

## **Darshana Patel, PMP**

**AI Strategist | Information Systems & Software Engineer | Project & Change Leader |  
Business Analyst | PMP & Lean Six Sigma | 30 yrs Experience**

**Atlanta, Georgia**

**splashmaker1@gmail.com**

### **CAREER SUMMARY**

Multifaceted AI & Business Strategist, Information Systems & Software Engineer, and Project & Change Leader with 30 years of experience driving vision, strategy, and transformative projects for global corporations. Armed with a Master's in Organizational Conflict and Change and roots in Computer Science, Business Administration, and Lean Six Sigma, I help organizations with "AI-enabled Reinvention" by bridging business strategy, systems, processes, data, code, people, and culture to adapt and evolve with Artificial Intelligence (AI).

With expertise in Software Engineering, Data Modeling and Information Systems Architecture, I deliver AI-driven solutions that optimize decision-making and resource efficiencies for scalable and responsible returns.

I enable sustainable innovations and measurable results with a nuanced, "intuitively-logical" approach. Pioneer in technology since 1984. Recipient of GE Energy Imagination & Courage Award. Known for architecting, orchestrating, and overseeing complex Technology & Business Transformation programs and guiding teams to ask tough questions, craft bold visions, unlock emergent potential, and navigate organizational change.

### **KEY SKILLS**

- Artificial Intelligence Strategy & Adaptive Systems Design
- AI-Enabled Reinvention & Business Transformation
- Project Management (PMP) & Technical Team Leadership
- Organizational Change Leadership & Conflict Resolution (MA)
- Continuous Process Improvement (Lean Six Sigma) & Root Cause Analysis
- Data Modeling, Normalization & Information Architecture
- Business Intelligence (BI) Strategy & Business Analysis (BA certified)
- AI-Driven Decision Support Systems & Emergent Solutions
- Human-Centric Design & Customer Experience
- Stakeholder Engagement, Facilitation & Cross-Functional Collaboration

### **EXPERIENCE**

**SplashMaker LLC / Independent Consultant / Atlanta, GA** **2009-Present**  
**Organizational Transformation & Change Leadership / Project Manager / Facilitator & Instructor**

**Select Clients: McKesson Corporation, General Electric Energy, Jackson Healthcare, Emory Healthcare, Lockheed Martin Aeronautics, B2T Training**

Led complex organizational transformation initiatives for multinational clients, integrating change leadership, process optimization, and readiness strategies to drive sustainable business performance. Applied social systems

engineering to align strategy, technology, and culture, ensuring long-term adaptability and effectiveness. Partnered with executives to craft strategic solutions, foster stakeholder alignment, and deliver measurable outcomes. Facilitated workshops with individuals and teams to unleash creativity, clarity, and high performance.

- Directed organizational change for an ERP implementation impacting 10,000 employees across 9 business units at a Fortune 20 healthcare company. Developed comprehensive change strategies, stakeholder engagement plans, and readiness assessments to ensure seamless adoption.
- Designed and executed communication strategies, including executive dashboards, ghostwriting, and content development to streamline messaging and enhance leadership visibility.
- Conducted situational assessments, stakeholder analysis, and business impact evaluations to shape transformation roadmaps. Established change networks and sponsorship strategies to facilitate enterprise-wide alignment.
- Reengineered processes, tools, and team structures, delivering customized change roadmaps to improve operational performance and team dynamics.
- Applied systems engineering principles for complex program and project financial modeling and tracking to create actionable insights for leaders navigating change.
- Integrated human-centered design and constructive conflict engagement techniques to promote collaboration, mitigate resistance, and foster innovation during organizational shifts.
- Taught Fortune 500 clients best practices in Business Analysis, merging project management, process improvement, and change management disciplines.

**GE Infrastructure, Energy / Atlanta, GA**  
**Program Manager**

**2008**

Recipient of GE Energy's Imagination and Courage Award. Led groundbreaking International Finance initiatives, driving innovative technology solutions to support global ERP implementations (SAP, JD Edwards) and accelerate business growth in the Energy sector. Pioneered the integration of advanced systems and Change Management strategies to optimize processes, scale operations, and enhance cost efficiencies. Spearheaded the adoption of cutting-edge IoT and Smart Grid technologies, positioning GE Energy at the forefront of the Renewables industry. Focused on harmonizing technology, people, and processes to ensure sustainable, high-impact transformation across a global network, achieving both operational excellence and visionary outcomes.

- Program management of high profile, high complexity initiatives impacting 65 sites across 14 countries. Worked as a business partner with leaders to evaluate/improve business processes and arrive at mutual, cost-effective solutions that supported double business volume growth. Full program/project management including planning and managing all schedules, budgets, RFPs, SOWs, contracts, vendors, internal and external communications, disaster recovery plans, and support strategies. Rollout of IoT technology to global power infrastructure.
- Led the planning and execution of a \$30MM, multi-year SAP rollout across 45 sites, integrating Change Management principles (GE's Change Acceleration Process) to enhance stakeholder engagement and ensure successful adoption.
- Collaborated with cross-functional engineering teams to lead the successful rollout of IoT technology and Parts Pedigree to the global power infrastructure Smart Power Grid project. Ensured that technology adoption was aligned with business objectives, operational needs, and engineering specifications, resulting in a revolutionary solution for the global Power sector in improved system efficiency, reliability, performance, and emissions tokenization capabilities.
- Designed and launched a new facility in Mexico, hiring and onboarding 50 IT staff to support regional operations, driving a faster talent acquisition process and reducing cycle time.
- Reduced global communications spend by \$22MM by implementing awareness campaigns and cultural modification initiatives. Used change management strategies to influence behavior, institute new policies, and align individual actions with organizational goals.

**OnSite Resource Solutions / Atlanta, GA**  
**Vice President – Project Governance Practice**

**2006-2007**

Launched and led a high-impact consulting division focused on Project Management, Business Analysis, and Quality Assurance. Positioned the division as a thought leader in the industry, driving innovation and organizational transformation through strategic consulting services. Demonstrated a deep understanding of technology and workforce development needs, creating and implementing practical frameworks to support clients in their technology adoption and operational readiness. Internationally-recognized speaker and author on PM and BA.

- Founded and grew a successful consulting division, integrating Project Management, Business Analysis, and Quality Assurance to address evolving client needs. Developed innovative strategies to align technology solutions with business outcomes, driving measurable results for clients.
- Established and managed the divisional P&L, creating detailed financial forecasts, margin structures, and both tactical and strategic business plans that guided growth and ensured sustainable profitability.
- Built a strong reputation as a thought leader in project governance by delivering numerous speaking engagements and publishing internationally-recognized articles, establishing reputation as a trusted advisor to key industry CIOs and executives.
- Drove new business development strategies through client and market analysis, competitive analysis, and SWOT techniques. Focused on consultative sales approaches as a market differentiator. Assisted organizations in assessing process maturity and readiness for change and creating suitable, practical project frameworks.
- Instituted divisional roles, responsibilities, and compensation structures while aligning operational processes with the evolving technological and organizational needs of the industry. Focused on building agility into the consulting approach to ensure rapid and efficient client outcomes.

**MDI Group / Atlanta, GA**  
**Director – Project Governance Practice**

**2004-2006**

Spearheaded the development and execution of the Project Governance Practice, driving \$12 million in revenue across six offices and surpassing revenue targets for 2005. Focused on creating scalable service offerings and fostering strong strategic partnerships that positioned the company for sustainable growth.

- Developed scalable service offerings and go-to-market strategies based on market trends and client needs, ensuring that solutions were adaptable to evolving business environments. This approach laid the foundation for long-term growth and flexibility in future offerings.
- Drove sales and business development efforts, working closely with account executives and branch teams to build strategic and tactical account plans and differentiating win strategies for RFPs and SOWs. Developed tailored solutions that addressed specific client challenges while positioning the company for continued growth.
- Innovated market positioning strategies, introducing customized client engagements such as lunch & learns and project management training, helping penetrate new accounts and deepen relationships, ensuring scalability for future opportunities. Trusted advisor to the C-suite.
- Provided program management oversight for service engagements, enhancing delivery frameworks to ensure efficiency and adaptability. Optimized methodologies to accommodate changes in client needs and market dynamics, driving operational excellence and proven returns and market positioning.

**GE Power Systems – Birlasoft, Inc. / Atlanta, GA**  
**Project Management Consultant**

**2003- 2004**

Technical Project Manager overseeing the development and maintenance of a \$50 million customer-facing Java-based application and Business Objects data warehouse reporting systems. Architected and normalized data for

optimal accuracy and integration across platforms. Directed all aspects of Project Management, including strategic vision, detailed planning, resourcing, budgeting, procurement, and Business Analysis within a matrixed environment. Partnered with senior leadership to ensure alignment with business objectives, driving data-driven decision-making and operational efficiencies. Led solution design and engineering for GE's IoT Smart Grid Power Project, focusing on scalability and data architecture to support Renewable Energy initiatives and executive to operational decision support dashboards.

- Led the deployment of customer-facing application releases, ensuring integration with CRM, ERP, and Business Objects systems. Met strict project scope, schedule, and cost constraints, delivering high-impact results.
- Managed a cross-functional team of up to 20 onshore and offshore resources, driving collaboration and ensuring projects were completed on time and within budget.
- Delivered executive-level presentations outlining project vision, risk mitigation plans, and gap analysis, ensuring alignment with strategic objectives and securing stakeholder buy-in.
- Utilized Six Sigma and PMM methodologies to streamline software development and business process reengineering, driving operational excellence and enhancing project efficiency.
- Achieved Six Sigma Green Belt Certification through a project that developed process improvements for Application Support, resulting in \$250K in annual savings.

**GE Power Systems – Sapphire Technologies, Inc. / Atlanta, GA**  
**Technical Project Management Consultant**

**2002**

Pioneered the design and delivery of innovative software solutions using Java, Oracle, BI, and Informatica ETL technologies for the transformation of GE Power Sales and Marketing division. Facilitated Business Analysis requirements meetings with business leaders, developed project plans, RFPs for outsourced development, and managed end-to-end project delivery, overseeing P&L, database design, and engineering while implementing process improvements for both project and technical operational efficiency.

- Directed onshore/offshore teams in a fixed-bid model, reducing project cost overruns and enhancing delivery timelines by fostering partnerships with offshore solutions providers.
- Redesigned foundational database architecture to ensure scalability and future-proofing, enabling better data management and decision-making capabilities.
- Introduced RUP-based methodology to streamline software development and project management processes, improving efficiency and reducing time to market.
- Drove continuous improvement and process optimization, laying the groundwork for future agile transformations within the organization.

**Independent Consultant / Atlanta, GA**  
**Operations Manager, Project Manager**

**2000-2002**

Led comprehensive operations management, project sizing and delivery, Technical Project Management, Software Engineering, and client relationship oversight for a web development firm. Focused on optimizing business processes and delivering successful client projects while maintaining strict control over P&L, cost/benefit analysis, resource utilization, and account management.

- Managed a team of 13 onshore web developers and 6 offshore programmers, driving the design, development, and deployment of 15 B2C and E-commerce websites, resulting in reduced project costs through optimized project management methodologies. Clients ranged from Real Estate Brokerage to Public Education.
- Implemented operational efficiencies by establishing standardized processes for human resource acquisition, consultant training, IT asset management, and project quality controls, leading to a 20% increase in billable consultant utilization.

- Fostered strong client relationships through proactive account management, ensuring timely delivery of high-quality projects while aligning with client business goals and objectives.

**Aquent (Renaissance Worldwide) / Greensboro, NC**  
**Software Engineer & Technical Project Management Consultant**

**1998-1999**

Pioneered groundbreaking technology solutions, Project Managed high-profile, complex, innovative technology systems, provided Business Analysis, and led teams in the design, development, testing, and implementation of high-quality IT solutions. Worked around technology constraints to imagine and deliver early internet innovations.

- Engineering, design, development, and successful delivery of multimedia streaming platforms, pioneering audio/video streaming technologies. Delivered 13 live streaming radio stations and 30 on-demand shows, achieving 100% on-time project delivery.
- Technical design and programming Unix, C++, and Oracle to ensure optimal user experience and system performance.
- Managed a team of 6 PowerBuilder developers, implementing Object-Oriented technologies and Oracle development for mortgage industry automation.
- Increased team productivity by over 100% by introducing structured design methodologies and project management tools such as MS Project.
- Led Business Analysis and requirements gathering by working closely with financial SMEs and end users, ensuring projects met client needs and industry standards.

**Spectrum Technology Group / Charlotte, NC**  
**Senior Consultant & Software and Database Engineer**

**1997-1998**

Change management consultant for the largest bank merger to date between First Union and CoreStates.

Developed complex, multidimensional database processing algorithms for the world's first generation of Healthcare BI analytics and dashboard reporting using Unix shell scripts, complex Oracle SQL queries, and PowerBuilder.

**Bank of America (NationsBank) / Charlotte, NC**  
**Systems Engineer**

**1996-1997**

Pioneered the design and implementation of technology solutions including the organization's first Global Credit Risk Exposure Management System for consumer and corporate accounts using early generations of object-oriented and multidimensional database design on Unix, Sybase, and Oracle from COBOL. Applied cross-platform language proficiency including SQL and ETL and scripts to engineer solutions to the most challenging and complex data and systems integrations in global banking and the first banking executive dashboards.

**Wells Fargo (Formerly Wachovia and First Union Capital Markets Technology) / Charlotte, NC**  
**Software Developer**

**1995- 1996**

Design, development, implementation, and support of the organization's first object-oriented, intranet, and multidimensional database applications to support Capital Markets operations. Technical proficiency across legacy and emerging technology platforms. Worked with business teams to understand intricate financial use cases. Proficient in Unix, C++, SQL, Sybase, and PowerBuilder.

## **EDUCATION & CERTIFICATIONS**

Antioch University, Yellow Springs, Ohio. 2013.

Master of Arts in Conflict Analysis & Engagement, Specialization in Organizational Conflict, Change, & Leadership.

University of Cincinnati, Cincinnati, Ohio. 1995, Cum Laude.

Bachelor of Business Administration in Computer Information Systems.

PMP Certified # 66023 (lapsed), 2003.

B2T Business Analyst Certified, 2007.

Six Sigma Green Belt Certified (GE Energy), 2003.

GE Change Acceleration Process (CAP), 2008

Change Leadership Certificate, Cornell University, 2009.

Compassionate Integrity Training, Life University, 2018.

Nonviolent Communication, NVC Institute, 2017.

Registered Georgia Civil Mediator, 2009.

Recipient of GE Energy's Imagination and Courage Award, 2008.

Girls Rock Camp ATL, Board of Directors/Chair & Camp Volunteer – 2013 – 2017.

Women in Technology (WIT) Girls Get IT – Corporate Liaison for Programs: 2004 – 2007.

## **MAJOR PUBLICATIONS & KEYNOTES**

Author: IONATION®: The Field Guide to Vibrational Logic, 2019

“Weaving Harmony: The Role of Communication & Technology in Nurturing Relationships” – Heartfulness Magazine, 2018 <https://www.heartfulnessmagazine.com/weaving-harmony>

Instructor: Detailing Business Data Requirements & Data Modeling, 2015

Keynote: Conflict for Transformation, 2013

Hitachi Consulting, Slalom Consulting, MDI Group

Keynote: Change Management Primer, 2009

Project Management Institute (PMI)

Keynote: Managing the Multigenerational Project Team, 2007

Chevron, Project Management Institute (PMI)

Keynote: Migrating from Waterfall to Iterative Development, 2007

ChoicePoint

Keynote: Demystifying Project Management – Communication Techniques for Project Managers, 2006

The Coca-Cola Company – Global Project Management Forum

Keynote: Project Management Maturity and the Inevitable Change for the Business Analyst, 2006

International Institute of Business Analysis (IIBA)

Article: Why Executives Should Care about Project Governance, 2007

International Project Management Association (IPMA) & PM World Today (International)