Marguerite Van Rensburg Enterprise Agile Coach

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PROFILE SUMMARY

- **Enterprise Agile Coach** with **16 years** in pharma and insurance, now leading the agile transformation of a **global pharma company's development IT** (55 teams, 640 people, 5 countries) with a **coaching team of 8**.
- Works across **Lean Portfolio Management**, **OKRs**, **LeSS** and **SAFe**, plans in **Planview** and **Miro**, reports in **Tableau**, and holds **Scrum Alliance CEC** and **ICF PCC**.
- Deep expertise in **operating model design**, **executive coaching**, **portfolio funding** and **agile delivery under GxP**, using **Evidence-Based Management** to show the executive committee what changed.
- Works with the **CIO's leadership team**, **quality assurance**, **finance** and **HR**, and runs the quarterly portfolio review and the yearly operating model review with the **executive committee**.
- Built the **coaching capability model**, hired and leads **8 internal coaches**, and sponsors the company's **agile community of practice** across Basel, Dublin and Hyderabad.

TECHNICAL SKILLS

Agile & Scaling Frameworks:	LeSS, SAFe, Scrum, Kanban, Flight Levels, Disciplined Agile
Coaching & Facilitation:	executive coaching (ICF), leadership team coaching, systemic team coaching, large-group facilitation, Open Space Technology
Portfolio & Planning Methods:	Lean Portfolio Management, OKRs, WSJF, Beyond Budgeting, persistent team funding
Change & Org Design Models:	operating model design, value stream mapping, Kotter 8-step, Cynefin, Team Topologies
Flow & Delivery Metrics:	Evidence-Based Management, flow efficiency, lead time, DORA metrics, benefits tracking
Agile & Collaboration Tools:	Planview, Jira Align, Miro, Tableau, Microsoft Teams
Certifications:	Scrum Alliance CEC, ICF PCC, SAFe SPC

EDUCATION

University of Pretoria — **B.Com. (Hons) in Informatics** — Pretoria, South Africa · Jan 2006 to Nov 2009

Scrum Alliance — **Certified Enterprise Coach (CEC)** — Basel, Switzerland · Jun 2019

WORK EXPERIENCE

Novartis — Enterprise Agile Coach — Basel, Switzerland · Feb 2017 to Present

- Lead the agile transformation of development IT (55 teams, 640 people, 5 countries) on an **operating model** the CIO's leadership team signed off, with **48 of 55** teams on it within 2 years.
- Replaced annual project budgets with persistent team funding and quarterly **Lean Portfolio Management** reviews for a CHF 90M portfolio, cutting portfolio lead time by **47%**.
- Coached the **6-person IT leadership team** one to one and as a team on decision rights, cutting the time to approve a new initiative from **11 weeks to 3**.
- Took **14 validated GxP systems** from 2 releases a year to monthly by pairing teams with quality assurance on automated validation evidence, with **zero findings** in 3 inspections.
- Built the **coaching capability model** and hired and coached 8 internal agile coaches, cutting spend on outside consultancies by **CHF 2.4M** a year.

Zurich Insurance — Senior Agile Coach — Zurich, Switzerland · Apr 2010 to Jan 2017

- Introduced **LeSS** for the 9 teams building the claims platform, with one product backlog and joint sprint reviews, cutting approved idea to production from **9 months to 11 weeks**.
- Coached **22 teams** across claims, underwriting and digital channels through agile adoption, after joining as an IT project manager, and trained **160 staff** in Scrum and Kanban.
- Redesigned 3 divisions around customer journeys with **value stream mapping**, moving them from project to product funding and **halving handoffs** between IT and business teams.