

These transformation patterns show up across sectors.

*In nonprofits, associations, and foundations, transformation often requires ecosystem building, cross-sector partnerships, and mobilizing networks to scale mission and impact — such as the agency turnaround I led at Odyssey as **Interim CEO**.*

The Three Transformations

Architecting success inside complex systems

Pattern of how systems move, align & scale.

Enterprise Operating-Model Transformation

Dimensions to master:

- How organizations actually work
- How decisions move through the system
- Where alignment breaks and must be rebuilt
- How governance stabilizes distributed power
- How clarity emerges in ambiguity
- How people adjust to new ways of working
- How norms and incentives align or undermine the model

Pattern of success.

I led leadership alignment and enterprise readiness for a high-stakes \$2B cloud migration and business-model transformation at Equifax during a period of heightened scrutiny and declining customer confidence.

Achieved 89% workforce readiness and rebuilt customer confidence, increasing “extremely satisfied” customer ratings to 75%.

Technology & AI-Enabled Transformation

Dimensions to master:

- How modernization becomes adoption
- How risk, compliance, and engineering align
- How cross-functional teams move together
- How humans trust new tools
- How capability-building becomes culture

*Recognized by the CTO for delivering the **highest adoption curve AND**, separately, the **most positively received business case for new technology** in his 20-year tenure at global humanitarian organization, CARE.*

Leveraged pro bono platforms to drive business benefits and internal cohesion, enabling real-time multilingual knowledge sharing, culturally resonant storytelling, and distributed innovation across 36 countries.

Go-to-Market & Growth Transformation

Dimensions to master:

- How ideas become market opportunity
- How narrative aligns teams and customers
- How aligned systems scale efficiently
- How value and outcomes drive engagement
- How partnerships extend reach and capability
- How organizations build trust through execution

*Shifted Fortune 1000 companies from episodic sponsorships to recurring civic-engagement investments across a 150-affiliate network — including an industry-specific service initiative that: unlocked HR and marketing budgets alongside philanthropy; grew into its own nonprofit; and became the industry’s first **0→1→N** engagement engine. Also designed the first virtual participation model for the world’s largest service-related convention, enabling 1,000 military caregivers to participate remotely and expanding the definition of service to veterans nationwide.*

Owned revenue functions, mobilizing \$55M by mid-career.