

Highlights

Agile Coach, Certified Advanced Agile Practitioner, Certified Scrum Professional® (CSP) and Professional Scrum Product Owner™ (PSPO) with over 19 years of experience across a variety of complex digital programs, products and projects in different business environments and industries.

Program / Product / Projects' size: 3Bn international EPC (SaaS) to internal digital agile transformation

Product's Platform/Technology: Cloud, SaaS, Web-based CMS, Client-Server, Desktop (Windows App.)

Industries: IT, ICT, Banking, Finance, Management Consultancy, Energy (Oil & Gas), HCM/Payroll, Education

Business Environments: 7 Enterprise, 2 Medium, 7 Start-up

Approaches: Over 12 years' experience in Adaptive (Agile-Lean) and 7 years in Predictive (Waterfall-Traditional)

Frameworks: Heart of Agile, Scrum, Kanban, XP, LeSS, Prince2-Agile, FDD, RUP

Roles: Agile Coach, Product Manager/Owner, Project Manager, Agile Business Analyst, UX/UI Analyst

Competencies

- ✓ Deeply capable of coaching, inspiring and driving organizations in the adoption of the Agile mind-set, its values, principles, best practices, and facilitate their transformation to high-performing companies at different levels from team to executive.
- ✓ Adept in thinking without the box to connect the dots and great track record of finding the most innovative, effective and pragmatic solutions and practices to move maturity of Agile organisations and teams into higher levels.
- ✓ Demonstrated success in defining business and product vision, devising strategies, managing roadmaps, defining outcomes and driving change to address business objectives.
- ✓ Demonstrated success in transforming organisational culture into Agile through constantly designing collaborative games and conducting verity of agile workshops for clients, business sides and delivery team across all phases (envision, speculate, explore and adapt) and in different ceremonies.
- ✓ Committed to increase transparency and visibility of the work and collaboration of Agile teams in different levels by building and maintaining a trusting and safe working environment.
- ✓ Passionate to learn, apply and share cutting edge approaches, methodologies, frameworks, techniques, practices, and tools.

Practices and Techniques

- Continuously trained and coached by Dr Alistair Cockburn co-author of the agile manifesto (Advanced Agile)
- Proven agile transformation experience in complex and matrix organisation with multiple stakeholders
- Skilled in designing new collaborative game and conducting related workshops and facilitating training sessions
- Effective collaboration, facilitation, elicitation, communication and negotiation skills
- Competent in defining product vision (HDD) and devising product roadmap (story mapping, MVP, MMF)
- Proven skills in, product backlog management (PBI functional decomposition, Epics, Theme)
- Expert in using a variety of prioritisation techniques (Kano, MosCoW, trade-off, etc.)
- Adept in personas, INVEST user stories, acceptance criteria (BDD)

Certifications

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| ▲ ICAgile Certified Professional (ICP) International Consortium for Agile | Nov 2017 |
| ▲ Professional Scrum Master™ (PSM) Scrum.org | Oct 2017 |
| ▲ Professional Scrum Product Owner™ (PSPO) Scrum.org | Jan 2017 |
| ▲ Certified Scrum Professional® (CSP) Agile Scrum | Jan 2017 |
| ▲ Certified Scrum Master® (CSM) Agile Scrum | Nov 2016 |
| ▲ Certified Advanced Agile Practitioner (Heart of Agile) Dr. Alistair Cockburn | Nov 2016 |
| ▲ Certified Business Analyst Professional® (CBAP) IIBA | Sep 2016 |
| ▲ From Use Cases to User Stories and Story Maps Dr. Alistair Cockburn | Mar 2016 |



Qualifications

- ▲ Bachelor of Business (Information Systems Management) | Victoria University | Melbourne, Australia 2013 - 2016
- ▲ Associated Degree in Computer Application | Azad University | Karaj, Iran 1999 - 2003

Experience

Agile Transformational Coach | Full-Time Telstra (From DXC Technology) | ICT | Melbourne, Australia

Sep 2017 - Present

Influencing, coaching and supporting Program Manager, Delivery Manager, Business Engineering Team and two Feature Teams (Product Owner, Scrum Masters, Developers) to learn how to

- ▲ Adapt Agile mind-set and scale Agility in their organisation
- ▲ Embed Agile values, live and breathe Agile principles and apply Agile practices in their teams
- ▲ Deal with uncertainty in the complex and complicated situations
- ▲ Build a safe environment where Transparency, Trust and Focus are the keys to success
- ▲ Effectively collaborate and bring a shared vision to teams, their organization and customer
- ▲ Minimise potential risks by delivering values incrementally to the market and receive early feedback
- ▲ Empower people to be a self-organised, self-adaptive by making the decision collectively
- ▲ Continuously learn from failure and improve the product and themselves accordingly
- ▲ Conducting 11 discovery workshops at a program level for 11 new initiatives

► Practices and Techniques:

- Scrum Ceremonies: Sprint Planning, Daily stand-up, Sprint review, Retrospective and product refinement.
- Lean Start-up: Hypothesis-driven development (HDD)
- Heart of Agile: Collaboration card, Blind game
- Management 3.0: Delegation poker, personal map and motivation game
- XP practices: User story, Story decomposition, Pair working, Unit testing, refactoring,
- Others: Story- Mapping, Behavioural Development Driven (BDD), Kanban Board

► Products: Telstra Wholesale, Approach: Hybrid Agile, Framework: Scrum, Lean Start-up

Agile Transformational Coach | Full-Time CenITex (From DXC Technology) | IT Infrastructure | Melbourne, Australia

Jun 2017 - Sep 2017

- ▲ Designed and conducted four brand new Agile collaborative games to address cross-skilling, skill-gap assessment, capacity planning, mapping roles
- ▲ Provided an effective decision modelling in the executive and management level to continuously identifying and removing impediments by Initiating and establishing Lean Coffee retro sessions
- ▲ Successfully created a mindset of continuous inspection and adaption Improvement
- ▲ Transformed individual working culture to the self-motivated and high performing team by facilitating management 3.0 best practices such as motivation game and delegation poker
- ▲ Successfully coached organization and delivery teams to deliver 10 green filed projects in Agile manner which led to increased customer satisfaction from 20% to 65%
- ▲ Decreased delivery time of 10 typical projects from five months into three months
- ▲ Increased ROI by decreasing Time to Market and Identifying risks upfront that avoids Waste
- ▲ Significantly Increased Customer collaboration for new projects which let to provide an effective and rapid feedback loop
- ▲ Increased team's commitment and accountability of delivery teams by empowering them to be self-motivated and self-organized

► Practices and Techniques:

- Scrum Ceremonies: Sprint Planning, Daily stand-up, Sprint review, Retrospective and product refinement.
- XP practices: User story, Story decomposition, Pair working, Unit testing, Definition of Done (DoD), Burn-down chart
- Heart of Agile: Collaboration card, Blind game.
- Management 3.0: Delegation poker, personal map and motivation game
- Lean Start-up: Hypothesis-driven development (HDD)
- Others: Story Decomposition, Estimation Poker, Behavioural Development Driven (BDD), StoryMapping, Kanban

► Programs: Approach: Agile, Framework: Prince2 Agile, Platform: Cloud Microsoft Azure



- ❖ MMRA CM9 Product Implementation (Azure)
- ❖ DEDJTR Zone Creation
- ❖ DPC Trim full upgrade
- ❖ DEDJTR Zone Cognos
- ❖ LUV annual DR test
- ❖ PTV Implementation of iserver
- ❖ Vicfleet Environment
- ❖ Provision VMs for Analytics (Azure)
- ❖ PTV DMS upgrade

Agile Coach | Business Analyst Consultant | Full-Time
FrontierSoftware | Payroll, HR and HCM | Melbourne, Australia

Sep 2016 - Dec 2016

- ▲ Shaped a scrum team for Spanish Payroll System (ICHRIS), Helped Product Owner and Development team understand and enact Scrum and empirical product development
- ▲ Coached the Development Team in self-organization and cross-functionality and ensured that the team adhered to Scrum theory, practices, and rules and how they can continuously identify and removed impediments by themselves
- ▲ Facilitated as a neutral process holder and guided teams through processes that help them come to shared understanding, define solutions and make decisions
- ▲ Encouraged the Scrum Team to improve, within the Scrum process framework, its development process and practices to make it more effective and enjoyable for the next Sprint during the retrospective ceremony
- ▲ Collaboratively support and work with Product Owner defined, managed, prioritised and refined product backlog items Ensured delivery of the highest possible value to GSA by understanding customer need, writing acceptance criteria in form of BDD, validating solutions in demo ceremonies
- **Practices and Techniques:** Estimation, Daily Stand-up, Physical task board, Retrospective, Document Analysis, Process mapping, story decomposition, use cases and test cases (BDD), wireframing, mock-ups
- **Products:** Approach: Hybrid Agile-Waterfall, Framework: Scrum Platform: Windows / Cloud application
- ❖ **ICHRIS (International Comprehensive Human Resource Integrated Software):** B2C, Cloud (SaaS)
- ❖ **HR²¹ (Human Resource Management):** B2C, Web-Based
- ❖ **CHRIS²¹ (Comprehensive Human Recourse and Payroll Management):** B2C, Client/Server

Digital Product Manager | Agile Coach | Full-Time
icareer.coach (Career Fit Suite group) | HCM | Melbourne, Australia

Sep 2013 - Present

- ▲ Successfully defined vision, developed roadmaps and set business objectives for a greenfield product
- ▲ Efficiently prioritised backlog, communicated and traced valuable, estimable and testable user stories SME and Delivery Team through the discovery process of implementing prototypes of seven modules
- ▲ Combined best practices of Scrum and Kanban to design a practical framework for the greenfield product
- ▲ Formed and supported an scrumban distributed team while maintaining team collaboration in a high level
- ▲ Ensured that ideal SDLC environment exists for the Agile team in Scrum-Kanban continues development
- ▲ Coached the cross functional team to be self-organised and understand the need for clear and concise PBI
- **Practices and Techniques:** Personas, User Story, Story Decomposition, Story Elaboration, Storyboarding, Prototyping, Planning Workshop, Brainstorming, Mind Mapping, MoSCoW, Story Mapping, Backlog Management, Estimation, Observation, Retrospectives, Benchmarking, Concept Modelling, Scope Modelling
- **Product:** Approach: Agile, Framework: Scrumban, Platform: Windows application (greenfield)
- ❖ **CFS (Career Fit Suite):** B2C, helps job seekers to develop their professional career path

Agile Transformational Coach | Snr. Agile Product Manager | Full-Time
Sazeh Consultants Consortium | Energy (Oil and Gas) | Tehran, Iran

Jul 2010 - May 2013

- ▲ Derived strategic change and promoted innovative thinking to the product team to ensure continuous improvement, meet and ultimately exceed expectation for three integrated document management SaaS based digital products
- ▲ Successfully transited the organisation to Agile, by leading and coaching Agile adoption projects and contributing to expanding the understanding of agile principles, values and best practices
- ▲ Removed the barriers between development and the Product Owner to directly drive development
- ▲ Coached the development team in environments in which Agile/XP not yet fully adopted or understood
- ▲ Introduced XP practices such as planning game, pair programming, unit testing, user story, story decomposition, story elaboration, story mapping, storyboarding
- ▲ Reduced the cost of VCS product by 20% by collaborating and consulting with 31 internal and external stakeholders including Project Director, Engineering, and Procurement Managers, Management Contractor, Software Development, Delivery Team and Licensor Companies



- ▲ Reduced processing time of the document workflow in the ECS application by two thirds by identifying improvement opportunities and defining, assessing and selecting a technical solution to move 85% of paper-based activities online
- ▲ Continuously determined internally restricted factors for the full realisation of improving, enhancing and optimising each project's document workflow by assessing limitations and validating solutions, while considering policies and procedures, forms, templates and project authorisation guidelines

► **Practices and Techniques:** Planning game, Pair programming, Unit Testing, User Story, Story Decomposition, Story Elaboration, Story Mapping, Storyboarding, Business Rules Analysis, Data Mining, Decision Modelling, Document Analysis, Interface Analysis, Stand-up Meeting, Focus Groups, Workshop, Item Tracking, Mind Mapping, Prioritization, Process Modelling, Prototyping, Real Options, Root Cause Analysis, Stakeholder analysis

► **Project:** BBII, Type: Gas Refinery, EPC (Engineering, Procurement and construction), Size: 3Bln

Products: Approach: Agile, Framework: XP, Platform: Web-based (SaaS) application

- ❖ **Sabz eDRMS (Electronic Document Record Management System) (July 2010 - May 2011):** B2B
- ❖ **VCS (Vendor Control System) (May 2011 - May 2012):** B2B
- ❖ **ECS (Engineering Control System) (May 2012 - May 2013):** B2B

Technology Strategy Consultant (Agile Coach | Product Owner) | Full-Time
Forsat Institute | Management Consultant (Law Firm) | Tehran, Iran

Jul 2009 - Jul 2010

- ▲ Collaborate with CEO, SMEs and Development team to increase the transparency of variety of artifacts during sprint planning and helped team to apply the most appropriate practices in the absence of complete transparency
- ▲ Coached the Scrum Team to keep sprint planning, daily stand up, demo and retrospective within the time-box

► **Practices and Techniques:** Product backlog, User Story, Story Slicing, Mockup, wireframing, Prototyping

Solutions: Approach: Agile, Framework: Scrum

- ❖ **Forsat MC (Jan 2010 - July 2010):** Greenfield web-based project management application
- ❖ **OIS (Jul 2009 - Sep 2009):** Greenfield online Invoice System

Agile Business Coach | Product Owner | Full-Time
Zamin Psychology Group | Education | Tehran, Iran

Sep 2008 - Jul 2009

- ▲ Coached founder CEO and board of directors to define future situations, business goals, SMART objectives, desired outcomes and potential values in the company's business plan, considering new capability requirements, assumptions and business constraints with the board of directors through conducting several interviews and workshops

► **Practices and Techniques:** PESTEL, SWOT, Ansoft BOX, Mind mapping, RACI, Risk analysis, Impact Analysis

Technical Project Delivery Lead | Full-Time
Vala Value Adding Ltd. | IT and Management Consultant | Tehran, Iran

Aug 2006 - Sep 2008

- ▲ Successfully managed and delivered STM web application project through all SDLC phases from initiation to test and implementation, in collaboration with Founder, Management Contractor, UI designers and Developers
- ▲ Increased stakeholder satisfaction from 50% to 90% by providing practical solutions such as replacing user voting method with credit ranking, optimised built-in search engine and interactive graphical user interface and used IP detection distance method to postcode index method with "USA Geo-" database

► **Practices and Techniques:** Kanaban Board, Planning Workshop, Prioritization, Personas, Storyboarding, UX analysis, UI analysis and design, use cases and scenarios, wireframing, mock-ups, prototyping

► **Projects:** Approach: Predictive, Framework: Waterfall, Platform: Web-based (SaaS) application (greenfield)

- ❖ **STM (Spare Time Market) (Aug 2006 - Aug 2007):** C2C, matching web app. for job seekers/providers

Digital Delivery Consultant | Full-Time
Project Manager | Agile Business Analyst | UX/UI Specialist | Front-End Developer | Tester
CAS Consultancy (7 Companies) | IT, Banking, Finance, Management Consultant | Tehran, Iran

Jul 1999 - Jul 2006

- ▲ Provided professional services on behalf of CAS to its clients from start-ups to large corporates in different projects

Referees Available upon request

