

**Jim Morgan, M.A., CCMP, PMI-ACP, PMP**  
**Enterprise Agile Coach, Durham, NC, USA**

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## Summary

- Teamwork expert with 25 years' experience at improving performance within and across business teams.
- Creator of the Full Scale *agile*<sup>TM</sup> system for instilling agility in one team or across an enterprise.
- Presenter at numerous organizations, conferences, universities, and radio (most recently Business Talk Radio on Sirius XM).

## Experience

### Entrepreneurship

**Radical Agilist, Full Scale *agile*<sup>TM</sup>, Durham, NC, 3/17-Present.** Promoting coaching services to small and medium organizations for agile transformation using my open-source framework based on psychology. Wrote book-length website with detailed guidance for creating self-directed agile teams; implementing team-level Scrum or Kanban; coordinating multi-team programs; managing agile transformations; or expanding agile thinking across an enterprise.

- Website attracted 3,500 non-bot visitors over a recent 12-month period (formerly Full Stack Scrum<sup>TM</sup>).
- Research paper describing the first evidence-based model for agile organizational change has been downloaded more than 300 times, making it a top-ten download in its category on SSRN.

**Entrepreneur, AmRevNC, LLC, Durham, NC, 3/20-Present (covid pivot).** Led creation of AmRevNC.com, the "American Revolution Tour of North Carolina<sup>TM</sup>," a web-based travel service monetized via advertising and souvenir sales. Responsible for management, design, and content, assisted by three consultants. Work coordinated using Kanban. Launched 3/21.

### Agile Organizational Change

**Senior Agile Coach, Honeywell, Raleigh, NC (through Insight Global), 5/15-3/17.** Performed gap analysis and forged consensus among executives for needed changes. Trained and coached executives, stakeholders, and team members to implement Scrum or Kanban as appropriate in new product development and test teams delivering hardware, firmware, software, and support. Scaled Scrum to multi-team releases and introduced portfolio management. Spread system to other Honeywell organizations in multiple U.S. locations and India.

- 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 throughout the Engineering Services PMO at the cross-program level. Advised leaders at multiple levels on adoption of Scrum or Kanban. Served as facilitator to five teams. Won a VCE @ Passion Award (\$1,000).

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

**Agile Project Manager and Scrum Coach, NetApp, Durham, NC (through HireNetworks), 09/12-07/13.** Led Scrum and waterfall projects, including planning and facilitation. Led or consulted on the transition into Scrum teams using Rally or VersionOne. Facilitated requirements gathering. Mentored a new program manager and trained six new Scrum Masters.

- 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.

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**Agile Project Manager, Red Hat, Raleigh, NC (through Resolvit), 11/11-07/12.** For the IT PMO, facilitated sprint meetings, introduced best practices, and performed team building for two multi-project Oracle or SQL teams, including a 12-member global team.

- 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/coaching on teamwork, team leadership, meeting facilitation, active listening, and mindfulness at work. Read hundreds of 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.
- *Project Manager*, Sakson & Taylor, an Aquent Company, Seattle, WA, 3/06-10/06.
- *Technical Writer/Project Manager*, Microsoft, Inc., Redmond, WA (through Sakson & Taylor), 2/05-1/06.
- *Lead Training Developer*, Microsoft, Inc., Redmond, WA (through Siemens Business Services), 5/04-11/04.
- *Project Leader*, Los Alamos National Laboratory, Los Alamos, NM, 5/97-6/00.

### 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.

### 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.).