Courtney Ann Behm, MA, MBA, PMP

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Highly effective blend of expertise in cross-functional program management and communications with specialized skills in leadership development, team dynamics, facilitation and process change.   Dedicated to realizing the potential of strategy, organization, initiative, team, and individual. Master a wide variety of challenges in enterprises ranging from small and emerging to large and established.   Provide creative solutions to unexpected requirements. Influence executive decision-making. Clear, focused communicator. Simultaneous translator of differing points of view. Inspirational manager, mentor and coach. Dynamic facilitator and team leader. Accomplished speaker and writer. Organized and disciplined, while creative and flexible in the midst of change.

CORE COMPETENCIES

- Complex cross-functional program management
- New Product Introduction and Product Life Cycle
- PMO leadership and process facilitation
- Team and stakeholder relationship management
- Conflict resolution and negotiation
- Problem solving and issue clarification
- Hands-on team engagement
- Focused analysis and decision-making
- Strategic / tactical planning and implementation
- C-level interface and guidance
- Influence management and persuasion
- Verbal and written communication
- Contract creation and evaluation
- Line management and mentoring
- Presentation design and delivery
- Budget development and cost control
- Software: MS Office Suite, MS Project, Adobe Creative Suite, Siebel CRM, Business Objects, Perforce, Twiki, Confluence, SharePoint, Visio, Webex, others.

FUNCTIONAL EXPERTISE

Program Management and Team Leadership	- Own / manage complex cross-organizational, multi-level hardware, software, and SaaS programs in Engineering, IT and Business Operations - Establish and maintain PMO standards and metrics - Customer / field readiness and product launch - Manage programs on time and within / under budget - Effective with Waterfall, Agile and Scrum methodologies - Coordinate / deliver multiple simultaneous projects - Build and sustain team and stakeholder relationships
Leadership and Organizational Effectiveness	- Promote and implement new / enhanced processes - Provide creative leadership to individuals and teams - Foster effective teamwork and maintain executive focus - Motivate and develop direct reports - Coach and mentor at all levels of the organization
Communications	- Create and deliver dynamic, interactive presentations - Craft effective white papers, position pieces and messaging - Design and produce corporate events and executive seminars
Strategy Development and Implementation	- Drive cross-organizational strategic planning / decision making - Define direction and execute implementation plans

CAREER SUMMARY

SYMANTEC (August 2013 – Present / Mountain View, CA)
Security solutions for consumers, small/medium business and enterprise

Senior Principal Program Manager, User Protection and Productivity Business Operations
- Manage complex cross-organizational, cross-functional initiative to enhance customer engagement/enrollment.
- Develop and execute robust processes across multiple product groups to streamline product offerings.
- Drive effective launch management strategies to facilitate delivery of critical products.

NETAPP (January 2011 – July 2013 / Sunnyvale, CA)
Systems and software for data management, protection and retention

Senior Program Manager, Product Strategy and Operations
- Managed new product introduction and launch programs to meet aggressive release goals.
- Led cross-organization Product Life Cycle refresh team to streamline Product Release.
- Refined governance and process models to clarify decision-making process and accountability.
- Mentored and managed staff.

EVAULT, A SEAGATE COMPANY (2008 – 2011/ Santa Clara, CA)
Applications and appliances for cloud-connected storage.

Senior Program Manager, PMO
- Managed and delivered IT, Engineering and Business Systems programs, enabling effective oversight and enhanced visibility into hardware, software, SaaS and Data Center initiatives.
- Drove successful selection / implementation of Salesforce.com CRM / PRM.
- Initiated Project Management Office to ensure consistent processes and predictable execution of company initiatives.

ARIBA, INC (2006 – 2008 / Sunnyvale, CA)
Comprehensive Spend Management software systems.

Senior Program Manager, Procurement Engineering
- Managed Agile/Scrum Engineering team that executed a product transition from perpetual license procurement software to a hosted SaaS model and delivered the initial OnDemand software releases.
- Designed and managed the first OnDemand Customer Readiness Programs across the SaaS product suite, resulting in higher product quality and effective preparation for product general availability.

VIEWPOINT SOLUTIONS (1999 – 2006 / Mountain View, CA)
Customized solutions that achieve measurable results from well-defined strategies, focused execution, strong leadership, effective communication, and high-performance teamwork. Representative clients: Sun Microsystems, Korn/Ferry, Boston Scientific, Medtronic, Wyeth, Adobe, SAP, Mercury Interactive.

Founder and Principal Consultant
- Identified and clarified essential issues and priorities; recommended strategic direction.
- Mentored and coached key executives to provide resilient, flexible leadership.
- Ensured informed decision-making by clarifying cross-functional communication.
- Managed teams and functional stakeholders to successful execution of projects and programs.
- Fostered collaborative, results-oriented teamwork to meet and master business challenges.

CAREER SUMMARY, CONT.

CISCO SYSTEMS, INC. (1996 – 1999 / San Jose, CA)
Networking equipment and network management software for the Internet.

Senior Product Manager
- Designed and published comprehensive sales and marketing tools that enhanced field productivity by putting complex product information into an easily accessible format.

Manager, Knowledge Programs
- Produced and directed nationwide executive seminars that promoted Cisco's Internet business solutions, linked Cisco's Best Practices to the benefits of Internet applications, and broadened Cisco's customer base. Hired and managed staff.

CENTIGRAM COMMUNICATIONS, INC. (1994 – 1996 / San Jose, CA)
Voice mail, voice recognition and information processing hardware / software systems.

Senior Program Manager
- Simultaneously managed the delivery of products from three cross-functional product development core teams, enabling the organization to maintain consistent design, delivery and support of critical product initiatives.

ERICSSON / RAYNET CORPORATION (1993 –1994 / Menlo Park, CA)
Large-scale fiber-optics telephony hardware / software; Raynet was purchased by Ericsson in 1994.

Senior Program Manager
- Delivered a delayed mission-critical product on time by building a high-performance cross-functional team and implementing creative strategies to accomplish aggressive release objectives.

TELEBIT CORPORATION (1992 – 1993 / Sunnyvale, CA)
Telecommunications hardware / software; merged with Octicom Systems in 1993.

Director, Program Management
- Managed the first formal Product Delivery core team while instituting Product Life Cycle and Product Launch processes that streamlined development activity and go-to-market initiatives. Hired and managed staff.
- Provided leadership to corporate transition team to minimize the disruption of acquisition and downsizing.

ADDITIONAL WORK EXPERIENCE: Ungermann-Bass (Product Management / Program Management), Wang Laboratories (Account Management / Product Management), Motorola / Codex (Sales / Marketing), IBM (Systems Engineering)

EDUCATION AND CERTIFICATIONS

M.B.A., Harvard Graduate School of Business

M.A., University of Delaware

B.A., Ohio State University

Project Management Professional (PMP)

Certified ScrumMaster (CSM)