

MOHIT DOGRA

Senior Technical Program Manager • Operating Rhythm, Planning & Cross-Functional Execution

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PROFESSIONAL SUMMARY

12 years of experience, 10 at Visa as a technical program manager. I built an operating model from scratch (intake, prioritization, capacity, risk, escalation paths, review cadence) that became the standard across **3 organizations and 500+ engineers**, with no reporting line. I kept **60 engineering teams** across **10+ orgs** on one plan, tracked **20+ programs (~\$80M annual spend)**, ran QBR and OKR readouts for executives, and prepared updates for the **Board of Directors**. I use Claude Code daily for reporting and analysis. MBA in Operations & Supply Chain Management.

SKILLS & TOOLS

Strategy & Operations: operating model design • review cadence • QBR and OKR cycles • capacity and staffing tracking • intake and prioritization • risk and dependency tracking • escalation paths

Analytics & Reporting: SQL • Python • Tableau • Splunk • dashboards • usage telemetry • executive and Board reporting • Claude Code (daily use)

Delivery & Governance: integrated planning • release gates and go/no-go • FFIEC audits • Privacy (CCPA, GDPR) • Agile/Scrum (CSM) • Jira & Confluence

PROFESSIONAL EXPERIENCE

Senior Technical Program Manager

2016 - 2026

Visa | San Francisco, CA

Operating Model & Business Reviews

- Designed the operating model from scratch (intake, prioritization, capacity, risk, escalation paths, review cadence) plus a maturity model; coached program managers onto it with no reporting line, and it became the standard across **3 organizations and 500+ engineers**.
- Ran QBR and OKR readouts to executives and prepared program updates on marquee programs for Visa's **Board of Directors**.

Planning, Capacity & Performance

- Ran **Visa Direct**, a **\$1B+ API-first payments platform**, on one integrated plan across **60 engineering teams** and **10+ orgs** (product, engineering, risk, client support); surfaced risk early and escalated with a recommended path. The platform grew **30% year over year**.
- Tracked milestones, dependencies, and staffing across **20+ programs (~\$80M annual spend)** at **80% delivery predictability**; dashboards (SQL, Python, Tableau, Splunk) replaced manual status and showed **90% of value** came from a handful of projects, which reset funding priorities.
- Set release gates, go/no-go calls, and rollback rules; moved **20+ programs** through security, risk, and compliance sign-off, and led my org's **FFIEC audits** and **CCPA and GDPR** programs.

AI Tooling & Process Improvement

- Use Claude Code daily to build status reports, dependency maps, and risk analysis from raw program data, cutting manual reporting work.
- Owned Visa's internal agentic toolchain (Claude Code, MCP): adoption in the product org went **10% to 80% in 6 weeks**; time to a first working agent fell from **3 months to 10 days**; set a **\$1,500 per-user cost cap**.
- Built telemetry from agent session to spec to merged PR. It showed PMs skipping the eight-stage pipeline for small work, so I cut it to a one-page quick lane with the same guardrails.
- Set the eval and launch gates (accuracy, cost, readiness, go/no-go) that took **20+ generative-AI products** from pilot to production.

Senior Business Analyst

2015 - 2016

Accenture | Austin, TX

- Delivered a State of Ohio ACA health-benefits program; led requirements analysis and system optimization for **2,000+ users**.

Business Analyst

2014 - 2015

Medical Knowledge Group | New York, NY

- Delivered **3 major applications** (event management, speakers bureau, compliance) for **1,000+ healthcare professionals**.

EDUCATION

Clarkson University • MBA, Operations & Supply Chain Management

Certifications: ML Specialization (Stanford & DeepLearning.AI) • Applied AI in Business (UC Berkeley) • Certified ScrumMaster • Agile Certified Professional