Emily Stewart

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TECHNICAL TRANSFORMATION LEADER

Igniting Bold Technical Change » Driving Innovation at Scale

Gartner®-profiled software executive who led the metamorphosis of a technology organization – triggering an enterprise-wide seismic shift throughout a Fortune 10 corporation. Led transition with a collaborative approach that garnered support and overcame change resistance. Influenced corporate leadership to adopt Agile across the global enterprise after demonstrating its success in software delivery.

Leadership Talents

Change Management	Program Oversight	Global Team Leadership
Agile Champion	Strategic and Tactical Planning	Budget Oversight

IMPACT SNAPSHOT

Pivotal in Axiom's reinvention into a product-driven organization.

PROCESS OPTIMIZER: **Featured in Gartner® case study** for an innovative approach that reduced dependencies and **improved productivity 20%.** Reduced software delivery time from **three days to one hour.**

COST CUTTER: **Slashed program costs by $16.5M** while rescuing a derailed contact center solution. Lowered software engineering costs **$27M annually.**

CHANGE CATALYST: **Revolutionized Axiom's 12,000-person global technology organization** – a critical component in the corporation's mission of transitioning into a product-driven company.

TECHNOLOGY LEADERSHIP EXPERIENCE

AXIOM INC. | A global Fortune 10 company | Detroit, Michigan

Senior Director of Software Engineering, Global Contact Center Platform	2/2023 to Present

Management Overview: Supervise two direct reports and a total team of 400 internal and contract staff | Budget $74M

Promoted to drive the design and launch of leading-edge contact center technology to enable 3,200 global agents to handle 7.2M inbound customer calls annually. Manage software engineering, product management, DevOps, SRE, platform architecture, planning, and integration.

Legacy

Revived and realigned a stalled contact center solution inherited from predecessor.
Insourced engineering functions. Unified stakeholders previously engaged in contentious relationships.
Outcome: Delivered a state-of-the-art contact center solution to 850 agents within nine months.

AXIOM INC., Continued

Senior Director of Software Engineering, Global Contact Center Platform (Continued)

- **Reduced agent handle time 22%**.
- **Elevated net promoter score (NPS)** for customer satisfaction **12%.**
- **Lowered operating costs $16.5M** by insourcing engineering work and negotiating software licensing fees.
- **Improved agent efficiency 24%** by launching generative AI for use case and contact summarization.
- **Cut software delivery time** *from three days to one hour* by revamping software engineering practices.

> *"In order to create change on this scale, we first had to define our true north;*
> *and for us, it was to become a product-driven organization."*
>
> *Emily Stewart, speaking at an Agile conference in 2023*

Director of Transformation Office   11/2017 to 2/2023

Overview: Supervised eight direct reports and a total team of 200 | Budget: $25M

Challenged to reengineer a technical organization to Agile methods and a software delivery model. Led comprehensive overhaul of the organization's structure, roles, and processes. Overcame change resistance, mobilized teams, and influenced decision makers corporate-wide. Fostered a group of committed employees through a challenging transition.

Legacy

Catalyzed Axiom's global metamorphosis into a product-driven organization.
Guided revolutionary change of the 12,000-person technology organization – from CIO to developers.
**Outcome:** Completed core transformation within three years.

- **Achieved top-quartile industry ranking** on the Rally® Software Development Performance Index (SDPI) for predictability **(36%)** and responsiveness **(27%)**.
- **Improved FTE efficiency 8%** by restructuring IT organization, collapsing silos into customer-aligned product and service teams with end-to-end accountability.
- **Minimized dependencies** that inhibited value delivery – a new approach that was profiled in a Gartner® case study.
- **Increased productivity 20%** by transitioning from a project model to a product-funding model.
- **Reduced software engineering costs by $27M annually** with a **9x improvement** in cycle time by insourcing software engineering for eCommerce.

Top-Quartile SDPI Ranking	First to Introduce Agile	Gartner®-Profiled
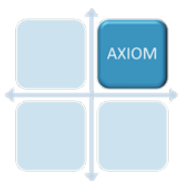
AXIOM INC., Continued

> *"In this role, I learned firsthand what Agile could do. I noticed that teams that adopted the methodology were the most successful. I've been an Agile advocate ever since!"*
>
> *Emily Stewart*

Manager of Agile Transformation   1/2013 to 11/2017

Charged with designing an integrated strategy for the Enterprise Project Management Office (EPMO). Advised the EPMO and Agile Center of Excellence in processes and training. Supervised a team of 18.

Legacy | Created an entirely *new* consulting function. *First* to expand consulting outside of IT.

- Conducted three program assessments in the first year and supervised consulting for 30+ programs.
- Transformed the bill of materials Agile program in partnership with the Agile Center of Excellence.

Delivery Manager – Data Center Consolidation Program   1/2007 to 1/2013

Promoted to migrate the company's most complex applications in vehicle operations, marketing, and customer service portfolios.

Legacy | Delivered a $167M program with $31M in annual savings.

- Upgraded global network and migrated 83 applications to enable elimination of four regional data centers.
- Established global PMO processes, governance framework, and organizational change management (OCM).

Early Career Foundation

Enterprise Architect – Collaboration, Interoperability
Software Developer – Telematics, Computer-Aided Engineering, Computer-Aided Industrial Design

EDUCATION

Master of Science – Computer Science and Engineering | Oakland University | Rochester, Michigan
Bachelor of Science – Computer Science | Magna Cum Laude | Oakland University | Rochester, Michigan

PROFESSIONAL DEVELOPMENT

Scaled Agile Program Consultant (SPC), 2015 | Agile Coaching (SPC), 2014
Project Management Professional (PMP), 2009

PUBLIC SPEAKING

Sought-after public speaker and recognized thought leader in large-scale Agile transformation
Speaker at eight Agile Conferences 2017 to 2024

Explanation of Project

Background

Emily was a senior technology director for a well-known global Fortune 10 company (fictionalized for this submission). Her goal was to move up to a VP or CIO role. With that target in mind, I focused more on her leadership than on the technology specifics.

Color and Word Choice

When I asked Emily which attribute best describes her, she didn't hesitate: "Bold." Her ability to lead decisive change became a key theme for her resume. At the same time, she took a collaborative approach to leadership – building support and overcoming change resistance. With that in mind, I used bright shades of blue together with deeper shades, and combined curves with angles. In addition, I used both strong and gentle language in the summary.

Impact Snapshot

I developed an impact snapshot to highlight three of Emily's top accomplishments and labeled them with three attributes: Process Optimizer, Cost Cutter, and Change Catalyst. I created custom images by layering shapes and icons to point to the short paragraphs. One of her primary, overall contributions was transforming the IT organization, which was instrumental in the company's evolution into a product-driven company. To drive the point home, I put this statement at the top of the impact snapshot.

Experience

To highlight Emily's overarching accomplishment under each position, I created a box with an arrow and labeled it "Legacy." Her legacy became an umbrella statement above the bulleted accomplishments for each position.

Emily was a veteran public speaker, so I watched several of her presentations to get a deeper understanding of her impact. Under her **Director of Transformation Office** role on P2, I used a quote from one of her speeches to show that the transformation of the technical organization paved the way for a larger corporate change.

Under this same position, I created three graphics to highlight three of her accomplishments in that position. (Bottom of page 2.)

On page 3, I used another quote from Emily to show how and why she became an advocate of Agile. This was an important part of her story, and using her own words shows her enthusiasm and passion for the methodology.

Other Sections

I omitted a technical skills section because Emily is a leader rather than an individual contributor. Instead, I highlighted her professional development and speaking experience.