

BOB R. SANDERS, PAL, PSM

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AGILE SCALABILITY * PROJECT & PRODUCT MANAGEMENT

Agile certified expert (PSM, PAL) specializing in full life cycle development, digital transformation, enterprise-level IT deployment and project implementation for scaled IT engagements. In-depth experience with SDLC utilizing Waterfall, Agile, Six Sigma, Scrum, Kanban, Nexus and SAFe methodologies.

Developed and led high-performing project teams in complex, rapid-growth, and highly regulated environments spanning diverse industries, including commodities, healthcare, financial services, insurance, and manufacturing.

PMO-level experience. Provided end-to-end project management, from inception through achievement of all deliverables. Managed virtually to keep remote projects on track. Turned around struggling projects. Identified potential problems, removed obstacles, and facilitated success.

Understanding of enterprise and C-suite executive leadership and coaching needs, while integrating vision, business direction, and technical direction all aligning to support strategic goals to be a force for change leadership. Additional competencies:

- Metric Focused
- Enterprise Product & Value Management
- Enterprise Resource Planning (ERP)
- Digital Transformation
- Process Management, Process Improvement
- Resource Allocation & Asset Management
- Cross-functional Collaboration
- Agile Transformation
- Team Building & Leadership
- Regulatory Compliance
- Budget Control, Cost Reduction
- PMO Process Transformation

PROFESSIONAL EXPERIENCE

MISO – CARMEL IN, **EXECUTIVE ENTERPRISE PRODUCT AND AGILE TRANSFORMATION COACH** 3/23 – 11/23

Consulted and led the Enterprise adoption of Product based practice to interface with Software Development Life Cycle (SDLC), Agile best, Business Readiness and Transformation best practices.

- Transformed current Waterfall/Agile hybrid practices to a Product and Value based delivery focusing on standards, metrics, methods, training, coaching and continuous improvements. Increasing quality and speed of delivery, streamlined resource management, communication between product, project, and enabling teams resulting in an increase of 40%.
- Developed transformation plan tools such as Product Management Playbook, 11 dimensions of Enterprise Assessment metrics to measure Agile Teams, and improvements on transforming SDLC to Agile, affecting all portfolio, enabling team members, and delivered services in the Enterprise. Resulting in a streamlined and faster process from intake through delivery saving time, resources, and more accurate budgets.
- Performed Product and transformation training, which increased understanding and adoption of Product Management at the Executive and Leadership levels by 30%.

FHLB BANK – CINCINNATI OH, **EXECUTIVE ENTERPRISE AGILE TRANSFORMATION COACH** 8/22 – 3/23

Introduced Enterprise best practice to utilize Agile principals while teams faced support challenges such as severe level 1 (outages) and keeping delivery commitments.

- Working closely with senior executive leadership developed the transformation road map and playbook that aligned all objectives, and delivery from Waterfall to Agile resulting in an increase of delivery of both project completions (+20%) and on time results (+40%).
- Developed Traceability from Vision to Delivery that mitigated team attrition facilitating seamless resource substitution.
- Aligned and integrated SDLC and Agile (Kanban, Scrum, Nexus and SAFe) principles and Metrics resulting in clear PMO objectives.

FANNIE MAE – WASHINGTON D.C. – **SENIOR AGILE COACH, APPLICATION STABILIZATION** 11/21 – 8/22

Introduced Enterprise best practice to utilize Agile principals while teams faced support challenges such as severe level 1 (outages) and keeping delivery commitments.

- Utilizing Kanban and Scrum principals within four silo teams increased deliver each increment by 50%.
- Improved Enterprise Ways of Working (WoW) that allow for disruptions, provide solid metrics that help leadership understand the nature of the disruptions, the impacts to the team and continue to reinforce ownership delivery to the teams.
- Developed and implemented the Agile Center of Excellence (COE) establishing stronger Enterprise guidelines the respond to blockers and dependencies more efficiently resulting in the end-to-end view of delivery across multiple teams resulting in larger project pipeline, better quality of measurements, and a 40% alignment to on time delivery.

BOSTON SCIENTIFIC – BOSTON, MA – **DIRECTOR, AGILE CENTER OF EXCELLENCE**

2/21 – 9/21

Stabilized Agile digital transformation (SAP) best practices. Led Agile practices and training for 15 Scrum teams (400+ individuals). Reported to executive leadership on program OKR achievement – progress, velocity, team estimating. Increased understanding between framework, quality, and delivery.

- Transformed project teams from a Waterfall delivery methodology to Agile by scaling the Agile journey from hybrid (Waterfall/Agile) to Kanban through to Scrum model, while focusing on an Enterprise-wide digital transformation and implementation of SAP S4Hana improving delivery times by 25%.
- Developed team assessments to quickly determine skill levels and training gaps. Created and delivered a training program that empowered new Scrum Masters and Product Owners to become productive faster.
- Provided an Enterprise Agile Assessment setting the stage for the creation of Business Transformation and Resource Director.
- Developed two Agile Guilds (Architect and Enabling Teams) focusing on quality, and delivery resulting better communication channels resulting in a reduction of rework by 40%, saving time and budget.

ARCHER DANIELS MIDLAND (ADM) – Erlanger, KY – **Director, Agile Center of Excellence**

2/20 – 1/21

Stabilized Agile digital transformation (SAP) best practices. Led Agile practices and training for 20 Scrum teams (300+ individuals). Reported to executive leadership on program KPI achievement – progress, velocity, team estimating. Increased understanding between framework, quality, and delivery.

- Transformed project teams from a Waterfall delivery methodology to Agile by scaling the Agile journey from hybrid (Waterfall/Agile) to Kanban through to the SAFe model. Improved focus on quality of delivery and increased team velocity an average of 35% for 3 consecutive program increments. Supported enterprise-wide digital transformation and implementation of SAP S4Hana.
- Developed team assessments to quickly determine skill levels and training gaps. Created and delivered a training program that empowered new Scrum Masters and Product Owners to become productive faster. Reduced new Scrum Master ramp up time by 75%.
- Ensured Scrum teams were able to accurately refine product backlogs to include user story development and product owner alignment with solid acceptance criteria.

BAXTER (HILLROM) – Batesville, IN – **Agile PMO Lead**

11/16 – 2/20

- Introduced and drove enterprise-wide acceptance of Agile in a \$3.5B global company, from C-Suite through individual project level, including resource planning, structure, computing business value, and business integration.
- Led transformation that consolidated Hill-Rom subsidiaries (Welch Allyn, Liko, and Voalte) with Hill-Rom customers to form the Master Data Management (MDM), Data Stewards, and Data Group. This was the first program Hill-Rom used the Agile Framework to complete.
- Incorporated the Agile Framework into Hill-Rom's Software Development Lifecycle, including resource management, deployments, and regulatory implementation processes to global partners.
- Program Manager for eProcurement electronic invoice program (based in Europe). Controlled \$500K program budget.
- Project Manager Master Data Management consolidation successfully completed with location diverse team on time and budget.

KROGER – Cincinnati, OH – **Health and Wellness Agile Lead**

11/15 – 11/16

- Converted from Waterfall to Agile process and managed Pharmacy projects using SAFe Agile methodology.
- Coached, trained, staffed, and managed beginning from one team to five teams in 12 months. Each team consistently meeting target goals. Developed and implemented metrics for growth and team performance helping to understand Objectives and Key Results (OKRs) as impacted by Key Performance Indicators (KPIs).
- Facilitated product demonstrations to senior executives. Established methodologies that were elevated to the Standard of Excellence (SOE) for Kroger Pharmacy Agile adaptation.
- Transformed legacy Waterfall financial reporting to Agile Center of Excellence (COE). Streamlined project budgeting process to conform to Agile methodologies. Achieved approval for the \$2.1M project budget.

SYNCRONY BANK – DAYTON, OH Consultant / Agile Program Manager

10/14 – 11/15

Led review of software compliance across geographically separated business and IT teams. Managed \$24M budget covering software licensing transfers from GE Financial to spin off agency – Synchrony Bank.

- Resolved out-of-compliance issues resulting in hundreds of thousands of dollars in hard savings.
- Moved compliance from a Waterfall to Agile and introduced SCRUM and introduced Workout Organizational Change Management (OCM) model to fast-track completion. Completed project 12 months ahead of schedule.

CATHOLIC HEALTH INITIATIVES (CHI) – ERLANGER, KY SAP Program Manager, EPMO

7/11 – 9/14

Managed strategic portfolio of projects for all CHI health and safety systems. Oversaw the large, decentralized project teams of 55 resources.

- Led project teams in successful development and deployment of a unified company intranet portal supporting employee benefits and wellness programs serving 90,000 employees. Completed all deliverables; finished project \$200K under budget and 2 months early.
- Took control and turned around a struggling project that was 2 years behind schedule, over budget and provided little control for the supporting consultant. Within 8 months, had project running 30 days ahead of schedule, with scope and budget on-track. Developed and executed a plan of transfer that empowered internal CHI resources to lead efficient implementation nationwide.

EARLY CAREER – Project/Product management, Agile coaching, and Change management for Cintas, Kroger, GE Aviation, Cablevision, Alliance Data Systems (ADS), Delta Airlines, Systemax, and others. Veteran of the United States Air Force. Additional details available upon request.

EDUCATION

Technical Expertise: Waterfall, Agile, Scaled Agile Framework (SAFe), SCRUM, Agile Nexus, RUP, SAP, MS Project, Oracle, Planview, Clarity, Visual Basic, Java, J2EE, Front Page, Active Directory, IP and Secure Protocols, HTML, RoboHelp, Star-Trainer, VISIO, Clarity/ABT/NIKU/JIRA, Vignette, ValuScape, Test Track, UNIX, Spectrum iVantage, One View, Windows (all releases), Microsoft 365 / Microsoft Office (Word, Excel, Access, PowerPoint), GE WorkOut OCM. **Certifications:** Professional Agile Leader (PAL), Professional SCRUM Master (PSM), Six Sigma Green Belt. **Professional Development:** Agile Training Certification. Completed PMP training – Project Management Institute (PMI). Course Designer – Brainscape.com. Clearable “Secret” Security clearance.