JOSEPH COHEN

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ENTERPRISE AGILE TRANSFORMATION | AGILE PRACTICE LEADERSHIP | DELIVERY EXCELLENCE

PROFESSIONAL SUMMARY

Technology delivery and Agile practice leader with 20+ years in enterprise technology, including leadership of Scrum, Kanban, and cross-team execution. At Alight, established portfolio governance and Jira-based delivery measures for a 150+ team technology environment. At Accenture, led a 10-person delivery capability organization with five direct reports, including people managers. Experience includes Agile coach development, client program recovery, and investment prioritization.

SELECTED IMPACT

- Established delivery-health measures, Jira-based visibility, and portfolio governance across 150+ technology teams; improved reliability ~10% and strategic-initiative focus ~8 percentage points.
- Managed a 10-person Agile capability organization with five direct reports, including people managers; developed Agile coaches and Scrum Masters and established reusable delivery practices subsequently adopted across 100+ client teams.
- Recovered an 18-team technology delivery program, improving quality 10% and reducing cycle time 15%.
- Directly managed a $15M technology budget at AT&T; at Alight, owned portfolio governance used in a $350M+ investment environment.

PROFESSIONAL EXPERIENCE

Senior Director, Agile Practices | Alight Solutions | Dallas, TX | 2024–2026

Enterprise Agile transformation, operating-model governance, and delivery performance

- Led enterprise Agile operating-model design, portfolio taxonomy, Jira governance, and OKR alignment across 150+ technology teams; connected strategic priorities to product roadmaps, capacity, team execution, and outcomes.
- Standardized Scrum and Kanban delivery-performance measures through a Jira-based metrics pipeline, giving leaders visibility into throughput, cycle time, predictability, dependencies, delivery risk, and strategic focus.
- Simplified planning and reporting; delivery reliability improved ~10%, strategic-initiative focus rose ~8 percentage points, administrative overhead fell ~5 points, and operational load declined ~4 points.
- Built a portfolio decision framework that reduced ~400 competing priorities to ~50 by weighing client commitments, revenue drivers, cost savings, team capacity, and vendor spend; informed executive staffing, funding, and sequencing.
- Developed initiative-level ROI, capacity-planning, cost-allocation, and forecasting models to improve resource tradeoffs, portfolio transparency, investment decisions, and value realization.
- Streamlined initiative-level reporting and time-tracking practices to improve cost transparency while reducing administrative demands on delivery teams.

Senior Manager | PwC | Dallas, TX | 2023–2024

Transformation operating model and integrated program planning

- Designed the product and technology delivery operating model across 10+ teams for a multi-year SAP ECC-to-S/4HANA Public Cloud transformation affecting 30+ internal solutions.
- Coordinated cross-domain scoping, estimation, dependency analysis, and change-impact assessments; aligned business, product, engineering, and architecture leaders on ownership, risks, and execution sequencing.

Senior Manager, Scrum Master (Delivery Capability Lead) | Accenture | Irving, TX | 2021–2023

Agile delivery leadership, capability management, and program recovery

- Led recovery of a delayed 18-team client program by diagnosing planning, flow, and coordination gaps and introducing delivery governance, feedback loops, dependency controls, and improved execution visibility.
- Improved quality 10% and reduced cycle time 15%; developed reusable Jira workflows, cross-team planning practices, and delivery standards that the client subsequently adopted across 100+ teams.
- Managed a 10-person delivery capability organization with five direct reports, including people managers; coached and developed Agile coaches and Scrum Masters and led performance management and capability development.

Senior Technical Project Manager | JCPenney | Plano, TX | 2020–2021

Digital product operations and technical program delivery

- Led JCPenney.com top-of-funnel technology programs and Product Operations, aligning product and engineering roadmaps, releases, readiness, inter-team dependencies, and executive reporting.
- Established cross-functional operating routines for initiative intake, prioritization, ownership, coordinated planning, and delivery commitments.

Senior Software Delivery Project/Program Manager | AT&T | Plano, TX | 2017–2020
Technology investment, delivery accountability, and program governance

- Directly managed a $15M technology budget, including investment planning, resource allocation, financial performance, forecasting, and technology delivery priorities.
- Led cross-functional delivery of enterprise technology products and regulated telecommunications services; evaluated an open-source alternative that contributed to $400K in year-over-year savings.
- Coordinated engineering, business, and operations partners on delivery of systems subject to government requirements and service-level commitments, reinforcing program controls and accountability.
- Directed cross-functional work on internal technology products improving employee productivity and internal customer experience.

Professional IT Business Manager | AT&T | Plano, TX | 2014–2017
Technology leadership and emerging-platform evaluation

- Led an offshore technology team delivering a machine-learning fraud application; directed Docker, Elasticsearch, and NoSQL proof-of-concept evaluations to inform technology decisions.

Senior Scrum Master | Capital One | Plano, TX | 2013–2014
Agile data-platform delivery and practice standardization

- Led three Scrum teams and a $3M+ mortgage data-warehouse program; standardized Agile delivery practices across nine teams to improve code quality and performance.

Senior Business Systems Analyst | Capital One | Plano, TX | 2011–2013
Scrum adoption and data modernization

- Led a waterfall-to-Scrum transition and piloted the new delivery model, creating an early foundation for iterative technology delivery.
- Coordinated modernization of 187 reports to a new data warehouse with 100% uptime, enabling the retirement of legacy data marts and databases.

EARLIER EXPERIENCE

Business Analyst, Nexen Petroleum | Consultant / Analyst, Accenture | Engineering Co-op, Alcatel-Lucent

EDUCATION

MBA, International Management | University of Texas at Dallas
BS, Finance and Business Administration, Management Information Systems | University of Texas at Dallas

CERTIFICATIONS & CREDENTIALS

Certified ScrumMaster (CSM) — Scrum Alliance | Certified SAFe Agilist (SA) — Scaled Agile
AWS Certified Cloud Practitioner | Google Cloud Digital Leader

SKILLS

Agile Practice & Transformation
Agile Practice Leadership | Enterprise Agile Transformation | Scrum | Kanban | SAFe | Agile Coach Development | Scrum Master Development | Operating Model Design | Organizational Change & Adoption
Delivery Excellence & Metrics: Predictability | Throughput | Cycle Time | Flow Metrics | Jira Dashboards | Quality Improvement | Risks & Dependencies | Continuous Improvement

People & Change Leadership
People Management | Performance Management | Talent Coaching | Organizational Change | Stakeholder Alignment | Cross-Functional Influence

Portfolio & Executive Leadership
Portfolio Governance | Prioritization | OKRs | Capacity & Investment Planning | ROI & Forecasting | Value Realization | Executive Reporting
Tools & Technology: Jira | Jira Align | Confluence | Atlassian Analytics | SAP S/4HANA | Data Platforms | AWS | Google Cloud