

DARREN K. SHAFER

913-221-9362

653 Shady Bend Dr
Tonganoxie, KS 66086

darren@shafernet.com
[linkedin.com/in/darrenkshafer](https://www.linkedin.com/in/darrenkshafer)

Enterprise Transformation Leader

IT Leadership • Program/Product Management • Business/Systems Analysis

Cross-functional Leader – Collaborative Business Partner – Trusted Change Agent

“Building Agile, Responsive Organizations that Enhance the Customer/User Experience”

Business and Technology Leadership Competencies

- Leadership & Communication
- Agile Coach/Transformation
- Strategic Vision & Planning
- Relationship Management
- Business & Systems Analysis
- Operations & Technology
- Business/IT Management
- PMO Development
- Process Reengineering
- Systems Integration
- Service Delivery
- Audit & Compliance

Lead, coach and support organizational transformation to utilize Agile approaches to product and software development including portfolio, program, and project management. Wide-ranging IT/Business and Operations experience within **retail credit, clinical, telecommunications, finance, banking and travel industries**. Apply knowledge of **SAFe, Agile, Scrum, XP, Lean and Kanban, DevOps, ITIL, MOF, MSF, SDLC, Waterfall** to select the best approach for implementing enterprise initiatives.

Professional Experience

T-Mobile, Overland Park, KS

Oct 2019 to Present

Agile/Scrum Transformation Coach, SA, SASM

Agile transformation coach, Scrum Master, Program/Project Manager, protector, and servant-leader for the transformation of T-Mobile's Enterprise Fraud Management organization.

- Currently guiding the transformation of Fraud Technology, Data Science, Data Analytics, Reporting, Business Intelligence, Strategy, Compliance, and several other technical and operational teams to an Agile framework, migrating from Rally to Jira Align and Jira as work product management tools.
- Leading multiple enterprise level projects in their adoption of SAFe, PI Planning sessions and preparing Product deliverables for consumption by Enterprise Technology Services.
- Leading multiple teams across the Fraud Management organization in their efforts to consolidate, migrate and sunset multiple technology platforms (SQL Server, Teradata, AWS, Snowflake, etc.).
- Produce multiple executive-level communications/reporting information radiators.

Tools: Agile/Scrum, SAFe, Rally, Jira Align, Jira, Visio, SharePoint, Tableau, Power BI

Environment: Teradata, Oracle, SQL Server, Databricks, Snowflake, Hadoop, Machine Learning, AI

ShaferNet Consulting, LLC, Olathe, KS

Sep 2018 to Oct 2019

CEO/Managing Member

Management Consultant providing **IT/Business Leadership**, Business Process Management, Project/Program Management, **Agile/Scrum coaching**, System/Software Integration and web development services.

- Partnered with **DataLoc** to develop a variety documentation including **strategic roadmaps**, business process maps and a presentation document for their **SolarWinds** Enterprise Tool Analysis and Architecture Recommendation for the USAF.

DARREN K. SHAFER

913-221-9362

653 Shady Bend Dr
Tonganoxie, KS 66086

darren@shafernet.com
[linkedin.com/in/darrenkshafer](https://www.linkedin.com/in/darrenkshafer)

- Contracted with **The Kansas City Southern Railway** to help them develop IT/Business solutions on the **ServiceNow** platform and provide Agile coaching for a development team, BAs and managers.
- Develop and manage **web, social media, SEO and marketing** content for multiple small businesses.

Tools: Adobe Suite, Microsoft Office Suite, ServiceNow, SolarWinds, Trello, Agile/Scrum, SAFe

Charter Communications, Greenwood Village, CO

Aug 2016 to Jul 2018

Agile/Scrum Transformation Coach, SA, SASM

Agile transformation coach, Scrum Master, protector and servant-leader for the transformation of Charter Communications **Spectrum Enterprise Commercial Product Development** teams to an Agile/Scrum framework.

- Facilitate, catalyze and lead as a **mentor and change agent** to continually and iteratively improve the approach to planning and delivery of leading-edge business, network and technology solutions **for large scale commercial products** and customers.
- **Leading SAFe adoption, transformation of 15 teams and 60 projects** across Spectrum Enterprise for Emerging Technologies, Enterprise Product Data, Voice, Video and Client Experience.
- Planned and executed Enterprise Product tools **migration to Clarity and JIRA** from MS products.
- Apply SAFe 4 Agilist (**SA**) and SAFe Advanced Scrum Master (**SASM**) Certifications daily to progress adoption and understanding of SAFe across the organization.

Tools: JIRA, Agile/Scrum, Kanban, SAFe, MS Project, Visio, Clarity

Schwab Charitable, Lone Tree, CO

Nov 2014 to May 2016

Agile/Scrum Coach & Transformation Consultant

Agile transformation coach, Scrum Master, protector and servant-leader for Schwab Charitable's Distributed Application Critical Engineering team (Database & Web Services) and the Operations Technology Services UI development, QA and SOA QA teams.

- **Successfully led the transformation** of the Distributed Application Support team and Ops Central UI development, QA and SOA QA teams from **waterfall to Agile/Scrum** and continue to lead, **coach** and **mentor** them as they inspect and adapt through retrospection.
- **Served as facilitator, catalyst and change agent** for continual improvements to the approach, planning and execution of critical business solutions and processes by which they are achieved.
- Developed and delivered an **effective, self-paced and instructor led Agile/Scrum training** for team members that had no prior training or exposure.
- Provided input and insight to **Schwab's Agile Process Community** and **Scrumology forum** to help develop and **promote common Agile/Scrum practices** across the organization.
- Provided early **Agile/Scrum coaching/consultation** to the Sales & Service Technology team.
- Performed **Product Owner** role/responsibilities for the Schwab Charitable Charity Screens in the Ops Central application.
- **Redesigned** and maintained the **Schwab Charitable Technology SharePoint** site and wiki.

Tools: Agile/Scrum, Kanban, TFS, Visual Studio, SharePoint, MS Project, Visio

Travelport, Centennial, CO

May 2011 to Feb 2014

Senior Technology Consultant – Agile/Scrum

Senior Leadership, Program and Project Management of **multiple front and back end initiatives** for Travelport's **flagship Global Distribution System** platforms, Universal Desktop™ and Universal API™.

DARREN K. SHAFER

913-221-9362

653 Shady Bend Dr
Tonganoxie, KS 66086

darren@shafernet.com
[linkedin.com/in/darrenkshafer](https://www.linkedin.com/in/darrenkshafer)

- **Provided leadership, coaching and consultation** to multiple Enterprise PMO initiatives as they adopted **Agile/Scrum SDLC methodologies and Microsoft Project Server** technology.
- **Developed tools, processes and communication methods** for transparent, seamless Agile/Scrum and Waterfall **dashboard reporting** at Developer, Project, Product, Program and Executive levels.
- Leveraged and integrated tools, languages and technologies such as **Microsoft Team Foundation Server, Visual Studio 2012, SharePoint, JIRA, Greenhopper, TFS Workbench, Kanban, Basecamp, Extreme Planner, .Net, WPF, Web Services, Mule ESB, Informatica and Cognos.**
- Utilized **Agile, Scrum**, Iterative and Waterfall SDLCs to plan, coordinate and manage execution of work for large, **globally distributed cross-functional on and offshore teams** in the areas of Performance, Infrastructure, Feature, UI/UX, API and Security. **Reduced usable software delivery windows from 6-9 months down to 3-6 weeks and defects from hundreds to just a few.**
- Performed **SharePoint Site Administration** including site layout/design, workflows and content management to **organize and streamline Program, Project and process documentation.**
- **Introduced new tools to improve facilitation of teamwork and communications** between global, cross-functional Product, BA, Development, QA, Middleware, DBAs, Architecture and BI teams, improving the delivery of complex and technically diverse end-to-end software solutions.

Tools: Agile/Scrum, Kanban, TFS, VS 2012, SharePoint, JIRA, Greenhopper, TFS Workbench, Extreme Planner, Informatica, Oracle, Cognos, MS Project, MS Project Server, Visio, Trello, Team Gantt

ShaferNet Consulting, LLC, Lenexa, KS

Sep 2009 to May 2011

CEO/Managing Member

SMB Management Consultant startup providing **IT/Business Leadership**, Business Process Management, **Project/Program Management**, System/Software Integration and web development. Provide consultancy in Real Estate Investments/Sales and Green Conservation/Sustainability to residential and commercial clients.

- Partner with clients to develop a variety of **strategic roadmaps**, business process maps and organizational excellence practices, standards and documentation.
- **Web and social media consulting** for small businesses, non-profit organizations and charities.
- **Volunteer presentation/educational speaker** for environmental non-profit group Bridging The Gap.
- Commercial and residential real estate consulting for clients and investors. **Develop Comparative Market Analysis** and supporting regional market data trends to set pricing and negotiation leverage.

Citigroup, Kansas City, MO

Feb 2004 to Sep 2009

Senior Vice President – Technology Director

Responsibility to **direct the North America Operations and Technology Recovery Systems** organization, which included **Project Management, MIS, System Administration and System Controls** functions. Ensure alignment with North America IT Centers of Excellence, Information Security Offices, PMO, Audit/Risk, Vendor Management, Finance, Operations, Process Excellence, Senior Directors, Line Directors and other Senior Management. **Establish and drive the technology direction** necessary to support and execute **enterprise level initiatives** that continually improve performance, minimize franchise risk, lower unit costs, and gain or maintain competitive advantages for Citi.

- Led direction/execution of **Data Warehouse and Business Intelligence** initiatives that are **reducing systemic and operational overhead by 80-100%.**
- Led multiple cost/benefit/gap analysis initiatives to **integrate or replace legacy system** interfaces and platforms with modern Web application architectures.
- Led development of an **Electronic Media** solution that will **reduce operational expenses by at least \$1.6 million** and create a potential annual **revenue stream upwards of \$70 million.**

DARREN K. SHAFER

913-221-9362

653 Shady Bend Dr
Tonganoxie, KS 66086

darren@shafernet.com
[linkedin.com/in/darrenkshafer](https://www.linkedin.com/in/darrenkshafer)

- Led development of a centralized enterprise platform to **eliminate the use of non-standard risk-prone tools** from critical business processes for **over 350 IT Services**.
- Led integration of **secure file transfer** tools to facilitate secure exchanges with external vendors, **saving a minimum \$100,000/year** and significantly minimizing franchise risk.
- Implemented a new internal Help Desk and Service Delivery model based on **MOF/MSF (ITIL)**.
- Developed and maintained all internal **SharePoint** sites to manage change control, work request deliverables, process documentation and **facilitate workflow for hundreds of employees**.
- **Managed multiple critical technology vendor relationships** and associated contracts and billing invoices, continually monitoring and negotiating to **save thousands annually**.
- **Coordinated external Vulnerability Assessments** and on-site Third Party Information Security assessments for technology vendors, **reducing findings from hundreds down to a handful**.
- **Developed and maintained IT best practices**, methodologies and policies to meet or exceed internal audit, risk and **SOX compliance** measurements and requirements.
- **Leveraged common technologies**, resources and best practices across multiple lines of business and IT functions to **improve standardization** and economies of scale.
- Provided **hands-on leadership, management**, project management, systems analysis, business analysis, SDLC tools and concepts, application development, change control and database administration to levels required to **execute against enterprise goals**.

Tools: VB.Net, MS Access, SQL Server 2005, Teradata, Cognos, MS Project, Visio, SharePoint, MOF/MSF, ITIL

Sprint PCS, Overland Park, KS

Oct 2001 to Feb 2004

Software Engineer, BA, SA, PM

Project Management, Systems Analyst, Business Analyst and Implementation Manager roles for IT Application Development. Led the implementation, testing, troubleshooting and support of client call center applications in a multi-tier, multi-application environment for Sprint's 3G wireless network.

- **Improved software quality and stability** of multiple client call center applications with superior automated testing tools and systematic elimination of defects, and by providing strong leadership, technical and professional guidance/support to other software engineers and project managers.
- **Boosted ROI by developing LOEs**, impact matrix/models and scoring tools to prioritize new projects, maintenance, enhancements and functional requirements.
- Led, managed and deployed high volume of software development projects in a heavily matrixed, architecturally complex system and business environment.
- Led development **JAD sessions** as application and business SME. Designed integration of new industry **3G technology** requirements with the existing technology and functionality.

Tools: Clarify Clear Basic, Visual Basic, Toad, SQL, MS Project, Visio

DMR Consulting, Overland Park, KS

Feb 2001 to Oct 2001

Senior Systems Development Analyst

Software design consultant and Systems Analyst for Sprint PCS. Provided critical system and application analysis, development, design and troubleshooting of major, multiple client call center applications in a highly complex multi-tier, multi-application environment.

- **Strategic and tactical leadership**. Interviewed stakeholders, defined business, system and data requirements, wrote and maintained functional and technical system and application specifications.

Tools: Clarify Clear Basic, MS Project, Toad, Visual Basic, Visio

DARREN K. SHAFER

913-221-9362

653 Shady Bend Dr
Tonganoxie, KS 66086

darren@shafernet.com
[linkedin.com/in/darrenkshafer](https://www.linkedin.com/in/darrenkshafer)

Quest Diagnostics (LabOne, Inc.), Lenexa, KS

Feb 1998 to Feb 2001

IS Programmer/Analyst II

Direction, **customer relationship**, development and maintenance of **ASTM** remote client **clinical laboratory** software applications and internal VAX CASE tool applications using VB/Access, GoldRun, Oracle, SQL and PL/SQL. Slashed data entry and processing time by **96%** while maintaining data quality and **HIPPA** compliance. Improved collaboration and communication by developing department Intranet.

Tools: MS Access, MS Visual Basic, SQL, PL/SQL, Oracle, Oracle Designer/Developer 2000, DOS Batch

GE Capital, Lenexa, KS

Feb 1989 to Feb 1998

IS Programmer/Analyst

Dramatically increased productivity and operating efficiencies with multiple iterations of **front and back end office automation**. GUI, batch and database programming, web development, audio/visual and telecommunications support, multiple platform hardware/software support and security administration. Daily interaction with vendors, clients, internal and external users and management of all levels. Managed high-volume workloads in a fast-paced environment of 150+ associates.

Tools: MS Access, MS Visual Basic, VB.Net, Rexx, Visual Rexx, SQL, C, C++, HTML, Alpha4, FoxPro, Davox, AS/400, IBM 3270 & 5250 Terminal Emulation, Windows, OS/2

Education

Scaled Agile, Inc., Greenwood Village

Jan 2018 to Mar 2018

- SAFe® 4 Agilist (SA)
- SAFe® 4.5 Advanced Scrum Master (SASM)

Agile for All, LLC, Aurora, CO

June 2013

- Agile for Teams

Career Education Systems, Kansas City, MO

Apr 2010 to May 2010

- Kansas and Missouri Real Estate License

George Washington University, Washington, D.C.

Feb 2002 to Oct 2003

- PMP certification curricula

University of Kansas, Lawrence, KS

Aug 1986 to May 1988

- Architecture and Industrial Design curricula

Skills & Expertise

Enterprise IT/Business Leadership, Strategic Vision and Planning, Business/Systems & Organizational Integration & Alignment, Scaled Agile Transformations, Scrum, Lean, Kanban, Agile/Scrum Coach, Matrixed Organizations, Cross-functional Communication, Performance Monitoring, Team Building, Mentoring, Business Process Management, Business/System Process Reengineering, Contract and SOW Negotiation, Vendor Management, Program/Project Management, Systems/Business Analysis, Gap Analysis, Requirements Management, GUI Design and Interaction, Functional & Technical Specifications, Problem and Issue Resolution, Root Cause Analysis, Vulnerability Assessment Mitigation, Service Delivery, Processes & Standards Management, ITIL, MOF, MSF, SDLC, PDLC