A general version of Ken's resume. Specific metrics and confidential details are intentionally omitted. Share your role or job description, and Ken will send a tailored version with specifics and references. **Request a tailored resume →**

KEN MUNSHOWER

Strategic Initiatives & Enterprise Transformation · Strategic Operations · Procurement & Value Realization · Organizational Change

Prosci Certified · CCMP® · Lean Six Sigma Black Belt

Columbus, Ohio, USA ken@krmunshower.com linkedin.com/in/kenmunshower krmunshower.com

EXECUTIVE SUMMARY

Strategic initiatives and enterprise transformation leader who connects executive strategy to the people who have to carry it out. Originated the enterprise change discipline at a global aviation training and manufacturing organization, building the Change Management Office as the connective layer between Strategic Initiatives and the PMO. Nearly two decades across corporate administration, operations, HR technology, management consulting, and change, including nine years leading procurement and category strategy and four years as a direct report to a CEO. Develops teams, people, processes, and programs as the engine of lasting organizational success. MBA in progress.

Portfolio & governance
Sequenced roadmaps, decision rights, stage-gates, and RAID risk governance that give executives one view of the portfolio.

Change & adoption
Prosci, ACMP, and Being First practice: impact, readiness, resistance, and measured adoption.

Process excellence
Lean Six Sigma Black Belt; kaizen and root-cause work, with improvement capability built into the workforce.

Procurement & value realization
Category strategy, sourcing, negotiation, and supplier governance across HR, benefits, marketing, professional services, and healthcare.

People & team development
Develops direct reports, builds change networks, and leads cross-functional, matrixed teams.

CORE COMPETENCIES

- Strategic Management & Portfolio Governance
- Executive Steering & Sponsor Coaching
- Communication & Training Strategy
- HR Operations & Technology Transformation
- Workshop Design & Facilitation
- Roadmap Sequencing & Investment Tradeoffs
- Team Leadership & People Development
- Adoption Measurement & Value Realization
- Strategic Sourcing & Supplier Management
- Agile, Hybrid & Stage-Gate Delivery
- Operating Model & Decision-Rights Design
- Change Impact, Readiness & Resistance
- Process Excellence & Lean Six Sigma
- RAID & Risk Governance
- AI-Accelerated Delivery

PROFESSIONAL EXPERIENCE

Lead, Organizational Change Management

January 2022 – August 2026

FlightSafety International — A Berkshire Hathaway Company | Columbus, Ohio | Aviation Training & Manufacturing

Newly created enterprise role, born out of the HR operations transformation — originated the organization's change and transformation discipline

- **Owned the enterprise change management process end to end** — originated the discipline and built the Change Management Office from the ground up as the connective layer between Strategic Initiatives and the PMO; set the methodology, operating model, intake standards, decision rights, and reporting cadence the enterprise still runs on.
- **Owned OCM budgets and readiness decisions** — managed the OCM line items within each project budget, set change scope and resourcing, and was accountable for change readiness recommendations at executive go/no-go gates.
- **Built and led cross-functional change networks** — recruited and developed change champions across departments, coached mid-to-senior executive sponsors, and led cross-functional change teams across concurrent Agile workstreams.
- **Developed people and capability** — directed training and enablement at scale, including a Lean for Service program certifying cohorts to Lean Six Sigma Yellow Belt, building continuous improvement into the workforce.
- **Translated strategy into people-level impact** — change impact analysis converting future-state process and technology designs into team-, role-, and behavior-level impacts; facilitated future-state visioning with senior leaders.
- **Assessed readiness and people-side risk** — stakeholder and influence mapping, readiness and absorption-capacity assessments, and resistance diagnostics, delivered as scored inputs to sequencing, resourcing, and training scope.
- **Drove adoption through communication** — multi-channel plans through Poppulo and AppSpace: announcements, articles, manager talking points, and resource hubs that prepared employees and equipped leaders to reinforce change.
- **Governed adoption risk** — change risk as a standing stage-gate input through a live RAID log; leading and lagging indicators in quarterly scorecards; exposure escalated to C-suite steering committees.

- **Led the enterprise Lean Six Sigma program** — kaizen events across billing accuracy, operational capacity, and qualification cycle time, removing process waste and releasing sellable capacity.
- **Applied AI to accelerate delivery** — designed the Change Agility Maturity Model, now embedded enterprise-wide, and prototyped toolkits, assessments, and scorecards with Microsoft Copilot, Claude, and ChatGPT.

Director, Administrative Operations

July 2020 – January 2022

FlightSafety International — A Berkshire Hathaway Company | Columbus, Ohio | Human Resources, Administrative Operations

Owned HR operations transformation — the work that led to a dedicated enterprise change management discipline

- **Led and developed an HR operations team** — managed a team of direct reports and led cross-functional teams across multiple departments while owning the HR operations transformation.
- **Led a multi-system HR technology transformation** — partnered with IT on SAP SuccessFactors, Workforce Software, BenefitFocus, and Qualtrics; managed the program budget across concurrent vendor, integration, data-migration, and adoption workstreams, with risk, dependency, and readiness tracking through every implementation gate.
- **Drove adoption of new people systems** — integrated training, communications, and manager enablement across a distributed workforce, and made the case for a dedicated change management discipline.
- **Launched the first enterprise engagement survey** — participation well above industry average, with annual action planning established as a standing business process; stood up the external client survey platform.
- **Built recognition and retention programs** — the enterprise awards and recognition program (owned through 2024, carried into the OCM Lead role), the employee benefits transition, and a new-hire retention program and process redesign.

Management Consultant

January 2020 – July 2020

Proxima — Part of Bain & Company | Chicago, Illinois | Management Consulting

- **Supported Fortune 100 transformation engagements** — for Managing Partners, serving Fortune 100 technology leaders and an industrial equipment manufacturer: analyzed spend across professional services contracts, including a full contract audit and the governance and operational processes behind them, and contributed to estimated value through strategic recommendations.
- **Supported procurement operations transformation** — diagnosed process and data gaps, built spend taxonomies, and recommended operating-model redesign of client departments and processes.

Manager, Corporate Procurement

March 2019 – January 2020

Ascena Retail Group | Columbus, Ohio | Multi-Brand Retail

- **Led and developed a procurement team** — oversaw the contract portfolio, supplier base (including staff augmentation), and annual spend; delivered term savings, budgetary savings, and cost avoidance through cross-functional stakeholder management during a period of organizational instability.
- **Owned the HR and Professional Services categories** — Human Resources and Professional Services / Consultants, plus sourcing across international raw-materials apparel contracting, supplier sustainability reporting, HRIS and unemployment-benefits transitions, and workforce management.

Senior Category Leader, Global Procurement

March 2017 – March 2019

NetJets — A Berkshire Hathaway Company | Columbus, Ohio | Private Aviation

- **Internal consultant to Marketing and HR** — across the U.S. and Europe, built tools and processes inside stakeholder teams so procurement became part of their strategy; managed the supplier base, contract portfolio, and annual spend, delivering term savings, cost avoidance, and budgetary savings.
- **Sourced the HR technology transformation** — with IT and HR, an extended HRIS RFP and negotiation for SAP SuccessFactors that retired legacy systems.
- **Led the healthcare benefits transition** — the procurement project that transitioned employee medical, dental, and vision benefits, alongside a pharmacy benefit management transition, to improve service and long-term cost.
- **Led cross-functional sourcing teams** — the creative agency RFP behind a new brand campaign, global events RFPs, and a branded team-member eStore; co-chaired the Berkshire Hathaway Leveraged Spend Committee for Human Resources.

Analyst, Procurement

March 2015 – March 2017

Highmark Health | Pittsburgh, Pennsylvania | Health Insurance / Healthcare Network

- **Managed regulated healthcare categories** — pharmacy benefit (PBM), Medicare, and healthcare services, including non-emergency medical transportation, hospice and palliative care, colorectal cancer screening, and hearing-aid benefits; managed the contract portfolio and project pipeline and delivered budgetary savings.
- **Sourced digital solutions** — with IT and business leaders: a member mobile app for Medicare and Exchange markets, a cloud analytics platform, a co-developed source-to-pay contract module, and an enterprise risk-management and business-continuity solution.

Manager, Corporate Administration

August 2011 – March 2015

Affival — SKW Stahl-Metallurgie Group | Pittsburgh, Pennsylvania | Chemicals / Steel Manufacturing

- **Direct report to the CEO for four years** — oversaw administrative functions and the people in those roles; partnered on strategic vision planning and produced board books, executive presentations, and governance documentation across U.S. and Mexican entities; progressed from Administrative Coordinator to Corporate Office Manager to Manager, Corporate Administration.
- **Led the people side of global change** — managed global communications and stakeholder engagement, ran readiness assessments, and built the process maps and training guides that embedded new ways of working.
- **Delivered organizational transitions end to end** — ERP discovery and evaluation to replace a legacy system, 5S and 6S for Safety across the plant, digitized records, procurement built from the ground up, and the HQ relocation and plant expansion.

Assistant Director of Admissions

June 2009 – September 2010

Education Management Corporation

Marketing Specialist

May 2008 – June 2009

ServiceMaster Professional Building Maintenance

METHODS & TECHNOLOGY

Change Methodology	Prosci ADKAR, PCT & 3-Phase Process · CCMP / ACMP Standard · Being First · Lean Six Sigma (DMAIC, A3, VSM, Kaizen, 5S)
Project Lifecycle & Governance	Agile & Hybrid · Stage-Gate & Decision Rights · RAID Logs & Risk Registers · RACI / SIPOC · Benefits Realization · Smartsheet
Enterprise Platforms	Salesforce · ServiceNow · SAP SuccessFactors · Workforce Software · BenefitFocus · Qualtrics · Microsoft Dynamics AX
Procurement Platforms	Coupa · SMART by GEP · Beeline · Archer · DocuSign
Communication & Training	Microsoft Office (Word, Excel, PowerPoint, Outlook) · SharePoint · Teams · Poppulo · AppSpace · Canva
Measurement	Power BI · Tableau · Minitab · SPSS · JMP · Advanced Excel (Power Query) · Qualtrics · Prosci Digital Tools
Enterprise AI & Automation	Microsoft Copilot · Claude & Claude API · ChatGPT · Power Automate · Prompt Engineering

EDUCATION & CREDENTIALS

Master of Business Administration	University of Illinois Urbana-Champaign, Gies College of Business	Expected December 2027
Bachelor of Science, Marketing	University of Tampa	December 2008

CERTIFICATIONS & SPECIALIZATIONS

Advancing Digital Innovation	The Wharton School, University of Pennsylvania	September 2026
Managerial Economics & Business Analysis Specialization	University of Illinois Urbana-Champaign, Gies College of Business	September 2026
Prosci Certified Change Practitioner (ADKAR)	Prosci	August 2026
Lean Six Sigma Black Belt (LSSBB)	The Ohio State University	September 2025
Lean Leadership Certificate Program	The Ohio State University, Fisher College of Business	February 2024
Certified Change Management Professional (CCMP®)	Association of Change Management Professionals (ACMP)	July 2022
Leading Transformational Change	Being First, Inc. (cert. Linda Ackerman Anderson, Ed.D.)	June 2022
Employment Law Certificate	Cornell University	February 2021