

THANE F. WALKER

AI STRATEGY | PRODUCT MANAGEMENT | ENTERPRISE TRANSFORMATION

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PROFILE

Enterprise transformation, product, business analysis, and AI professional with more than 18 years of experience helping Fortune 100 organizations and multinational institutions turn emerging technology and complex business needs into practical, scalable capabilities. Known for connecting strategy to execution—clarifying the underlying business problem, aligning stakeholders, selecting the right technology and delivery approach, and building the people, process, governance, and adoption capabilities required for sustainable results.

CORE EXPERTISE

Enterprise AI Strategy • AI Readiness Assessments • Product Strategy • Product Management • Enterprise Transformation • Business Transformation • Business Analysis • Operating Model Design • Knowledge Management • Technology Strategy • Learning Transformation • HR Technology • Emerging Technology • Executive Facilitation • Organizational Change • SaaS & Vendor Evaluation • Agile Product Delivery

AI STRATEGY PROFILE

AI strategy and enterprise transformation leader with 18+ years of experience helping Fortune 100 organizations and multinational institutions evaluate emerging technologies, define enterprise strategies, modernize operating capabilities, and translate technological change into measurable business value.

Specializes in the organizational side of AI transformation: identifying high-value business opportunities, assessing organizational readiness, establishing the governance and knowledge foundations required for AI, evaluating technologies and vendors, defining future-state operating models, and aligning people, processes, information, products, and technology for sustainable adoption.

Brings a distinctive combination of AI strategy, product management, enterprise architecture, emerging technology evaluation, knowledge management, business analysis, and organizational transformation. Experienced guiding initiatives from early discovery and strategic assessment through technology selection, business case development, roadmap creation, implementation, governance, adoption, and value realization.

Known for looking beyond the technology itself to identify the business, process, knowledge, governance, and organizational conditions that determine whether AI initiatives succeed.

AI STRATEGY & TRANSFORMATION CAPABILITIES

Enterprise AI Strategy: AI Strategy • AI Readiness Assessments • AI Opportunity Identification • AI Adoption Strategy • AI Transformation • AI Product Strategy • Generative AI & LLMs • AI-Enabled Software • Natural Language Processing • Machine Learning Applications • Emerging Technology Strategy

AI Readiness & Knowledge: Knowledge Management • Knowledge Operations • AI-Consumable Content • Information Architecture • Taxonomy • Metadata • Content Lifecycle Management • Knowledge Stewardship • Retrieval & Discoverability • Knowledge Quality

Governance & Operating Model: AI Governance • Operating Model Design • Organizational Readiness • Process Transformation • Current-State / Future-State Analysis • Risk & Compliance Collaboration • Security & Privacy Collaboration • Organizational Change • Adoption Strategy

Product & Technology Strategy: Product Strategy • Technology Evaluation • Vendor Assessment • Proofs of Concept • SaaS & Cloud Platforms • Platform Strategy • Enterprise Architecture Collaboration • Technical Feasibility • Business Cases • Roadmaps • Investment Prioritization

Executive & Transformation Leadership: Executive Facilitation • Enterprise Discovery • Stakeholder Interviews • Cross-Functional Leadership • Business Capability Development • Change Management • Value Realization • Strategic Decision Support

SELECTED AI & TRANSFORMATION IMPACT

- Led enterprise AI-readiness discovery across five global business organizations, evaluating governance, organizational capability, information architecture, knowledge operations, content practices, metadata, taxonomy, retrieval, discoverability, and knowledge quality; designed remediation tools and training for 100+ Intranet Focal Points transitioning to Knowledge Stewards.
- Established enterprise strategies and roadmaps for AI-enabled software, natural language processing, machine learning, immersive learning, SaaS platforms, and emerging technologies; moved selected capabilities from evaluation and proof of concept into sustainable enterprise adoption.
- Implemented NLP-based workforce assessment capabilities and advanced VR/AR simulation to enterprise use, reducing required onsite training and skills validation from 1-2 months to approximately one week.
- Rationalized 16+ enterprise HR and compensation applications into eight strategic platforms, generating approximately \$2.7M in recurring annual savings and reducing technical complexity and redundant capabilities.
- Designed and implemented the learning transformation for an approximately \$200M Business Continuity modernization serving approximately 90,000 management employees; the successful model was subsequently expanded for enterprise-wide application.
- Delivered more than \$16M in documented learner seat-time cost avoidance, later established approximately \$1.5M-\$1.6M in recurring annual seat-time cost avoidance, and identified more than \$6M in projected technology savings.
- Invented U.S. Patent US20110145293 A1, reducing course-material development effort and cost by approximately 50% and contributing to approximately \$275M in projected vendor development cost avoidance.

PROFESSIONAL EXPERIENCE

COGNIZANT TECHNOLOGY SOLUTIONS | OCTOBER 2024 - JULY 2026

Strategic consulting and product leadership supporting enterprise AI readiness, knowledge operations, enterprise transformation, platform modernization, product strategy, and operating-model change for Fortune 100 organizations and a multinational financial institution.

AI TRANSFORMATION CONSULTANT | MAY 2026 - JULY 2026

Enterprise AI Readiness & Knowledge Strategy. Engaged to support enterprise AI adoption by determining whether the organization's underlying knowledge, governance, processes, operating practices, and information architecture could support sustainable AI implementation.

- Led AI-readiness discovery workshops, stakeholder interviews, and alignment sessions across five global business organizations.
- Assessed current-state governance, knowledge operations, information architecture, organizational capability, content practices, processes, systems, metadata, taxonomy, content lifecycle, retrieval, discoverability, and knowledge quality.
- Synthesized organizational, operational, governance, process, knowledge, and content constraints into an enterprise gap analysis and actionable transformation priorities.
- Developed recommendations for converting human-centered content into governed, structured, discoverable, AI-consumable knowledge assets, including flatter folder structures and content-level metadata standards.
- Designed remediation tools and training for 100+ Intranet Focal Points transitioning from traditional site ownership to Knowledge Steward roles accountable for both human and AI consumption.
- Facilitated stakeholder alignment around governance priorities, information architecture, people, processes, systems, and organizational readiness to support sustainable AI adoption.

PRODUCT MANAGER / PRODUCT OWNER - FORTUNE 100 TELECOM | OCTOBER 2024 - APRIL 2026

Enterprise Product Strategy & Platform Modernization. Led product strategy, business analysis, discovery, and execution for a multi-tenant customer platform aligned to a \$1.4B line of business, translating complex operational requirements into scalable product capabilities.

- Led product discovery, stakeholder interviews, requirements workshops, roadmap development, prioritization, and Agile execution across onshore and offshore teams.
- Modernized the platform to support portfolio-level account management for customers managing 2-200 properties and tens of thousands of units, replacing dozens to hundreds of property-specific logins with consolidated access.
- Delivered household-level Wi-Fi self-service capabilities and translated complex business workflows into epics, features, user stories, acceptance criteria, and scalable platform requirements.
- Aligned business, architecture, engineering, UX, SMEs, governance, risk, and distributed development teams around product direction, dependencies, implementation, and adoption.
- Identified underlying business constraints behind requested functionality and reframed solutions around sustainable customer and operational outcomes.

AT&T INC. | APRIL 2008 - MAY 2024

Progressed through increasingly strategic roles spanning enterprise architecture, product management, emerging technology, AI-enabled solutions, HR technology, learning platforms, and enterprise transformation. Consistently selected for initiatives requiring future-state thinking, technology evaluation, executive alignment, governance, and enterprise-scale implementation.

LEAD PRODUCT MANAGER - COMPENSATION & HR SYSTEMS | SEPTEMBER 2022 - MAY 2024

Enterprise Platform & Portfolio Strategy. Led modernization of AT&T's global HR and compensation technology portfolio.

- Owned product strategy, investment planning, modernization, governance, and delivery across global enterprise HR and compensation platforms.
- Rationalized 16+ applications into eight strategic platforms, generating approximately \$2.7M in recurring annual savings while reducing technical complexity, redundant capabilities, and operational points of failure.
- Delivered two net-new enterprise software solutions from concept through production within accelerated 10-week timelines.
- Developed ROI analyses, executive business cases, investment recommendations, modernization roadmaps, prioritization frameworks, and success measures tied to operational efficiency, adoption, delivery, cost reduction, and business-value realization.
- Integrated Legal, Compliance, Security, Risk, Architecture, Engineering, HR, Finance, and business stakeholders into technology decisions and implementation planning.

LEAD PRODUCT MANAGER - EMERGING TECHNOLOGY | DECEMBER 2019 - SEPTEMBER 2022

AI & Emerging Technology Strategy. Led enterprise identification, evaluation, strategy, and operationalization of emerging technologies capable of improving workforce capability and preparing the organization for future business needs.

- Established enterprise strategies and roadmaps for AI-enabled software, NLP, machine learning, immersive learning, simulation, SaaS platforms, and emerging technologies.
- Evaluated 10+ technologies and use cases for business applicability, organizational readiness, scalability, governance, adoption, operational impact, and measurable value.
- Led vendor assessments, comparative technology evaluations, proofs of concept, technology selection, implementation planning, and post-MVP scaling decisions.
- Implemented NLP-based workforce assessment capabilities to identify skill gaps and remediation needs.
- Advanced VR/AR and simulation learning from evaluation through enterprise implementation, reducing required onsite training and skills validation from 1-2 months to approximately one week.
- Balanced innovation with implementation complexity, governance, scalability, adoption, and business value to guide enterprise investment decisions.

LEAD PRODUCT MANAGER - HR & LEARNING TECHNOLOGY | JUNE 2017 - DECEMBER 2019

Digital Platform Strategy & Workforce Transformation.

- Led enterprise discovery, requirements analysis, service design, technology evaluation, implementation, and adoption for HR and learning platforms.
- Conducted stakeholder interviews, journey mapping, service-design workshops, current/future-state analysis, and SaaS evaluation before solution selection.
- Rapidly prototyped and tested concepts with users and leadership to inform investment decisions and future-state product direction.
- Developed product roadmaps, epics, features, user stories, acceptance criteria, and implementation strategies, advancing successful concepts to development teams.
- Aligned business, technology, and operations around modernization strategy and organizational adoption.

LEAD TRAINING MANAGER - DEVELOPMENT & INNOVATION | DECEMBER 2014 - JUNE 2017

Emerging Technology & Personalized Learning.

- Conceived and launched AT&T's Personalized Learning Environment for 200,000+ employees, creating a personalized digital experience aligned to employees' current and desired roles.
- Led internal and vendor development teams and defined product strategy, architecture, implementation standards, governance, adoption, and personalized development pathways.
- Led innovation initiatives focused on emerging technologies and scalable enterprise digital learning capabilities.
- Evaluated emerging technologies and translated promising concepts into practical implementation roadmaps tied to workforce and business capability improvements.

LEAD DESIGN ARCHITECT / AREA MANAGER - LEARNING ARCHITECTURE | JANUARY 2010 - DECEMBER 2014

Enterprise Architecture & Transformation. Led enterprise learning architecture, technology strategy, content strategy, platform modernization, governance, process transformation, and operating-model design; expanded the successful Business Continuity model for enterprise-wide application.

- Led enterprise learning architecture and modernization strategy, translating the Business Continuity transformation into scalable governance, architecture, processes, technology standards, and delivery capabilities.
- Identified more than \$6M in projected technology savings through architecture optimization and SaaS adoption.
- Established approximately \$1.5M-\$1.6M in recurring annual seat-time cost avoidance through operational efficiencies and targeted learning delivery.
- Developed enterprise technology roadmaps, reusable content architecture, governance structures, and sustainable operating models.
- Directed contractor teams and strategic vendor engagements supporting transformation and ongoing learning operations.

INSTRUCTIONAL TECHNOLOGIST | APRIL 2008 - DECEMBER 2009

Technology Innovation & Business Continuity Learning Transformation.

- Assessed requirements and defined the learning tools, technology, architecture, and transformation approach for an approximately \$200M Business Continuity modernization serving approximately 90,000 management employees.
- Invented U.S. Patent US20110145293 A1, reducing course-material development effort and cost by approximately 50% and contributing to approximately \$275M in projected vendor development cost avoidance.
- Delivered more than \$16M in documented cost avoidance through reduced learner seat time during the Business Continuity initiative.
- Built and directed seven contractor teams and strategic vendor relationships to execute the transformation.
- Established foundational reusable-content and structured-learning approaches that informed subsequent enterprise learning architecture and modernization work.

AI & TECHNICAL COMPETENCIES

Enterprise AI Strategy • AI Readiness Assessments • AI Adoption • AI Transformation • AI Product Strategy • Generative AI & LLMs • AI-Enabled Software • Natural Language Processing • Machine Learning Applications • Prompt Engineering • Knowledge Management • Knowledge Operations • Information Architecture • Taxonomy • Metadata • Content Lifecycle Management • Knowledge Stewardship • Retrieval & Discoverability • AI-Consumable Content • AI Governance • Technology Evaluation • Vendor Assessment • Proof of Concept • SaaS & Cloud Platforms • Enterprise Platforms • Product Strategy • Enterprise Architecture Collaboration • Solution Architecture Collaboration • Technical Feasibility Assessment • Product Discovery • Requirements Analysis • PRDs • Epics • Features • User Stories • Acceptance Criteria • Agile Product Management • SAFe Agile • Scrum • SDLC • UAT • Jira • Confluence

EDUCATION

Bachelor of Arts - California State University San Marcos