Ross Beurmann

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Skilled leader in enterprise software development, transformation, program management, and author of *"From Theater to Flow: Rebuilding the System Behind Agility."* www.https://www.amazon.com/dp/B0FF2G464W/

EXPERIENCE

Program & Transformation Office Leader | Enterprise Execution & Governance Specialist

Strategic and results-driven program leader with over 20 years of experience driving large-scale transformations in financial services, pharma, and federal sectors. Recognized for leading enterprise-wide initiatives, building governance structures, and implementing Agile frameworks outside of technology teams to elevate operational execution.

Proven track record of:

- Standing up and operating PMOs and transformation offices, including the development of governance frameworks that enhance visibility, accountability, and delivery success.

- Leading Agile adoption in business contexts with a focus on organizational flexibility, workflow optimization, and stakeholder engagement for IT, Drug and Device development.

- Designing and executing enterprise execution strategies across multiple departments, aligning them to strategic OKRs, and guiding them through measurable transformation outcomes.

- Implementing modern portfolio/project management tools and methodologies, including Journey Flows, OKRs, and workflows.

Ross Beurmann Consulting, Columbus, OH– Founding Principal
February 2025 - Present

Contracted by Elevance Health to help reframe and redesign their Scaled Agile organizational design for Identity and Access Management. Ross is playing a pivotal leadership role in the IAM PMO, facilitating the 2026 annual planning sessions, coaching leadership and architecture to operate effectively in a service organization, and working with middle management and delivery teams to adopt the new teaming structure and planning, execution, and learning cadences.

Ross has increased visibility into Objectives through creating a reporting system that directly links to the quarterly plan.

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

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

June 2023 - February 2025

Developed and led the execution of a multi-factor transformation program 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. The plan encompasses three key Programs to drive the organizational transformation as detailed below.

Managed a Program for 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. Managed a program 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.

Managed a program to build and implement 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.

Managed a Program to detail and implement the SBB end-to-end flow and create a governance model to measure the flow effectively. Focusing on clear and concise flow criteria and flow metrics that enabled governance for business, risk, product, technology, and security throughout the workflow, which enabled better visibility into work status.

MatrixRes (Wells Fargo), Remote — *Senior Lead Product Transformation Program Manager*

March 2022 - June 2023

Designed, developed, and managed a Program for OKR, Epic, Feature, and Story 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,00 product, and product area backlogs.

Ross managed a program to track OKRs in real time and link the reporting back to actual financials for a monthly leadership dashboard, which enabled better decision making for the business on technology investments.

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

Ross was 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 Wells Fargo enterprise playbook team to help create and curate the enterprise agile playbook.

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

June 2021 - February 2022

Managed a program for the CIO in analyzing the current state, developing future state outcomes and measures, and implementing coaching activities that achieved the described outcomes of the Enterprise transformation and local PAM agile maturity level changes.

Ross created a Program to optimize change management from CIO to engineer by linking Enterprise OKRs to Team

Agile Maturity assessments, enabling a two-pronged agile coaching model that couples leadership and team coaching to drive planning efficacy from 50-60% to 90% in two to three months per team.

Ross was instrumental in developing and aligning LeSS product areas and product lines with the engineering teams to enable a better flow of agile work artifacts (epics, features, and stories) through to customer delivery.

Ross's enterprise agile organizational structure was pivotal in both IT and Business change management, enabling the change, as well as his product alignment, which reduced dependent work across teams and freed up the valuable time of hyper-specific Subject Matter Experts.

LeadingAgile (Eli Lilly), Remote — Sr. *Director & Managing Program Management Consultant*

June 2019 - June 2021

Developed and managed a Program for organizational strategy and technical architecture design 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 a 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 Program consisting of three change initiatives and a team of 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 Program as well as the transformation, serving as the Transformation Program 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 session,s 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 & Agile Transformation*

January 2018 - June 2019

Developed and managed a Program 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 a focus shift in planning vision to customer value while enabling proper investment in 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 a product-oriented mindset.

REAN Cloud, Remote — DEVOPS/Agile *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.

Managed the design and implementation of multiple virtual public cloud networks to ensure highly available cloud instantiations for data center migrations, ensuring high availability and speed across multiple AWS sites.

Built scaled team cadence for eight migration teams in the most extensive 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/Agile CoE Coach*

April 2016 - March 2017

Developed and revamped the order-to-cash process of the 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 the Navy's product portfolios, resulting in decreased time to market by 20% as a result of instilling an agile team and DevOps culture in the organization, including design and implementation of a 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 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. This system was a full-scale network and IAM solution to keep secure admin accounts behind the firewall.

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

March 2015 - April 2016

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

Developed matrix management model to enable 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 2015

Steered effective program management and enterprise architecture on high-value programs. Directed profit and loss on programs at the 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 an agile 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 a 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 the implementation of the agile delivery process within Cyber Command.

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

February 2011 - March 2013

Was responsible for the development, support, deployment, and redeployment of the War Game Information Environment, which was a full-scale deployable network.

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.

Was a wargame cadre for magnetic spectrum (radio frequency) usage in host countries and other networking and communications concerns when the wargame needed that level of expertise.

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 the Air Force Enterprise inclusion of the GameNet 2.5 Equipment Request and Tracking solution, which enabled simultaneous tracking, requesting, planning, and execution of operational-level military offensive, defensive, and intelligence activities, increasing player planning efficiency by 40%.

Forged a 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.

Was responsible for routing, switching, and networking for all events, as well as multiple classified networks located at the Pentagon.

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

February 2010 - February 2011

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/simulations 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 zero downtime during events.

Designed and implemented the first secure WiFi network used in DoD for a live event. Set up and deployed Secure WiFi in support of an air policing workshop in a public hotel in Croatia. It was the first Military event attended by Serbia, Bosnia-Herzegovina, and Croatia after the war in 1992.

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

March 2007 - February 2010

Led 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 businesses, DoD, and DoS.

Managed the Marine Corps Enterprise Intranet Technology and Services (MCEITS) 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.

Served as the Infrastructure and System expert on the company's "Emergency Team," which was established to fix issues on customer projects. Was responsible for troubleshooting and resolving any network or platform issues that arose on projects that were escalated to management and needed help, including Air Force Wargaming as a subcontractor for GDIT.

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

October 2005 - March 2007

Developed an upgraded NGA Centralized Electronic Routing and Tasking System(NCERTS), an enterprise task management system for the Office of the Director of the NGA. 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, which decreased congressional task response time by 30 days.

Designed and implemented a cross-site application and database mirroring from the Main site to the disaster recovery site, including network protocols and routing protocols for instant failover.

Was responsible for setting up and routing the NGA test network, including all tools required for the NCERTS system Active Directory, Exchange, SQL, Bizflow, and Hummingbird, as well as the specific network security protocols for development and test.

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.

Served as an expert in networking, radio communications, and satellite communications, linking to the U2 system that no other Army CGS operator had ever successfully connected to in theater.

Was highly decorated, rated top 1% of NCOs in the US Army in 2005, and was early for time in service and rank.