November 9, 2022

Dear Arc Reader:

As someone who craves challenges related to aligning and supporting technical teams to collaborate and perform better, the opportunity to be an **Agile Coach with Arc XP** seems like a great fit in terms of the challenge you've described and the type of opportunity that piques my interest.

The critical functions in this role of culture building to deeply embed a common way of thinking, working, and holding each other accountable is straightforward in that it is a clear signal of the symptoms you're experiencing and the approach you've chosen to take. Through my role as Apple's Internet program manager for worldwide training and my consulting work for other privately held tech companies in the 20+ years since then through LearnWell, I've: created effective L&D strategies and company growth plans; enhanced performance management and cultural norms for higher accountability; created and delivered training and development programs; led software development teams; strengthened the business-technical communications channels and coached participants in how to clarify needs requirements and customer preferences; and supported executive problem solving and decision making in a variety of areas such as policy, expansion, and succession, to name a few.

As a SaaS company serving multiple industries, the demands to expand or develop feature sets in order to satisfy or enhance customer capabilities must be intense, especially if the engineering teams are not all following the same processes, using common terms, and are measuring success in different ways. To some that sounds like a nightmare; to me, I rub my hands together with a grin and can't wait to start hearing from senior managers, team leaders, coders, and members of QA and customer service teams and start to create an alignment plan, so that as an agile coach, I can focus on managing the agile framework and not the people; agile team members are self-managing by definition.

I am not Master Scrum certified, but I would be happy to get that certification as well as advanced levels as part of my role at Arc XP. In podcast interviews as well as in executive briefings, I've explained that those who rise in organizations are those who realize that a percentage of your daily responsibilities includes advancing your work objectives AND communicating your status to others through expected channels. Refining techniques without mastering the fundamentals leads to costly delays as well as other detrimental results.

Another line in the job description that jumped out at me as I read it is the facilitation of a work cadence and "retrospectives to help the team understand how to continuously improve their way of working." Predictable development-test-review-document cycles are critical foundations for Agile development. Obviously I've done this in different companies and would want to learn the precise gaps between expectations and performance, and presenting patterns, before recommending any tools, processes, procedures, or practices that I've learned. That's another benefit of working with a single company that I've missed as an external consultant – being able to refine observations and test hypotheses systematically over months.

Thanks very much for your consideration and look forward to productive conversations in the weeks ahead.

Sincerely,

Bill Ringle