

Digital Transformation and Organizational Change Management (OCM) Leader

Agile SaaS Delivery | Cyber Security | Stakeholder Engagement | Change Impact Assessment | Communications and Training

- Strategic leader with 15+ years success in developing and executing Organizational Change Management (OCM) strategies and plans that minimize disruption and maximize employee engagement for rapid adoption of new processes and technologies, to boost business agility.
- MBA, Prosci certified Change Practitioner, PMI certified PMP, ASQ Certified Manager of Quality/Organizational Excellence ([CMQ/OE](#)), having OCM coaching experience, as the Director of Communications at the Association of Change Management Professionals ([ACMP](#)).
- Drove complex OCM campaigns for enterprise-wide digital transformations impacting 2000+ employees, engaging executive stakeholders, conducting change impact and readiness assessments, developing roadmaps, communications and training plans, creating super-users, and applying OCM tools kit to manage change resistance, and collaborating cross-functionally for reinforcement to ensure change sustainment.
- United diverse teams to synergize as 'One Team', fostering integrity, trust, and system design thinking to solve complex OCM problems. Value-driven professional with lean agile mindset and committed to deliver timely high-quality outcomes, for strategic benefits realization.

Key Achievements

- Managed client/vendor programs, leading **80+** teams across *Telecom, Automotive, Education, Insurance and Financial Services* industries. Oversaw budgets of \$30M+ for R&D, software development, SaaS PPM, ERP, CRM, ITSM solutions and infra/cloud-based deployment.
- Led digital transformation of **5** Project Management Offices (**PMOs**) into Centers of Excellence - **PMCoE** and Lean Agile CoE (**LACE**). Served as a 'Trusted Advisor to Executives' for business and IT strategies alignment, IT portfolio risk mitigation, and change management.
- Coached 50+ teams in adopting agile methodologies (Scrum, SAFe, Lean, Kanban) and DevOps culture for CE/CI/CD. Led as SAFe **RTE**.
- Optimized and automated business processes, applying **Lean Six Sigma**, Value Stream Mapping, and process engineering tools like [ARIS](#).

Professional Experience

Organizational Change Management (OCM) Consultant

May 2024 – Present

[Treasury Board Secretariat](#), [Ontario Public Service \(OPS\)](#), Toronto, ON, Canada

- Managing complex change for digital business transformation, impacting 2000+ employees of 30 ministries of Ontario Public Service, by driving swift and sustained adoption of a new SaaS IT solution for integrated financial Planning, Budgeting, and Forecasting (**PBF**).
- Conducted Change Impact Assessment (CIA), developed OCM Communications and Training plans in collaboration with diverse project teams (technical and business delivery, cyber security, data integration, architecture), and the implementation partner [Ernst & Young](#).

PMO Transformation and Project Delivery Consultant

Jul 2020 – May 2024

[MTP Inc.](#) (Business Founder), Kitchener, ON, Canada

- Created and executed change management strategies, integrating Prosci ADKAR and Kotter OCM models, and collaborating with key stakeholders, for swift and sustainable adoption of new technologies and processes introduced through successful project implementations.
- Led change as 'Agile Transformation Coach' for [Ontario Public Service](#), [LRC I& IT PMO](#). Developed an innovative 'Agile Playbook' for adoption by the organization, by integrating best practices of Scrum, Scaled Agile Framework (SAFe), Lean, Kanban, and DevOps.
- Led project management for [Rogers Communications](#) delivering operational/business system applications, 5G, IOT, and connected cars solutions to B2C/B2B customers. Engaged diverse stakeholders, and managed relationships with European clients [Bentley](#) and [Porsche](#).
- Optimized 'Quote to Cash' process and commercial risk management for the client **Glow Canada**, boosting business profitability by 15%. Stock market financial data analysis for actionable insights, SWOT analysis, data-driven OKRs and KPIs, led to achieve client satisfaction.

Senior Project/Program Delivery Manager, IT PMO

Jan 2022 – Jun 2023

[Rogers Communications](#), Brampton, ON, Canada

- Led 3 concurrent strategic IT projects worth **\$8M**, to automate **5G** and **IOT** services billing, accounting and finance systems; modernize B2C/B2B mobile data sales; and enhance user experience with AI/IOT services in connected cars manufacturing by [Bentley](#) and [Porsche](#).
- Managed governance of project scope, schedule, budget, quality, resources, risks, issues, and changes. Presented projects health reports to executives with budget forecast vs. actuals, resources status, OKRs and KPIs. Applied tools like [JIRA](#), [SAP](#), and [Oracle E-Business suite](#).
- Met stakeholders' expectations, collaborating with sponsors, clients, and 20+ BUs like IT, architects, release, information security, finance, procurement, and legal. Managed cross-functional communications using **RACI** and **RAID** logs, and tools like [Confluence](#) and MS Teams.
- Drove complex RFPs development, vendor contract lifecycle management, and negotiations with vendors [HPE](#), [Syniverse](#) and [Amdocs](#).
- Ensured project compliance to PMO processes, with health checks via in-flight reviews. Conducted project post implementation reviews to record lessons and recommend improvements for processes workflow, financial planning, risk mitigation, and transactional efficiency.

Program Manager, EPMO Digital Transformation

Jul 2017 – Jul 2020

[Ford Motor Company](#), Dearborn, MI, USA

- Achieved successful digital transformation of EPMO into Lean Agile Center of Excellence (LACE), enabling product-based global delivery of \$50M+ IT portfolio with cost saving of \$6M, aligned with Ford's business strategy to be Product Driven Organization (PDO).
- Crafted and executed the transformation roadmap, to establish key milestones and metrics (OKRs and KPIs) for program status reporting.

- Drove enterprise-wide change by developing/implementing strategies and plans to assess change impact, engage key stakeholders, manage resistance, and train 80+ R&D teams for adoption of new processes, technologies, tools, and best practices of SAFe and DevOps culture.
- Change management strategy included applying synthesis of Prosci ADKAR and Kotter/Levin OCM models, innovative OCM tool kits, compelling communications/posters, training workshops, lunch/learn sessions, and ‘**Change Canvas**’ for progress reporting to executives.
- Instituted a **Business Value Realization** methodology to enhance ROI for 30+ IT programs and workflow across 50+ business streams. Supported business leaders and key stakeholders in their role as change champions, for sustained application of the new BVR methodology.
- Optimized demand management for programs intake, prioritization, and portfolio capacity/resource planning. Enhanced IT governance by re-engineering portfolio in-flight **reviews process**, [SharePoint](#) sites for data integrity, and integrating SaaS PPM tools [Clarity](#) and [Rally](#).
- Synthesized data for reporting to executive leaders, applying best practices of Lean Six Sigma and [Fujitsu](#), using tools ([PowerBI](#), [ARIS](#)).

Program Management Consultant/Agile Coach

Jan 2016 – July 2017

[Ford Motor Company](#), Allen Park, MI, USA (via [Xoriant Corp](#))

- Coached agile methodologies and DevOps best practices to 50+ global matrix teams, earning recognition with a CIO appreciation award. Achieved 20% improvement in programs set-up time, CAPEX/OPEX and risk management by data analysis and predictive risk modeling.
- Achieved up to 12% cost reduction in programs through collaboration with 30+ business units, program teams, and global enterprise PMO. Trained teams in program business case preparation and cost estimation, for accurate budget forecasts and rapid approvals by executives.
- Supported program teams in software release planning/management, reducing Time-to-Market, and enhancing business operational agility. Led program ‘Post Implementation Reviews’ to evaluate success and customer satisfaction (NPS) and recommend process improvements.
- Improved data flow for B2B E-commerce, ERP (SAP), and Supply Chain Management (SCM) in [Global E-Commerce Program](#) (\$7M), transforming processes for software applications integration with 1100+ global suppliers, while implementing the [Axway](#) cloud solution.
- Enhanced collaboration of 50+ R&D business units, for modernizing PLM, EDI, and AI systems in [Future State Vision Program](#) (\$20M). Optimized CRM and IT service delivery, while implementing [Dynamics 365](#) in the [Contact Center as a Service \(CCaaS\) Program](#) (\$6M).

Manager, IT Services Project Management Office (PMO)

Dec 2014 – Jan 2016

[Algonquin College of Applied Arts and Technology](#), Ottawa, ON, Canada

- Led PMO team to success, managing 30+ ITSM projects portfolio for IT services delivery to 22,000 students and staff across 5 campuses. Optimized PMO methodology, processes, operations, controls, knowledgebase, templates, and tools for end-to-end project management.
- Guided 7 project managers in **PMBOK** best practices for professionalism. Evaluated performance of PMO team, to develop training plans.
- Led implementation of SaaS **ERP** solution [WorkDay](#), to replace legacy HCM, Finance, Cash Management, and Payroll system [PeopleSoft](#). Drove structured change campaign for faster adoption of new system/processes across multiple teams, by applying Prosci ADKAR model.
- Monitored portfolio performance, and presented status, OKRs & KPIs to Steering Committee, building consensus for **Stage-Gate** decisions. Served as a trusted advisor to IT leadership for aligning IT and business strategies, data-driven IT governance, and resource management.
- Enhanced PMO maturity by project audits for SDLC process compliance/quality; and a Project Management Community of Practice (**CoP**). Reviewed project charter, plans, key deliverables, financials, risks, issues, and lessons to identify gaps and interdependencies of projects.
- Managed diverse high-stake ITSM projects - [U-Pass Project](#) for transport fare E-payments; VMs/data migration to [MS Azure](#); Office 365 implementation; CRM upgrading by [Salesforce](#); integration of 50 POS for [PCI DSS](#) compliant debit/credit card payment transactions; and Computer Assisted Facilities Management (CAFM) project to implement a COTS IWMS for real estate property and assets management

Chief Trainer, OCM and Project Management

Dec 2013 – Dec 2014

[AIMS Inc.](#), Kitchener, ON, Canada

- Mentored emerging OCM professionals, as **Director of Communications** at Association of Change Management Professionals ([ACMP](#)).
- Applied expertise in **PMBOK**, to train 30 project managers and PMI-PMP certification candidates, resulting in 90% first attempt pass rate.

Manager, Portfolio Delivery Quality

Dec 2012 – Dec 2013

[Majesco](#), New York, NY, USA

- Managed **50+** IT projects portfolio quality, reporting to **Snr VP**, for delivery to insurance industry clients like [Aviva](#), [RBC](#) and [State Farm](#).
- Turned around an at-risk **\$30M Billing/Cash System** program, migrating 50M+ customer accounts with data integrity, to prevent \$4M loss.
- Crafted and executed **Geo-Delivery Roadmap**. Optimized IT portfolio quality data analytics and project performance reporting processes.
- Audited 25 projects for compliance with the standards (**CMMI L5**, ITIL, TOGAF, RiskIT, ISO) and financial regulations (AML, SOX).
- Optimized software QA/release processes with **ARIS** tool, achieving 20% faster releases and UAT, enhancing UX and client satisfaction.
- Drove structured change management, training project teams to adopt new ITSM processes, by applying the Prosci ADKAR OCM model.

Process Compliance Auditor, PMCoE

Apr 2012 – Dec 2012

[Sun Life Financial](#), Waterloo, ON, Canada

- Achieved CMMI L3 certification for the Application Services organization EPMO, transforming EPMO into a PMCoE, which oversaw four PMOs across Canada, USA, and Far East. Audited 75+ IT projects across 4 business lines of this Fortune 500 financial services provider.
- Led change management by training the trainers, E-learning modules, and mobilizing teams by clear communications to key stakeholders.
- Identified risks and compliance gaps in SDLC and project management processes, by auditing projects and presenting results to executives. Projects audit approach synthesized best practices of SCAMPI, CoBIT, Cyber Security, RiskIT, ISO 9001 QMS, ISO 20022 and ISO 27001.
- Implemented the agreed risk mitigation strategies, collaborating with Directors of PMCoE/PMOs, project managers, and the vendor ([TCS](#)).
- Improved Software Development Life Cycle (SDLC)/Project Management Life Cycle (PMLC) processes, and on-line process asset library.

Process Excellence Program Manager, Handheld PMO

Jan 2007 – Jul 2011

BlackBerry Ltd., Waterloo, ON, Canada - formerly Research In Motion (RIM) Ltd

- Transformed the PMO by process excellence and automation for smart phones/apps development and global delivery of 40+ NPI programs.
- Led 5 complex change initiatives for rapid adoption of new processes/tools, reducing resistance and maximizing buy-in of stakeholders.
- Developed and implemented a PMO Methodology, doubling program planning & approval efficiency, and slashing documentation by 80%.
- Re-engineered the Product Development Process (PDP) to integrate **Stage-Gate** executive approvals, slashing sunk cost and saving **\$5M+**.
- Designed and automated Process Communication and Risk Management portals, enhancing online collaboration across 70+ global teams. Reduced program lifecycle risks by 15%, by predictive risk analysis, and integration of CMMI, Lean Six Sigma, and RiskIT best practices.
- Optimized resource management, implementing [PlanView](#) tool. Supported *LASER* program, achieving 16% faster delivery to 110 carriers.

Project Manager, Technology Strategy PMO

May 2006 – Jan 2007

TELUS Mobility, Toronto, Canada (*Forbes 500 Telecom Company*)

- Enhanced PMO maturity level by 67% to achieve 15% better Time-to-Market of 25 **OSS/BSS** projects for wireless and wireline solutions. Improved business case development process. Introduced Design Deep Dives for risk analysis at key check points in NTI project lifecycle.
- Managed cross-enterprise project of TELUS and [Bell Canada](#) to create a Radio Access Network linking Toronto, Calgary, and Montreal. Integrated project WBS, schedule, cost estimation, financials, and Earned Value Management (EVM), applying Microsoft Project tool.

Aerospace Industry Experience

Technology Project Manager

Jan 2000 – Jan 2005

Space & Upper Research Commission, (SUPARCO), Karachi, Pakistan (*National Space Agency*)

- Managed aerospace R&D, safety management, and satellite C3ISR projects. Saved \$1.5M by innovation and [IEEE](#) published my [research](#).
- **Squadron Leader** at [Pakistan Air Force](#): Managed avionics engineering projects, leading teams of 80+, collaborating with civil aviation, and OEMs like Lockheed Martin and Boeing. Also, served as a teaching faculty member at the Air Safety institute and [NUST](#) university.

Education

- **MSc** - Master of Science in Computer Engineering; Apr 2004; [Sir Syed University of Engineering & Technology](#)
- **MBA** - Master of Business Administration in Marketing; May 2000; [Preston University](#)
- **B.Sc.** - Bachelor of Science (Honors) in Strategic Planning/War Studies; May 1998; [Air War College](#), [University of Karachi](#)
- **B.Eng.** - Bachelor of Engineering in Avionics Engineering; [CAE](#), [NED University of Engineering & Technology](#)

Certifications

- **Project Management**: Project Management Professional (**PMP**), Agile Certified Practitioner (**PMI-ACP**), Scaled Agile Framework (**SAFe**) Advanced Scrum Master (**SASM**), Information Technology Infrastructure Library (**ITIL**) V4F, and Professional Engineer (**P.Eng.**) license.
- **Process Improvement/Compliance**: Six Sigma Green Belt, ASQ Certified Manager of Quality/Organizational Excellence (**CMQ/OE**), IRCA Certified ISO 9001 QMS Auditor, Goal Question Metric (**GQM**), and Capability Maturity Model Integration (**CMMI**) V1.3
- **Organizational Change Management (OCM)**: Certified Change Practitioner (Prosci ADKAR model)

Technical Skills

- **PPM Tools**: Microsoft Office 365, Teams, [MS Project](#), [SharePoint](#), MS [PPM](#), [Clarity](#), [Rally](#), [PlanView](#), [Asana](#), [JIRA](#), [Confluence](#)
- **Process Improvement/Modeling**: System Design Thinking, CMMI, Lean Six Sigma, ISO 9001 QMS, ISO 20022, ISO 27001 ISMS, Theory of Constraints (TOC), Value Stream Mapping (VSM), Microsoft Visio, Architecture of Integrated Information Systems ([ARIS](#)).
- **SDLC and PMLC**: Waterfall, Scrum, SAFe, Disciplined Agile Delivery (DAD), XP, TDD, Lean, Kanban, DevOps, PRINCE2, PMBoK
- **Change Management**: Prosci ADKAR, Kotter OCM model, Rummler Brache, ACMP Standard for Change Management
- **IT Strategy**: The Open Group Architecture Framework (TOGAF), ITIL, RiskIT, CoBIT
- **Data Analysis and Business Intelligence (BI)**: Microsoft Excel, Access, [PowerBI](#), Oracle Tableau
- **ERP, SaaS, PaaS, IaaS**: [WorkDay](#), [PeopleSoft](#), [SAP](#), [Oracle E-Business](#), [Salesforce](#), [ServiceNow](#), [Azure DevOps](#), [Archibus](#) IWMS
- **Technologies**: 5G, Internet of Things (IOT), Artificial Intelligence (AI), Web, GSM, CDMA, LTE, OSS/BSS, EVDO, VOIP, IVR, TCP/IP, Fiber Optics, Radio, Satellite, and C3ISR (Command, Control, Communications, Intelligence, Surveillance & Reconnaissance)