

Scott Englefield

CONTACT

Sydney, NSW
+61 468 600 125
scottenglefield@gmail.com
www.scottenglefield.com

CORE SKILLS

- › Programme/Portfolio Leadership
- › Commercial mindset
- › C-suite communication
- › Product Lifecycle Management
- › Agile, Waterfall and hybrid delivery
- › Team leadership & development
- › Coaching and mentoring
- › Stakeholder influence leadership
- › Cross-functional team leadership
- › Customer relationship management
- › External stakeholder management
- › Responsibility Assignment Matrix
- › Risk and change management
- › Cost and schedule baselines
- › Continuous improvement
- › MS Project, Jira, Confluence

EDUCATION

BEng Mechanical Engineering (Honours)
University of Greenwich, UK

PROFESSIONAL SUMMARY

Senior programme leader delivering complex, technology-driven products across regulated engineering environments. Known for combining delivery rigour with a leadership style that builds trust quickly across engineering, commercial and customer-facing teams, and gets things moving in matrix organisations without relying on positional authority. Experienced in first-level management and team leadership of cross-functional programme and project management professionals, with a track record of driving project/programme delivery excellence across portfolios spanning product development, commercial deployment and business transformation.

Builds and leads integrated project/programme teams within a matrix organisation, applying recognised project management methodologies, including Waterfall and Agile, to govern scope, cost and schedule from initiation through to close-out. Comfortable establishing cost and schedule baselines, executing monthly variance analysis and applying risk and change management controls across a concurrent portfolio. Brings a commercial mindset to customer relationships, coaching delivery teams to flex on scope where it strengthens the customer relationship, while keeping commercial trade-offs visible and deliberate, and communicates clearly at all levels of the organisation, from engineering teams to executive leadership. Acts as a role model and mentor to project and programme management professionals, with a particular focus on coaching for influence, judgement and stakeholder navigation alongside technical PM craft.

PROFESSIONAL EXPERIENCE

PMO Director

Harrison.ai Sep 2025 – Present

- Owned the delivery function as Head of Programmes across product development, customer deployment and business transformation, establishing the governance framework and operating rhythm that gave a fast-scaling AI company visibility and accountability across its portfolio
- Won buy-in from a technically strong leadership group for new governance and operating rhythm by adapting it to the realities of the teams rather than imposing a standard framework
- Exercised first-level management and team leadership of a growing function of programme, project and delivery managers, setting professional standards, coaching for quality and building individual development plans, with explicit focus on developing stakeholder influence, executive presence and commercial judgement alongside core PM skills
- Coaching the delivery team to shift from a scope-protective posture to a more customer-responsive one, helping them flex where it strengthens the relationship while keeping commercial implications visible to leadership
- Established a team operating style where delivery managers raised risks and bad news early, and coached them through difficult stakeholder conversations as they arose
- Applied risk and change management controls consistently across all programmes, ensuring scope changes were formally assessed, approved and incorporated into updated forecasts before being reflected in delivery plans
- Directed integrated project/programme teams within a matrix organisation, aligning Engineering, Product, Commercial and Customer functions behind shared delivery milestones and brokering scope and resourcing trade-offs at portfolio level through influence rather than escalation
- Acted as a senior point of contact for strategic hospital customers during escalations, balancing relationship preservation with disciplined scope and commercial protection
- Owned end-to-end programme delivery from business case and roadmap through to scaled rollout, selecting and adapting recognised project management methodologies — Agile, Waterfall or hybrid — to suit programme complexity and risk profile
- Produced executive reporting and KPI dashboards, translating programme performance data into concise insights for senior leadership and surfacing risks before they impacted committed delivery dates

Senior Program Manager

Harrison.ai Jul 2021 – Aug 2025

- Ran major AI product programmes end-to-end as a senior programme manager, owning scope, schedule and delivery for radiology SaaS products shipped to hospital customers, with full accountability from kick-off through to go-live
- Managed project managers and scrum delivery managers as direct reports across multiple concurrent programmes, leading cross-functional teams of 10 to 60 people spanning Engineering, Product, Commercial and Deployment
- Built strong, trust-based relationships with engineering leaders and product owners, becoming the person teams brought problems to early, a deliberate investment that consistently shortened resolution times and protected delivery dates

- Structured each programme with a defined Work Breakdown Structure and Responsibility Assignment Matrix, giving teams and stakeholders a clear picture of deliverables, ownership and interdependencies
- Maintained RACI Matrix disciplines across cross-functional teams, ensuring accountability for decisions and actions was explicit and consistently applied throughout the programme lifecycle
- Kept Engineering, Product, Commercial and Deployment aligned on priorities within a matrix organisation, resolving conflicts on scope, resourcing and timing through influence and negotiation rather than authority
- Applied risk and change management controls at programme level, maintaining risk registers and change logs and escalating material issues to senior leadership in a timely manner
- Built strong working relationships with senior leaders across the business, creating the conditions for issues to be surfaced and unblocked quickly rather than escalating unchecked
- Coached and mentored programme and project managers on stakeholder management, customer communication and reading the room, capability gaps the function had previously under-invested in

Senior Engineering Manager

ResMed *Feb 2017 – Jun 2021*

- Led the cross-functional Life Support Product development team, mechanical, electrical and systems engineers — through design and into market-ready releases, applying recognised project management methodologies and hitting compliance requirements without slipping schedules
- Directed project management across the team, set priorities, allocated resources and ran regular milestone reviews, maintaining cost and schedule baselines and providing variance analysis to keep programmes on track
- Led the programme to scale ventilator supply 7x during COVID-19, coordinating engineering, manufacturing and supply chain under extreme time pressure as programme lead for a critical surge response affecting global life support device availability — relying heavily on relationship capital built over prior years to move quickly across functional and geographic boundaries
- Held the team together through a sustained high-pressure period, attending to morale, fatigue and individual circumstances alongside delivery — a leadership focus that directly underpinned the team's ability to sustain output
- Structured programme governance using Work Breakdown Structure and Cost Breakdown Structure disciplines to maintain financial and schedule control across parallel workstreams under significant delivery pressure
- Project managed ResMed's first high flow therapy device from concept to product in under 9 months, applying tight scope control and risk and change management controls to protect a compressed timeline
- Acted as a role model and mentor to project management team members, providing hands-on coaching and ad-hoc support to build capability across the function, with a particular emphasis on developing influence, executive communication and commercial awareness

Project Manager

ResMed *Jan 2016 – Feb 2017*

- Ran global project management for the Lumis 150 non-invasive ventilator launch, a multi-region programme spanning Engineering, Regulatory, Manufacturing and Commercial teams across Australia, the US and Europe
- Owned the full project lifecycle — schedule, risk register, resource plan and stakeholder communications — keeping geographically dispersed integrated project/programme teams aligned on a single timeline and set of priorities
- Navigated cultural and working-style differences across three regions, adapting communication and decision-making approaches to build trust with local teams and accelerate alignment
- Applied a Responsibility Assignment Matrix and RACI Matrix to clarify ownership across a complex cross-functional team, reducing ambiguity and accelerating decision-making during the regulatory submission phase
- Managed the 510(k) submission process end-to-end, coordinating technical documentation across Engineering and Regulatory to meet FDA requirements and hit the US market entry date
- Maintained cost and schedule baselines and produced regular variance analysis to keep senior stakeholders informed and to support timely decisions on scope and resourcing trade-offs

Project Manager

Cochlear *May 2011 – Jan 2016*

- Led cross-functional programmes delivering next-generation battery systems and Nucleus sound processor improvements for cochlear implant recipients, managing integrated project/programme teams spanning hardware, firmware, software, regulatory, quality and manufacturing
- Owned end-to-end programme delivery using Cochlear's design control framework, from requirements definition through V&V, design transfer and regulatory submission, applying recognised project management methodologies throughout the product lifecycle
- Structured programme artefacts including Work Breakdown Structure, resource plans and risk registers to maintain governance standards consistent with a regulated product development environment

- Coordinated Regulatory, Marketing and Manufacturing, managing interdependencies between technical documentation, labelling, manufacturing readiness and market release activities within a matrix organisation
- Built durable working relationships across functional silos that made cross-team negotiation faster and lower-friction on subsequent programmes

Engineering Manager

ResMed *Jun 2008 – Apr 2011*

- Led ResMed's Product Lifecycle Engineering team, acting as design authority for released CPAP and respiratory devices, managing product risk and resolving post-market engineering issues before they escalated into field problems
- Oversaw the full product lifecycle engineering cycle, evaluating design change requests, running risk assessments and steering changes through the controlled document and change note process in line with ResMed's Quality Management System
- Partnered with procurement, supply chain and manufacturing to qualify material and component changes, ensuring product specifications continued to be met without disrupting production

Mechanical Engineer

ResMed *Feb 2007 – Jun 2008*

- Designed and validated mechanical components and mask structures for ResMed's CPAP and sleep apnea devices, applying tolerance analysis and GD&T to ensure parts met specification across production variability
- Ran verification and validation protocols to confirm regulatory compliance and real-world device reliability, generating technical documentation to support design history files and regulatory submissions
- Worked closely with manufacturing and supply chain on DFMA, resolving producibility issues early and reducing the risk of quality escapes in high-volume production