

Balasubramanian Swaminathan

Managing Partner

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Education

- BTech – Bachelor of Technology [BS] in Electronics and Communication Engineering, National Institute of Technology (NIT), Kurukshetra, Haryana, India
- PGDIM (Post Graduate Diploma in Management) and PGDMM (Post Grad Diploma in Marketing Management) from Indira Gandhi National Open University, New Delhi, India
- Project Management (Honored Certificate) from University of California Berkeley Extension – 2 years course
- Project HR Management (Human Factors Team Dynamics) from UC Berkeley Extension
- Professional Sequence in Agile Management UC Berkeley Extension, 1-year course

Awards, Honors and Achievements

- SPCT from Scaled Agile Inc. – Transformation Expert and Catalyst, Strong transformation experience, deep SAFe knowledge and implementation, and lifelong learning
- Conducted Scaled Agile Training at Teradata (1200+ participants) and at Albertsons (500+ participants) including Executive Leaders, Leaders in Engineering, Product, Program Management, Scrum Teams, and other business cross-functions
- Received GE Impact Award in 2018 (Enterprise Agile Transformation: Created Lean Agile SDLC process for GE Healthcare Digital businesses and transformed it from traditional PRD)
- Received GE Above & Beyond Silver award in 2016 (Empower and Inspire each other as a leader) – spearheaded solutions for complex business and product development problems
- Received GE Above & Beyond Bronze award in 2016 (Customers determine our success) – Facilitated a very successful Customer visit – Health Management Academy
- Received several Siemens REACH awards in 2006, 2007 and 2009 (Stretch Product Dev Goals) for extraordinary effort in product development and meeting customer milestones



Balasubramanian Swaminathan is a visionary Transformational Strategic Executive Leader, Enterprise Strategy Planning and Operations Leader, Enterprise Business Agility Strategist, Enterprise PMO Leader supporting traditional, hybrid and agile mindset and practices, Program and/or Product Portfolio Leader, Technology Leader, Flow Enabler, who actively promotes pragmatic product, solution and service development culture, mindset, and practices.

Bala is an Enterprise Transformation Architect, Trusted Executive Advisor, Lean Agile Leader, and Practitioner who has contributed to many senior leadership roles across business, operations, and technology. Overall, 27+ years of global work experience covering US, Europe, and India.

To mention a few industries with exemplary customer success stories: cloud-based / on-prem retail solutions, cloud-based healthcare digital systems, cloud-based financial systems, cloud-based personality assessment tools, radiation oncology - medical devices, security control systems, network technology, mobile technology, automotive/car dashboard digitization, defense technology.

Work Experience

Future Agile – Nov 2023 until current

Accomplishments:

Managing Partner | Executive Advisor | Product Portfolio Leader

Sherwin Williams, Digital Technology – Mar 2023 until current

Accomplishments:

Transformational Strategic Leader & Architect | Executive Advisor | Product Portfolio Consultant

- Collaborate to create OKRs and KPIs at Strategic Initiatives, Portfolio / Value Stream levels
- Collaborate across the cross-functional leaders and teams accountable to agreed-upon initiatives
- Provide executive advisory services, agile transformation services to enterprises across the globe
- Lean Product Portfolio Management, Program Management and Governance that includes metrics and measurements – supporting both Traditional and Agile mindset and practices
- Transformation Architect who actively influences executives, and leaders in rolling out iterative thinking model across the enterprise that includes both Business and Technology
- Spearhead to influence and rollout the mindset, culture, and practice to adapt to the “Product Operating Model” – instill flow-based thinking model and organize teams around customer value by establishing “Value Stream Management” across the enterprise
- Spearhead to influence and rollout digital, iterative and lean thinking model in product management
- Spearhead to influence pragmatic iterative thinking model at team, program level for technology organization rolling out Scrum, Kanban and Hybrid XP mindset, culture, and practices
- Digitize enterprise-wide tools and technology to an eco-system that's consistent, repeatable, and scalable which truly embraces the perspective of “one size does not fit all”

Agility Minds Inc: May 2017 until current

Role: Founder & Executive Coach | Transformation Architect Consultant

- Provide executive advisory services, agile transformation services to enterprises across the globe
- Lead in developing cross-functional bi-annual / annual / 2-year / 3-year strategy and operating plan
- Share insights in real-time on strategic performance thru tools and methods that are repeatable
- Partner and collaborate with key leaders (commercial/business, product, tech/operations, finance, people management) to ensure key initiatives are delivering expected results

Albertsons Company Inc., California – June 2021 until June 2022

Description

Albertsons Companies is at the forefront of the revolution in retail. With a fixation on innovation and building culture, our team is rallying around a unique vision: forging a retail winner that is admired for national strength, deep roots in the communities we serve, and a team that has passion for food and delivering great service.

Accomplishments

Head of Enterprise PMO:

- Govern and oversee all the traditional projects, programs, portfolios including digital pillar i.e., create visibility and transparency around the budget spend of \$700+ million allocation across all of Albertsons products and 24+ brands for scope, cost, schedule, risk, quality, and people
- Setup governance and track portfolio performance measures thru bi-weekly portfolio connects across all pillars of business and technology (traditional and digital product lines)
- Partner with the Chief Product Officer to stand up a Lean Agile Center of Excellence to provide expert knowledge and best practices for product and agile across 24 brands in Albertsons
- Actively coach enterprise-wide executives and leadership teams in a flow-based thinking model
- Create a roadmap working closely with executive leadership team to move projects / programs to iterative thinking model (by retaining handful of the traditional projects and program “as is”) including the overall planning, budgeting, and oversight of the entire Albertsons technology investment to ensure business outcomes are achieved and costs are managed within thresholds
- Develop and execute the roadmap for moving legacy project management tools to agile tools
- Develop and execute Business Agility Transformation across the entire digital product lines by influencing product thinking vs project thinking and implement value stream models
- Implement Product Portfolio Management Tool - digitize the labor capitalization process; establish OKRs, KPIs at portfolio level; create outcome focused metrics at Program and Team level
- Establish Lean Agile Governance thru digital tools – PPM, JIRA, Power-BI reports

Teradata Corporation, California – Apr 2019 until May 2021

Description

Teradata Vantage – Pervasive Data Intelligence - As data volumes grow faster than ever, businesses struggle to get answers. Vantage uses 100 percent of available data to uncover real-time business intelligence at scale, powering the new era of Pervasive Data.

Accomplishments

Senior Director, PMO:

- Govern and oversee all the traditional on-prem products, multi-cloud products; create visibility and transparency around the budget spend of \$850+ million allocation across all of Teradata products and solutions covering scope, cost, schedule, risk, quality, and people
- Visionary leader spearheaded the Lean Agile practices for Cloud Data Analytics and Solutions across 10 global locations, 150+ scrum teams, across several portfolios covering 50+ products
- Spearheaded light weight, nimble SDLC process called UOLC (Unified Offering Life Cycle) within Business & Technology
- Spearheaded digitizing enterprise portfolio strategy that involves creating vision, lean business model, roadmap, personas, goals, and initiatives in a digitized single source of truth
- Spearheaded Portfolio optimization using lean agile model: capacity planning, budget, Capex and Opex calculations, consistent enterprise-wide prioritization techniques, digitized dashboards for tracking SMART goals, KPI metrics, OKRs, and roadmaps
- Led a global lean agile coaching team, Program Managers (Release Train Engineers) and Scrum Masters that covers lean agile training, coaching, mentoring and technical and DevOps practices
- Successfully rolled out an Agile Playbook implementation plan; led the efforts in Value Stream and Agile Release Train (ART) identification
- Led the coaching team that rolled out Epic, Feature and Story writing workshops and tech plan
- Established Community of Practice (SM, PO, Tech CoP) through my Agile Coaching Team
- Introduced new JIRA plugins like Links Hierarchy (dependency management), Kendis tool to easily capture digital PI Program dashboards, and Agility Health Radar to conduct baseline health check
- Conducted 50+ in-house Agile and SAFe Training sessions and trained 1200+ participants in Leading SAFe, SAFe for Teams, SAFe SM, SAFe Adv SM, PO-PM, APM and LPM
- Created a 10-step approach to kick-off “Virtual PI Planning” process during COVID-19 pandemic
- Kicked-off 10+ ARTs and facilitated Global I&A session along with problem-solving workshop – helped to identify gaps and followed up on action items with leaders and teams
- Created flow-based metrics at portfolio, program and team level

GE Healthcare Digital, California – Jan 2016 until Apr 2019

Description

GE Healthcare Digital leverage digital to help deliver better patient outcomes more efficiently – Vision is to digitally enable customers to revolutionize healthcare, augmenting clinical decisions making and operational improvements throughout the patient pathway using cloud-based technology.

Accomplishments

Director, Digital Operations and Global Programs | Head of Digital Healthcare PMO:

- Successfully designed, implemented, and streamlined engineering and product process efficiencies through cross-functional collaboration that involves Lean Product Development
- Successfully implemented Lean Agile SDLC process across Cloud based Healthcare Digital business lines
- Spearheaded digitizing enterprise portfolio strategy that involves creating vision, lean business model, roadmap, personas, competitors, goals, and initiatives
- Successfully helped portfolio management and stakeholders make well-informed budget approvals and decisions – KPI metrics, analytics charts, roadmaps directly out of a digitized tool
- Orchestrated cross functional teams to establish an integrated plan to deliver team commitments – Multiple Value Streams with several ARTs (Agile Release Trains) working in synchronized cadence
- Facilitated initiative to develop risk-award based vendor model (Agile contracting)
- 1. Headed 5+ senior agile coaches, guided, mentored, coached 40+ global scrum teams, 4 value streams / program teams, centralized portfolio
- Fostered promoting a whole-business transformation, with rapid iteration, feedback, and relentless focus on fast validation of key business case assumptions using GE FastWorks (Lean startup)
- Spearheaded to establish scrum-of-scrums, release trains, and portfolio planning following the Scaled Agile Framework model (SAFe 4.0 and 3.0)
- Influenced and promoted technical practices from Extreme Programming (XP) - continuous integration, test-driven development (BDD/TDD), pairing, visualization of work, and team morale
- Conducted training for teams and individuals, Scrum team workshops to SAFe4.x release-train workshops, product owner workshop, global retros, inspect and adapt sessions
- Tools used: Aha!, Rally, Asana, Confluence Wiki, AWS Cloud, Agile DevOps, Agile DHF

San Francisco State University Extension, California – Jan 2016 to Jan 2019

UC Berkeley Extension, Berkeley, California – Sep 2013 until Sep 2018

Adjunct Professor and Instructor, Agile Management

Role

- Conducted Agile leadership management courses to organizational leaders, program/project managers, functional managers, business analyst, software engineers in R&D, IT software.
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VISA Inc. Foster City, California – May 2015 until Dec 2015

Senior Director, PMO and Global Products

Description Visa Inc. facilitates electronic funds transfers throughout the world, most commonly

through Visa-branded credit cards and debit cards using VisaNet

Accomplishments

- Successfully spearheaded in the agile transformation efforts of Global Product teams
- Recruited and led 4 senior agile coaches, and dozens of SM's. Guided, mentored, and coached 15+ Scrum dev teams and several Kanban businesses teams
- Facilitated and coached multiple business teams (product owners) to create product vision, roadmap, created product backlog through user story workshops
- Conducted training: Agile Management, Scrum, XP, Kanban, Role based training (Agile Manager, Scrum Master, Product Owner, and Delivery Team)
- Facilitated, conducted release planning events for multiple scrum teams along with product owners and cross functional teams
- Influenced global products to use best Agile technical practices - Continuous Integration, Automated Test Development, Agile Architecture runway, Pair Programming, Test Driven Development, Refactoring
- Facilitated and conducted community events (Agile brown bag sessions, Tech Talks, Agile coaching hours support, CoP - Scrum Masters and Product Owners)
- Influenced several senior executive leaders and helped their teams embrace agile mindset
- Established and implemented agile metrics for measuring progress in the transformation program
- Created and introduced agile skill badge system to measure agile transformation progress and to influence and encourage team agile adoption
- Displayed expertise in agile project lifecycle management tools (Rally, Jira / Confluence, TFS)

The Myers-Briggs Company Sunnyvale, California – Jan 2013 to May 2015

Program Manager (PMO, Strategic Management)

Description The Myers-Briggs Company [aka CPP] is a world leader in personality, career, and organizational development assessment tools. CPP offers suite of products that supports team building, leadership and coaching, conflict management to career dev, selection, and retention in Microsoft Azure Platform (Cloud Solution and On-prem Solution)

Accomplishments

- Spearheaded program management services across CPP Inc. as required in roles as an agile coach, functional role model, and as practitioner managing enterprise level programs consisting of multiple projects of varying complexity addressing diverse business objectives and processes
 - Facilitated and coordinated program releases in accordance with corporate strategies, priorities and established schedules, budgets, and scope
 - Trained, coached, and mentored several cross functional teams in Agile Scrum, XP, and Kanban
 - Facilitated and coached multiple business teams (product owners) to create product vision, roadmap, created product backlog through user story workshops, Facilitated release planning events for multiple scrum teams
 - Displayed expertise in ALM management tools (VersionOne, KanbanTool, TFS, Roadmunk)
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Siemens Medical Solutions Concord, California – Oct 2002 to Dec 2012:

Played multiple Senior Leadership and Senior Technical roles, refer below for details

Worked in various challenging roles, responsibilities for the above duration at Siemens Medical Solutions (in the Chronological order): Senior Project Manager / Senior Scrum Master (R&D), Chief Manager (Product Support), Program Manager / Scrum Master (Product Support), Staff Software Engineer (R&D), and Senior Software Engineer: Scrum and XP developer.

Description Siemens manufactures oncology equipment (LINAC, patient treating devices and imaging solutions) to cure cancer patients. It is done through exposing the cancer cells to radiation therapy through a series of planned treatment modes and imaging techniques.

Accomplishment

- Contributed as Program and Project Manager heading software teams to provide customer focused outcomes, on time deliverables – Applied agile and waterfall project management approach based on program, project needs
- Facilitated as Scrum Master for technical teams and hands-on development
- Built Object Oriented C++ components in RTOS (Real Time Operating System) platform
- Built micro controller firmware components and developed in C using RTOS
- Contributed as an architect developing firmware and software components
- Contributed to niche treatment techniques – Ultra Speed IMRT, Cone beam treatments – reduced treatment delivery duration by more than 40% compared to legacy treatment techniques

eTransx, Houston, Texas – January 2001 to October 2002

Senior Software Developer / Consultant / Scrum and XP Developer

- Object Oriented Development in C++ using RTOS and C (Medical Embedded Systems)
- Object Oriented Development in Java, C++, and C (Embedded Access control security systems)

HCL Technologies, Chennai, India – February 1999 to December 2000

Project Lead / Senior Software Engineer

- Embedded Network Communication, Packet Engine - Paragon Networks, Connecticut, USA
- Embedded Mobile Phone Technology (GSM) Sony International Europe, Germany
- CLOSE (Component Library for Operating System Embedded)

Tektronix, Bangalore, India – November 1998 to January 1999

Senior Software Engineer

- Responsible for developing web enabled soft touch panel access control system

Bharat Electronics Ltd. Bangalore, India – September 1996 to October 1998

Deputy Engineer / Firmware development

- Keyboard Interface Module
- Display Tracking Software for Serial I/O channels on IRMX platform
- Parallel Port Device Driver
- Data processing and Display Software (DPDS)

Certifications

- AWS Certified Cloud Practitioner
- MBTI (Myer Briggs Type Indicator), CPI-260 and Strong certified in Leadership, Team building, Coaching, Conflict Management, Career Exploration, Selection and Retention
- PMP (Project Management Professional) from PMI
- PMI-ACP (Agile Certified Practitioner) from PMI
- EBAS (Enterprise Business Agility Strategist) from Agile Transformation Inc
- SPCT 6.0 (SAFe Practice Consultant Trainer aka Transformation Architect aka Trusted Executive Advisor) from Scaled Agile Inc
- SPC 6.0 (Certified SAFe Practice Consultant) from Scaled Agile Inc – enabled to teach all SAFe courses - SA, SP, SSM, SASM, PO-PM, APM, RTE, LPM, ASE, SAFe for Architects and Marketing
- RTE 6.0 (Certified Release Train Engineer) from Scaled Agile Inc
- CSM (Certified Scrum Master) from Scrum Alliance
- CSP (Certified Scrum Professional) from Scrum Alliance
- XP (Extreme Programming) Certified Professional from Object Mentor
- Kanban Coaching Professional Masterclass from Lean Kanban University
- ICP-BAF (IC Agile Certified Professional – Business Agility Foundation)
- AHF (Agility Health Facilitator) from Agile Transformations Inc
- Stage Gate International – Portfolio Management, New Product Definition and Development
- Requirements Engineering Professional from Siemens Requirements Engineering
- OOAD, UML and Clear Case (Version Control Management tool) from Rational
- OOP (Object Oriented Programming) from Indian Institute of Science (IISc), Bangalore