**ROBERT ELBOURN**

7 The Knoll, Enterprise Agile/Lean Coach <http://www.agile78.co.uk>

Hayes, Certified Disciplined Agilist (CDA) C

Bromley, SAFe® 4 Certified Agilist (expiring)

Kent Certified Scrum Master (Scrum Alliance- expired)

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**PROFILE**

An enthusiastic, resourceful hands on Agile Coach / Trainer with experience in (Enterprise) Agile transformations and a background in development. Around 20 years experience in software development involving the whole project lifecycle on n-tiered distributed environments in large corporations, using both Agile, Scaled Agile and (previously) Waterfall methodologies. Self motivated, outcome oriented, and a team player who enjoys a challenge, will roll up sleeves and demonstrate things pragmatically, and is always learning. Thrives in a multi cultural environment. Excellent communication, people and presentation skills. Occasional blogger. Spoke at the Unicom agile methods conference in 2016 about scaling agile. Good personal coaching skills and an accredited personal coach.

**EXPERIENCE AND SKILLS**

**•** EnterpriseLean**/**Agile Coach, highly accountable and responsible leader

**•** Able to run interactive training courses with workshops

**•** Co-authored an Agile coaching syllabus

**•** Written an agile governance framework

**•** Experience of multiple transformations from Waterfall to Agile

**•** Good troubleshooting, facilitation, training and coaching skills

**•** Experience with Disciplined Agile, and is a Certified Disciplined Agilist

**•** Experienced with SAFe, SAFe® 4 Certified Agilist

**•** Also used “Spotify model” and am aware of LeSS

**•** Good understanding of DevOps including Source Control, Binary Repositories, Orchestration Test Automation, Deployment

**•** Able to introduce agile concepts to sceptics as well as optimising high performing teams

**•** Product Owner training

**•** Proficient in Agile, Kanban, XP, Scrum and Lean thinking

**•** Worked in a “SAFe” environment for 3 years

**•** Excellent presentation skills, keynote speaker at the Unicom agile methods conference in 2016, also spoke on “Agile outside of IT” at the London CTO Meetup in 2018

**•** Occasionally blogged/ guest blogged on a number of Agile articles <http://blog.agile78.co.uk>

**•** Experienced planning and workflow design and implementation of Atlassian JIRA/Confluence

**•** Coaches, facilitates and trains teams on Standups/Planning/Workflow/Retrospectives/Strategy Value Stream Mapping/Team sizes and cross-dependencies

**•** Understands stakeholder management and is also empathetic

**•** Is patient with volatile individuals, high emotional intelligence

**TECHNOLOGY BACKGROUND**

**•** Have personally practiced and executedTest Driven Development (TDD)/Behaviour Driven Development (BDD) with pair programming using JUnit /Mocking, Java 5 (SJCP Cert)

**•** Experience with ThoughtWorks Twist adoption as well as FitNesse and Cucumber

**•** Multiple full project lifecycle experience as a developer and also Greenfield prototyping

**•** Java / Web development background using multiple IDEs

**•** Experienced with multiple source control systems and merging challenges

**•** Experience of content management systems including Dynamo BCC and TeamSite

**•** Some database admin with Oracle/SQL and TOAD, Self taught.

**CAREER HISTORY**

**Feb 2018-Present Agile Coach / Trainer with Kumoco**

As part of their Agile Consultancy arm, I run the “Agile Fast Start” programmes. These included “boot camp” style training with a number of workshops and assessments followed by team and 1-2-1 coaching. We used “Measurable Outcomes” to give teams suitably benchmarked metrics to help focus and drive team behavior. I also co-authored their training as well as the Agile Academy materials which built upon the “Agile Fast Start” programme. Other courses run include the Agile Leadership 2 day course and the lego4scrum course. Also developed and produced an agile governance framework to enable transition from a traditional form of development to a more agile way of working. The main client was Vodafone, and locations included London, Leeds, Wakefield, Swindon, Newbury, Zurich, Frankfurt and Dusseldorf.

**Sept 2016-Dec 2017 Lean Enterprise / Enterprise Agile Coach at HSBC via emagine**

Enterprise Agile Coaching to enable a DevOps and Agile transformation at HSBC for the Name Screening programme. Coached a team of 120+ employees distributed across multiple countries. (India, UK, Canada/US, China)

Work included individual and group coaching, (including director level) teaching and the facilitation of different retrospective meetings, value stream mapping and strategic leadership direction. Training also using both meeting room and WebEx on a number of different agile topics from Story Mapping, to Kanban and Retrospectives as well as introducing strategic team structural changes.

Lead the departmental team restructuring in line with HSBC’s DevOps and Agile vision, involving the team setup, role mapping and project initiation. Focused on a culture of learning and continuous improvement, collaborating closely with the directors and setting up a community of practice. Helped identify and develop emerging leaders. Also lead a team to further demonstrate these principles as an example.

**2010-2016 Consultant - Deutsche Bank – Agile Coach / DevOps**

*2013-2016 (September) – PnL Team in Deutsche Bank*

Coached a distributed DevOps team providing technical and coaching support in all aspects, including environments management, release and deployment management which included: JMS configuration, VHS, Apache/Tomcat (dWeb), App Servers, IBM’s BPM tool (and its replacement), Oracle database as well as managed feed environments. Frequently demonstrated new features for team learning purposes. Was directly involved in 95% of the project’s live deployments. Experienced with SAFe “Scaled Agile Framework”, including Value Stream Mapping exercises.

This was part of a new PnL system combining multiple workflows with an ETL system. Tools included Jenkins, ANT and Maven. Developed a series of tests to improve DevOps delivery and code quality. Coached a multicultural consultant test team in the use of Automated Testing and Story Writing while adopting a BDD tool (later reverse engineered). Documenting with wikis as I worked to ensure smooth handovers. Also designed and implemented new JIRA workflows to support the team’s development based upon their requirements.

*2010-2012 – Market Risk in Deutsche Bank*

Was an Agile Coach in the Market Risk department to enable a more agile way of planning and developing software, this included coaching teams, helping with stand-ups and facilitating retrospectives. More hands on practitioning included demonstrating Cucumber, FitNesse and ThoughtWorks Twist using MVP examples, as well as guide / Agile practice writing based on what the department could achieve.

A member of the Deutsche Bank Agile leadership team, part of the Deutsche Bank Agile Community of Practice, and of the DB Agile Community Coaches, volunteering time to help coach teams outside of the current department. Contributed learning material to the Agile Practice Catalog.

Helped co-ordinate and Scrum Master an offshore Environments Team of around 6-8 with its workload and planning. Was a major coordinator and mediator of priority decisions and planning in the environments through 2011, interacting with multiple stakeholders.

Took initiative in sending team leads, senior developers and testers to Scrum training courses and was able to establish rapport with the trainers (Skills Matter) to get free tickets to conference events for the enthusiastic in the department.

**2008-2010 Orange – France Telecom – Scrum Master**

Team Lead, Scrum Master and agile practitioner of a new team of 5-12 members as part of a tactical team on Orange’s online shop.

Was technical point of contact for requirements from the business, taking on challenging projects and working to tight timescales. Tech lead for the team providing direction on code quality, peer reviews and motivation in a high-pressure environment with the latest Apple release always around the corner. Working on cross team projects, I collaborated with the Bristol based strategic team to continually improve the functionality and efficiency of the site. Administered cruise control to set up and bring in new builds and also aid with code merging activities and environmental problems for developers.

Worked on a number of high profile projects against unforgiving deadlines including the launch of the micro sites for the latest iPad and iPhone, as well as introducing new ideas such as reCaptcha, all developed on the ATG Dynamo platform using Java, JSP, CSS and HTML. Our team delivered nearly 200 projects of variable length (from 1 day to 6 weeks long) which were delivered in a series of team sprints.

From an Agile perspective I led project “stand ups”, “showcases” and also “retrospectives”. I focussed on developing a culture of continuous improvement, and successfully implemented a number of fresh ideas for “stand ups/daily scrums”, showcases, retrospectives, velocity tracking (burndown charts) and estimation. I worked with and supported a number of projects from inception to deployment to live also providing on-call support. I was also deeply involved in the transition from traditional Waterfall development to using Agile methodologies with existing project teams.

The main technologies and process tools I used in Orange included:

* XP, Scrum, Scrumban, DSDM, Kanban and methods from the wider Agile community
* Jira and Bravo for user stories and measuring velocity, and Quality Center – for bug tracking
* ATG Dynamo with BCC (Business Control Center) and ACC (ATG Control Center)
* HTML, CSS, JSPs and property file configuration
* ANT, Subversion and Cruise control for building and deployment of EAR files
* JBoss (dev), Weblogic (test and production) and Apache Tomcat (images)

**2006-2008 Royal Bank of Scotland – Senior Java Web Developer**

A senior Java developer / agile practitioner as part of a larger RBS Insurance team providing online quoting systems for Motor, Home, Travel and Pet insurance for a number of household insurance brands. The architecture utilised a CICS/DB2 mainframe using an XML Server interfaced with a deployed web application.

**•** Coached by Thoughtworks and introduced to the world of agile and XP, with Spring, Hibernate, Tomcat and Freemarker, Mercurial, Hudson/Jenkins resulting in a challenge to change the company working culture

**•** Java with Eclipse 3.2 IDE, JRUN 4.0, servlets and JSP technology, including Apache struts

**•** Developed content managed areas of websites using Interwoven’s TeamSite with Perl.

**•** Utilised Waterfall methodologies for estimation, specification and design

**•** Worked on production support including implementing changes

**•** Developed on the “Tesco Compare” WebServices project for Motor Insurance using IBM’s DataPower SOA solution, SOAP, XML, WSDLs, WebSphere and JUNIT including prototyping

**•** As part of continuous improvement developing user guides and improving processes

**2004 – 2006 Royal Bank of Scotland - Chordiant Developer (Java)**

Part of a development team implementing and providing 24 hour support for software changes using the Chordiant framework. This was based on a distributed J2EE using WebSphere. The software was used by over 5000 staff nationwide as a telesales platform. Developed on the WebSphere Application Servers using WASADIE and Visual Age for Java

**2001 – 2004 Direct Line Insurance - Java Web Developer**

Was part of a small team of developers working on the ongoing Jamjar.com project

**•** Experienced and contributed to every aspect of the project software life cycle

**•** Major project involved bringing the administration of the system online

**•** Developed with Java/ JHTML, Oracle, TOAD, SQL, PL/SQL on the ATG Dynamo application framework

**2000 – 2001 Quidnunc Plc - Associate Developer**

Part of a team working on the development of the Jamjar.com project. Jamjar.com was a multi tiered system using Java, JHTML, JavaScript, CSS, Oracle/SQL, on an ATG Dynamo Application Server.

**EDUCATION & QUALIFICATIONS**

**1999-00 Queen Mary and Westfield College, University of London , MSc IT (Distinction)**

**Modules:** Java, Program Design, Software Engineering, Database Design, C++, Networks.

**Project:** A Computer Simulation of Evolution - using Genetic Algorithms, Java and Swing.

**1996-99 Imperial College London BSc (Hons) (ARCS) Biology with Microbiology**

Main subjects: Microbiology, Genetics, Ecology, Mycology, Environmental

Final year project: Molecular and genetic study on CJD and BSE (mad cows disease)

* 1. **Bishops Cleeve School, Bishops Cleeve, Cheltenham,**

3 ‘A’ levels: Biology, Chemistry and Maths. 9 GCSEs including Maths and English

**SKILLS & ACTIVITIES**

**Driving** Full UK license

**General** Occasionally attends meetups and similar when time allows. Enjoys running and has run a few marathons/half marathons. Life-coaches as an accredited personal coach. Volunteers at local Church. Writing a book, and enjoys discovering the world with his 3 children be it building things, using a telescope, microscope or going for trips.

**REFERENCES AVAILABLE ON REQUEST**