

# Ross Beurmann

Skilled leader in software development and program management.

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## EXPERIENCE

### Wells Fargo, Columbus, OH — *Executive Director*

June 2023 - February 2025

Developed and led the execution of a multi-factor transformation plan to ensure that the SBB product line is organized effectively to meet the needs of the Banking Product and Platform Architecture (BPPA) of the future and additionally is aligned to CSBB's key business objectives. Plan encompasses three key facets of organizational and digital transformation as detailed below:

Lead and facilitated SBB's reorganization to determine how to best position people and teams to align to both the Business Leader's roadmap and the BPPA. This alignment means breaking down tech, architecture, and business silos to create a one team mentality with the focus on delivering value to the customer. The business teams themselves also come from two lines of business adding an extra layer of complexity.

Guided the team to make all work visible through work items, acceptance criteria and workflow where appropriate. Builds cohesion through workshops and working sessions with all people responsible for the flow of work including legal, risk, compliance, and other non-product line staffed competencies.

Built the right sessions to facilitate inter-LOB communications across the organization but also the right meetings and intervals for intra-team communication from leadership to the newest member of the engineering team. Clear communication in conjunction with a transparent backlog and the right team structure enables all members of the team both core and secondary to have the same clarity in the plan and execution status.

### MatrixRes (Wells Fargo), Remote — *Senior Lead Product*

March 2022 - June 2023

Designed and developed Mural training in OKR, Epic, and Feature writing that was interactive and used real world backlog and other concepts to ensure that the teams had the right information to develop the portfolio, product, and product area backlogs.

Ross built comprehensive 1-1 coaching programs for technology, product, and servant leader managers in the top three layers of the organization. Specific "Healthy Habits" were identified (40-65) behaviors, activities and expectations that were differing by role and assessed with the

## SKILLS

Organizational Leadership  
Organizational Development  
Organizational Design  
Action Research  
Enterprise Architecture  
Corporate Strategy  
Information Technology  
Transformational Leadership  
Product Coaching  
Product Management  
OKR Writing  
People Leadership  
Agile Transformations  
LEAN Business Principles

## AWARDS

Army Commendation Medal  
2003 & 2005  
Army Achievement Medal  
2004

## CERTIFICATIONS

Practical Product by Design  
Certified Scrum PO  
Certified Scrum Master  
Human Resources  
Foundations  
AWS Business Professional  
AWS Technical Professional  
Comptia Security+  
Zachman Enterprise Architect

participant to co-create the plan and measure of the 1-1 coaching sessions each lasting 4-8 weeks depending on the individual.

Ross coached the entire organization through a multi-day multi team planning event with little friction through creative and fun ways to teach participants how to get the most value from the experience of planning and what it means to come into planning prepared.

Ross is a leadership team member and trusted advisor to his peers in his assigned business unit and has been called upon to coach the executives through tough decisions by facilitating the decision process.

Ross was assigned as the WIM representative to the enterprise playbook team to help create and curate the playbook.

### **Apex Systems Inc (Wells Fargo), Remote — Transformation Leader**

June 2021 - February 2022

Assisted the CIO in analyzing current state, developing future state outcomes and measures, and implementation of coaching activities that achieved the described outcomes of the Enterprise transformation and local PAM maturity level changes.

Ross created plans to optimize change management from CIO through to engineer by linking Enterprise OKRs to Team Maturity assessments and enabling a two-prong coaching model that couples a leadership and team coaching to drive planning efficacy to 90% from 50-60% in two to three months per team.

Ross was instrumental in the development and alignment of product areas and product lines to the engineering teams to enable better flow of ideas through to inception.

Ross' organizational model is pivotal both in change management structure to run the change, but also his product alignment to enable a reduction in dependent work across teams and freeing up the valuable time of hyper specific Subject Matter Experts.

### **LeadingAgile (Eli Lilly), Remote — Managing Consultant**

June 2019 - January 2022

Developed organizational strategy and technical architecture to deliver Eli Lilly's Diabetes go-to-market approach in the digital age. Designed and developed new roles, responsibilities, workflows, and governance controls to create a way to manage multiple time horizons and product roadmaps across molecules, devices, and software.

Drove mindset shift around transparency and honesty in planning and execution across multiple teams and business units. Developed comprehensive metrics and tooling design to allow for the work to flow and be measured in a way where the system of delivery was trusted, and work was visible throughout the organization.

Developed and implemented an Investment Decision Support team around both business model innovation and solution innovation to validate assumptions long before financial planning to ensure the right fit for the market segment and customer type.

Leads a team of 9 consultants driving change in the largest BU for Lilly responsible for 65% of Eli Lilly's revenue. The Coaches are deployed in specific need areas and all escalations are brought to Ross for remediation. Ross is the key point of contact for the effort and leads non organizational transformation efforts such as Architecture, Process, Vendor Management, Strategic Decision Support, and executive communications.

Managed P&L on the account as well as the transformation serving as the Transformation Lead for the entire BU. Ross manages key stakeholder relationships and elicits support from the broader organization through facilitating Town Hall meetings, training sessions, small group sessions and 1-1's to ensure understanding and alignment.

Created and facilitated the Executive Leadership Team and how they intersected with the CC&I Agile Transformation office that managed and reported on all workstreams of the overarching Eli Lilly agile

transformation creating a 20% increase in transformation speed.

### **Fiserv, Remote — Director Business Transformation**

January 2018 - June 2019

Developed actions to resolve previously failed transformation efforts and current state issues through leveraging understanding of organizational construct strategy and planning processes, creating efficiency in software development by 300%.

Developed and implemented enterprise-wide planning process from requirement to deployed code for 700+ global associates through organizational strategy that decouples reporting from workflow and streamlines the organization in an effort to focus associates on core responsibilities resulting in a planning accuracy increase of 150%

Drove focus shift in planning vision to customer value while enabling proper investment on improvement activities through staffing and allowing focus which decreased speed to market by 50% and increased quality by 35%.

Drove complete reorganization of Product and Technology departments organizational construct that led to reduced reporting relationships, flattened product organization as well as shifted organization to product-oriented mindset.

### **REAN Cloud, Remote — Program Manager**

March 2017 - January 2018

Spearheaded effective transition to cloud including technical architecture, cloud native design, DevOps pipeline efficiencies, and setting up managed services that enabled long-term success and support of contracts. Executed end to end management of migrating data center to cloud migrations from planning through execution for enterprise level clients. Coached organizations through DevOps mindset adoption and delivery of services to organizations customers.

Managed security pipelines to be created utilizing NIST, DIACAP and RMF security procedures and facilitating automating them with security specialists in the federal Government.

Coached customer teams on Agile and DevOps culture and mindset addressing organizational issues, using organizational development and action research theory, enabling clients to deliver working, quality software to clients 40% faster.

Built scaled team cadence for 8 migration teams in the largest DevOps transformation program in REAN Cloud's history, achieving migration of 1189 applications to Amazon Web Services within 5 months.

### **Apex Systems Inc (US Navy), Remote — Product Manager**

April 2016 - March 2017

Developed and revamped order to cash process of Navy's Information Technology implementation process from Request for Proposal through to product implementation, reducing time to market by 30%, production outages by 50%, and increasing employee productivity by 25%.

Removed waste and increased effectiveness in security within Navy's product portfolios, resulting in decreased time to market by 20% as result of instilling system team and DevOps culture in organization including design and implementation of future focused security process.

Served as the Product Manager for the Enterprise Architecture suite of tools including monitoring, modeling, and sonar to ensure that all aspects of the architecture were documented and integrated into the software delivery process and change management processes.

Served as the Product Manager for the secure sided internet administration product suite. Working to deliver OKRs and an Epic and Feature roadmap in order to deliver a suite of tools for internal administrators to securely and

effectively administer the externally hosted web applications offered by the US Navy without compromising internal security controls and user data.

### **Thompson Creek, Lanham MD — Director of Information Technology**

March 2016 - April 2017

Designed and initiated business and disaster continuity of operations process enabling 99.9999% uptime of all Thompson Creek services.

Increased marketing and sales business intelligence capabilities through managing new product implementations including SAP HANA implementation.

Designed and implemented new Wide Area Network to interconnect three office locations together in one network using a hardware based layer two connections with upgraded blade server systems/network storage devices resulting in more effective and reliable Information Technology Services to be delivered to employees and customers increasing uptime to 99.9999%.

Created 2 plausible strategic plans that better positioned business as result of performing and delivering business analysis to Executive Team regarding mission, values, executive, departmental, and team member misalignment.

Developed matrix management model to enable for geographic expansion with KPIs and operational plans for the new product introduction program resulting in the development of the new role of Chief Operating Officer allowing the sitting Chief Executive Officer to focus on business strategy, thereby increasing margin and revenue by 5%.

### **MetroStar Systems, Remote — Project/Program Management**

March 2013 - February 2016

Steered effective program management and enterprise architecture on high value programs. Directed profit and loss on programs at Department of State Senior Executive Services Information Technology Department as well as Marine Forces Cyber Command programs.

Developed and implemented true ITIL V3 methodology in the Service Operations, Service Strategy and Service Design sections of the customer support program. Developed and implemented an Enterprise Architecture methodology to do discovery, analysis sprint planning and code documentation for a SCRUM managed software project. Resulting in a reduction of time to market by 60% as well as an increase in Revenue and Margin on the program by 10%.

Drove program to design and realize 3-tiered training tracking system which resulted in decreased Marine Cyber Warriors end to end training lifecycle time by 15%.

Augmented software delivery by 20% through architecting and leading implementation of agile delivery process inside of Cyber Command.

### **United States Air Force (A5XS), Pentagon — Chief IT M&S (GS-14)**

February 2011 - March 2013

Lead a team of experts in technology and modeling/simulation to design, implement, and support a full-scale deployable network from hardware, infrastructure, application, and custom development support.

Created organizational structure enabling Lean and Agile delivery of all products; implemented DevOps delivery process increasing software delivery speed by 25%.

Developed, implemented, and recommended Air Force Enterprise inclusion of the GameNet 2.5 Equipment Request and Tracking solution which was capable of tracking, requesting, planning and executing operational level military offensive, defensive and intelligence activities simultaneously which increased players planning efficiency by 40%.

Forged lean process for network setup and teardown activities, which decreased mission setup and tear down time

by 72 total hours, thus enabling the government to save \$25K per trip by lowering travel time by 3 days per event.

### **General Dynamics (A5XS), Pentagon — *Enterprise Architect***

February 2011 - February 2012

Architected GameNet 3.0 from the ground up in an R&D capacity to bolster results and to provide recommendations to the CIO of the Air Force. Implemented, customized and supported over 10 models/simulation to bolster analytical capabilities in Air Force wargaming. Designed an integrated solution consisting of multiple COTS products to allow for real time GIS analysis of wargame "ground truth" and incorporated custom BPM to allow for quicker requests for forces into the wargame theater. Redesigned, developed, and implemented a new request for information system that was faster, and more secure by utilizing COTS products and custom XSLT, HTML, JavaScript and business logic. Successfully deployed GameNet 3.0 over 10 times from Fort Dix NJ to Zagreb Croatia with 0 downtime during events.

### **MetroStar Systems, Remote — *Project Management/Sr. Systems Engineer***

March 2013 - February 2016

Lead cutting edge web 2.0 and SharePoint projects that assisted multiple customers. Provided tier 3 support and management services across civilian and federal agencies including Financial Management companies, large IT companies, small business, DoS and DoD.

Managed the MCEITS (USMC) Collaboration Suite support staff and incident management team. Ensured that all MCEITS collaboration development and incident management projects provided the most secure and effective systems and outcomes for the war-fighter.

### **Stanley Associates (NGA), Bethesda MD — *Sr. Systems Engineer***

October 2005 - March 2007

Developed an upgraded NGA task management system for the Office of the Director. The workflow was built to replace an email based task management tool. Using electronic document management and BPM tools Ross designed and developed an integrated web based task management tool. Decreased congressional task response by 30 days.

### **United States Army (Military Intelligence), Various Locations — *Platoon Sergeant***

August 2001 - August 2005

Led a team of highly motivated Common Ground Station Operators in missions from Texas to Iraq to Korea. Was responsible for 20 Million dollars of equipment and 15-20 soldiers who were charged with providing top notch intelligence packages to the maneuver units to ensure their success.