

Toolie® Merchant

PO Box 50032, Bellevue, WA • 425-830-0740 • Toolie@ToolieMerchant.com • [Linkedin](#) • www.tooliemerchant.com

Agile Expert for Transformations

Summary: I specialize in Agile Transformations, establishing and enhancing software development organizations. I have a broad range of experience in Agile leadership, Program Management, Product Management and professional presentation skills. I bring with me the best ideas from successful software companies. I can deliver improvements to your teams in weeks, not months.

Work Experience

Alaska Airlines

05/2024 - 04/2025

Sr. Scrum Master/Agile Master Coach

- **Agile Leadership:** Spearheaded Agile coaching and thought leadership for a team of 18 scrum masters. Taught strategic thinking, encouraged servant leadership styles, conducted team building activities, and strengthened interpersonal skills. Supported strategic initiatives, enabled consistency, improved performance, refined decision-making, enhanced problem-solving skills, and cross functional collaboration.
- **Agile Coach:** Curated and improved existing learning and development content to support team members. Prepared training materials and conducted workshops for onboarding. Created a SharePoint site for better visibility and consistent team behaviors, documenting current practices and guidelines, and creating templates and checklists. Created a feedback loop, then consolidated, deduplicated, and edited 10 working agreements into an optimized single working agreement.
- **Sr. Scrum Master:** Orchestrated multiple enterprise-level, high performing teams working on mobile application development. Conducted Scrum events (standups, refinement, etc.), managed Sprint backlogs, defined and tracked key metrics, managed risk, resolved issues, anticipated technical issues, fostered relationships, and held teams accountable. Choreographed quarterly project planning for 6 teams, working in collaboration with other teams and internal stakeholders. Leveraged AI and REST APIs to develop custom dashboards and reports.

Starbucks (Corporate)

08/2023 - 04/2024

Sr. Scrum Master

- **Agile Transformation:** Optimized change management plans, mentored other Scrum Masters, trained Scrum teams, and defined team goals along with Agile methodology practices and standards. Collaborated with key stakeholders, monitored scope and project schedules, optimized process flows, and encouraged continuous improvement.
- **Senior Scrum Master:** Scaled up high-performing teams using both Scrum and Kanban methods to manage multiple information technology (IT) projects. Established cross-team communication and Scrum practices using Jira, Confluence, Slack, and other collaboration tools. Drove operational excellence by tracking IT infrastructure project timelines and high-value deliverables, implementing progress reporting, along with risk mitigation and other improvements. Negotiated working agreements to address competing priorities, resulting in improved cross-functional team effectiveness.
- **Business Process Improvements:** Investigated internal processes in IT to improve operational excellence and establish communication channels. Interviewed internal team members to gain insight on how to streamline their information systems and software development life cycle. Negotiated working agreements to improve collaboration, resulting in a better flow of application development work and risk mitigation.

Expeditors/Helo Team

05/2022 - 03/2023

Sr Scrum Product Owner/Scrum Master

- **Agile Coach:** Mentored team leads in creating an Agile environment, including Scrum practices, while establishing administrative and other policies. Drove organizational change and efficiency by implementing Azure DevOps (ADO).
- **Product/Project Co-Ownership:** Accelerated this early-stage, fast-paced Strategy and Innovation Team project that was building a SaaS supply chain management product. Contributed to top-level strategic roadmaps and goals, product decisions, and timelines. Prioritized features based on research, competitive analysis, user personas, visual design, specifications, metrics, use cases, scope of work, and more.

Boeing Global Services

03/2022 - 05/2022

Release Train Engineer (SAFe) and Agile Coach

- **Agile Coach:** Analyzed the effectiveness of 5 SAFe teams, identifying strengths and weaknesses, and coaching leads on portfolio management, product leadership, decision-making, conflict resolution, and continuous delivery improvements.
- **Release Train Engineer (RTE):** Drove quarterly PI planning for a Scaled Agile Framework ART team of over 100 people. Coordinated with the Development manager on Azure DevOps (ADO) best practices, backlog alignment, and team engagement; with the project manager (PMO) on scheduling; and with management for on-boarding.

Expedia Group

10/2021 - 03/2022

Sr. Technical Program Manager and Agile Coach

- **Agile Coach:** Partnered with the executive sponsor on a vision and strategy for improvements to their software engineering intake process, transforming it with Scrum principles and behaviors. Created and presented comprehensive Scrum training to 6 teams of software and data engineers, as well as to a team of technical program managers.
- **Sr. Technical Program Manager:** Optimized a big data lineage/data catalog infrastructure project within the AdTech development team to interoperate and integrate with data lakes, data warehouses, relational databases, and other data structures. Collaborated across teams to facilitate data transfers, data governance, and data quality across the enterprise.

98point6 Telemedicine

04/2021 - 08/2021

Scrum Master/Product Owner

- **Product Owner:** Established new product requirements and acceptance criteria for this healthcare industry startup in collaboration with the Senior Product Owner. Identified and reduced friction for practice management in the UI design, physician clinical decision support, and other engineering priorities.
- **Scrum Master/Agile Coach:** Shipped an electronic health records (EHR) pharmacy benefit management (prescriptions) feature ahead of schedule. Accelerated Scrum practices based on Atlassian Jira, and project tracking on Asana. Cleaned up the backlog, helped establish a delivery pipeline, addressed technical debt, and taught the team how to more effectively use Jira.

Providence Health Patient Marketing

08/2020 - 03/2021

Sr. Technical Product/Scrum Manager

- **Product Owner:** Optimized a healthcare provider data management project working directly with the Mar-Tech Director. Negotiated integration with sales and marketing, data visualization vendors, and optimized project strategy and prioritization. Refined product features by working hands-on with SQL, large datasets, data analytics, data-driven user research, and data exchange (ETL/ELT) for data-driven decision-making.
- **Scrum Master:** Orchestrated the integration of a cloud-native architecture tool on Snowflake with a new SaaS marketing platform. Established a new Scrum practice based on Microsoft Azure DevOps, including Scrum events. Coordinated with the larger DevOps practice within the company.

JPMorgan Chase Commercial Real Estate

03/2019 - 02/2020

Sr. Technical Analyst & Project Manager

- **Agile Coach:** Scaled coaching for a real estate software development organization of 115 people with distributed teams across the US and India. Coordinated knowledge-sharing sessions, and drove improvements in staff tracking, management, and education. Trained Scrum teams on the best use of their tracking tools.
- **Agile Project Manager:** Optimized an IT product portfolio of internal software tools. Coordinated a \$2.2 million budget for staff capacity planning. Measured and tracked OKRs, KPIs and other success metrics; produced executive-level reports for CTO/CIO-level leadership. Partnered with Finance and Strategy stakeholders for product roadmaps, forecasting, Key Performance Indicators (KPIs), program scope, capacity management, vendor management, and accurate tracking and reporting.

Providence Health Digital Innovation Group

05/2018 - 03/2019

Sr. Product Manager/Scrum Master/Agile Coach

- **Senior Product Manager:** Spearheaded the day-to-day strategy and implementation of a large-scale website consolidation and data migration across an entire health system of 875 hospitals and clinics. Coordinated with multiple

stakeholders (technical and non-technical), collaborated on a go-to-market (GTM) strategy, and defined transition plans to consolidate content.

- **Scrum Master/ Agile Coach:** Developed project strategies, wrote and assembled requirements, identified KPIs, set up task tracking using Atlassian Jira and Confluence. Collaborated with internal and external stakeholders to define schedules; established consistent stakeholder communications; and set up content tracking using Smartsheet. Trained team members on Agile/Scrum principles and conducted regular Scrum events.

Bridge Partners Consulting

08/2016 - 03/2018

Sr Technical Product Manager/Scrum Master

- **Senior Technical Product Owner:** Researched potential professional services product offerings for clients, conducted strategic planning sessions for products, and wrote messaging and positioning documents for relationship management. Designed the product lifecycle and overall team workflows, established task-tracking and communications using Atlassian Jira and other products.
- **Scrum Master/SME:** Optimized several projects that prepared go-to-market content for our client's partner platform, and created use-case based content to support their marketing strategy. Established and organized Agile practices for the Marketing team, trained team members, conducted Scrum/Kanban events, and served as subject-matter expert (SME) for a team of 25 consultants working for our Amazon Web Services (AWS) client.

Disney Interactive Media

04/2016 - 06/2016

Internal Technical Communications PM

- **Technical Marketing Analysis:** Delivered an internal marketing campaign for the senior enterprise architect to bring developers into program compliance. Analyzed existing processes to identify coverage gaps, assessed the usability of the existing system, and recommended streamlining of workflows prior to the start of the campaign.
- **Internal Communications:** Authored communication strategies, including branding, imagery, and accompanying themes. Delivered omnichannel marketing collateral, restructured the documentation, rewrote existing content, and redesigned and enhanced their Confluence site.

Education

Wheaton College
Calif. State University

Bachelor's Degree
Master's Degree

Wheaton IL
Fullerton

Professional Skills

- **Top Skills:** Atlassian Jira and Confluence Design, Implementation, and Management (power u ser) , Microsoft Azure DevOps Implementation and Management
- **Agile Methodologies:** Scrum, Kanban, SAFe, LEAN
- **Programming Languages and Tools:** Project Management – Clarity PPM and related tools, Programing: – PHP, HTML, CSS, XML, XSL, XSLT, Markdown, Excel, PowerPoint, Microsoft Word, JavaScript, Microsoft Project, Jira, Azure DevOps, Confluence
- **AI/ChatGPT Skills:** ChatGPT Prompt Engineering, Research, Content Generation, and Customization, Software Code Problem- Solving

Certifications

Certified Scrum Product Owner, Certified Scrum Master, Certified Scrum Trainer, Authorized Training Partner ~

SCRUMstudy.com

Board Leadership & Engagements

National Speakers Association

04/2001 - Present

Professional Member, Seattle Chapter Past President, and National Leadership Team Member