



Will Sansbury
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**Product management and design leader
who creates winning products and outstanding results
by putting people first**

RECENT EXPERIENCE

AMERICAN SOFTWARE / LOGILITY

Atlanta, GA

Senior Vice President, Portfolio and Product Management, R&D

May 2021 – present

Establishing fifty-year-old company's first product management practice as part of transformation to unify multiple subsidiaries into a single brand and platform

- Led, coached, and developed organization of thirty product managers, business analysts, technical writers, release managers, and user experience research and design professional (including eleven direct reports)
- Executed strategy to transform from predominantly on-premise delivery to high-margin and scalable Cloud-native multi-tenant SaaS, resulting in growing subscription fees 23% in one year (from \$9.8MM in 1QFY22 to \$12.1MM in 1QFY23) and shifting the balance to majority SaaS revenue
- Established disciplined release planning and program management approach using Lean and Agile methods to maximize return on R&D investment and provide greater clarity on product direction
- Transitioned from big bang 8-month releases to 2-month releases (with a plan to achieve true CI/CD release on demand in 2023)
- Improved rate of customer-reported defect remediation from 48% to 92% through process improvement, automating and improving communication, and creating repositories of knowledge to transform individuals' tacit knowledge into institutional knowledge

DELUXE CORPORATION

Atlanta, GA

Head of Product Operations, Product Innovation

August 2020 – April 2021

Introduced a new enterprise product operations function tasked with unifying and improving the product management practices of our four product divisions

- Led cross-functional team that developed the *Deluxe Product Playbook* which integrates human-centered design, Design Thinking, Agile, and product management into a holistic product process
- Developed and administered an objective product management competency assessment to help us understand the state of our talent and make decisions about how to transform
- Defined common product management organizational design, resulting in the ability to successfully cover the entire product portfolio without adding planned headcount (an additional 25 FTEs projected to cost \$4.1MM)
- Operationalized planning and portfolio prioritization process that enabled a shift from annual project-based planning to more Agile quarterly product-based planning
- Implemented the V2MOM strategy framework (Salesforce's take on OKRs) across the entire enterprise, including leading the coaching community

Transformation Leader, Product Management*October 2018 – January 2020*

Selected by new CEO to lead the Product Management transformation as part of the New Day transformation program

- Surveyed current-state product management practices from all Deluxe products, including dozens of unintegrated acquisitions, and created a blueprint for transformation for the highest-value areas
- Introduced Pragmatic Framework to drive common expectations and vocabulary of Product Management
- Inventoried products and organized the portfolio to align with Deluxe's reorganized segments (Payments, Cloud, Promotional, and Checks)
- Designed and developed an [internal portal for all Deluxe employees to learn about each product](#), review its strategy and position in the market, and see a current theme-based product roadmap
- Developed a go-to-market framework that positioned our products in terms that reflect our customers' experiences: start-up, win customers, strengthen relationships, optimize payments, streamline operations
- Awarded the New Day Award in recognition of my efforts and impact

Director of Agile Practice & User Experience*October 2017 – August 2020*

Integrated Agile process facilitation and user experience design to increase our ability to rapidly deliver products that mattered to our customers

- Improved culture of ownership by creating monthly operations reviews examining common KPIs including sprint performance, product quality, team morale, product management effectiveness, and progress on key initiatives for each product (such as the adoption of continuous integration or automated regression test coverage) for each product
- Championed and secured funding for the UNIFY design system, which provides design guidelines and a collection of reusable components for all customer-facing products
- Spearheaded standardization of tools to enable an enterprise-wide view of Product Development (migrated 58 development projects on disparate systems to a common workflow in Atlassian Jira in under six months)
- Led a [high-profile innovation experiment at the Deluxe Exchange 20 customer conference](#) where a small team used Design Thinking and user-centered design to create a product concept with conference attendees, which we then demoed live at the closing keynote
- Created weekly [Intersections educational email newsletter](#) that aggregates thought leadership on cross-functional product delivery disciplines
- Awarded the 2019 THRIVE award for exemplifying "Execute," one of Deluxe's core values

Director of User Experience*June 2015 – October 2017*

Introduced user-centered research and design to the Financial Services division

- [Advocated human-centered design practices](#) with product management teams, securing funding to grow the team by 500%
- Developed a series of [User Experience Toolkits](#) that enabled teams without a dedicated user experience practitioner to minimize bias in their user research, create ad hoc personas, understand user journeys, hold design studio (charrette) sketching workshops, and conduct usability evaluations (heuristics and usability testing)
- Selected to participate in Deluxe Thought Leadership Academy, a year-long leadership development curriculum for key leaders



DAXKO

Alpharetta, GA, and Homewood, AL

Head of Product Strategy & Design

November 2012 – June 2015

Led all aspects of product strategy, management, and design for both established and growth markets

- Transitioned the company from hyper-focus on individual customer needs to a market focus
- Increased transparency with customers by moving from inflexible once-a-year roadmaps to publicly accessible theme-based roadmap that was updated monthly
- Introduced lightweight portfolio management practices to ensure that we were making investment choices that maximized the likelihood of success on our most strategic bets
- Created an [internal incubator program](#) that leveraged Lean Startup principles to rapidly explore and validate new product ideas, including Daxko Well, a corporate wellness solution that reached profitability within three months of inception
- Developed successful API strategy by managing API as a product, leading to a new stream of revenue and increased customer satisfaction for enterprise clients
- Championed focus on [outcomes over output](#) by introducing OKRs into product planning
- Created The League of Extraordinary Leaders, an internal leadership forum where all people leaders openly discussed issues the company was facing, leading to decreased perception of power distance between the executive leadership team and other leaders
- Participated in due diligence and negotiation of terms for partnerships and acquisitions, and oversaw the integration of acquired products

Interim Product Manager, Daxko Engage

April 2012 – November 2012

Assumed leadership of a strategic new product initiative and delivered it to market using Lean approaches

- Refocused project on [a user-centered process](#), which allowed us to trim planned scope by ten months (from fourteen months to four months)
- Delivered MVP to early adopters within four months, producing enough validation to justify continued investment
- Launched general availability product five months later to [strong reviews](#), generating over \$1M in annual recurring revenue in its first quarter
- Awarded 2012 Achievers Club, Daxko's highest honor, in recognition of my impact

Product Design Manager

September 2010 – November 2012

Established and led the user experience team

- Established a user experience design team by teaching existing business analysts how to conduct a user-centered design process
- Developed [UX career pathing and tools for professional development](#) to help team rapidly grow their research and design competence
- Worked with Jeff Patton to introduce [Balanced Team concepts to product ownership](#), dramatically improving the relationship between the software engineering and product management teams
- Championed innovation by creating [Daxko Lab Days](#)—three-times-a-year innovation sprints during which our teams took a week off of roadmap work to self-organize around projects of their design, resulting in multiple new product opportunities

OTHER EXPERIENCE

- 2010 Interaction Designer, Carestream Dental, Marietta, GA
- 2009 Product Usability Specialist, Silverpop, Atlanta, GA
- 2008 Information Architect, Ipswitch, Alpharetta, GA
- 2005 Senior Information Developer, Ipswitch, Alpharetta, GA
- 2003 Information Developer, Ipswitch, Augusta, GA
- 2001 Web Developer, PowerServe International, Augusta, GA
- 1999 Co-founder and Design Leader, Mental Soup, Augusta, GA
- 1997 Web Development Manager, MetroQuest, Augusta, GA
- 1996 Web Designer, Globalnet International, Augusta, GA

EDUCATION

- 2002 BA, English/Communications, Augusta State University

CERTIFICATIONS

- 2020 OKR/V2MOM Certified Results Coach, WorkBoard
- 2020 Business Strategy: Achieving Growth Through Innovation, Columbia Business School
- 2020 Effective Leadership: People, Teams, and Culture, Columbia Business School
- 2012 Certified Scrum Product Owner, Scrum Alliance
- 2006 Certified Scrum Master, Scrum Alliance

PUBLIC SPEAKING/INDUSTRY ENGAGEMENT

- 2019 UX Hustle Summit, [Bad Jobs, Burnout—And a Better Way](#)
- 2012 Information Architecture Summit, [More with Less: Make Better Products by Making Companies Better](#)
- 2015 A Web Afternoon, [Changing the World \(Without Losing Your Sh*t\)](#)
- 2010 Society for Technical Communication Summit, [Essential User Experience Skills](#)
- 2010 Product Camp Atlanta, [Skinning Your Users](#)
- 2009 STC Atlanta Chapter, [User-centered Design for Technical Communicators](#)

PORTFOLIO

Examples of my work are available at willsansbury.com, and the password for protected projects is *DoGoodWork*.