

GREGORY A. LANG

BUILDER PM | PRODUCT LEADER | BUILDER | AUTHOR

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BUILDER PM PROFILE

I turn ambiguity into product direction—and product direction into working software, adopted systems, and measurable outcomes. Product and program leader with 20+ years spanning enterprise transformation, AI-native delivery, portfolio strategy, UX/CX, and team leadership. I move from executive narrative to product detail, prototype early, and treat adoption as part of the product.

Core strengths: Product strategy · AI-native delivery · Experience architecture · Enterprise transformation · Team leadership · Portfolio planning · OKRs/KPIs · Change and adoption

SELECTED IMPACT

250K MAU global credentialing and assessment platform | **30%** higher certification renewal rate | **20%** better AI/ML demand forecast accuracy | **40K+** employees enabled after merger | **4x** faster internal app delivery | **\$1M** legacy cost avoided

LEADERSHIP EXPERIENCE

STRONG TOWER CONSULTING | Vice President, Consulting Services **Oct 2020–Present**
Tier-1 supplier supporting Microsoft and Google

The Garage at Microsoft | Innovation Enablement · Operations · Strategy · Communications **Current engagement**

- Support the team behind the world’s largest private hackathon, creating the operating conditions for employees to stay curious, think like a startup, build hands-on, and carry strong ideas toward business value.
- Oversee enablement, operations, strategy, and communications for innovation global programs. Focus on coherent, scalable, and measurable business outcomes.
- Translate executive intent into practical narratives, workflows, and experiences to help more people move from idea to proof.

Microsoft Worldwide Learning | Product & Program Leadership **Consulting engagement**

- Defined product strategy and program structure for an AI-enabled skilling platform with an AI coach, simulated live environment, and LinkedIn Learning integration.
- Scaled a global credentialing and assessment experience to 250K monthly active users; designed a renewal program and custom BI solution that improved renewal rates 30%.
- Managed the LinkedIn Learning partnership for Microsoft Essential Certificates in AI and Cybersecurity; pilot content earned 4.7-star ratings.
- Built partner strategy, KPIs, toolkits, and roadmaps aimed at reaching 100M learners; led a 25-person consulting team across product programs.

T-MOBILE | Post-Merger Transformation Consultant **Apr 2019–Aug 2020**

- Led technology deployment and identity automation for 40K+ employees after the Sprint acquisition.
- Designed and launched a flagship B2B UCaaS product, including pilots, UX feedback, ROI analysis, and executive communications.
- Deployed a low-code internal-app platform that improved time-to-value 4x and avoided \$1M in legacy costs; created an executive operational-health dashboard.

MICROSOFT | Director, Microsoft Consulting Services HQ 2010–2018

- Led products, portfolios, enterprise architecture, learning, deal automation, and ERP transformation across a \$6B services business, 22K staff, and a \$200M investment portfolio.
- Shipped a global resource-management product for 20K+ technical staff; partnered with workforce and data-science teams on AI/ML supply-and-demand models that improved forecast accuracy 20%.
- Owned contract automation that reached full adoption, standardized global policy, accelerated deal processing 20%, and reduced losses 10%.
- Directed skills, learning, and Dynamics ERP programs; guided transition of a \$6B professional-services organization to SAP.

MICROSOFT | Senior Product Planner & Program Manager 2004–2010

- Initiated a \$3M+ collaboration and knowledge-management platform, secured C-level sponsorship, and drove global adoption across 20K+ community members.
- Built and scaled the Services Technical Communities hub; led governance, feature prioritization, BI/reporting, integrations.

EXCELL DATA CORP | Product Manager, contract to Microsoft 2002–2004

- Led internal product launches across discovery, requirements, UX, testing, migration, analytics, communications, and adoption.

P2X | Product Manager 1999–2001

- Led a VC-backed automated print-advertising product from user research and prototypes through specifications, design coordination, and go-to-market planning.

AUTHOR & BUILDER

SHIPPING AT MACHINE SPEED | Author 2026

The New Playbook for Product Management

- A field guide to AI-native development, prototype-first workflows, and the judgment product leaders need when shipping cycles are measured in hours—not weeks.
- Introduces the emerging Builder PM: a product leader who can frame the problem, build enough to learn, and create the conditions for high-speed product organizations.

GIGFORTE | Independent Product Lab · Private Beta Current interest

- Building a connected suite for working bands—StageChart, Bandy, Visual ChordPro, and GigForte—using AI-native tools from discovery through working product.
- Hands-on product engineering across authentication, role-based access, multi-tenant SaaS, relational data models, application logic, SQL, migrations, testing, and iteration with real users.

AI, PRODUCT & DELIVERY TOOLKIT

AI-native work: ChatGPT · OpenAI Codex · agentic workflows · prompt design · AI/ML product strategy · rapid validation

Build and prototype: Low-code platforms · prototype-first development · SQL and relational data models · workflow and experience design

Product leadership: Vision and roadmaps · discovery · user stories · portfolio planning · OKRs/KPIs · analytics · adoption · executive communication

Operating methods: Agile/SAFe · Design Thinking · Six Sigma · Prosci/ADKAR · cross-functional operating rhythms

EDUCATION, CREDENTIALS & RECOGNITION

- B.A., Communications — University of Washington; graduate coursework, Henry M. Jackson School of International Studies
- Microsoft Azure AI Essentials Professional Certificate; executive training in Customer Insight Leadership and Organizational Change Management, Kellogg School of Management
- Microsoft Bench Program (top 3% of employees, multiple years); Great People, Great Performance annual/quarterly winner
- Former HOA President, Norwood Village Corporation (2020–2023); solo piano and commercial music artist — music.gregorylang.info