

# Toolie<sup>®</sup> Merchant

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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.