

# ANDREW NORTON HARRIS

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An experienced professional with a decade of work experience focusing on: change, portfolio, and project management, business process reengineering, process and operational improvement, strategic communications, and organizational design with a variety of clients across several industries.

## **SELECTED EXPERIENCE**

**VMware Inc.** – Austin, Texas

Senior Manager – October 2015- Present

*A Senior Manager in VMware's Global Customer Operations group focused on organizational transformations, strategic change management, and portfolio management of technology, enablement, and people focused programs*

- Led a major organization redesign/ transformation of VMware's global quoting operations, aligning six different organizations and regional locations under a common organizational structure. Developed communications themes, stakeholder engagement plans for business leaders, and drove global execution across four countries
- Led content development and facilitated three offsite leadership meetings with senior Sales leaders and operations leaders from across VMware's Global Customer Operations business unit. Defined overall objectives, designed team building exercises, developed overall schedules, and worked with senior leaders in developing their presentation content
- Organizational Change Management Leader for a large multi-track program focusing on operations, metrics, system, and organizational improvements for an organization of over 250 employees. Major activities include: development of stakeholder engagement plans, development of overall change strategy, creation and administration of a customer satisfaction survey, as well as creation of key program messaging
- National co-leader of VMware Veterans seeking to recruit, mentor, and retain Veterans as part of the VMware Inclusion initiative

**Ernst & Young LLP** – Austin, Texas

Manager – February 2015- October 2015

*A Manager in Ernst & Young's Advisory practice focused on strategic change, purpose lead transformations, and organizational alignment in their People & Organizational Change offering*

- Manager developing an organization design for a \$6B insurance company's data management and analysis group. The team has developed organization design options, stakeholder engagement plans, change management messages, positions descriptions, RACI diagrams, and new process definition
- Led a three person team conducting a market analysis of competitors in the strategic change and culture market offering as part of a revised brand position and service offering for a 7,000 FTE organization
- Developed the change management, implementation plan, and organizational alignment approach for an \$11M technology enabled transformation project affecting over 2,500 FTEs and 10,000 customers

**Deloitte Consulting LLP** – Austin, Texas

Senior Consultant & Manager – February 2011- February 2015

*Working as a practitioner with Deloitte Consulting LLP, providing advisory services across a variety of industries*

### Human Capital

- Project leader for a 20 person team providing strategic advisory and workforce planning services for an organization as it prepared to transition its workforce following a business model transformation
- Developed process flows, roles and responsibilities, and decision rights following the adoption of a new IT governance process due to a major business unit reorganization
- Led a four person consulting team that developed organizational functions and responsibilities for all positions in a newly created 15 FTE business unit within a 135 person organization
- Provided gap analysis, process improvement, and governance redesign support to a state based health care exchange with over 400 employees and an operating budget over \$100M
- Supported senior business unit leaders in developing a communications strategy, engagement plan, and organizational change management programs in preparation for discussions with external stakeholders
- Led a cross functional consulting team conducting a business process re-engineering including: process improvement, standardization, and organizational design efforts in support of a major reorganization

Strategy & Operations

- Led a four person team supporting Deloitte Consulting's Chief Marketing Officer in developing Deloitte marketing materials and thought leadership materials to be presented across industries served by Deloitte
- Managed a five person PMO team overseeing operations for a health care exchange systems integration project consisting of six different vendors, two state agencies, over 200+ FTEs, and valued over \$45M
- Led a team developing a portfolio management and prioritization tool for a \$3.5B aerospace firm
- Developed and implemented a methodology for prioritizing requirements and programs for a defense agency; the results of which were briefed to the US Congress during oversight hearings

#### Business Development

- Led technical development of a successful proposal to perform Organizational Change Management activities for a 2,500 person organization with over 10,000 customers valued at \$4.5M
- Awarded Deloitte's Outstanding Performance Award for business development during a successful proposal to provide advisory services to a 3,200 person organization with a \$2.5B budget

**United States Army** – Fort Hood, Texas/ Baghdad, Iraq

Commissioned Officer – May 2004-June 2009

*Twice promoted in three years to Captain while excelling in operations, management, and leadership roles*

- Analyzed operational trends to prepare and deliver briefings to senior American and Iraqi military leaders
- Led a platoon of 40 soldiers during a year of combat operations in Western Baghdad
- Responsible for planning operations of an Iraqi Army Battalion of 600 soldiers while developing, coaching, and mentoring the Iraqi operations staff of the new unit

#### COMMUNITY INVOLVEMENT AND AWARDS HONORS

- Awarded the Purple Heart, Bronze Star, and Combat Action Badge during service in Iraq
- Deloitte Volunteerism Hero Award for community outreach in the local community, July 2012
- City of Austin Civil Service Commission for Police, Fire, and EMS, Vice- Chairman 2015- Present
- Young Men's Business League of Austin, Member 2013- 2015
- Capital Partners for Education Mentor Committee Leader 2011-2013

#### Education

University of Texas, Austin, Texas

Master of Business Administration, 2018

George Washington University, Washington, DC

Master of Public Policy, 2010

Virginia Military Institute, Lexington, VA

Bachelor of Arts with Distinction, 2004

#### Skills

- **Software:** Microsoft Office, Visio, SharePoint, MS Project, Tableau, Adobe Software, and Decision Lens
- **Certifications:** Project Management Professional (PMP), Lean Six Sigma Yellow Belt