



Professional Summary

Eighteen years designing and delivering business focused solutions in a variety of roles including Program Executive and Project Manager. Significant background developing and managing PMO's, contractor relationships, Service Level Agreements and Governance Plans resulting in important performance improvements over program life-cycles.

Proven outstanding organizational leadership, communication and team building skills.

PROFESSIONAL Overview

- Broad program and project management knowledge with ERP focus. Business perspective based on years of experience in a variety of industries. Strong communication, planning, change control management, risk management and leadership skills as a result of 10 plus years of management and project management experience.
- Decisive, results-driven management style through application of a solid management structure and organizational accountability. Consistent record of success in the critical assessment and motivation of departments and teams.
- Business-oriented perspective with the ability to identify/quantify risks and opportunities and to drive process improvements. Record of success in project management, business process improvement, project metrics, cost/risk management, and budget management.
- Successful in the development and management of productive relationships with executives, and cross-functional team members.

Key Skills

Organizational Development & Leadership * Strategic Planning * Financial Planning / Analysis * Budgeting & Cost Management * Training & Team Building * Complex Project Management & Direction * Business Case Development * International Team Leadership * Requirements Management * Issue & Risk Management * Contract Negotiation and Management * Project Quality Assurance Management

Professional Highlights

- 18+ years of solution delivery including 15 years as a hands on Project / Program Manager
- 10+ successful full project life-cycle deployments, including greenfields, conversion of legacy and upgrades
- Variety of organizational cultures, including international solutions deployment
- International experience includes Asia Pacific and Europe
- Diverse operational leadership roles in industry primarily focused in financial management over 10 years

Personal Attributes

Diplomatic * Strong Communicator * Facilitative Leader * Thrives in Chaos * Innovator * Self-Starter & Self Managed * Attentive to Details but sees the big Picture * Visionary



Methodologies

Methodology Name	Experience	Methodology Name	Experience	Methodology Name	Experience
PMBOK	10 years	PRINCE2	3 years	SDLC	6 years
ITIL	5 years	ASAP	10 years	Variety of others	

Key Recent Projects

Global Retail

Microsoft AX for Retail – Design for Global Template

Feb 2011-June 2011

Project Manager

Lead project through design phase after loss of original project manager. Scope included nine (9) countries and significant OCM requirements, as organizational strategy was to implement both a Global Company (MDM) and Global Template. Client organization had declined use of standard Microsoft methodology for implementing AX which created several missed opportunities early in the project in requirement definition causing project delays. Significant integration to third-party solutions planned but not committed which also caused project delays.

Project stopped by Steering Committed to review options and revise strategy.

MRO & Manufacturing / Engineering Company

Global Template Deployment - SAP

2009-2010

Project Manager

Take over troubled project within group program where two acquired companies were being merged. Project had missed three (3) previous go-lives. Initiate OCM and business process change where SAP solution was being adopted in one or both organizations. Developed new PMO structure including the introduction of Agile techniques for scope management and milestone delivery.

Achieved project Solution Acceptance on-time, allowing overall program to proceed per plan.

Railroads

CoE Design, PMO Audit

2008-2009

Program Manager, Client Advocate

Design and development of client Center of Excellence – Support Center. Act as client advocate providing oversight with partners (SAP and Cap Gemini). Audit and review current PMO and provide assessment report for improvements.

All deliverables and work products on-time and passed internal quality checks and audits without comment.

Manufacturing / Automotive

Upgrade, SAP & OCM Design

2007-2008

Program Manager



Over 1,100 custom development objects to be converted to new ECC 6.0 standard functionality to accommodate new business model for manufacturing. Organizational Change Management and End User Training received significant focus throughout project.

Project remained on budget through use of on-shore / near shore model and early warning management reporting processes. PMO established Risk, Quality and Issue review cycles and automated entire workflow processes through SharePoint.

Other Professional Highlights

Program Management Office and Center of Excellence Samples

Designed Application Management and PMO solution together with the conversion path from the distributed environment to Global AMO/PMO to include shared support services. Program included review of all current applications and support contracts, opportunities for retirement of single source/use applications, review of available Application Management software offerings, staffing models, three (3) year resource demand plan based upon current projects and support requirements, and five (5) year application roadmap based on business strategy.

Developed comprehensive methodology for Program portfolio management. Project included end-to-end process for project definition, evaluation, Return on Investment assessment and project selection, solution assessment and execution models. Project resulted in more efficient project selection process and reduced in the number of redundant projects within the organization. Portfolio management methodology resulted in better visibility across organization in resource use and scarce resource management. Portfolio Management solution was based upon enhanced PM methodologies and included the introduction of tools to support new solution approach.

Program Development and Management Samples

Designed and delivered international Project Management and Team Solutions Delivery training for international consulting organization based upon best practices and agreed to methodologies for consulting solutions. Training delivered in US, Europe, and SE Asia as project based and non-project based requirement for consulting organizations globally.

Developed several project quality initiatives for clients and employers. Project quality focused on managing and tracking schedule performance, deliverable quality and end-use satisfaction validation. The framework of the quality projects was based upon SEI Maturity Models and included both project execution maturity and project management maturity.

Employment History

Project Management Excellence, LLC

2008 to present

Focused on Project Management Office Design, Project Audit & Turn Around, Direct Project Management, Delivery Solutions

SIEMENS IT Solutions & Services

Director, SAP Consulting Practice, 2004 to 2008

NORTHROP GRUMMAN

Client Solutions Manager, 2004

Development Program Manager, Project Management Office Army 2002-2004



Innovation for Improvement

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IBM GLOBAL SERVICES

Manager, Global Industry Center of Excellence for Airlines, Airports and Aerospace - 2001
Principal, Solution Development & Delivery, Project Director - 1996 to 2001
Senior Consultant, Project Lead - 1994 to 1996

MICROGRAFX

Richardson, Texas
Corporate Credit Manager - 1991 to 1994
Business Solution Manager, SAP R/3 Implementation - 1992 to 1994

STATIONERS

Fort Worth, Texas
Regional Credit Manager - 1989 to 1991

COOPERVISION / CILCO (Alcon Laboratories)

Bellevue, Washington
Regional Credit Manager - 1986 to 1989

Education

Keller Graduate School

MA, Project Management, 2003

City University

Bachelor of Science, Business Administration 1990

Professional Associations

Project Management Institute, PMP accredited

Special Training / Education

Agile Project Management

Six Sigma Green Belt Certified

CMMI Trained