Toolie® Merchant

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Executive Value Proposition – Toolie® Merchant

Executive Profile

Dynamic Agile Coach, Senior Scrum Master, and Technical Project Manager with a proven track record of leading enterprise-scale Agile transformations, delivering multimillion-dollar programs, and coaching executives, product owners, and cross-functional teams to achieve measurable outcomes. Recognized for blending strategic leadership, coaching expertise, and technical program delivery to drive organizational agility, cultural change, and sustained business value.

Core Value Proposition

I empower organizations to transform, scale, and sustain Agile practices that accelerate delivery, improve ROI, and build high-performing teams. With deep expertise in Agile frameworks (Scrum, SAFe, Kanban, LeSS) and enterprise program leadership, I specialize in aligning strategy with execution, optimizing delivery pipelines, and fostering cultural change. My focus is on enabling teams and leaders to adapt quickly, collaborate effectively, and deliver products that create tangible business impact.

Key Achievements & Impact

- **Agile Transformation Leadership:** Directed Agile transformations for Fortune 500 organizations, coaching executives, product owners, and developers to achieve 35% faster release cycles and measurable improvements in team engagement and delivery predictability.
- **Enterprise Program Delivery:** Led Microsoft's Application Compatibility Program during the Windows 2000 global rollout, enabling the migration of 1M+ enterprise licenses and generating $50M+ in revenue within 10 months.
- **Executive Coaching & Stakeholder Alignment:** Partnered with C-level leaders to define Agile roadmaps, establish KPIs, and build sustainable delivery cultures that foster innovation and accountability.
- **Change Management & Cultural Enablement:** Designed and facilitated Train-the-Trainer programs and executive workshops impacting 10,000+ IT professionals globally, ensuring scalable knowledge transfer and cultural adoption.

Strategic Differentiators

- **Enterprise-Ready Leadership:** Proven success leading both technical and cultural transformations at scale.
- **Agile Evangelist & Coach:** Skilled at building Agile maturity across teams and leaders, not just implementing frameworks.
- **Metrics-Driven Impact:** Known for designing dashboards and KPIs that tie Agile adoption directly to business outcomes.
- **Cross-Industry Versatility:** Experience spanning software, healthcare, aviation, logistics, and startups.

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Statement of Purpose - Toolie Merchant

Throughout my career, I have dedicated myself to leading transformative Agile initiatives that empower teams, deliver measurable business value, and restore efficiency to its rightful place through people. I believe that Agile is not just a framework for managing work; it is a leadership philosophy that prioritizes collaboration, transparency, and continuous improvement. My professional purpose is to guide organizations through Agile transformations that create sustainable cultural change, unlock innovation, and produce outcomes that scale.

Over the course of my career, I have led large-scale programs for global technology organizations, including Microsoft, where I orchestrated enterprise-wide initiatives that impacted millions of users. I have personally delivered over 350 technical talks in 24 countries, coached teams and executives in Agile best practices, and designed systems that increased user engagement from 72% to 94% in non-profit sectors.

My leadership is rooted in aligning cross-functional teams, removing friction between departments, and creating communication systems that mitigate risk and accelerate delivery. Whether I'm coaching teams, building Agile practices from the ground up, or crafting executive-level reporting metrics, my focus remains the same: to empower people and drive meaningful, lasting change.

As I continue advancing my career, I am seeking senior leadership roles such as Enterprise Agile Coach, Director of Agile Transformation, or Head of Agile Practice, where I can leverage my expertise to help organizations not only adopt Agile methodologies but fully realize their strategic potential. I am committed to bringing the original intent of Agile back to the forefront ensuring that teams are not just delivering incrementally, but growing, learning, and thriving in the process.

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Statement of Objectives – Toolie Merchant

Agile Leadership

As an experienced Agile leader passionate about cultivating high-performing teams, my objective is to join a mission-driven organization where I can lead an Agile transformation strategy, coach executive leadership in Agile principles and practices, and accelerate delivery of value.

My career goals are:

- Architect and scale appropriate Agile frameworks that deliver measurable business outcomes.
- Coach Agile teams and leaders through mindset shifts, adoption of suitable metrics, and consistent delivery.
- Create sustainable Agile ecosystems rooted in transparency, alignment, and customer focus.

I am particularly drawn to roles where Agile practices are embedded as a core business capability. I want to partner with forward-thinking executives who are ready to transform their corporate culture, redefine value streams, and champion continuous learning and delivery at all levels.

Career

Toolie® Merchant

Agile Leader | Scrum Expert
Strategic Transformation Partner

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Agile Transformation Consultant

2018-Present
- Leading Agile Transformations across industries
- Facilitating Scrum training for development teams and Scrum leaders
- Improving process workflows and cross-team collaboration

Senior Scrum Master | Senior Technical Product Owner

2023-Present
- Leading product development for software teams as a strategic partner
- Implementing Agile/Scrum across startups, mid-market, and enterprises
- Delivering Agile coaching and mentoring

Technical Program Manager | Technical Product Owner

2016-Present
- Advising executive leadership for IT software team Agile transformation
- Consulting at enterprise level for technical product development and communications
- Program-managing a $2.2 million real estate banking IT project

Senior Technical Communications Consultant

2012-2016
- Documenting cloud microservices
- Developing corporate technical video media
- Creating corporate-level technical communications and training

KEY ACHIEVEMENTS

- 3 Major Agile transformations led from scratch
- 350+ in-person technical sessions delivered across 24 countries and territories
- 150+ live technical webinars taught

CERTIFICATIONS

- Certified Scrum Product Owner (SPOC®)
- Certified Scrum Master (SMC®)
- Agile Master Certified (SAMC®)
- Certified Scrum Trainer (SCT®)
- Lean and Remote Work Specialist

CORE COMPETENCIES

- Agile Transformations
- Enterprise-level Leadership
- Scrum, Kanban, and SAFe
- Strategic Planning
- Remote Team Coaching
- Product Delivery Alignment
- Agile Metrics
- Jira/Confluence Mastery
- Azure DevOps Mastery

Ready to bring clarity, transformation, and high performance to your teams.

Available for full-time or contract Agile Leadership roles across all US time zones.

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Career Biography – Toolie Merchant

Professional Summary

Toolie Merchant is an accomplished Agile Coach, Senior Scrum Master, and Technical Project Manager with over 15 years of experience guiding enterprise organizations through complex Agile transformations, program delivery, and cultural change initiatives. Known for her ability to align strategy with execution, she has led high-impact programs for global enterprises, coached executives and cross-functional teams, and delivered measurable business outcomes across software, healthcare, aviation, and logistics sectors.

Career Journey & Expertise

Toolie began her career in technology program management, where she quickly established a reputation for bridging business and technical objectives. At Microsoft, she directed the global Application Compatibility Program during the Windows 2000 rollout, enabling the migration of over 1M enterprise licenses and generating $50M+ in new revenue within 10 months.

Her journey evolved into Agile leadership and coaching, where she became a trusted partner to Fortune 500 CIOs and IT leaders, guiding them through Agile roadmaps, scaled delivery adoption, and executive-level decision-making. She has delivered Train-the-Trainer programs and executive workshops impacting more than 10,000 IT professionals worldwide, ensuring scalable knowledge transfer and sustainable transformation.

Core Strengths

- **Agile Coaching & Leadership:** Skilled in SAFe, Scrum, Kanban, and LeSS with a track record of improving delivery speed, predictability, and team engagement.
- **Enterprise Program Delivery:** Proven success managing multimillion-dollar initiatives, aligning cross-functional teams, and delivering measurable ROI.
- **Executive Engagement:** Adept at coaching C-level leaders, establishing KPIs, and securing stakeholder buy-in.
- **Change Management:** Expertise in designing cultural adoption frameworks that accelerate organizational agility.

Professional Impact

Toolie's leadership is defined by her ability to influence cultural change, accelerate delivery pipelines, and scale Agile adoption globally. She consistently demonstrates how strong program leadership, coupled with executive coaching, can reduce cycle times, improve collaboration, and deliver business agility in fast-changing environments.

Brand Promise

As an Agile transformation leader and executive coach, Toolie Merchant delivers more than process improvement; she enables organizations to achieve sustainable agility, measurable business outcomes, and long-term competitive advantage.

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Career Transition Roadmap – Toolie Merchant

Objective: To demonstrate a clear, intentional career journey leading to senior Agile leadership roles.

Phase 1 – Foundations in Technology & Project Management

- Early career managing technical projects and systems migrations (e.g., Microsoft enterprise client migrations).
- Built expertise in cross-functional leadership, stakeholder engagement, and technical delivery.

Phase 2 – Agile Mastery & Certifications

- Earned multiple Agile/Scrum certifications (SPOC®, SMC®, SAMC®, SCT®).
- Transitioned into Scrum Master and Agile Coach roles across industries (software, healthcare, logistics).
- Developed strong skills in coaching teams, scaling Agile frameworks, and improving delivery outcomes.

Phase 3 – Strategic Agile Leadership

- Led Agile transformations at enterprise level for organizations like Starbucks, Alaska Airlines, and Expeditors.
- Designed and facilitated programs that improved velocity, reduced delivery risks, and enhanced cross-team collaboration.
- Gained reputation for high emotional intelligence and the ability to influence change in complex environments.

Phase 4 – Executive Readiness

- Current focus on transitioning into senior leadership roles (Enterprise Agile Coach, Principal Scrum Master, Senior Technical Project Manager).
- Ready to apply 15+ years of experience to lead Agile transformations at scale, drive cultural change, and mentor the next generation of Agile leaders.

Expertise

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An Agile Transformation Playbook

By Toolie Merchant – Agile Coach & Transformation Leader

Executive Overview

As an Agile Coach and Transformation Leader, I have spent over 15 years guiding organizations through the complexities of cultural and organizational change. In this playbook, I share the proven framework I have used to help enterprises, mid-sized companies, and startups embrace Agile practices, scale delivery, and create sustainable business agility.

The Case for Agile Transformation

I have seen first-hand how organizations struggle when their processes can't keep pace with market change. Slow decision-making, siloed communication, and rigid hierarchies stall innovation. Agile transformation is not about introducing new ceremonies it's about rethinking how people, processes, and technology align to deliver measurable value. My approach centers on engaging leaders, empowering teams, and embedding continuous improvement into the organization's DNA.

Transformation Phases

Over the years, I have led Agile transformations across industries from software and healthcare to aviation and logistics. Every transformation is unique, but they share four critical phases:

1. **Assessment & Alignment:** Evaluating organizational readiness, leadership sponsorship, and cultural barriers.
2. **Pilot & Quick Wins:** Starting with small, high-visibility projects to showcase Agile success and build momentum.
3. **Scaling & Coaching:** Expanding Agile practices across multiple teams, coaching executives, and aligning strategy to delivery pipelines.
4. **Sustain & Evolve:** Embedding continuous learning, metrics, and retrospectives to ensure agility is not a project, but a culture.

Leadership & Cultural Shifts

True transformation requires executive buy-in and cultural change. I have coached CIOs, product leaders, and business executives to shift from command-and-control management to servant leadership. By creating safe spaces for teams to innovate, fail fast, and learn continuously, organizations begin to realize the full promise of Agile: faster time to market, improved employee engagement, and greater customer satisfaction.

Long-Term Business Value

The ultimate measure of Agile transformation is not how many teams run daily standups, but how much business value is created. In my experience, organizations that embrace Agile principles see measurable outcomes:

- 30–40% faster release cycles.
- Higher product quality and customer adoption.
- Increased ROI from IT investments.
- Stronger cross-functional collaboration.

At Microsoft, for example, I led the Application Compatibility Program during the Windows 2000 rollout, which enabled more than 1 million enterprise license migrations and generated $50M in revenue within 10 months. This transformation was possible because we combined technical enablement with cultural change.

Conclusion

Agile transformation is a journey not a destination. My role as a coach and leader is to guide organizations through the uncertainty of change, align teams and leadership, and embed a culture of adaptability. By following this playbook, I've helped organizations deliver faster, work smarter, and achieve sustainable business agility.

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Project Case Study: Migrating Microsoft Enterprise Clients to Windows 2000

Project Overview

Led Microsoft's Application Compatibility Program during the global rollout of Windows 2000, enabling enterprise clients with 10,000+ licenses to migrate mission-critical applications from 32-bit to 64-bit platforms. Designed and executed a dual strategy of on-site developer enablement and Train-the-Trainer workshops that accelerated enterprise adoption, contributing to $50M in additional revenue within 10 months.

Challenge

Enterprise clients faced significant technical and financial risks in migrating legacy applications to the new Windows 2000 platform. Resistance to adoption stemmed from concerns about compatibility, scalability, and workforce readiness. Without a structured support program, Microsoft risked delayed adoption and lost revenue opportunities.

Role & Responsibilities

As Program Manager, directed a global initiative that combined technical expertise, change management, and enterprise coaching. Responsibilities included:

- Leading a cross-functional global team of developers, trainers, and customer success specialists.
- Designing scalable Agile-aligned enablement strategies to accelerate client adoption.
- Partnering with enterprise executives to align migration roadmaps with business objectives.
- Delivering executive-level presentations to Fortune 500 CIOs and IT leaders, securing buy-in and sponsorship.

Approach

Implemented a dual enablement model:

1. **On-site Developer Enablement:** Partnered with enterprise dev teams to remediate application compatibility issues using agile coaching, pair programming, and iterative testing.
2. **Train-the-Trainer Workshops:** Developed and delivered instructor-led programs enabling internal trainers to cascade technical expertise across distributed teams.

Applied Agile principles, continuous feedback loops, and data-driven insights to ensure alignment between Microsoft engineering, enterprise clients, and field teams. Created reusable frameworks and toolkits that standardized the migration process globally.

Results & Business Impact

- **Revenue Growth:** Enabled over $50M in new revenue within the first 10 months of rollout.
- **Enterprise Adoption:** Supported migration of 1M+ licenses across multiple Fortune 500 clients.
- **Training Reach:** Delivered workshops impacting 10,000+ IT professionals globally.
- **Cycle Time Reduction:** Reduced average migration timelines by 35%, accelerating time-to-value for clients.
- **Stakeholder Satisfaction:** Achieved high satisfaction scores from CIOs and IT leaders for clarity, alignment, and measurable ROI.

Strategic Impact

This program not only accelerated Windows 2000 adoption but also established Microsoft's reputation for enterprise readiness and scalable change management. The dual enablement framework became a blueprint for future enterprise rollouts, influencing methodologies for subsequent global product launches.

Recommendations

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Recommendation Letter for Toolie Merchant - Kevin Madden

To Whom It May Concern,

I am pleased to provide this recommendation for Toolie Merchant, a transformational Agile leader and cross-functional team coach with whom I had the privilege of working during a complex, multi-regional web consolidation project at Providence St. Joseph Health (PSJH).

In her role, Toolie demonstrated exceptional leadership in Agile project management, guiding a diverse group of professionals through high-stakes delivery cycles. She successfully implemented a Scrum-based workflow, fostering team alignment, accelerating backlog prioritization, and ensuring sprint goals were consistently met. Toolie's ability to create collaborative cohesion between stakeholders, developers, and product owners was critical to the project's success.

What sets Toolie apart is her proactive risk management and operational foresight. During pivotal moments when the project faced potential roadblocks, Toolie had already anticipated scenarios and had documentation, reporting, and actionable data in place. Her expertise in Agile metrics, sprint retrospectives, and stakeholder reporting dashboards enabled clean resolutions and prevented project stagnation. Her skill in using tools like Jira, Azure DevOps, and cross-team communication strategies kept the project moving forward with precision.

Without Toolie's Agile coaching, strategic foresight, and servant-leadership approach, this initiative would not have achieved the seamless progress it did. Her leadership not only delivered business outcomes but also fostered a culture of psychological safety and continuous improvement within the team. She embodies the best practices of modern Agile transformation and is a valuable asset for any organization looking to scale Agile methodologies at the enterprise level.

I would welcome the chance to work with Toolie again and recommend her without hesitation for any Enterprise Agile Coach, Director of Agile Transformation, or Head of Agile Practice role.

Sincerely,

Kevin Madden
Director of Search Marketing
Providence St. Joseph Health

Toolie® Merchant

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Recommendation for Toolie Merchant - Kelby Johnson

To Whom It May Concern,

I am pleased to offer this strong recommendation for Toolie Merchant, a results-driven Agile leader with deep expertise in Scrum methodologies, cross-functional team management, and enterprise-level project delivery.

During our time working together at Providence St. Joseph Health, Toolie was instrumental in driving the success of a multi-state website consolidation initiative. She effectively applied Agile best practices, managing a complex portfolio of tasks using JIRA and Confluence, ensuring visibility, accountability, and alignment across multiple teams and regions.

Toolie's ability to balance strategic leadership with emotional intelligence is one of her strongest assets. She consistently demonstrated the rare combination of pushing for measurable outcomes while respecting organizational dynamics and competing priorities. Her influence helped solidify our Scrum practice, guiding teams through change and ensuring consistent Agile training and implementation.

Toolie is not only a certified Scrum professional, but also a collaborative, forward-thinking leader who fosters high-performing, inclusive environments. She brings clarity, transparency, and energy into every engagement. These qualities make her a valued asset to any organization seeking Agile transformation, Scrum coaching, or program-level leadership.

It was a pleasure to collaborate with her, and I have no doubt that Toolie will continue to bring exceptional value to any organization she supports.

Sincerely,

Kelby Johnson
Director, Content Marketing
Providence St. Joseph Health.

Toolie® Merchant

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Recommendation Letter for Toolie Merchant - Lynda Hyland

To Whom It May Concern,

It is with great enthusiasm that I recommend Toolie Merchant for senior Agile leadership roles such as Enterprise Agile Coach, Director of Agile Transformation, or Head of Agile Practice. Toolie is a dynamic Agile leader with a proven track record of transforming Agile delivery frameworks, coaching high-performance teams, and driving cross-functional collaboration at scale.

I had the privilege of working with Toolie at Alaska Airlines, where she supported the ITS Organization during a major Agile transformation. She immediately distinguished herself through her servant-leadership style, deep Agile expertise, and focus on fostering psychological safety and team empowerment. As a Senior Scrum Master, she led 4 out of 6 engineering teams, earning their respect for her technical fluency, backlog management skills, and approachable leadership.

Beyond her day-to-day role, Toolie contributed to our Agile Coaching and Mentoring subgroup, collaborating to standardize Agile best practices for a team of 18 Scrum Masters. She facilitated workshops on cross-functional negotiation, Agile facilitation techniques, and continuous improvement processes, helping elevate Agile maturity across the broader ITS Organization. Her ability to mentor Scrum Masters, implement scalable Agile solutions, and lead organizational change made a lasting impact.

Toolie combines leadership agility with operational precision and is known for her emotional intelligence, team enablement, and delivery excellence. Her expertise in Scrum, Kanban, SAFe frameworks, and Agile coaching positions her as a strategic partner in any digital transformation initiative.

I recommend Toolie Merchant without hesitation for senior leadership roles in Agile delivery and transformation. She will bring measurable value to any organization focused on business agility, enterprise coaching, and cultural change management.

Sincerely,

Lynda Hyland
Agile Delivery Lead

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Recommendation for Toolie Merchant - Jackie Kmetz

To Whom It May Concern,

I am delighted to recommend Toolie Merchant, an accomplished Agile leader and enterprise transformation specialist with a robust history of guiding Agile adoption, Scrum team leadership, and digital enablement initiatives.

I had the privilege of working with Toolie in 2013 at SpaceCurve, an early innovator in real-time data streaming technologies. In this fast-paced Agile/Scrum environment, Toolie led critical initiatives in technical communications, developer onboarding, and stakeholder engagement for our 20-person engineering team. She built an internal developer enablement platform, produced scalable training resources, and collaborated directly with technology partners to enhance product adoption and user success.

A key contributor to our go-to-market and cloud migration strategies, Toolie advised expanding from on-premise Linux deployment to cloud-based AWS infrastructure, accelerating our ability to scale operations and deliver customer value faster. She also successfully coordinated joint partnerships with AWS and Microsoft for our beta launch—demonstrating her strength in strategic collaboration, vendor management, and cross-functional leadership.

Since that time, Toolie has evolved into a high-impact Senior Scrum Master, Product Owner, and Enterprise Agile Coach, working with industry leaders such as Alaska Airlines and Starbucks. Her expertise spans Scrum, Kanban, SAFe, Agile scaling, DevOps integration, and Agile product delivery, combined with a strong foundation in technical fluency and stakeholder facilitation. She fosters psychological safety, mentorship, and team empowerment, helping Agile teams overcome obstacles and achieve continuous delivery excellence.

Toolie is a transformational change agent who drives both Agile maturity growth and cultural evolution, making her an exceptional candidate for roles such as Enterprise Agile Coach, Director of Agile Transformation, or Senior Scrum Leadership positions. I recommend her with complete confidence.

Sincerely,

Jackie Kmetz
Bellevue, WA