

Curriculum Vitae

Els Verkaik



Personal

Name	Verkaik, E (Els)
Date of birth	21-9-1968
Address	Egelantierstraat 28, 1171 JN BADHOEVEDORP
Phone	(+31) 611747118
E-mail	Els@elsverkaik.nl of els.verkaik@hotmail.com
Nationality	Netherlands

Profile

I have a passion for the Agile way of working and truly believe this is the way forward. The speed of doing business asks for maximum flexibility and high-performing teams with the focus on delivering customer value. With 20 years of Agile experience, a broad background in the ICT and excellent coaching and communication skills I am the right person to help your organization in the transformation to responsiveness and agility.

I am an experienced Agile transformation coach and know how to move people, processes and technology in large organizations. With my deep knowledge of Agile approaches like Scrum, Safe, Spotify and Less in combination with transformation knowledge and coaching techniques (NLP) I can inspire and motivate people to do their work successfully.

With me in your organization you get an energetic, creative and pragmatic person with a “getting things done” mentality. I take the lead with confidence, show responsibility and can motivate and inspire others.

Career

I started my career in 1988 as COBOL programmer in the ICT-department of GAK (UWV) in Amsterdam. My development path was technical analyst, functional designer, team lead to project manager of software development and maintenance projects. We used Rapid Application Development of James Martin, one of the first Agile methodologies.

Since 1998 I worked for Capgemini Financial Services - advanced software development. I was project manager for several customized software development projects for clients of Capgemini. At the same time I was trainer, coach and consultant of iterative development methods like DSDM, RUP and Scrum. I was also people-manager and responsible for the personal development of 20-25 employees.

In 2014 I started with my own company Els Verkaik training and coaching. I work as independent Agile trainer and coach and support large organizations with their transformation to an adaptive organization, alignment between Business and IT, leadership development and culture change.

Since 2018 I am co-founder of the Agile Masterclass institute and 1 of the trainers of the Agile Champion Program.

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Education

2018	Systemisch Transitie Management
2015	Certified Less practitioner
2015	Certified Agile Mastery & Agile Master examiner
2015	Certified SAFe Agilist
2013	Professional Scrum Master 3
2013	Certified Lean green belt
2013	Professional Product Owner 1
2013	NLP Master practitioner
2012	Certified Senior Engagement Management
2006	Certificaat Coaching voor professionals
2004	Certified RUP consultant (Rational Unified process)
2004	Certified Prince2 practitioner
2001	Certified DSDM trainer (Dynamic Systems Development Method)
1993	AMBI-diploma (Bestuurlijke Informatica, modules I1, I2, B1, T2, HE2, HS1, HS2, HS7))
1988	Praktijkdiploma COBOL-programmeur
1987	HAVO (diploma)

Languages

Nederlands
Engels

Top skills

Agile methodologies	(Scrum, LeSS, SAFe, Spotify)
Agile transformations	(Organizational change, culture change)
Agile coaching	(Individuals, teams, management, directors)
Agile training	(Scrum Master, Product Owner, Agile Champion, Leadership)

Work experience

Below you can read my work experience from the last 5 years. If you want more information about earlier work experience please visit my LinkedIn profile: <https://www.linkedin.com/in/els-verkaik-b12a0a4/> or have a look on my website www.elsverkaik.nl

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01-07-2017
tot 1-4-2019

Client	Sociale Verzekeringsbank (SVB)
Role	Agile transformation coach
Environment	Sociale Zekerheid, Agile, Lean, Scrum
Activities	Advies, training, coaching
References	Simon Sibma (Chairman of the board of directors), Rosanne Stotijn (Program manager Change), Antoine Beljaars (Value stream lead), Inger Coenen (Product Owner & Transformation Lead)

The Sociale Verzekeringsbank want to change to an adaptive organization organized around self-organizing teams which are focused on delivering value to their customers.

As an Agile coach and trusted advisor I coached the Agile transformation team and the Product Owner responsible for and leading the change. I supported the agile teams, product owners, scrum masters, management and directors about the agile transformation. The transformation approach was experimental and step by step. We started with several pilot-teams to experiment with the Agile way of working within the SVB. They signaled all kind of organizational impediments to solve and improve. Together we designed a new organization structure based on value streams and self-organizing multi-disciplinary teams (BusDevops). We started with an experiment with 1 value stream, with agile teams and new agile roles (value stream lead, product owners, scrum masters). After a couple of iterations we evaluated with the board of directors and the employee counselors. We build enough trust in the organization to move forwards. As a result of the team and my effort the population of agile supporters grew and the organization was ready to go for agile and to start changing the SVB entirely in value streams, Centers of Expertise an Shared Service centers. I am grateful for the time at SVB, for the change we made and the trust in me.

01-09-2016
tot 1-12-2017

Client	ING Domestic Banking
Role	Agile Coach
Environment	Financiele dienstverlening, Agile, Lean, Scrum
Activities	Advies, training, coaching
References	Annet van der Hoek, Remco Dijkhoorn

I really enjoy working for ING. Its an inspiring environment, much more technology driven as in the past and with the guts to change the organization to really work in an Agile way. I am happy to be part of it and learn every day about the challenges big organizations have to change to an Agile mindset on all levels.

I work as an Agile coach for ING Domestic banking. I support the organization with the transition to the new way of working (based on Agile and the Spotify model) and the cultural change. The squads are multidisciplinary teams with dev-engineers, ops-engineers and customer journey experts, working together to deliver features to customers on high speed.

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I am responsible for training and coaching the tribe, the squads, individual squad members in the new way of working, the principles behind it and the change in culture and behavior. I focus on challenge the squads to deliver fast and fulfill customer expectations and become high performing squads.

I stimulate continuous improvement, fast feedback and fast learning. When necessary I coach individuals 1-on-1 to overcome limitations and obstacles to become pro-active and take responsibility.

I also coach senior management on Agile Leadership and support them in the cultural change and improving the collaboration and communication in the tribe, between squads and between tribes.

01-07-2015
tot 11-8-2016

Client	ADP
Role	Development Manager a.i. / Agile coach / Scrum master
Environment	HR-system Workforce
Activities	People management, Delivery management, Agile coaching, training, Scrum Master
References	Marijn Ruster (R&D)

At ADP I had the opportunity to learn and improve my Agile leadership skills.

I have a combined role as Development Manager ad interim and Agile coach/Scrum master of a development team (25 persons) responsible for delivering a high Quality HR product (ADP Workforce). In this combined role I show Agile Leadership and facilitate the team in the Agile way of working and the growth to a high performing team. Most important is the focus on continuous improvement.

Results:

- Small self-organizing teams based on self-selection
- Improved collaboration between teams, more focus on end-to-end process
- Improved User stories refinement process, more flow, less defects
- Organize direct contact between end-users and Dev team, less defects
- Lower the pressure on the Product owners by involving the dev team in refinement and defect management
- Set-up and train test team in India for test automation
- Improved test automation to reduce regression test time and bring regression test coverage to 80%, shorter time to market
- Bring back release frequency from quarterly to monthly

As an Agile coach I also support the R&D management team in the Agile transformation. I coach the Scrum Masters, organize training and knowledge exchange session and facilitate workshops.

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01-01-2015
tot 01-07-2015

Client	ING – Commercial Banking
Role	Agile / Scrum coach
Environment	IBP, Zakelijke betalings portal OneFTP
Activities	Agile coaching, training
References	Nilguin van Raad

As an Agile coach I support the ICT department Commercial banking in their transition to Scrum and DevOps teams. I'm responsible for coaching, training, facilitating workshops and support of the management team, 5 to 8 DevOps teams in continuous improvement and cultural change to an Agile mindset. In this large organization I've learned a lot about scaling Agile and dealing with cross-team challenges and dependencies. I supported the ICT department with setting-up Feature teams responsible for making the features ready for DevOps teams and work together to implement features (end-to-end responsibility).

I improved the collaboration between the DevOps teams which had dependencies with each other (scaling-up) and facilitated the Scrum-of-scrums and weekly management stand-up. I organized personal leadership workshops (Power Calimero, Continuous improvement in your DNA) to change the mindset and culture.

01-08-2014
tot 1-12-2014

Client	Martini Ziekenhuis Groningen
Role	Agile / Scrum coach
Environment	Management Informatie & Datawarehouse
Activities	Agile coaching, training
References	Remko Smit (Manager Finance)

For the Martini Hospital it was essential to get the right management information from the Data Warehouse team to improve their process and steer the organization. As an Agile coach I supported the Data warehouse team with the use of Scrum. I explained the Agile way of working to management and trained the Product Owner, Scrum Master and team in Scrum. I supported the product owner with is stakeholder management and organized workshops with higher management to get buy-in and setting priorities for the data warehouse team. By training and coaching on the job, the team learned quickly and were enthusiast about the results after only 2 weeks. With the approach: show it, do it together and do it yourselves, the team self-organizing after 3 months.

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01-03-2012
Tot 01-01-2015

Client	Rabobank International
Role	Agile coach, trainer, process engineer
Environment	ICT development & coaching
Activities	Agile coaching, training
References	Carolien van Zuijlen (Lead Agile coach team)

The ICT-department of Rabobank international (500 employees) had the ambition to change her department to the Agile way of working. The Agile transformation was led by Business Line management and supported by the Agile Coach team. The Agile coach team was responsible for training and coaching and support of management in the transformation.

I was 2,5 years part of this Agile Coach team and worked together with 6 to 9 other Agile Coaches. I was responsible for training and coaching of all teams and employees for a specific Business Line (100 employees) and support the management team in the transformation. I worked for the Business lines: Risk-IT, Operations-IT, Finance-IT en Corporate Banking-IT.

I started a lot of initiatives like the introduction of the role of Product Owner from the Business-side and Scrum Master on IT-side. I started a work group to integrate the Agile Way of Working with Prince2 for the Project managers of IT-projects.

I organized Agile knowledge exchange sessions, Agile games and innovation events to stimulate creativity, innovation and exchange between teams.

I had an important role in the change from project teams to dedicated Agile teams and organized team sessions to help the teams grow to high-performance teams. I supported management with visualization of results, measurement, like employee happiness, customer happiness, velocity, business value with dashboards.

I set-up and organized the Agile training, like Agile Awareness, Agile culture & behavior, Agile planning & estimation, Agile requirements en Product Owner workshops.

Within the Agile coach team I was the engine to improve our own way of working, like setting up Scrum boards, sprints, retrospectives (practice what you preach). I also had an active role in making all kind of promotion material like flyers, posters, presentations, articles, newsletters, website etc.