



# PAUL HENMAN

Agile Coach / Senior Scrum Master



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## EDUCATION

**Kanban System Design (KSD)** (prev. KMP1)  
Kanban University  
2023

**Certified Professional in Agile Coaching (ICP-ACC)**  
ICAgile  
2019

**Certified Agile Leadership (CAL)**  
Scrum Alliance via Agilitrix  
2019

**Agility Health Facilitator (AHF)**  
Agile Transformation Inc.  
2016

**Certified Scrum Master (CSM)**  
Scrum Alliance via Berteig Consulting  
2006

**B.Sc. (Hons) in Computer Science with Operational Research**  
Lancaster University, England

## ABOUT ME

I am an experienced Agile Coach with a passion for fostering innovation and excellence through Agile methodologies. For over fifteen years I have been guiding teams, managers, and stakeholders in diverse organizations, resulting in successful Agile transformations and enhanced collaboration.

## RECENT EXPERIENCE

- 2019 - 2022  
Index Exchange | Toronto  
Senior Agile Coach
- 2017 - 2019  
EventMobi | Toronto  
Agile Coach
- 2013 - 2017  
EPAM Systems | Toronto  
Senior Agile Coach
- 2010 - 2013  
RBC (Royal Bank of Canada) | Toronto  
Agile Coach
- Previously  
In Ontario: Agile Coach; Scrum Master; Project Manager  
In England: Scrum Master; Project Manager; QA Manager; Team Leader; Software Engineer

- 2019 - 2022  
Index Exchange | Toronto  
Senior Agile Coach

## Building the Right Thing

- Spearheaded the introduction of program-level backlogs and rolling (rather than quarterly) planning of initiatives
  - This reduced replanning and increased visibility into product direction
- Worked with Product Owners to move towards a single prioritised backlog (focused on a cohesive product), which included moving away from detailed “resource allocation plans” that spanned multiple teams
  - This provided clarity of product goals and aided discussions regarding the prioritisation (or rejection) of “off-topic” work
  - It also shifted the focus towards managing the work rather than the workers
- Promoted the use of structured experiments with short feedback cycles to assist in determining the product’s next direction
  - Adding a simple process and requiring clear metrics before starting an experiment reduced the ambiguity that had previously made them unpopular

## Building the Thing Right

- Designed and facilitated “Lift Off” sessions for newly reorganised Product Delivery Units
  - Outputs included team working agreements, definitions of ready & done, and the creation of scrum boards
  - The key outcome was that teams moved smoothly from “forming” to “performing”
- Facilitated the use of Story Mapping sessions to help Product Owners and delivery teams co-create backlog items
  - Increased engagement and led to earlier identification of risks, dependencies and unknowns
- Transitioned product and engineering managers away from relying on estimation, using probabilistic forecasting techniques (e.g. Monte Carlo method) instead
  - Reduced the reliance on “gut feel” and rough estimates; lifted the pressure felt by senior engineers and team leads
  - It focused discussions on the causes of variance (e.g. interrupting sprints or changing team composition) which could then be addressed, improving confidence in forecasts

## Building the Thing Faster

- Observed teams’ regular meetings and provided feedback either immediately to them or afterwards to the manager depending on the situation
  - This could be in the form of questions (inciting discussion), recounting related experiences (using examples to introduce concepts), refresher training, etc.
- Encouraged teams to grow beyond Scrum “by the book”
  - Co-created and facilitated training sessions (supported by subsequent coaching) covering various elements of Kanban (e.g. limiting WIP, explicit policies)
- Introduced teams to Kaizen, i.e. continuous improvement rather than waiting until the end of each sprint to conduct retrospectives
  - Addressing issues and opportunities sooner, shortening feedback loops
- Created dashboards to support data-driven decision-making by teams and management, including DORA and agile-related metrics (e.g. cycle time) as well as backlog health (e.g. item ageing)
  - Mentoring topics included the selection of complementary metrics, avoiding vanity metrics, and finding suitable indicators when running experiments
- Facilitated weekly Coaching Circles and Lean Coffee sessions for Engineering managers
  - These forums enabled the sharing of discoveries, learnings, and challenges, leading to shared growth and collaborative problem solving

- 2017 - 2019  
EventMobi | Toronto  
Agile Coach

As the sole coach at EventMobi, I worked with the development teams and manager to improve the effectiveness of their retrospectives. Coaching the product team and other stakeholders, we focused on product roadmap techniques and backlog management (prioritisation and pruning). With the POs and dev teams, we addressed backlog refinement, story mapping, and experiments & spikes. I also introduced some key metrics and the use of visualisation/information radiators to increase transparency.

- 2013 - 2017  
EPAM Systems | Toronto  
Senior Agile Coach

Project: internal coaching community

- I organised and facilitated the EPAM Canada Agile Coaches Community, providing a forum for coaches (and those wanting to become coaches) to discuss real-world challenges, discoveries and successes.
- As a member of the global Agile Competency Centre, I developed internal training materials and promoted novel engineering practices.

Project: Toronto-based client

- As the Agile Coach for the onshore members of a large (170+ people) project, I introduced the team members, tech leads, PMs and product owners to the Agile mindset, Scrum, and elements of Kanban & Lean, as well as facilitating twice-weekly lean coffee sessions.

Project: Toronto-based client

- To support a client's business improvement project, my main focus was to mentor three project managers towards adopting a more servant-leader approach. To assist with that goal, I provided coaching and training for their team members and business partners on the Agile mindset, Scrum, elements of Kanban & Lean, and facilitated weekly lean coffee sessions.

Project: Toronto-based client

- Coaching a client's ePMO (Enterprise Project Management Office) team, I helped them develop tools and documentation to support the organisational change. Paired with an ePMO member, I interviewed many delivery team members, project managers and senior leaders to garner feedback on the challenges they were encountering during the transition.
- To support their Agile adoption, I also coached scrum masters, team members, and product owners on various projects as needed, in addition to facilitating lean coffee sessions and an Agile book club.

- 2010 - 2013  
RBC (Royal Bank of Canada) | Toronto  
Agile Coach

As one of the members of the original Agile Centre of Excellence (CoE) at RBC, I worked with many delivery teams within the bank, utilising a combination of coaching, mentoring and teaching as needed in each unique situation. I was also involved in the evolution of RBC's Agile Management Framework that provided guidance on how Agile projects could meet the reporting, auditing and other governance structures.