

● Open to strategic change management, transformation, and leadership roles

A strategic lens built **across** the enterprise.

Nearly two decades inside administration, operations, procurement, HR technology, consulting, and transformation — learning how organizations actually work across departments, then turning that view into programs people adopt and results leaders can measure.

Columbus, Ohio · remote, hybrid, or on-site · relocation based on discussion



✓ **Prosci · CCMP® · LSSBB**
MBA candidate, University of Illinois Urbana-Champaign

— PROFESSIONAL BIO

How a career across departments became a strategic lens.

Ken Munshower's career has been a nearly two-decade study of how organizations really work — not inside one function, but across all of them.

He is passionate about helping organizations transform — and about bringing their people along on the journey, so change becomes something teams build together rather than something done to them, enabling sustainable, long-term organizational adaptability.

After earning a **B.S. in Marketing from the University of Tampa**, Ken started in marketing analysis and higher-education admissions, learning early how clear messaging moves people to act.

At **Affival**, a specialty steel-and-chemicals manufacturer within the SKW Stahl-Metallurgie Group, he spent four years as a direct report to the CEO while overseeing the company's administrative functions and the roles within them. Running corporate administration meant seeing the whole enterprise at once: board books and executive presentations, an ERP modernization, 5S across manufacturing, a procurement function built from scratch, and a headquarters relocation and plant expansion.

Looking to broaden his scope, he joined **Highmark Health**, one of the nation's largest Blue Cross Blue Shield organizations, where he sourced regulated healthcare services — pharmacy benefit management (PBM), non-emergency medical transportation, hospice and palliative care, and Medicare products such as colorectal cancer screening — alongside digital solutions for members.

FUNCTIONS OPERATED INSIDE

Firsthand experience, not just stakeholder exposure.

- 01 Marketing & enrollment
- 02 Corporate administration
- 03 Operations & manufacturing
- 04 Procurement & supply chain
- 05 Human resources
- 06 IT & enterprise systems
- 07 Management consulting
- 08 Strategy & transformation

At **NetJets**, a Berkshire Hathaway company, Ken served as an internal consultant to Marketing and Human Resources — most notably partnering on the HR technology transformation that brought in a new HRIS. He built tools and processes inside his stakeholders' own teams so procurement became part of their strategy rather than a step at the end of it. At **Ascena Retail Group**, he led corporate procurement through a period of deep organizational instability; the company later went through bankruptcy and sold off its brands and assets.

He then moved into consulting with **Proxima, part of Bain & Company**, supporting Managing Partners on transformation engagements for Fortune 100 technology leaders — analyzing contract portfolios alongside the governance and operational processes behind them. When the global pandemic reshaped the consulting landscape in 2020, he returned to the Berkshire Hathaway family of companies.

At **FlightSafety International**, another Berkshire Hathaway company, Ken first led HR operations transformation as Director of Administrative Operations. That work made the case for something the company didn't yet have — and Ken built it: the enterprise change and transformation discipline, and the Change Management Office that connects Strategic Initiatives to the PMO.

Every stop added another department to the map — and more people to develop. Ken has built and led teams of direct reports, cross-functional change networks, and matrixed working groups where influence mattered more than authority. He believes organizations succeed when their people grow, so he coaches, delegates real ownership, and builds capability that stays after the project ends. Today he connects enterprise activity at the portfolio level, giving executives one view of what's moving, what's at risk, and where initiatives can build on each other's synergies instead of competing for the same people and attention.

Ken is an avid learner with endless curiosity. He leads with humble inquiry, keeps innovating, and holds a simple standard: if it isn't broken, keep making it better. He's unafraid to test new ideas — and more interested in architecting the future than defending the past. He is completing his **MBA at the University of Illinois Urbana-Champaign, Gies College of Business**, and holds Prosci, CCMP, and Lean Six Sigma Black Belt credentials.

What Ken believes — and how he leads.

The principles behind every mandate: people first, systems connected, tools that amplify, and change that lasts.

MISSION

To connect strategy to people and build adaptability into an organization's DNA — not as a box checked for this quarter, but as a capability that keeps the organization aware, energized, and adaptable for decades.

PILLAR 01

Activate

Unlock human potential first. Strategy follows people, not the reverse.

PILLAR 02

Architect

Design connected systems — strategy, departments, portfolios, and culture aligned in one direction.

PILLAR 03

Accelerate

Build the tools and design the environments that make adoption the natural path — applying AI and digital solutions where they fit to multiply output and deliver business outcomes, without sacrificing quality.

PILLAR 04

Anchor

Embed change so it sustains itself. Transformation that needs constant maintenance isn't transformation.

01 Human potential is exponential, not linear

People aren't resources to be managed; they're systems to be activated. Belief in the direction, trust in the people leading it, and faith that the organization is invested in them turn understanding into action.

02 Disciplined structure drives better decisions

The best decision shouldn't depend on who's in the room. Clear decision rights, root-cause analysis, and a repeatable structure help the organization make the best call every time — with second- and third-order effects weighed before they arrive.

03 Sustainable business requires connected strategy

Lasting transformation happens when every department works from the same map as the enterprise, and shared people and budget are directed toward shared priorities. The job is to build the connective tissue that keeps them aligned, so every team sees opportunity instead of trade-offs.

04 AI enables human work — it doesn't replace human worth

AI accelerates what people can create, but expertise becomes more critical, not less: someone has to know whether the output is right.

05 Creativity and strategic thought are the new capital

When execution is commoditized, insight is scarce. Innovation isn't a department — it's a culture.

06 Build with people, not just by them

When people are invited in as partners, they bring their full thinking, ownership, and creativity — a capability no system can replicate. Change built alongside people becomes change they carry forward.

07 The future is interconnected

Success increasingly depends on cooperation across functions, domains, and borders. Leaders who work across those intersections will shape what comes next.

Where I've worked. What I've built. What it delivered.

Documented results from FlightSafety International,
Proxima (part of Bain & Company), Ascena Retail Group,
NetJets, Highmark Health, and Affival.

18 years of professional experience 2008 – 2026, eight organizations	9 industries served aviation, healthcare, retail, manufacturing, consulting, technology, industrial, education, facility services	8 functions operated inside marketing through strategy — firsthand, not just stakeholder exposure	5+ years leading direct reports teams of up to 7 at FlightSafety, Ascena, and Affival
15 years leading cross-functional teams in every role since 2011, plus vendors & contractors	100+ processes mapped, redesigned, or improved across administration, procurement, HR, and operations	12+ enterprise platforms implemented or adopted HRIS, ERP, CRM, survey, and communications platforms	50+ change plans & toolkits built tailored to each impacted audience, with sponsor scorecards and assessments on a set cadence
70+ adoption workshops hosted plus 46 employees certified to Lean Six Sigma Yellow Belt	91% average adoption across change initiatives ranging 89–92%, measured within 50–90 days of launch	\$92M+ aggregate savings & cost avoidance avoidance, term, process-waste & budgetary savings	\$250M+ annual spend under management across 430+ suppliers
50+ enterprise programs & projects led or supported — full list below	STRATEGIC INITIATIVES & ENTERPRISE TRANSFORMATION A strategic lens built across the enterprise. Turning strategy into adopted, measurable operating change. 		



One capability — driving change — applied across three levers.

01

Strategy & portfolio governance

Translates enterprise priorities into sequenced roadmaps, with the intake standards, decision rights, stage-gates, and RAID risk governance that keep them honest.

Roadmap sequencing Decision rights
C-suite steering Value realization

02

People, readiness & adoption

Develops the people who carry change — building change networks, coaching sponsors and leaders, and growing teams — then runs the impact, readiness, and resistance work that turns it into adoption.

Team development Change networks
Sponsor coaching Adoption metrics

03

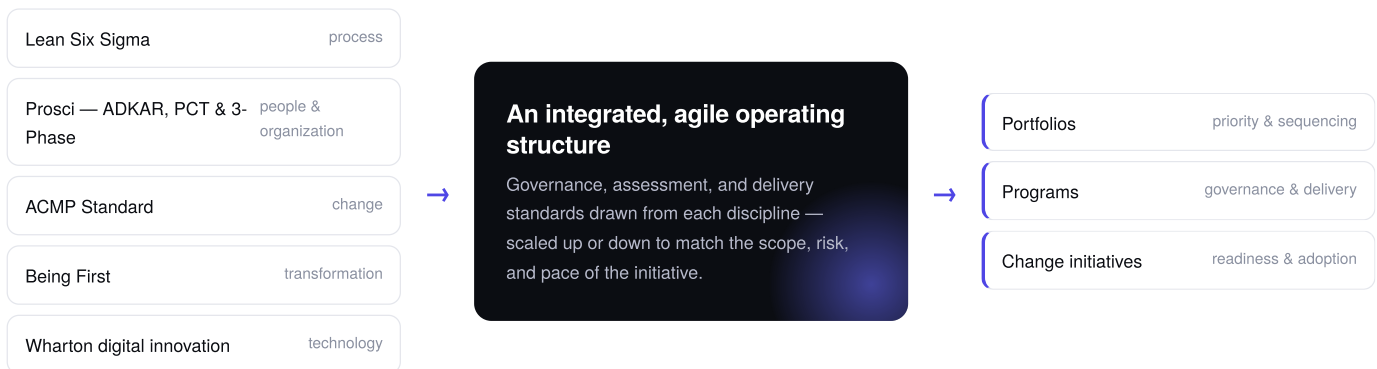
Process excellence & continuous improvement

Lean Six Sigma Black Belt who designs kaizen and root-cause work, builds improvement capability into the workforce, and applies AI to compress delivery.

Kaizen Process redesign
Operating models AI-accelerated delivery

Best practices, merged into one agile structure.

No single methodology fits every initiative. Ken blends proven disciplines into a structure that adapts to the work in front of it.



Every program and project, in one place.

Filter by organization or search by keyword — HRIS, Medicare, Lean, ERP, AI, and more.

OPERATING MODEL Change Management Office, built from zero The connective layer between Strategic Initiatives and the PMO — methodology, intake standards, decision rights, and reporting cadence the enterprise still runs on. FlightSafety International		FRAMEWORK Change Agility Maturity Model An enterprise model for benchmarking transformation readiness, surfacing leadership gaps, and targeting coaching — embedded as the organization’s standard. FlightSafety International		CONSULTING Fortune 100 technology engagements Analysis of spend across professional services contracts and the governance and operational processes behind them — surfacing structural cost and effectiveness opportunities. Proxima — Part of Bain & Company	
FlightSafety International2020 – 2026 · 19					
Enterprise Change Management Office, process & governance TRANSFORMATION Built from the ground up between Strategic Initiatives and the PMO — operating model, intake standards, decision rights, reporting cadence.			Change Agility Maturity Model FRAMEWORK Enterprise model for benchmarking transformation readiness, surfacing leadership gaps, and targeting coaching; embedded enterprise-wide.		
Training scheduling platform modernization TECHNOLOGY People-side strategy for moving scheduling cases from ServiceNow to Salesforce with redesigned search and case workflows.			Regulatory training enhancements OPERATIONS Two-year program improving regulated training for clients and employees.		
Regulatory training standardization knowledge base KNOWLEDGE Standardized regulatory training content in a single governed knowledge base.			Enterprise knowledge base creation KNOWLEDGE Enterprise knowledge bases aligned to release timing and training with IT and business owners.		
Enterprise intake & process-visibility solution TECHNOLOGY Cross-functional intake and portfolio visibility built in Smartsheet.			Operational process standardization & modernization PROCESS EXCELLENCE Standardized and modernized operational processes, including the quality management system (QMS).		
Innovation analysis & action plan strategy STRATEGY Assessed innovation capability and translated findings into a prioritized action plan.			HRIS implementation TECHNOLOGY SAP SuccessFactors, Workforce Software, BenefitFocus, and Qualtrics — a multi-million-dollar budget, a team of direct reports, and concurrent workstreams.		
Employee benefits transition HR Enterprise transition of employee benefits administration.			Employee engagement survey program HR First enterprise engagement survey, run for five years with annual action planning as a standing process.		
Employee awards & recognition program HR Enterprise recognition program designed and managed through 2024.			New-hire retention program & process improvement HR Redesigned onboarding and early-tenure processes to improve retention.		
Customer survey & dashboard reporting refresh ANALYTICS Transitioned and refreshed customer surveys and dashboard reporting.			Enterprise Lean Six Sigma kaizen program PROCESS EXCELLENCE Kaizen events on billing accuracy, operational capacity, and qualification cycle time — removing process waste, avoiding cost, and releasing revenue capacity.		

Lean for Service PROCESS EXCELLENCE Certified employee cohorts to Lean Six Sigma Yellow Belt, building improvement capability into the workforce.	AI-accelerated change toolkits AI Toolkits, templates, assessments, and scorecards prototyped with Microsoft Copilot, Claude, and ChatGPT for an enterprise-wide workforce.
Multi-channel change communications COMMUNICATIONS Audience-segmented communications through Poppulo and AppSpace, with manager talking points and resource hubs.	
Proxima — Part of Bain & Company 2020 · 4	
Fortune 100 technology leader — professional services review CONSULTING Full audit of professional services contracts plus the governance and operational processes behind them; cost-reduction strategy.	Global technology hardware leader — contract & taxonomy CONSULTING Contract and governance analysis, cost reduction, and spend taxonomy creation.
Industrial equipment manufacturer — contract & taxonomy CONSULTING Contract analysis, cost reduction, and spend taxonomy creation.	Client procurement operations transformation OPERATING MODEL Diagnosed process and data gaps and recommended operating-model redesign of client departments.
Ascena Retail Group 2019 – 2020 · 6	
International raw-materials apparel contracting SOURCING Contracting for apparel raw materials across international suppliers.	Supplier sustainability metrics reporting ESG Sustainability metrics reporting built through the supplier base.
HRIS transition TECHNOLOGY Sourcing and transition support for the HR information system.	Unemployment benefits services transition HR Transitioned unemployment benefits services to a new provider.
Human Resources & Professional Services / Consultants categories VENDORS Owned HR and professional services categories, including staff-augmentation and consulting suppliers.	Workforce management HR Sourcing and management of workforce management services.
NetJets 2017 – 2019 · 6	
HRIS RFP & implementation TECHNOLOGY Sourced the HR information system with IT and HR and supported implementation.	Healthcare benefits procurement & transition HR Led the procurement project that transitioned employee medical, dental, and vision benefits.
Marketing ad campaign RFP & management MARKETING Ran the RFP and managed agency partners for creative marketing campaigns.	Global events RFPs SOURCING Sourced global events for a premium private aviation brand.
Procurement process & partnership standardization PROCESS EXCELLENCE Standardized procurement processes and supplier partnership models.	Branded team-member eStore DIGITAL Online retail experience co-designed with a new promotional products supplier during contract negotiations.
Highmark Health 2015 – 2017 · 9	
PBM services RFP & management HEALTHCARE Pharmacy benefit management sourcing and supplier management.	Hospice & palliative care for Medicare HEALTHCARE Sourced hospice and palliative care services for Medicare members.
Non-emergency medical transportation for Medicare HEALTHCARE Sourced routine, non-emergency medical transportation (NEMT) services.	Hearing aid benefits for Medicare HEALTHCARE Sourced hearing aid benefits for Medicare members.
Colorectal cancer screening for Medicare HEALTHCARE Sourced colorectal cancer screening services.	Member mobile application DIGITAL Nine-month RFI/RFP for a member app serving Medicare and Exchange markets.
Cloud analytics platform TECHNOLOGY Six-month cloud analytics solution integrating multiple enterprise platforms.	Source-to-pay contract management module TECHNOLOGY Real-time contract drafting and execution module co-developed across business units.

Enterprise risk management & business continuity solution

TECHNOLOGY

One-year solution monitoring compliance gaps, SLAs, and KPIs across absorbed entities.

Affival — SKW Stahl-Metallurgie Group

2011 – 2015 · 10

ERP program — IBM AS/400 to Microsoft Dynamics AX

TECHNOLOGY

Three-year program moving inventory, finance, and procurement onto a modern ERP after trials of Oracle, SAP, and Microsoft.

Headquarters relocation & plant expansion

OPERATIONS

Led both from planning through completion.

5S implementation across manufacturing

PROCESS EXCELLENCE

Lean workplace organization deployed across manufacturing operations.

Global communications management

COMMUNICATIONS

Managed communications and stakeholder engagement across a global stakeholder base.

Indirect procurement build & management

SOURCING

Built non-raw-materials procurement from the ground up, delivering budgetary savings.

Logistics & back-office standardization

PROCESS EXCELLENCE

Standardized and improved logistics and back-office processes.

Raw material inventory management

OPERATIONS

Managed raw material inventory processes and reporting.

Paper-to-electronic records transformation

DIGITAL

Directed the move from paper to electronic records.

Annual board book management

EXECUTIVE

Produced the annual board books and governance documentation for the CEO.

Sales & engineering presentations

EXECUTIVE

Produced executive sales and engineering presentations.

54 programs & projects shown

Eight organizations. One throughline.

2022 – 2026	Lead, Organizational Change Management FlightSafety International · A Berkshire Hathaway Company	Originated the enterprise CMO
2020 – 2022	Director, Administrative Operations FlightSafety International · HR operations transformation	Multi-million-dollar HR tech portfolio
2020	Management Consultant Proxima — Part of Bain & Company	Fortune 100 tech clients
2019 – 2020	Manager, Corporate Procurement Ascena Retail Group	HR & professional services categories
2017 – 2019	Senior Category Leader, Global Procurement NetJets · A Berkshire Hathaway Company	Berkshire HR spend co-chair
2015 – 2017	Analyst, Procurement Highmark Health	PBM, Medicare & NEMT
2011 – 2015	Manager, Corporate Administration Affival · CEO direct report	4 yrs reporting to CEO
2009 – 2010	Assistant Director of Admissions Education Management Corporation	Higher-education enrollment
2008 – 2009	Marketing Specialist ServiceMaster Professional Building Maintenance	Marketing analysis

The work of transformation is never merely structural — it is fundamentally **human**. Every initiative succeeds or fails at the intersection of readiness and will.

Methodology depth, backed by current certification.

MBA

Master of Business Administration

University of Illinois Urbana-Champaign, Gies College of Business · Global Business, Entrepreneurship & Innovation

Expected Dec 2027

BS

Bachelor of Science, Marketing

University of Tampa

Dec 2008

WH

Advancing Digital Innovation

The Wharton School, University of Pennsylvania

Sep 2026

[Verify credential ↗](#)

UIUC

Managerial Economics & Business Analysis Specialization

University of Illinois Urbana-Champaign, Gies College of Business

Sep 2026

[Verify credential ↗](#)

ADKAR

Prosci Certified Change Practitioner

Prosci

Aug 2026

[Verify credential ↗](#)

LSSBB

Lean Six Sigma Black Belt

The Ohio State University

Sep 2025

CCMP

Certified Change Management Professional

Association of Change Management Professionals (ACMP)

Jul 2022

[Verify credential ↗](#)

BF

Leading Transformational Change

Being First, Inc.

Jun 2022

CU

Employment Law Certificate

Cornell University

Feb 2021

What Ken is looking for.

ROLES

Strategic change management

Enterprise transformation

Strategic management & leadership

Organizational effectiveness

Process excellence

INDUSTRIES

Aviation & aerospace

Healthcare & life sciences

Financial services

Technology & operations

Management consulting

WORKING MODEL

An integrated, agile methodology — Lean Six Sigma, Prosci, ACMP, Being First, and Wharton digital innovation practice combined

Adapts to portfolios, programs, and change initiatives of any scale

Remote, hybrid, or on-site

Columbus, Ohio · relocation based on discussion

Let's talk about what's next.

Reach Ken directly by email or LinkedIn, or use the contact form at krmunshower.com.

Email

ken@krmunshower.com

LinkedIn

[/in/kenmunshower](https://in/kenmunshower) ↗

Resume

[view online](#) →

Ken's full profile

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