Chris Melson

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Executive | Operational Architect | Board Advisor
Ensuring Strategy Survives Contact with Reality

I bring a rare 'Tri-Modal' leadership capability that bridges the critical gap between boardroom strategy and technical execution. By combining the financial discipline of an MBA, the technical depth of a Computer Science background, and the battle-hardened resilience of an LSEG veteran, I act as a universal translator across the business. I don't just manage operations; I architect them to eliminate incoherence, ensuring that high-stakes vision translates into scalable, reliable reality

Strategic Architecture	Technical Execution	Resilient Operations
• Target Operating Model (TOM) Design	• Digital Transformation & SaaS Migration	• Global Crisis Management & Business Continuity
• Post-Merger Integration (PMI) & Technical Due Diligence (TDD)	• Zero Trust Security Architecture	• Value Stream Mapping & Process Optimization
• Global P&L Management & Cost Optimization	• AI & Agentic Workflow Governance	• Regulatory Resilience (DORA GDPR MiFID II)
• Organizational Transformation & Capability Modeling	• Data-Centric Operating Models	• Enterprise-Level KPI Frameworks

Accomplishments

Strategic Architecture & Governance

- Directed the strategic wind-down of a failing $80M FXI program, overcoming "sunk cost fallacy" to preserve ~$50M in future CapEx/OpEx waste.

- Conducted forensic "Technical Due Diligence" (TDD) on internal assets, identifying critical operational gaps in a "Green-Shifted" program and successfully pivoting viable assets to a sustainable KTLO model.

- Established "Truth-in-Reporting" governance frameworks for the Board, eliminating vanity metrics and enforcing rigorous operational readiness checks prior to launch.

Technical Execution & Digital Transformation

- Eliminated critical "Shadow IT" risks across a 13-country unit, migrating 100% of sensitive trade operations from WhatsApp to a EU DORA-compliant Service Cloud ecosystem.

- Engineered a "Zero Trust" verification architecture (Azure Identity Emulation), enabling "Read-Only" operational support without violating remote desktop bans or security protocols.

- Deployed automated "Policy-as-Code" governance (Microsoft Power Apps) to enforce "Four-Eye Checks" on high-risk actions, reducing execution failures to near-zero.

Resilient Operations & Crisis Management

- Redesigned the Target Operating Model (TOM) for FX Operations, closing a $1.3M+ revenue risk gap by repatriating 30% of sales capacity previously lost to "Shadow Support."

- Stabilized a distressed business unit suffering 100% leadership attrition, reducing staff turnover from 40% to 6% and raising engagement scores to Top Tier (85) during a global crisis.

- Transformed a "Generalist Support" model into a tiered "Specialist" structure, deploying network-competent engineers to resolve complex API/Venue latency issues that were previously escalating to Sales.

Experience

London Stock Exchange Group
Head of FX Operations Programs and Strategy

Oct 2023 – Nov 2025
Saint Louis, MO USA

- Spearheaded the strategic wind-down of the failing $80M FXI (FX Interface) migration program, overcoming organizational "sunk cost" paralysis to terminate a non-viable initiative. This decisive intervention preserved an estimated $50M in future CapEx/OpEx waste while surgically "hiving off" and rescuing high-value NDF (Non-Deliverable Forward) assets for redeployment.

- Architected and deployed a global "Two-Pillar" Target Operating Model, restructuring the FX division into specialized "Venue/API" (Machine-focused) and "Desktop/UX" (Human-focused) verticals. This segmentation closed a $1.3M+ revenue risk gap by repatriating ~30% of Sales capacity previously lost to "Shadow Support" activities, directly driving revenue generation.

- Engineered a Zero Trust support architecture utilizing proprietary Identity Emulation in our Azure environment to solve the "Epistemological Gap" in regulated trading support. This innovation enabled "Read-Only" operational oversight without violating strict data privacy laws, ensuring full compliance with EU DORA and GDPR resilience mandates while maintaining high-touch service.

- Directed operational product strategy for the critical FXall-to-Workspace SaaS migration, defining user stories for platform logging and tooling. Successfully drove cross-divisional readiness for 10,000+ institutional users, ensuring a seamless transition from legacy Eikon & FXall terminals to the Azure-based Workspace environment and securing the LSEG/Microsoft partnership objectives.

- Championed the transition to an "Agentic Operating Model" by embedding an AI-driven help ecosystem (Self-Service, Chat, Digital Agents) directly into the FXall Workspace GUI. This initiative reduced case volume by 25% and slashed response times from 20 minutes to under 60 seconds, proving the viability of "Digital Workers" in high-stakes FinTech environments.

- Stabilized the FXI NDF venue following a premature launch, establishing 150+ auditable "Run Actions" and governance runbooks. This intervention prevented regulatory censure and ensured market continuity during a period of extreme volatility, achieving scale without additional headcount and securing LSEG's reputation as a resilient FMI provider.

London Stock Exchange Group (formerly Refinitiv)
Director, Global Trading Systems Support

Nov 2020 – Oct 2023
Saint Louis, MO USA

- Selected by the CCOO as a "Smoke Jumper" to stabilize a distressed 180-FTE global trading organization suffering from 40% attrition and a complete leadership vacuum. Executed a "Talent Injection" strategy, recruiting a mercenary squad of loyalist leaders to reverse attrition to 6% and elevate staff engagement to 85 (Top Tier Glint) during the height of the global pandemic.

- Architected the strategic exit of the NEST trading vertical (India), identifying it as a "culturally necrotic" and non-compliant asset. Led the forensic documentation of "Shadow IT" risks and operational failures, providing the C-Suite with the irrefutable evidence required to authorize a Strategic Divestiture.

- Diffused a critical "Compliance Bomb" by identifying and migrating 100% of sensitive trade operations from illicit off-channel platforms (WhatsApp/WeChat) to a standardized, auditable Service Cloud ecosystem. This intervention preemptively mitigated risks associated with the SEC's "Off-Channel Communications" crackdown, protecting the firm from potential multi-million dollar regulatory fines and reputational fallout.

- Abolished ineffective legacy KPIs (Average Handle Time) in favor of a proprietary "MTTa / MTTr" biometric framework. This architectural shift drove a radical optimization of service velocity, slashing Mean Time to Acknowledge from 150 minutes to <10 minutes and Mean Time to Respond from 300 minutes to <20 minutes, aligning operational cadence with high-velocity market demands.

- Engineered an automated governance layer using Microsoft Power Apps to enforce "Four-Eye Checks" on high-risk trade actions. This "Policy-as-Code" solution reduced execution failures from weekly occurrences to near-zero, creating an immutable audit trail to satisfy internal compliance boards and external regulators.

- Designed and executed a global "Hub Strategy," consolidating fragmented teams from 13 disparate locations into regional Centers of Excellence (EMEA, APAC, AMER). This restructuring optimized Business Continuity Planning (BCP) and centralized talent development, creating a resilient operational footprint compatible with LSEG's global standards.

Refinitiv (formerly Thomson Reuters) — Jul 2017 – Nov 2020
Director, Technical Specialists — Saint Louis, MO USA

- Orchestrated the strategic transformation of a 110+ person technical organization from a reactive "break-fix" model to a proactive "Managed Services" paradigm. This shift aligned with the Blackstone EBITDA optimization thesis, flattening the organizational structure and increasing managerial spans of control to reduce cost-to-serve while enhancing service delivery.

- Spearheaded a data-driven CX strategy that vaulted Customer Satisfaction (CSAT) scores from the low 60s to the low 90s. Achieved this by re-architecting the "Talent Layer" of the Target Operating Model – implementing network-competency hiring profiles to resolve complex connectivity issues at the first point of contact, thereby protecting recurring revenue from high-churn risk.

- Executed critical operational workstreams for the $20B Blackstone carve-out, ensuring zero disruption to "Last Mile" and Market Data operations during the complex separation of shared technology services. Bridged the "Integration Gap" between legacy Thomson Reuters infrastructure and the new standalone Refinitiv entity, preserving asset value for the private equity sponsors.

- Commanded end-to-end Major Incident Management for high-frequency trading clients during critical outages of the Elektron and TREP platforms. Led executive-level "Post-Incident Reviews" (PIRs) with client C-suites, deploying root-cause analysis to restore trust and mitigate reputational damage in a market highly sensitive to latency and stability.

- Engineered a "Tri-Modal" talent retention strategy that maintained elite staff engagement (>80 Glint Score) and minimized annualized attrition to 4% – significantly below the industry average – during a period of aggressive corporate restructuring and headcount rationalization. This stability protected institutional knowledge critical to the platform's operation.

Thomson Reuters — Aug 2012 – Jul 2017
Technical Specialist Manager – Trading (Enterprise) — Saint Louis, MO USA

- Pioneered the organization's first global "Follow-the-Sun" support model, dismantling inefficient regional silos to establish a unified 24/7 operational capability. This restructuring ensured seamless continuity for Tier-1 global banking clients trading on the mission-critical Thomson Reuters Enterprise Platform (TREP) and RMDS, directly supporting the firm's strategic "Simplification" objective to consolidate disparate support functions.

- Spearheaded a service delivery transformation by engineering an automated deployment framework utilizing HPE iLO and Rundeck. This "Infrastructure-as-Code" initiative eliminated high-risk physical server dispatches and human error, accelerating Mean Time to Repair (MTTR) and securing the uptime requirements of latency-sensitive High-Frequency Trading (HFT) clients.

- Directed a specialized engineering unit focused on the architecture of TREP/RMDS market data infrastructure. Enabled the efficient "fan-out" of real-time market data to thousands of downstream trading applications,

ensuring the platform could scale to meet the exponential data volume growth driven by algorithmic trading demands.

- Engineered a backlog elimination strategy driven by the novel metric of "Mean Time to Close" (MTTC). Successfully drove a 83% reduction in daily open issue volume (from >300 to <50), restoring the credibility of Customer Satisfaction (CSAT) metrics and establishing a new global standard for operational hygiene during the platform consolidation phase.

Thomson Reuters (formerly Reuters)   May 2006 – Aug 2012
Early Career: Team Manager & Engineering Roles   Saint Louis, MO USA

- *Roles Held:* Customer Support Team Manager (Open Systems), Open Systems Engineer, Escalation Engineer, Senior Technical Support Specialist, Technical Support Specialist

- *Key Achievement:* Led engineering team through major corporate merger, achieving 15% efficiency gains and 0% attrition during restructuring.

Education

Webster University   2015
Master of Business Administration   M.B.A.

Webster University   2005
Bachelor of Science   Computer Science

Webster University   2005
Bachelor of Art   Management

Ranken Technical College   2002
Associate of Technology   Computer Networking