

Henrik Kepler

Enterprise Agile Coach | Former Product Owner & People Lead



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PROFILE

I help organizations become fit for humans and ready for the future. Through Agile coaching, systems thinking, and human-centered Learning & Development, I enable teams and leaders to deliver real customer value in complex environments.

My work centers on building adaptive cultures where people learn continuously, work purposefully, and deliver meaningfully. I believe sustainable business growth happens when we design for people first, teams, leaders, and customers alike.

With a background across Fin-tech, Med-tech, Startups, and Telecom, I've led high-impact transformations by connecting strategy, ways of working, and culture, always with a focus on outcomes, collaboration, and continuous learning.

What I Bring

- ✓ Experienced transformation and change agent, driving impact in complex, cross-functional, and scalable environments
- ✓ Business agility expert, aligning strategy and execution through outcomes and OKRs
- ✓ Leadership coach, enabling servant leadership, systemic thinking, and meaningful change
- ✓ Skilled facilitator, designing and leading powerful gatherings that unlock clarity, commitment, and progress
- ✓ Learning & Development specialist, creating learning journeys that stick and drive real-world impact

Relevant EXPERIENCE

Enterprise Agile Coach @ [3Shape](#) | 2023 — Present

Driving large-scale Agile transformation across 600+ people in Product Creation (R&D + Product Management), spanning both software and hardware domains.

Key contributions:

- ✓ Designed and scaled an outcome-based operating model across (R&D) 600 people and 35+ teams. Recognized as the most impactful organizational shift in 8 years, significantly improving business agility and alignment.
- ✓ Developed an enterprise-wide meta model for work breakdown, enabling consistent planning structures and cross-team coordination.
- ✓ Introduced system-level thinking by embedding Flow, Theory of Constraints (ToC), and Sensemaking frameworks — accelerating decision making and organizational responsiveness.
- ✓ Led the implementation of Flow Metrics to enhance delivery predictability, transparency, and customer value realization.
- ✓ Architected and delivered learning journeys for key agile roles (e.g., Scrum Masters), driving capability building and alignment with modern delivery practices.
- ✓ Established a centralized knowledge platform in Confluence to institutionalize best practices, agile frameworks, and role clarity across domains.
- ✓ Defined and operationalized role clarity for agile roles, improving accountability, collaboration, and decision-making autonomy.
- ✓ Coached and supported 35+ product teams in adopting new ways of working, resulting in improved performance, engagement, and continuous improvement culture.

Senior / Tribe Agile Coach - @ [Danske Bank](#) | 2021 — 2023

Led Agile transformation in the Better Bank initiative, coaching a 75-person B2B tribe across business and tech. Acted as Tribe Coach alongside Tribe Lead and IT Lead, jointly responsible for value delivery, organizational maturity, and Agile ways of working.

Key contributions:

- ✓ Built and stabilized 7 high-performing squads with strong Agile structures and delivery rhythm
- ✓ Established fixed cadences for Product Owner collaboration and leadership alignment
- ✓ Implemented an OKR-based platform for strategy execution and goal dialogue
- ✓ Facilitated quarterly strategy processes aligned to business goals
- ✓ Drove a shift toward business agility mindset across leadership and teams
- ✓ Achieved the highest engagement scores within the broader domain
- ✓ Contributed to group-wide Agile enablement through facilitation, training, and mentorship

EXPERIENCE

Agile Coach – @ [Nuuday](#) | 2020 — 2021

Part of an enterprise-wide Agile transformation involving 4,000+ people, supporting the shift from a traditional line organization toward a modern, product-aligned Agile setup. Worked across 13 squads and leadership layers to embed new ways of working, build shared mindset, and enable sustainable value delivery.

Key contributions:

- ✓ Coached 13 squads (~120 people) to adopt Scrum and Kanban practices, grounded in flow metrics and Agile principles
- ✓ Introduced and operationalized OKRs to focus teams on outcomes over output
- ✓ Supported Product Owners in evolving product practices: value streams, prioritization, backlog strategy, and product visioning
- ✓ Enabled Tribe Leads and Chapter Leads to adopt servant leadership and lead through business agility
- ✓ Facilitated Agile training sessions and peer learning across the internal coach community (Flow, Kanban, mindset)
- ✓ Standardized use of MIRO for remote workshops and collaboration, elevating facilitation practices across a distributed tribe
- ✓ Anchored Agile mindset via structured coaching, internal enablement, and deep collaboration with cross-functional teams

Product Owner & Digital Lead – Fullrate (Nuuday/TDC Group) – @ [Fullrate](#) 2015 — 2020

Held dual responsibility for digital product development and online commercial performance in a fully autonomous brand within TDC Group. Led the end-to-end evolution of Fullrate's web platform and digital sales channels, while building and leading a cross functional Agile team.

Key contributions:

- ✓ Owned and evolved Fullrate's digital product platform, from strategic roadmap to backlog delivery, growing web shop product range from 12 to 50+ SKUs across multiple categories
- ✓ Built and led a high-performing Agile team of 10 specialists (Developers, UX/UI, Content, Web) with strong customer and delivery focus
- ✓ Full P&L ownership for online sales (~250M DKK annual turnover), including forecasting, budgeting, and channel optimization
- ✓ Defined and executed digital strategy, including stakeholder management and C-level reporting
- ✓ Launched Fullrate's first content platform, integrating video, articles, and guides to support customer experience and conversion
- ✓ Collaborated with stakeholders to drive campaign execution, analytics, and platform innovation in a competitive telco market

Contributing EXPERIENCE

E-commerce manager – @ [Nordic Sport](#) 2014 — 2015
B2B/Retail Sales Manager – @ [Smartbox](#) 2011 — 2013
E-sports Co-founder – @ [ESNation](#) 2001 — 2009
Webmaster BEC Business 2006 — 2007
E-commerce manager – @ [Studiedata](#) 2005 — 2006

EDUCATION

[Design Thinking](#) 2023, Dansk IT
[Flight Levels - Flow design](#) 2021, Flight Levels academy
[Professional Agile Leadership](#) 2021, Scrum.org
[Kanban management professional](#) 2020, Kanban University
[Leadership Pipeline institute](#) 2017, LPI
[SAFe 4.5 - For leaders](#) 2017, Best Brains
[International trade & Marketing](#) 2013 / 15, CPH Business
[AP in Multimedia & Communication](#) 2005 / 07, KEA Copenhagen

Other insights – Applied AI & Product Innovation

I actively explore how AI and lightweight tech can support decision-making, learning, and team development. This includes building tools and agents that enhance flow, alignment, and capability building in both organizational and sports performance settings.

3Shape (R&D):

- Developed a MS Co-Pilot agent to support OKR validation and leadership alignment
- Built a MS Co-pilot Flow Metrics agent to help teams interpret data and prioritize effectively in sprint planning

Keprly.app – Youth Goalkeeper Development Platform (Founder):

- Designed and launched [Keprly.app](#), a web based personal development platform for young football goalkeepers
- Enables tracking, reflection, and learning goal setting, combining coaching with digital experience