

Leonardo Menezes de Souza

Technology | Strategy | Innovation | Product Management

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SUMMARY

Technology and delivery executive with 15+ years of experience in leading software development, project/portfolio management, and delivery operations for global clients. Proven track record managing large, multicultural teams, implementing agile practices, and delivering complex technology solutions for top-tier companies and startups. Strong engineering foundation > early career as software engineer delivering quality digital products. Strong background in software outsourcing, people management, and stakeholder engagement in fast-paced, multicultural environments.

Core competencies: Software Outsourcing | Delivery Management | Agile Delivery | Portfolio Forecasting | Project Governance | Global Program Management | Cross-functional Team Leadership | Budget & Resource Management | Stakeholder Engagement | PMO Strategy | Executive Communication.

EXPERIENCE

Advisor (CAGE / Executive Office)

07/2024 – Present

RS State, Brazil

Secretaria da Fazenda do RS

State Treasury of Rio Grande do Sul, responsible for fiscal management and tax administration.

- Led the PMO for the Profisco II Program in partnership with the Inter-American Development Bank (IDB).
- Designed and implemented value-based management frameworks, OKRs, and governance processes.
- Developed and launched an executive PMO Portal featuring real-time dashboards and knowledge base.
- Mentored government teams in portfolio management, standardizing practices (~\$1.4M in efficiency gains through process optimization and reduced project overruns).
- Key Impact: Modernizing fiscal management and strengthening governance practices at state level.

Strategy Advisor / Group Product Manager

05/2021 - 02/2024

Porto Alegre, Brazil

Unimed

Largest healthcare cooperative in Southern Brazil (695k members; \$3.2B revenue).

- Reported to CEO/Board, advising on strategy and market positioning.
- Collaborated with PMO, HR (Px), and Account VPs to align processes, escalate project issues, and ensure consistent application of company policies.
- Designed and implemented corporate OKR & KPI frameworks.
- Launched 4 new digital products, one representing 5% of total revenue (~\$16M).
- Increased EBITDA by 22% (~\$70.4M impact), improved NPS by 6%, reduced app churn by 15% (~\$45M savings).
- Key Impact: Boosted financial performance and customer satisfaction, positioning Unimed Porto Alegre as an industry innovator.

Product Strategist

05/2018 - 05/2021

Brazil

Sicredi

Brazil's first cooperative financial institution (6.4M+ members, \$263B assets).

- Defined product strategy and lifecycle management (discovery → delivery).
- Released 15+ digital products; increased adoption of Woop Digital Bank App by 25% (~\$50M revenue).
- Contributed as board advisor in transformation planning and change management.
- Served as delivery lead for strategic projects, balancing product vision, budget, and timeline.
- Key Impact: Expanded Sicredi's digital portfolio while strengthening product management maturity.

PMO Manager & Agile Leader

05/2015 - 05/2018

Global

HSBC & Bradesco



One of the world's largest banks (60+ countries, \$2.9T assets) / Brazil's largest private bank (\$1.7T assets; 36M+ clients).

- Led global delivery teams and governed PMO for Banquo Program, HSBC → Bradesco migration; transitioned (\$3B migration) accounts with 0 data loss.
- Ensured seamless migration with FATCA compliance and client retention.
- Increased private banking portfolio by 30%.
- Managed end-to-end delivery of enterprise-scale digital transformation program, including resource planning, risk management, and client satisfaction tracking.
- Spearheaded the launch of Banco Digital Next; Reduced service time by 20%.
- Co-founded Agile Community @ InovaBra, scaling Agile across 2k+ professionals.
- Key Impact: Delivered strategic digital transformation and embedded agile culture in a top-tier bank.

Program & PMO Manager

10/2009 - 04/2015

Latin America

Huawei



Global ICT leader (170+ countries; \$90B+ revenue).

- Led PMO War Room; mentored 30+ PMs, managed 20+ subcontracted teams.
- Responsible for portfolio-level forecasting, budget allocation, and resource planning in diverse technology projects.
- Delivered turnkey telecom programs for major operators (Vivo, Claro, Oi, TIM).
- Reduced SLA from 382 to 62 days by implementing a proprietary TO-BE process model, adopted globally (~\$120M in efficiency gains).
- Managed Brazil's first 4G station (2012) and FIFA World Cup 2014 telecom rollout.
- Key Impact: Awarded as Global Excellent PM (2012, 2013 and 2014) for operational efficiency at scale.

EDUCATION

MSc, Business Management (Innovation & Sustainability) - Unisinos, 2022

Postgraduate, Cooperative Financial Institutions Management - Escoop, 2021

MBA, Digital Product Leadership - TERA, 2019

MBA, Project Management - FGV, 2012

BSc, Business Administration - Unicruz, 2009

TRAINING / COURSES

AI Agent Manager Program - NoCodeStartup, 2025

Next frontier – AI & Data - JoinIA, 2023

Innovating in Healthcare - Harvard School of Public Health, 2023

Product Management - PM3, 2021

Product Discovery - PM3, 2021

Future-oriented teams - Aerolito, 2020

LANGUAGES

English: Fluent Portuguese: Native Chinese: Beginner

CERTIFICATIONS

CPA-10 | ITIL Foundation | PMP® | CSM® | SFC® | PMO-CP® | CAC® | SAFe SSM® | VMP®