

JOSEPH COHEN

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SUMMARY

Enterprise transformation and product operations leader with 20+ years of experience improving how technology organizations plan, prioritize, fund, and execute work at scale. Recent work includes enterprise Jira governance, portfolio taxonomy, delivery health metrics, ROI and capacity planning, and executive reporting models that connect strategy, investment, engineering capacity, and delivery outcomes. Known for bringing structure to ambiguous environments, improving product and technology operating rhythms, and helping leadership teams make clearer prioritization, funding, and execution decisions.

SELECTED IMPACT

- Improved team reliability by ~10%, reduced administrative overhead by nearly 5 percentage points, reduced operational load by ~4 percentage points, and increased strategic initiative focus by nearly 8 percentage points across 150+ teams.
- Built enterprise operating models that improved visibility across strategy, investment, capacity, product/engineering execution, and business outcomes.
- Established portfolio governance, delivery health metrics, and executive reporting structures to support prioritization, funding, and capacity allocation decisions.
- Developed ROI, capacity planning, cost allocation, and forecasting models to support investment trade-offs, resource planning, and budget governance.
- Improved product and technology operating rhythms through clearer ownership, stronger dependency management, better decision flow, and more consistent Scrum and Kanban measurement.
- Led agile and operating model transformations across consulting, financial services, retail, telecom, and benefits administration environments.

EXPERIENCE

Senior Director | Alight Solutions | US, TX, Dallas | April 2024 – Present

- Led enterprise Jira governance redesign and portfolio taxonomy rollout, improving traceability across strategy, investment, product priorities, engineering work, and delivery outcomes.
- Standardized delivery health metrics and dashboards across Scrum and Kanban teams, enabling leaders to compare throughput, cycle time, predictability, and execution risk across a large-scale technology organization.
- Built portfolio operating mechanisms, including Say/Do discipline and OKR alignment, to improve prioritization, dependency visibility, commitment reliability, and executive decision-making.
- Simplified time-tracking and reporting practices to improve financial transparency, initiative-level cost allocation, and capacity planning without adding unnecessary delivery overhead.
- Developed initiative-level ROI and capacity planning models linking investment, resource allocation, and delivery outcomes to support funding and prioritization trade-offs.
- Produced cost breakdowns and forecasting models for centralized support functions, enabling scalability planning, cost optimization, and tighter budget governance.

Senior Manager | PwC | US, TX, Dallas | October 2023 – April 2024

- Defined product and technology ways of working across 10+ teams for a multi-year SAP migration.
- Orchestrated cross-domain scoping, estimation, and impact analysis for 30+ internal solutions interfacing with the ECC to S/4HANA Public Cloud migration.
- Helped clarify ownership, dependencies, decision points, and execution plans across product, technology, and business stakeholder groups.
- Applied agile, program management, and operating model practices to reduce ambiguity and improve planning discipline across complex technology workstreams.

Senior Manager, Delivery Capability Lead | Accenture | US, TX, Irving | July 2021 – February 2023

- Led agile transformation across 18 teams, improving product and engineering flow, dependency visibility, and delivery predictability.
- Built Jira workflows and delivery processes adopted across 100+ teams, improving visibility into team execution, engineering bottlenecks, and delivery health.
- Grew the agile practice by mentoring agile coaches and scrum masters across the US Advanced Technology Centers.
- Improved delivery performance through stronger planning, retrospectives, demos, reviews, and execution follow-through, resulting in a 10% increase in quality and 15% reduction in cycle time.

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

- Led technical delivery for JCPenney.com top-of-funnel and product operations initiatives, coordinating scope, timelines, risks, and stakeholder expectations.
- Partnered with engineering, product, business, and operations teams to keep work aligned to business priorities.
- Managed release coordination, project governance, status reporting, and risk escalation across cross-functional technology programs.
- Translated business needs into actionable plans with clear priorities, ownership, and sequencing.

Senior Software Delivery Project/Program Manager | AT&T | US, TX, Plano | June 2017 – March 2020

- Achieved \$400K in year-over-year cost savings by championing open-source tools and platforms.
- Spearheaded cross-functional teams focused on the delivery of internal tooling, improving productivity and user experience for internal customers.
- Led engineering teams in the delivery system for call, data, and SMS records allowing for compliance with government requirements and SLAs.

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

- Led offshore agile team building machine learning web application to identify fraudulent activity, enabling proactive detection of fraudulent activity over reactive (identification through reporting or findings).
- Delivered modular data center solution (infrastructure) utilizing Scrum.
- Managed proof of concept projects leveraging emerging technologies like Docker, Elasticsearch, and NoSQL databases.

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

- Led 3 agile teams with \$3M+ budget building a new mortgage data warehouse.
- Standardized agile processes across 9 teams, improving code quality and performance.
- Guided scrum ceremonies and cleared impediments to ensure on-time delivery.

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

- Spearheaded transition from SDLC to Scrum, piloting new agile processes across the organization.
- Orchestrated data migration of 187 reports to new warehouse with 100% uptime.
- Decommissioned legacy data marts and databases through the transition.

Business Analyst | Nexen Petroleum | US, TX, Plano | August 2010 - September 2011

- Delivered e-forms and mobile data collection solutions on OpenText platform.
- Redesigned business processes, introducing efficiencies as part of systems delivery.
- Mentored IT staff on systems analysis and commercial technology.

Consultant | Accenture | US, TX, Irving | September 2009 - August 2010

- Led team supporting an application with 1000+ users. Managed change control and operational reporting.
- Implemented SAP modules overseeing client setup, patching, and upgrades.

Consulting Analyst | Accenture | US, TX, Irving | May 2008 - September 2009

- Executed system testing across assembly, product, and performance phases.
- Developed training programs and led technical requirements gathering.
- Coordinated test planning and execution for clients.

Engineering Co-op | Alcatel – Lucent | US, TX, Plano | March 2006 – May 2007

- Facilitated cost-reduction and optimization efforts for equipment installation using data analysis.
- Designed, developed, and implemented a database for cost tracking of new products and a custom reporting tool for upper management.

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

- AWS Cloud Technology Consultant | Amazon Web Services (AWS)
- Certified Scrum Master (CSM) | Scrum Alliance
- Certified SAFe Agilist (CSA) | Scaled Agile
- Cloud Practitioner | Amazon Web Services (AWS)
- Migration Ambassador Foundations | Amazon Web Services (AWS)
- Cloud Digital Leader | Google Cloud Platform (GCP)

SKILLS

Technical

- Agile Methodologies (SAFe, Scrum, Kanban)
- Atlassian Jira, Confluence, Analytics and Align
- Systems Analysis & Requirements Gathering
- Cloud Platforms (AWS, GCP)
- Data Analysis / ETL / Data Warehousing
- Incident & Release Management
- Product Operations
- Road-mapping
- Technical Project / Program Management
- Technology Strategy

Business

- Budget and Vendor Management
- Business Process Improvement
- Business Strategy
- Cross-functional Leadership
- Journey & Capability Mapping
- People, Program, Project, and Operational Management
- Risk Mitigation
- Stakeholder Engagement & Influence