

ERIKA THOMAS

Strategic Product & Transformation Leader

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★ EXECUTIVE SUMMARY

Strategic product and transformation leader with 20+ years guiding enterprises through modernization, AI-enabled product innovation, and organizational capability uplift. Known for elevating product maturity, coaching product leaders, and delivering measurable business outcomes across financial services, SaaS, retail, and consulting environments. Expert at navigating ambiguity, shaping product strategy, and enabling high-performing teams through Lean, XP, and outcome-driven practices. Adept at building repeatable playbooks, driving cross-portfolio alignment, and accelerating value delivery in complex, multi-stakeholder environments.

🚀 SELECTED ACHIEVEMENTS

- Scaled a SaaS security product from concept to 50,000+ sites in 5 years, driving triple-digit YoY revenue growth and 90% channel partner adoption.
- Built and led a Product Management Center of Excellence, uplifting product maturity across multiple business units and establishing coaching frameworks used enterprise-wide.
- Led an enterprise AI initiative from discovery through delivery, enabling measurable value realization across Northern Trust business units.
- Transformed an organization from waterfall to agile, launching 8 new Scrum teams, establishing release management, and improving throughput and delivery predictability.
- Delivered modernization and product transformation engagements for Fortune 500 clients, improving backlog quality, team capability, and stakeholder alignment.
- Coached product managers and leaders across multiple enterprises, strengthening decision-making, customer focus, and iterative delivery practices.
- Directed multi-team product capabilities (Client360, Partner Workstation, Burst Team), ensuring roadmap execution, stakeholder alignment, and accelerated delivery outcomes.

🔧 CORE CAPABILITIES

Product Transformation • Modern Product Practices (Lean/XP) • AI-Enabled Product Strategy • Consulting Delivery Leadership • Capability Uplift & Coaching • Enterprise Modernization • Outcome-Driven Roadmapping • Portfolio Prioritization • Organizational Change • SaaS & Cloud • Payments & POS • Cross-Functional Leadership

PROFESSIONAL EXPERIENCE

Northern Trust — Senior Manager, Product Management Capability Lead

Remote, TX • 2024–Present

- Led the Client360 Intelligence AI initiative from discovery through delivery, enabling measurable value realization across multiple business units and improving decision-making workflows.
- Directed the Partner Workstation capability for 8 months, ensuring continuity of delivery, stakeholder alignment, and roadmap execution during leadership transition.
- Built and led the Product Management CoE, creating coaching frameworks, capability uplift programs, and standardized practices that improved product maturity across the organization.
- Directed the Burst Team, accelerating delivery across multiple portfolios by improving backlog quality, prioritization, and cross-team alignment.
- Mentored emerging product leaders, strengthening organizational decision-making and product competencies.

VMware / Broadcom — Delivery Lead

Remote, TX • 2021–2024

- Served as a strategic advisor from pre-sales through delivery, ensuring alignment on ROI, transformation goals, and measurable outcomes for enterprise modernization engagements.
- Led cross-functional consulting teams delivering modernization, transformation, and product creation engagements for Fortune 500 clients.
- Improved client satisfaction and engagement success by optimizing team composition, fostering psychologically safe environments, and driving consistent delivery practices.
- Partnered with Sales to expand accounts, contributing to pipeline growth and repeat business.
- Leveraged organizational best practices to uplift team capability and throughput across engagements.

Pivotal / VMware — Staff Product Manager

Irving, TX • 2018–2021

- Coached client product managers in Lean/XP practices, improving backlog quality, customer-centered decision-making, and iterative delivery capability.
- Embedded with client teams to drive transformation and uplift product maturity across complex organizations.
- Strengthened stakeholder communication and alignment, improving delivery predictability and cross-team collaboration.
- Managed escalations, guiding stakeholders toward improved team performance and product outcomes.

Earlier Roles (Condensed)

Toyota Connected • Ziosk • MCX • GameStop • NCR Corporation

Themes: Product leadership, organizational transformation, scaling teams, SaaS growth, payments/POS innovation, modernization, operational excellence.

Highlights:

- Led full organizational transformation from waterfall to agile at Ziosk, launching 8 scrum teams and establishing release management.
- Founded the Product Guild at Toyota Connected to strengthen product capability and mentorship.
- Owned mobile wallet strategy at MCX, driving cloud migration and POS integration.
- Delivered BI modernization and operational improvements at GameStop.
- Scaled NCR's SaaS security product from startup to 50,000+ sites; grew team from 3 to 35; achieved triple-digit revenue growth.

EDUCATION & CERTIFICATIONS

- M.S., Industrial & Organizational Psychology (In Progress) — Walden University
- M.S., Management & Leadership — Western Governors University
- B.S., Business Management — Western Governors University
- Computer Science Studies — Stephen F. Austin State University
- Certified Professional Coach (44 hours) — College of Executive Coaching
- Harvard Business School Online — Strategy Execution Certificate
- Cornell University — Executive Women in Leadership Certificate
- StrengthsFinder Top 5: Strategic, Futuristic, Includer, Activator, Input
- Myers-Briggs: ENTP