

Toolie Merchant

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Sr. Technical Program Manager/Sr. Scrum Master

Summary: I specialize in Agile Transformations, establishing and enhancing software development organizations. I have a broad range of experience in Agile Leadership, Project Management, Program Management, Product Management, data projects, and cloud computing. I bring emotional intelligence and expert verbal communication skills to the role, along with the best ideas from successful software companies. I can deliver improvements to your teams in weeks, not months, using a fully remote approach.

Work Experience

Tooliedotter Inc

03/2001 - Present

Chief Consultant and Business Analyst

Tooliedotter Inc. provides business strategy and process analysis, technical project management, content marketing, and product marketing consulting experience using remote work skills and techniques.

- Collaborated with over 120 individual entrepreneurs, small businesses, and nonprofit associations to identify client needs, including consulting, coaching executive leadership around strategic goals; identifying opportunities, strategic objectives, customer solutions, and results-oriented business goals. Conducted data-driven gap analysis and experiments, and optimized products and features from concept to launch. Created go-to-market strategies for direct-to-consumer, customer journeys, email marketing, and other customer-facing digital marketing materials to optimize customer engagement, target new clients, and incorporate customer feedback. Implemented marketing automation, segmentation strategies, monitored campaign execution, and campaign effectiveness.
- Produced, optimized, or repaired over 200 open-source client-facing websites, blogs, E-commerce sites, content management systems, and membership sites on Linux for clients and for the company. Provided technical knowledge and stakeholder management, made strategic recommendations, provided project planning, and delivered technical solutions. Developed strong relationships that yielded repeat client business. Increased adoption and user engagement, value creation, member retention, and improved business outcomes.
- Leveraged development experience and skills with artificial intelligence (AI) tools like ChatGPT to create and implement custom reports and other data retrieval operations using REST APIs.
- Delivered technical content digital products to the market based on market research. Used design theory to create a curriculum for small business skill-building. Wrote landing pages to drive revenue. Created an engagement strategy that improved the user experience and boosted member participation from 72% to 94%, proven results.

Alaska Airlines

05/2024 - 04/2025

Sr. Scrum Master/Agile Master Coach

- **Agile Coach:** Spearheaded company-wide Agile coaching and mentorship for a team of 18 scrum masters. Provided senior leadership, subject matter expertise, strategic thinking, and negotiation skills; encouraged servant leadership styles, conducted team-building activities, and strengthened interpersonal communication skills. Supported strategic initiatives, enabled consistency, improved performance, refined decision-making, enhanced problem solving skills, culture building, and cross functional collaboration.
- **Agile Methodology Training:** Curated and improved existing Agile Methodology coaching and mentoring content to educate teams, and support team development. Prepared training plans and materials and conducted workshops for onboarding. Created a SharePoint site for training materials, 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 (Sprint retrospectives, standups, refinement, reviews, etc.), managed Sprint backlogs, defined and tracked key metrics, managed risk, guided story point estimation, anticipated complex problems, resolved issues, fostered relationships, and held teams accountable. Choreographed quarterly planning for 6 teams, working in collaboration with other teams and internal stakeholders. Leveraged AI and REST APIs to develop custom dashboards and reports.

- **Product Owner:** Choreographed quarterly product planning for 6 teams working on a iOS mobile app for airline employees that included payments. Drove the Agile software development process across multiple teams, acquired product knowledge, and executed cross-functional coordination with user experience teams in Figma. Worked with project stakeholders and engineers to clarify technical requirements. Conducted road mapping, story-mapping meetings, Sprint Planning, refinements, triage, and testing. Clarified product requirements and acceptance criteria for their software modules.

Starbucks (Corporate)

08/2023 - 04/2024

Sr. Scrum Master

- **Agile Transformation:** Optimized change management plans for this retail giant, mentored other Scrum Masters, trained Scrum teams, and defined team goals along with Agile software development 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 projects. Established cross-team communication and Scrum practices using JIRA, Confluence, Slack, and other collaboration tools. Established Jira Automation to improve workflows. Wrote custom Jira scripts to improve executive reports. Drove operational excellence by tracking IT infrastructure project timelines, project deliverables, and coordination with contractors, implementing progress reporting, and other improvements.
- **Business Process Improvement:** Investigated internal processes in IT to improve operational excellence and establish communication channels. Interviewed internal team members to understand team motivation, and how to streamline their information systems and their software development life cycle (SDLC). Conducted business process mapping, negotiated working agreements to address competing priorities and improve collaboration, resulting in a better flow of application development work, risk mitigation, and improved cross-functional team effectiveness.

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).
- **Project Co-Ownership:** Accelerated this early-stage, fast-paced Strategy and Innovation Team project that was building a supply chain management SaaS product. Contributed to top-level business cases, strategic roadmaps and goals, a RACI matrix, customer value propositions, and timelines. Prioritized features based on research, competitive analysis, user personas, visual design, specifications, metrics, use cases, scope of work, and more.
- **Cross-team Collaboration:** Partnered with the Data Science team on data mapping of external source data into the existing data infrastructure. Advocated as voice of the customer, acquiring user feedback, and prepping for user onboarding.

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. Coordinated and mentored knowledge-sharing demos.
- **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 Ad-Tech development team to interoperate and integrate with data lakes, data warehouses, relational databases, and other forms of data analysis. Collaborated across data engineering teams to facilitate data transfers, data governance, and data quality across the enterprise.

98point6 Telemedicine

Scrum Master/Product Owner

04/2021 - 08/2021

- **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.
- **Data Mapping:** Mapped the data integration protocols between multiple services. Worked with industry standards such as HL7, FHIR, and data formats (blobs, CSV, JSON, SQL, etc.) for three additional product features to aid rapid technical design.

Providence Health Patient Marketing

Sr. Technical Product/Scrum Manager

08/2020 - 03/2021

- **Product Owner:** Optimized a healthcare provider data management project working directly with the Martech 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, usage data, 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.
- **Data Management/Governance:** Documented a massive master data management tool that ran data conversion extract/transform/load (ETL) operations, patient identity matching, data hygiene, and deduplication of over 7 million records. Leveraged my technical writing and document processing skills to deliver a 300-page online, as-built reference. Tracked personnel, vendor sources, and per-table connections using Oxygen XML and related tools.

JPMorgan Chase Commercial Real Estate

Sr. Technical Analyst & Project Manager

03/2019 - 02/2020

- **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 CI/CD, staff tracking, management, and education. Trained Scrum teams on the best use of their tracking tools.
- **Agile Project Management:** 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, resource planning, vendor management, and accurate tracking and reporting.

Providence Health Digital Innovation Group

Sr. Product Manager/Scrum Master/Agile Coach

05/2018 - 03/2019

- **Senior Data Project 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. Improved the network automation of incoming data to improve service management. Coordinated with multiple stakeholders (technical and non-technical), collaborated on a go-to-market (GTM) and Google Analytics 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

Sr Technical Product Owner/Scrum Master

08/2016 - 03/2018

- **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 management system 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, to client satisfaction, use-case based content to support their marketing strategy. Established and organized Agile practices for the Marketing team, trained team members, drove adoption, 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.

Amazon Web Services (AWS)

05/2012 - 02/2013

Sr. Technical Media Consultant & Writer

- **Content/Media Consultant:** Created and optimized training media. Optimized technical documentation and screen-capture how-to videos for Amazon's Web Services' channel on YouTube.
- **Technical Writing:** Delivered technical content for multiple AWS products: Amazon S3, Amazon EC2, Identity and Access Management (IAM), DynamoDB and others.

Education

Wheaton College • Bachelor's Degree

Wheaton IL

Calif. State University • Master's Degree

Fullerton

Skills

- **Top Skills:** Certified Scrum Master, Certified Scrum Product Owner, Atlassian Jira and Confluence Design, Implementation, and Management (power user), Microsoft Azure DevOps Implementation and Management
- **Agile Methodologies:** Scrum, Kanban, SAFe, LEAN
- **Programming Languages and Tools:** Project Management Software – Clarity PPM and related tools, Programming: – PHP, HTML, CSS, XML, XSL, XSLT, Markdown, Microsoft Office, Excel, PowerPoint, Microsoft Word, Javascript, C+++, Microsoft Project, Jira, Azure DevOps, Confluence, Google Cloud, Github, Microsoft Visio
- **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