



## Employment Reference Letter

February 13, 2023

To whom it may concern,

This letter is to confirm that Paul Henman was employed with Index Exchange as Agile Coach II, from February 25, 2019 - December 8, 2022.

As an Agile Coach II, Paul was responsible for improving the value delivery of an entire business unit by utilizing his knowledge of agile and lean values, principles and practices.

Highlights of the role include:

- Agile / Lean practitioner:
  - Utilized expert-level understanding of lean and agile practices (Scrum, Kanban, XP etc.) and used them for facilitating, training, mentoring and coaching his internal client group.
  - Independently planned and executed sequence of full-day or multiple-day events and facilitation for larger groups.
- Coaching, Training and Mentoring
  - Leveraged professional coaching skills and delivered 1:1 professional coaching as well as group coaching sessions at different levels within the organization.
  - Planned and prepared material and executed training sessions for internal client group that included work teams and leadership.
  - Executed mentoring within his internal client group (teams and leadership).
- Technical and Business Mastery
  - Using his understanding of modern agile technical practices, delivered technical and business training or mentoring that was specific for his client group.
  - Enabled business transformation using modern agile or lean transformation tools and practices.

During his tenure at Index, Paul always maintained a hardworking and positive, professional demeanor.

We wish Paul all the best and continued success for his personal and professional future.

DocuSigned by:

*Brooke Trevino*

ABDA3DA42E264D7...

Index Exchange

Brooke Trevino

Vice President, Quality and Delivery