Alec ROY

LEAN & AGILE LEADER

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discover my personality

Skills

- **Agility**: SAFe, LeSS, Nexus, unFIX, Lean, Scrum, ShapeUp...
- **Agile Coaching**: supporting teams (technical and managerial) and individuals (SE, Scrum Master, PO/PM, PDS)...
- **Leadership/Management**: servant leader, mentor, career development, intrinsic motivators, empowerment, autonomy and delegation...
- **Delivery**: OKRs, multi-team coordination, co-construction of strategic roadmaps, production monitoring, process optimization...
- **Communication**: facilitator, active listening, group facilitation, trainer...

- **Tech**: Node.js, TypeScript, Nest.js, PostgreSQL, Docker...
- **Languages**: French (native) and English (fluent)

Hobbies

Kaamelott, DIY, gardening, TFT, tattoos, cinema, TV series

Who am I ?

I am a Lean/Agile leader and passionate manager, with nearly 15 years of experience at the crossroads of product, tech, business, and management.

I have supported my teams in **scale-ups** (ManoMano, SantéVet, Dougs...) during hyper-growth by structuring **delivery**, leading agile **transformations** at scale, and developing talent. My style is resolutely **human**, **collaborative**, and **results-oriented**.

The teams I work with describe my approach as motivating and engaging. I create the conditions for everyone to grow, gain **confidence**, and become **autonomous**. I combine strategic vision (roadmaps aligned with the company's global strategy, adaptation of frameworks to context) with a coaching posture (mentoring, active listening, constructive feedback). My leadership is built on **transparency**, **trust**, and **excellence**.

On a human level, my strengths lie in my ability to **unite**, **motivate**, and **inspire**. I am recognized for my **empathy**, my ability to build **authentic relationships**, and my **spontaneity**, which make collaboration natural and enjoyable. I am also a driver of innovation and change: I like to understand the "**why**," challenge the status quo pragmatically, test new approaches, learn quickly, and iterate.

What defines me as a manager:
- **People first**: I value individual and collective growth, highlight the talent of others, and easily detect everyone's potential.
- **Coach & visionary**: I help people grow and lead them toward a shared goal, encouraging the definition of collective and individual objectives.
- **Catalyst**: I turn challenges into opportunities and stimulate collective energy, surrounding myself with early adopters to support transformation.
- **Structured & pragmatic**: I design clear, realistic (yet ambitious) frameworks adapted to business challenges, while remaining pragmatic and progressive.

In short, I am a **servant leader** who shines through **enthusiasm**, **proximity**, and the will to have a **global**, **positive**, and **lasting impact**. My driver: contributing to the growth of a company by creating an environment where people and products grow together.

Some accomplishments

Dougs (Engineering Manager)
- **Optimization of production tracking within my domain using Notion (in the absence of a dedicated tool).** Result: simplified delivery management, automated ticket progress tracking connected to GitHub, identification and resolution of bottlenecks, improved progress communication (Slack automation), deployment to other domains.
- **Deployment of Domain OKRs to give meaning back to teams.** Result: other domains adopted the same method after seeing our relevant impact on the company's strategic OKRs.
- **Deployment of a virtual office solution (Gather).** Result: after adoption in my domain, I was asked to roll it out to Tech (80 people) and then to the entire organization (400+ people). Facilitated collaboration in a distributed environment across France.
- **Promotion of a Software Engineer to Lead Software Engineer, when no one had identified his leadership.** Result: increased team performance (motivation, productivity, innovation, quality of deliverables).

SantéVet (Lead Scrum Master)
- **Organization (within 1 week) of a PI Planning for 12 teams.** Result: quarterly roadmap created and delivered to the Executive Committee in 1 day, with dependency management versus 2 weeks previously, without dependency handling.
- **Definition of SMART cycle objectives for teams.** Result: improved predictability, with an increase from 0% to 30% of teams completing everything they started.
- **Planning of inter-team cycles.** Result: earlier identification of dependencies and daily follow-up, with actions implemented, removing a major delivery bottleneck.
- **Launch of 3 communities (Agile, PO, Lead Tech).** Result: spread of a continuous improvement culture, support for the establishment of focus time, and regular surveys to adapt the organization.
- **Promotion of quality and continuous improvement.** Result: critical incidents reduced from 3 per week to 3 per month, adoption of a common Definition of Done across Tech, development and PSM-II certification of a junior Scrum Master within 6 months.

ManoMano (Senior Scrum Master)
- **Contribution to the development of a scaled agile framework in a hyper-growth context.** Result: teams synchronized, dependency impact reduced, greater autonomy, and increased sense of contributing to company strategy.

SantéVet, ManoMano, onepoint, ECV Digital (Trainer)
- **Design and facilitation of training sessions and conferences**, mainly on agile topics with colleagues of varying expertise levels, as well as for undergraduate students (L3) to help them build solid Node.js/TypeScript backends.

Engineering Manager

dougs

since sept. 2023

- **Domain Management**
  - Support in defining individual career plans (annual reviews, HR interviews, etc.) for SE, Lead SE, PM, PDS
  - Recruitment and onboarding of team members
  - Close management through regular 1:1s and daily discussions to maintain connection
- **Team Coaching**
  - Support in understanding and properly applying the ShapeUp framework
  - Facilitation of workshops and team events
  - Individual coaching for some SE and Lead SE to develop autonomy and leadership
- **Delivery Management**
  - Implementation of domain OKRs
  - Co-construction of roadmaps aligned with strategic OKRs
  - Providing squads with the necessary resources to achieve objectives
  - Coordination with other squads (with other EMs) and with non-Tech departments
  - Monitoring team production and continuous process optimization

Lead Scrum Master

santévet

feb. 2023 to july 2023

- **Mener la transformation de culture agile**
  - Expliquer et promouvoir l'approche Agile
  - Travailler avec les responsables Produit et Ingénierie pour définir les modes de fonctionnement de la Technologie et du Produit, de manière à ce que :
    - Les équipes livrent régulièrement des logiciels de qualité et de valeur (de 1 à 2 livraisons par mois en 3 mois d'action)
    - Les équipes soient plus prévisibles (+30 % en 3 mois d'action)
    - Les équipes conçoivent et communiquent des plans trimestriels et itératifs (1 plan trimestriel établi et 1 plan par iteration communiqué à toute la société)
    - Les équipes inspectent et adaptent leurs plans
  - Définir et appliquer l'organisation des équipes pour la mise à l'échelle (inspiré de SAFe, unFIX, etc.)
  - Impliquer et collaborer avec le COMEX
- **Encadrer et mentorer les Scrum Masters**
  - Co-définition de leur plans de carrière
  - Encadrer les SM pour qu'ils s'améliorent et puissent participer davantage à l'initiative Agile@Scale
  - Favoriser un esprit communautaire parmi les SM afin qu'ils s'entraident et progressent ensemble
  - Orienter et soutenir les SM, qu'ils puissent coacher leurs équipes conformément à l'initiative Agile@Scale

Senior Scrum Master
(Coach Agile d'équipes / RTE)

ManoMano

feb. 2021 to feb. 2023

- **Supporting hyper-growth and the transition to Agile at scale**
  - Coaching, mentoring, training and advising teams and individuals (tech, product, management, etc.) within the Money and Operations trains
  - Supporting teams and teams of teams (trains)
  - Establishing coaching contracts with teams to monitor progress and measure the impact of coaching
  - Contributing to the definition, alignment and communication of what Agile means at ManoMano
  - Participating in the design and implementation of the Agile@Scale framework: MACS
  - Facilitating large-scale events (30 to 80 people) to foster alignment and create shared objectives

IT Engineer

onepoint.

nov. 2015 to feb. 2021

Lead Scrum Master – Crédit Mutuel Arkéa (bank)
- **Supported one to two teams in the migration of a mobile application.**
  - Implemented an organization (inspired by LeSS) to facilitate collaboration across 4 teams (around 30 people) working jointly on 2 native mobile products.
  - Assisted the Change Manager in designing the scaling framework.
  - Conducted workshops to define the communication approach of the framework within Arkéa.
  - Provided feedback and advice on established documentation.

TypeScript Developer / Product Specialist / Agile Expert – Bouge ta Boîte
- **Built the web platform for a social network (startup) for female entrepreneurs.**
  - Developed backend functionalities.
  - Supported the client in strategic application choices (integration more than development from scratch).
  - Gathered and reformulated requirements, documented them as tasks for the development team.
  - Proposed an organization to optimize delivery, quality, and results.

Scrum Master – Caisse des Dépôts et Consignations (public service)
- **Led the development team of the 3rd version of the "Compte Personnel de Formation."**
  - Scrum Master for a team of 15 engineers.
  - Facilitated Daily Scrum, Sprint Planning, Sprint Reviews, and Sprint Retrospectives.
  - Implemented and followed up on retrospective methods and actions.

Project Manager

Capgemini Cdiscount

février 2015 - août 2015

- **Supported the strategic project to redesign the product management system (offer model v1).**
  - Developed a detailed plan for various projects, defined objectives, and ensured deadlines were met.
  - Identified potential project risks and implemented strategies to minimize or manage them when needed.
  - Monitored the progress of the project handled by an external provider, identified deviations from the initial plan, and implemented corrective measures.
  - Managed budgets and tracked expenses to keep projects within financial limits.
  - Facilitated communication among project stakeholders (team members, user sponsors, other technical teams...).

Developer & "Scrum Master"

Galilée

oct.2011 to feb. 2015

Redesign and maintenance of the front-ordering platform for the European leader in printing for printers (Exaprint, Vistaprint Group)
- **Developer**
  - Web integration (xHTML / CSS)
  - PHP5 development (Zend Framework) + SOA
  - Other technologies: JavaScript (jQuery), MSSQL
  - Collaboration with the client's marketing department
- **"Scrum Master"**
  - Project management
  - Led a team of 3 to 8 developers
  - Facilitated Daily Scrum, Estimations, Sprint Planning, Sprint Reviews, and Retrospectives
  - Managed client relationships (President, CEO, CTO)
  - Pre-sales support
  - Invoicing

🎓 Diplomas

Project manager in Comupter science (level II)
Esarc Evolution - 2011

Bac Communication et and human resources management
Lycée Jean Monnet - 2007

🎖 Certifications

- Professional Scrum Master II (2021)
- SAFe Agilist (2020)
- Professional Scrum Master I (2020)
- Professional Scrum Product Owner I (2020)

That was a lot to read, right ?! 😌

Recommendations

Simon Françoise
Engineering Director @**Dougs** – N+1

Alec is a deeply committed manager, always present for his teams, with clear, caring, and effective communication. He knows how to create a climate of trust where everyone feels heard and empowered.

Alec distinguished himself through his active role in improving the production tracking of his development teams. He was able to identify friction points and propose concrete, impactful changes, enabling his teams to better organize themselves and therefore dedicate more time to delivering. This sense of continuous improvement, combined with his ability to bring people together, makes him a major asset. Alec succeeded in empowering his teams and fostering their autonomy.

Alec also has an impact beyond his own teams. He naturally manages to bring other Engineering Managers on board in his pursuit of continuous improvement. Alec is regarded by other Managers and myself as a trusted person we naturally turn to for advice or support on organizational and human matters.

It is a real pleasure to work with Alec because he brings energy, transparency, and a true team spirit. He makes things simpler, smoother, and more caring.

I am pleased to recommend Alec ROY as an Engineering Manager within your company. I had the pleasure of working with Alec for more than two years at Dougs Compta, where he held the position of Engineering Manager, and I can say without hesitation that he is someone you truly want to collaborate with on a daily basis.

Please do not hesitate to contact me for any further information regarding Alec's qualifications.

Alice Montel
Scrum Master @**SantéVet** – N-1

I had the incredible chance to work with Alec when he joined SantéVet as lead Scrum Master, and as my manager.
Having a strong opinion on what kind of management I wanted but quite new to Agile, I was expecting a lot from him. As it turned out, not only did Alec reached my expectations but he went even way beyond.

He understood the company context very fast and started right away to propose relevant improvements. After only a few days, it felt like he had been in the Agile team forever, fitting right in, bringing people together to generate new ideas. In the few months he's been here, the teams improved drastically on many aspects : being able to plan, finishing more of what they started, handling dependencies better, more effective communication.

He masters Agility and he is a great mentor but most importantly : he is inspiring !

He is the definition of a servant leader. You can go to him with a problem anytime, he will always be willing to help, either by making you realise you already have a solution or by providing tools or ideas to solve the issue.

I could not have hoped for a better leader or better manager. His future teams will be very lucky to have him. When you find someone like Alec with such good skills and mindset, it would be foolish to let him go. He's one of the good ones.

Feel free to reach out if you want more information !

Florian Labadens
Head of Agile @**ManoMano** – N+2

I had the pleasure of working with Alec as a Scrum master on our agile team, and I recommend him. Alec is a senior team coach with a deep understanding of agile product development. His expertise in guiding teams towards their most effective ways of working is very appreciated.

Alec developed a great mastery of the agile product development flow and consistently ensures that the team embodies agile values and principles. He is used to facilitate 1 or more teams but also workshops with small or large groups of people. He has a keen eye for challenging status quo, optimizing processes and removing obstacles.

One of Alec's key strengths is his commitment to bringing value to the organization. He actively seeks feedback from team members and stakeholders, using it to refine his approach and drive the team's success.

I confidently recommend Alec as a talented and dedicated Scrum master or any role around the product.

Domingo Nofre
CTPO @**SantéVet** – N+1

I had the pleasure of working with Alec for a period of 6 months, where he served as the Lead Agile. During this time, Alec consistently displayed a remarkable understanding of lean and agile methodologies. He actively contributed by sharing innovative ideas, proposing insightful solutions, and, in the most positive manner, challenging our existing practices.

Alec's expertise extended beyond theoretical knowledge. He skillfully managed significant ceremonies, such as quarterly plannings, involving multiple teams and individuals. He fostered cross-collaboration between teams, facilitating a seamless flow of communication and coordination.

In addition to his proficiency in process management, Alec successfully led a team of Scrum Masters, guiding them in their personal and professional growth. His mentorship and support significantly contributed to enhancing the team's performance and overall success within the company.

Alec's contagious energy make him an exceptional professional to collaborate with. Without a doubt, I look forward to working with Alec again in the future, as his drive is always a catalyst for improving our organization's ways of working.

Xavier Terradellas Fernández
Head of Product @**SantéVet**

I highly recommend Alec Roy as an Agile Coach, Scrum Master and Agile Trainer. I have had the pleasure of working with Alec in multiple capacities, and his dedication to promoting Agile practices and driving positive change is truly commendable.

Alec's commitment to helping individuals, teams, and organizations adopt agile values and practices is exceptional. He understands that each person, team, and organization is unique, and he tailors his approach accordingly. Alec is a strong advocate for maximizing the value of the products we develop while enhancing the quality of interactions within the organization. He was able to prove it in just 4 months.

One of Alec's greatest strengths is his ability to engage coworkers and inspire them to embrace new ways of working. He fosters a collaborative and inclusive environment where everyone feels empowered to contribute their ideas and expertise. Alec is a natural leader and possesses excellent communication and facilitation skills, which enable him to effectively explain and promote lean and agile approaches.

During his time as a Lead Scrum Master at Santévet, Alec played a pivotal role in driving the agile culture change within the Tech and Product department. He collaborated closely with the Heads of Product and Engineering to define the ways of working, ensuring that teams delivered valuable software regularly, improved predictability, and designed effective plans for quarters and iterations. Alec's efforts in mentoring and guiding Scrum Masters were also instrumental in developing a strong community spirit and enabling continuous improvement.

In summary, Alec Roy is an exceptional Agile Coach who brings deep expertise, dedication, and passion to every project he undertakes. His commitment to pushing for change and engaging coworkers in new ways of working is truly admirable. I totally recommend Alec for any organization seeking an experienced and effective Agile Coach.

Wow, you still there ? 😲