

Paul Henman

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Experienced Agile Coach & Scrum Master, providing customized approaches to support your unique journey to organizational Agility & team empowerment.

As a hands-on Agile coach, I specialize in tailoring approaches to fit unique team needs, promoting job satisfaction, product quality, and customer satisfaction. Recent improvements include a 50% reduction in replanning over three months and a 75% increase in the frequency of customer feedback.

Specialties:

- Agile Transformation
- Scrum, Kanban, XP, Lean Methodologies
- Structured Experiments and Short Feedback Cycles
- Facilitation, including Story Mapping, Lift-Off Sessions
- Kaizen for Continuous Improvement
- Probabilistic Forecasting & Predictability Enhancement
- Training, Coaching, and Mentoring
- Agile Roadmapping, Backlog Management & Rolling Planning
- Key Performance Indicators & Transparency Enhancement

WORK EXPERIENCE

Index Exchange • Feb 2019 - Dec 2022

Senior Agile Coach • Toronto, Ontario • Hybrid

- Facilitated consolidation of overlapping backlogs with Product Owners, leading to a single prioritised backlog & the removal of resource allocation plans; improved clarity, transparency & focused discussions.
- Spearheaded program-level backlogs & rolling planning, reducing replanning by 50% & increasing visibility into product direction.
- Collaborated with Product Owners to facilitate Story Mapping sessions, resulting in the co-creation of backlog items, highlighting risks, and reducing unknowns & dependencies for more efficient delivery.
- Promoted the use of structured experiments with short feedback cycles, resulting in increased confidence in product direction accuracy.
- Led the transition to probabilistic forecasting, increasing predictability by reducing reliance on estimation & gut feel. Moved discussions to focus on addressing the causes of variance.

EventMobi • Jun 2017 - Jan 2019

Agile Coach • Toronto, Ontario • On-site

- As the sole coach at EventMobi, I improved the effectiveness of teams' retrospectives by increasing the clarity of discussions, identifying root causes, and using shorter feedback loops when making changes.
- Coached the product team and senior stakeholders on product roadmapping techniques and backlog management (prioritisation and pruning) in order to reduce the "concept to cash" cycle time.
- Introduced key performance indicators and the use of visualisation/information radiators to increase the transparency of both progress and challenges.

EPAM Systems • Aug 2014 - Apr 2017

Senior Agile Coach • Toronto, Ontario • On-site

- Built a strong network of agile coaches within EPAM Canada by facilitating regular Coaches Community meetups, promoting continuous learning and sharing real-world challenges, discoveries and successes.
- Introduced large (170+ people) project group to the fundamentals of Agile by training, coaching and mentoring them on the Agile mindset, Scrum, and aspects of Kanban, Lean, and XP.
- Mentored the client's project managers towards a more agile, servant-leader approach so they could better support the business transformation.
- Co-developed tools and documentation with a client's ePMO (Enterprise Project Management Office) to support their organisational change. Initiated feedback processes including interviewing many delivery team members, project managers and senior leaders to seek their input on the challenges they encountered during the transition.
- Facilitated lean coffee sessions and created an Agile book club to help spread knowledge within the client's Agile community of practice.

RBC • Dec 2010 - Nov 2013

Agile Coach • Toronto, Ontario • On-site

- As a member of RBC's original Agile Centre of Excellence (CoE), provided on-demand training, coaching and mentoring for managers, dev teams and business partners in small (max six months) timeboxes.
- Evolved RBC's Agile Management Framework based on observations and feedback while coaching teams. (AMF described how Agile projects could meet the bank's reporting, auditing and other governance structures.)

Architech Solutions

Scrum Master

PointClickCare (Wescom Solutions)

Agile Coach

Siemens Enterprise Communications

Scrum Master / Coach

CERTIFICATIONS

Kanban Systems Improvement (KSI) • Apr 2024

Kanban Management Professional (KMP) • Apr 2024

Team Kanban Practitioner (TKP) • Apr 2024

Kanban System Design (KSD) • Aug 2023

Certified Professional in Agile Coaching (ICP-ACC) • May 2019

Certified Agile Leadership (CAL1) • Jan 2019

Agility Health Facilitator (AHF) • Jun 2016

Certified Scrum Master (CSM) • Apr 2006

EDUCATION

Bachelor's Degree in Computer Science with Operational Research

Lancaster University • Lancaster University, England

BADinTO • Sep 2012 - Present

Executive committee member • Toronto, ON

- Executive committee member for my local badminton club.
- Responsible for building/maintaining the club's website and electronic communications.

Honda Indy Toronto (HIT) • Jul 2010 - Present

Photographer • Toronto, ON

- Credentialed media photographer, working with a small team to capture the Honda Indy Toronto (HIT) race weekend on behalf of the organisers.
- Based on a shot list (descriptions of photos needed by the HIT team), I create photographs that are used in the official program, on HIT's social media and website.

Toronto Photo Walks (TOPW) • Nov 2009 - Present

Founder; walk organiser / leader • Toronto, ON

- Founded TOPW in November 2009; maintained regular twice-monthly schedule before and after COVID lockdown.
- Feedback from colleagues who have participated in photo walks described them as "agile walks": we have a shared goal (making interesting photos) and the desired endpoint (lunch location) is known by the whole group. We start with a rough plan of how we might get there, but once we set off we adjust depending on what we encounter.
- After being the sole organiser for the early years, I have coached a few photographers so that now we share the responsibilities.

SKILLS

Agile Methods, Approaches: Agile Coaching, Agile Methodologies, Agile Project Management, Agile Testing, Continuous Improvement, Experiments, Facilitation, Feedback Loops, Kaizen, Kanban, Lean Coffee, Probabilistic Forecasting, Product Management, Scrum, Sprint Planning, Story Mapping, Visualization, XP

Agile Transformation: Agile Roadmapping, Backlog Management, Business Process Improvement, Capability Maturity Model Integration (CMMI), Center of Excellence (CoE), Coaching, Community of Practice (CoP), Digital Transformation, Distributed Teams, Leadership, Product Management, Project Management, Project Planning, Remote Teams, Remote Teams, Scrum Master, Software Project Management, Team Building, Team Leadership, Team Lift-Off Sessions

Certs: Agility Health Facilitator, AHF, CAL1, Certified Agile Leadership, Certified Scrum Master, CSM, ICAgile Certified Professional - Agile Coaching, ICP-ACC, Kanban System Design, KSD, Team Kanban Practitioner, TKP

Technical Practices, Tools: Atlassian Suite, CI/CD, Collaboration Tools, Confluence, Continuous Delivery (CD), Continuous Integration (CI), Extreme Programming (XP), ISO 9001, Jira, POSIX, Quality Assurance, SDLC, Software Development Life Cycle (SDLC), Software Quality Assurance, TDD, Technical Consultant, Test Automation, Test Driven Development, Testing, Unix, Web Applications

Verticals/Industries: Banking, Consulting, Event Management, Government, Healthcare, Internet Advertising, Military, Mobile Applications, Software as a Service (SaaS), Telecommunications