

# Sharon Yencharis

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Heart-forward strong senior leader with deep experience building teams and products as well as improving people's work experience by helping them *lean into change*. Built solutions and teams in nine start-ups, several large tech firms and two of the largest cultural institutions in the US. Led technology teams at the third-ever SaaS company to go public (Salesforce being the first), delivering the first patented web analytics platform (IPO 2004). Best suited to manage difficult changes, specifically:

- Fractional CIO capabilities, Project and Program Management, and PMO implementation as well as hands-on Product Management, Business Analysis, and Technology Leadership
- Cloud and SaaS application development and implementation using Agile and Waterfall software development life cycle (SDLC) methods. Also familiar with client/server architectures
- Large scale implementations of hardware and network infrastructure
- Internal restructuring of people, process, and technology to maximize capability
- Strategic changes to mission, vision, and values as well as technology roadmaps to support them

**VERTICALS:** high tech, healthcare, insurance, fintech, fraud, utilities, social media, large cultural institutions

## IT Project and Program Management

RZ Strategies Group via Yencharis Enterprise Solutions, LLC

9/2023 to Present

Transition of Large-scale, IT managed service provider supporting more than 25K employees. Led 3 towers: Network Data and Voice, Data Center, and Cloud as well as Service Level Agreement implementation.

- Led discussions for decisions on service level agreement changes for all of IT.
- Establish standard project meetings and artifacts ensuring incoming and incumbent vendors were aligned for all phases.
- Partnered with senior leadership to ensure tasks for all phase gates were completed with quality.
- Worked with the transition management office to ensure staffing plans met needs and hiring met required timelines for knowledge transfer.

## Director of Transformation

Babylon Health

1/2022 to 08/2023

Brought in by the CFO and VP of Accounting to work on compliance, acquisitions, system integrations and divestitures as well as the annual global audit.

- Rolled out Agile for Finance and Accounting systems teams for Adaptive and NetSuite using JIRA.
- Managed program plan for division integration between parent and acquired business including Finance and Accounting, Compliance, Legal, HR, PMO, IT, Facilities, Procurement, Sales, Marketing and Property.
- Managed people/function mapping between parent and acquired organization identifying staffing gaps and project staffing needs for technical integrations.
- Developed technology strategy plan for transitioning newly acquired company to corporate platforms including NetSuite, iValua, Concur, and ADP.
- Created technology and compliance roadmap for Finance and Accounting division in parent organization for Adaptive, NetSuite, Strongpoint, iValua and Concur.
- Core member of divestiture team driving deliverables for financial model and Quality of Earnings team.
- Partnered with Controller to run annual global audit for a publicly traded Healthcare Technology company. Created workflow and drove PBC list, tasks, owners, and delivery dates working with external audit firm.

## Senior Technical Project Manager

Point Predictive

12/2020 to 01/2022

Brought in to establish implementation department and service delivery of AI Fraud solutions to lenders in the mortgage and automotive industries.

- Created the processes for managing client implementations of fraud solutions using agile project management methods for implementations.
- Managed on average 15 concurrent client implementations of fraud solutions that incorporate risk scoring into lending decisions.
- Established cross-departmental processes for intake and prioritization of product backlog and client issue management.
- Created migration plan to migrate client base onto newly architected consortium platform.
- Managed technical integration projects with major lending platforms, including Ellie Mae's Encompass, to further our product offerings in the mortgage space.
- Established Swagger.io platform for sharing API documentation, facilitating change management with customers.

## Director of Information Technology

de Young & Legion of Honor: Fine Arts Museums of San Francisco

1/ 2018 to 9/2020

Senior leadership team member brought in by Monterey Bay Aquarium CFO to transform teams, processes, and technology at two museum locations, de Young in Golden Gate Park and Legion of Honor in Lincoln Park. Built out information technology department and led teams in replacing outdated technology to improve the organization's workflow. Key focus: [SaaS and cloud solutions](#).

Teams: Business Applications, Data Services, IT Infrastructure, Help Desk, Digital Image Services and Photography

- Mentored staff of 18 across 5 teams-IT Applications, IT operations, Help Desk, Data Services and Digital Image Services-to define and prioritize project and operational work.
- Established project management processes and implemented Asana.
- Helped refine mission, vision, and values to align projects and to these priorities.
- Created platform for project management governance and mentored senior leadership team through the change management process.
- Established governance for organizational readiness and trained staff on new business processes. Managed technical platform migrations including Microsoft Office to Google Suite, Raiser's Edge CRM to Salesforce CRM cloud/SaaS solution and an internal collections management system to industry standard SaaS solution, Gallery Systems TMS with internal team members and external implementation firms.
- Established road maps for all technical platforms and program management for quarterly rollouts of new features using Asana.
- Managed expense and capital budgets and created a plan to upgrade all infrastructure and systems, replacing network devices, laptops and computers and end of life retail systems.
- Performed a gap analysis on policies and created a plan for additions and updates.

## Director of Information Technology

Monterey Bay Aquarium

5/2017 to 1/2018

Brought in to transform software development and information technology service delivery. Managed staff of 25 across 3 teams: Software Applications, IT Operations, and Help Desk.

- Set up IT department infrastructure collaborating with staff to ensure transparency and communication regarding projects and operations.
- Identified talent gaps and created positions to round out team's ability to execute.
- Created the framework for cataloguing all technology including hardware and network components, core and ancillary software applications and other systems as well as configurations and access for current state.
- Worked with team to established standards including tools, processes, governance, SLAs, application use standards, roadmaps, and reporting.

- Selected and implemented Innotas, a project portfolio management (PPM) application to manage IT project prioritization and create standards to roll out the solution to the larger organization for annual planning.

## Director of Project Management Office

Monterey Bay Aquarium

12/2014 to 5/2017

- Managed a team of 6 Project Managers and Business Analysts in this new department at the aquarium. Created a project repository and presented roadmap options to the executive committee for annual planning.
- Organized and managed change control for organization-wide annual planning process.
- Managed Salesforce project implementation throughout the organization for functions such as Sales, Marketing and Communications, Education, Conservation and Science, Policy, Research, Business and Outreach and the aquarium's Seafood Watch program.
- Created communication platform for the Project Management Office (PMO) and Technology Governance Committee (TGC).
- Led multiple departments in project management, including a grassroots rollout of Wrike, a project management platform.
- Managed ERP implementation and upgrade for Finance and Accounting:
  - Worked with CFO, Controller and Director of Finance to select implementation firm, determine requirements and customize solution.
  - Managed a team of internal and external people to collaborate on project delivery.
  - Managed project progress, change management, and rollout.
  - Experience with Oracle's Fusion and PBCS, Microsoft Dynamics and Intacct.

## Senior Project Lead Scrum Master and Business Analyst Manager

Capital Insurance Group

12/2013 to 12/2014

- Managed a team of 9 including Implementation Vendor, Business Analysts, Software Developers, and Quality Assurance.
- Responsible for the delivery and transformation of the billing platform from an in-house solution to an industry standard using Guidewire BillingCenter's SaaS platform.
- Evaluated, selected, and negotiated the implementation vendor to guide implementation and to employ best practices for prompt, quality delivery of a minimally customized, standard solution.
- Led project team, peers, and Business Analysts with best practice approaches for the software development life cycle (SDLC).

## Software Product and Project Manager

Golden Hour

3/2010 to 12/2013

- Managed a team of Software Developers, Business Analysts, and Quality Assurance.
- Worked with a team to build a new revenue cycle management system for the emergency transportation industry, driving all levels of product delivery focusing on upstream definition using UML to ensure all requirements were met including ICD-10 corporate readiness.
- Clearinghouse Migration: Managed the selection process and implementation of a new clearinghouse for our billing service.
- Fractional Miles Implementation: Updated billing software to be compliant with policy change to bill emergency transportation services at a tenth of a mile writing requirements and managing software developers via agile methodology.

## Senior Director of Client Services

HERAE

3/2008 to 2/2010

- Built Client Services team of 19 from the ground up including all customer-facing areas of responsibility: Project Management/PMO, Account Management, Customer and Technical Support, Electronic Conversion of Explanation of Benefits (EOBs), and Security and Privacy as it related to compliance and accreditation. Also provided interim management of Marketing and Communications.
- Participated as a key leadership team member responsible for strategy and corporate initiatives and for leading annual business planning using the balanced scorecard method. Shifted primary business focus from processing standard EDI transactions to fraud detection on customer data sets on our SaaS

remittance platform.

- Implemented cloud solutions such as Salesforce SaaS platform for the sales and implementation delivery cycles.
- Created implemented all program management processes for customer onboarding and technology change management.
- Collaborated closely with teams to ensure release timeframes met market requirements.

## Director of Product Management

HERAE

9/2007 to 3/2008

- Managed product direction working closely with executive management, software developers, network systems engineers, quality assurance, and technical support.
- Drove product roadmap and ensured customer feedback was integrated into product direction.
- Completed Request for Proposals (RFPs) to establish partner relationships with banks and other industry revenue cycle management vendors.
- Established processes with bank partners, Optical Character Recognition (OCR) partners and contract management partners to support the complete billing cycle for hospitals and practices working with Electronic Remittance Advice (ERA) and Electronic Funds Transfer (EFT) file formats.
- Supported SAS70 evaluations.

## Director of Program Management

Skylight Healthcare Systems

2/2006 to 7/2007

- Managed three teams: Regional Technical Project Managers, Technical Support, and Inventory Management including all infrastructure issues as well as project-related issues.
- Established processes and workflow within all three areas to ensure seamless escalations and efficient communication throughout the organization.
- Managed team responsible for on average 15-20 project schedules for large-scale implementations of SaaS patient interactive systems. Implementations included installing servers, TV Head Ends, in-room equipment, and network infrastructure, including horizontal cabling and all MDF and IDF equipment.
- Interfaced with all departments within the company to ensure timely deployments, which went from 14 months on average to 6 months due to new project planning strategy.
- Introduced version control of assets including hardware and firmware.

## Director of Software Development

WebSideStory acquired by Adobe

2/2004 to 2/2006

Provided program management for a team of 20 including Software Developers, Quality Assurance, Configuration Management, Technical Support, and Technical Writing.

- Developed processes for new product development using the Agile methodology for feature development and deployment of our patented cloud based / SaaS web analytics platform, maintenance releases and custom requests by working with product, account management and sales to set priorities.
- Functioned as point person for all customer issues requiring software development involvement and worked with VP of Software Development and CTO to set priorities and drive work.
- Used Salesforce and proprietary issue management system to manage customer issues.

## Sr. Manager of QA, Configuration Management, Documentation

WebSideStory acquired by Adobe

2/2002 to 2/2004

- Managed a team of 9 including Quality Assurance Engineers, and a Technical Writer.
- Developed processes for managing software releases including setting up workflow for software environments to keep the 30+ test machines running with the proper configuration including components, operating systems and any other software needed to run each component.
- Implemented all artifacts for product releases including marketing requirements, technical specifications, system design, release notes, change request form, test cases, acceptance test plan, end- to-end project plan.
- Successfully delivered many major, minor, and maintenance releases into the production environment, including two projects that fundamentally changed the system architecture, the second of which was the launch of the new HBX product, previously HitBox Enterprise.

## Education

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### Master of Arts

San Diego State University

### Bachelor of Arts

Muhlenberg College

Accounting, Statistics, Economics in progress  
Harvard Business School CORE

## Certifications, Licenses & Professional Organizations

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Project Management Professional - In progress

Certified ScrumMaster (CSM) January 2014 to January 2026

Project Management Institute (PMI) Present

## Tools

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Project Management	Collaboration	Technology/Data Management	Workflow Management
Slack	MS Office	ORACLE	Salesforce
Wrike	Gsuite	MySQL	Raiser's Edge
MS Project/Server	Jira	SQL Server	Zendesk
Monday.com	Confluence	SwaggerHub (API)	Solarwinds
Innotas/Planview	SharePoint	GitHub	Scrum Agile
Asana	Concur	Unix/Linux	Waterfall
Smartsheet	iValua	Sisense	NetSuite