

# Sheldon Barnes

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Senior engineering leader focused on building and scaling AI-first, agentic development teams that accelerate speed to production while maintaining enterprise-grade quality, security, and reliability. Proven ability to align engineering execution to business outcomes through OKRs, disciplined delivery systems, and AI-enabled workflows. Published author on AI-first engineering leadership and AI in pharmaceutical R&D. Seeking a Senior Director role leading high-performing teams at the intersection of AI, product, and engineering.

## ◆ PUBLISHED WORKS

### The Platform Inversion

Leading AI-First Engineering Teams from Point Solutions to Intelligent Operating Platforms

[Amazon](#)

### The \$200 Billion Problem

How AI Is Rewriting Drug Discovery and Closing Pharma's Patent Cliff

[Amazon](#) [Apple Books](#)

### Why You're Not Getting Hired

The Hidden System Filtering You Out — and How to Beat It

[Amazon](#) [Apple Books](#)

## ◆ PROFESSIONAL EXPERIENCE

### Eli Lilly and Company

July 2018 – Apr 2026

*Associate Director – Clinical AI & Automation | Platform Governance & Engineering Leadership*

- Led a \$40M global Clinical AI & Automation portfolio (CapEx and OpEx) supporting Lilly Research Laboratories, directing distributed teams of product, architecture, and engineering leaders across the U.S., Ireland, and India. Built high-performing cross-functional teams aligned to enterprise R&D priorities.
- **Established enterprise AI governance and architecture discipline**, launching a Technical Review Board to standardize design patterns, enforce platform integrity, and reduce downstream rework. Drove integration of shared AI capabilities across 20+ concurrent initiatives.
- **Architected next-generation AI platform capabilities**, including a RAG architecture that informed broader enterprise platform strategy. Introduced portfolio-level execution frameworks providing senior leadership with real-time visibility into delivery performance and risk.
- **Built an AI-ready engineering culture**, driving large-scale upskilling across cloud and AI domains (15+ certifications achieved), while embedding AI-first development practices across the organization.
- Led global digital team supporting 30+ web platforms across North America, LATAM, Europe, and Asia, ensuring 99.9% uptime and regulatory compliance.

### OneCause

Oct 2017 – Apr 2018

*Associate Director – Software Engineering*

- Led engineering delivery for a next-gen P2P giving platform, directing two software engineering teams within a 40+ person cross-functional organization. Partnered with a nonprofit to design and deliver a new platform in under 90 days with PCI-compliant payments and social media integrations.
- Bridged business strategy and engineering execution, improving cross-functional coordination, delivery predictability, and execution speed in a high-growth environment.

### Baker Hill Solutions

Dec 2016 – Oct 2017

*Associate – QA Engineering*

- Led transformation to an automation-first Quality Engineering model for a commercial loan platform, integrating CI/CD pipelines and re-architecting testing workflows to accelerate time-to-market.

### OneAmerica Financial

Aug 2014 – Dec 2016

### Senior Software Engineer

- Led full-stack engineering for the McKready and Keene retirement system in a regulated financial services environment. Reduced retirement statement production cycle time by over 80% (one week to one day).

### Salesforce

Aug 2010 – Aug 2014

#### Associate Director – Quality Engineering

- Scaled Quality Engineering for Salesforce Marketing Cloud, leading three teams across automated functional, performance, and security testing for a platform processing millions of daily transactions. Directed security testing aligned to OWASP Top 10 and enterprise compliance requirements.

### MassMutual

Apr 1999 – Feb 2009

#### Senior Software Engineer

- Engineered customer-facing retirement solutions and mobile applications for 401(k) management within SOX and Dodd-Frank compliance frameworks. Transformed validation of life and disability illustration systems, reducing validation cycle time by ~90%.

### U.S. Army National Guard

2001 – 2004

#### Soldier – Activated and Deployed in Support of OIF and OEF | Honorable Discharge

- Activated and deployed in support of Operation Iraqi Freedom and Operation Enduring Freedom. Awarded the National Defense Service Medal, Global War on Terrorism Service Medal, Armed Forces Reserve Medal with Mobilization Device, and Army Service Medal.

## ◆ EDUCATION

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**Master of Business Administration (MBA) – Purdue University**

2023 – 2024

**Bachelor of Science, Business Administration – Western New England University**

2006 – 2011

## ◆ CERTIFICATIONS

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- AWS Developer Associate (DVA-C02) & AI Practitioner (AIF-C01)
- Certified Information Systems Security Professional (CISSP)