Scarlett Stein

Agile Coach, Team Coach, Change Leader, Interim Development Manager

I have guided organizations like Epiroc, Klarna, Expressen, and Bonnier News in delivering digital products through Agile teams, gaining a strong understanding of how to adapt processes and tools to different contexts. My expertise lies in providing a clear, strategic view that aligns organizational, customer, and product needs, helping teams stay focused on what to build and when. I specialize in clarifying the core problem a product solves and ensuring the chosen solution delivers real value.

I believe great products are built by empowered teams that balance business, user, and technical needs. I have coached product leaders and managers at all levels, helping them create strong leadership teams that empower product teams to manage priorities, set clear strategies, and successfully deliver on them.

I am passionate about empowering teams to create great products that meet business goals, satisfy user needs, and instill pride in their work. My work often involves coaching product leaders and managers to become effective leadership teams, enabling them to support product teams in balancing priorities and delivering on strategies through modern product development.

Personal characteristics: Social, proactive, adaptable, and capable of working independently, making informed decisions swiftly in dynamic, fast-changing environments. My superpower lies in balancing meticulous attention to detail with flexibility and agility.

Previous employment and client assignments

- Epiroc, Örebro
- Bonnier News, Stockholm
- Expressen, Stockholm
- Länsförsäkringar, Stockholm
- Tele2, Kista
- Hi3G, Stockholm
- Klarna, Stockholm
- UC, Stockholm

- Atos, Stockholm
- Migrationsverket, Norrköping
- Comhem, Stockholm
- Telenor, Stockholm
- Glocalnet, Stockholm
- Incirco, Stockholm
- Wide, Stockholm
- Morgonfalken, Stockholm
- Dykutbildarna, Västervik
- Boston Consulting Group, Stockholm

Roles

- Product Manager
- Product Owner
- Senior Agile Coach
- Agile Team Coach | Scrum / Kanban master
- Change Leader
- Interim Development Manager
- Delivery Lead, RTE
- Workshop leader/Facilitator

Business Areas

Media, Tech, Bank/Finance, Telecom, Mining Industry, Government/Public

Fields of Work

Product Discovery and Delivery, Transformational Leadership, Workshop Facilitation, Product Management, Agile Coaching, Conflict Management, Team coaching and Organizational Design

Some Methods

Customer Journey Mapping, User Story Mapping, Impact Mapping, Triple Diamond, Lean-Agile, Scrum, Kanban, LeSS.

Languages

Swedish, English, German, Danish

Clients & Assignments

Product Organization Coach | Senior Agile Coach @ Epiroc, Digital 2023 - 2024

Coaching the Epiroc Digital Solutions Fleet Management leadership team, and reporting to the General Manager, I support the organization in transforming into a product-led operation. This involves aligning commercial and operational models to underpin the overall business strategy. The approach is rooted in agile principles, prioritizing early and continuous delivery of valuable products to delight customers, minimize risks, and achieve business value swiftly.

Key to this transformation is fostering cross-functional collaboration across the organization to address complexity and adapt to rapid change. By establishing cross-functional forums with clear mandates, we address challenges inherent in traditional hierarchical structures. Additionally, leveraging an emergent strategy rather than rigid frameworks helps anticipate organizational needs more effectively, reducing waste and costs. This includes implementing Objectives and Key Results (OKRs) to align goals and outcomes.

Within this structure, the FMS management team sets frameworks, direction, and overall goals, while teams determine how to execute these goals to achieve business results. Continuous learning and including diverse perspectives at all levels are central to enhancing efficiency and maintaining market leadership.

My role involves coaching, mentoring, advising, facilitating, and teaching various roles and forums, including the leadership team, Product Managers, Product Management forums, Product Owners, PO/PL forums, Line Managers, Teams, Architects, UX professionals, and more

Agile Leadership Coach @ Bonnier News, Local 2021 - 2022

Coached and supported the Management Leadership Team, Product Leadership, and Development teams in Agile Product Discovery and Delivery. This involved training and introducing Agile methodologies, which highlighted the need to evolve the operating model to align with the organization's shift towards a product-led transformation.

Senior Agile Coach @ Bonnier News, Expressen 2021 - 2022

The assignment aimed to empower the development teams, along with their Product Owners, Team Leads, and Product Management, to collaborate effectively, organize, and deliver digital products. This involved training in agile mindsets, agile practices, and Agile Product Development, along with one-on-one coaching for Product Owners in a highly challenging and conflict-prone environment.

Enterprise Agile Coach @ Länsförsäkringar 2020 - 2021

The primary focus was to guide Digitala Kanaler, the management team, and the development teams in transitioning from the traditional PM3 and ITIL models to Lean-Agile practices using SAFe™. This included foundational Agile training at both the management and team levels, introducing key SAFe™ events and roles, and fostering a Lean-Agile mindset across the organization.

Enterprise Agile Coach @ Tele2 2019 - 2020

The primary focus was to support Tele2 B2BIT in the initial stages of their Agile transformation by assisting in defining value streams, roles, products, and teams. I also placed strong emphasis on supporting the teams through the introduction of pair and mob programming, story mapping, estimation techniques, and foundational Agile training. Additionally, I helped ensure that key Scrum ceremonies were valuable and effectively implemented.

Senior Agile Coach @ Hi3G 2018 - 2019

The primary focus was to support the company in transforming from sales-led structures toward product-led organization. I also placed strong emphasis on supporting the teams through the introduction of foundational Agile training. Additionally, I helped ensure that key Scrum ceremonies were valuable and effectively implemented.

Senior Agile Coach | Delivery Lead @ Klarna 2016 - 2018

As a Delivery Lead at Klarna, I wore multiple hats, combining the roles of Engineering Manager/Senior Developer, Agile Coach/Scrum Master, and Project Manager/Driver. Over the course of my assignment, my focus evolved. Initially, I concentrated on team coaching, helping dysfunctional teams transform into high-performing units. I also played an active role in the organization's transformation, supporting the shift from a component-driven structure to a product-led operating model.

Agile Coach @ UC 2015 - 2016

Introduced and trained teams in Agile practices within the KIT organization as the first step in their journey to increase efficiency and deliver better products

Agile Coach @ Atos 2013 - 2015

Introduced and trained teams in Agile practices within the IT organization as the first step in their journey to increase efficiency and deliver better products.

Agile Coach @ Migrationsverket 2012 - 2013

Introduced and trained teams in Agile practices within the IT organization as the first step in their journey to increase efficiency and deliver better products.

Agile Coach @ Comhem 2010 - 2012

Introduced and trained teams in Agile practices within the IS/IT organization as the first step in their journey to increase efficiency and deliver better products.

Scrum Master @ Telenor 2008 - 2010

Introduced and trained teams in Agile practices within the IT organization as the first step in their journey to increase efficiency and deliver better products.

Education & Certifications

- Certified SAFe™ Program Consultant, Implementing 5.0 (SPC)
- Training from Back of the Room
- Scrum Product Owner – Scrum Alliance
- Lean Software Development
- Scrum Master – Scrum Alliance
- Mathematics, Lunds Tekniska Högskola
- Computer Science, KTH (Royal Institute of Technology)
- Business Management, Stockholm University

Engagements

Founder and chairman of Trosagymnasterna, 2014 - present