JOSEPH COHEN

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PRODUCT & TECHNOLOGY OPERATIONS | ENGINEERING EFFECTIVENESS

SUMMARY

Product and technology operations leader with 20+ years improving how technology organizations prioritize work, plan engineering capacity, and measure delivery. At Alight, established portfolio prioritization and Jira-based delivery measures across a 150+ team environment, connecting engineering capacity and delivery performance with executive investment decisions. Earlier led JCPenney.com technical program delivery and Product Operations, directly managed a $15M technology budget, and led a 10-person delivery capability organization.

SELECTED IMPACT

- Established portfolio taxonomy, planning practices, and Jira-based delivery-health reporting for a 150+ team environment, connecting product priorities, engineering capacity, roadmaps, and performance measures.
- Created the multi-factor portfolio decision model that reduced ~400 competing priorities to ~50 and made the staffing, investment, vendor, and value tradeoffs visible to leadership.
- Recovered an 18-team client delivery effort after a significant delay, improving quality 10% and reducing cycle time 15%; the client later adopted the resulting delivery workflows more broadly across 100+ teams.

EXPERIENCE

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

Enterprise portfolio operating model, investment governance, and transformation leadership

- Owned portfolio planning and delivery-governance mechanisms used across a 150+ team environment, aligning product priorities, engineering capacity, roadmaps, and delivery-health measures.
- Built and refined the portfolio prioritization model that reduced roughly 400 competing items to about 50 high-priority initiatives by incorporating client commitments, revenue drivers, cost savings, capacity, and vendor spend; made staffing and investment tradeoffs visible to leaders.
- Built the Jira-based metrics pipeline and standardized delivery-health and engineering-effectiveness measures, improving reliability by ~10%, strategic initiative focus by ~8 percentage points, and reducing administrative overhead by ~5 points and operational load by ~4 points.
- Built ROI, capacity, cost-allocation, and forecasting models to support portfolio investment choices and engineering resource planning.
- Simplified planning, time-tracking, and reporting practices, improving financial transparency and initiative-level cost visibility while reducing unnecessary administrative effort.

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

- Led delivery-operations transformation across 18 product and engineering teams after a significant client delay, establishing the planning, flow, dependency, and visibility mechanisms needed to restore predictability.
- Improved quality 10% and reduced cycle time 15% within the 18-team consulting scope; converted effective practices into reusable delivery workflows 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.

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, including regulated systems supporting call, data, and SMS records under government requirements and service-level commitments, along with products improving 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

Technology & AI

Enterprise Platforms | Data & Analytics | Machine Learning Applications | Emerging Technology Evaluation | GenAI / LLM Evaluation | AI-Assisted Workflow Automation | Cloud Technology | Jira | Jira Align | Confluence | AWS | GCP

Product & Technology Operations

Product Operations | Product & Engineering Operating Models | Product Planning | Product Portfolio Governance | Portfolio Prioritization | Roadmapping | Capacity Allocation | Intake & Planning Cadence | Release Readiness | Dependency Management

Performance & Leadership

Engineering Effectiveness | Delivery Health & KPIs | Performance Measurement | OKR Alignment | Value Realization | Executive Reviews | Business Cases & ROI | Budget Management | Cross-Functional Leadership | People Leadership