

Jim Morgan, M.A., CCMP, PMI-ACP, PMP
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Summary

- Evidence-based manager seeking contracts in Agile or organizational change with progressive organizations.
- Expertise derived from: years of measurable successes in improving teams; data read in more than 1,000 relevant scientific studies; and rigorous certifications in Agile, project management, and organizational change.

Experience by Relevance

Agile Organizational Change

Creator and Agile Coach, Full Stack Scrum™, Durham, NC, 3/17-Present. Promoting coaching services based on my [Lean scaled Agile system](#) to small and medium organizations, targeting startups. System covers transformation of single teams, multi-team programs, or entire enterprises doing almost any kind of work. Presents evidence for progressive but data-proven management practices in “[The Radical Agilist](#)” blog.

- Created the first open-source framework with detailed steps for scaling Agile across an enterprise based on Scrum and Kanban, and the first evidence-based model for Agile organizational change (equals 550 text pages).
- Presenter at numerous organizations, conferences and universities.

Senior Agile Coach, Honeywell, Raleigh, NC (through Insight Global), 5/15-3/17. 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.

Principal Program Manager (Agile Coach), VCE, the Virtual Computing Environment Company, Durham, NC, 11/13-10/14. 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).

- 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 Agile tool adoption effort estimated to realize a minimum 282% annual return on investment.

Agile Project Manager and Scrum Coach, NetApp, Durham, NC (through HireNetworks), 09/12-07/13. 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.

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- 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.

Agile Project Manager, Red Hat, Raleigh, NC (through Resolvit), 11/11-07/12. 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.

Agile Project Manager, Seven Simple Machines, Inc., Seattle, WA (temporary employee), 3/08-5/08. 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.

Teamwork Consulting

Team Leadership Coach, TeamTrainers Consulting, Raleigh, NC (side business), 6/00-9/14. 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.

Traditional Project Management

Project Management Training Developer, T-Mobile, Inc., Bellevue, WA (temporary, through Harvey Nash) 11/07-1/08. 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.

Project Manager, Sakson & Taylor, an Aquent Company, Seattle, WA, 3/06-10/06. Managed documentation and Web projects within a PMO for clients including Adobe, Corbis, Intuit, and a Scrum team at Microsoft. Responsible for 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.

Technical Writer/Project Manager, Microsoft, Inc., Redmond, WA (through Sakson & Taylor), 2/05-1/06. 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, Microsoft, Inc., Redmond, WA (through Siemens Business Services), 5/04-11/04. 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.

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Project Leader, Los Alamos National Laboratory, Los Alamos, NM, 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.

Technical Writing/Editing

- *Senior Technical Writer*, JDS Uniphase Corporation, Renton, WA (1099 contract), 11/06-9/07.
- *Technical Communications Manager*, PortalPlayer, Inc., Kirkland, WA, 3/01-1/03.
- *Writer/Editor*, Los Alamos National Laboratory, Los Alamos, NM, 10/93-5/97.
- *Information Coordinator*, Washington State University, Pullman, 6/88-5/90.

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.
- **CLEP Credits, 2018-19:** Financial Accounting, Principles of Management, Psychology, Sociology.
- **Seminars or courses in:** Agile/Scrum, budgeting, change management, employment law, Oracle SQL, self-directed teams, and leadership.

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); Atlassian Suite (JIRA); FrameMaker; Microsoft Office (Access, Excel, PowerPoint, Publisher, SharePoint as admin, Word, Visio); SQL; Version One; Web applications (Dreamweaver, Drupal, WordPress).

Additional Information

- Chronological resume: [LinkedIn Profile](#).
- Skill summary, and answers to questions about my resume: [ZenRonin.com](#).