

Paul Henman

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I am an experienced Agile Coach & Scrum Master, specializing in creating tailored approaches to promote team empowerment, product quality and customer satisfaction.

- Enabled and supported Agile Transformation by coaching co-located and distributed teams, managers, Product Owners and stakeholders.
- Reduced the distance between developers and customers by 50% through the introduction of structured experiments, shorter timeboxes, and Agile roadmapping.
- Transitioned multiple organizations from estimation to probabilistic forecasting; this enabled teams to address the causes of unpredictability.

WORK EXPERIENCE

Index Exchange • Feb 2019 - Dec 2022

Senior Agile Coach • Toronto, Ontario • Hybrid

- Improved the clarity, transparency & focus of product discussions by facilitating the consolidation of overlapping backlogs, leading to a single prioritized backlog.
- Reduced replanning by 50% and increased visibility into product direction by spearheading the use of program-level backlogs & rolling planning.
- 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.
- Increased stakeholders' confidence in the teams' ability to deliver on time by introducing data-driven forecasting (cycle time and throughput). This enabled teams to focus on addressing the causes of variance, further improving predictability.
- Visibly improved team collaboration through customized "Lift Off" sessions for new Product Delivery Units. The outputs from these sessions included the Definition of Done, an initial scrum board and team working agreements.
- Introduced multiple teams to Kaizen (continuous improvement), thus enabling them to address issues & opportunities sooner and shorten feedback loops.
- Supported teams' growth beyond Scrum "by the book" through training and coaching that covered various elements of Kanban, Lean, XP, and other Agile approaches.
- Introduced and initially held the Service Delivery Manager role, modelling it for other managers who then took on the role.

EventMobi • Jun 2017 - Jan 2019

Agile Coach • Toronto, Ontario • On-site

- Improved the effectiveness of teams' retrospectives by increasing the clarity of discussions, identifying root causes, and using shorter feedback loops when making changes. (This increased velocity by 20% but also ensured the teams were working on the right thing.)
- Coached the product team and senior stakeholders on product roadmapping techniques and backlog management (prioritization and pruning) resulting in a 20% reduction in the "concept to cash" cycle time.
- Introduced key performance indicators and visualization techniques (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 supportive network of 12 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.
- As a consultant at one of Canada's largest retailers, I 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), I 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.)

Previous Experience

In Canada, England and Denmark

- Architech Solutions (Scrum Master); PointClickCare (Agile Coach); Siemens Enterprise Communications (Agile Coach); Ontario HIV Treatment Network (Project Manager); Systematic Software Engineering (Project Manager / QA Manager / Scrum Master); Uniplex (Porting Manager); ICL (Developer / Team Leader).

CERTIFICATIONS

Kanban Management Professional (KMP); Kanban Systems Improvement (KSI); Kanban System Design (KSD); Team Kanban Practitioner (TKP); Certified Professional in Agile Coaching (ICP-ACC); Certified Scrum Master (CSM)

EDUCATION

Bachelor's Degree in Computer Science with Operational Research

Lancaster University • Lancaster University, England

VOLUNTEERING & LEADERSHIP

BADinTO • Sep 2012 - Present

Executive committee member

Honda Indy Toronto (HIT) • Jul 2010 - Present

Photographer

Toronto Photo Walks (TOPW) • Nov 2009 - Present

Founder; walk organiser / leader