



# Program Manager III

Program Delivery Excellence Framework (Proposal)

Prepared For: **Hannah Ranney**, *Talent Sourcing Partner*

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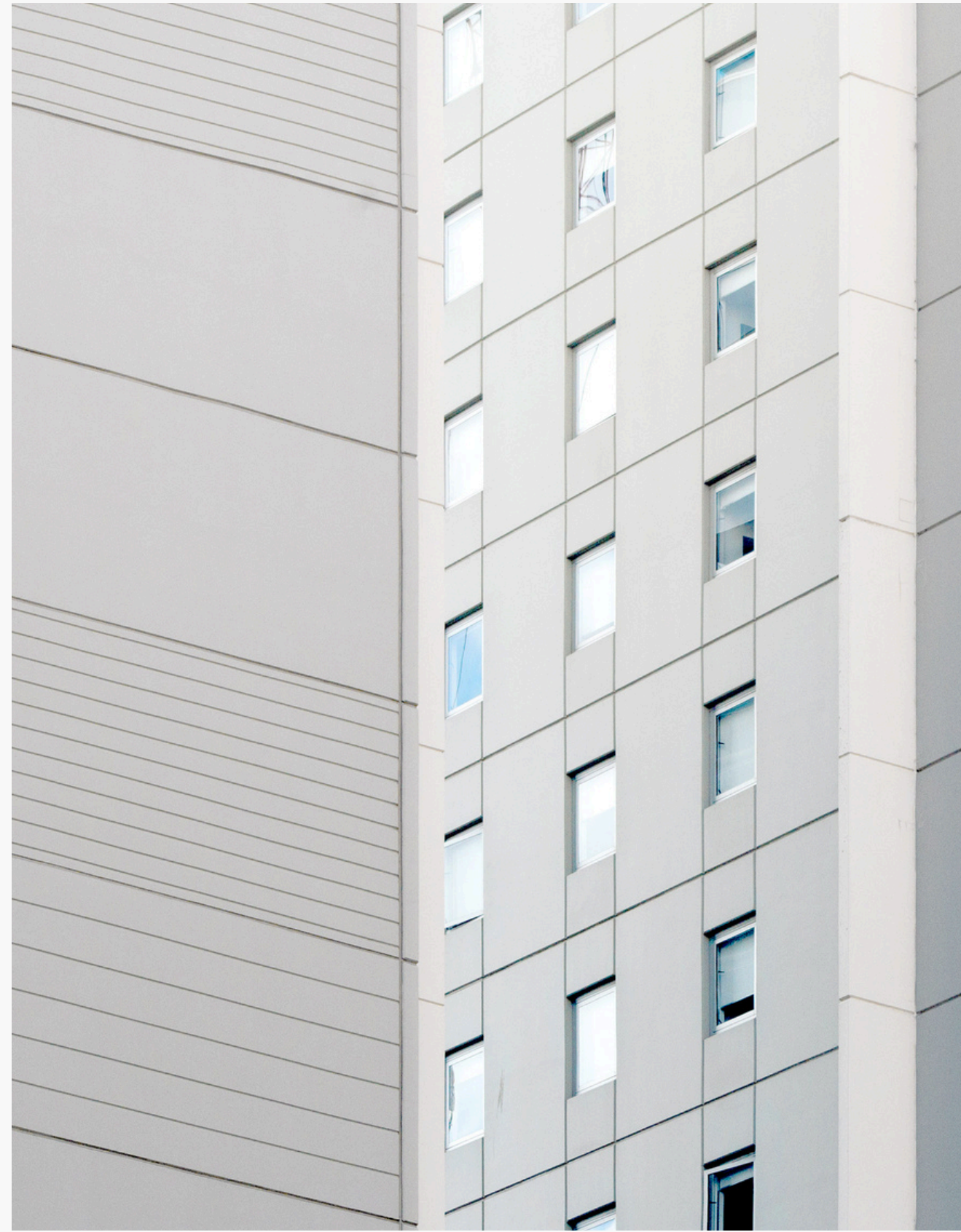
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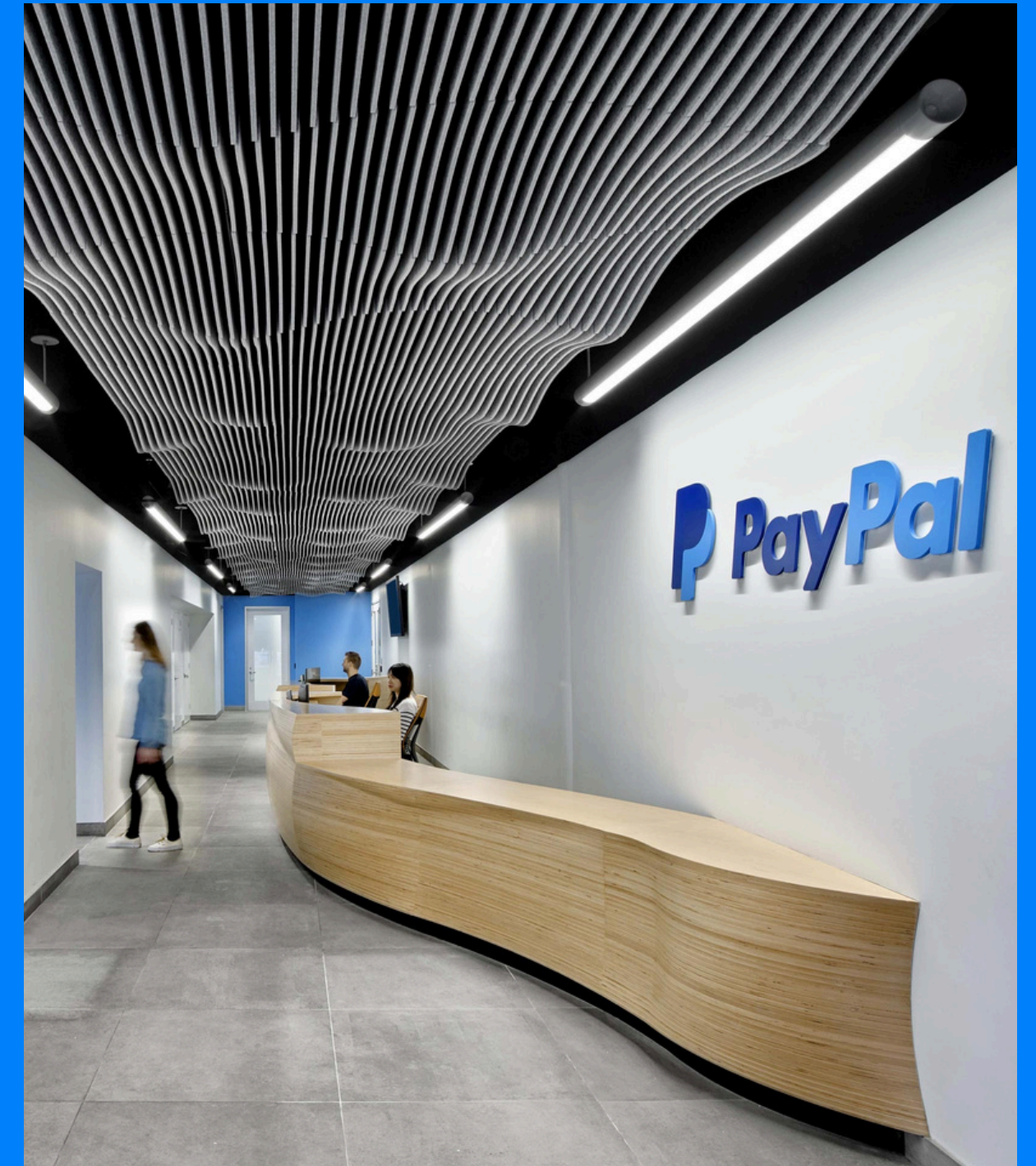
# Objective

To streamline program execution within PayPal's Finance Technology Platforms by addressing key challenges in program management, Agile adoption, cross-functional collaboration, and risk management. This plan provides solutions tailored to PayPal's goals of delivering high-impact technology transformation initiatives effectively.



# Solutions

This plan takes a thoughtful and practical approach to addressing PayPal's challenges, focusing on solutions that drive operational efficiency, foster Agile excellence, enhance cross-functional collaboration, and improve risk management. By introducing streamlined workflows, centralized tools, and structured processes, these initiatives empower teams to deliver high-impact programs with greater precision and velocity while aligning with PayPal's vision.





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# Pain Points



From the job description, we will assume that PayPal is facing challenges with managing complex programs, adopting consistent Agile practices, enhancing cross-functional collaboration, and proactively addressing program-level risks.

## Inefficient Programs

PayPal faces challenges in coordinating large-scale programs involving multiple teams and geographies. A unified framework is essential to manage interdependencies, align goals, and ensure timely delivery.

## Team Alignment

Poor communication and misaligned expectations across business, technical, and product teams at PayPal cause bottlenecks. Establishing robust communication channels and fostering alignment can resolve these issues.

## Lack of Agile Practices

Inconsistent Agile practices at PayPal hinder efficient program execution. Building a culture of continuous improvement and standardizing Agile methodologies can drive iterative progress and adaptability.

## Risk and Issue Resolution

PayPal lacks effective systems for proactive risk management and issue resolution at the program level. Improved tracking, escalation processes, and visibility are critical for success.



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# Challenge #1

## **Managing Complex and Strategic Programs Across Teams**

Large-scale initiatives with multiple teams and dependencies require strong coordination to ensure timely delivery of business value and alignment with organizational goals.



# Proposed Solutions

## Managing Complex and Strategic Programs Across Teams

1. Implement a **Program-Oriented Delivery Framework** that integrates portfolio-level views of all strategic initiatives, breaking down complex programs into manageable, interdependent workstreams.
2. Develop a **Predictive Analytics Dashboard** to track program health using KPIs such as milestone adherence, resource utilization, and risk probability.
3. Create a **Rapid Escalation Mechanism** for addressing roadblocks by leveraging cross-functional escalation protocols and real-time scenario planning sessions.





# Challenge #2

## **Driving Agile Adoption and Continuous Improvement**

Inconsistent Agile practices across teams hinder productivity and the ability to respond to program needs dynamically.

# Proposed Solutions

## Driving Agile Adoption and Continuous Improvement

1. Deploy a **Unified Agile Playbook**, tailored for Finance Technology Platforms, that outlines team-level best practices, sprint planning standards, and cross-team collaboration guidelines.
2. Implement **Scaled Agile Framework (SAFe)** for large initiatives, ensuring alignment between team-level Agile practices and program-level goals.
3. Conduct **Quarterly Agile Retrospectives** to identify and resolve systemic inefficiencies in program execution.







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# Challenge #3

## **Enhancing Cross-Functional Collaboration and Communication**

Poor coordination across geographies and functions leads to misaligned expectations, bottlenecks, and inefficiencies in program execution.

# Proposed Solutions

## Enhancing Cross-Functional Collaboration and Communication

1. Launch **Collaboration Hubs**, leveraging tools like Confluence, Slack, and Jira, to centralize program documentation, decision-making records, and action items for cross-functional teams.
2. Facilitate monthly **Alignment Forums** with Product, Engineering, and Finance leaders to align on program goals, dependencies, and progress.
3. Introduce a **Transparency-Driven Reporting System** that provides real-time updates on program interdependencies, milestones, and risks to stakeholders at all levels.



# Challenge #4

## **Program-Level Risk Management and Issue Resolution**

Ineffective tracking and resolution of program-level risks can lead to roadblocks and negatively impact delivery timelines.



# Proposed Solutions

## Program-Level Risk Management and Issue Resolution

1. Implement a **Proactive Risk Monitoring System**, to analyze historical program data and flag potential risks and bottlenecks before they occur.
2. Introduce **Pre-Mortem Workshops** at the beginning of each program to identify potential challenges and mitigation strategies.
3. Create a **Real-Time Risk Dashboard** that consolidates program risks, dependencies, and mitigation efforts, enabling leaders to act swiftly.





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# Strategic Alignment with PayPal's Mission

These solutions directly support PayPal's mission to build innovative financial solutions by enabling seamless program execution, promoting a culture of continuous improvement, and fostering collaboration across teams. By addressing key operational challenges and integrating Agile practices, PayPal will drive timely delivery of transformational initiatives.

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# Thank You

This plan positions PayPal to achieve success in managing transformation programs by optimizing workflows, scaling Agile practices, and resolving risks proactively. It establishes a robust framework for operational excellence, ensuring alignment with business objectives and enabling sustainable growth.

**Let's Connect**

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