

Grant William Shull

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Professional Summary

CERTIFIED, HANDS-ON Lean-Agile & Circular Economy Strategist, Planner & Implementer with nearly 40 years of increasingly deep experience who has introduced & implemented broad ranges of management innovations, tactical transformations, and AI-enabling technology solutions into organizations large & small. KEY AGENT for helping clients & business partners to: 1) Visualize new opportunities hidden in plain sight among the hopes, dreams & transformational needs expressed by their guests through the constant conversation of their everyday business transactions; 2) Organize & reconfigure business processes to continually flow more efficiently toward guest-driven Objectives & Key Results (OKRs) naturally emerging from newly discovered event horizons resulting in progressively sustainable & demonstrably practical process modifications; and 3) Focus on dissolving blockers that manifest themselves along the way by doing the real work of removing root causes instead of merely band-aiding ephemeral symptoms for cosmetic purposes. PRODUCER OF: The continual & consistent transformation of enterprise-wide automation footprints from innovation inhibiting net-negatives into proactively promoting net-positives for everyone involved.

Key Competencies

Certified for SAFe 6.0 Program Management & Executive-Level Agility Coaching - Certified for Circular Economy Strategy Development & Operational Planning by Cambridge University's Judge Business School - Off-Shore/Multi-Site Team Management - Information Design - Guest Delight Management - International Business Development & Marketing - Continuous Process Optimization & Leadership Development - Lean Six Sigma Processes Improvement - Risk Management - Agile E-Commerce Implementation - Business Intelligence - JAD/JIT Engineering - Data Warehousing - Scaled Data Grid Implementation - Healthcare MDM - FHIR-based Software Integration - FHIR/HL7 Manipulations & Transformation - Agile Enterprise Data Modeling - Knowledge Management - Agile Transformation Management - Creative Culture & Community Building - Big Data Organization & Manipulation for AI - Block Chain Strategy & Leveraging - Non-Profit Funding & Promotional Development

Professional Experience

Chief Agility Officer. Fitness Interface LLC. Columbus, OH.

Mar 2010 to Present.

- Prepared training programs for Agile-at-Scale transformations
- Provided enterprise-wide SAFe coaching & team development
- Led product delivery teams as Agile-at-scale Scrum Coach
- Optimized claim processing with scaled Agile thinking
- Modernized claim processing with FHIR/HL7 compliance
- Developed enterprise-wide AI-ready business agility practices
- Served as Agility-at-Scale Program Director & Managing Data Architect
- Served as Chief Agility Officer, Agility Coach & Scrum Master
- Received Kudos for quantity, and quality of independent value streams kept in flight
- Received national award for use of new integration approach
- Received salutes from Generals for doing what seemed impossible with Agility
- Average Lean-Agile Team Size: 10 - Delivery Taxonomy: 200 - Effective Enterprise Reach: 300,000

- Detailed Duties, Accomplishments & Credentials – AGILE ENGAGEMENT COACH, SCRUM MASTER & ARCHITECT at various firms, including Tata, Chase Bank, 5/3 Bank, DIRECTV, IEHP
 - Provided uniquely crafted corporate Agility training that paralleled existing corporate Mission, Vision & Action statements
 - Helped develop new delivery taxonomies & migrate entrenched corporate structures into newly optimized delivery patterns
 - Provided comprehensive, enterprise-level summaries & individualized action plans for a wide variety of delivery teams based on field-tested & consistently orthogonal measures of Agility allowing individual delivery teams to complement & coordinate their work among their peer teams rather than be pitted against each other in competition for arbitrary, often meaningless & sometimes harmful performance awards based on otherwise arbitrary metrics
- CHIEF AGILE INNOVATION OFFICER at Nokia Bell Labs
 - Provided Agile Coaching & Scrum Master services to introduce & augment Lean/Agile/DevOps business practices
 - Ensured universal disclosure of key data points, encouraging transparent “last planner” collaboration
 - Fostering attitudes of universal servant leadership
 - Maintained focus on ever-more ideal production goals throughout & among creative production & operational support teams
- SCRUM MASTER/TEAM LEADER & AGILE PROCESS COACH – Modernized & Integrated Product Design, Benefit Administration, Guest Management, Claims Automation, and Real-time Event Data Management for Guest Service, Healthcare & Leading Government Service Organizations
 - Received commendations, awards & standing salutes for analysis, definition & communication of component development for architecting & implementing the replacement of outdated & outmoded systems with transformative solutions & rule-driven operational models, including development, deployment & securing of an ATO for the largest IBM IIB Healthcare Pack implementation to date as part of the DoD/VA eHR project
 - Applied experience gained from this & other projects detailed below to provide architectural guidance and realize patterns for downstream innovations of real-time event management & collaboration integration efforts as part of the ongoing process modernization initiatives at both DaVita & FDA
- AGILE SCRUM MASTER – Led teams in forming, storming, norming & performing their way to innovating outdated guest services practices & platforms at Wells Fargo
 - Ideated, designed & implemented DevOps process innovations to delight guests & increase guest retention
 - Facilitated working sessions & discussions on ideation, design, implementation & coordinated deployment of procedural & technical solutions to help various innovation teams produce excellent customer service policies & great supporting software components
 - Demonstrated the usefulness of VersionOne as a comprehensive Lean/Agile management tool, mentored other scrum team members on effective use of the tool as a process management information platform
 - Achieved adoption of several efficiency initiatives to help normalize Lean/Agile Principles into the work ethic of various teams within my span of influence
 - Instigated, created, hosted, facilitated & scribed the daily VOCS (Virtual Online Collaboration Space) for optimizing common working hours while compensating for various geographical & temporal dispersion of both teams & team members around the globe

- Demonstrated the use of shared archives for cataloging & leveraging team memory for enhanced decision-making, operational guidance & overall guest delight
- Facilitated retrospective ceremony activities, produced comprehensive retrospective analyses & rendered key improvement initiatives for team to ensure progress toward continuous improvement goals
- Observed patient, silent, mindfulness as appropriate to allow teams to self-guide when collaborating on process issues, finding common ground & achieving increased efficiency through mutually acceptable practices, time-frames & maturity curves
- Provided proactive, strong & engaging global team facilitation as needed
- AGILE COACH, SCRUM MASTER & SAFe IMPLEMENTER – Realized full benefit of cutting-edge, mass-customization technology within SAFe operational boundaries by simplifying operational decision management & ensuring ubiquitous adoption of business-driven, cloud-based decision management capabilities among MasterCard & their various clients
 - Automated DevOps of architectural components, tools & tool kits for end-users, developers & solution providers seeking access to IBM ODM through the Decision Management as a Service (DMaaS) API from the MasterCard DevCloud utilizing a virtual server environment
 - Integrated business processes management techniques & technologies of various data warehousing components & capabilities into a unified, pseudo-AI, decision making platform
 - Transformed data into decisions using business-driven rule base automation on a stateless three-tiered IT architecture
 - Enabled fraud watch customers to bypass native ODM, RuleDesigner, and Business Console interfaces through a sophisticated combination of technical processes, products & implementation techniques
 - Developed IT components as necessary
 - Ensured execution quality & non-functional compliance of deployed components by collaborating with multiple stakeholders to document & execute necessary controls, including process reviews, static analysis tools & partner engagement mechanisms for load & security testing
 - Implemented data structures & transaction clients to provide human readable machine integration with underlying IBM ODM rule sets
 - Wrote, edited & approved operational handbooks, system design, system operation & implementation guides using Confluence integrated with JIRA issue tracking
 - Managed daily team workflow & personnel tasks for Agile sprints with JIRA utilities & related Lean/Kanban metaphors
 - Integrated several technical frameworks into unified, loosely coupled & late-binding integrated information systems to provide maximum flexibility & effectiveness of operation within a variety of operational context constraints
 - Troubleshoot & resolved complex problems with operational components & executional sequences
 - Authored, tracked & implemented Problem Management Reports through formal Maintenance Request processes with outside vendors
 - Coordinated policy versioning with version management tools
 - Applied patches & upgrades to hardware & software components as necessary
- AGILE COACH & BUSINESS TRANSFORMATION ARCHITECT – Transformed integrated enterprise & electronic commerce footprint by developing prototypes for new stateless, multi-tiered architectures & components comprising the resulting automation support systems based on the stateless execution of open-standards

technologies for the United States Patent & Trademark Organization (USPTO)

- Led operational DevOps policy discussions, information system architectural exploration and process design framework modeling by working alongside cross-organizational, cross-functional & cross-disciplined teams to build an ambiguous set of environmental & functional drivers into a set of common initiative with both a single purpose & a unified operational metaphor
- Elicited requirements in order to create detailed assessments of current states, gaps & remediating procedural & technological approaches where necessary
- Derived resulting business & system architectural models using industry standard documentation methods to efficiently & effectively communicate implementation concepts to a widely diverse enterprise audience
- Used intentionally visual documentation models where practicable to enhance overall understanding among team members
- Created BPM & ODM facades/portals & integration modules based on architectural prototypes with package-based Integration (IIB), BPM (IBM/Lombardi) & ODM APIs
- Coordinated with Market Research, Business & Security teams to ensure solution balance among functional, non-functional & business compliance requirements
- Identified & categorized detailed lists of functional anomalies; synthesized new patterns using UML & methodologically hybridized diagrams to simplify functional concepts & introduce rule-driven logic via ODM components
- Planned & led JAD-style visioning sessions to derive more efficient implementation solutions
- Researched & categorized already employed technologies, tools and techniques for upgrade candidacy
- Organized the same into efficient, orthogonal representations of system components
- Facilitated technical discussions with industry leaders & ecosystem partners to decompose IIB integration steams & derive SOAP WSDLs & REST APIs for architectural definition, interface design controls & documentation of the resultant public contract definitions
- Synthesized JAD session results into unified development practices
- Detailed & executed architectural approach to transform group of disparate, outdated websites & stove-piped systems into modern, unified, responsive, mobile-first components along with key Information Architecture (IA) wireframes to guide further HMI/UX design efforts for iWatch, iOS, Android, iPhone, mobile phone, iPad, Tablet, portal and laptop form factor using a variety of java-oriented design patterns, tools & techniques along with a varied array of human languages
- Distilled all information into phased, partitioned, actionable, agile development plans
- Led development of security transformation solutions
- Documented implementation artifacts comprising all stages of implementation from early conceptual designs through detailed physical component specification & live, real-world implementation
- Developed detailed transformational & sizing models using UML, marketecture & hybridized diagrams for guidance in migrating Java-driven WAS infrastructure to JBOSS infrastructure using BPM (IBM/Lombardi), ODM, ODM APIs, Spring, AngularJS & other design patterns as necessary
- Described & modeled viable implementation solutions for reorganizing configuration techniques to optimize embedded Agile development tactics under existing Waterfall constraints
- Designed data mapping structures, data flow diagrams & data definitions to be used in development, modification & enhancement of system integrations

- Facilitated JAD sessions & transformed output into designs & management guides for the visualizing, designing, and development of Enterprise Architecture components & their low-level technical design equivalents
- SCRUM MASTER/MASTER OF CEREMONIES – Maximized information asset monetization & optimized customer value web creation for clients seeking increased global market reach by leading comprehensive, JAD-based implementations of web-based & device-driven mobile apps supported by enterprise Business Process Management (BPM [IBM/Lombardi]), Operation Decision Management (ODM) and Service Oriented Architectures (SOA) utilizing a full spectrum of process re-engineering, IBM product suites (such as IIB 9.x and IIB Healthcare Pack) & complementary technology toolsets under traditional, Agile & variously blended program management methodologies, product actuation approaches & project management disciplines
 - Provided implementation leadership & design assistance through directed facilitation
 - Produced HMI/UX for iOS, Android, iPhone, mobile phone, iPad, Tablet, portal and laptop form factors integrating through SOA & Enterprise Information Bus components using SOAP & REST, DB/DW/BI, Security/Control, DevOps & Cloud Computing documents, diagrams, white papers & production-installed technical components
 - Generated rapid ROI by applying holistic, guest-centric, Lean/Agile design models & patterns to speed implementation, enculturation & introduction in production-level operations
 - Provided comprehensive client support as a strategic IBM Business Partner
 - Optimized claims management through an enterprise Java platform as an AGILE DATA COACH
 - Maximized ROI for marketing, sales & service divisions of a large financial institution by establishing single, personally-centric data source integrations within the enterprise as a whole
 - Increased overall value of enterprise data through streamlined database DAOs & components by repurposing existing fraud management, marketing, house-holding & claims management implementations
 - Decreased operational costs by implementing a golden record storage service layer using both SOAP & REST request/response pairing underneath a centralized meta-data management façade
 - Aided enterprise-wide collaboration & communication among technical & business implementation teams both by authoring & editing interface control documents while contributing to SADs, TADs, strategic white papers & other key systems implementation documents as needed
 - Increased idea traction & technology adoption for Agile practices & technologies by implementing & testing solutions in various sandboxes as appropriate
- SCRUM MASTER & AGILE COACH – Led program, product & project teams in creating integrated business processes for driving claims processing ecosystems in various enterprise processing environments using automated business process integration tools
 - Created benefits management & compliance tracking solutions for implementing Affordable Care Act mandates & transformations
 - Led teams of technicians in developing & ensuring DevOps efficiency & timely issue resolution across the enterprise as a whole
- AGILE PROGRAM MANAGER & COACH – Provided fact-driven information technology implementation & team leadership to government leaders, business leaders & their respective implementation teams through technically accurate, economically feasible, clearly compelling, politically insightful & operationally grounded innovation activities
 - Implemented transformative, integrative DevOps-driven operational processes & automated system components to modernize aging, silo-driven benefits & fraud management detection & elimination

procedures

- Optimized enterprise value chains & webs by delivering targeted process & technical component refactoring
- Shaped & guided operational governance & technical implementation excellence for instrumenting solutions with technologies including: Business Process Management Systems (BPMS), Business Rule Bases/Operational Decision Management (BR / ODM), Business Event Managers (BE) & SOA-driven Enterprise Service Buses (SOA/ESB) in both SOAP & REST metaphors; Guest-centric Web Apps; Web-based Portals; Mobile Device Apps; Business Intelligence (BI) Modules; Executive Dashboards; Operational Reports; Databases (DBMS); Mass-media Stores; Data Warehousing (DW) Facilities; Inter-Enterprise Integration & Cloud-based Services on IBM WAS, JBOSS & other java & non-java platforms alike
- Designed & developed responsive, mobile-optimized HMI/UX modules for iOS, Android, iPhone, mobile phone, iPad, Tablet, portal and laptop form factors using components designed to ensure field operations stayed in sync according to thoroughly thought-out policies & heavily vetted guest satisfaction CTQs & KPIs
- Applied Agile implementation techniques in accordance with OMBs 25 Point Plan for Governmental Transformation
- AGILE PROCESS INNOVATION COACH – Led teams through the development of integrated BPM & ODM-driven Systems while planning & implementing enterprise personnel deployment system integrating with Oracle 11g with various BI & other Commercial-Off-The-Shelf products into BPM-driven, Service Oriented Architectures and Business Intelligence Reporting Frameworks
 - Drove BPM, data, rules management (ODM), security & technical development based on implementation of best practices, field-tested application guides & leading industry trends for strategic military commands that benefitted military eHR processing centers throughout the world
 - Provided strategic leadership for development of core DevOps-driven components & led technical team of 30+ core professionals using Agile delivery methodologies for the production of integrated BPM healthcare suites combining the governing of process & data management integration needed to serve authoritative sources, data stores, data warehouses, data marts, and OWL-based ontological mapping according to BTA standards & DoD practices specifying both force modernization & global field mobilization & integration initiatives
 - Utilized several IBM & non-IBM components while integrating message translation, transformation & transmission with IIB, Healthcare Pack & an underlying, globally fault-tolerant, message transmission infrastructure
 - Designed & developed responsive, mobile-optimized HMI/UX components for iOS, Android, iPhone, mobile phone, iPad, Tablet, portal and laptop form factors using variously Java/J2EE-based tools on an internationally deployed complex of JBoss servers
 - Ensured solutions provided credible & compelling stories for senior MEPCOM & BTA leaders to maximize sales effectiveness in a thoroughly tested, battle-ready environment
 - Led selection & integration of BPM & supporting ODM technology sets & guided the selection of BPM components based on capability maturity models per MEPCOM IT Business requirements
 - Drove nearly 200 technical team resources & guided thousands of client operatives through multiple core component creation & delivery iterations
 - Contributed to white papers describing technical & quality assurance approaches as guidance for organizing work by teams of specialists within various disciplines
 - Drove integration teams to produce designs for highly available, zero-loss, geographically diverse HADR hosting complexes housing coordinated BPM, Enterprise Data Management & SOA components in both SOAP & RESTful formats integrated by IIB with Healthcare Pack & other pre-build integration components

- Specified comprehensive Identity Management approaches on a global, biometrically identified, force deployment basis
- Developed preliminary BPM process flows & physical data structures for demonstration prototypes using Oracle 11g, BPM Suite technologies & variously engineered & integrated technology components
- Key Partners: Deloitte, Prolifics, AEEC, Genpact-Jawood Care Solutions, IBM, Summa Technologies, Harris, OpenText, The MITRE Corporation, SRA
- Key Clients: Nokia Bell Labs, Wells Fargo, USFDA, MasterCard, Blue Cross FEPOC, United States Patent and Trademark Office (USPTO), BlueCross Blue Shield, Department of Defense/Department of Veterans Affairs, Department of Veterans Affairs Healthcare Management; Department of the Treasury – IRS Affordable Care Act Transformation Teams, US Army – MEPCOM (United States Military Entrance Processing Command) Healthcare Induction and Benefits Processing, Eisai, Pfizer TD Bank, SIRVA, Harris, HMS, XO Communications

Program Manager. TIBCO. Washington, DC.

Dec 2007 – Mar 2010.

- Co-innovated Agile contracting vehicle at for US Federal Government & received national award for innovative
- Led scaled Agile transformation in context of PMBOK EVM “Iron Waterfall”
- Average Lean-Agile Team Size: 10 - Delivery Taxonomy: 200 - Effective Enterprise Reach: 150,000
- Detailed Duties, Accomplishments & Credentials – PROGRAM MANAGER & EXECUTIVE AGILE COACH: Provided A to Z leadership for largest development program team both engaged at client & deployed by TIBCO global services
- Wrapped Agile management practices inside highly-structured traditional Waterfall management & reporting environment
- Established BPM, SOA & DevOps COE deployment practices
- Served as trusted implementer for core & strategic integration components
- Streamlined delivery processes
- Led teams using iProcess, BusinessWorks, EMS, Hawk, .Net & variously Java- based/J2EE components
 - Created code base for expansion of opportunities for BPM and SOA sales within account and to related government agencies
 - Enabled expansion of program team three-fold by producing strategic framework components
 - Generated over \$30 million in yearly governmental cost savings while growing savings exponentially with each service release & component enhancement
 - Provided novel identity management approaches for various government agencies and commercial identity verification support partners
 - Designed and developed responsive, mobile-optimized HMI/UX components (iOS, Android, iPhone, mobile phone, iPad, Tablet and laptop form factors)
- Key Client: Department of Homeland Security – United States Citizenship and Immigration Services (DHS USCIS) Benefits Processing Center
- Key Technologies: TIBCO BusinessWorks, iProcess, Lombardi/IBM BPM, IBM ESB and IIB, Oracle and DB2, J2EE-based SOA, OCR, PDF, XML, EDI, JSON

Executive Agile Architect. Cybervangelism. Silver Spring, MD.

Sep 2000 – Dec 2007.

- Led multiple scaled Agility transformations
- Led multiple C-level Agility modernization initiatives

- Average Lean-Agile Team Size: 12 - Delivery Taxonomy: 300 - Effective Enterprise Reach: 50,000
- Detailed Duties, Accomplishments & Credentials – AGILE COACH, SCRUM MASTER & TECHNICAL LEAD: Led project-based implementation teams & incubated COEs for strategic IT management systems, e-business BPM (Lombardi/IBM), EAI/SOA/CORBA, data warehousing, business intelligence & knowledge management solutions often using HIPAA, Sarbanes Oxley, and ROI as drivers
 - Designed & developed responsive, mobile-optimized HMI/UX for iOS, Android, iPhone, mobile phone, iPad, Tablet and laptop form factors
 - Implemented component upgrades & assisted with roadmap assessments of BPM, IIB, data warehousing, EAI/SOA, and DevOps solutions
 - Employed structured enterprise analysis methodologies, RUP, business process architectural improvements, data warehousing, component-based designs and best practices to ensure project deliverables met requirements & quality expectations
 - Led teams in designing core framework components & enterprise integration modules for various international financial institutions
 - Designed & developed responsive, mobile-optimized HMI/UX components for kiosk & laptop form factors using multiple human languages
 - Coordinated with off-shore development teams on multiple multi-million-dollar projects
 - Established & managed IBM development support partnerships
 - Provided clients & business partners with comprehensive technical & implementation leadership focusing on supply chain, BPM integration, e-commerce, data warehousing & enterprise EAI implementations
 - Managed local and offshore deployment teams
 - Guided work allocation patterns & resolved significant roadblocks as necessary
 - Balanced client relationship needs with technical team execution patterns & priorities
- Key Accomplishments:
 - Headed development teams during Joint Application Development (JAD) sessions to develop user scenarios, Use Cases, wire frame models & core component implementation frameworks
 - Ensured project delivery progressed at least 10% faster than with other, non-Lean, non-Agile methods
 - Led project auditing teams to uncover & correct functional inconsistencies & design pattern inefficiencies
 - Saved over \$1 million in write-offs, avoided costly litigation while opening up opportunities for repeat business by providing clear, concise & complete testimony at deposition
 - Implemented over five, multi-million-dollar, BPM/DW/SOA engagements per year
 - Instrumented the up-selling of over \$10 million in add-on services to various individual clients based on innovative implementation of Lean & Agile business practices
- Key Clients: CareFirst BCBS, Mayo Clinic, Aetna, UHc, Walgreens, Pfizer, Health Now (a Blue Cross Affiliate), ExpressScripts, Principal Financial, RBC Dain Rauscher, Wells Fargo, Horace Mann, Disney, Nash Finch, FEMA, 3M, Johnson & Johnson, Gulfstream; Key Partners: J. Walter Thompson, Perficient, AIC, CSC, CIBER, Cognizant, RCG IT, CIBER
- Key Technologies: Lombardi TeamWorks/IBM BPM, Intalio, Weblogic, IBM IIB and IIB Healthcare Pack, WebSphere Portal Server, WBI Modeler, WSAD, HATS, Oracle, DB2, SOA, OCR, PDF, XML, EDI, Trizetto Facets, Salesforce.com, J2EE, other mixed and non-java platforms

Managing Architect. Telismart. Omaha, NE.

Jan 2000- Sep 2000.

- Led lean-startup for telecommunications supply chain disruption
- Pioneered expansion of Agile Manifesto practices at scale
- Average Lean-Agile Team Size: 15 - Delivery Taxonomy: 45 - Effective Enterprise Reach: 70
- Detailed Duties, Accomplishments & Credentials – AGILE COACH & TECHNICAL LEAD: Spearheaded BPM innovation & delivery of e-commerce, data warehouse, business intelligence & BI/AI-oriented DataMart solutions, using multi-site/off-shore development teams
- Key Accomplishments:
 - Researched & guided the adoption of emerging technologies & trends, innovative system engineering improvements, tools, techniques & standards for streamlining the DevOps, CI/CD production deployment process
 - Led end-to-end system performance & stress testing
 - Worked with test designers to optimize operational system stability
 - Turned around two faltering website upgrades in under six months
 - Recognized uneven C-level delivery expectations & took the initiative to reimagine & realign the requirements gathering process to optimize delivery patterns
 - Guided the realignment of executive expectations, project deadlines, deliverables & available resources to smooth delivery time-lines & key delivery activities
 - Utilized eXtreme Programming & Kanban management techniques to optimize team progress
 - Designed & developed responsive, mobile-optimized HMI/UX for kiosk, portal, laptop and thick client replication form factors using multiple human languages
 - Commended by VP of IT for making enterprise system planning meetings 10x more effective by leading JAD engineering sessions at executive management retreat events

Productivity Manager. Keane NTT. Independence, OH.

Feb 1999 - Jan 2000.

- Recognized by Jack Welch as leading voice of Agile Internet Transformation at GE
- Led Lean Six-Sigma/Agile business transformation as lead C-level consultant
- Average Lean-Agile Team Size: 8 - Delivery Taxonomy: 25 - Effective Enterprise Reach: 4,000
- Detailed Duties, Accomplishments & Credentials – AGILE/SIX-SIGMA COACH & SCRUM MASTER: Commended for execution of strategic Internet implementation for GE Quartz by Jack Welch
 - Team output recognized as the pattern to follow when preparing such strategic roadmaps in the future
 - Provided engineering services for BPM improvements supported by Six-Sigma DevOps dashboard reporting based on best practices for e-commerce architecture, project planning, business intelligence, data warehousing & enterprise application integration patterns
 - Audited & improved e-commerce network & security operations
 - Prepared Internet service engineering plans & materials for transformational business process & technical implementation components
 - Developed & populated Center of Excellence for enhanced e-commerce & BPM implementation
 - Designed & developed responsive, mobile-optimized HMIs/UXs for kiosk, laptop & thick client replication form factors using multiple human languages
- Key Accomplishments:

- Received commendation from GE chief, Jack Welch, for the approach & content of a transformational BPM implementation approach utilizing e-business tools & techniques
- Re-engineering efforts included 3-stage analysis, Website mock-ups, RACI matrix automation, several ROI metric hypotheses along the lines of a comprehensive implementation framework
- Facilitated JAD engineering sessions which streamlined production delivery by more than 33%
- Teamed with managing director to obtain multi-million-dollar budget allocation
- Contributed technical substantiation to business plan for establishing local branch as National Center of Excellence for e-commerce

IT Agility Architect. IBM Global Services. Cleveland, OH.

Nov 1996 - Feb 1999.

- Led game-changing WWW modernizations as IT Architect, Scrum Master & Agility Coach
- Average Lean-Agile Team Size: 7 - Delivery Taxonomy: 100 - Effective Enterprise Reach: 10,000
- Detailed Duties, Accomplishments & Credentials – BPM & ODM Implementation Architect: translated specs into an e-commerce/extranet presence for national retailer while integrating Net.Commerce & Lotus Notes into enterprise technology footprint
- Drove development, thought leadership & project estimation models supporting multi-million-dollar e-commerce sales wins
- Coordinated with multi-site & offshore DevOps resources
- Developed highly successful client relationship by demonstrating business & technical acumen during intensive development & testing cycles
 - Implemented worldwide project tracking infrastructures using Lotus Notes & Internet-based technologies
 - Created business flows, data structures, HTML templates & CGI scripts for production of dynamic Web pages
 - Engineered techniques for expanding Lotus Notes infrastructure to support overall strategic information system goal for various clients
 - Designed & developed responsive, mobile-optimized HMI/UX for kiosk, laptop & thick client replication form factors using multiple human languages
- Key Clients: Goodyear, Victoria's Secret, Target, IBM ITSO
- Key Accomplishments:
 - Delighted client by delivering e-commerce sites early, saving at least 33% in development costs
 - Authored various portions & served as general editor for Redbook entitled, *Building e-Commerce Solutions with Net.Commerce: A Project Guidebook* (#SG24-5417-00)

Managing Architect. Transformative Consulting. Cleveland, OH.

Mar 1994 - Nov 1996.

- Made IBM first & largest Agile-at-Scale enterprise in the world with Intellectual Capital Management System
- Pioneered Scrum Master role & Cynefin framework
- Collaborated with Bob Hopewell, Father of RAD, Grandfather of Agile
- Average Lean-Agile Team Size: 7 - Delivery Taxonomy: 10,000 - Effective Enterprise Reach: 300,000
- Detailed Duties, Accomplishments & Credentials – MANAGING ARCHITECT: Led BPM transformation through Lotus Notes/Phone Notes resources expansion for 1100 U.S. restaurants to improve business process & follow-up on the training of newly hired wait staff to help reduce & mitigate the effects of rapid workforce turnover

- Designed & developed responsive, mobile-optimized HMI/UX for kiosk, laptop, thick client replication, phone [DTMF] form factors using multiple human languages
- RAPID, ITERATIVE, PROTO-AGILE, TECHNICAL TEAM LEAD: Prepared strategies & component designs for integration of business processes & related enterprise data management systems, utilizing Lotus Notes, Oracle & traditional data processing technologies spanning multiple sites, countries, languages & cultures
 - Led initial expansion phase of Intellectual Asset Management, data warehouse, and DevOps system providing 40,000+ consultants access to Lotus Notes/Domino & Java-derived components to help them organize & optimize their delivery of down-stream work products
 - Worked with Bob Hopewell, Father of Rapid Iterative Development & Grandfather of all things Agile
 - Led a team comprised of 50-technician through the design/implementation of client laptop rollouts
 - Designed & developed responsive, mobile-optimized HMI/UX for kiosk, laptop, thick client replication & phone [DTMF] form factors using multiple human languages
 - Guided the innovation & enhancement of a Notes/Oracle-based integrated product development suite for target populations within a practitioner base exceeding 100,000 practitioners – system remains in use as part of IBMs World-wide Competency Management System for Global Services consulting
- Key Technologies: Lotus Notes, Lotus Phone Notes, ODBC, Visual Basic, Oracle
- Key Clients: IBM Global Services & ICMS Group, Darden Restaurants, Jones Day Reavis & Pogue, Smuckers, Arthur Anderson, PwC, McHale & Associates, USConnect

Product Manager. CBIS. Cologne, Germany.

Aug 1988 - Mar 1994.

- Led Agile teams delivering mobility telemanagement solutions across Europe & the US
- Pioneered offshoring, nearshoring, and reverse-offshoring practices & techniques
- Built global team using conference calls, faxes, & low-speed/low-fidelity modems
- Led rapid storming, forming, norming, and performing to create SAFe-style teams
- Pioneered wire-framing by introducing theatrical storyboarding techniques
- Average Lean-Agile Team Size: 15 - Delivery Taxonomy: 50 - Effective Enterprise Reach: 50,000
- Detailed Duties, Accomplishments & Credentials – PRODUCT MANAGER, IT ARCHITECT, SALES ENGINEERING TEAM LEADER, SALES SUPPORT SPECIALIST: Managed International Teams Creating World-Class Tele-management Optimization Software for Global Telecommunications Industry using RAPID, ITERATIVE, LEAN & PROTO-AGILE execution techniques
- Sold & led in-country, multi-million-dollar implementation for optimizing IT delivery approaches
- Resolved related DevOps system engineering issues
- Assisted with sales demonstrations to land multiple multi-year, multi-million-dollar engagements
- Orchestrated host country implementation of Business Process Improvement, enterprise application integration, data warehousing, business intelligence & departmental DataMart implementation for producing several magnitudes of ROI for both National & large corporate telecom/utility companies throughout the world
- Key Clients: Deutsche Bundespost Telekom, Swiss PTT, Dutch PTT, Cable and Wireless, McCaw Cellular

Consultant. The Synergy Group. Chicago, IL.

Jun 1986 - Aug 1988.

- Led Deming-style Agile transition from mainframe to departmental computing
- Average Lean-Agile Team Size: 5 - Delivery Taxonomy: 20 - Effective Enterprise Reach: 10,000
- Detailed Duties, Accomplishments & Credentials – CONSULTANT, DATA SCIENTIST & BUSINESS CENTER MANAGER:

Developed advanced decision making & AI-enablement processes for selecting, contacting, attracting, tracking & onboarding optimum candidates for Medical Residencies & Fellowships at Michael Reese Hospital

- Installed & configured networks for departmental computing & office automation at Michael Reese Hospital
- Identified, quantified & automated analysis of the effects of locally targeted advertising campaigns on consumer behavior in selected model media markets at Information Resources Inc
- Operated prototypical Business Center & Co-branded AV Supply Service at Chicago Hilton & Towers

Education

08/1983-05/1986. Bachelor of Philosophy. Miami University. Oxford, OH.

- Graduated Magna cum laude with 3.8 GPA; Nominated Phi Beta Kappa, Graduated One Year Early

08/1983-05/1986. College Prep. Willard High School. Willard, OH.

- Graduated Valedictorian: 4.0 GPA; Received Senior Math & OSEA Regents Scholarship Awards

Additional Professional Development

10/2021 - 12/2021. Professional CESS Certificate. University of Cambridge. Cambridge, England.

- Certified Circular Economy & Sustainability Strategist & Planner at Judge Business School

08/2017 – 08/2017. Professional CESS Certificate. Agility for All. Orlando, FL.

- Certified Executive-Level Agile Leader

08/1989-08/1990. Legal Studies. Chase College of Law. Highland Heights, KY.

- Completed First Year JD Requirements with “A” average

09/1986-04/1987. Professional CESS IT Certificate. DePaul University. Chicago, IL.

- Certified Computer Career Program Graduate with Honors

08/1986-Present. Professional Training. Various Organizations. Various Locations.

- Collaborated with Bob Hopewell, Grandfather of Agile, to create ICMS: The Global Practitioner KM Solution, IBM
- Developed Comprehensive, Culturally Sensitive Coach-the-Coaches Agility Mindset Transformation Program, JPMC
- Certified Agile-at-Scale Leader Workshop, Agile for All with Peter Green, Primary Agility Innovator at Adobe
- Visioning Workshop & JAD Session Facilitation Creation, CBIS
- Strategic Selling & Guerilla Sales Techniques, IBM/Summa
- Project Management in a Changing World, CBIS
- Productivity Management (PMBOK), Keane – the original creators of the PMBOK
- Effective Negotiating®, CBIS/Karrass
- Effective Sales Proposal Writing, CBIS
- SOA Principles and Practice, TIBCO
- Conflict Management and Resolution, CBIS
- Lotus Accelerated Development Method, USConnect/IBM
- Joint Application Design (JAD) Facilitation, IBM
- Rapid Application Development Methodology and Advanced RAD Techniques, IBM

- Data Warehousing Design and Implementation, IBM
- Enterprise Data Analysis and Design, CBIS
- RUP, Java, J2EE, OOA & OOD, E-Business Architecture & Method Blue, CIBER/IBM
- Lombardi TeamWorks/IBM BPM Bootcamp, Cognizant

Key Hands-on Skills Inventory & Other Professional Highlights

- Innovations: Wireframe Pioneer, Agile Startup Early Adopter, The MUSIC Model, The Intuitive Integration and Content Redaction Engine for Scaled Artificial Intelligence Provision, Scaled Knowledge and Integrated Asset Management at IBM, Blockchain Normalization for Basic Business Use
- Practices & Methodologies: Agile, Lean, Lean Start-up, Scrum, Kanban, Rapid/iterative Delivery, Internet of Things (IoT) Integration, Supply Chain/Value Web Optimization
- Approaches & Implementation Packages: Planview, Analysis Automation, Knowledge Management Integration & Façade Building, Big Data/Blockchain Leverage and Integration, Lombardi/BPM, SOA Patterns, SOAP and RESTful services, JAD/RAD, eXtreme Programming, Information Architecture, Use Cases Analysis and Coding, RUP, OOA/OOD, CASE/Structured Design, SDLC, HL7, FHIR, DevOps
- Selected Tools and Technologies: ChatGPT, Midjourney, Data Lakes for AI & Advanced BI Use, Monetization of ChatGPT & other AI tools, JIRA, Block Chain Style Integration of No-Update Data Lake Backplanes, InfoSphere MDM, WebSphere (WAS, Lombardi/BPM, WESB, IBM Integration Bus (IIB 10.x) with IIB Healthcare Pack, ODM 8.8, DataPower, ObjectGrid, EXtremeScale, Studio Application Developer, Personalization, Edge, Business Integrator, Everyplace Suite and Commerce Suite, Portal Server) DB2 UDB EEE, SQL, Informix, Trizetto Facets, Host Integrator, Host Publisher, Transcoding Publisher; MQSeries Workflow, MQSI, Holosofx; MetaStorm BPM, C#; Oracle (Lombardi/BPM Suite, RDBMS, BI, EPM, ESB), TIBCO (iProcess, ActiveMatrix, BusinessWorks, BusinessEvents, Master Data Management, Hawk, Enterprise Messaging Services, SOA Best Practices), Intalio, Hyperion EP , Hyperion FM, BusinessObjects EPM, Ab Initio; BEA WebLogic; Apache/HIS, Tomcat; Tivoli Access Manager and SecureWay Line; Object Oriented Analysis and Design; Java/J2EE Architectural Components and Design Patterns; WSAD, XML, XSL, XSLT, HTML, JSPs, JDBC, EJB; CORBA, Unix Shell Scripts, Perl; Lotus Notes/Domino; Cold Fusion; Tomcat, Windows NT and 2000 Server; Visual Basic, .Net, VantageOne, ERWIN, Sparx Enterprise Architect, Software Through Pictures, ROSE, Rational Suite, Eclipse, iPhone SDK 4.0, PHP, MySQL, L1 ABIS® (System Workflow Manager, System Search Engine, System FaceExaminer, Biometric Capture Products), Identec RF perimeter control tools, Salesforce.com, JBOSS and other open system platforms & tools