



## **SUMMARY**

Extensive and wide-ranging expertise in project management, process improvement, strategy development, and change management (OCM), which includes leading Microsoft's consulting practice in Indiana, Project Management Office for a Fortune 500 corporation, and process improvement initiatives as a Lean Six Sigma Black Belt for the largest healthcare system in Indiana.

## **EXPERTISE**

### **PROJECT & PROGRAM MANAGEMENT**

Member of the Project Management Institute (PMI) and Certified Project Management Professional (PMP) responsible for creating multiple Project Management Offices and PMP training programs. Successfully led numerous multimillion-dollar projects, including an enterprise initiative for a healthcare system which increased revenues by \$9 million at one location and \$28 million across the entire enterprise.

### **PROCESS IMPROVEMENT**

Certified Lean Six Sigma Black Belt with twenty years of business processes management (BPM) experience helping organizations in multiple industries streamline operations, improve value, reduce waste and increase customer satisfaction while developing motivated and effective employees. A comprehensive study of process improvements in one department of a large healthcare system demonstrated increased revenues of over \$15,000/day.

### **AGILE TRANSFORMATION**

Evangelist, coach, and mentor for agile/scrum principles and Certified SAFe Program Consultant (SPC). Comprehensive knowledge of lean product development, change management, and systems thinking important when guiding agile transformation initiatives and indispensable when applying values, principles, and practices of agile at scale throughout the enterprise. A comprehensive coaching initiative for a global auto remarketing organization increased team velocity by 35% while simultaneously decreasing variability by over 50%.

### **SENIOR LEADERSHIP & ORGANIZATIONAL CHANGE MANAGEMENT**

Proven results and leadership experience from startups to multi-billion-dollar organizations that included reporting directly to the CEO of a Fortune 500 corporation as one of only twelve senior leadership team members responsible for creating its growth strategy. This included a top to bottom organizational change (OCM) initiative to develop a culture of continuous improvement and emphasis on moving products/services up the value scale. After successfully implementing the overall strategy, sales experienced a 30% increase to over \$4 billion.

### **GLOBAL TEAM LEADERSHIP**

Demonstrated ability to motivate, mentor and inspire teams of all sizes. Especially proficient in building deep relationships and managing geographically dispersed and culturally diverse international teams. Strong interpersonal skills and cultural awareness help promote trust, productivity, and satisfaction within the team while securing/sustaining the buy-in and confidence of internal/external stakeholders and decision-makers.

### **AUTHOR**

Skilled written/verbal communicator and author of three books from Macmillan publishing with a wide range of domain knowledge required to interact comfortably at every organizational level. Able to discuss strategic business issues with an executive, tactical process concerns with a manager, or development with a software engineer.

## CERTIFICATIONS

- Certified SAFe 5 Program Consultant (SPC) by Scaled Agile, Inc. License #00078617-1281
- Six Sigma Black Belt by Cambridge Management Services. License #100632
- Project Management Professional (PMP) by the Project Management Institute (PMI) License #1991978
- SAFe Practitioner (SP) by Scaled Agile, Inc. License # 08179239-0313.
- Microsoft Certified Solution Developer (MCSD)
- Microsoft Certified System Engineer (MCSE)
- Microsoft Certified Trainer (MCT)

## EXPERIENCE

### SENIOR PROGRAM MANAGER

*January 2017 to Present / OneAmerica, One American Square, Indianapolis, IN*

As a certified SAFe Program Consultant (SPC), led multiple large, diverse, and complex initiatives, including teams of Project Managers, Scrum Masters, and Agile Coaches responsible for executing OneAmerica's strategy. Detailed knowledge of all areas of application lifecycle management, including governance, intake, development, data management, security, change management (OCM), and operations.

### SENIOR PROGRAM MANAGER | SENIOR SCRUM MASTER

*February 2015 to September 2018 / Adesa, Carmel, IN*

Designed, deployed, and continuously improved sustainable processes to ensure products could be released incrementally or immediately to auctions based on demand. Identified and eliminated waste in the value stream between ideation and acceptance in a program iteration. Acted as liaison between Operations and Product Development.

Planned and executed large, complex new projects for the Physical Auctions group. Provided mentoring and coaching to less experienced Project Managers and Project Coordinators. Responsible for project budget, financials, and project team performance. Significantly participated in numerous practice area improvement initiatives.

Evangelist, coach, and mentor for agile/scrum principles and SAFe methodology. Facilitated sprint planning, daily standups/scrum, demos, and retrospectives at the team level, where velocity increased by 35 percent and variability decreased over 50 percent. Program-level activities included continuous improvement of release train processes, program increment planning, and dependency management between teams.

### CHIEF TECHNOLOGY OFFICER

*February 2012 to September 2014 / Ativio, Indianapolis, IN*

Designed and implemented Ativio's application lifecycle management (ALM) strategy and agile transformation initiatives with responsibility for budget and personnel. This included the creation and coaching of seven scrum teams (44 individuals) on three continents (North America, Asia, and Africa). These teams were responsible for designing, developing, and implementing a large client's entire online strategy.

### MANAGER PROCESS INNOVATIONS

*February 2006 to February 2012 / IU Health, Indianapolis, IN*

Chief Architect for Process Innovation applications, agile coach for 2 scrum teams, Black Belt for numerous Kaizens (Japanese for "good change"), and Lean Six Sigma initiatives, which positively impacted patient safety as well as patient, nurse, and physician satisfaction while contributing millions of dollars to the organization in savings and increased revenue.

## **PRINCIPAL CONSULTANT**

*January 2004 to February 2006 / Comsulo, Indianapolis, IN*

Led the project to design, develop, and implementation of the Patient Alerting and Safety System (PASS), which implemented a Clarian Health Partner's patent-pending approach to patient safety in the operating room.

Project Manager for the Glucostabilizer replacement project, which assisted clinicians in managing blood glucose values using an intravenous insulin drip.

## **MICROSOFT CONSULTING SERVICES**

*January 2003 to January 2004 at Microsoft, Redmond, WA*

Responsible for all Microsoft Consulting Services (MCS) projects in Indiana, including RFI/RFP response, contract negotiation, budget and application lifecycle management (ALM), including architecture design, business case development, and both project and application portfolio management for Microsoft's global accounts.

## **DIRECTOR STRATEGY AND BUSINESS DEVELOPMENT**

*December 1999 to December 2002 / Inland, Indianapolis, IN*

Responsible for Inland's online strategy, long-term planning processes, pipeline of growth opportunities, ensuring the organization's successful growth and profitability, identifying and managing risks inherent in business processes, and the technology systems that support business objectives.

## **ORGANIZATIONS**

### **SENIOR ADVISOR TO THE MAYOR**

*January 2008 to May 2012 / City of Lawrence, Indianapolis, IN*

Appointed by Mayor Paul Ricketts to advise on government policy, operational improvements, information technology, and public safety for the City of Lawrence, the 16<sup>th</sup> largest city in Indiana.

## **HONORS & AWARDS**

### **HONORABLE ORDER OF KENTUCKY COLONELS**

*Awarded May 2011 by Governor Steve Beshear*

Kentucky Colonels are "Aides-de-Camp" to the Governor of Kentucky.

## **LINKS**

Complete professional profile located on LinkedIn at <https://linkedin.com/in/robertwercouch>.