

## Contact

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## Top Skills

Kanban  
Agile Methodologies  
Scrum

## Certifications

Team Kanban Practitioner  
Kanban Coaching Professional  
Accredited Kanban Coach  
Accredited Kanban Trainer  
Certified Scrum Master

## Publications

Essential Kanban Condensed  
Better Software Faster  
Developing Business Objects  
Object Development Methods

# Andy Carmichael

A Kanban Guide

## Summary

Andy is a trainer, coach and consultant in Kanban, a method that makes work... work. He's the co-author, with David Anderson of "Essential Kanban Condensed" (2016), the definitive short guide to the Kanban method, and is an experienced mentor, manager, and business builder. He has wide and deep experience in multiple industry sectors, and multiple agile and management methods. His advice is actionable and pragmatic, and focused on better business outcomes.

Andy has co-authored several other books, including "Better Software Faster" (2002) with Dan Haywood, which introduced an agile modelling approach to software development. He has worked with many different organisations of all sizes: coaching at Lloyds Banking Group, Barclaycard, Playtech and Ericsson; heading Clearvision's agile consulting practice and product development; leadership of Centrica Scrum teams; process improvement consultancy with BT Exact; directorships at HUGE IO, Ivis, OpenXprocess, Object UK (which he founded) and TogetherSoft, which acquired Object UK, and where he served as European Director of Professional Services.

He has BSc and PhD degrees from Southampton University, is a Kanban Management Professional, Kanban Coaching Professional, Accredited Kanban Trainer, Certified Scrum Master, Professional Scrum Master, Certified Engineer, and Fellow of the British Computer Society.

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## Experience

Huge IO (UK & Ireland) Ltd  
Managing Director and Principal Trainer  
September 2017 - Present (2 years 8 months)  
Southampton, United Kingdom

As an Accredited Kanban Trainer (AKT) and Kanban Coaching Professional (KCP) my focus at HUGE IO is teaching Kanban and short-term consulting assignments. Whether in the LKU-accredited training course, or in coaching and mentoring contexts with companies applying the method, or coaches and managers implementing it, we're always looking for the most effective approach in each context. I relish the opportunity afforded by HUGE IO to focus my efforts on Kanban, not least because it is a method that dovetails effectively with all other agile approaches and existing practices.

## Clearvision

5 years 8 months

### Associate Consultant and Trainer

March 2015 - April 2018 (3 years 2 months)

Southampton, United Kingdom

Providing coaching and consultancy in agile software management at scale, including training and certification in Kanban and Scrum, and the use of tools such as JIRA, Confluence and SwiftKanban.

### Head of Agile Services

May 2013 - March 2015 (1 year 11 months)

Southampton

As a member of the management team reporting directly to the CEO, I was responsible for the agile development of Clearvision products and delivery of agile services to Clearvision clients. The Spectrum product was conceived over this time to replace a number of other Clearvision products and bring together under one brand the core business of the company (licence resales, client services and own products). I introduced a Kanban process for the development team work (including bespoke and internal projects), modifying the Scrum-like process adopted just before my arrival, and adopting Lean Startup principles for the selection and release of epics (minimum marketable features) to gain market feedback for informed decision-making. An outstanding development team produced the Spectrum workbench and integrated ALM environment Spectrum ALM to high quality and in a very short time, releasing the 1.5 version in March 2015.

### Associate Consultant

September 2012 - May 2013 (9 months)

Training and consultancy in agile development, Scrum, Kanban, Lean, and Agile at Scale

OpenXprocess Ltd

## Director and Consultant

April 2009 - September 2017 (8 years 6 months)

Southampton, United Kingdom

OpenXprocess (previously xProcess Europe Ltd) provides training, coaching and consultancy services to clients in agile and Kanban. I have been providing consulting services and expertise for software development with partners worldwide through the company over this period, including some on a semi-permanent basis such as Clearvision, Centrica, Barclaycard and Lloyds (see further details of these contracts below).

## Lloyds Banking Group

Agile Coach

August 2016 - February 2017 (7 months)

I was part of the central "Scrum and Beyond" coaching team. Lloyds were continuing to develop and evolve their new agile framework for delivering more effective change based on improving value metrics, lead time and quality while reducing and managing risk. My role in the methodology team included definition and refinement of the framework, training in agile, Scrum and Kanban, and evaluating and enhancing the metrics framework for management of faster value delivery.

## Barclaycard

Coach

June 2015 - February 2016 (9 months)

Seeking agility in the business is not simply a case of adopting agile practices in development teams. My responsibility in Barclaycard was to ensure not only that teams increase their agile fluency, reduce lead times and ensure rapid feedback with stakeholders, but that the whole process delivers value to the business in a timely fashion. I worked with strategically important projects at the Northampton site using diverse and geographically distributed teams to deliver significant business change.

## Informator

Scrum and Agile Trainer

November 2011 - May 2013 (1 year 7 months)

Providing training, leading to Professional Scrum Master certifications for trainees.

## Centrica

## Lead Scrum Master, Catalyst

April 2010 - September 2011 (1 year 6 months)

Staines

In 2010 Centrica initiated a major adoption of Scrum with over a hundred scrum teams working in parallel, most of them using SAP technology. With significant problems in the mismatch between agile working and traditional tools and management, agile expertise was needed to support the new teams. As Lead Scrum Master I was responsible both for coordinating the work of multiple scrums to ensure timely delivery of business benefit, and for improving the processes at project and programme levels. The hybrid Waterfall/Agile lifecycle posed many challenges, not least the brief to meet teams' deliveries "on time, on scope, on budget", while moving the methodology towards "maximising business value delivery in multiple releases". Day to day activities included monitoring project scope, releases, progress and deadlines, while improving tool support for agile projects. My other responsibilities included the improvement of teams' processes, and the configuration and use of Thoughtworks' Mingle tool for execution of Centrica's flavour of Scrum.

## Neueda Technologies

Senior Consultant and Trainer

December 2007 - April 2010 (2 years 5 months)

I worked as a consultant and trainer with Neueda Technologies who coordinated some of my work in Ireland, the US and elsewhere. In particular I worked with Ericsson's team of around 600 (400+ developers/IT) in the OSS project, which maintained and developed key network products, using for the most part a fairly traditional waterfall process. Ericsson required specific help to audit and then guide the agile pilot projects to achieve their goals of improved quality and productivity. Helping large companies adopt agile processes and effective software engineering practices, is rewarding and I've found this work is in increasing demand as companies look to maintain or improve quality, while managing their projects in a much more flexible and efficient manner. That's what agile's all about.

Work with Neueda included graduate training programmes providing guidance and training to the next generation of software engineers. Genuinely a privilege.

## xProcess Europe Ltd

Director and CEO

November 2007 - April 2009 (1 year 6 months)

This company provided expertise in agile development and agile change programmes, and was the European distributor for xProcess, the innovative and award-winning process improvement product for project portfolios. I provided technical services, sales leadership and consultancy to clients in the agile and process improvement markets. My consultancy work focused particularly on agile change programmes in large companies, and in helping agile teams work efficiently and manage their plans effectively with methods such as Scrum, FDD, UP and XP.

### Ivis Technologies LLC

#### VP International Operations

December 2003 - October 2007 (3 years 11 months)

I headed Ivis' international operations with responsibility for sales and marketing, product development, and professional services. As well as my involvement in Ivis' initial product, XBoost -- a secure web application framework -- I was the initiator, product owner and one of the principal architects of the xProcess product. I specialised in agile software development processes, software architecture and project management methodology.

### Better Software Faster Group Ltd

#### Managing Director

July 2002 - December 2003 (1 year 6 months)

I was co-founder of the Better Software Faster Group, a specialist consultancy company involved in providing technical services to software projects, particularly in agile development processes, object modelling and software project management. The company also provided marketing and software distribution services, being a reseller for a number of significant software development products, including the requirements and business process definition tool, Catalyze®, from SteelTrace, and the innovative web development platform, JBoost™, from Ivis. My consultancy clients included the state-owned oil company, Saudi Aramco.

### TogetherSoft

#### Director Professional Services, Europe

November 2000 - April 2002 (1 year 6 months)

I led the mentoring and workshop services of TogetherSoft throughout the UK as well as contributing to the coordination across Europe of an experienced team of mentors and trainers. I was actively involved with the delivery of services to clients such as Emirates Airlines, Barclays, NCH and UBS-Warburg, and also took the leading role in managing and marketing the

professional services team. I dedicated some periods during this time to consulting with the internal development team in Prague and St Petersburg.

### Object UK Ltd

#### Managing Director

April 1992 - November 2000 (8 years 8 months)

I founded Object UK to provide tools, training and consultancy in object technology. As well as carrying out consultancy for many leading companies over this period (including IBM, Southern Electric and Ordnance Survey), I negotiated and signed the distribution agreement with Object International Inc. to distribute CASE products, I engaged sales and support staff for the products and expanded the training and consulting activities. I established the distribution of Together in the UK, and oversaw the company's training and consultancy activities, which gained a high reputation for quality and value. Object UK was acquired by TogetherSoft in November 2000.

### Systematica Ltd

#### Methods Manager

October 1987 - January 1992 (4 years 4 months)

As manager of Systematica's Methods Department, I was responsible for the configuration of CASE workbenches to support various structured and object-oriented methods (HOOD, SSADM, Yourdon, MASCOT, IE, Coad-Yourdon, etc.) using VSF technology. I was subsequently manager of the Major Accounts Department responsible for liaison with clients and partners such as IBM, CRI and DEC, and for managing the groups providing various customer services, including customer support and methods configuration. I was responsible for the preparation of a number of proposals for strategic partners, specifying and costing CASE environments based on VSF.

### Plessey Defence Systems

#### Software Methods Manager

1983 - September 1987 (4 years)

I worked as a software engineer and analyst within the Technology and Future Systems Group transferring from Titchfield to Christchurch to take up the Software Methods Manager role. I also carried out consultancy in software architecture for the Royal Navy during this period.

### Gifford

#### Contract Programmer

January 1983 - June 1983 (6 months)

Working on the computer modelling of fishing nets to predict net geometry for different net designs.

University of Southampton

Research Assistant

1979 - 1983 (4 years)

Theoretical fracture mechanics and stress analysis research using numerical methods, programmed in FORTRAN.

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## Education

University of Southampton

PhD, Fracture Mechanics · (1978 - 1983)

University of Southampton

BSc, Mechanical Engineering

Uppingham School