

# David Hughes

## Executive-level Leader, Lean-Agile Expert, Technologist

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### Professional Summary

- Vice president (VP), partner-level management consulting director, line manager, and entrepreneur.
- Expertise and experience include executive leadership, Lean design/production, Agile methods, new product development, project management, management/financial accounting, teaching/training/coaching/mentoring.
- Featured speaker at Agile & Beyond, Lean-Kanban North America, AgilePhilly, PMI Southeastern Region, the Network for Women with Careers in Technology, the AICPA, the Software Engineering Institute, and the Naval Undersea Warfare Center.
- Served on the faculty of Carnegie-Mellon University, Northwestern University, Camden County Community College, and Cabrini College.
- Originator of Accepted Value Costing (AVC), the evolutionary approach to Lean-Agile costing and decision making.

### Professional Experience

#### Senior Lean-Agile Enterprise Coach, Vanguard, Malvern, PA

April 2018 – Present

Recruited to be the Lean and Agile thought leader, mentor, coach, and technical team-builder across business units and the Chief Technology Office. Chartered to “raise the bar” for organizational agility from within. C-level engagement for strategic planning and implementation. Trained over 1,000 people for Lean approaches and Agile methods. Devised, implemented, and completed a year-long empirical study of team maturity levels per Vanguard’s Lean Operating Model. Applied formal systems thinking and statistical methods using hypothesis testing, benchmarking, critical success factor analysis, and trending; continuously improved teams, programs, and business units.

#### Enterprise Agile Coach (Consultant), Blue Agility, Bristol, PA

January 2018 – March 2018

Scaled Agile Framework program consultant to a Tier 1 insurance client. Responsible for Agile release train (ART) mobilization. Coaching and training of business epic owners, product managers, product owners, and release train engineers (RTE). Servant leader for program management, product backlog refinement, and at-scale program increment (PI) planning.

#### Enterprise Agile Coach (Consultant), Lincoln Financial Group, Radnor, PA

June 2017 – January 2018

Enterprise Agile coach for annuity, life insurance, retirement planning, and service distribution initiatives. Member of the small team of enterprise Agile coaches responsible for formulating and executing Agile strategy, and for tactical direction applying consistent, effective practices using Scrum methodology and Kanban techniques at the portfolio, program, and team levels. Deep engagement with executive-level and business unit decision makers to promote the Agile philosophy and the business value of Lean methods.

#### Vice President, Agile Process Management, Berkadia Commercial Mortgage LLC, Ambler, PA.

November 2015 – March 2017

IT vice president, enterprise Agile coach for all Agile teams in the U. S. and India. Servant leader for all Agile team coaches, Scrum Masters, product owners, Kanban team leads, Kanban service owners, Kanban business owners. Member Innovation Technology Leadership (ITL) team. Created, led, and successfully completed the multi-year enterprise-wide Agile transformation. Achieved Agile at scale involving nearly three dozen teams across the enterprise.

#### Enterprise Agile Transformation Leader (Consultant), Berkadia Commercial Mortgage LLC, Ambler, PA.

January 2015 – October 2015

Enterprise Agile coach, Scrum Master, and Kanban team coach for customer-centric and systems integration projects in mortgage banking and investment sales. Servant leader for multiple geographically distributed teams in a fast-paced development environment. Created and led the successful year-long initial phase of the enterprise Agile transformation effort. Accelerated team-level and cross-business value delivery clearly based on formal empirical methods.

#### Agile Coach / Scrum Master (Consultant), UnitedHealth Group, Horsham, PA.

June 2014 – December 2014.

Agile coach for the Digital Services division responsible for evangelizing Agile philosophy and Scrum methodology to senior executives, business owners, and delivery teams encompassing data warehousing, shared services, and mobile app business solutions. Selected and trained new product owners, refined product visions, and implemented metrics for DevOps.

#### Agile Coach / Scrum Master / Project Management Office Leader (Consultant), JP Morgan Chase, Wilmington, DE.

October 2013 – May 2014

Implemented the data analytics Agile program office. Responsible for Agile coaching, Scrum team servant leadership, and enterprise project portfolio management for the credit card division.

## **Technical Line Manager / Agile Coach and Scrum Master / Enterprise PM (Consultant), SEI, Oaks, PA.**

August 2011 to September 2013.

Distributed Applications line of business management responsibility for four groups: Data Services, Business Integration Services (Trust data real-time replication), Automated Audit and Archival solutions, and Global Wealth Management (GWP) cross-platform solutions. Responsible for portfolio management, capacity planning, budgeting, project estimating, quality control/assurance, full system development life cycle, Managed four project managers and 40 business analysts, developers, and quality assurance technicians, both on-site and offshore. Applied Agile software system development methods, technical product quality control, operational process improvement techniques, and vendor management best practice. Introduced Agile methods (Scrum, XP) to the Technology Services Unit (TSU).

## **Owner, D. Hughes & Co., Exton, PA. September 2005 – July 2011.**

Management consulting, Lean process improvement, training, and contract course development. PMI Global Registered Education Provider. Advisor to various clients for programs up to \$80 million, including PEMEX (Petroleo de Mexico), The College Board, Philadelphia Insurance Companies, and various pharmaceutical, financial, and startup firms.

## **Director, Springhouse Education and Consulting Services, Exton, PA. June 2003 – August 2005.**

Project management education and consulting services. Line-of-business responsibility for training, consulting services, and business development for project management. In two years increased PM division revenue five-fold and grew profit margins from single digits to approximately 30% on annualized sales revenue.

## **Managing Director, Whitford Croft, Inc., Exton, PA. November 2001 – May 2003.**

Business process improvement, Lean principles, and project management consulting. Focused on small- to mid-sized firms. Usually worked within an executive or C-level committee as acting CIO.

## **CIO, Design2Build, Inc., San Francisco, CA and Philadelphia, PA. August 2000 – October 2001.**

Venture capital funded start-up. Owned \$2.5 million budget and a staff of 10. Designed, developed, and launched a Web-based real-time collaborative engineering project management environment for company operations and customers in Philadelphia, San Francisco, Alaska, and the Philippines.

## **Director, Answerthink, Philadelphia, PA. August 1998 – July 2000.**

Partner-level executive with line-of-business responsibility for strategy, architecture, and systems integration management consulting and process improvement at the Fortune 250 level. 14 direct reports with an annual revenue target of \$2.4 million. Generated \$10 million in new business in a single year.

## **Principal Consultant and Co-Director, CTG, Buffalo, NY. April 1995 – July 1998.**

Co-director for the National Enabling Technologies Practice.

Responsible for direction of this 200-person virtual team which accounted for approximately \$24 million in annual revenue. Formally recognized at the 1998 Achievement Forum as the company's "Most Admired Consultant".

**Prior to 1995**, work experience was in electronic systems engineering for aerospace, submarine warfare, intelligence, and embedded systems. During this time, raised funding to start DBx, Inc. to commercialize memory-resident, hard real-time database system technology for embedded systems. Served as chief technology officer and primary product owner for two years.

## **Degrees and Certifications**

- Master of Science, Computer and Information Science, New Jersey Institute of Technology earned 1984-1986; degree conferred May 1987.
- Kanban Coaching Professional (KCP) certified by Lean Kanban University (2017) <http://edu.leankanban.com/coaches>.
- Certified Scrum Professional (CSP-PO, CSP-SM) certified by the Scrum Alliance (2015-2021) #217925.
- Scaled Agile Framework (SAFe) Program Consultant (SPC) certified by the Scaled Agile Academy (2015).
- Object Management Group (OMG) eXtreme Programming (XP) Certificate (1997).
- Project Management Professional (PMP) certified by the Project Management Institute (PMI, 2002-2021) #54267.

## **Technical Qualifications**

### **Database Systems / Programming**

Oracle RDBMS, SQL Developer, PL/SQL, Tableau, AWS Glue, Amazon Athena, Amazon EMR, Java, ERwin, Embarcadero ER/Studio, Salesforce (SFDC), AWS, Microsoft Windows Server, Microsoft SQL Server, Transact SQL, Microsoft SQL Server Management Studio and Analysis Services, Eclipse Pro, Java JSE DK, Cucumber, Gherkin.

### **Agile Lifecycle Management / Collaboration**

VersionOne (system administrator), Rally (subscription/system administrator), Jira Agile and Confluence, Team Foundation Server (TFS), SharePoint Server, Windows Sharepoint Services, HP ALM/SM.

### **Systems Engineering / SCORM / LMS**

Team Foundation Version Control (TFVC), Visual Studio Ultimate 2013, Microsoft Visual SourceSafe, TortoiseSVN, Subversion (SVN), Anthill Pro, Jenkins, BitBucket, Adobe Presenter, Adobe Captivate, Inquisiq, Absorb.