Miles Gullingsrud

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PROFESSIONAL SUMMARY

Strategic initiatives leader and AI-native operator with 20+ years turning high-visibility, ambiguous problems into executed outcomes. Builds from zero — operating models, cross-functional programs, payments infrastructure, and scalable processes that didn't exist before. Equally at home presenting to a board of directors and driving execution in the details. Owns the full arc: framing the problem, aligning executives, coordinating across functions, and delivering results. Proven across Finance, Operations, Technology, and People functions in high-growth and complex organizational environments.

CORE COMPETENCIES

Strategic Initiatives Leadership | AI Transformation & Workflow Design | Executive Communications & Board Engagement
Cross-Functional Program Management | Payments Operations at Scale | BizOps & Chief of Staff Functions
Ambiguous Problem Structuring & Resolution | Change Management & Adoption | Organizational Design & Development

PROFESSIONAL EXPERIENCE

Vice President, Finance Operations • *Invisible (AI Enablement Services)* 2024 – Present

- **AI Transformation Leadership:** Pioneering AI adoption across the Finance function — designing production workflows, building an AI-leveraged automation roadmap across NetSuite, Salesforce, and in-house tools, and representing the company at EY's AI for Finance Summit. Currently defining the multi-system AI integration strategy to elevate team function from tactical execution to strategic oversight.
- **Strategic Initiative Ownership:** Authored FinOps 2026 Mission, Vision, and Strategy — defining the operating model, four-pillar roadmap, and success metrics for the function; drove cross-functional executive alignment across CEO, CFO, CTO, and Head of Product.
- **Payments Operations at Scale:** Oversee bi-monthly payment operations for 5,000+ AI training experts, managing $1.5M+ in bi-weekly disbursements; identified and resolved chronic high-risk process vulnerabilities affecting 10,000+ experts and drove Expert Pay Automation onto the Q2 product roadmap.
- **Financial Intelligence Infrastructure:** Designed and launched a suite of executive financial dashboards (Daily Revenue Tracker, Client & Project Finance Dashboard, Domain Advisor Cost Report) delivering real-time revenue and labor insights to Account Leads, Delivery, and Executive leadership — enabling the organization's first project-level profitability visibility.
- **Cross-Functional Executive Partnership:** Serve as primary operational partner to CEO, CTO, Head of Product, and People Operations — translating rapid organizational growth into clear financial data requirements and operational mandates.
- **Team & Capability Building:** Scaled Finance Operations from inception, defining discrete ownership roles across four foundational initiatives and developing direct reports into autonomous process owners capable of managing critical systems independently.

Vice President of Operations • *WRA, Inc. (Environmental Consulting)* 2019 – 2024

- **Board Leadership & Executive Dual Role:** Served concurrently as Employee Director on the Board of Directors and primary VP-level executive presenter — providing governance oversight while delivering strategic and operational updates directly to the full board.
- **Strategic Initiative Ownership:** Led end-to-end design and implementation of an enterprise resource planning system supporting $20M in annual revenue — from business requirements and vendor selection through cross-functional deployment and adoption.
- **Organizational Transformation:** Drove employee engagement from the 35th to the 65th percentile using the Gallup Q12 framework — redesigning team structures, leadership practices, and accountability systems across 80+ scientists, designers, and engineers.
- **Portfolio Leadership at Scale:** Led 12 Principal Team Leaders overseeing 80+ professionals across a 500-project annual portfolio; managed strategic planning and execution with regular reporting to staff, senior leadership, and the Board of Directors.

Director of Operations • *The Trium Group (Management & Leadership Development Consulting)* 2018 – 2019

- Built the operational infrastructure enabling the firm's consulting delivery capability: redesigned talent acquisition (reducing time-to-decision by 50%), implemented a cloud-first technology strategy for a distributed workforce, and established systems and processes supporting consulting team performance.

Head of Internal Operations • *AltSchool, PBC (Ed-Tech Startup)* 2015 – 2018

- Built operational infrastructure for a high-growth startup scaling from concept to 7 micro-schools nationally in 3 years; managed a $2.2M annual budget with 20% cost reduction for two consecutive years and a 50% promotion rate among direct reports.

- Created the standard new school implementation process and designed the organization's support infrastructure, building the systems and talent foundation for rapid geographic expansion.

Finance & Administration Director • *Adams & Associates (Department of Labor Operations Contract)* 2009 – 2015

- Managed an $18M annual operating budget with a variance of just 0.25%; established a procurement and audit control system that reduced delivery time by 43% and improved audit scores by 15%.
- Led 8 department managers and 45+ staff across finance, IT, contracts, and operations — developing teams and building operational systems to drive performance outcomes.

Professional Applications Consultant • *Dekker, Ltd. (Project Management Software)* 2003 – 2007

- Managed the firm's largest annual client contract ($2.5M — United Space Alliance); drove revenue growth through consultative sales, needs assessments, proposal development, and solution implementation and training.

EDUCATION & CREDENTIALS

Professional Coaching Certification • New Ventures West 2020 – 2021

Project Management Certification • University of Phoenix 2003 – 2004

Bachelor of Arts, English • University of California, Riverside 1997 – 2001