



CARL G. SHEA, MBA, PMP, CSP, MPM
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IT PROGRAM/PROJECT MANAGEMENT

Multi-Disciplined and Certified Project Management Professional, Agile Expert Coach, Six Sigma Green Belt Professional and Enterprise Coach with a Solid Software Engineering Background

Accomplished innovative IT leader with solid history of success delivering top quality products, resources, support, and guidance to multimillion-dollar organizations. Industry experience ranges across government and private industries. Active and contributing member of the Project Management Institute (PMI), International Coaching Federation, and the Scrum and Agile Alliances; combining training and hands-on system development expertise as well as proficiency in a myriad of technical tools to facilitate project/program success. Creative leader and strong believer that **"management is doing things right and leadership is doing the right things."**

CORE COMPETENCIES:

- Client/Stakeholder Relations
- Team Training / Mentoring
- Full Lifecycle Project/PgM Management
- Emotional Intelligence Assessor and Coach
- Extensive Executive Level Interaction
- Quality Assurance / Testing
- Agile Transitions & Education
- Agile Practitioner & Expert Coach

PROFESSIONAL EXPERIENCE

EPSILON, Irving, Texas

05/2016 – Present

Senior Director/Enterprise Agile & Transformation Coach

- Senior Director Agile Coaching Office
- Formed, designed, stabilized and led the Agile Coaching Office
- Enterprise Agile Transformation Coach
- Trainer, Mentor, Facilitator and Coach
- Managed entire organization's training development and budget
- Created accredited training content for core Agile training and leadership training
- Emotional Intelligence/Emotional Quotient EQ-I 2.0 Assessor and coach

CAPGEMINI US LLC, Las Colinas, Texas

09/2015 – 05/2016

Senior Director/Enterprise Agile & Transformation Coach

- Agile Practice Director
- Enterprise Agile Coach and Program Director
- Led PMO with Project Managers, ScrumMasters, Agile coaches and various PMO support Staff
- Enterprise Agile Transformation consulting and coaching
- Team/Program/enterprise Agile coach & Program Director
- Enterprise Transformation Specialist
- Created training content for core Agile training and leadership training
- Emotional Intelligence/Emotional Quotient EQ-I 2.0 Assessor and coach

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SOLUTIONS IQ, Redmond, Washington

01/2015 – 07/2015

Senior Director/Managing Consultant/Enterprise Agile & Methodology Coach

- Director and Managing Consultant. Key relationship and strategy consultant and agile coach for clients.
- Enterprise Agile Transformation consulting and coaching.
- Team/Program Agile coach
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- Emotional Intelligence/Emotional Quotient EQ-I 2.0 Assessor and coach

COGNIZANT TECHNOLOGY SOLUTIONS, Irving, Texas

03/2010 – 01/2015

Director/Enterprise Agile & Methodology Coach

Cognizant Technology Solutions Advanced Solutions Group. Key Assignments

- Director – planning and managing large teams with 1-10 project managers/ 2-15 Agile coaches and up to 30 ScrumMasters
- Innovator and original author of the Daikibo (Trademarked by Cognizant) Large Scale Agile Framework. The framework supports and follows an Enterprise Value Stream flow that facilitates the inception of a business idea at the Portfolio level through its final value realization following the Agile Manifesto. The framework includes a unique and specialized delivery engine that supports and has an emphasis on large scale programs that are regionally or globally distributed
- RFP and Sales pursuit support, including high-level and primarily Executive and C-level presentations and workshops.
- Wrapping innovative program management governance and methodology application to large complex engagements and pursuits
- Program Governance and Agile methodology maturity and execution assessment at for multiple major companies. Included transition and solution development of a hybrid governance and Agile methodology specific to the client's needs and follow-up coaching
- North American Agile Practice Lead – Stand-up and execution of the North American Agile Practice for the Advanced Solutions Group. Included leading the Agile 2011 conference sponsorship in Salt Lake City USA
- Program Rescue and Maturation
- Industries served: Airline, Retail, Insurance, Entertainment, Manufacturing

ELECTRONIC DATA SYSTEMS INC., Plano, Texas

10/2006 – 03/2010

Senior Program Director

Program Manager in EDS Global Project Management Delivery unit of the Applications Delivery Group.
Key Assignments

- PgM of the Global PeopleSoft implementations of Cardinal Health Payroll Systems. Projects were separated into geographical delivery areas running concurrently with different go live dates, they included US & Puerto Rico, Mexico, Canada, United Kingdom, Germany, France, and Switzerland.
- PgM of 7-Eleven account. Projects included Accounting system server upgrades, MDM, Wholesaler systems, RIS, ERP, level 1 help desk migration from New Zealand

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to India. Managed 4 project managers. RIS Host Refresh 7.3 million dollar program, consisting of 8 servers and 45 business critical applications.

- Transition Program Manager Tops Markets separation. Managed 2 program managers and 11 project managers. Program consisted the complete standup of a data center and movement of 200 + applications.
- Delivery/Program Manager of a Multi-Million Dollar RIS Host refresh project – the refresh of 6 servers that host 41 mission critical applications centered on 7-Eleven Item master, Inventory management, logistics and ordering processes. The refresh also includes the upgrade of 8000+ batch scheduler jobs from the CA TNG scheduler to Autosys scheduler, upgrades and decentralization of Oracle 8i to 10G, Upgrade from Hitachi Cobol to Micro Focus Cobol, and implementation of secure FTP to more than 5000 interfaces.
- Delivery/Program Manager Multi-Million, Multi-Year, and Multi-Phase 7-Eleven Business Transformation project – The project will merge the 6,000+ stores in the US network of 7-Eleven ordering systems into the duplicate systems used by the massive 15,000+ Japanese market. This project includes multiple partners and vendors.
- Managed a 35+ person Managed Testing Organization (MTO).
- Program Rescue and Maturation

SABRE HOLDINGS INC., Southlake, Texas

02/2006 – 10/2006

Senior PgM/Agile Coach

Assisted multiple project teams with short term project management consulting and mentoring. Agile transition & coaching, resource planning, project recovery, budget estimates, release and iteration planning.

Key Project/Highlights:

- Air Content – Availability Service V2 development.
- Air Content – Shards development.
- Air Content – Availability Service Quality Research project.
- Expedia – Delivery of Air Content
- Introduced and mentored all teams in the Agile Development Process.

ACS/LOCKHEED MARTIN/GM, Southfield, Michigan

2003 – 01/2006

New Projects Program Manager / Project Lead

Head of \$40M Benefits Consolidation (Payroll IPT) project, forecasted to generate savings totaling over \$20M annually for GM. Coordinate and manage four project leaders charged with managing 40+ FTEs and offshore contractors. Monitor/report performance and project phases encompassing 50,000+ work hours in 2005 alone. Administer level one HR operations.

Key Project/Highlights:

- Spearheaded project teams that successfully boosted QA compliance from 45% to 98%.
- Pioneered the creation of innovative and effective project initiation/management practices utilized by the ACS payroll force. Introduced some Iterative development theories to ACS and GM Payroll teams.
- Innovative creator of technical designs and test plans/cases for the Mexico Tariff Management System (TMS). Ensured accurate modification and implementation of document, test, and installation codes.
- Slashed monthly processing costs by \$125K through the completion of TMS project.
- Achieved commendations and awards for superior performance and project contributions.

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ENTERNET NOW INC., Lewisville, Texas

2002 – 2003

Delivery Manager/Program Manager

Directed team of developers, graphic designer, and sales specialist administering top quality operations within the web design unit.

Key Projects/Achievements:

- Tactical and certified expert in COOL:Gen 6.0 developing technical designs, test plans, and test case documents for the claims adjustment area of compass 21/NHIC/EDS project.
- Led successful completion of 25 websites for client businesses utilizing HTML, JavaScript, and SAP tools.

CCS CONSULTING SERVICES INC., Irving & Copper Canyon, Texas

1989 – 2002

Various Contracts / Senior Managing Consultant / Project Lead

Delivered project leadership, software engineering, and technical expertise in Advantage GEN, COOL:Gen, and Composer tools as well as additional IT products. Clients ranged from government units to leaders in retail, transportation, and insurance industries. As Senior Consultant, delivered advanced IEF consulting for a Trans World Airlines (TWA) project focused on Business Fliers Award Program development as well as Frequent Fliers Bonus Program (FFB) upgrade-The FBB system housed 35 million customer records and processed over one million updates daily.

Key Projects:

- **JC Penney Direct Marketing Services:** Provided senior project leadership of IEF/COOL:Gen project including three developers charged with creating analysis documents, data/process modeling, and managing creation, testing, and implementation phases. Troubleshoot model corruption and ensured compliance with project standards/guidelines.
- **Tropicana Inc.:** Successful project manager of COOL:Gen assignment, heading Client Server Encyclopedia Administration and serving as CSE Lead Administrator. Analyzed and implemented code adjustments to GUI windows and server structures. Delivered change control management and code changes to SQR reporting systems. Ongoing support and management.
- **SABRE Technologies:** COOL:Gen/Composer/IEF Associate lead consultant of US Airways AATMS conversion encompassing data modeling, analysis, development, unit/integration testing, and implementation of Activity posting operations. Batch consisted of data reception, transaction auto posting, reporting, and online development-upgrading & development of new UI. The system was a major and complex MVS tool comprised of databases storing 60+ million customer records and processing over 1 million updates daily. Also supported American Airlines Loyalty AATMS product.
- **Federal Bureau of Investigations:** Key project lead contributor in FBI's National Crime Information System development focused on facilitating data management related to gang memberships, terrorism, protection orders, and sexual offenses.
- **Texas Natural Resource Conservation:** Talented project manager/mentor of 12 GUI window developers focused on the Title V Federal Operating Permits Development project. Team charged with design and coding of data model comprised of 100+ entities and 200 windows.
- **Missouri Department of Family Services:** Spearheaded development of Policy Usage and financial operations for the FAMIS project, including project leadership, JAD facilitation, data/process modeling, screen design, data/process flow diagrams development, event analysis, and procedure design as well as code development. Delivered staff training and support.
- **State of Missouri:** Successfully completed additional projects, including Inventory and Manufacturing IS development for the **Missouri Highway & Transportation Department**, as well as, Welfare systems for **Missouri Social Services - Children's Division**

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- **Blue Cross Blue Shield of Ohio:** Information Engineer for the Customer Information Management System (CIMS) development
 - **TransWorld Airlines:** Creator of the TransWorld Airlines (TWA) software development guide encompassing three-tier development strategies for IEF. Development and innovation with the TWA Frequent Flyer Bonus (FFB) loyalty systems.
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EDUCATION AND CREDENTIALS

**Bachelor of Science in Business Administration ~
Master of Business Administration**
California Coast University, Santa Ana, California

Computer Science and Programming Degree ~
El Centro College, Dallas, Texas

Professional Certifications

Project Management Professional Certification (PMI-PMP)

Agile Certified Professional (PMI-ACP)

ICAgile Certified Professional (ICP)

ICAgile Certified Professional – Agile Team Facilitator (ICP-ATF)

ICAgile Certified Professional – Agile Coaching – (ICP-AC)

ICAgile Certified Expert – Agile Coaching (ICE-AC)

ICAgile Certified Professional - Agility in the Enterprise (ICE-ENT)

ICAgile Certified Professional - Coaching Agile Transformations (ICP-CAT)

Agile Coaching Institute – Integral Agile Theory Wizard for Enterprise Agile Transformations

Scaled Agile Framework Program Consultant (SPC)

Certified Agile SCRUM Master ~ Scrum Alliance

Certified Scrum Professional ~ Scrum Alliance

Multi-Health Systems (MHS) Emotional Intelligence EQ-I 2.0 certified assessor and coach

Master Project Manager (MPM AAPM)

Certified International Project Manager (CIPM APPM)

Fellow of the American Academy of Project Management

Six Sigma Green Belt Certification (PMI)

Lean Six Sigma Green Belt Trained (ACS)

ITIL Foundations Certification

Composer Analyst Certification ~ Texas Instruments

Brainbench Project Management Certification

Certified COOL-Products ~ Computer Associates

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TECHNICAL PROFICIENCIES

Platforms:	UNIX, Windows NT, MVS, Tandem
Tools:	IEF/COOL:Gen, Advantage GEN 6.0; HTML, JavaScript, ASP, COBOL, JCL; MVS Utilities, SyncSort, DB2, Oracle, SQL Server, QMF SQL, SPUFI, CICS, IMS, IDMS; MS Office Suite, MS Project; TSO, ISPF, ROSCOE, QMS, ClearCase, Endeavor, Changeman, Xpeditor, Rational ClearQuest, VersionOne, Rally
Systems:	Applications: Southwest Airlines WiN and Enterprise Management Systems American Airlines Targeted Marketing System(3X), US Airways Airline Target Marketing System TWA Frequent Flier Bonus System, , Travelocity's and Expedia's seat availability systems, General Motors Mexico Tariff Management System, JCPenny's Insurance Customer Acct System, Claims Payment System, Tropicana's Customer and Broker systems, General Motors Payroll System, National Crime Information Center, Title V Federal Operating Permits, Missouri Department of Family Services, Missouri Highways & Transportation, BCBS Customer Information Management, CSW's Mine and Land Information Management Systems, Retail Information Systems, Retail Accounting Systems, HealthNet Call Center, Warner Brothers Trailer and Media Content Website, Loyalty systems, Ford Order to Delivery. Real Estate, Health Care, Consumer product warranty.
Industries:	Airline, Travel & Hospitality, Retail, Manufacturing, Insurance, Utilities, Government