JOSEPH COHEN

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ENTERPRISE AI ENABLEMENT | TECHNOLOGY ADOPTION | PORTFOLIO GOVERNANCE

SUMMARY

Enterprise technology transformation leader with 20+ years building portfolio governance and technology-adoption decision processes. At Alight, designed operating mechanisms for a 150+ team environment at $350M+ investment scale and a prioritization model that narrowed ~400 competing initiatives to ~50. At AT&T, directly managed a $15M technology budget, led delivery of a machine-learning fraud application, and directed emerging-technology proofs of concept. Experience also includes GenAI / LLM evaluation and AI-assisted workflow automation.

SELECTED IMPACT

- Designed portfolio governance for a 150+ team technology environment at $350M+ investment scale, connecting investment priorities with engineering capacity and delivery measures.
- Built a Jira-based metrics pipeline and standardized delivery-health measures that improved reliability ~10%, increased strategic-initiative focus ~8 percentage points, and reduced administrative overhead ~5 points and operational load ~4 points.
- Led an offshore technology team delivering a machine-learning fraud application that shifted identification from reactive reporting toward proactive detection; directed Docker, Elasticsearch, and NoSQL proofs of concept to inform enterprise adoption decisions.

EXPERIENCE

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

Enterprise portfolio operating model, investment governance, and transformation leadership

- Designed the enterprise portfolio operating model and governance used across a 150+ team environment at $350M+ investment scale, linking investment priorities with product roadmaps, engineering capacity, and delivery performance.
- Built and refined the portfolio decision model that reduced roughly 400 competing priorities to about 50 high-priority items by incorporating client commitments, revenue drivers, cost savings, staffing and capacity, and vendor spend; gave leaders a defensible basis for funding, staffing, restructuring, and vendor decisions.
- Built the Jira-based metrics pipeline and standardized delivery-health measures across Scrum and Kanban teams, improving reliability by ~10%, strategic initiative focus by ~8 percentage points, and reducing administrative overhead by ~5 points and operational load by ~4 points.
- Developed ROI, capacity, cost-allocation, and forecasting models that improved investment governance, resource allocation, financial transparency, scalability planning, and value-realization decisions.
- Simplified planning, time-tracking, and reporting practices to improve financial transparency and initiative-level cost visibility without adding unnecessary delivery overhead.

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

SAP transformation operating model and cross-domain planning

- Defined the product and technology operating model across 10+ teams for a multi-year SAP ECC-to-S/4HANA Public Cloud transformation affecting 30+ internal solutions.
- Orchestrated cross-domain scoping, estimation, dependency analysis, impact assessment, and sequencing while aligning product, technology, business, and architecture leaders around ownership, decisions, risks, and execution plans.

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

Client program recovery, delivery capability leadership, and engineering effectiveness

- Brought into an 18-team client delivery effort after a significant delay; diagnosed execution and visibility gaps, defined the recovery approach, and introduced the governance, planning, feedback, and dependency mechanisms needed to restore control and predictability.
- Increased quality 10% and reduced cycle time 15% across the 18-team consulting scope; converted effective practices into reusable delivery workflows that the client later adopted more broadly across 100+ teams.
- Led a 10-person delivery capability organization with 5 direct reports, including people managers, with responsibility for coaching, performance management, and capability development across Agile coaches and Scrum Masters.

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

Digital product operations and technical program delivery

- Led technical program delivery and Product Operations for JCPenney.com top-of-funnel initiatives, coordinating roadmaps, milestones, releases, readiness, dependencies, executive reporting, and risk escalation.
- Established operating routines that aligned product, engineering, business, and operations around priorities, intake, ownership, sequencing, release readiness, and delivery commitments.

Senior Software Delivery Project/Program Manager | AT&T | Plano, TX | 2017 - 2020

Technology investment, budget accountability, and product delivery

- Directly managed a $15M technology budget, with accountability for investment planning, resource allocation, financial performance, and delivery priorities.
- Identified an open-source cost opportunity and drove a proof-of-concept comparison against the incumbent vendor solution; the alternative exceeded the incumbent on performance and quality and contributed to $400K in year-over-year savings.
- Led cross-functional delivery of internal technology products and services, including regulated systems supporting call, data, and SMS records with government requirements and service-level commitments.
- Led cross-functional delivery of internal technology products that improved employee productivity and the internal customer experience.

Professional IT Business Manager | AT&T | Plano, TX | 2014 - 2017

Machine learning delivery and emerging-technology evaluation

- Led an offshore technology team delivering a machine-learning application that shifted fraud identification from reactive reporting toward proactive detection.
- Directed proof-of-concept evaluations of Docker, Elasticsearch, and NoSQL technologies to generate evidence for enterprise adoption decisions.

Senior Scrum Master | Capital One | Plano, TX | 2013 - 2014

Data platform delivery, budget accountability, and multi-team standardization

- Led 3 Agile teams and a $3M+ budget to build a new mortgage data warehouse while standardizing delivery practices across 9 teams, improving code quality and performance.

Senior Business Systems Analyst | Capital One | Plano, TX | 2011 - 2013

Data modernization and delivery-model transformation

- Led the transition from waterfall delivery to Scrum, piloting a new delivery model across the organization.
- Orchestrated migration of 187 reports to a new data warehouse with 100% uptime, enabling decommissioning of legacy data marts and databases.

EARLIER EXPERIENCE

Business Analyst, Nexen Petroleum | Consultant / Consulting Analyst, Accenture | Engineering Co-op, Alcatel-Lucent
Earlier consulting and technical experience spanning SAP, enterprise application support for 1,000+ users, systems analysis, process improvement, testing, training, data analysis, reporting, and technology cost optimization.

EDUCATION

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

CERTIFICATIONS & CREDENTIALS

- Certified ScrumMaster (CSM) | Scrum Alliance | Certified SAFe Agilist (SA) | Scaled Agile
- AWS Certified Cloud Practitioner | Amazon Web Services | Cloud Digital Leader | Google Cloud

SKILLS

AI Enablement & Technology Adoption

AI-Assisted Workflow Automation | GenAI / LLM Evaluation | Machine Learning Applications | Emerging Technology Evaluation | Data & Analytics | Enterprise Platforms | Cloud Technology | Technology Adoption

Enterprise Transformation & Operating Models

Enterprise Transformation | Operating Model Design | Strategy Execution | Portfolio Governance | Enterprise Planning | Strategic Initiatives | Product & Technology Operations | Technical Program & Portfolio Leadership | Product & Engineering Delivery | SAP Transformation

Governance, Value & Leadership

Portfolio Prioritization | Investment Planning | Capacity & Resource Planning | Budget Management | Forecasting | Business Cases & ROI | Value Realization | Executive Decision Support | People Leadership | Executive Communications | Jira | Jira Align | Confluence | AWS | GCP