

# SHEILA NAISHO, PMP

Senior Operations Executive | Enterprise Delivery, P&L Leadership & Program Management

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## PROFESSIONAL SUMMARY

Operations leader with 25+ years building and scaling enterprise delivery organizations across security-tech, telecommunications, and network infrastructure. Owns a \$91M+ P&L as Senior Director of Operations for Kastle Systems' Enterprise Accounts — where disciplined execution delivered the highest installation gross margin in company history (11.9%), a global Partner network grown from zero to 85+ certified partners, and an enterprise-wide PM career framework. Pairs rigorous financial accountability with human-centered leadership, cross-functional influence, and a growing focus on AI, analytics, and automation to drive scalable operations.

## CORE COMPETENCIES

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| • P&L Management & Financial Strategy  | • Enterprise Program & Portfolio Management | • Operational Excellence & Process Design |
| • Partner & Vendor Network Development | • Cross-Functional Leadership               | • Organizational Design & Career Pathing  |
| • CRM, Data & Analytics                | • AI-Enabled Operations & Automation        | • Client Relationship Management          |
| • Risk Management & Margin Protection  | • People Development & Succession Planning  | • Change Management & Transformation      |

## PROFESSIONAL EXPERIENCE

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**KASTLE SYSTEMS — Falls Church, Virginia** | *Global leader in commercial property security, access control & integrated identity management*

### Senior Director of Operations, Enterprise Accounts

2024 – Present

P&L owner for Enterprise installation and service delivery across U.S. and international markets. Lead Project Management, Technical Services, Partner Management, and MDA SysAd organizations through direct reports. Accountable for \$91M+ in annual installation revenue, \$300K+ quarterly RMR creation, and service delivery for 250+ enterprise clients.

#### **Financial Performance & Margin Leadership**

- Delivered 11.9% install gross margin in 2025 — highest in company history — while exceeding installation revenue budget by \$1.5M.
- Achieved \$91.1M installation revenue (2024, +\$196K over budget); \$301K quarterly RMR (+\$33K over budget); install margins 2.2% over breakeven.
- Architected a 30% labor-risk-buffer bidding strategy that structurally protects margin against scope drift, change-order gaps, and return visits.
- Stabilized a difficult fiscal year through \$59K in hiring-pause savings, \$24K in parts-return facilitation, and 30% renegotiation of subcontractor quotes.

#### **Enterprise Transformation & Strategy**

- Co-led the Sales-to-Service Working Group and authored the company-wide RACI matrix defining ownership from sales handoff through service delivery.
- Partnered with HRBP to publish the PM Level 1–5 career framework, creating transparent progression paths and improving retention across the PM organization.
- Led Microsoft and Crowe discovery sessions for a PM-integrated CRM platform; shaped technical requirements to align tooling with real operational workflows.
- Built unified PM productivity dashboards by stitching disparate data sources together to surface workload balance, capacity, and efficiency trends.

#### **Partner Network & Operational Scale**

- Grew Partner Management to 75+ U.S. and 10+ international certified partners (36 new in 2024); launched Platinum/Gold/Silver certification that cut Technical Team dependency on basic installs by 70%.

- Delivered Kastle's first multi-region (U.S./Europe/Asia) Technical Team Week, cross-training on Aiphone and expanding coverage beyond two specialists.
- Implemented 50+ cross-functional process improvements via bi-weekly working sessions; increased operational efficiency ~20%.

### **People Leadership**

- Hired four senior roles in 2024 using STAR + motivational-fit assessments; all new PMs earned unsolicited client commendations within their first quarter.
- Coach/mentor to PMO Support Manager, MDA Manager, and multi-level PM/Technical team; maintained zero missed client occupancy deadlines across directly-managed portfolio. Sustained culture of skip-level 1:1s and well-being check-ins driving strong retention and low escalation.

### **Director of Operations & Project Management, Enterprise Accounts**

2017 – 2024

Recruited to stand up and scale the Enterprise Accounts operations function, serving national and international high-tier clients in access control, video surveillance, visitor management, and integrated identity. Inherited a \$6M revenue / \$770K RMR portfolio.

- Grew Enterprise P&L from \$6M to \$91M+ annual revenue and \$770K to \$300K+ quarterly RMR over seven years.
- Cut operational costs 12% via labor/vendor/materials optimization; scored 845 on J.D. Power client experience survey; lifted service response rates 25%.
- Sustained <1% weekend escalation rate to the GM over 70 consecutive weeks — far exceeding the executive target.
- Founded Kastle's Partner Management program from scratch; launched the Partner Kastle Technical Certification and certified 60% of partners against an aggressive deadline.
- Formed the Operational Excellence task force with Executive sponsorship; resolved 95% of identified cross-functional challenges within one year.
- Led COVID-19 workforce adaptation with data-driven capacity planning; preserved productivity and 100% client retention. Delivered Kastle's first company-wide PM Onboarding curriculum with L&D.

### **NEXIUS INSIGHT — Reston / McLean, Virginia** | *Telecom engineering & program delivery for Tier-1 carriers*

#### **Technical Project Manager & Lead Systems Engineer**

2011 – 2017

Led end-to-end program delivery for Sprint, NII Holdings (Nextel Latin America), and other Tier-1 carrier clients; managed teams of 20+ engineers across design, integration, testing, and market launch.

- Sprint (2014–2016): Drove LTE Interoperability (IOT), Self-Optimizing Network (SON), and Huawei software releases across 11 cross-functional vendor teams; compressed test cycles to 3 weeks per interface.
- NII Holdings (2011–2014): Delivered Qualcomm QChat Push-to-Talk over 3G across Mexico, Peru, Chile, and Brazil; drove E2E certification and validation enabling Brazil market launch.

### **SPRINT NEXTEL — Reston / McLean, Virginia** | *National wireless carrier*

#### **Senior Systems Engineer — Emerging Technologies & Packet Data**

2005 – 2010

- Led National Technical Lab testing for QChat Push-to-Talk, Interoperability Infrastructure (PII), and iDEN; advanced installation, integration, and market launch.
- Cut PII maintenance costs by \$5M through advisory leadership on Ericsson contract terms and performance SLAs; reduced vendor trouble tickets 48% with Motorola.
- Four-time recipient of Sprint Excellence Awards (2006 – 2009).

### **UUNET / MCI / WORLDCOM — Ashburn, Virginia** | *World's largest IP backbone — 95K miles, 20K devices, 65 countries*

#### **Internet Network Engineer — Tier-3 TAC / NOC**

1999 – 2005

- Ensured performance, capacity, and availability of the global IP backbone via proactive troubleshooting and capacity planning; designed internal NOC tooling and standardized monitoring processes.
- Advised senior leadership on acquisition and upgrade roadmaps to support network growth. Ovation Award recipient, 2003.

### **EDUCATION, CERTIFICATIONS & AFFILIATIONS**

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**B.S., Electrical Engineering** — George Mason University, Fairfax, Virginia

**Certifications:** PMP • Certified ScrumMaster • Six Sigma Black Belt (In Progress) • Applied AI for Operations & Analytics

**Affiliations:** Project Management Institute (PMI) • IEEE • Society of Women Engineers (SWE) • National Society of Black Engineers (NSBE) • Bonfire Beyond