



„If you want to build a ship, don't drum up the men to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea. “

Antoine de Saint-Exupéry

Competence Profile and Personality

- Product Engineer, Entrepreneur, Consultant and Coach, certified ScrumMaster, OKR-Coach and Product Owner as well as Project Lead with >20 years professional experiences on a national and international level and diverse industries
- Experienced in customer centric service, product, team and organisational development in a VUCA environment – able to apply innovative and agile methods like Lean StartUp, Value Proposition Design, Customer Journey, Personas, Business Model Canvas, Scrum and Kanban, Design Thinking, Team Canvas, OKR's Holacracy, Spiral Dynamics, ...
- Strong ability to define profiles of requirements and identify business development opportunities based on complex market, customer and competitive analysis
- Excellent communication and presentation skills, experience in systemic issues, strategic thinking, creativity and ingenuity as well as strongly emphatic and reflective due to intensive self-awareness and meditation
- Team oriented behaviour, able to lead, guide and motivate people especially in executive coaching and a great readiness and willingness to learn
- Open-minded, social engaged, interested in different nations and cultures, passion for creative unconventional solutions and innovations especially in the digital area, keen on sports

Focus Topics

- Introduction and deepening of agile working methods with a focus on mindset, needs and responsibility with the goal of achieving a good balance between reflection and implementation
- Individual (leadership) coaching and team development
- Innovative product development in a digital context



Project experience

▪ Drive agile ways of working in the organization

Time Period: July 2021 – Feb. 2023

Client: Hugo Boss / Textile Industry

Role: Agile / Team Coach

Size: 2 international Teams of 10 Team Members / 5 Leaders

Activities:

- Improve the agile development processes at the organizational level
- Leadership coaching regarding potential development and digitalization
- Team and individual coaching regarding effective collaboration, communication, prioritization, agile mindset and self-organization

▪ Development of a new portal for financing and leasing vehicles

Time Period: Nov. 2021 – Dec. 2022

Client: Porsche Digital / Automotive – on behalf of CDP

Role: Agile / Team Coach

Size: 1 Team of 5 Developers and 1 Product Owner and 3 Stakeholders

Activities:

- Improve internal and external collaboration with a focus on (customer) value generation
- Establish an agile and open mindset
- Identify and solve problems and conflicts within the team and the organization

▪ Leadership Coaching

Time Period: since Oct. 2020 (ongoing)

Clients: IATL, Smart Commerce, HUGO BOSS, Peak Ace, Diconium, Stihl

Role: Mentor, Coach, Sparrings-Partner

Partner: International Academy of Transformative Leadership (IATL), Amaze Growth

Key topics

- Personal development (mindset and reflection)
- Leading teams
- Strategy development
- Decision making
- Challenges of the digital transformation

▪ Development of a new global state of the art B2B platform

Time Period: Oct. 2020 – March 2021

Client: Stihl / Mechanical Engineering – on behalf of Diconium

Role: Agile Coach

Size: 4 international Teams, 4 Product Owners and 2 Scrum Masters

Activities:

- Improvement of the communication, information and decision flow
- Identifying and solving problems and conflicts with high proactivity and pragmatism
- Sparring partner and impulse generator for Product Owner, Scrum Master and Management



Project experience

- **Consulting and coaching of entrepreneurs with a refugee background in the establishment of their own business in Germany**

Time Period: since July 2020 (ongoing)

Client: Singa Business Lab / Social Entrepreneurship

Role: Mentor / Trainer (voluntary)

Size: Supervision of several founders

Activities:

- Support during the ideation phase
- Advice on the preparation of the business model and financial planning
- Preparation of pitch deck and support during presentation regarding slide design and storytelling

- **Initiative with the aim of identifying potential cost savings more quickly and transparently**

Time Period: June 2019 – Nov. 2019

Client: Bosch / Automotive – on behalf of Boris Gloger

Role: Agile Coach

Size: 3 international Teams (GER, MX, RO) and several Managers

Activities:

- 2 days Intro Workshop - teaching the Scrum process and the agile mindset.
- Development and anchoring of the collaboration model of the agile teams as well as setting up the working model between the teams
- Executive coaching at management level to accompany the agile transformation

- **Introduction of a scaled agile organization for an integrated development approach for series**

Time Period: July 2019 - Sept. 2019

Client: Mercedes-Benz Cars / Automotive – on behalf of Boris Gloger

Role: Agile Coach

Size: 12 Managers

Activities:

- Advise on the formulation and development of the MVP based on client needs.
- Introduction and establishment of roles, meetings and artifacts in the scaled environment
- Introduction of an agile requirement management
- Moderation of sprint changes and training of an internal Agile Coach

- **Conception of a multisided online platform for commercial vehicles (MVP)**

Time Period: Aug. 2018 – March 2019

Client: Mercedes-Benz Vans / Automotive – on behalf of KI Group

Role: Business Model Engineer

Size: 4 Team Members

Activities:

- Analysis of usage patterns of different personas for use case specification
- Conception of the MVP based on the platform innovation kit
- Execution of several workshops regarding data monetization
- Introduction of OKRs and retrospectives



Project experience

▪ Development of a holistic solution for the last mile area

Time Period: June 2017 – July 2018

Client: Mercedes-Benz Vans / Automotive – on behalf of KI Group

Role: Project Lead (hybrid Project Management)

Size: 15 Team Members (Hardware, Software, Design und Business)

Activities:

- Systematic analysis of business models in the field of cargo space
- Project Management of piloting and testing MVPs in the field
- Idea generation up to the development of a marketable overall system
- Implementation of Lean StartUp Approach

▪ Development of a Lifestyle Online Vehicle Configurator (MVP)

Time Period: Sept. 2016 – Dec. 2016

Client: MB.IO / Automotive – on behalf of KI Group

Role: Scrum Master and Project Lead

Size: 4 external Developers / 4 internal Team Members (UX, Architecture and Business)

Activities:

- Stakeholder Management and Project Controlling
- Support in the creation of user stories
- Moderation of meetings and workshops (e.g.: Daily Scrum, alignment meetings with all stakeholders, client meetings,...).
- Working in a holocratic organization

▪ Internal restructuring about team setting and business development

Time Period: Oct. 2014 – Dec. 2015

Client: zet.project / Event management in the area of the automotive sector

Role: Interims Team lead and Key Account Manager

Size: 15 Team Members

Activities:

- Responsible for quality management and process optimization
- Business Development and main contact person for our Client Mercedes-AMG
- Building and leading a team, as well as managing all inquiries
- Conception and calculation of incentives

▪ Set up of an online start-up in the architectural services sector

Time Period: April 2014 – Aug. 2015

Client: popularc.com / Architecture

Role: Strategic Advisor and Startup Coach

Size: 3 Team Members

Activities:

- Development of the business model, strategy, USP as well as preparation of a business plan for investor pitches
- Establishment of an agile way of working
- Execution of a market and competition analysis
- Design and execution of several strategy workshops



Professional Development and Certifications

- März 23 Training as **OKR-Coach** - Hello Agile
- May 22 - Oct. 22 **Flight Level 1 & 2** - Flight Level Academy (Klaus Leopold)
- Understand, design, and implement the agile thinking model that promotes agile interactions between individual teams, visualizes workflow and dependencies, and establishes focus on true value creation of organizations.
- August 22 Training as **Team-Coach** - Competence on Top
- Development and creation of multi-day team workshops
 - Elements from Lego® Serious Play®
 - Methods for promoting psychological safety
 - Methods for conflict resolution in teams
- Jan. 20 – Jan. 21 Training as **Social Architect** - CHE Center for Human Emergence
- Innovative evolutionary and integral models and methods
 - Leadership in times of extreme complexity
 - Creating and holding spaces for collaboration and co-creation
- Dec. 19 – May 20 Tele Course **Digital Transformation** (Chief Digital Officer) - Karriere Tutor
- Digital Business Innovation
 - Leadership Coaching
 - Marketing Intelligence
 - Scrum (**Scrum Master 2** and **Product Owner** @ Scrum.org)
- Oct. 19 - Feb. 21 Training as **humanistic Psychotherapist** - Thalamus
- Conversation and communication
 - Methods for releasing blockages and promoting potential development
 - Systemic work with personality traits
 - Analyzing own and interpersonal processes on a meta-level
 - Working on doctrines
- Oct. 17 Professional **Scrum Master 1** @ Scrum.org
- Feb. 14 – Feb. 15 Tele Course **Project Management** (Certified Project Lead) - ILS Hamburg

Language skills

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| ▪ German | Native Language |
| ▪ English | Business Fluent |
| ▪ Spanish | Basics |

Marco Klein | Stuttgart, 22nd of March 2023