibilities as well as role characteristics/attributes.
* Removed obstacles to drive momentum and progress. Managed issue escalations and provided support to teams balancing competing priorities. Removed impediments and protected team members from interruptions and distractions to maximize productivity. Encouraged and implemented process improvements. Created team-building opportunities.
* Monitored, evaluated, and continuously improved the organization by being a trusted advisor, facilitator and creative problem solver. Communicated the progress to senior management thru ‘Burndown Charts’. Monitored the Quality thru metrics and mentored team thru the project management processes.
* Helped managed the cross-functional strategic planning and business planning process, leading conversations with key stakeholders to develop concepts for strategic initiatives, and developing those into detailed program/project plans (including roadmaps, funding planning, resource planning and hiring goals).

**Whirlpool Corporation, Benton Harbor, MI 01/15 – 08/16**

**Agile Transformation Coach - SAFe**

Participated in Enterprise Agile transformation and coordinated Agile adoption for 48 teams across multiple sites in the US and Internationally (including Asia, EMEA, Latin America). Full accountability for a medium size team of scrum masters, product owners, developers, consultants, interns, and business analysts. Hired to provide on-site agile transformation expertise and business consulting services to customers (employees, shared services), especially in situations where teams were experiencing issues. Leadership role involved: evaluating business processes, conducting root cause analysis, understanding communication gaps and core technical problems. Restructured the execution plan and led multiple teams to successfully implement new technologies. Interfaced with scores of different customers to analyze and create implementation strategies.

* Worked with multiple agile teams to foster a culture of collaboration and continuous improvement.
* Coached teams, Scrum Masters, Product Managers, System Architects, Business Analysts, Managers and Executives on Agile values and principles to promote continuous improvement in practices and artifacts.
* Championed cultural change and collaborated with other Coaches on plans and techniques for accelerating and advancing the organization's transformation.
* Identified Value Streams, co-launched six (6) Agile Release Trains and co-led the effort to redesign the implementation strategy.
* Championed Agile concepts & methodologies outside of the software development teams, leading to the adoption of Agile.
* Established and supported communities of practices to promote organizational understanding of Agile roles and to help individuals develop into them.
* Developed and delivered team and organization training materials and workshops, building knowledge and skills to facilitate the Agile transformation.
* Wrote Agile FAQs, articles and success stories which were distributed via newsletter and posted on a SharePoint site to improve the Agile maturity level.
* Led and coached Product Owners to improve story writing & requirements gathering process, leading to an increase in more customers.
* Facilitated Scrum ceremonies such as daily stand-ups, backlog grooming, sprint planning, retrospectives, etc.
* Mentored teams, leading them to be self-directed with strong accountability, decision-making, conflict resolution and transparency.
* Coached and empowered teams to self-organize and grow cross-functionally.
* Defined new roles and responsibilities and socialized.
* Created new enabler, feature and ART template and socialized.
* Created DoR for feature level and socialized.
* Identify and created point of arrival of requirements flow to SAFe framework.
* End to end life cycle of Feature from Funnel to Done.
* Helped team to map Program and team level ceremonies over feature lifecycle.
* Conducted pre PI-Planning event, 2 day PI planning event, and Inspect & Adapt after 2 day PI planning event.
* Conducted WSJF hand on workshop and eventually utilized in feature prioritization.
* Provide guardrail to complete management over the SAFe practices and roles.

**SAP America Academy (University Alliance Program) 08/12 – 01/15**

**Scrum Trainer I Agile Transformation Coach | Candidate I Instructor Designer (Agile Architect)**

**General Motors Corporation, Detroit, MI 08/11 – 01/15**

**Agile Transformation Coach I Interim Scrum Master**

**Apple Inc., Rio de Janeiro, Brazil / Cupertino, CA 05/08 – 08/11**

**Project Manager Intern I Business Analyst I Product Owner I Scrum Master – Retail**

**Education & Professional Development**

* Project Management Institute, Newtown Square, PA – Volunteer
  + Current Role: Project Management Professional (PMP) Leadership Coach
* Central Michigan University, Mount Pleasant, MI
  + Bachelor of Science in Business Administration, Major: Management Information Systems
  + Concentrations: SAP Enterprise Software, Lean Six Sigma, and Project Management