Joel Foner

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Summary

- *Sophisticated, pragmatic, persistent and results-focused*
- *Unique blend of business and technical expertise, enabling credibility with teams and leadership*
- *Long-term experience as member and coach of globally distributed and remote teams in multiple industries*
- *Enables transformational change through applied organizational psychology and lean-agile thinking*
- *Skilled in internal and public facing coaching, consultative, leadership, project and sales engineering roles*
- *Creates lasting gains by focus on root cause discovery; repeated successful rescue of troubled projects*
- *Experienced process coach and team leader in local and global team settings across several industries*

Agile Coaching and Change Facilitation Results

CA Technologies Agile Management Business Unit (previously known as Rally Software)

- ***Agile Management Business Unit Principal Consultant, Platinum Team East***
- Regional agile practitioner provides agile practice coaching and platform integration guidance to largest East Coast customers
- Experience with multiple scaling frameworks, including **SAFe**, **Scrum @ Scale,** fluent with **Scrum**, **Kanban** and **ScrumBan**, as well as **Reinertsen Cost of Delay** analysis and **flow-based team function analysis**.
- Developed lightweight data-based agility health check approach that has quickly identified key adoption issues and provided assessment data for customers throughout region
- Coached multiple SAFe PI Planning events for three major customers, CEO comment from one of these "This process has been key to the reinvention of our company."
- Coached organizations at multiple levels to implement and improve team and organizational agility
- Consistently enabled discovery and removal of team and organizational limiting assumptions for improved predictability and stronger business outcomes
- SAFe subject matter expert for large customers, including those in region who led the move to 4-layer SAFe
- Subject matter expert invited to support SAFe Release Train Engineer meetups at Framingham office
- ***Lead presenter at the FedAgile 2016 Conference, DevOps track***
- Active participant in New England Agile community (Boston Agile, Agile New England, Agile Marketing)

Mass Department of Public Health – ***Agile Coach, Provider Claims Adjudication and Fraud Detection Group***

- Coach for resolution of contracted vendor delivery failure for revised claims adjudication system
- Worked with internal stakeholders, sponsors, providers, system development teams to craft go-forward plan
- Coached internal development teams and vendor provided teams through process of identifying key required resolutions, build new coordination approach for delivery and validation of system
- Coached statistical fraud detection group in resolution of data quality issues, improve data quality and reduce data quality check error rates. Multiple team assessments for leadership to support reorganization of team membership. After threatening to revoke a multi-million dollar grant, one of the funding agencies sent a letter of commendation to the Commissioner of Public Health for the quality, professionalism and results of the recovery effort.

The TJX Companies, Inc (Enterprise Data Warehouse initiative) – ***Agile Coach, Enterprise Data Warehouse***

- Facilitated program-level reorganization of EDW teams to focus on subject areas rather than funding sources.
- Coached teams to create new estimation and work planning model, revealing significant and previously missed work packages. Resulted in re-planning of foundation stabilization and completion project.
- Coached organization to recognize significant gaps in configuration management, test strategy and release management, developed improvement plan.

Rakuten (Public-facing "web scale" SaaS environment) – *Agile Coach*

- Coached globally distributed integration teams to be self-organized, including developers and testers with daily scrums across multiple time zones. Led to *improved release quality and collaborative development of automated test elements*.

- Facilitated *culture change* from test-optional to test-required for release readiness.

- Reconciled mismatched Scrum and Kanban processes, *coached new approach to organizational capacity evaluation*.

- Coached front end scrum team to become self-organized, *dramatic team velocity improvement, emptied defect and product requirements backlog, while building over 100 end-to-end automated tests (which further improved velocity!)*

TIBCO (Public-facing SaaS and conventional enterprise environments) – *Agile Coach, Enterprise and Product Agility*

- Coached globally distributed development team, product team, ops team, and extensive work with legal and compliance teams to enable fast-cycle development and deployment (first SaaS project in company, first to run on two week cycle team vs 6 month cycle time.)

- Led SaaS cloud-based product team to remove administrative impediments, improve test automation and release automation and improve cross-team collaboration *leading to a 4x reduction in release cycle time.*

- *Acceleration of development outstripped product management velocity within 9 months, enabling excess capacity to be used in developing new lines of business.*

Linden Lab (Public-facing SaaS large scale geo-distributed environment) – *Agile Coach, Team Lead*

- Reorganized adrift physics engine update project into four-week sprints, regular multi-geographic scrums, monthly internal and external retrospectives, and the *first large-scale customer-facing beta process* in company.

- Engaged customers as product owners, directly involved in backlog prioritization.

- *Empowered customer product owners to determine release readiness.* (This involved substantial internal facilitation, as internal stakeholders wished product to release before customer stakeholder group would accept product as release-ready.)

- *Customer community declared this work the most successful and positive release in the company's history.*

EDUCATION AND AWARDS
- **Massachusetts Institute of Technology, Cambridge, MA**.
  Bachelors Degree in Materials Science and Engineering; *Sigma Chi award for outstanding research*.
- **Coursera**
  Data Analysis with R (2013-2014, Jeff Leek, Johns Hopkins University)
  Data Analysis and Statistical Inference (2014, Dr. Mine Cetinkaya-Rundel, Duke University)
- **MIT Online X**
  Tackling the Challenges of Big Data (2014)

Certifications
- Agile Certified ScrumMaster
- SAFe Agilist
- Scrum @ Scale
- Kantor Institute "Making Change Happen" Individual and Team Structural Dynamics

Professional Experience
CA Technologies   Nov 2014-Current
Agile Business Unit Principal Consultant, Subject Matter Expert
(Previously known as Rally Software)

- Provides strategy and sales execution support with agile practice and multi-platform experience, initially as pre-sales member of Northeast geo sales team, and now Southeast Platinum sales team.

- Coaching multiple customer organizations, ranging from team to executive levels, helping to frame new approaches, unblock perceived change limiters, and instill agile thinking at the enterprise level to enable customer success

- Successfully delivered multiple "customer rescues" in challenging situations

- Demonstrated consistent strong customer satisfaction across a range of scenarios and organizations

- On-boarding and coaching for new Canada Major Account Manager and Principal Consultant; on-going mentor for Canadian Principal Consultant

- Created Agile Central Platform and Practices Working Group

- Created numerous go to market presentations, including coaching on enterprise change factors and opportunity qualification

- Proactive assistance to product organization with feature development, customer needs and interests, both within Agile Central and across organization with other groups

- Active support of peers through online presence, discussion, proactive creation of support materials, assistance with sales opportunities for other teams, including collaborations with CA PPM and RA organizations

- Accepted into CA Leadership Development Program FY 17

The TJX Companies, Inc.   2014-2014
Agile Coach, Enterprise Data Warehouse (Contract)
- Coach three teams towards delivery of architectural rework of enterprise data warehouse.

- Increased transparency, improved planning quality, reduced replicated effort by reorganizing program-level team structures from funding source based to architecture and subject area based.

- Led re-planning of foundation stabilization and completion project.

- Coached organization to recognize significant gaps in configuration management, test strategy and release management, developed improvement plan.

Rakuten Loyalty   2013-2014
Agile Coach

- Multi-level agility coaching (globally distributed teams, program, leadership) to resolve delivery problems and enable faster delivery cycles for two large public-facing systems.

- Coached organization to develop new capacity planning model.

- Introduced "low resolution analysis" to improve decision velocity by reducing data collection overhead.

- Helped test group to move from functional testing to strategic review and end to end verification.

- Coached front end team to high level of self-organization, with consistent, reliable delivery.

TIBCO Spotfire   2012-2013
Spotfire Public Systems Program, Agile Coach, Enterprise and Product Agility

- Coach for globally distributed software development team, supporting online public systems that handle all web-facing customer product evaluations and web-based purchases.

- Developed product vision for next generation SaaS offerings, working with cross-functional teams.

- Moved teams to own decision responsibility, implement iterative test and release practices, obtained agreement to implement automated test processes to enable fast-cycle deploy validation.

- Team reduced update blackout window from 6.5 hours to 35 minutes, reduced customer issue reports by 75%.

Foner Associates, Natick, MA   1993–Present
Owner, Consulting Practice
Consulting practice focused on project management, product design and management, software development and process improvement consulting with a range of successful project completions.
- Vision and team coach to create of an award-winning Internet-based health statistics data warehouse serving over 2,000 users with public health data from 22 data sources.

- Brought first test-driven design process to organization, obtained sponsor support for investing in integrated regression testing, reduced a 24 person-week manual statistical validation process to a three hour automated process, and was declared by sponsors to be the system's most important feature at delivery.

- Identified and removed 238 software defects through leadership of an effort to resolve stability issues and defects in a third party cancer screening system, resulting in a successful product launch.

- Facilitated the first resource sharing agreement between nine divisions of an international consumer products manufacturer that reduced server count and administrative overhead by 50% while maintaining service levels.

Remedy Communications, Canada (remote position)   Jan-Aug 2009
Project Manager – Social and Immersive Media
- On-time conversion of operational site from Microsoft ASP to ASP.NET technologies under government contract.
- Project manager for multiple information systems projects, staff management and restructuring of a live weekly interview broadcast show.
- Reduced staffing requirements by 5x for production of a weekly web-streamed interview show while increasing audience participation throughout season.
- Created Community Forum discussion group and expanded weekly attendance base by three times, creating loyal community base throughout season break.

Linden Lab, Boston, MA   2007-2008
Program Manager
- Project management of large scale, public facing information systems project.
- Reduced simulator crash rates to $1/10^{th}$ of previous levels for 6,600 server 7x24 system environment.
- Created the first large-scale public simulator beta process, involving over 600 customers and over 1 million simulator hours, resulting in both a successful launch and accolades from customers.
- Led internal project to define strategy for a controversial initiative to restructure in-world content to enable new business models and address public concerns.

Troodon Technologies, Natick, MA   2004-2008
Owner
- Product owner and team coach to create real-time multi-channel audio analyzer, using iterative design and development practices, leading to successful selection as the bundled analyzer on a premier $75-150k digital live sound reinforcement system.
- Created TrooTrace, a native-mode audio analysis system for the Digidesign Pro Tools® M-Powered, LE and HD audio recording platforms, as well as the Venue Live Sound Environment.

JWP Information Systems/BusinessLand — Multiple Roles of Increasing Responsibility   1986-1993
Information Systems Project Manager (1991-1993)
- Led service management system conversion from AS-400 to Unix/Progress-based national field support group.

Systems Engineering Manager, New York and New England Area (1987-1991)
- Technical sales engineering support for 40 person Northeast sales organization, consistently in the top two regions for customer satisfaction and profitability.
- Managed three systems engineering teams across the New England and New York areas that deployed 150-200 networks per year, with on-going support for over 400 customer systems.
- Developed multi-site, multi-geo project management and coordination methodology that raised transparency and ensured incremental project delivery for Fortune 1000 customers, Facilitated adoption through 12 systems engineering regions, involving over 200 systems engineers.
- Twice invited to attend the Businessland 100% club (usually a sales-only event).

Selected Recommendations

Joel impressed me right from the start with his combination of business focus, people skills and understanding of 21st century market dynamics. He is that rare leader that makes me want to do my best, because I trust him to make the right calls and not waste my effort. I would recommend him to anyone that needs to set up and run a lean, mean production machine.
September 9, 2012, Stefan worked directly with Joel at TIBCO Spotfire

I worked with Joel as a vendor; he was my contact at the client, Remedy Communications. Joel was a pleasure to with, intelligent and technically savvy, making support a pleasure. I wish all of our clients had someone like Joel interacting with our products.

I also found that Joel had an excellent grasp of the potential to which a technology could be taken, as well as a complementary sense of the relevant business cases.

Joel has my highest recommendation.
August 18, 2009, Nicholas was with another company when working with Joel at Remedy Communications Ltd.

Joel is a rare breed, with strong people management and technical skills alike. One of his more notable achievements at Linden Lab was replacing the complex physics system that is the foundation of Second Life. By every right, such a fundamental rework should have been a very disruptive event, but Joel expertly managed the transition.

On one hand, Joel kept his team on task and focused on priority issues. At the same time, he fostered the growth of a huge team of beta test volunteers and kept them excited about participation. In turn, these testers provided a steady stream of useful information, became evangelists for the new technology, and persisted in looking for other projects to test under Joel's guidance. By keeping the community engaged and informed, they enjoyed what would have been a frustrating experience at most other companies.

I was very sorry to hear of Joel leaving. Managing live transitions in a public-facing product is no easy task. We have more transitions coming, and few could do this work better.

December 12, 2008, Brian worked directly with Joel at Linden Lab

I worked with Joel on a project at Linden Lab upgrading the physics engine in Second Life. This was a complicated, long project that required coordination between developers, QA, product management and customers.

Joel was at the center of this, juggling the requirements and keeping the project moving along. He did an excellent job of coordinating the moving parts and keeping everyone up-to-date.

One key element he brought along was a pilot user program, allowing us to put development code in the hands of our customers for real-world testing. This was crucial to our ultimate success - we never would have finished without the valuable feedback and bug reports from hundreds of users. Joel coordinated this and made it work.

I definitely recommend Joel for future work and know he can organize and manage large complex projects to successful completion.

December 15, 2008, David worked directly with Joel at Linden Lab

Joel is extremely organized and logical. He has a very analytical way of working through options and creating documentation around decision factors and workflows that I found very useful. His attention to project ownership is impressive, covering both the wide-scale effects as well as minor details, and projects that he has worked on are guaranteed to have lot of thought and research put into them. It was a pleasure working with Joel.

December 15, 2008, Donya (Nya) worked with Joel at Linden Lab

Joel did a stunning job of conceptualizing and delivering an extremely valuable sales tool. The result - a Google Map overlaid with information on local broadcast markets, stations that had signed up, and more - was useful for strategic planning, fundraising and our fast nationwide rollout. Joel delivered the application in record time, in a way that fit how we collected and updated data. Smart, quick on the uptake, superb results and flexibility. Was thrilled to have him working with us.

December 11, 2008, Steve was Joel's client