

Michael Richardson

CERTIFIED DISCIPLINED
AGILE COACH



Professional Summary

Enterprise and Portfolio level lean-agile transformation coach to support transformations moving from a traditional ecosystem to one characterized by lean-agile values and principles for business agility. Experience supports starting with an understanding of why a transformation is important to the enterprise and then developing a transformation strategy and roadmap. Execution is hypothesis driven and must be pragmatic and responsive to learning through minimum viable changes. End-to-end operational and development value stream coaching, mentoring, consulting and training to improve product fit and delivery.

Technical Skills

Process and Methodologies

Scaled Agile Framework (SAFe) Program Consultant (SPC4), Disciplined Agile Coach (DA-CDAC), Lean-Agile Practices, Scrum, Kanban, eXtreme Programming (XP), Test-First Mindset (TDD, ATDD, BDD), Evolved understanding of Rational Unified Process (RUP), Software Engineering Institute's Capability Maturity Model (SEI/CMM), PMI, Sarbanes Oxley (SOX), ISO-9000, IEEE, ITIL, MIL-STD / DoD Standards

Tools

Rational Team Concert (RTC), CA Agile Central (RallyDev), VersionOne, JIRA, Jira Align (AgileCraft), LeanKit, Rational Method Composer (RMC / EPFC), Rational Requirement Composer (RRC) / Rational Dynamic Object Oriented Requirements System Next Generation (DOORS-NG), Rational Quality Manager (RQM), Rational Functional Tester (RFT), Rational Publishing Engine (RPE), RequisitePro (ReqPro), Eclipse, Team Foundation Server (TFS), TaskTop, DefineIT, CaliberRM, Test Director, DevTrack, QA Wizard, eTest Suite, QuickTestPro, Cucumber, Selenium, Nexus, Jenkins, MS Office Suite with Macros & VBA, MS Project, Visio, Access

Experience

Supporting enterprise-level lean-agile investment and delivery transformations leveraging Disciplined Agile (DA) and Scaled Agile Framework (SAFe) to gain business agility.

Michael Richardson Enterprises LLC

07/2016 to Present

Coach, mentor, teach, and facilitate enterprise transformation. Help enterprises, organizations, and teams adopting Lean-Agile investment, management, and development practices. Advocate for pragmatic 'hands-on and engaged' coaching required by every Lean-Agile enterprise transformation.

Agile Velocity / Southwest Airlines Enterprise Transformation Coach

03/2019 to 11/2019

Coach, train, and support Southwest Airlines leadership, internal coaches, and guiding coalitions to form SAFe Portfolios and Agile Release Trains (ARTs). Coaching in areas such as:

- Achieving sustainable flow of value for executives and leaders; for portfolios, programs and teams
- SAFe Portfolio Level implementation, operations, strategic alignment, and governance
- SAFe Program Level (ART) implementation and operations
- Collaborating with coaches for SAFe Agile Teams.

**Agile Velocity / Anthem
Enterprise Transformation Coach**

02/2017 to 03/2019

Collaborating with Senior and Executive leadership to define and communicate transformation strategy and to keep them apprised of tactical goals, progress, challenges and engagement needs.

Building rapport and relationships with internal and external coaches throughout the enterprise to enable consistency and facilitate synergy across organizational and virtual teams/groups.

Responding to needs of the client to support presentations and information sharing.

Assisting with refinement of evolving roles, responsibilities and organizational structures related to enterprise transformation.

Providing general lean-agile coaching to individuals, teams, and leadership.

SAFe coaching at Program, Large Solution and Portfolio levels.

**Scott Ambler + Associates / Albertson's
Certified Disciplined Agile Coach**

01/2017 (Quick Assessment)

Assess current solution delivery processes in the context of Disciplined Agile (DA) process goals, to provide recommendations and a suggested roadmap for process improvements based on interviews related to execution of projects.

**Icon Technology Consulting/ Northwestern Mutual
Principal Consultant and SAFe Coach**

04/2016 to 02/2017

Supporting NM's agile transformation and adoption of SAFe as a member of the Agile Coaching Team with Delivery Practice Operations to sustain agile / lean behaviors as part of the Solution Delivery Value Stream. Providing coaching to Integrated Customer Operations Teams.

Coach ART Teams in the development of their deliverables, facilitate workshops with ART teams to develop user stories, ensure team members understand roles, tools, and processes. Identify measurements around key engineering practices (e.g. continuous integration, continuous availability, and continuous delivery), assess where good engineering practices are occurring and recommend achievable next action steps to apply more broadly.

Coach Team Members in XP and Quality practices to improve capacity and delivery speed. Technical practices fulfill a prerequisite need to support adoption of DevOps to create a sustained high-performance capability. Coaching for quality solution craftsmanship to support continuous value flow.

**Icon Technology Consulting/ GDMS
Agile Transformation Consultant**

04/2016

In the context of Disciplined Agile (DA), assess agile initiative strategies and activities to provide feedback and recommendations based on interview and survey findings related to execution of programs within an organization that desires continued growth and adoption of agile values, principles, and practices.

**Icon Technology Consulting/ Kohl's
Agile Coach**

02/2016 to 04/2016

Providing multiple team coaching to support Kohl's teams providing critical solutions under intense pressure to satisfy predetermined dates to support initiatives. Providing coaching to prepare teams with a likelihood of becoming part of other SAFe Agile Release Trains. Leveraged Disciplined Agile (DA) process factor options to determine which options would provide likely advantages at their maturity point of agile adoption. Provided limited-scope assessment of agile adoption issues to management based on observations of team building and

project startup, solution development practices, and solution delivery.

**Icon Technology Consulting / Target
Scaled Agile Program Coach**

07/2015 to 01/2016

Providing enterprise, program and multiple team coaching to support Target's adoption of agile and scaled Agile (SAFe) principles and practices. Key contributor at the enterprise level to support implementation of Agile across multiple products based on mature knowledge and appreciation of agile values and principles. Embedded with program and team members to coach, train, and facilitate transformation from waterfall to agile mindset for effective SAFe Program Increment and Sprint Planning sessions, as well as to support PI and Sprint ceremonies. Helped implement Jira to work as a SAFe tool for the program and to support team needs.

**Icon Technology Consulting/ Citigroup
Senior Solution Architect - Rational Team Concert (RTC) for Agile Teams**

07/2012 to 07/2015

Global rollout of ALM solutions for large financial services client to a population of thousands of developers, hundreds of teams. Providing critical services for governance, strategy, and technical stack implementation. Rollout includes assessments and introduction of best practices in application / software development and tool usage as applicable.

Supporting technologies / tools include: Maven, Nexus, Jenkins, TaskTop, Blueprint, Rational Team Concert (RTC), Visual Studio, and Quality Center. Assessing current tool usage and application lifecycle management practices and transitioning those practices in a way that will leverage the value adding features and capabilities of the Jazz/RTC/VS/TFS platforms. Authoring numerous guidelines and presentations to support on-boarding activities.

Developed and delivered enablement training and consulting support deployment for Rational Team Concert (RTC). Led definition and implementation of extensive RTC template customizations (including JavaScript and plugin extensions for operational behavior). Supported migration of JIRA and ClearQuest change requests and ClearCase code into RTC repository / project areas.

**Icon Technology Consulting (IconATG)
Principal Consultant**

03/2009 to Present

Conducted Application Lifecycle Management (ALM) and Tooling Assessments. Assessment reports provide a summary of observations, an impact map, and a roadmap for ALM improvement initiatives as well as suggested best practices to accelerate application development.

Define test strategy and test planning for new system development. Mentored test team in best practices for design of test cases and use of automated testing. Provided guidance on requirement management tool usage as well as requirement quality to establish practices supporting downstream development and testing efforts.

Provided training and support for Rational Functional Tester (RFT) and Rational Quality Manager (RQM). Conducted workshops for a test automation framework to enable early test case engineering and to support a test-driven agile development methodology.

Working through the integration of RQM with other Rational test tools such as Rational Functional Tester (RFT), Rational Performance Tester (RPC), Rational Service Tester (RST) as well as support for traditional tools such as RequisitePro, ClearQuest, and ClearCase.

**Atlanta Group Systems Inc. (AGSI)
Senior Business Management and Technology Consultant
Cash America International**

11/2005 to 03/2009

Performed assessment of SDLC processes and capabilities to effectively mitigate risk and improve product quality in development of a Point-Of-Service enterprise application. Provided recommendations and support,

provided strategic and tactical execution of selected recommendations. Worked closely with the CAI leadership to identify needed changes, assess change impact, modify project plans, and align expectations.

Led and managed the effort for implementing a modified Rational Unified Process (RUP) and provided an integrated system which included, RequisitePro, ClearQuest, ClearCase, Functional Tester, Manual Tester, and Performance Tester. Implemented ClearQuest databases with customized forms and workflows as well as a Test Automation Framework built upon Rational Functional Tester in JAVA, using a JDBC connection to an Oracle database to obtain and manipulate test data.

Provided business and system analysis of financial transactions to identify requirements gaps and to ensure accurate data flow from POS through to General Ledger. Authored requirements, business rules, and use cases for business events to map store operations to business information reports. Analyzed business workflows to identify missing exception flows for desired functionality or poorly defined exception flows that allowed for undesired functionality.

AGSI: Federated Systems Group

Assess needs and deliver training workshops for PPQA (CMMI process area) personnel so they confidently move beyond process compliance issues and probe deeper into stakeholders needs, ensure work product authors have done the necessary due diligence to be successful, and positively impact process and product quality.

AGSI: VeriSign

Provide leadership and direction for requirements / use case engineering and process implementation across RUP-based inception and elaboration phases. Conduct training sessions for RUP-based processes with Use Cases and UML for activity, class and component diagrams. Drive policy and process improvements throughout the product development life cycle / SDLC to support organizational objectives for CMMI-2 & 3 process compliance and to achieve business, operational, and engineering goals. Tailoring of SDLC process artifacts to support incorporation of requirements management and design tools: Borland CaliberRM and Together Architect.

Access Insurance Holdings, Inc.

02/2005 to 10/2005

Director QA (Contract)

- Mentor and train staff in IT software development life cycle skills
- Control production system release processes, for urgent and routine updates, improving customer experience and quality through change management
- Project management, business requirements analysis, software testing

Auctionworks, Inc. d/b/a Marketworks

01/2002 to 08/2004

Director QA

- Managed, mentored and trained QA (with off-shore augmentation) and infrastructure teams for a high-volume transaction system facilitating nearly 3 million transactions with customer sales reaching \$30 million per month
- Defined objectives, policies, procedures, guidelines, and standards for rapid application development to achieve quality and minimize risk for mission-critical applications
- Provided leadership and direction for business analysis, development and testing personnel; coordinated and directed QA activities; reduced rework and cycle time
- Quality leadership based on CMMI, and ISO-9000 and experience

Scientific Games International

03/2000 to 08/2001

Vice President Software Development & Product Integrity

- Directed development, evolution, and execution of policy, process, and procedures for software development and quality assurance departments.

Education

Rensselaer Polytechnic Institute in Hartford Connecticut

Master of Science, Technology Management

University of Vermont in Burlington Vermont

Bachelor of Science, Electrical Engineering

Certifications

Scaled Agile Program Consultant (SPC4)

Certified Disciplined Agile Coach, CDAC

Certified ScrumMaster (CSM)

IBM Certified Solution Developer Rational Unified Process