Raúl Betancourt Senior Agile Coach

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PROFILE SUMMARY

- **Senior Agile Coach** with **10 years** in banking technology, now coaching the **retail mobile banking area** (14 teams, 150 people) of a **large Spanish bank** through its move to a product operating model.
- Daily work in **SAFe**, **Scrum** and **Kanban**, PI Planning on **Mural**, flow dashboards in **Jira Align** and **Power BI**, and **Team Topologies** for team design.
- Deep in **organizational design**, **value stream redesign** and **flow at scale**, working on the system that creates delivery problems instead of the symptoms teams report.
- Works with **engineering directors**, **product managers**, **risk and compliance** and **finance**, running PI Planning, quarterly business reviews and the area's leadership retrospective.
- Coaches **4 Scrum Masters** one to one, wrote the area's **coaching playbook**, holds **ICAgile ICP-ENT** and co-runs the bank's **agile community of practice**.

TECHNICAL SKILLS

Agile & Scaling Frameworks:	SAFe, Scrum, Kanban, LeSS, Flight Levels
Coaching & Facilitation:	systemic team coaching, leadership team coaching, Liberating Structures, Open Space Technology, large-group facilitation
Portfolio & Planning Methods:	PI Planning, OKRs, WSJF, Lean Portfolio Management, Cost of Delay
Change & Org Design Models:	Team Topologies, value stream mapping, ADKAR, operating model design
Flow & Delivery Metrics:	lead time, throughput, DORA metrics, Monte Carlo forecasting, Evidence-Based Management
Agile & Collaboration Tools:	Jira Align, Jira, Mural, Confluence, Power BI
Certifications:	ICAgile ICP-ENT, ICAgile ICP-ACC, SAFe SPC

EDUCATION

Universidad Carlos III de Madrid — Master's in Organization and Logistics Engineering — Madrid, Spain · Sep 2014 to Jun 2016

ICAgile — ICP-ENT (Enterprise Agile Coaching) certification — Barcelona, Spain · Nov 2022

WORK EXPERIENCE

CaixaBank — Senior Agile Coach — Barcelona, Spain · Mar 2021 to Present

- Led the move of the retail mobile banking area (14 teams, 150 people) from projects to a **product operating model**, on a roadmap the area director signed, hitting **11 of 13** milestones on time.
- Regrouped the 14 teams around 3 **value streams** (payments, cards, onboarding) using **Team Topologies**, cutting handoffs per feature from **6 to 2**.
- Set up and ran quarterly **PI Planning** for 2 Agile Release Trains (190 people) on **Mural**, raising PI predictability from **64% to 86%** over 5 PIs.
- Coached **3 engineering directors** and the area director every two weeks on funding and decision rights, and ran a monthly leadership retrospective that cut open escalations from 40 to **11**.
- Built **flow dashboards** in **Jira Align** and **Power BI** for lead time, throughput and DORA metrics, and cut idea-to-production lead time from **94 days to 38** in 2 years.

Santander Global Technology — Agile Coach — Madrid, Spain · Sep 2016 to Feb 2021

- Coached 6 corporate banking teams through the move from waterfall to **Scrum** and **Kanban**, cutting the release cycle across 4 products from **8 weeks to 2**.
- Introduced quarterly **OKRs** and **WSJF** scoring for the corporate banking tribe's initiatives, cutting work in progress at portfolio level from 23 initiatives to **9**.
- Started the bank's internal **agile community of practice** with monthly open spaces and a coaching circle for 9 Scrum Masters, growing it from 15 to **220 members**.