

Joshua Bruce

PSM III Scrum Master (Less than 1,500 Globally) – Financial Services Agile Transformation Lead
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Professional Summary

PSM III (Scrum.org). 15+ years Scrum Master & Agile Coach transforming teams at FORTUNE 500 financial services (Discover Financial Services), U.S. Federal Government (GSA, DLA), and distributed organizations. Expertise: team cohesion, psychological safety, compliance-driven agile frameworks, financial controls, and remote-first team scaling. Proven track record improving deployment cadence, reducing technical debt, and enabling high-performing teams in regulated environments.

Professional Experience

Founder | 8fold | 01/2011 to Present (Part-Time Concurrent)

Remote

Consulting practice supporting micro-business entrepreneurs in operational and business management. Concurrent with full-time consulting engagements.

Agile Coach | Custom Ink (8fold Sub to Liberated Elephant) | 06/2025 to 08/2025

Remote

Custom Ink required assessment of distributed team maturity and organizational readiness for team scaling across European and U.S. locations.

- Assessed team maturity using Team Topology framework across 5+ leadership roles
- Observed and coached teams through daily stand-ups, planning, refinement, and retrospectives
- Coordinated weekly engagement with external Agile Coach Squad members
- Delivered assessment document with actionable recommendations for remote-first scaling

Results: Successfully identified structural and cultural gaps; provided roadmap for team autonomy and distributed decision-making.

Agile Program Manager (Principal Agilist) | Discover Financial Services | 07/2022 to 11/2023

Remote

Discover was transitioning from framework-based Agile to a practice-based model for Fraud and Risk Product Family teams. Teams relied on institutional knowledge rather than documented processes, resulting in extended onboarding and serial release cadence.

- Captured and formalized operational playbooks to establish clarity and consistency across Feature and Component teams (database, middleware, no UI components).
- Collaborated with Technology Department senior managers and directors to formalize existing processes aligned with practice-based Agile direction.
- Engaged with Finance Department to rephrase Sarbanes-Oxley financial controls for greater operational flexibility while maintaining compliance.

Result: Deployed improved operational documentation and formalized processes; team achieved 25% reduction in onboarding time and shifted to incremental release cadence. Financial controls rephrased for improved team-level autonomy and reduced billing complexity.

Scrum Master | PPG Industries (Infosys Contract) | 04/2021 to 07/2022

Remote

PPG, the world's largest coatings company, was unifying multiple brands and websites into a single design system and UI component library. Front-end development team was in the forming phase, requiring guidance on collaboration and cohesion.

- Facilitated alignment between User Experience Director and front-end development team on design rules and interface elements.
- Leveraged UX design and web development expertise to bridge communication gaps between design and engineering.
- Established team culture focused on collaboration, trust, and shared goals; promoted psychological safety and accountability.

Result: Successfully deployed initial release of unified branding site. Team transitioned from forming to performing stage; demonstrated 40% improvement in deployment frequency and cohesion. Client achieved primary milestone in brand unification strategy.

Scrum Master | Microsoft (Infosys Contract) | 04/2019 to 10/2020

Remote

Existing team lacked cohesion and exhibited fear of conflict, particularly with management. Team functioned as individuals rather than a unified group.

- Conducted discovery phase shadowing incumbent Scrum Master and assessing team dynamics.
- Implemented "consent-first" approach to change management, creating psychological safety for healthy conflict and opinion-sharing.
- Established self-facilitating daily stand-ups, emphasizing team ownership and accountability.
- Introduced maximum time boxes for Scrum events as limits, not destinations, to enhance focus and meeting efficiency.
- Shifted metrics from story-point estimation to deployment frequency and defect escape rate as measures of progress.

Result: Team transformed from collection of individuals into cohesive unit within 12 months. Fear of conflict diminished; decision-making improved. Client confirmed team operating effectively without external coaching support. Achieved 35% improvement in deployment cadence and team-level autonomy.

Scrum Master | U.S. General Services Administration (RCM Solutions Contract) | 10/2017 to 09/2018

Washington, D.C.

Federal government agile transformation requiring federal IT compliance; Section 508 + WCAG 2.0 AA.

Scrum Master & Technical Editor (Robbins-Gioia Contracts) | 04/2011 to 09/2017

Arlington, VA

Scrum Master (04/2015–09/2017): Federal government agile transformation requiring federal IT compliance; Section 508 + WCAG 2.0 AA.

Technical Editor (04/2011–08/2015): Defense Logistics Agency, Department of Defense. Edited technical documentation for federal IT systems. Secret clearance; re-clearable.

Freelance Web Developer, Consultant & UX Expert | Self-Employed | 01/1998 to 01/2011

Remote

Developed websites, provided business consulting, and UX design for various clients. Built foundational software engineering expertise (20+ years).

Member Accounts Specialist | Wright-Patt Credit Union | 04/2001 to 10/2007

Consultative Sales Specialist, Technology Department | Office Depot | 11/1998 to 04/2001

File Clerk | Robert Half International | 02/1998 to 09/1998 Various clients (Oil company—Denver, CO; Investment advisory company—Denver, CO)

Machine Operator | Plastic Injection Molding Company | 02/1997 to 02/1998

Grill Team Member | McDonald's | 02/1996 to 02/1997

Professional Certifications

- Scrum.org Certifications
 - Professional Scrum Master III (PSM III)
 - Scaled Professional Scrum (Nexus)
 - Professional Scrum Product Owner I (PSPO I)
 - Professional Scrum Developer I (PSD I)
- ICAgile Certifications
 - Agile Coaching
 - Agile Team Facilitation
- PMI Certification
 - PMI-Agile Certified Professional (PMI-ACP) [Expired]

Core Competencies

Scrum Master (PSM III) • Team Cohesion & Psychological Safety • Distributed/Remote Team Scaling • Financial Compliance & Controls (Sarbanes-Oxley, OSFI frameworks) • Agile Coaching & Mentoring • Operational Efficiency & Process Improvement • Conflict Resolution • Kanban

Education

Wright State University | Dayton, OH
Bachelor of Fine Arts (BFA) | 2006

Board Membership

HBCU First | Member | 01/2020 to Present

Publications & Speaking

- Author of *Money: Mastering the Mundane* (in progress)
- Author of *Time: Mastering the Mundane*
- Author of *Triumph over Time: Principle-based Productivity*
- Speaker at Agile Open Northwest (2024 and 2025)
- Guest on White Coat Investor: Milestones to Millionaire episode 169 (2024)
- Guest on Earn & Invest Community episode 519 (2024)
- Interviewed for Humans of Fuzia (2024)
- Interviewed on The Meta-Cast Podcast (2023)
- Speaker at Agile Midwest 2018