

Elizabeth Keogh

Agile Coach, Trainer, Technical Leadership

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I am a Lean and Agile coach and trainer with over a decade of experience in delivering and coaching teams to deliver large-scale enterprise applications. I work internationally and have experience in coaching distributed teams.

I have written and presented workshops and other training sessions for clients and conferences including Agile 200X, OOPSLA, XP Day London, Agile Mumbai (India), Skills Matter, Scrum Gatherings / Fests and the Lean and Kanban Conference 2010, covering a variety of subjects including:

- Behaviour Driven Development and TDD
- Story-writing
- Giving and receiving personal feedback
- Introductions to Lean, Kanban, Agile, XP and Scrum
- Lean and Agile Coaching
- Object-oriented programming
- Systems thinking
- Distributed Agile

In my spare time I write my own workshops, contribute to two open-source projects, and I am a published poet and writer.

Strengths

- A profound respect for, and belief in, people and their abilities
- Coaching across multiple roles, including management
- Strong communication, presentation and training skills
- Excellent technical ability in multiple languages allows me to help teams on the ground and demonstrate practices
- Use of learning models as metrics provide transparency into the coaching progress, and a road-map for teams and individuals
- Familiarity with different Lean and Agile methodologies provides multiple options for success
- Part-time availability, flexible for greatest effectiveness
- Experienced in writing and running effective workshops tailored to my client's needs
- Able to identify and coach Agile leaders within the client work force, allowing me to make myself redundant while providing lasting change

Lunivore Limited, 2009

BDD Community work with Skills Matter

The BDD community in London meets once a month at Skills Matter's headquarters, with a strong tie-in to the Extreme Tuesday Club. So far I have presented 6 separate tutorials on BDD and related subjects, and will start running training courses through Skills Matter in 2010.

Lean transformation with Major Certification Provider

Working part-time over several months, I helped teams to adopt TDD and pair-programming, collaborate with auxiliary teams such as infrastructure, architecture and DBAs, and understand the principles underlying Lean and Agile. I helped to break habits which contributed to elements of a blame culture and taught team members how to provide feedback constructively. I identified higher-level systemic problems which were preventing the teams from reaching their full potential, successfully converted several managers into Lean and Agile proponents, and trained replacement coaches within the location before leaving.

Other clients

Worked with the CEO of a small software house to convert from Scrum to BDD with Kanban, enabling them to achieve 2-3 day cycle times on client feature requests and saving 1 day a fortnight on planning and estimating activities.

Ran workshops with a previous client's suppliers to help them adopt better Agile practices and work with the client more effectively.

Thoughtworks, 2004-2009

Within Thoughtworks

Trainer at Thoughtworks University, Bangalore, for new graduate and limited experience employees, teaching Agile and Consulting basics and more advanced development techniques, and providing one-on-one coaching and mentoring for junior members of staff. I ran the Coaching Workshop for junior TW coaches and helped with sales calls and recruitment.

Client: Large International Hedge Fund

Leading a global architecture team tasked with setting standards for patterns and technology. I formed the team, defined roles, provided technical guidance and suggestions, and encouraged business buy-in. At the same time, I worked embedded in one of the delivery teams, coaching and pair-programming to provide lasting cultural change and a better understanding of the values and technical practices needed to succeed with Scrum. We reduced the bug count dramatically and achieved the first measured velocity for a sprint. I taught BDD as part of this change program, and this has now been adopted more widely by the business.

Client: Screwfix

Working with personnel at all levels of the IT department, coaching distributed teams and individuals from developers to managers alongside four other coaches. I defined targets, based on learning models, by which the success of Agile Coaches could be measured, and which have inspired delivery team members and given them a road forward. I negotiated explicit learning time for teams, provided code-bases for games designed to improve the effectiveness of technical team members, wrote internal articles to address anti-patterns, and created and ran a number of workshops specifically for Screwfix.

Client: Major Marketing Company

I worked as a developer on this C#.NET project. Alongside delivery, I helped the team overcome difficulties with automated integration and deployment, and provided guidance on keeping unit and acceptance tests legible and maintainable, to the extent that the business stakeholders were able to read and understand the highest-level code.

Client: Major Insurance Company

I ran a two-week Object Boot Camp to teach TDD, OO programming and design techniques in C#. I also provided material for participants to continue to improve their skills after the course ended.

Client: The Guardian

Various roles including coach, Java developer, Iteration Manager and Release Manager. In my spare time I ran a coding exercise after work, which is still used to hire and train new staff. I identified and helped address needed improvements in processes, and stood in for the project management to oversee the successful release of the new front page. Described as “without a shadow of a doubt the most effective technical coach on <the Guardian>”.

Client: Dixons

Coaching and enabling a team in Xian, China, working with another team from Bangalore, India, for this UK-based client.

Client: Major Internet Provider

I worked as a Java developer on a large, multi-team enterprise system. I identified several opportunities for process improvements, and began to hone my skills as an Agile Coach.

Client: Dixons

I worked as a developer for three months, then as a support engineer. I introduced Agile techniques such as pairing, which was effective in cutting down the backlog of requests.

Other Experience

Java Developer (contractor), Global Investment Bank

Contracted to provide front-end development to the client, trader and administration applications in a foreign exchange / commodities trading system. Swing GUI, relational database work.

Java Developer (contractor), Airline Software Provider

Development on a software package to be used by check-in staff and travel agents, and a more complex tool to assist with the correct loading of fuel, passenger weight and cargo on a given aeroplane.

VB / Perl / Java Developer, IPL Ltd

Involved in the full software lifecycle, from requirements gathering through design, code and test to integration. I gained mentoring experience and trained in OO design principles.

Skills

- **Programming Languages:** Java, C#, Perl, Ruby, smatterings of others
- **Java Specific Competencies:** JDK 1.2+, Java 1.1 – 5, JBehave, JUnit, JFCUnit, Mockito, JMock, EasyMock, Abbot, Ant, Hibernate, Velocity, Webwork, Waffle, Spring, J2EE, JDBC, Swing / AWT, J2ME, MHP (digital broadcasting), SOAP
- **.NET Specific Competencies:** C#, NUnit, IIS deployment
- **Tools:** Eclipse, IntelliJ, Visual Studio, Resharper, JBuilder, Mercurial, CVS, Subversion, Cruise Control, Hudson, Oracle, MySQL, JDBC
- **Servers:** Apache, Resin, Jetty, Tomcat, WebSphere, WebLogic, IIS
- **Domains:** Retail, Travel, Media, Marketing, Investment Banking, ISP
- **Methodologies:** Agile, Lean, XP, Scrum, Kanban, methodology agnostic
- **People tools:** Learning models, NLP, Coaching, personal feedback, Systems thinking, Training techniques

Education

- Master of Electronic and Electrical Engineering, University of Bath
- 4 As in A-level French, Maths, Further Maths, Physics

Open-source projects

- **JBehave (core committer and Codehaus Despot)** – BDD framework in Java
- **Tyburn (founder)** – Java Swing automation tool