

Joshua Bechtel

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SUMMARY

Organizational systems architect with 30 years of enterprise experience building the knowledge infrastructure, process frameworks, and translation systems that make complex change actually work - across technical teams, business leaders, and frontline workers simultaneously, without formal authority, in domains encountered for the first time.

Developer of Stateless Content Architecture (SCA), a proprietary modular information design methodology (patent and copyright in progress) that predates and directly enables the knowledge structures enterprise AI requires to function. The difference between AI that delivers measurable outcomes and AI that accelerates organizational dysfunction is almost always the quality of the knowledge layer underneath it - and that layer is what I build.

Led Microsoft Copilot adoption for 8,568 employees with 80%+ active user retention at six months - one of the largest documented enterprise AI rollouts with retention data in financial services. Designed the full program end to end: workflow readiness assessment, use case prioritization, Champions network, AI literacy curriculum, governance framework, adoption scorecards, and post-launch optimization. The retention number exists because the knowledge architecture was right before the adoption program launched.

Founder, Human Layer Systems LLC - independent AI enablement and knowledge architecture consulting practice, 2026. Remote only.

EXPERIENCE

Founder and Principal Consultant, AI Enablement and Knowledge Architecture | Human Layer Systems LLC 2026 - Present

- Founded independent AI enablement and knowledge architecture consulting practice delivering AI adoption strategy, workflow redesign, responsible AI governance, and practical AI fluency programs for individuals, teams, and small businesses.
- Designed Clarity Sessions consulting offer - monthly AI advisory service structured around discovery, use case prioritization, human-plus-AI workflow design, prompt development, and guardrail design.
- Developed reusable client delivery assets: AI starting point maps, personal prompt libraries, AI guardrails, discovery agendas, and workflow frameworks designed for repeatable deployment.
- Built and tested AI agent workflow prototypes using local development environments, Streamlit-based pipeline tools, Python utilities, and Claude Code.
- Evaluated and applied 12+ AI platforms hands-on in real workflows: ChatGPT, Claude, Claude Code, Microsoft Copilot, Gemini, DeepSeek, Grok, Canva AI, Base44, Suno, n8n, and RAG-oriented systems.

Principal Communications Associate, Enterprise Strategy | Capital One (formerly Discover Financial Services) Dec 2025 - May 2026

- Directed multi-channel content operations for 11,000+ employees during the Discover/Capital One merger. Sustained 55%+ open rates on DTA Today and BT Connect newsletters, exceeding industry benchmark by 20%+ relative lift.
- Personally architected AI-assisted content pipelines: retrieval-ready document formatting, structured prompting systems, and automated QA workflows. Reduced content delivery time 25% while sustaining message precision.
- Co-launched Technology Integration Hub as centralized merger source-of-truth. Set and enforced editorial quality standards and brand voice alignment across all enterprise technology communications.
- Partnered directly with VP to redesign 2026 secure coding compliance training on a future-proofed AI-ready content model.
- Translated adoption data and content performance analytics into AI-as-product recommendations for technology stakeholders and executive roadmap alignment.

Lead Internal Communications Specialist | Capital One (formerly Discover Financial Services) Feb 2025 - Dec 2025

- Managed content quality and editorial review for internal knowledge repositories. Designed and built SharePoint content experiences in partnership with subject matter experts.
- Coached non-writers and edited incoming drafts to align with editorial standards before publication to enterprise knowledge systems.

Lead Documentation Program Manager, Knowledge Architecture | Capital One (formerly Discover Financial Services) Jan 2023 - Feb 2025

- Designed and personally executed enterprise Microsoft Copilot rollout to 8,568 employees. Full lifecycle ownership: workflow readiness assessment, use case prioritization, target-state workflow design, Champions network, AI literacy and prompt engineering curriculum, executive steering and governance forums, adoption scorecards and dashboards, benefits baseline and attribution measurement, and post-launch optimization.
- Achieved 80%+ active user retention at six months with sustained, measurable productivity gains. One of the largest documented enterprise AI rollouts with retention data in financial services. Retention number exists because the measurement infrastructure was built specifically to capture it.
- Authored enterprise AI governance framework from scratch: taxonomy standards, metadata strategy, responsible AI guardrails, data handling standards, model risk controls, content filtering guidance, human-in-the-loop escalation paths, and lifecycle governance.
- Personally architected stateless, metadata-driven documentation platform enabling automated content assembly, RAG-optimized retrieval, and content-as-product delivery. Improved content discoverability 30%.
- Ran cross-functional working sessions aligning compliance, legal, technology, and business stakeholders. Managed resistance, resolved conflicts, and maintained executive alignment end to end.
- Owned rebuild of three ITSM operational playbooks - Incident, Problem, and Issue Management. Ran structured documentation audits, partnered with SMEs, and published validated models to the team's knowledge web.
- Piloted first scalable Disaster Recovery and System Continuity program guide. Identified critical compliance gap within 30 days of release through structured post-launch review.

Senior Content Architect and Business Analyst | Devr, Inc.

Feb 2022 - Dec 2022

- Sole knowledge architect at a 12-person digital display startup operating across teams in China, Vietnam, Japan, and Brazil. Reported directly to CEO. Functioned as VP-level knowledge and communications lead with no peers in the org chart except CEO and CFO.
- Established company's first knowledge repository in GitHub from zero. Implemented Stateless Content Architecture including blockchain-based NFT tokenization of content fragments for role-addressable delivery.
- Documented state machines, blockchain tools, and embedded systems operating without native software - technically exotic territory requiring rapid domain acquisition. Participated in state machine configuration work to reverse-engineer sensor platforms.
- Built auto-curation framework leveraging AI and ML heuristics for personalized, context-aware content assembly. Engineered fully stateless content system with modular content types and metadata schemas for large-scale AI and ML automation.
- Hired and managed two junior technical writers. Knowledge repository archived on departure is now the company's operational baseline as of 2026 - the documentation outlasted the organization's first lifecycle.

Senior Technical Writer and Business Analyst | Bond-Pro, Inc.

Feb 2021 - Jul 2022

- Diagnosed core knowledge transfer failure at a 13-year-old SaaS company that had never documented its own software. Rebuilt documentation from scratch around actual workflows and user roles. Training time dropped from one month of half-days to eight total hours.
- Created Bond-Pro's first formal client training materials, establishing a training function where none had existed. Increased client operational capacity 150%. Decreased errors 20%.
- Authored 200+ documentation assets including SOPs, user guides, release notes, architecture diagrams, RACI charts, and workflow diagrams. Sat in on client discovery and SOW conversations and identified upsell opportunities that converted.

Technical Writer and Intermediate Trainer / Program Manager | Tata Consultancy Services, Ltd. *Apr 2018 - Dec 2020*

- Governed 2,768-document new business knowledge repository under new organizational ownership after Transamerica acquisition. Maintained information architecture integrity and evidence-based change management standards.
- Received cross-domain project routing from TCS divisions outside insurance based on performance reputation. Wrote both developer-facing and product-facing documentation for 40-50 projects involving code, APIs, data platforms, and enterprise software encountered for the first time. Learned each domain fast enough to translate it to executives and operations audiences simultaneously.
- Wrote 206 new SOP and API documents. Streamlined 116 processes. Updated 700+ existing documents for teams in 9 countries. Maintained digital library of 10,000+ files. Executed 2,487 SOP updates, 397 process translations, and 845 system translations.
- Saved 4,000+ hours of documentation review work by arguing new business documentation out of a forced cross-organizational migration. Demonstrated via performance data that the schema change would destroy measurable advantages.

- Served as program manager for 63 L&D projects, all delivered early or on time. Led MS Teams rollout change management for 1,500 users.
- Designed Soft Skills curriculum in 9 days with 43 stakeholders. NPS nearly doubled. Designed and delivered ILT and VLT across 38 teams, 367 participants, 98.2% pass rate.

Technical Writer and Intermediate Trainer | Transamerica Premier Life Insurance Company 2011 - 2018

- Functioned as de facto program lead, knowledge architect, change manager, and communications director across approximately 2,700 projects over seven years - 20 to 30 concurrent at peak - without PM, director, or VP title. Held \$30,000 company credit card authority. Signed software contracts. When escalations occurred on the two projects out of 2,700 that had problems, it was the VP three levels above who came to resolve them. When I left, four people were hired to cover the workload.
- Designed Foundations onboarding program in 2015. Personally delivered 51 classes to 7,000+ employees. Achieved 74% six-month retention against a 43% baseline - a 31-point improvement. Program still runs in both Transamerica divisions as of 2026, eleven years on.
- Designed and built 2,768-document knowledge repository for new business operations on SharePoint. Structured for zero-search navigation. Sustained 20-30 unique daily clicks per asset. New business operations consistently outperformed other divisions while the architecture was intact.
- Deployed MS Teams for 7,000-8,000 employees across six locations with full ownership of strategy, language, roadmap, communications, and adoption. Overcame active resistance from senior leadership.
- Designed and operationalized the Documentation Development Lifecycle (DDLDC) - parallel to SDLC, eliminating technical documentation debt at source. Extended Agile principles to non-software work as an Agile Ninja.
- Managed 3,000+ documentation changes in a single year with 100% on-time delivery. Led project to downsize digital library by 400 documents, resulting in 11% average performance gain across 34 teams. Redesigned new hire transition, saving 56+ hours per new hire annually and increasing annual operating windfall by \$270K.

Sales Specialist II | Capital One, Inc.

2000 - 2004

- Increased account retention by over 18% across a multi-state team of 80. Trained 38 CSRs and mentored 32 new staff members, each performing 10%+ above SLA within 12 days.

Technical Writer and Trainer | Equifax Payment Services, Inc.

1994 - 1999

- Promoted from CSR II through Dispute Management into training and documentation. Received 180 hours of formal technical writing training. Created 38 user guides and 360 SOPs. Developed first training curriculum for dispute, security, and escalation specialists.

Owner, Operator, and Engineer | Bechtel Enterprises

2004 - 2016

- Owned and operated custom technology consultancy. Designed and built 45 high-performance computers, installed LANs, and pioneered drone design including a custom hexacopter with GPS waypoint-based autonomous flight.

EDUCATION

Bachelor of Science, Management and Organizational Leadership | St. Petersburg College

2017

Associate of Applied Science, Management and Organizational Leadership | St. Petersburg College

2015

CERTIFICATIONS

- Certified Information Mapper, Information Mapping International
- Associate, Life Management Institute (LOMA)
- Associate, Customer Service (LOMA)
- Technical Writer IV, Equifax University (180 hours formal training)
- Professional Life Coach Certification (Accredited), Udemy
- 11 Leadership Certifications, Tata Consultancy Services

SKILLS

Knowledge Architecture and Information Systems

Stateless Content Architecture (SCA, proprietary), Information Architecture, Knowledge Architecture, Knowledge Management, Knowledge Lifecycle Management, Metadata Modeling, Taxonomy Design, Content Identity Design, Information Cascade Architecture, Structured Authoring, DITA, Information Mapping, Modular Content Design, Role-Addressable Content Delivery, Source of Truth Systems, Knowledge Base Architecture, Repository Governance, Content Integrity Management, Legacy Content Modernization

Process Design, Workflow Engineering, and Systems Thinking

Workflow Analysis and Redesign, Current-State and Future-State Process Mapping, Swimlane Modeling, Process Diagramming, RACI Design, SDLC Documentation, DDLC (original methodology), Agile for Non-Engineering Functions, Agile Ninja, Scrum Ceremonies, Sprint Planning, Waterfall, Hybrid Delivery, UAT Coordination, Defect Management, SOP Development, Policy and Procedure Documentation, API Documentation, Architecture Diagrams

AI Readiness and Enablement

AI Enablement, AI Adoption Strategy, Enterprise AI Rollout, Microsoft Copilot Deployment, AI Governance Framework Authorship, Responsible AI Policy, AI Literacy Program Design, Prompt Engineering, RAG Architecture, LLM-Ready Content Design, AI-Assisted Content Pipelines, Human-in-the-Loop Workflow Design, AI Workflow Design, AI Guardrail Design, Adoption Metrics, Use Case Prioritization, Champions Network Design, AI Steering Committee Facilitation, Benefits Realization Tracking

Technical Writing and Documentation Architecture

Technical Writing, User Guide Design, Feature Documentation, Spec Documentation, SOPs, API Documentation, Release Notes, Compliance Documentation, Playbooks, Job Aids, Quick Reference Guides, Markdown, HTML, CSS, GitHub-based documentation, RoboHelp, Visio, State machine documentation, IoT and embedded systems documentation

Learning and Development

Instructional Design, Curriculum Design, ADDIE, SAM, Adult Learning Principles, Train-the-Trainer, ILT Design and Delivery, VLT Design and Delivery, Onboarding Program Design, New Hire Transition Design, Compliance Training, Soft Skills Curriculum, Retention-Focused Program Design, Contact Center Training, ESL Training for International Teams

Change Management and Program Leadership

Organizational Change Management, Stakeholder Mapping, Resistance Management, Adoption Measurement, Behavior Change Metrics, Communications Planning, Executive Steering Committee Leadership, Program Management, Project Management, Multi-Project Portfolio Management, Influence Without Authority, Merger and Integration Communication, Discovery Facilitation, Consulting Service Design

Tools and Platforms

Microsoft 365, SharePoint, Azure DevOps, GitHub, ServiceNow, Jira, Smartsheet, Miro, Figma, Visio, Adobe Suite, Power BI, VS Code, Streamlit, n8n, Base44, Claude, Claude Code, ChatGPT, Google Gemini, Microsoft Copilot, DeepSeek, Grok, Canva AI, RoboHelp, AWD, CyberLife

Domain Expertise

Financial Services, Fintech, Life Insurance, Annuities, New Business Operations, Contact Center Operations, Regulated Industries, B2B SaaS, Boutique Legal Technology, IoT and Embedded Systems, Digital Display Technology, Blockchain and Tokenization, Enterprise Technology, AI Consulting for Small Business and Individuals, Surety Bond Software