# JOSEPH COHEN

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**TECHNICAL PROGRAM MANAGEMENT | PORTFOLIO LEADERSHIP | ENTERPRISE DELIVERY**

## SUMMARY

Technical program and portfolio leader with 20+ years directing complex technology initiatives, enterprise portfolio governance, and cross-functional delivery. Experience spans large-scale transformation, technical program recovery, SAP modernization, and digital product delivery.

## SELECTED IMPACT

- Built portfolio governance and a prioritization model for a 150+ team environment; the model helped executives narrow ~400 competing initiatives to ~50 priorities for funding and staffing discussions.
- Diagnosed and led recovery of an 18-team client delivery effort, improving quality 10% and reducing cycle time 15%; the client later adopted the resulting workflow patterns more broadly across 100+ teams.
- Defined the delivery operating model for a multi-year SAP ECC-to-S/4HANA Public Cloud transformation involving 10+ teams and 30+ internal solutions; separately led JCPenney.com technical program delivery.
- Directly managed a $15M technology budget and led a separate $3M+ data-platform initiative; led a 10-person capability organization with 5 direct reports, including people managers.

## EXPERIENCE

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

*Enterprise portfolio operating model, investment governance, and transformation leadership*

- Owned portfolio governance, dependency visibility, and delivery-health controls across a 150+ team environment at $350M+ investment scale, connecting strategic priorities to funding, engineering capacity, roadmaps, and execution risk.
- Built the prioritization model that reduced roughly 400 competing priorities to about 50 using client commitments, revenue drivers, cost savings, capacity, and vendor spend; supported funding, staffing, sequencing, restructuring, and vendor decisions.
- Built the Jira metrics pipeline and standardized delivery-health measures; improved reliability ~10%, increased strategic-initiative focus ~8 percentage points, and reduced administrative overhead ~5 points and operational load ~4 points.
- Developed ROI, capacity, cost-allocation, and forecasting models to support portfolio investment, resource-allocation, and value-realization decisions.
- Simplified planning, time-tracking, and reporting so leaders could see initiative-level costs without increasing delivery-team administrative work.

**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*

- Joined a delayed 18-team client effort, identified execution and reporting gaps, and reset planning, dependency reviews, and delivery visibility.
- Increased 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 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, including regulated systems supporting call, data, and SMS records under government requirements and service-level commitments, as well as employee-productivity tools.

**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

**Program & Portfolio Leadership**

Technical Program Management | Portfolio Management | Program Execution | Program Governance | Portfolio Prioritization | Integrated Roadmaps | Milestone Management | Dependency Management | Risk & Issue Management | Program Controls

**Financial & Organizational Leadership**

Capacity & Resource Planning | Budget Management | Forecasting | Value Realization | Executive Decision Support | Executive Communications | People Leadership | Stakeholder Alignment | Vendor Decision Support

**Technology & Transformation**

Technology Transformation | Enterprise Delivery | SAP S/4HANA | Product & Engineering Delivery | Enterprise Platforms | Data & Analytics | Machine Learning Applications | Emerging Technology Evaluation | Cloud Technology | Regulatory Delivery | Jira | Jira Align | Confluence | AWS | GCP