

Multi-disciplined **Business Operations and Technology** executive known for producing innovative solutions that generate margin growth. Creates impact to the bottom line by combining strengths in strategic agility, digital transformation, and product/application development with deep experience leading global, enterprise level portfolios.

- **Agile, Adaptable, and Collaborative:** Creates and executes change management strategies and roadmaps through partnerships spanning multiple functions and departments. Often recruited to execute transformation and change in Process, Culture, and Technology through direction of investments ranging from \$20M to \$1.1B. Adept at leading and influencing both technical and non-technical organizations at all levels.
- **Operational Execution and Business Transformation:** Utilizes Six Sigma, Lean, Agile, and Design Thinking to drive transformation programs spanning all aspects of the Product and Client Lifecycle. Cultivates performance-oriented culture while creating efficiencies through continuous improvement. Delivered \$800M in EBITDA benefit over the last decade.
- **Diverse Experience driving Bottom Line Impact:** Successful across multiple industries in industry leading, Fortune 250 companies (Telecom, Financial Services, Fintech, HCM, Insurance, Real Estate, Asset Management, etc.). Applies unique background in Industrial and Organizational Psychology to motivate and mobilize innovation in Strategy, Change Management, Organizational Design, Field Enablement, Technology & Automation, Product Development, and Portfolio/Program Management.
- **Global Workforce and Talent Management:** Builds high-performance organizations from the ground up. Leads organizations ranging from 50 to 2000 people across the Americas and Asia. Designs and executes multiple programs and assessments to attract, select, train, engage, incentivize, and develop talent at all levels.

BUILDING CAPABILITIES TO DELIVER VALUE

Enterprise-wide Transformations	Operations & Cost Optimization	E2E Process Re-design & Optimization
B2C and B2B CX and Service Innovation	Technology Migration & Implementation	Portfolio & Program Management
Stakeholder and Change Management	Organizational Design	M&A Due Diligence
Vendor Management and Oversight	Six Sigma, Lean, & Agile Best Practices	Go-To-Market Strategy & Execution

GUIDING GROWTH THROUGH BUSINESS TRANSFORMATION

Altisource Holdings, Atlanta, GA

(Apr 2019 - Present)

Global mortgage and real estate service fintech serving 9 of top 10 US banking and financial firms.

SENIOR VICE PRESIDENT, HEAD OF GLOBAL OPERATIONS

Recruited to consolidate and transform the Global Operations organization spanning 35 products and 50 US states for 200 enterprise and boutique clients. Accountable for strategic oversight, program management, contract/SOW negotiation and execution of a multi-national team of 2000 direct and indirect reports. Operational accountability for the end-to-end asset lifecycle including product and service strategy as well as regulatory licensing and compliance.

- Established first Altisource Automation and Engineering roadmap leveraging AI/ML, RPA, and OCR. Reduced overall cost to serve by \$9M in first year. Currently on track to deliver 33 automation initiatives eliminating 10M manual tasks and recovering \$14.3M in bottom line benefit.
- Onboarded 30+ new enterprise and boutique clients across multiple products including staffing, system integration, process training, scorecard development, automation, vendor network alignment, invoicing, compliance, and service contract execution.

- Conducted research to evaluate 1K worldwide locations for new Operational Centers of Excellence (COE). Selected and established 2 new COEs standing up new facilities, staff, process, etc. Fully executed change management plan to reduce global locations from 6 to 3 Operational Centers of Excellence within 12 months.
- Launched new digital scorecards, product level incentive plans, onboarding, training, and career progression programs across all operational locations and functions.
- Optimized cost while also improving performance from failing 90% of default (REO/PFC) operational scorecards to passing 90% - now with multiple consecutive months of passing scores since June 2020. Achieved this shift in performance despite significant headwinds from COVID-19.
- Developed, evangelized, and implemented multiple new servicing products while evolving existing products to adapt to trends in the highly regulated mortgage and real estate industry (Self Service Buyer Portal, Hybrid Valuations, Forbearance Support Centers, and Signature Seller). Completed ~2M buyer, bidder, and borrower transactions in 2020.

ADP: Automatic Data Processing, Florham Park, NJ & Alpharetta, GA (Jan 2017-Mar 2019)

Global, financial industry leader providing cloud-based Human Capital Management and Payroll Solutions.

VICE PRESIDENT: SERVICE TECHNOLOGY, SMALL BUSINESS SERVICE & OPERATIONS

Recruited to restructure Service Technology organization and enable client service transformation for ADP's 500K small business clients. Leveraged technology to grow the business, lower cost of service, and improve client experience. Supervised global team of 150 direct and indirect reports accountable for Service Technology, Work Force Management, AI Automation and Engineering, User Support, and Change Management.

- Turned around faltering Digital Service Technology program by formalizing executive governance and prioritization for more than 120 programs. Transformed user champion team to a consultative and agile delivery model. Deployed internally developed next gen CRM desktop and omni-channel contact management platforms to 100% of front line SBS population.
- Created and implemented Service Alignment strategy for Tier 3 support reducing cost and delivering \$3.5M in annual benefit. Removed low performers and reduced support resources by 30%. Reduced support calls by 72% and launched internal chat helpdesk.
- Served as 2017 and 2018 Executive leader and sponsor for crucial **Year End cycle** planning and execution encompassing readiness and resilience for Process, People, and Technology pillars. This production cycle creates and distributes 18 million unique tax documents (W2, 1099, etc.) across 7 geographically dispersed production centers over an 8-day period that cannot be extended due to regulatory and business inhibitors. Established repeatable QA (systems and process), YE playbook, and real time data analytics that are still in use at ADP today.
- Conceived and launched first ever ADP live chat (client and employee facing), AI bot, OCR, and RPA initiatives for SBS Service delivering 15 major automation efforts with >\$3.7M in annual benefit. Partnered closely with technology to automate more than 250K manual transactions and client interactions. Shifted 20% of all client contacts to lower cost channels in <12mos, significantly reducing cost to serve.

Verizon Communications, Basking Ridge, NJ (2000-2017)

Global leader delivering innovative communications and technology solutions to improve the way customers live, work, & play.

EXECUTIVE DIRECTOR, BUSINESS OPERATIONS CHIEF OF STAFF TO CIO, GLOBAL TECHNOLOGY SOLUTIONS

EXECUTIVE DIRECTOR, SYSTEMS ENGINEERING, GLOBAL HUMAN RESOURCES/HCM TECHNOLOGY (2015-2017)

Promoted by CIO to lead dual functions of Business Operations and Human Capital Management (HCM) technology development and delivery. Directed all business and financial operations, Lean Six Sigma transformation, change management, and program management spanning a global organization >4200 people. Created a progressive, tech savvy, & intuitive work environment through delivery of HR/HCM technology programs across 49 employee-facing HR/HCM applications and 450 direct and indirect reports in the US and India. Led HR/HCM technology modernization strategy, systems portfolio development, DevOps adoption, AWS cloud migration, and all associated operations.

- Directed the implementation of systems, methodologies, and thought leadership to enable \$450M in business value (\$125M EBITDA) through improvements in talent acquisition, career management, employee development, employee engagement technologies, compensation/payroll accuracy, transactional and process efficiencies, and reduced cost to hire.

- Delivered unique HR features for Verizon's 200K+ employees including the design, development, and launch of the employee mobile application. Verizon recognized by *Digital Workplace of the Year* in 2016 and 2017 as a result of this work: <https://digitalworkplacegroup.com/2017/10/25/digital-workplace-of-the-year-2017-verizon/>
- Influenced selection of next gen HCM/HRIS technology. Conducted deep technical, architectural, and business analysis of Workday, Infor, and Oracle Fusion products, including selection and configuration of critical transactions. Collaborated closely with both vendors and senior leaders across product, technology, legal, sourcing, and implementation.
- Accountable for global operating budget > \$1.1B. Planned and executed a 15% expense improvement and 7% capital improvement as well as the reorganization of ~3K global employees.
- Led financial and organizational planning supporting the Frontier divestiture of \$10B in resources and assets completed in March 2016.

DIRECTOR, TECHNICAL CUSTOMER SERVICE, VERIZON NATIONAL OPERATIONS (2013-2015)

Recruited by Senior Vice President of National Operations to lead the South and West area technical customer service operations. Led an organization of >750 people spanning 8 US locations. Direct P&L accountability for budget exceeding \$50M. In a unionized environment, created programs, best practices, and data driven process optimizations to improve front line operations performance. Recruited and developed leadership talent and initiated programs that have enabled the South/West areas to deliver top performance more than 5 years after my departure.

- Within 10 months, delivered #1 area performance with 7 operations locations ranked in top 30% performers, and highest ranked customer repair experience measures in Verizon's national footprint.
- Direct accountability for operational budget >\$50M. Consolidated FiOS, DSL, and Copper Repair functions generating \$6M in efficiencies. Reduced operating costs by consolidating to 4 locations and reducing onshore operating hours.
- Sponsored product upsell programs fueling \$29M in annual revenue through employee sales referrals.

DIRECTOR, PROCESS ENGINEERING, VERIZON LEAN SIX SIGMA (VLSS) AND OPERATIONAL EXCELLENCE (2012-2013)

Selected by CIO and COO for a nomination-only leadership assignment in VLSS. Leveraged Lean Six Sigma and Design Thinking to develop and initiate operations and business process improvements in consumer and small business operations, equipment, supply chain, technical support, and repair functions. Leveraged Lean/Design Thinking to drive process transformation and product enhancements across 30+ support centers and field dispatch teams spanning all aspects of the flagship FiOS product Lifecycle.

- Developed enterprise-wide optimization strategy, scorecard, cost controls, and program roadmap. Created operations data for analysis and data-driven decision making to identify the most significant opportunities to impact the business.
- Achieved 19.8% improvement (~3.2M calls eliminated) in call volume YoY through eliminating repeat repair and long wait for repair transactions. Delivered \$65M in EBITDA benefit through 55 LSS projects.
- Led senior executives and other stakeholders in a Work Out to establish a new, enterprise-wide compensation program for all eligible employees in the hierarchy including front line, inside and outside sales, and senior leadership.
- Earned multiple certifications including Lean Six Sigma Master Black Belt, Certified Change Leader, Certified Instructor for Lean Six Sigma Training, Certified Six Sigma Work Out Facilitator.
- Awarded *Best in Class Master Black Belt* for 2012 and 2013 beating out more than 50 other candidates.

DIRECTOR, PROGRAM AND PROJECT MANAGEMENT, VERIZON DIGITAL, SELF SERVICE, AND NEW PRODUCTS (2010-2012)

Following significant restructuring to create focus on delivery of a world class digital channel for consumers and small businesses, Verizon Technology created a new organization to transform the customer experience from traditional to omni-channel. Selected by the Vice President of Digital Sales and Service to lead portfolio governance and business operations spanning 13 executives, >1K employees, and 10 locations including all program planning and objectives, metrics, financials, HR, audit, legal/regulatory compliance, contracts & sourcing. Consolidated all portfolio support functions including requirements, design, production support,

analytics, vendor management, customer experience/UX, and customer relationship management. Direct accountability for budget exceeding \$90M and supervised team of 110+ spanning US and India.

- Achieved new online and mobile product launches exceeding \$125M in annual, incremental revenue including mobile viewing and subscription sports channels for MLB, NHL, and others.
- Increased customer self-service rates from 18% to 30%. Improved Verizon.com online customer satisfaction ratings (Net Promoter Score) by 33%.
- Programs delivered more than 1000 unique features including cross-channel personalization and consistency based on real time analysis of customer interactions.

DIRECTOR, MULTI-DISCIPLINED, VERIZON INFORMATION TECHNOLOGY, CENTER AND CUSTOMER EXPERIENCE (2008-2010)

Promoted to executive role to build new organization focused on Center and Customer Experience within the Information Technology organization. Created and directed enterprise-wide program implementation of the regional roadmap for operational improvements, fallout reduction, and automation opportunities focusing on operational efficiencies, customer contact efficiencies, and cost reduction opportunities.

- Created strategy and led aggressive delivery schedule and timely resolution of back-office operational and production issues for Verizon's key strategic data and video products (ordering, provisioning, and billing systems).
- Designed and fully staffed brand new organization from the ground up. Owned end to end strategy and program delivery for cost reduction.
- Achieved \$155M in savings across multiple applications and operational centers - a 50% reduction in back office work or about 1200 FTEs.

Earlier Verizon Progression (2000-2008)

Enjoyed rapid career growth and was often recruited to lead the most challenging and complex programs to drive consolidation and standardization across the merged companies (Bell Atlantic and GTE) that formed Verizon.

MANAGER: MULTI-DISCIPLINED

Broadband Product Support, Operations and Fallout Automation 2006-2008

- Managed deliverables and release management in excess of \$200M spanning all IT organizations.

FiOS Product Implementation and National Desktop Consolidation 2003-2006

- Conducted gap analyses, strategic planning, and execution of 225 projects resulting in unification of 23 regional systems under a single user interface and national deployment of the FiOS product to key retail markets nationwide. Held key leadership roles in the creation and implementation of the FiOS product from inception to launch.

Strategic Channel Integration, CRM, and Implementation Support 2002-2003

- Led joint IT and Retail team throughout program and client lifecycle supporting Consumer, SMB, and Enterprise customer segments.
- Conducted third party vendor evaluations and authored whitepapers of the results. Selected and managed third party vendors. Negotiated desktop standards for external agent community working with legal and regulatory teams.

Channel Implementation and Integration supporting GTE and Bell Atlantic Merger 2000-2002

- Led programs designed to evaluate and select best in class technologies and products from different functions and departments spanning GTE and Bell Atlantic.

GTE, Temple Terrace, FL

1998-2000

Largest independent telephone company in the US providing local, long distance and wireless telephone service, network monitoring and maintenance, high speed data access, satellite, cable, and video services.

PROGRAM MANAGER, CAREER DEVELOPMENT: SOFTWARE & SYSTEMS ENGINEER DEVELOPMENT PROGRAM, GTE TALENT ACQUISITION

Managed 180+ program participants including recruitment, selection, salary negotiation, training, performance plans and appraisals, career development (technical and soft skills), mentoring, and immigration. Created and administered satisfaction surveys, program selection methods, individual salary plans, and various other documents/ tools. Directly influenced the leadership composition of the Verizon IT organization

Education

[Verizon Certified Lean Six Sigma Master Black Belt, 2013](#)

[Verizon Certified Change Leader, 2013](#)

[Verizon Certified Lean Six Sigma Work Out Facilitator, 2012](#)

[ABD PhD in Industrial/Organizational Psychology](#); University of South Florida *Non-terminal MS achieved. All but dissertation completed 2002. Specialization in Organizational Design and Development, Job analysis, Selection, Training Effectiveness, Cross-cultural Mentoring, and Career Development

[MS in Industrial/Organizational Psychology](#), University of South Florida, Minor in Psycholinguistics

[MA in Experimental Psychology](#), Southeastern Louisiana University, Minor in Psychopharmacology

[BA in Psychology](#), Southeastern Louisiana University

Other Notables

[National Association of Minority Mortgage Bankers of America \(NAMMBA\)](#), Visionary Ambassador

[National Association of Mortgage Field Services \(NAMFS\)](#), Executive Board Member

[Gerson Lehrman Group \(GLG\)](#), Council Member

[Tangipahoa Parish Mental Health Crisis Center](#), Certified Crisis Counselor

[Everwise](#), Executive Mentor