

EMILY J. STEWART

A catalyst for technical evolution

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SENIOR DIRECTOR OF GLOBAL SOFTWARE ENGINEERING

Igniting Bold Technical Transformation » Driving Innovation at Scale

Change Management | Program Oversight | Global Team Leadership | Budget Management | Strategic Planning

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

IMPACT SNAPSHOT

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



PROCESS OPTIMIZER: Featured in **Gartner® case study** for an innovative approach that boosted productivity **21%** and reduced software delivery time from three days to one hour.



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



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

TECHNOLOGY LEADERSHIP EXPERIENCE

AXIOM INC. | A \$1.83B global Fortune 10 company

Senior Director of Software Engineering, Global Platform

2/2023 to Present

Management Overview: Supervise two direct reports and 420 internal and contract staff | Budget \$74M

Promoted to drive the design and launch of leading-edge contact center technology that enabled 3,200 global agents to accommodate 7.2M inbound customer calls annually. Managed software engineering, product management, DevOps, SRE, platform architecture, planning, and integration. Unified stakeholders previously engaged in contentious relationships.

Legacy

Revived a stalled contact center platform inherited from predecessor. Delivered a state-of-the-art solution to 850 agents within nine months.

- ▶ **Reduced agent-handling time 22%** and raised **customer satisfaction net promoter score 12%**.
- ▶ **Lowered operating costs \$16.5M** by insourcing engineering work and negotiating software licensing fees.
- ▶ **Cut software delivery time** from three days to one hour by revamping software engineering practices.

AXIOM INC. | Continued

Director of Transformation Office

11/2017 to 2/2023

Management Overview: Supervised eight direct reports and a total team of 230 | Budget: \$29M

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 high-stakes transition.

Legacy

Powered revolutionary change across a 12,000-person technology organization—triggering a global, enterprise-wide transition into a product-driven company.

- ▶ **Achieved top-quartile industry ranking** on the Rally® Software Development Performance Index (SDPI) for predictability and responsiveness.
- ▶ **Improved FTE efficiency 12%** by restructuring IT organization – dismantling silos and restructuring into customer-aligned product teams with end-to-end accountability.
- ▶ **Minimized dependencies** that inhibited value delivery using a novel approach that was profiled in a Gartner® case study.
- ▶ **Increased productivity 21%** by transitioning from a project model to a product-funding model.
- ▶ **Reduced costs 11% annually** by insourcing software engineering.

Top-Quartile Ranked



Manager of Agile Transformation

1/2010 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 24.

Legacy

Created an entirely new consulting function that delivered an 18% revenue boost in year one. First in enterprise 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 to provide up-to-date information throughout the product lifecycle.

Early Career Foundation Began as Enterprise Architect with Axiom; promoted to Delivery Manager of a key data center program.

EDUCATION & CERTIFICATION

Master of Science – Computer Science and Engineering | University of Michigan | Ann Arbor, Michigan

Bachelor of Science – Computer Science | Magna Cum Laude | Caltech | Pasadena, California

Scaled Agile Program Consultant (SPC), 2017 | Agile Coaching (SPC), 2015 | Project Management Professional (PMP), 2012

SOUGHT-AFTER PUBLIC SPEAKER

Recognized thought leader in large-scale Agile transformation. Speaker at eight Agile conferences.

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, Keynote Speaker, Agile Conference, 2023

Explanation of Project

Background

Emily was a senior technology director for a well-known global Fortune 10 company (fictionalized here). After her mentor left the company, the culture changed, and she was ready to move on. Her target position would focus on technical transformation, aligning more with her previous role.

Before preparing Emily's resume, I watched several videos of her speaking at conferences, which gave me valuable insights into her brand.

Color and Design

When I asked Emily which attribute best described 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.

Summary and Impact Snapshot

The headline, branding statement, summary, and impact snapshot all put the spotlight on her prior role as an agent for corporate change, which is most closely aligned with her goals. Without this, the focus would be on her current role. While her current role was a promotion to Senior Director, it was project-specific and didn't have the corporate-wide impact of her previous role.

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 contributions was transforming the IT organization, which was instrumental in the corporate-wide evolution into a product-driven company. I added this statement at the top of the impact snapshot to further emphasize the point.

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.

Other Sections

I omitted a technical skills section because Emily is a leader rather than an individual contributor. Instead, I highlighted her public speaking experience to show her thought leadership. In this section, I used a quote from one of Emily's speeches.

ATS Compatibility

This resume is entirely ATS-compatible, and all essential text is preserved upon conversion.

Outcome

Within a few short months, Emily wrote to tell me she had landed a new role with *"... a 12% higher salary, better benefits, a substantial signing bonus, and a much better culture."* My favorite part of Emily's email? *"I LOVE my new job!"*