

## Summary

- Specialist in leading Agile transformations with a long history of solving “people and process” problems.
- Holder of rigorous certifications in Agile, change management, and project management.
- Author of evidence-based Web books on: scaled Agile; creating high-performance teams; and teambuilding myths.

## Experience

### 3/17-5/18

#### *Agile Management Researcher/Author, Durham, NC:*

- **Full Stack Scrum™: Make a FuSS™ for Free Agile-at-Scale**—Created a Lean, free, open source alternative to other Agile-at-scale systems like SAFe, proven to attain high mid-term predictability and quality at lower costs. Explains Agile to executives and stakeholders to gain buy-in. Details how to implement Scrum across the enterprise for software, hardware, administrative, and other work; scale it to multi-team release planning; initiate new Agile projects; manage the project portfolio; and apply Kanban to non-project work. Introduces Agile organizational structures, budgeting, contracts, hiring, and performance evaluation. Draft in book form had 430 pages. Available at: FullStackScrum.net.
- Wrote for submission to journals:
  - **An Evidence-Based Model for Agile Organizational Change**—The first model for transforming an entire enterprise to Agile that synthesizes evidence from the research literature on Agile, organizational change, and resistance to change.
  - **A Call for Evidence-Based Agile Management**—Explains the history and value of “evidence-based management” and how to use it in Agile organizations.

### 5/15-3/17

**Senior Agile Coach, Honeywell, Raleigh, NC (through Insight Global).** Performed gap analysis to identify opportunities for improvement. Forged consensus among executives for needed changes. Trained and coached team members, Scrum Masters, Product Owners, product managers, and executives on Agile methods and use of CA Agile Central (formerly “Rally”). Implemented disciplined Scrum or Kanban methods as appropriate in R&D and test teams delivering hardware, firmware, software, and support. Drove management role changes to maximize team empowerment. Scaled Scrum up to multi-team releases. Implemented organization-wide portfolio management. Due to successes, was asked to spread system to other Honeywell organizations in multiple U.S. locations and India including. Presented at CA World 2016 on Agile outside of software.

- Predictability across company’s cross-functional Scrum teams achieved 84th percentile among all companies using Rally in less than a year.
- System achieved iterative release predictability above 90% consistently while helping to reduce defect backlog to net zero.

### 11/13-10/14

**Principal Program Manager, VCE, the Virtual Computing Environment Company, Durham, NC.** Supported the growth and improvement of Agile project management through the Engineering Services PMO. Performed Scrum gap analysis and made recommendations for scaling Agile to the cross-program level. Advised leaders at multiple levels on adoption of Scrum or Kanban practices. Served as Scrum Master or Kanban facilitator to five teams. Performed cost-benefit analysis of Agile tools and led successful cross-organization adoption effort of the winner (Rally) through evangelizing, data migration, training development and delivery, and process coaching. Initiated program for coordinating shared work across teams and an Agile Champions Forum. Won a VCE @ Passion Award (\$1,000).

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- In the first sprint after taking over as Scrum Master, helped a team deliver 100% of its committed stories for the first time, and it continued to do so in most subsequent sprints.
- Led tool adoption effort estimated to realize a minimum 282% annual return on investment.

### 09/12-07/13

**Agile Project Manager and Scrum Coach, NetApp, Durham, NC (through HireNetworks).** Took over a Perforce upgrade project mid-stream from a PM on medical leave. Led Agile/Scrum and waterfall projects, including planning, formal training, and leading or consulting on the transition into Scrum teams using Rally or VersionOne. Facilitated requirements gathering, and communications planning. Mentored a new program manager and trained six new Scrum Masters. Contract extended three times.

- Served as trainer and Scrum Master for four teams simultaneously; three of four achieved 100% story acceptance within their first four sprints, with the fourth at 97% by contract end.
- Helped three teams navigate major personnel changes due to a reduction in force with little measurable impact on results.

### 11/11-07/12

**Agile Project Manager, Red Hat, Raleigh, NC (through Resolvit).** For the IT PMO, consulted with the IT Business Operations Tower to mature its Agile/Scrum process while serving in the Scrum Master role. Facilitated sprint meetings, introduced best practices, and performed team building for two multi-project Oracle or SQL teams, including a 12-member global virtual team. Coached team members on use of Rally.

- Raised user-story acceptance rates by more than 50% in the first sprints managed.
- Helped one team adjust to a change in scope of 119 initial stories due in three months and deliver on time.

### 3/08-5/08

**Agile Project Manager, Seven Simple Machines, Inc., Seattle, WA (temporary employee).** Took over multiple Web application projects in an Agile environment when a PM left on short notice. Also responsible for business analysis, requirements, client relations, and Scrum Master duties.

- Helped establish Agile/Scrum techniques and expanded use of the project control tool.
- Identified numerous opportunities for process improvement, introducing techniques and templates for budget and schedule estimation, proposal creation, and effort tracking.

### 11/07-1/08

**Project Management Training Developer, T-Mobile, Inc., Bellevue, WA (temporary, through Harvey Nash).** Revised the two-day orientation training provided to new project managers in the Enterprise Information Technology PMO as it converted to Agile processes, and taught sessions.

- In one month, wrote a 117-page handbook including objectives, exercises, procedures, tool demonstrations, graphics for visual learners, instructor notes, and features to ease reuse of the content.
- Drafted scientifically valid surveys to determine organization-wide training needs and for training evaluation.

### 11/06-9/07

**Senior Technical Writer, JDS Uniphase Corporation, Renton, WA (1099 contract).** Rewrote the product documentation set for a system for testing cell phone service quality (hardware, firmware, and software).

- Created 950 pages in 40 weeks despite little usable source documentation and using less than 1.5 weeks of subject-matter expert (SME) time.
- Introduced single-source method that in one document cut revision time by 80%.

### 3/06-10/06

**Project Manager, Sakson & Taylor, an Aquent Company, Seattle, WA.** Managed documentation and Web projects within a PMO for clients including Adobe, Corbis, Intuit, and a Scrum team at Microsoft. Responsible for

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proposal writing; project scope, schedule, and budget; team leadership; and customer relations. Led projects involving up to 12 members (some international) and initial budgets up to \$450,000. Coordinated timely production of all business proposals for the Consulting Division.

- Won a 27% revenue increase for the next fiscal year of a managed services project.
- Led a formal process-improvement team that streamlined the company's proposal-creation process.

### 5/04-1/06

#### **Microsoft, Inc., Redmond, WA:**

- **Technical Writer/Project Manager, 2/05-1/06 (through Sakson & Taylor).** Coordinated efforts of 25 SMEs to bring in both phases of an operations documentation project on time for a new Web service, Windows OneCare Live.
- **Lead Training Developer, 5/04-11/04 (through Siemens Business Services).** Managed documentation project with SMEs and one other writer to create training-oriented procedures for the Network Operations Center's transfer of support functions to India. Took over project management after the first phase came in one month late, and brought in the second phase on time despite expanded scope.

### 3/01-1/03

**Technical Communications Manager, PortalPlayer, Inc., Kirkland, WA.** Created the Technical Communications Group by hiring and coaching experts in two U.S. locations and India. Responsible for project management, budgeting, performance management, and the technical training program.

- Developed process and led projects to create a documentation set and intranet from scratch in one year despite a low writer-to-engineer ratio (1:30, twice as bad as a 2002 industry study's worst ratio).
- Coached API writers to require only two to three hours per topic; five hours were considered typical.

### 6/00-9/14

**Team Leadership Coach, TeamTrainers Consulting, Raleigh, NC (side business, and see "Gaps" below).**

Created and delivered training and coaching on teamwork, team leadership, meeting facilitation, active listening, and mindfulness at work. Researched more than 600 sources, mostly scientific studies, to write *The SuddenTeams Program*, a 500-page training manual for developing a high-performance team. Published a "do-it-yourself" book version in 2009.

- Taught team development in project manager courses and for PMI, averaging a 92% approval rating.
- Delivered training or speeches on team-related issues in international companies and university classes, for professional groups including PMI (three times), and on radio and Internet shows.

### 10/93-6/00

#### **Los Alamos National Laboratory, Los Alamos, NM.**

**Project Leader, 5/97-6/00.** Supervised up to 60 technical communicators and two managers in a self-supporting service organization, the Communication Arts and Services Group.

- Hired and managed resources, managed projects, and assisted clients.
- Trained self-directed communications teams; one managed a 40% reduction in force with no loss of productivity or increase in stress.

**Writer/Editor, 10/93-5/97.** Served customers in the nuclear materials testing, threat deterrence, and equipment management organizations.

- Trained four self-directed technical teams and facilitated their redesign of LANL's equipment management system, raising auditor ratings of the system from 45 to 87 (out of 100) in two years.
- Facilitated numerous process-improvement initiatives.

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### 6/88-5/90

**Information Coordinator, Washington State University, Pullman.** Planned and produced marketing/PR communications for the colleges of business, education, and veterinary medicine. Responsible for media relations.

### Gaps

- Graduate school after the position above.
- After founding TeamTrainers full time 6/00-12/00, attempted as full-time practice, 6/03-1/05 and 10/09-10/11. Business was profitable, but I did not enjoy the sales effort required.
- Unable to find work due to the Great Recession, 6/08-10/09.

### **Education**

- **Graduate Certificate in Project Management**, University of Washington.
- **M.A. in Journalism**, University of Missouri-Columbia. GPA: 3.9.
- **B.F.A. in Design and Production**, Univ. of North Carolina School of the Arts.
- **Seminars or courses in:** Agile/Scrum, budgeting, change management, employment law, Oracle SQL, team leadership, and many PM topics.

### **Certifications**

- Professional credentials requiring proof of relevant experience, significant training, rigorous exams, and continuing education:
  - **Agile Certified Practitioner (PMI-ACP)**, Project Management Institute, 2013.
  - **Certified Change Management Professional (CCMP)**, The Association of Change Management Professionals, 2018.
  - **Project Management Professional (PMP)**, Project Management Institute, 2007.
- **ITIL V.3 Foundation Certification.**
- **Basic Instructor and Job Task Analysis**, U.S. Department of Energy Central Training Academy (64 hrs).

### **Technologies**

- **PM/Coach:** Internet-of-things platform; SAP; smart utility meters (HW, FW, SW); cloud infrastructure (SW); Perforce; business intelligence; data warehouse; Oracle ERP; Web services and design; technical documentation.
- **Technical Writer:** Cell phone network testing (HW, FW, SW); digital media (HW, API, Help); Web services; network operations; nuclear materials detection; physical sciences; equipment management.
- **Applications:** Agile Central (formerly “Rally,” as admin); FrameMaker; Atlassian Suite (JIRA); Microsoft Office (Access, Excel, PowerPoint, Publisher, SharePoint as admin, Word, Visio); SQL; Version One.

For more information, including answers to questions about my resume, please see: [ZenRonin.com](http://ZenRonin.com).