AARON T. BORCHERS

207 Wilber Ave. • Columbus, OH 43215 Email: aaronborchers@yahoo.com • Cell: (513) 461-5844

SUMMARY OF QUALIFICATIONS

Senior business leader with major internal and external experience leading enterprise-wide strategic initiatives.

- Complex project execution for \$100M+ enterprise-wide programs
- Aligning internal and external executive stakeholders across business functions and geographies
- Proven experience mobilizing 50-100 person teams to enable business value

AREAS OF EXPERTISE

Strategy Execution	Project Governance & Operations	Executive Advisor	Change Management
Process Design & Mapping	Issue & Risk Management	Talent Management	Organization Effectiveness

STRATEGY EXECUTION EXPERIENCE

Managing Director, Transition Management	NiSource	Columbus, Ohio	(June 2015 – Present)
--	----------	----------------	-----------------------

Responsible for centralized transition services designed to enable the establishment of separate infrastructure and applications for the newly formed Columbia Pipeline Group.

- Drive Change Management, Communications and Training effort across two independent companies to support the successful
 deployment of over 300 applications to a 9000+ geographically dispersed employee population.
- Established **disciplined financial management processes** to guide project estimation and budgeting, forecasting, cross-company billing, and financial reporting for \$140M portfolio of IT projects.
- Lead centralized Project Management Organization (PMO) designed to deliver consistent and scalable methodology, project controls, and status reporting across 25+ IT projects.
- Monitor the execution of Transition Services between two independent companies (NI & CPG) to maintain business continuity until services are effectively sunset.
- Facilitate conflict resolution across company lines with project leadership and vendor partners.
- Drive development and co-present weekly c-suite briefing to advise cross-company executive sponsors on project
 accomplishments, issue resolution & risk mitigation, and decision points.

Corporate Services Transition Lead NiSource Columbus, Ohio (July 2014 – May 2015)

Responsible for establishing an independent Corporate Services function for Columbia Pipeline Group (CPG) as part of NiSource's plan to separate its natural gas pipeline into a stand-alone publicly traded company.

- Led 100+ team of employees and consultants to build an independent Corporate Services function spanning Finance, Legal, IT, Supply Chain, Audit, HR & Corporate Affairs for a \$7B stand-alone business.
- Cloned and tailored existing corporate and functional policies, operating models, metrics and governance structures to support a pure-play natural gas pipeline, midstream and storage company.
- Coached teams through documentation of functional processes and procedures to ensure a seamless transition of services.
- Facilitated development of organization structure, assignment of existing resources, external hiring and knowledge transfer for 300+ positions to ensure the right talent and skills where in place for separation.
- Designed and executed change management and communications strategies from announcement through separation to frame the benefits of transition for 8,000+ employees.
- Identified post separation Transition Services needs across Ni & CPG and established supporting operational and financial processes.
- Drove the separation and reforecasting of functional and department-level budgets across Corporate Services for both independent companies.
- Championed vendor strategy to separate contracts for 500+ critical vendors, delivering pricing and terms within financial parameters.
- Facilitated the development of weekly Executive status reporting materials and led weekly face-to-face review with c-suite.

TALENT MANGEMENT & ORGANIZATION EFFECTIVENESS EXPERIENCE

Director, Talent Development	NiSource	Columbus, Ohio	(July 2012 – June 2014)			
Responsible for workforce planning, leadership performance management across the NiSource		sion, talent pool developn	nent, enterprise learning, and			
Manager, Organization Development	NiSource	Columbus, Ohio	(2011 – June 2012)			
Responsible for establishing the Learning & Per and executives for 7,500+ workforce.	formance Center of Exceller	nce providing targeted dev	elopment for leaders, hi-potentials			
Sr. Organization Development Consultant	NiSource	Columbus, Ohio	(2009 – 2011)			
Partnered with Columbia Gas executives across 7 states to drive culture shaping, team effectiveness, organizational design, and employee engagement initiatives to aide in executing business strategy.						
CONSULTING EXPERIENCE						
Manager	Accenture	Columbus, Ohio	(2004 – 2009)			
Global Supply Chain Capability Acceleration Designed and executed a global competency and professional development strategy for the Supply Chain enterprise designed to elevate the competency levels of the global workforce						
Procurement Capability Assessment Assisted in the baseline of a Global Procurement	nt organization to identify gap	os between the current and	d future Strategic Procurement state			
Reliability Excellence Process Improvement Led the development of a reliability excellence holistic model to establish knowledge, skills and behaviors to drive a proactive maintenance culture across the enterprise to become a strategic partner of choice						
Marketing & Sales Transformation Responsible for the detailed organization design Marketing & Sales function as part of broader tra						
Maintenance & Operations Culture Shaping Led a culture change initiative designed to chan Reliability Centered Culture where preventative			e data in order to establish a			

EDUCATION

Bachelor of Science in Business

Miami University

Oxford, Ohio

(2001 – 2004)

Eastern Europe International Study Abroad, Richard T. Farmer School of Business Studied international economic relations and the environment for business in Eastern Europe