

TIMOTHY J. MORRIS

(801) 901-0910

tim@solutiongroup360.com

» [Software Delivery](#) » [Product Management](#) » [Agile Leadership](#) » www.linkedin.com/in/softwaredeliverysolutions

SUMMARY

I have been delivering technology solutions for nearly 20 years, helping teams find new ways of creating and delivering enterprise-grade software. I have an energetic and collaborative approach that is backed by solid hands-on experience in many key software & leadership roles. I offer pragmatic & creative solutions, with a strong foundation in business operations as a franchisee-owner. I am motivated by challenges and I love success – often with continuous incremental improvements. I am comfortable as an individual contributor, team player, or leader.

EXPERTISE

| | | | |
|---------------------------------|---------------------------------|-------------------------------|--------------------------|
| Product Management | Software Development Leadership | Project Management | Project Recovery |
| Distributed Development | Cloud/SaaS Platform Creation | Technology Stack Selection | Architectural Leadership |
| Agile Adoption & Best Practices | Agile / Scrum Master Coaching | Project Governance | Model & Diagramming |
| Product Planning & Roadmaps | Product Requirements Triage | Buy-Build-Integrate Selection | Release Management |
| Process Standardization | Portfolio Design & Management | Business Transformations | Usability Research |
| Performance Management | Talent Selection & Development | Best Practices Documentation | Process Improvement |

CERTIFICATIONS

- 📄 Certified Scrum Professional (CSP) – [Agile Alliance](#)
- 📄 Certified Scrum Product Owner (CSPO) – [Alistair Cockburn](#)
- 📄 Certified Scrum Master (CSM) – [Alistair Cockburn](#)
- ✓ Accepted applicant, [PMI-ACP](#) Agile Certification (+10k verified hours)

PROFESSIONAL EXPERIENCE

AVALON HEALTH CARE GROUP ↗

Director of Program Management, 2013 – present

Avalon is a premier provider of short and long-term medical care with a distributed network of 40 care communities in five states. I was brought on to help the organization make more informed resource decisions by establishing a Project Management structure. I am responsible for managing the programs, projects & resources for Avalon's enterprise projects. Acting as a *Product Owner*, my primary goal and accomplishment was to recover & restart a multi-year multi-million dollar Electronic Health Records software adoption by creating processes, collaborative teams, budgets, timelines, dependencies, visibility & accountability.

CONOCOPHILLIPS ↗

Agile Coach / Consultant, 2013 – 2013

ConocoPhillips is a top [Fortune 500](#) company with a successful traditional waterfall project management structure – especially with projects over \$500,000. They wanted to enhance this service by offering an Agile/SCRUM framework to their project management community. I was contracted to help their PMO design a global Agile adoption program which included: integrating Agile/SCRUM best practices, creation of new processes, leadership training & an adoption strategy.

W.J. BRADLEY TECHNOLOGY SERVICES ↗

Director of Development / Agile Coach, 2012 – 2013

WJB Mortgage was growing so fast that the existing software systems and people were overloaded and failing. I was asked to quickly scale their software applications, introduce Agile/SCRUM, and reinvent a fatigued maintenance team. I helped to establish roles by modeling as a Scrum Master, mentoring Project Managers & coaching a new Product Manager. I moved the team to a structured SCRUM model with 3-week iterations, Sprint Planning, Daily Standup's, Sprint Reviews & Retrospectives. Repairing a sentiment that engineering was not responsive, I was able to establish clear processes to prioritize product requests, bug fixes and infrastructure improvements. Moving on after stabilizing the systems and team, I championed a "platform reinvention" strategy using best practices in SOA, SaaS, and Enterprise Architecture.

STATE OF UTAH, DEPT. OF WORKFORCE SERVICES ↗

Project Manager / Scrum Master, 2011 – 2012

This was a project recovery contract with a fixed time & fixed budget converting a 20-year old economic forecasting mainframe program to C#. After 3 years of disappointing efforts, I was asked to provide project management leadership, directly accountable to the project sponsor at the [US Bureau of Labor Statistics](#). I coached the engineering team as we adopted SCRUM. As the Scrum Master, I introduced and led Daily Standup's, Sprint Planning, Sprint Reviews & Retrospectives.

TOMAX ↗

Product Director / Product Owner, 2010 – 2011

Tomax spent 10 years with mostly failed or abandoned attempts at delivering a Performance Management package to complement their point-of-sale software offering. I helped to define and prioritize an integrated suite that included Business Intelligence (BI), Analytics, Self-service Ad-Hoc Reporting, Document Management (DMS), Idea Collaboration, Business Process Management (BPM) & Workflow for Activity Based Management (ABM). It was a self-directed challenge to rescue the project in all aspects – managing an ambiguous concept with a small team of developers, quality assurance, and analysts.

SELECTED ACCOMPLISHMENTS

- ◇ Created the first official Product roadmap in years and presented that to the annual user conference. We were able to deliver on every single commitment ahead of schedule, instilling confidence with a skeptical client-base.
- ◇ Reframed disconnected efforts into a published Product Vision, Mission, and Business Plan to evolve into a technology platform that would last at least 7 years.
- ◇ Served as Scrum Master, creating accountability & transparency with Release Planning, Sprint Planning and Daily Stand-ups.
- ◇ Coached colleagues and leadership on fundamental Agile principles to understand, adopt, and optimize SCRUM framework.

INCONTACT ↗

Director of Program Management / Agile Adoption Coach, 2007 - 2010

I advanced through a series of promotions, culminating in oversight of a group of expert Scrum Masters, Program Managers, Developers, Architects, Analysts, User Experience, QA, & Technical Writers. I was initially brought on to help solve a “software delivery problem” with a small group of 12 Developers, 2 QA, and 4 Product Managers. Their last major release took 2 years to deliver and it was underwhelming from a market-value perspective. There were many abandoned software projects, a failing outsourcing method, an endless list of defects & feature requests. By implementing an Agile framework with SCRUM practices such as daily standup meetings, Kanban boards, daily builds, sprint planning, time-boxed intervals, burn-downs, velocity tracking and retrospectives, I helped get them to consistent planned releases with projected features and regular service patches.

SELECTED ACCOMPLISHMENTS

- ◇ Formed and coached a System Analyst team to assist Product Management & Development with low-level specifications.
- ◇ Established a new standard of quarterly product releases and monthly maintenance packs, deploying to 3 geographically distributed, multi-tenant redundant platforms.
- ◇ Led ‘next generation’ SaaS platform & product conversion project from Delphi to C#/ .NET to create a software / network / telephony suite. Led public launch of the world’s first fully fault-tolerant ACD with an uptime SLA of 99.99%.
- ◇ Implemented Agile and SCRUM discipline to decrease delivery cycles, while scaling the R&D team up over 500% in resources in less than 2 years to meet market demand and business plan.
- ◇ Created a highly successful offshore development & quality assurance studio using an “employee leasing” model.

Océ/ CASEDATA ↗

Development Manager / Architect & Product Manager, 2001 – 2007

I oversaw the conception, development, and maintenance for the flagship Litigation Discovery web application, hosting petabytes of data with monthly software updates and nightly data updates. I created and coached a Business Analysis team and a Project Coordination Team to help define and accelerate projects. I helped to formalize Software Product Management, Release Management, and Issue Escalation & Resolution as the company grew and was later acquired by Océ Business Services.

SELECTED ACCOMPLISHMENTS

- ◇ Served as Architect, Product Manager, Developer & User Experience Designer over the course of 6 years to create a Cloud/SaaS collaborative attorney-review suite used by half of the nation’s top law firms & top [Fortune 500](#) companies. This was the “crown jewel” and foundation to be able to sell CaseData to [Océ Business Services](#).
- ◇ Moved small team of developers from ad-hoc to XP and then later adoption of SCRUM techniques as the team grew.
- ◇ Formalized Software Product Management with requirements analysis, specification creation & project management.
- ◇ Created and formalized a Business Analyst team to focus on software specifications & business process improvements.
- ◇ Authored rich web app for process flow & Kanban board, training PMO and developers to compliment with Daily Stand-ups.
- ◇ Created “Production Technology” Division by combining adversarial departments into a high-performance functional division of 35+ team members, quietly adopting them into a highly accountable and collaborative SCRUM format.

CASCADE DESIGNS / MSR ↗

Web Development Manager & Lead Designer, 2000 – 2002

I was responsible for a small team of web developers and designers to create e-commerce, B2B applications, & e-learning sites, transforming 7 disconnected brands from static sites into rich SQL database-driven e-commerce sites for thousands of products – creating a new channel for sales & marketing.

- ◇ Implemented Extreme Programming (XP) practices for small web development team.
- ◇ Created a framework for coding standardization & peer code reviews.

SELECTED ENDORSEMENTS

KEN KNAPTON as CIO at W.J. Bradley

(Tim reported directly to Ken at WJB)

“Tim was hired at WJB at a time of significant change for the development team. He was brought in to rebuild the team, bring focus to their efforts, and to instill agile methodologies and practices throughout the organization. He did a great job at all of these, and the software organization is significantly more productive because of him. I highly recommend Tim, and look forward to our next opportunity to work together.”

JUSTIN HORROCKS as Sr. Software Engineer

(Justin reported directly to Tim at WJB)

“Tim inherited a team that was abused. He was able to come in and fix it. He pinpointed the problem areas and put together a game plan that would address these issues. After short time things began to look up. The team was happier and the product was improving. It was amazing to see how Tim was able to change a team/company in a short amount of time. I learned so much about leadership from Tim and would highly recommend him to any company that is in need of repair.”

NICK RAMOND as Program Manager at inContact

(Nick directly reported to Tim at inContact)

“Tim is all about making the people and projects around him successful - whatever that takes. And, he knows how! A strong technologist that has a deep understanding of a broad range of technologies and how to leverage them. An experienced manager that knows how to identify and attract top notch talent, then make them even better. An expert on the SDLC and a variety of software development methodologies that knows how to put theory into practice. A natural leader that knows how to deliver to a 24x7x365 SaaS environment. The bottom line is if you're looking for someone who can immediately help improve your software development organization, then look no further.”

SHANE KELLY as Development Manager at inContact

(colleague, Shane worked directly with Tim at inContact)

“Tim has the uncanny ability to see a problem from the outside and from a holistic view. He is able to add perspective and wisdom to every conversation. Well respected by everyone, Tim breeds trust and in turn shows trust in his people. A great enabler, follower, and leader Tim is that perfect mix that makes him appropriate in every capacity. Most impressive is his natural leadership ability, always ready to give credit and congratulations, not shy to hold people accountable and have meaningful conversations, Tim not only knows what to say but how to say it. Tim receives my highest recommendation and personal respect.”

NATE BODEN as Program Manager at inContact

(Nate directly reported to Tim at inContact)

“Tim hired me at inContact and I knew right away that he was someone I could learn a lot from. Tim has a fantastic grasp of SDLC principles and is one of those rare people who commands respect from people from every work discipline. I highly recommend Tim for anyone who is looking for a dynamic leader to take their software-development processes to the next level. He did great things for inContact and will do the same for you.”

LARRY FURR as Program Manager at inContact

(Larry directly reported to Tim at inContact)

“When I think of someone who knows how to “get the right people on the bus” I first think of Tim. He is not only extremely skilled at recruiting talent, but retaining it as well (something that no company should take for granted). He uses his people in a way that is both rewarding to the individual and optimal for the company. Tim's team members unanimously consider him a friend and mentor who sincerely cares about both the personal and career development of those who report to him. Tim is also a business bookworm. If there's a book on how to manage better, write code better, test better, gather requirements better, etc., Tim has probably not only read it, but can also quote you several passages from it. This behavior is indicative of someone who consistently strives to be a more effective manager. It also shows that his guiding principles are founded on scholarship and not mere gut feel. I wholeheartedly recommend Tim to prospective employers looking for a solid team builder and thought leader; and would gladly welcome the opportunity to work with him again in the future.”

JAMIE MORNINGSTAR as Program Manager at inContact

(Jamie directly reported to Tim at inContact)

“There are many things that I admire about Tim: his passion for shipping working software, his ability to quickly grasp the important aspects of the issue of the day and address them head on, his insatiable curiosity about products and processes and thinkers in the world around him. But above all, Tim's shining attribute in my eyes is his ability to hire well and then equip and empower those individuals to do exactly the job he hired them to do. He walks that ever-so-fine managerial line of maintaining enough oversight that he knows what's going on with the projects that his group is responsible for while staying out of his employees' way. He maintains superb and mindful quality in his hiring processes and managerial style.”

View More Endorsements on

