

Tom Boulet



Professional Summary

30+ years of experience improving organizations through Agile transformation at all levels, technical education, application development, and strategy and problem-solving facilitation. Successfully transformed several organizations to be based on loosely coupled, tightly aligned, small, self-directed teams using SAFe, LeSS, Modern Agile, Scrum@Scale, Kanban, and Spotify models. Worked with teams to implement DevOps methods including Continuous Integration, Automated Testing, TDD and BDD. Facilitation specialties are 1) story mapping workshops to help teams find their user needs, and 2) group problem solving sessions to unlock the wisdom of the crowd.

Thought leadership at the intersection of:

- Systems Thinking—including Lean and Agile thinking
- Organizational Change particularly the ascendancy of teams to bring about the best innovation; and
- Enabling Technology

My guiding principle is always to find the simplest solution—investing the time to reduce process and code complexity to increase speed of delivery and quality.

Agile and Technical Skills

Agile Coach, Software Engineer, and Technical Lead

- Agile Coach with IBM Agile Academy and Independence Agile Coach and consultant. Coaching Executives, Product, and Teams and training SAFe and Scrum courses including Agile Software Engineering and DevOps
- Java Certified Developer, led J2EE/Java/WebSphere development team located in UK, China and US with focus on authentication and security
- Architected and led teams in simplifying and streamlining the security layer underlying 15 web applications
- Led Java/WebSphere development team in adopting TDD and writing Junit tests and refactoring old code as needed for all core Java classes
- Champion of communication and self-organization tools including Slack, IBM Connections tools, Mural, Trello, RTC, ZenHub, and physical walls of work such as Kanban boards. Worked with Rational Application Developer, Rational Team Concert, Eclipse, Ant, Junit, uDeploy, Cucumber, Gherkin, Node.js, Angular.js, DB2, MySQL

Project Experience

ICON Agility Services

SAFe/Agile & DevOps Coach & Trainer

June 2017 to Present

loanDepot

Lean-Agile SAFe Program & Portfolio Coach/Trainer

March to May 2022

- Kicked off LPM function with training and coaching
- Worked with Product Management on Product mindset and alignment with SAFe Product Management
- Led Development Value Stream Identification workshops to discover Agile Release Trains with a goal to organizing by value and minimizing dependencies.

Team Innovation LLC

www.TeamInnovationLLC.com
tomboulet@gmail.com
(502) 974-1888

- Led Product Owner/Product Management, Scrum Master, and SAFe for Teams trainings
- Coached teams during their first PI Planning sessions of two ART launches

American Express

October 2021 to Present

Lean-Agile SAFe Team, Program & Portfolio Coach/Trainer

- Guided the Recruitment and Talent organization in becoming a product organization
- Formed an "Virtual Product Organization," aka ART, which crossed organizational silos focused on these "products"
- Provided coaching to the Product Manager in creating outcome-based Features
- Coordinated with various organizational silos to become true collaborative participants in this Virtual Product Organization.

MetLife Insurance

June 2021 to September 2021

SAFe Instructor

- Providing multiple training courses, including SAFe Agile Software Engineer, SAFe for Teams, SAFe POPM and SAFe SSM

First Command Financial Planning

December 2019 to April 2021

Lean-Agile SAFe Team, Program & Portfolio Coach & Trainer

- Transformed the company culture at all levels to a Lead-Agile view of strategic workflow working along with 3 other ICON Agile/SAFe Coaches
- Coached large Product Management team across multiple applications and business areas with special emphasis on incremental delivery of value
- Guided value stream analysis in workshops and discussions resulting in implementation of 4 SAFe trains focused on distinct development value streams in support of the operational value stream
- Coached 12 teams over the course of the engagement in Scrum, Kanban and team topology adjustments
- Trained SAFe classes for Scrum Masters, Product Owners, and Developers/team members both in person and remotely using Microsoft Teams and Mural
- Led 5 remote PI Planning sessions with other coaches using Microsoft Teams and Mural concurrently across 4 trains

Fidelity Investments, Cyber Security Division

April 2019 to September 2019

Agile Lead & Trainer

- Worked with business consultants to integrate Agile principles into existing Product Model transformation across a 700-person IT division at multiple global sites
- Worked with internal Agile coaches to develop a plan and training materials to extend an Agile transformation across the division with teams using customized Kanban and Scrum practices
- Led training at multiple sites for delivery teams, Product Managers, Product Owners, and Scrum Masters
- Coached everyone from teams to management on using the 4 principles of Modern Agile to guide further improvements

Exxon Mobil, IT Infrastructure

October 2018 to May 2019

Lean-Agile SAFe Program Coach & Trainer

- Coordinated with other coaches to conduct two multi-ART PI Planning events
- Coordinated the revamping of training materials for team kick offs before formal SAFe team training
- Led both large group and team level SAFe training sessions for the team kick offs
- Coached 2 teams after kick-off up to PI Planning

Team Innovation LLC

www.TeamInnovationLLC.com
tomboulet@gmail.com
(502) 974-1888

- Created materials and conduct a 3-day training for existing development managers to reorient them toward people management in an Agile organization
- Conducted a 1 day Five Dysfunctions of a team workshop with a small management team

Aegon Asset Management

November 2017 to September 2018

Lean-Agile SAFe Coach & Trainer

- Coached 2 data warehouse Scrum teams, 2 IT systems Kanban teams, and a Kanban System team
- Led SAFe 4.5 Team, PO/PM, Scrum Master classes as we launched the train
- Coached at 4 PI Planning sessions which were all regarded as successful and progressively improving
- Led several Epic, Feature, and Story writing workshops as needed
- DevOps Coaching including value stream analysis for DevOps transformation and guiding the development and system teams in implementation toward an automated pipeline
- Technical Coaching in TDD, automated unit tests with SQL and data transformation, and automated deployment pipelines

Sallie Mae

June 2017 to November 2017

Lean-Agile SAFe Coach & Trainer

- Coached 8+ Agile teams across two company locations in a multi-train SAFe transformation
- Led several SAFe 4 & 4.5 Team, PO/PM, and Scrum Master sessions alone and along with co-trainers.
- Developed and delivered customized Story Writing, UX in Agile, Agile Overview, and Team Collaboration Techniques courses
- Coached executives in Portfolio and Program Kanban management
- Coached the company web content team to rethink their structure leading to more than 30% productivity gains, happier internal customers, and a substantially more engaged development team.

Employment

IBM

May 2015 to June 2017

Agile Coach, IBM Agile Academy

- Led 30+ large, multiday training sessions in Agile Fundamentals, Agile Leadership, Automated Testing, and Continuous Integration with various teams across IBM
- Provided 50+ phone coaching sessions to teams across IBM
- Developed several educational "sketch" videos on Agile discovery and problem solving, Scrum flow, Lean Flow, backlog maintenance, and Design Thinking
- Co-wrote 9 mastery modeling, live actor videos on various Agile topics
- Facilitated 10+ Strategy and Agile Re-Structuring Workshops for CIO domains

Scrum Master, Technical Lead and Agile Coach

June 2007 to February 2015

- Led teams in the US, China, and India toward continuous integration and delivery
- Trained and coached several teams in Scrum techniques as part of an organization wide Agile adoption
- Trained executives in SAFe and convinced them to adopt the framework for the organization

Software Engineer and Business Analyst

July 1997 to May 2007

- Developed and implemented a team-based customer support model in the Lotus Support organization in North Reading, MA and Austin, TX
- Wrote a multi-site scheduling application for over 100 support analysts still in use today

Northfield Mount Hermon School

1993 to 1997

Team Innovation LLC

www.TeamInnovationLLC.com
tomboulet@gmail.com
(502) 974-1888

Director of Academic Technology

- Transformed campus connectivity by establishing and popularizing a school wide intranet and email/conference system across two campuses, 500 faculty and staff and 1100 students
- Built and managed the first digital "teacher comment" system on campus
- Taught Computer Science and managed student computer lab

Education

Harvard University Graduate School of Education, Cambridge, MA

MEd, Teaching and Curriculum

Boston College, Newton, MA

BA, Cum Laude, English

Certifications

- Scaled Agile Academy Certified Scaled Agile Framework Program Consultant (SPC)
- Scrum.org Scrum Master
- Certified Java Developer

Professional Affiliations

Agile Alliance

Represented IBM at 2016 Conference

Conference Presentations

Louisville Agile Forum & Agile Cincinnati: [Three Steps to Unlock Team Innovation](#)

Agile Cincinnati: [DevOps Overview](#)