



Alexey Krivitsky

Hands-on CTO / CPTO — AI-first Product & Engineering Leadership

Co-author of 10X ORG · Co-creator of Org Topologies

Munich, Germany · [+49 152 5740 0441](tel:+4915257400441) · alexeykrivitsky@gmail.com

krivitsky.com · linkedin.com/in/alexeykrivitsky · github.com/krivitsky · orgtopologies.com · 10xorg.com · agentic-engineering.guide · agentic-shift.com

Profile

26 years in technology: software engineer, architect, engineering manager, founder and CEO, and for the past decade an advisor to CTOs and executive boards.

Built engineering teams from zero — to 12 at Encode/Ciklum, 8 at Fleurop-Interflora. Ran my own company for seven and a half years with full P&L and a 15-person payroll. Advised three generations of CTO and leadership teams at Flix / FlixTech across a 700-person R&D organization, and helped prepare its flip to 25 domain teams. Restructured a 50-engineer R&D organization at Poster POS into seven cross-functional teams. Self-won clients include BMW, Boehringer Ingelheim, PrivatBank and COMFY. I still write and review code every day, with LLM-augmented and agentic tooling.

After a decade advising CTOs and engineering organizations, I am looking to take long-term ownership of one product and engineering organization again. What I bring to that:

- **Engineering** — Java, .NET and Ruby by trade; today LLM-augmented and agentic development, daily and hands-on. Author of the Professional Agentic Product Engineering Guide (see agentic-engineering.guide).
- **Organization design** — co-creator of [Org Topologies](https://orgtopologies.com), the playbook for balancing AI agents, internal teams and external partners; co-author of [10X ORG](https://10xorg.com) (Amazon #1 bestseller in Management Science).
- **Product and delivery** — product-management coaching and training for Gini, Rovio, Boehringer Ingelheim and the Flix Product Academy; two decades designing where product and engineering meet.
- **Leadership and change** — a decade advising CTOs and executive teams through restructures at Flix / FlixTech (700-person R&D, flip to 25 domain teams), BMW, PrivatBank, COMFY and SkyUp.

Track Record

- **AI-first engineering, codified** — authored PAPE (agentic-engineering.guide): an 8-tier framework from prompting to multi-agent orchestration — coding agents, automated testing, documentation workflows, quality controls.
- **Org change, independently published** — the Poster POS restructure is written up by someone other than me: less.works/case-studies/poster
- **Engineering line management** — Engineering Manager at Fleurop-Interflora, Zurich; first hire on the Encode/Ciklum project, grown into a 12-engineer development centre; Team Lead and Architect in Java and .NET.
- **External engineering partners** — built and ran a distributed nearshore development centre from both sides of the partnership, and have advised on the internal/external/agent mix ever since. The question of who should build what is the one I have spent the most time on.
- **Ownership** — I have carried commercial risk, not just advised on it. Equally at home inside large organizations — BMW, Boehringer Ingelheim, PrivatBank, Flix.

Engineering Career

Formal engineering positions:

2017–2025	Hands-on CTO · Scrum Ukraine Owned the entire technology stack of the consulting business — built all the IT it ran on.
2006–2007	Engineering Manager · Fleurop-Interflora (Schweiz) AG, Zurich
2004–2006	Head of Nearshore Development Center · Engineering Manager · Encode / Ciklum, Kyiv First hire on the project; built and led a 12-engineer development team for the Danish company Encode A/S.
2004–2005	Team Lead · Architect · Senior Software Developer (Java, .NET) · Genesys / Alcatel at Miratech
2001–2005	Team Lead · Architect · Software Developer · Miratech, Kyiv

Management, Leadership & Consulting Career

2015–present	Fullstack Org Consultant: Code to C-Level · Independent, Munich My own consulting practice: AI adoption strategy and organizational design for enterprises and scale-ups.
SELECTED ENGAGEMENTS	
2017–2025	Flix / FlixTech — Org Design Consultant and advisor to three generations of CTO and leadership teams; 700-person R&D, flip to 25 domain teams; Product Academy Trainer
2021–2025	SkyUp Airlines — Org Design Consultant to management, 50-person IT organization
2020–2025	COMFY — Organizational Consultant — 5-year redesign of an 80-person R&D organization spanning multiple vendors, omnichannel retail
2021–2022	Poster POS — Org Design Consultant, 50-engineer R&D (published case study)
2020–2021	PrivatBank — Org Design Consultant — 1,400-person IT organization, Ukraine’s largest bank
2016–2024	Also PandaDoc, Gini, Boehringer Ingelheim, BMW Group, Rovio, finleap connect and collectAI
2026–present	Founder · <u>Agentic Shift</u>, Munich Author of the PAPE framework, an eight-tier model for agentic product engineering (agentic-engineering.guide). Run a Munich meetup series for engineering leaders.

2022–present	Founder · Author · Org Consultant · Org Topologies BV Co-created the methodology; run the certification and training business, associate-trainer program, and the Org Design Summit . Co-authored 10X ORG (2026) — Amazon #1 bestseller in Management Science.
2017–2025	Founder & CEO · Scrum Ukraine Owned and operated a 15-person consulting and training company for seven and a half years — full commercial, hiring and delivery responsibility.
2022–present	Guest Lecturer, Scaled Agile Product Development · Chalmers University of Technology
2013–2015	Senior Project Manager, Mobile Cluster · Organizational Agility Coach · XING AG, Hamburg Coached mobile teams and products for Germany's largest professional network (case study on InfoQ).
2009–2019	Founder · Agile Eastern Europe and Agile Rock Conference One of the pioneers of Agile consulting in Ukraine, starting in 2009 when the market was still emerging. Over the next decade built a national practitioner ecosystem through Agile Eastern Europe and Agile Rock Conference, attracting up to 400 participants and bringing leading international speakers to Ukraine.

Education & Certifications

- Executive MBA, Innovation & Business Creation — TU Munich with UC Berkeley Haas School of Business (in progress).
- MSc Computer Science — National Technical University of Ukraine “Kyiv Polytechnic Institute” (1997–2003).
- Certified Scrum Trainer (2012–2024, Emeritus) · Certified Enterprise Coach (2018–2024) · Certified LeSS Trainer (2024–2025) · ORSC-trained coach.

Selected Publications & IP

- Professional Agentic Product Engineering Guide ([agentic-engineering.guide](#))
- Agentic Shift ([agentic-shift.com](#))
- [10X ORG](#) (co-author, Amazon #1 bestseller)
- [Org Topologies™ methodology](#)
- [Lego4Scrum](#)
- Articles on [krivitsky.com/posts](#), InfoQ, Scrum Alliance, and other resources
- Numerous conference talks: [krivitsky.com/videos](#)

Languages

English (fluent) · German (B2) · Ukrainian & Russian (native) · French (basic).