Elizabeth Keogh

Lean and Agile Coach and Trainer

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I'm a Lean and Agile coach and trainer, international speaker, experienced member of the Behaviour Driven Development community and winner of the Gordon Pask Award 2010.

I offer the usual training and facilitation techniques that you'd expect from an experienced coach. In addition, here are the more unusual things that I'll bring:

- **Great storyteller.** I can tell the tales that help the knowledge to stick!

- **Well-known writer and speaker.** If someone has a question, I can usually point them to a blog post or video.

- **Technical know-how.** I'm a developer and application architect, and can help teams improve their technical practices.

- **Long-time BDD practitioner.** BDDers use examples of a system in use to explore requirements. Done well, BDD provides a powerful mechanism for discovering risk and uncertainty early on in projects, then tracing implementation back to the features, capabilities and project vision being delivered.

- **Imaginatively crafted workshops** that encourage trainees to put the ideas into their own context.

- **Excellent people skills.** Interests in psychology and hypnotherapy let me help teams to understand and appreciate each other's' differences and strengths.

- **Able to talk about Lean and Agile in terms of risk mitigation**, market share and return on investment –useful for portfolio managers, PMO office and other senior management.

- **Four days a week**, flexible to your requirements. This lets me prepare coaching and training material in my own time, not yours, and helps trainees to try things out on their own and become independent.

- **A fierce desire to make myself redundant.** I can train other coaches and pass on fundamental skills and understanding to Scrum Masters, Project Managers and anyone else who's interested.

To get an idea of what you can expect when hiring me, please see my blog, slide decks and free videos!

Lunivore Limited, 2009 - present

Experienced BDDer

As one of the members of the original JBehave team, I've had the opportunity to collaborate with Dan North, Chris Matts and other BDDers around the world. BDDers use examples and tests before implementation to drive learning and discovery – from unit- and acceptance-level testing into the analysis space, all the way up to the project vision. I've helped teams and companies keep that vision, split stories, write scenarios and collaborate across all roles - clients, business stakeholders, analysts, developers, testers, managers, etc. Combined with aspects of Lean software development, Real Options and Complexity Thinking, the BDD patterns are some of the more powerful I've come across in the Agile space.

Mixed Developer / Coach

Occasionally I take on development work to sharpen my technical skills and remind me what it's like to work "on the coal face". As a developer within a team I have coached and helped to set the direction for design, unit testing and automated acceptance testing, facilitated retrospectives, kept an eye on the core project vision and encouraged the team and managers to produce a safe, collaborative, innovative environment.

Lean / Agile Tranformations

I helped a number of teams over the last few years to adopt TDD and pair-programming, collaborate with auxiliary teams such as infrastructure, architecture and DBAs, and understand the principles underlying Lean and Agile. I helped to break habits which contributed to elements of a blame culture and taught team members how to provide feedback constructively. I identified higher-level systemic problems which were preventing the teams from reaching their full potential, successfully converted several managers into Lean and Agile proponents, and trained replacement coaches within locations before leaving.

Other projects of interest

- Worked with the CEO of a small software house to convert from Scrum to BDD with Kanban, enabling them to achieve 2-3 day cycle times on feature requests and save 1 day a fortnight on planning.
- Ran workshops with a previous client's outsourced suppliers in two countries to help them adopt better Agile practices and work with the client more effectively.
- Helped several small teams and start-ups tune their BDD scenarios, focusing on their company differentiators and keeping their codebases maintainable with automated testing.

Thoughtworks, 2004-2009

Worked as a trainer in India; as a head of architectural change for an international hedge fund; as one of a team of client coaches writing and facilitating culture-changing training programs; as a developer; and as an international speaker. Thoughtworks helped to accelerate my learning and my career, and I left them with fond memories and the best wishes for their future.

Various Companies as a developer, 1998 - 2004

Education

- Master of Electronic and Electrical Engineering, University of Bath

- 4 As in A-level French, Maths, Further Maths, Physics

Open-source projects

- **JBehave (core committer)** – BDD framework in Java

- **Tyburn (founder)** – Java Swing automation tool

- **WiPFlash (founder)** – C# automation tool