

# MICHAEL PIOTROWSKI

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## PROFESSIONAL BACKGROUND

Michael has more than 13 years of experience in project management, operations and strategy transformation in a wide variety operational landscapes. He is results-oriented with a proven track record of driving collaboration among diverse stakeholder groups by leveraging his strong communication, creative thinking and analytical problem-solving skills to drive positive change in growing and evolving organizations. Michael's experiences in a variety of roles have equipped him with a unique set of skills which allow him to provide value and leadership at operational and strategic levels of a program. He excels in a fast-paced environment working with diverse global teams to manage complete project lifecycles to include defining scope, identifying business and technical requirements, documenting project plans and closing the gap between strategy and execution.

## SELECTION OF RELEVANT EXPERIENCE

### Project Leader

Michael recently led a multi-million-dollar project to transform the global mobility program for a Big 4 accounting and consulting firm. His responsibilities included identifying and analyzing key problems affecting the program, developing project scope and objectives, building the project teams and aligning effort with priority objectives in accordance with the project plan. He planned and executing several workshops, drafted change comms and executive presentations and defined the governance structure. He was also responsible for ensuring implementation of all initiatives to include implementation of continuous improvement plans once in operation.

### Program Manager

Michael served as the Program Manager Lead for a request to develop and manage an application to review global business travel requests along with a dashboard to view related budget data and program compliance. He was able to deliver the project ahead of schedule and within budget by efficiently gathering business requirements, constructing clear executive presentations for executive approval of design and scope, managing an offshore-based development team, while driving an effective change and communications program for users and key stakeholders.

### Strategic Advisor

In his role as an Officer in the US Army Reserve, Mike recently deployed on a 12-month tour to Europe as a strategic advisor where he directly rewrote procedure for sharing of intelligence with European partner nations, streamlining the process and allowing for faster and more complete communication of critical information during a time of increased instability and tension. Additionally, he led a large team of service members from all branches of the military to advise the most senior military and defense leaders concerned with the European theater on all emerging and current strategic, operational, political, military, social, economic and information activities to shape operations. Since that tour, Michael has been asked to return for shorter periods of time because of the trust and relationships he has built within the US European Command.

### Industry Experience

- Defense
- Real Estate
- Professional Services
- Technology
- Finance
- Security
- Logistics

### Functional Expertise

- Program/Project Management
- Change Management
- Process Optimization
- Risk Management
- Automation
- Operations
- Strategic Thinking
- Strategic Investments



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## SELECTION OF RELEVANT EXPERIENCE

### Transformation Lead

While in a market operations leadership role, Michael was asked to lead a transformation of the firm's North American physical security and credentialing operations. Michael functioned as the project lead, lead designer and change leader for the program where he consolidated 82 separate credentialing and security centers into 2, with one in the US serving the New York office while leveraging an offshore team in Argentina to handle the remainder of the US and Mexico. As part of the effort, Michael also led the design and implementation of a robotic process automation to audit all US and Mexico security credentialing files, successfully integrating it with the existing security system to automatically act on unauthorized badges and produce regular reporting for leadership. This initiative saved the firm an estimated \$2.5M annually while significantly reducing risk exposure.

### Global Operations and Strategy Manager

Michael worked with an operations and strategy team to coordinate across multiple business segments to construct project teams, ensure strategic alignment of initiatives, update and influence executive leadership, establish OKR's and KPI's, improve operational efficiency and manage stakeholders. His scope of work included global real estate, technology implementation, operations optimization, project management, finance and strategic investments.

### Project Manager

Michael utilized agile development principles in leading a team of consultant and client employees to complete the development of a firm-wide business process management platform. He ensured teams were highly focused on each deliverable while keeping the project objectives in sight. Michael's responsibilities included ensuring project teams were efficiently organized in terms of priorities, tasks and project timelines.

### Operations Leader

Michael successfully managed a portfolio of 12 office locations in a market responsible for more than \$1B in annual revenue, supporting over 3,000 staff. His responsibilities included numerous functions to include business continuity planning, back-office, real estate moves and restacks, physical security, facilities management, vendor management, technology upgrades and all related change management initiatives.

### Chief of Staff

Michael has a broad range of experience in the defense sector where he has excelled as a chief of staff and an operations leader. He has broad experience leading a staff at various levels where he has successfully led organizational design changes, implemented new processes and technology, and transformed logistics and maintenance programs. His experience includes working with multinational organizations to include foreign government and military representatives. His understanding of political frameworks and ability to form strong relationships makes him a trusted leader to solve complex problems and rally diverse groups to enact change.

### Deliverables

- Demand Planning & Organization Sizing
- Executive Steering Presentations
- Budget Forecasts
- Project Charters
- Project Plans
- Change and Comms Plans
- OKRs and KPIs
- Executive Updates/Summaries

### Methodologies

- Agile
- Design Thinking
- Scrum

