

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