JOSEPH COHEN

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EXECUTIVE STRATEGY | TECHNOLOGY BUSINESS OPERATIONS | ENTERPRISE TRANSFORMATION

SUMMARY

Enterprise technology strategy and operations leader with 20+ years aligning technology investment, engineering capacity, and execution with enterprise priorities. At Alight, established portfolio governance across a 150+ team environment, helping executives evaluate staffing, funding, and vendor tradeoffs. Previously managed a $15M technology budget and led a 10-person delivery capability organization with 5 direct reports, including managers.

SELECTED IMPACT

- Built a portfolio decision model that narrowed ~400 competing initiatives to ~50 by weighing client commitments, revenue drivers, cost savings, capacity, and vendor spend; informed staffing, restructuring, and vendor decisions.
- Standardized delivery-health measures across a 150+ team environment; improved reliability ~10%, increased strategic-initiative focus ~8 percentage points, and reduced administrative overhead ~5 points and operational load ~4 points.
- Recovered an 18-team client delivery effort after a significant delay, improving quality 10% and reducing cycle time 15%; the resulting workflows were later adopted more broadly across 100+ teams.
- Directly managed a $15M technology budget at AT&T and led evaluation of an open-source alternative that contributed $400K in year-over-year savings.

EXPERIENCE

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

Enterprise portfolio operating model, investment governance, and transformation leadership

- Owned portfolio governance used across a 150+ team technology environment, giving executives visibility into investment priorities, product roadmaps, engineering capacity, and delivery performance.
- Built and refined the prioritization model that reduced roughly 400 competing priorities to about 50 by weighing client commitments, revenue drivers, cost savings, staffing and capacity, and vendor spend; provided the analysis leaders used to redirect people, restructure teams, and reduce lower-value vendor work.
- Built the Jira-based performance pipeline and executive measures that shifted transformation conversations from methodology preference to observable evidence; improved reliability ~10%, increased strategic-initiative focus ~8 percentage points, and reduced administrative overhead ~5 points and operational load ~4 points.
- Developed ROI, forecasting, cost-allocation, and capacity models that improved investment tradeoffs, financial transparency, resource planning, and value-realization decisions.

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

- Entered an 18-team client delivery effort after a significant delay; diagnosed execution and visibility gaps, defined the recovery approach, and established the operating cadence, decision visibility, and accountability mechanisms needed to regain control.
- Improved quality 10% and reduced cycle time 15% within the 18-team consulting scope; translated the recovery practices into reusable workflows the client later adopted more broadly across 100+ teams.
- Led a 10-person capability organization with 5 direct reports, including people managers, with responsibility for performance management, coaching, and capability development.

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, releases, dependencies, readiness, executive reporting, and risk escalation.
- Aligned product, engineering, business, and operations leaders around intake, ownership, sequencing, commitments, and decisions.

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.

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

Technology & Transformation
Technology Strategy | Product & Technology Operations | Technical Program Leadership | SAP Transformation | Data & Analytics | Machine Learning Applications | Emerging Technology Evaluation | AI-Assisted Workflow Automation | Jira | Jira Align | Confluence

Strategy & Business Operations
Strategy Execution | Business Operations | Strategic Initiatives | Executive Operating Cadence | Enterprise Planning | Portfolio Prioritization | Decision Frameworks | Operating Model Design | Transformation Governance | Cross-Functional Execution

Executive & Financial Leadership
Executive Decision Support | Business Cases & ROI | Investment Tradeoffs | Capacity & Resource Planning | Budget Management | Forecasting | Vendor Economics | KPI & Performance Reviews | Executive Communications | People Leadership