

## Curriculum Vitae



**Jutta Eckstein**  
**M.A. Business Coaching&Change Management**  
**Dipl.Eng. Product-Engineering**  
**B.A. in Pedagogy**

Twenty years of experience in coaching, consulting, training, and development. Main focus on agile processes, patterns, project management, adaptive organizations, and advanced object-oriented design.

### Contact Information

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## Competence

- Organizational coaching
  - Coaching middle and top management on their journey to an agile organization
  - Helping teams implement agility as well on the organizational level
- Process coaching
  - Agile (software) development in large and distributed environments, that is scaling agile processes
  - Introduction and establishment of an agile software development process (XP, Scrum, Lean Software Development, Crystal Methodologies, FDD, ...)
  - Review and improvement of an existing software development process
- Project management:
  - Project monitoring and kick-off
  - Customer relationship
  - Team coaching: Improve the communication structure in your team
  - Risk management
- Quality assurance:
  - Process review with the focus on better delivery, collaboration, communication and teamwork
  - Assessing the established software development
  - Improving the code and design by using patterns, refactoring, reviews, heuristics and metrics
  - Testing strategy for all development stages: module (unit), system (integration) and acceptance (functional)
- Retrospectives:
  - Improve your development process during project development
  - Reflect on your last project and learn from it
- Trainings / Workshops:
  - Customized seminars
  - Public trainings
  - Education for trainer and teachers

## Career Summary

- 10/1998 – present  
independent coach, consultant, and trainer in the area of agile processes and adaptive organizations
  - Coach for establishing an agile organization for a governmental organization
  - Coach for implementing company-wide agility (across all departments) for a private bank
  - Coach for an agile transition in a large-scale and cross-located environment in investment banking (Hamburg and London)
  - Coach for the Scrum Masters in a large-scale agile project for a B2C system (HTML, XML, CSS, Angular JS)
  - Coach for middle and top management in order to establish conditions that enable agility on the organizational level for a large corporation in the medical sector
  - Coach for middle and top management on their way to becoming an agile organization for a mid-sized ERP provider
  - design and realization of trainings and workshops on the topic of introducing agile development and other subject matters such as project management, planning, agile development for large and distributed projects
  - coach for strategically establishing agile processes within an organization focused on multimedia development, spread over several sites in Germany
  - process coach for creating and establishing an agile process both for (embedded) software and hardware development for an enterprise in mechanical engineering where sites in China, Singapore, Switzerland, and USA were involved
  - realization of an education on teaching and facilitation techniques for for professors and teachers in Denmark
  - process coach for creating and establishing an agile process with the focus on Scrum and extreme programming for an embedded telecommunication development project spread over Austria, Czech Republic, Hungary, Germany, and the United Kingdom
  - project coach with the focus on agile development for an embedded traffic control project spread over Austria, Czech Republic, Germany, and Hungary
  - facilitation of many retrospectives for improving the established software development process for different companies all over Europe
  - coach for creating and establishing an iterative and incremental process as an enterprise wide process in a German bank software shop

- project coach with the focus on setting up an agile process for a large J2EE project in an insurance consulting company in Germany
  - team and project management coach with the focus on defining and establishing an agile process and on quality assurance for a document management system at a German automobile company
  - development process and customer relationship coach with the additional focus on quality assurance in an international Extreme Programming team at a German life insurance company
  - development agile process coach with an additional focus on team communication for a large mission-critical J2EE project at a German bank software shop
  - development of a Capacity- and Availability Management-System with an international team for a Swiss bank
  - design and realization of different training courses in Germany, Spain and UK; topics: Extreme Programming, Advanced Design, Programming Languages (Java, Smalltalk), OOAD (UML, UP, RUP), CORBA
- 07/1997 - 09/1998  
employed by Integral Development GmbH in Munich, Germany as a senior consultant and trainer
    - development of a Risk-Management-System with an international team for exotic financial instruments (derivatives) for a German bank; method used: UML (Booch / Rumbaugh / Jacobsen); development environment: Rational Rose, Finance-Framework UFS (Universal Finance Server), VisualWorks Smalltalk, SQL Server
    - design and realization of the following training courses in Germany, UK and USA:
      - Smalltalk in connection with the Universal-Finance-Server UFS
      - object-oriented analysis and design with OBA (Object Behavior Analysis) and RDD (Responsibility Driven Design) by using UML
- 01/1995 - 06/1997  
employed by ParcPlace Systems GmbH (now Valtech) in Munich, Germany as a consultant and trainer
    - support in the design and implementation of a Warehouse Information System for a German automobile supplier; method used: OBA (Object Behavior Analysis); development environment: VisualWorks
    - coaching for the implementation of a Project Planning and Controlling System for a German automobile manufacturer; development environment: VisualSmalltalk
    - Different consulting support in the automobile- and finance industry.
    - *"Firefighting Support"* in design as well as in implementation
    - design and realization of the following training courses in Austria, Germany, Hungary, Switzerland, Slovenia, UK, and USA:
      - object-oriented concepts
      - Smalltalk for engineers, from basics to advanced
      - Smalltalk applications in the internet

- 05 - 12/1994  
employed by BCI - Bank Consulting International GmbH in Munich, Germany as a system architect
  - design and implementation of a Risk-Management-System for German bank as a client/server solution; method used: OMT (Rumbaugh); development environment: Paradigm Plus, DialogBuilder (Graphical User Interface Builder), C++, Oracle, AIX
  - system analysis and implementation of an information system for German leasing companies; method used: OOA/D (Booch); development environment: Enfin-Smalltalk, Windows
- 05/1992 - 04/1994  
employed by IN GmbH in Konstanz, Germany in the areas of training, engineering and consulting
  - development of a Hypertext System for a German computer manufacturer; development environment: TeleUSE (Graphical User Interface Builder), OSF/Motif, C++, AIX
  - design and implementation of a Support Tracking System; method used: OOA/OOD (Coad/Yourdan); development environment: ODBMS O<sub>2</sub>, SunOS
  - design and implementation of a Simulation System for a Swiss power plant; method used: OOA/OOD (Coad/Yourdan); development environment: TeleUSE (Graphical User Interface Builder), ODBMS O<sub>2</sub>, HP-UX
  - design and realization of the following training courses:
    - C++
    - object-oriented databases
    - X-Windows Systems and OSF/Motif programming
- 02 - 07/1991  
during the study practical experience while working for Hanhart Comtech GmbH & Co. KG in VS-Schwenningen, Germany
  - system analysis (SA/SD) in the field of inhouse communication
  - developing of manuals for inhouse communication systems
- 02 - 09/1990  
practical term at Metatech GmbH in St. Georgen, Germany
  - design and realization of a Management-Information-System as a client/server-solution for a computer manufacturer; development environment: Grit (Graphical User Interface Builder), C++, RDBMS Ingres, DOS
  - pilote installation and onsite customer support in London, UK and Vienna, Austria

## Publications and other Engagements

- Certified as Human System Dynamics Professional
- In 2011 elected into the [Top 100 most important persons of the German IT.](#)
- Books:
  - *Company-wide Agility with Beyond Budgeting, Open Space & Sociocracy: Surviving & Thriving on Disruption*, CreateSpace. 2018
  - *Retrospectives for Organizational Change*, Leanpub, 2014-2015
  - *Diving for Hidden Treasures: Uncovering the Cost of Delay in the Real Value in Your Project Portfolio*, co-authored with Johanna Rothman, Pragmatic Ink, 2014
  - *Agile Softwareentwicklung in großen Projekten: Teams, Prozesse und Technologien - Strategien für den Wandel im Unternehmen*, dpunkt.verlag, Heidelberg, 2011.
  - *Agile Software Development with Distributed Teams: Staying Agile in a Global World*, Dorset House, New York, 2010.
  - *Agile Softwareentwicklung mit verteilten Teams*, dpunkt.verlag, Heidelberg, 2009.
  - *Agile Software Development in the Large – Diving into the Deep*, Dorset House, New York, 2004.
  - More books as contributor or editor, see <http://jeckstein.com/index.php/publications>
- Articles, talks, see <http://jeckstein.com/index.php/talks-papers-etc>
- Member of the Agile Alliance Non-Profit Organization. The organization, which supports agile development. Member of the board of directors from 2003 till 2007.
- Member of the IEEE Workgroup 1648, which defines recommendation practices for Establishing and Managing Software Development Efforts Using Agile Methods
- Member of diverse program committees, see <http://jeckstein.com/index.php/conferences>
- Certified Scrum Master (December 20, 2004)

## Customers (excerpt)

- AutoScout24, Munich, Germany
- Berenberg, Hamburg
- Bison Ag, Sursee, Switzerland
- BMW, Munich, Germany
- Bull, Frankfurt, Germany
- Cegeka (former Adartis), Leuven, Belgium
- Cisco (former Tandberg), Oslo, Norway
- DaimlerChrysler, Stuttgart, Germany
- David, Braunschweig, Germany
- Deutsche Bank, Frankfurt, Germany
- Dräger Medical, Lübeck, Germany
- Driebit, Amsterdam, Netherlands
- DVAG, Frankfurt, Germany
- Elektrobit, Braunschweig and Erlangen, Germany
- ESI (European Software Institute), Bilbao, Spain
- Finalist, Rotterdam, Netherlands
- FinanzIT (former DVG), Hannover, Germany
- Fraunhoferinstitut ITWM, Kaiserslautern, Germany
- HypoVereinsbank, Munich, Germany
- IBM, Böblingen, Germany
- ICW Heidelberg, Germany
- ILOG Paris, France
- Integris, Frankfurt, Germany
- Kulicke & Soffa Fort Washington PA (USA), Singapore, Suzhou (China) and Berg (Switzerland)
- Loyalty Partner, Munich, Germany
- LV 1871, Munich, Germany
- Marconi, Frankfurt, Germany
- Mirabeau, Amsterdam, Netherlands
- Nokia, Espoo, Finland
- Oracle, Munich, Germany
- Pearson Education, UK and Norway
- Raiffeisen Software Solutions und Service GmbH, Vienna, Austria
- Roche-Diagnostics, Rotkreuz, Switzerland
- Siemens, Munich, Germany and Vienna, Austria
- Siemens Medical, Erlangen, Germany
- SIGS-Datcom, Troisdorf, Germany
- Software Imaging, Oxford, UK
- Sybit, Radolfzell, Germany
- T-Systems, MMS, Dresden and Berlin, Germany
- UBS Zürich, Schweiz
- University of Aarhus, Denmark
- University of Gothenburg, Sweden
- Valtech, Düsseldorf, Germany and London, UK
- Xing, Hamburg, Germany
- Zend, Stuttgart, Germany
- ZF, Friedrichshafen, Germany

## Education

- Master's Program in Business Coaching and Change Management (2011-2013)
  - University of Applied Sciences in Hamburg, Germany (distant learning)
  - M.A.
  - Master Thesis:  
Retrospectives for Enabling Organizational Change
- Product-Engineer (1988 – 1992)
  - university in Furtwangen, Germany
  - diploma as an engineer (1992)
  - diploma thesis:  
development of a user interface for visualizing 2D-vektographic for a CAE-system; method used: OMT (Rumbaugh); development environment: InterViews (C++ Library), C++, SunOS
- Bachelor of education (1983 – 1987)
  - pedagogical university in Kirchheim/Teck, Germany
  - diploma of teaching (1987)