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STRATEGIC OPERATIONS & PROGRAM LEADERSHIP

Building operating systems that help product and engineering organizations scale: portfolio strategy, planning cadences, metrics, and execution across cloud, platform, and complex cross-functional programs.

INTRODUCTION

I'm a strategic operations and program leader with 20+ years guiding organizations through high-stakes change—modernizing platforms, strengthening delivery systems, and helping executive teams translate strategy into outcomes.

My sweet spot is the space between vision and execution: building planning and operating rhythms, clarifying priorities, creating dashboards and decision frameworks, and making sure cross-functional work ships with predictable quality and speed.

I'm known for a pragmatic, people-forward approach that brings energy to tough work—combining executive presence with hands-on partnership across Engineering, Product, Finance, Security/Compliance, and GTM.

SIGNATURE STRENGTHS

- Strategic Operations & PMO/TPM Leadership (portfolio governance, operating cadence, OKRs, investment tradeoffs)
- Engineering & Platform Modernization (cloud/platform execution, vendor/partner coordination, reliability and delivery maturity)
- Data-Driven Execution (DORA metrics, throughput, cycle/lead time, WIP, release cadence; dashboards that drive decisions)
- Executive Communications (MBRs, QBRs, board materials; clear narratives that connect technical detail to business outcomes)
- Global Delivery & Change Leadership (multi-region teams, follow-the-sun collaboration, culture and capability building)

SELECTED IMPACT HIGHLIGHTS

- Reduced delivery cycle time from ~20 weeks to ~2.5 weeks and increased throughput ~3× through portfolio rationalization and operating cadence improvements (VSCO).
- Modernized cloud and platform foundations: migrated 500+ APIs/services/workers from an outdated Kubernetes version to AWS EKS; moved select workloads to Cloudflare; achieved 12-factor compliance; generated \$1M+ annual run-rate savings; and earned a Cloudflare innovation award (VSCO).
- Improved employee engagement from eNPS -9 to +19/+20 and increased CSAT from low-6s to low-9s by clarifying priorities, improving transparency, and strengthening cross-functional ways of working (VSCO).
- Built enablement systems at scale, including AgileLab and learning journeys that developed 5,000+ Product Owners, Scrum Masters, and trainers supporting 57,000 technologists (JPMorgan Chase).

- Led large, multi-workstream transformations and turnarounds, including a program that was ~1 year behind schedule and restored iterative delivery within a month (team of ~25, bi-weekly cadence) (Accenture).

PROFESSIONAL EXPERIENCE

VSCO — Director of Program Management | San Francisco, CA (remote) | Jul 2022 – Present

- Reported directly to the CTO; partnered daily to set priorities, run operating cadence, and drive execution across 16 cross-functional teams spanning engineering, product, design, and data.
- Led and developed a program management team (3 TPM/Program Managers) while coaching 6 Product Managers to focus teams on outcomes over outputs and measurable business impact.
- Designed and facilitated portfolio investment prioritization with executive leadership using capacity (staffing cost) and expected results (cost savings, retention, signups, capability unlocks) to select the highest-impact initiatives.
- Built and ran the operating rhythm: Epic Workshops, company-wide Big Room Planning, weekly Executive Product Office Hours, monthly business reviews, bi-weekly cross-team demos, and cross-program retrospectives; owned the status dashboard covering progress, risks, and releases.
- Program-managed a 2-year infrastructure modernization: migrated 500+ APIs/services/workers to AWS EKS, achieved 12-factor compliance, and established foundations for new AI capabilities.
- Drove cloud cost optimization, including workload placement decisions (AWS → Cloudflare for select applications), reserved instance strategy, vendor negotiation, and tool consolidation—delivering \$1M+ annual run-rate savings (increasing with footprint growth driven by AI).
- Improved key business signals through dashboards and weekly exec reviews (signups, trials, new memberships), enabling rapid pivots including ad-spend adjustments.
- Delivered significant delivery improvements: reduced average project completion time from ~20 weeks to ~2.5 weeks and increased throughput ~3× by narrowing focus (200 → ~20 epics per quarter).
- Launched a new B2B product on a new platform within 4 months, driving ~20% month-over-month growth; integrated three acquisitions across processes, systems, and culture.
- Scaled development capacity while controlling costs by onboarding contract engineering teams in Eastern Europe and Latin America.

JPMorgan Chase & Co. — Executive Director, Transformation Agility Lead | Palo Alto, CA | Sep 2020 – Jul 2022

- Led the Business Agility Team and Agile Community: 15 direct and ~60 indirect reports supporting 57,000 technologists across Cloud, Security, and AML.
- Built the AgileLab learning and enablement platform, developing 5,000+ Product Owners, Scrum Masters, and Agile Trainers with integrated governance and measurement practices.
- Established and chaired a Business Agility Community of Excellence, scaling consistent delivery practices, operating models, and portfolio governance across business lines.
- Partnered with Atlassian on Jira Align implementation and with Lucid on security and sharing improvements required to approve LucidSpark for enterprise use.
- Implemented delivery health measurement practices (including DORA metrics) and created a self-diagnostic teams could use to request targeted help improving outcomes.
- Supported global execution with teams in the UK and India, establishing follow-the-sun cadences to improve continuity and responsiveness.

Accenture (incl. SolutionsIQ) — Senior Manager, Enterprise Transformation | San Francisco, CA | Mar 2017 – Sep 2020

- Led enterprise transformations across healthcare, tech, retail, and financial services—blending strategic consulting with hands-on delivery leadership.
- Led an Agile transformation for a major health insurance client and supported the team in selling a \$120M contract; managed complex multi-workstream delivery with global teams (LATAM/India).
- Turned around a critical program ~1 year behind schedule, establishing iterative bi-weekly delivery within one month (team of ~25) while rebuilding stakeholder confidence and meeting milestones.
- Set up a strategic programs function for a new division covering 500+ employees plus external vendors/partners, standardizing planning, governance, and delivery frameworks.
- Worked extensively in regulated healthcare contexts (Medicare/Medicaid, HIPAA) and helped a major Midwest hospital system develop a portfolio planning framework forecasting effort and impact.

American Academy of Ophthalmology — IT PMO Leader & Agile Coach | San Francisco, CA | Nov 2006 – Oct 2016

- Built and led the PMO for the world's largest ophthalmology nonprofit (32,000+ members), aligning technology, education, and member strategy across 50+ annual projects (100% success rate).
- Partnered with executive leadership and board stakeholders to align investments with mission outcomes; developed IT content for board decks and strategic decision-making.
- Managed vendor partnerships to deliver flagship platforms and member services, including Personify (core application), the ONE network (Ophthalmic News and Information Network), and the Academy Store.
- Supported development and release of physician-authored educational products, including program management for BCSC course creation with physician volunteer review cycles.
- Operated within regulated environments (including PCI) and partnered with accounting teams to support audit needs.

EDUCATION

San Jose State University — B.S., Management Information Systems (MIS); Minor in Economics

De Anza College — A.A. (Honors), Computer Information Systems

TOOLS & PLATFORMS

- Jira, Confluence, Jira Align
- Looker (dashboards and exec reporting), Lucid/LucidSpark
- Cloud & platform modernization experience across AWS (incl. EKS) and Cloudflare (workload placement and optimization)

CERTIFICATIONS (SELECT)

- Scrum Alliance: CTC; CSP-SM; CSP-PO; CSPO; CSM; Scrum Foundations Educator

- ICAgile: Certified Expert – Agile Coaching; ICP; ICP-ACC; ICP-ATF (former ICAgile Trainer)
- Scaled Agile, Inc.: SAFe 5 Agile Product Manager; SAFe 5 Program Consultant
- PMI: PMI-ACP
- Leadership Circle: Collective Leadership Assessment Certification; Leadership Circle Profile Coach
- Additional: Agility Health Radar Facilitator; Agile Fluency Project Licensed Facilitator; Certified Teams Transformation Coach; Certified Collaboration Architect

COMMUNITY LEADERSHIP (SELECT)

- Women in Agile — Launching New Voices Program Team (mentor new speakers globally)
- Agile Changemakers — Founder (global mentoring and peer support community)
- Agile Alliance / Agile Conference — Track co-chair/reviewer; Agile Games conferences — conference leadership roles
- ICAgile — Accreditor (course and instructor reviews)