crisp.

Michael Göthe

2026
Curriculum
Vitae



Leadership & Organization

in the Era of AI and Complexity

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About me

I help leaders, teams, and organizations become more innovative, faster, and more human at the same time. Today that mostly means changing how work gets done as AI arrives. Added to a traditional hierarchy, AI just gives you a faster bureaucracy. The real value comes from redesigning how work flows, who decides what, and how teams are set up.

My background runs from software engineer and project manager at Ericsson to the agile transformation of Volvo Cars Consumer Digital, Symetri's move from SAFe to a product operating model, change work at Nordnet and iZettle, leadership team development at Klarna and a multi-year leadership program at Mojang. I coach leaders and leadership teams, design and run learning programs, and work between senior leadership and engineering teams until the new way of working runs without me.

I use AI hands-on every day: my own multi-agent setup connected to my knowledge base, a RAG example I use in MobAI workshops, and matchside.se, a web app in live use. Engineer by training (KTH), ICF-certified coach and strategic advisor to the Inner Development Goals initiative.

What I typically work with

- Leading the shift from traditional processes and project structures to product teams and AI-enabled ways of working
- Making AI part of how teams actually work: trained on their own knowledge and context, used for thinking, learning, and deciding together
- Helping leaders navigate complexity and uncertainty by improving how their organizations learn, decide, and adapt
- Helping organizations decentralize, distributing authority and speeding up decisions. This is also the redesign that makes AI pay off
- Coaching leaders and leadership teams, and building change capability that lasts through internal coaches and learning programs

Education and training

University certificate in Electronics and Computer Science

The Royal Institute of Technology (KTH), Stockholm, 1992

Coaching

Associate Certified Coach (ACC), ICF. Art of Development Coaching (Coaches Rising). Transforming Teams (Jim Dethmer). Trained through Coach University, CoachVille, and specialized programs including Coaching Agile Teams and The Coaching Stance.

Leadership and development

The Leadership Circle Certification (Jonathan Reams). Intent-Based Leadership (David Marquet). Leadership Decision Making Assessment, LDMA (Lectica). Immunity to Change (Robert Kegan). Virtual Cycles of Learning in Practice (Lectica). Adult Development (Thomas Jordan).

Change and organizational development

Open Participatory Organization (Bonnitta Roy). Sociocracy 3.0 (James Priest). Lean Change Management (Jason Little, Niklas Modig).

Agile and Lean

Certified Scrum Master (Ken Schwaber). Large Scale Scrum, LeSS (Craig Larman). Scrum@Scale (Jeff Sutherland). Lean SW Development (Mary Poppendieck). Advanced Agile (Alistair Cockburn). What's Next for Agile (Dave Snowden).

Positions

2014 – present: Crisp AB (Partner)

2007 – 2014: TeamCoach AB (Senior consultant)

2003 – 2007: Ericsson Enterprise (Agile Organizational Coach)

2000 – 2003: Ericsson Spain (Organizational coach)

1993 – 2000: Ericsson Enterprise (SW engineer, project manager, coach)

Affiliations

- International Coaching Federation (ICF), member
- Co-founder, Agile People EK
- Co-organizer, Agile People Sweden Conference (4 years)
- Co-host, Leading Complexity - masterclass program (4 seasons) and ongoing podcast
- Inner Development Goals, Strategic Advisor

AI in Practice, Programs and Courses

AI in practice

Multi-agent setup, used daily

Several AI agents and coding assistants, some running on a dedicated machine, connected to my notes and knowledge base through MCP as shared memory. Written operating rules decide what each agent may read, write and store.

RAG example

Built my own retrieval-augmented generation example, used in MobAI workshops at ASSA ABLOY and Coretura and in the JoeDX course with Joe Justice.

matchside.se, built with AI

A match page web app, live and in daily use by Tyresö Handboll, now offered to other clubs.

Writing: From Copilot to Team Pilot

Crisp blog, June 2026. Why most organizations use AI as a personal assistant, and how teams build shared context and work with agents as part of the team.

Programs and courses

Leadership Program

Four months of workshops, learning labs, individual coaching and structured reflection for leaders and leadership teams.

Product Manager Program

For product owners and product managers. Includes product portfolio management and Wardley mapping for build-versus-buy decisions.

Team Coach Program

For team leads, Scrum Masters, agile coaches and managers who want to build high-performing teams.

WaysFinding: Leading Through the AI Shift

With Sonja Blignaut. Direction, constraints and guardrails for change that cannot be planned in detail, and five patterns where AI adoption gets stuck.

JoeDX: Agile SW & HW Development inspired by Tesla and SpaceX

With Joe Justice, my part mainly MobAI. How Tesla and SpaceX organize for speed, and Tesla as an AI-native company.

Also at Crisp

Product Management Essentials (with Jennie Mårtensson), Certified Agile Leadership and Intent-Based Leadership in Practice (both with Tomas Björkholm).

Some of my clients

Swedbank

paradox INTERACTIVE

MOJANG STUDIOS

iZettle

Digitalist

ERICSSON

Klarna

TLV TANDVÅRDS- OCH LÄKEMEDELSFÖRMÅNSVERKET

Telia

Nordnet

VOLVO

Selected client engagements

Volvo Cars, Consumer Digital

2017 – 2020, Agile transformation lead and leadership coach

- **Challenge**: Drastically improve the customer's digital experience.
- **Solution**: Led the agile transformation of the Consumer Digital unit and introduced customer-centric product teams, with learning programs and coaching for managers, product managers and Scrum Masters.
- **Results**: Development spread across 13 sites worldwide replaced by 13 local, cross-functional product teams. The best teams cut the product cycle from 6–12 months to 5–6 weeks, and most other teams also improved.

Symetri

2025, Transformation coach and trainer, team of three

- **Challenge**: Move from a rigid SAFe setup to a modern, product-led way of working.
- **Solution**: Trained and coached leaders and teams through the transition to a Product Operating Model.
- **Results**: A product operating model in place, with more team empowerment, ownership and speed.

AI adoption and product development

2025 – 2026

- **MobAI**: teams working hands-on with AI together, at ASSA ABLOY, Coretura and in JoeDX.
- **JoeDX**: Agile SW & HW development inspired by Tesla and SpaceX, including Tesla as an AI-native company. Delivered at Coretura (with Joe Justice), ASSA ABLOY and Permobil.

Leadership and organization design

2025 – 2026

- **Decentralized organization design**: executive intervention at Magelungen.
- **Intent-Based Leadership (IBL)**: Svenska Kraftnät & Epiroc.

Mojang Studios

2020 – 2025, Leadership Development Program

- **Challenge**: A dip in employee engagement signaled the need to invest in leadership.
- **Solution**: A co-created, multi-year program combining workshops, learning labs, individual coaching and structured reflection, over multiple cohorts.
- **Results**: Higher engagement and confidence among leaders, a shared leadership vocabulary and stronger cross-functional collaboration. Later cohorts filled through waitlists.

Tutus

2024 – 2025, Leadership program and transformational coaching

- **Context**: Tutus delivers mainly to the military, with high demands on security and compliance.
- **Challenge**: Strengthen leadership capability and cohesion across the management group.
- **Solution**: A leadership program over multiple sessions, so participants could test the models against their daily reality between sessions, complemented by transformational coaching.
- **Results**: A shared leadership foundation and stronger cohesion across the management group. The transformational coaching was handed over to internal ownership.

Earlier engagements

- **BC Pension Corporation** (Canada, 2023): Leading in complexity for the management and executive group, resulting in clearer prioritization and new cross-functional teams.
- **Paradox Interactive** (2020–2021): Product management development program, including product portfolio management. Two cohorts, 24 managers.
- **Swedbank** (2019–2020): Training and coaching of internal agile coaches, two cohorts.
- **Telia Networks** (2019): Wardley mapping to facilitate make-or-buy strategy discussions and decisions.
- **iZettle** (2016–2017): Change and transformation coaching. Built an internal network of agile coaches through rapid growth.
- **Klarna** (2015–2016): Leadership team coaching and development with the operations leadership team (IT operations and security) and across engineering.
- **Nordnet** (2015–2016): Change and transformation coaching. Brought legal and security into the product teams.
- **Telia TV** (2015–2016): Agile organization coaching.
- **Ericsson DUCN & LTE** (2012–2013): Coaching program producing 36 internal Agile/Lean coaches. Program ROI 700% after three months.
- **NodeOne/Digitalist** (2012–2013): Agile transformation that doubled customer satisfaction.

Other clients

Atlas Copco, Telenor, Transportstyrelsen, Ericsson (multiple units), Svenska Spel, Försvarsmakten, Arrowhead Game Studios, DEK Technologies, Rapyuta Robotics, Waoo, TLV, Meridium, Ascom