

WILLIAM O'CONNELL

Enterprise Transformation & AI Governance Leader

I transform fragmented organizations into unified operating and delivery systems by securing structural alignment and driving rapid adoption. My work consistently sits at the intersection of people, process, technology, and governance—where enterprise transformations succeed or fail.

EXECUTIVE SUMMARY

Enterprise transformation leader with 25+ years designing and building enterprise operating models that move organizations from fragmented to coordinated execution. 14.5 years in regulated pharmaceutical environments (Genentech/Roche). Specializes in mechanism design: governance frameworks, shared infrastructure systems, organizational alignment strategies. Proven track record: \$100M+ programs with zero unplanned outages, portfolio governance at scale, data-sharing frameworks, cloud governance, and change adoption (100K+ users). Created the AIM Framework, a governance operating model for safely operationalizing AI in regulated enterprises. AWS Solutions Architect (2025); hands-on builder of production systems validating GxP compliance and safety guardrails.

FEATURED WORK

AI Governance Operating Model

Created the AIM Framework, a governance operating model for safely operationalizing Generative AI in regulated enterprises. Developed mechanism-based approach: Mindset (accountability foundation), Lanes (approved use cases with controlled paths), Mechanisms (deterministic safety controls). Built three production systems demonstrating the model in practice: AI Safety Layer on Bedrock/Claude (96.4% assertion pass rate), GxP-aligned Validated Document Control (21 CFR Part 11), and Untangled Thinking (privacy-first recovery support tool). Published whitepapers and technical guidance live at WilliamOConnellPMP.com.

KEY OUTCOMES

Enterprise Operating Models: Organizational Alignment & Shared Infrastructure

EDIS (2018–2019) — Designed and facilitated alignment mechanism across 7 competing organizations (Research, Early Dev, Product Dev, Personalized Health Care). Overcame Roche/Genentech post-acquisition silos to enable Apollo program with AWS and PHC's AI/ML initiatives.

IAM/AWS Integration (2017–2019) — Designed governance operating model: centralized identity management (AD + Sailpoint) across shadow IT. Brought independently-run AWS accounts under coordinated governance; centralized billing and access control without killing innovation.

IPMA (2009–2012) — Designed portfolio governance operating model: standardized 17 processes across 9 global PMOs through mechanism-based approach. Built algorithm-driven Clarity system to prevent metric manipulation. Rolled to 300 PMs; gave C-suite first objective view of portfolio health.

Enterprise Delivery at Scale

\$100M+ Data Center Modernization (2015–2017) — Oversaw infrastructure migration off legacy systems. Designed and managed complex cutover mechanism with multiple business units. Zero unplanned outages. Provided capacity foundation for subsequent AWS integration.

\$25M Portfolio Turnaround (2013–2019) — Transformed NA/APAC org from 50% late, 2/5 CSAT to 10% late, 4/5 CSAT by designing multiple operating mechanisms: ResPlan tool, buddy accountability model, centralized contingency pool (~\$1M returned). Developed PMs who now run global Roche functions.

100K-User Change Adoption (2012–2013) — Designed and executed adoption mechanism for Microsoft → Google Workspace transition. Built 2,000-person change agent network with escalation governance. Flipped adoption from 80% resistance to 80% satisfied in six months; ~\$20M annual savings.

Mechanism Design: Organizational Alignment Facilitation

AI/ML Data-Access Initiative (2018–2019) — Resolved 2-year gridlock between IT and scientific teams by designing and executing a stakeholder alignment mechanism. Built trust and relationships over 6 months, then facilitated a 4-day structured workshop that produced consensus on a four-layer data-sharing model.

PROFESSIONAL EXPERIENCE

Enterprise Architect & Advisor · Independent · Jan 2025 – Present

AWS/AI systems architecture and enterprise delivery advisory. Designed and operated three production AWS serverless systems (AI Safety Layer, GxP Validated Document Control, Untangled Thinking). Published AIM Framework for enterprise AI adoption. Launched advisory practice (Untangle2Grow.com). AWS Solutions Architect—Associate (2025); AWS Generative AI Applications.

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Founder & Managing Principal · OCO Investments LLC · Aug 2019 – Dec 2024

Portfolio Governance — Designed and operated enterprise operating model for 23-asset diversified portfolio: governance discipline, risk/issue/dependency tracking, vendor frameworks, capital planning, debt financing.

Operational Resilience — Maintained 100% profitability throughout 2019–2024, successfully navigating 2020 pandemic disruption, shifting macroeconomic conditions, and complex asset management constraints.

Strategic Exit — Liquidated portfolio 2023–2024 with \$1M+ gains; zero operational losses. Intentional exit to return to enterprise technology at GenAI inflection.

Sr. Manager — Delivery Head, North America & APAC Portfolio · Roche / Genentech · South San Francisco / Basel · Mar 2013 – Aug 2019

Portfolio Leadership — Directed largest portfolio among three peer Sr. Managers: ~\$25M annual, up to 25 concurrent programs, 39 direct reports. Quarterly Basel executive governance.

Enterprise Operating Model Design — Oversaw three foundational infrastructure programs enabling Roche to operate as a unified post-Genentech entity: DC Santa Clara modernization (\$100M, 2015–2017), IAM/AWS integration (2017–2019), EDIS alignment (2018–2019).

Mechanism Design & Execution — Portfolio turnaround via multiple coordinated mechanisms: ResPlan tool, buddy accountability model, centralized contingency pool (~\$1M returned). Achieved 50% late → 10% late, 2/5 CSAT → 4/5 CSAT (sustained).

Leadership Development — Coached and mentored delivery leaders; two PMs I developed now run global functions at Roche.

Technical Program Manager / Delivery Lead & Consultant · Genentech · South San Francisco · Mar 2009 – Mar 2013

Portfolio Governance Mechanism Design — Built IPMA program (2009–2012): designed portfolio governance mechanism standardizing 17 processes across 9 PMOs. Built algorithm-driven Clarity system preventing metric manipulation. Integrated SAP (Finance), ResPlan (Resources), proprietary Schedule algorithm. Rolled to 300 PMs globally; gave C-suite first objective view of portfolio health.

PMO Consolidation — Consolidated 3 regional PMOs into one Global PMO. Deployed algorithm-driven Schedule/Resource/Finance RAG reporting across all 9 PMOs.

Change Adoption at Scale — Led OCM for Microsoft → Google Workspace transition (100K users). Designed change adoption mechanism: built 2,000-person change agent network with escalation governance. Flipped adoption from 80% resistance to 80% satisfied in six months; ~\$20M annual savings.

Device Migration — Oversaw 20,000-device Windows XP → Windows 7 migration across 7 sites, 2,000+ applications. Zero asset losses. 80% satisfaction.

Senior Business Analyst · EMI Music · London, UK · Sep 2005 – Aug 2008

Lead BA, global digital asset platform: 43 countries, 17 languages, 100+ integrations. Owned requirements, data mapping, UAT, stakeholder alignment. 99% data accuracy at go-live.

Senior Business Analyst — Validated Systems & Compliance · Genentech · South San Francisco · Feb 2002 – Mar 2005

Diagnosed 7 disparate validated change-control systems as compliance bottleneck. Designed operating model consolidating all 7 into one validated platform (3,000+ users, QMS, CAPA). 100% FDA inspection pass record.

IT Program Manager — Change & Incident Management · Robertson Stephens Investment Bank · San Francisco · Feb 1999 – Sep 2001

Built enterprise Change Management mechanism at CIO request. 90% incident reduction. Implemented help desk insourcing; 50%+ reduction in ticket resolution time.

CORE COMPETENCIES

Enterprise Transformation & Mechanism Design · Enterprise Operating Models · Organizational Alignment & Shared Infrastructure · Portfolio Governance & PMO Build · Organizational Change at Scale · Data-Sharing Framework Design · Cloud Governance (AWS, IAM, Identity Management) · GxP Compliance & Validated Systems (21 CFR Part 11) · AI Governance Operating Models · Executive Stakeholder Alignment

CERTIFICATIONS & CREDENTIALS

AWS Solutions Architect—Associate (2025) · AWS Generative AI Applications · Leading SAFe · Prosci Change Practitioner · Certified Scrum Master · Certified Product Owner/Product Manager · Strategy & Innovation (Copenhagen Business School) · Google Data Analytics Professional Certificate (2025) · PMP (2005 - 2019)