

Ashraf Naim

Agile Project Manager

📞 289.795.6426

 <https://ca.linkedin.com/in/ashrafnaim>



PROFESSIONAL SUMMARY

SENIOR TRANSFORMATION LEADER | COACH
BUSINESS ACUMEN ♦ SERVICE EXCELLENCE ♦ INNOVATION

Strategic thinker who can spot the relevant patterns and issues and can sort through the clutter and find the best route, consistently meeting demanding mandates

An accomplished servant-leader proficient in coaching and consulting. Can effectively integrate coaching activities with organisational change. Excels in creating effective communication methods to share plans, track progress, and report results. Helps in creating a coaching culture in teams and use technology to expand coaching and transformative leadership. Strategic thinker with expertise in coaching, consulting, facilitation, and change management.

Core competencies include:

FORMING & GROWING TEAMS	TOOLS & TECHNIQUES
Certified SFA Remote Trainer (SPC6)	Problem Framing (Identification): How Might We (HMW), POQi, i5 Report, Ladder of Abstraction, Innovation Curve
Certified PMI- DA & PMP Instructor	Investigation: 5 Whys, Drill Down, Empathy Mapping, Insight Mining, Reframing, Journey Mapping, Value Proposition
Staff Training/Mentoring/Coaching	Ideation: Brainstorming, Lotus Bloom, Mind Mapping, SCAMPER, POWER Value Chain, Stimulus Response
Team Transformation	Impact Evaluation: Bracketology, Good Better Best, Innovation Curve Workmate, Paired Comparison.
Agile Team Facilitation	Implementation: Scrum, KANBAN, Implementation checklist, MVP, MBI, MMF Prototyping: Sketch, Storyboard, Production Prototype, Card Sort, Body-Storming, Gemba Walk, A3, KATA, PDCA, Strategic Gameplan

EDUCATION I PROFESSIONAL DEVELOPMENT

PMI - Disciplined Agile Instructor (CDAI) & PMP Instructor	Disciplined Agile Senior Scrum Master - (DASSM)
SAFe® Practice Consultant - (SPC6) & Remote Trainer	Disciplined Agile Value Stream Consultant - (DAVSC)
Certified Scrum Professional®, Scrum Alliance - (CSP-SM)	Disciplined Agile Coach - (DAC)
Certified Scrum Product Owner®, Scrum Alliance - (CSP-PO)	Project Management Professional - (PMP)
ICAgile Certified Professional in Agile Coaching - (ICP-ACC)	Agile Project Manager Certification - (Cert.APM)
ICAgile Cert. Professional in Agile Team Facilitation - (ICP-ATF)	IBQMI® Approved Kanban Professional
Stanford Advance Project Management, Stanford University	IBQMI® Certified Kanban Coach
Enterprise Data Analytics (Big Data) Cert., Univ. of Toronto	KANBAN Professional (PK1) – ProKanban.org

Aligarh Muslim University, Aligarh, India

- DOCTOR OF PHILOSOPHY (Ph.D.), Business Administration
- MASTER OF BUSINESS ADMINISTRATION

Gokhale Institute of Politics and Economics, Poona University, Pune, India

- MASTER OF ECONOMICS

PROFESSIONAL EXPERIENCE

TopTal, USA and Future Agile
AREA LEAD | IT CONSULTANT AND LEADERSHIP ENABLER

Apr 2023 – Present

- Conducted SAFe Executive Workshop (6.0) and Lean Portfolio Management Workshop along with SAFe Leading course at FirstCaribbean International Bank (Barbados)
- Trained and Coached senior leadership at UK Shared Business Services Ltd (UK SBS).
- Trained Product Managers and Product Owners at Publicis Sapient (USA) in design thinking tools.
- Trained RTEs for Canadian Post (Canada)
- Migrated Data and applications to Azure from AWS using Agile methodology at Pepsico (USA)
- SAFe 6 Training. Courses taught recently: Leading SAFe (SA), SAFe Scrum Master (SSM), SAFe Advanced Scrum Master (SASM), SAFe Product Owner (POPM). Lean Portfolio Management (LPM) and Agile Product Management (APM) in Thailand/Hungary/USA/UK/Russia/India/Canada/Mexico

Sunlife Financials, Waterloo, Ontario, Canada
DIRECTOR – AGILE TRANSFORMATION COACH | SR. DELIVERY MANAGER

Sep 2021 – Apr 2023

Tasks Performed

- Helped implement Digital Enterprise way of working as developed by Sun Life based on SAFe.
- Trained, mentored, and coached team members including, senior executives and leaders at Sun Life.
- Ensured the agile transformation's success by building relationships with the business and delivery teams to educate and champion Agile across Sun Life.
- A key member of the Corporate Application Solution transformation team. Participate in Agile CoE strategic initiative workshops. Raising visibility for agile and collaborating proactively with colleagues globally to ensure LoBs can leverage agile capabilities and partnerships.
- Lead CoEs and LoBs in maturing and scaling Digital Enterprise processes to have an impact on employee commitment to the organization and their teams.
- Act as an unbiased auditor of LoBs and team performance and recommend changes as appropriate.

Major Projects:

- Designed Agile Release Train for IFRS 17. A mixture of team topologies consists of SAP Specialized, Stream-Aligned, and Platform teams.
- Build SAP Center of Excellence.
- IFRS 17 Implementation.
- As a transformation lean-agile champion, transformed Corporate Project Management Office (PMO) into a Corporate Value Realization Office (VRO).

Major Achievements:

- Helped develop SAP Centers of Excellence for GL and BW, dividing the organization into pods of long-standing teams.
- Developed a strategy for SAP staffing reducing the cost by 50%.
- Trained and worked with Sr Leadership to develop OKRs for Corporate Application Services. Identified critical strategic objectives and associated outcomes for the digital enterprise.
- Created a strategy for scaling skills and deploying digital capabilities that enabled teams to adapt to rapidly changing business demands.

Canadian Imperial Bank of Commerce, Toronto, Ontario, Canada
DIRECTOR – AGILE SERVICES | SR. DELIVERY MANAGER

Apr 2017 – Sep 2021

Tasks Performed

- Conducted training sessions and workshops for teams and stakeholders on Agile principles, Scrum framework, and other Agile practices and certified staff members at CIBC.
- Developed various courses and workshops for CIBC Agile Center of Excellence.
- Provided leadership to CoE and LoBs and influenced employee commitment to the organization and their teams by:

Socializing pattern of good practices
Conducting Training and Workshops
Simplifying the process
Promoting Kaizen
Sharing Inspirational stories
Promoting a fast, flexible mindset
Promoting Kaizen

- Managed and developed a team of Scrum Masters and DevOps experts.
- Lead business teams and their partners as they learn and adopt Agile practices by supporting them through teaching, facilitating and coaching. This includes business executives, product owners, project managers and cross-functional teams.
- Ensured the agile transformation's success by building relationships with the business and delivery teams to educate and champion agile across CIBC.
- Participated in the agile global community at CIBC, raising visibility for agile and collaborating proactively with colleagues globally to ensure the division can leverage agile capabilities and partnerships.
- Implemented Agile metrics and dashboards to monitor team performance, track progress, and identify areas for improvement.
- Conducted Agile assessments and retrospectives to identify bottlenecks, improve processes, and implement continuous improvement practices.

Major Projects:

- CRM Migration from Seibel to MS Dynamics
- Client Profitability Index.
- Data warehouse application.
- Developed various courses and workshops for CIBC Agile Center of Excellence such as "Agile in a Day", "User Story writing", "Kanban Fundamentals", "Role Mapping Workshop", "Skill Matrix Workshop" to name a few.
- Conducted numerous workshops on product discovery sprints using design thinking tools and techniques such as

Problem Framing: How Might We (HMW), POQi, i5 Report, Ladder of Abstraction.

Ideation: Brain Storming, Lotus Bloom, MindMapping, SCAMPER, POWER, Value Chain

Validation and Agile Implementation: MVP, MBI, MMF

Prototyping: Sketch, Storyboard, Production Prototype, Card Sort, Body-storming

- Enabled FirstCaribbean International Bank to develop Agile CoE by encouraging a culture of continuous improvement. Developing agile coaches and scrum masters to enhance their effectiveness and capabilities. Sharing best practices and insights across the division.

Major Achievements:

- Mentored and developed Agile coaches and Scrum Masters, providing guidance and support in their professional growth.
- Designed an Agile Release Train that required a permanent cross-functional team comprising Netezza, Informatica, and IBM Cognos experts for data warehouse application development.
- Certified 150 + people on SAFe's and PMI courses - PMI-Disciplined Agile Senior Scrum Master (DASSM), PMI-Disciplined Agile Scrum Master (DASM), PMI-Certified Disciplined Agilist (CDA), Leading SAFe (SA), SAFe Scrum Master (SSM), SAFe Advanced Scrum Master (SASM), SAFe Product
- Owner (POPM), SAFe Agile Product Management (APM), SAFe for Architects (ARCH) and SAFe DevOps (SDP). Conducted numerous Train the Trainer sessions for Agile COE.
- Empowered the Product Owners with authority to push back, filter and select, and put the product owner in control.
- Received CIBC Individual Achiever Award for Q2-2020 and CIBC Team Achiever Awards for Q3 & Q4 – 2018, Q2 & Q3 – 2019, Q1 & Q2-2020.

Thales Canada, Toronto, Ontario, Canada
AGILE COACH

Mar 2016 – Apr 2017

Tasks Performed

- Provided educational support to the organization on Agile principles and Scrum/ Kanban practices or any additional Agile techniques to increase the company-wide execution, innovation and overall improvement.
- Provided coaching, teaching, mentoring and consulting to Scrum and Kanban teams to support their development and ongoing improvement, making them self-organizing and highly functional.
- Prepared and delivered Scrum and KANBAN courses to 175+ Engineers, including Kanban Managers, Scrum Masters and Product Owners.
- Conducted numerous workshops to develop Skill Matrix, DoD, and improve facilitating techniques and build from scratch 20+ teams.
- Provided Agile awareness training to Functional Managers, Project Managers, Configuration Management (CM) Staff, Security, and Independent Validation and Verification (IV&V) Staff, Business Analysts and Domain Experts.
- Enabled several CoPs (Community of Practice) resulted in collaboration among different Scrum teams and accelerated the adoption of Scrum.
- Held a leadership role within the Transformation team to facilitate an environment of continuous improvement and adoption of agile/scrum practices.
- Coordinated additional Agile coaching efforts already underway.

- Worked closely with Thales Agile CoE to:

Standardize procedures across the enterprise

Building institutional knowledge

Established rules for process and systems

Developing best practice

- Provided leadership to cross-functional teams including developers, BA's, Architects, IT.
- Infrastructure, DBA, Build & Release Management, Networks, IT security, SQA.
- Introduced innovative retrospective sessions helping Scrum teams improve their velocity by 25% and focus on the rapid delivery of business value without sacrificing quality and customer satisfaction.
- As a Strategic planner and critical thinker, worked closely with business lanes, channels, IT executives and VPs.

LoyaltyOne, Inc. (Alliance Data), Toronto, Ontario, Canada

Nov 2012 – Nov 2015

Associate Director, Infrastructure Planning| SCRUM MASTER| KANBAN LEAD

Tasks Performed

- Implemented Delphix (DaaS) in a record time using the Scrum framework and eliminating the need for database DEV environments. Freeing hardware and expediting SDLC and ERP implementation.
- Organizational Agile Transformation - Implemented Agile Methodology (Scrum & Kanban).
- Built the whole DR site in 2 Months, ran four 2-weeks sprints and completed the project on time, while meeting all SOX and internal audit requirements.
- Parachuted in by VP when only 2 months was left to deliver the DR site as per auditing requirement. Earlier attempts by the previous PM failed. Had to build numerous servers and deploy 80+ different applications and test DR failover.
- Used Agile Project Methodology, build a team consisting of associates from different functional areas. Was recognized by being promoted to Associate Director.
- Database Re-platform & Data Center Move: Moved Oracle/SQL Server to ZFS and V- block by empowering teams to self-organize and grow cross-functionality.
- Delivered Positive ROI in 8 Months for an enhanced Unified Communication solution (MS Lync) greatly simplifying support and enhancing the client experience, facilitating scrum ceremonies (grooming, sprint planning, retrospectives, daily stand-ups, etc.)
- Developed Self-Organized and Self-Disciplined Teams by embracing adaptive leadership. Achieved increased reliability, reduction in support complexity and increased team responsiveness. 80% reduction in reported issues and 90% reduction in service restoration & issue resolution times.
- Realized \$.5M Annual Savings while enhancing services through restructured contracts, technological redesign, process redesign, team transformation and new partnerships.
- Secured 33% Overhead Cost Reduction through facilitating scrum ceremonies (grooming, sprint planning, retrospectives, daily stand-ups, etc.)
- Enacted change and continuous improvement, increasing Scrum & Kanban teams' productivity by 16% and the quality of deliverables by 22% by tracking and communicating team velocity.
- Empowered teams to self-organize and grow cross-functionality.
- Protected the team from over-commitment, managed backlog, prioritized resolution of defects/bugs as evidenced by the on-time delivery of major initiatives.

Major Projects:

- Implemented Delphix (DaaS): in a record time using the Scrum framework and eliminating the need for database DEV environments. Freeing hardware and expediting SDLC and ERP implementation reducing the operation cost by 20%.
- Disaster Recovery site: Built the whole DR site in 2 Months, ran four 2-week sprints and completed the project on time while meeting all SOX and internal audit requirements.

Americold Logistics, Atlanta, Georgia, USA

Nov 2010 – Nov 2012

Technical Lead (Projects)| Senior Database & SAP Basis Administrator

Tasks Performed

- Decreased refresh time on the SAP application by 95% from 2 days to 4 hours by redesigning and deploying the SAP backup (brtool) and adjusting the homogeneous SAP copy.
- As a Scrum Master, managed all SAP software-related projects. Facilitated daily stand-ups and other scrum ceremonies for two ABAP Scrum teams.
- Successfully introduced the concept of Story Mapping, which helped Americold by bringing all the stakeholders on the same page regarding scope and complexity, building a shared understanding.
- Introduced the Kaizen spirit through extensive retrospective sessions – improving processes, practices and tools.

Major Projects:

- Performed Failure Mode Effect Analysis (FMEA) across the system to alleviate multiple underperformance issues affecting the company's ability to remain competitive.
- Directed implementation of ERP (SAP) & RedPrairie warehouse transportation management software, feeding 183 facilities in the US, Australia, New Zealand, China and Canada.

SYNCREON, Mississauga, Ontario, Canada

Nov 2004 – Nov 2010

PROJECT MANAGER | MANAGER DATABASE & SAP BASIS

Tasks Performed

- An influential leader in successfully blending 3 distinct work cultures in Europe, North America and Asia as the company embarked on an acquisition program during the tenuous recession.
- Removed skepticism throughout the SAP and Oracle operation based on 3 continents using Agile frameworks like KANBAN and Scrum, increasing staff security, commitment, competitiveness and reduced the company's dependency on a single individual(s).
- Delivered Positive ROI in 6 Months. Handpicked by the CIO to resurrect a highly visible SAP project experiencing multiple management issues. Returned the project to the original scope within 6 months without additional resources and on budget.
- Fulfilled a demanding 24/7/365 operating mandate by Building and maintaining an inspiring performance-driven team, initiating comprehensive training, and introducing an innovative telecommuting program and less invasive work schedule.

Major Projects:

- Delivered major infrastructure and ERP projects completed on time and within budget.

PdMAIN Corporation, Burlington, Ontario, Canada

Jan 2003 – Nov 2004

SENIOR DATABASE ADMINISTRATOR

Oracle Corporation Canada Inc., Mississauga, Ontario, Canada

May 1997 – Dec 2002

SENIOR INSTRUCTOR | DATABASE/APPLICATION SUPPORT ANALYST

- Taught various database & BI courses

Edison Lighting (M.E.) Ltd., Dubai, United Arab Emirates

Feb 1995 – Mar 1996

MANAGER – Information Technology

Department of Business Administration, Aligarh Muslim University, Aligarh, India Mar 1990 – Feb 1995

LECTURER (Assistant Professor)

- Taught various management courses.

SOLUTIONS & PARTNERS

Scrum | Kanban | Waterfall | Lean | KATA | A3 | SAFe | Disciplined Agile-DaD | LeSS | Oracle | Apple | IBM | Microsoft | EMC | Audi | BMW | Chrysler | Daimler | Fiat | VW | Ford Motor Company | GM | Rolls-Royce | Harley-Davidson | Jaguar | JCI/Toyota | TTC | Thales | CIBC | Sun Life | Canada Post