

Multi-disciplined **Operations and Technology** executive known for evaluating, developing, and maximizing organizational capabilities to drive growth and scale through people. Creates impact to the bottom line by combining strengths in strategic agility, culture-building, operational excellence, talent development, performance and program management with deep experience leading global transformation and integration efforts. Leads and influences both technical and non-technical organizations at all levels while serving the C-suite as a brand advocate, executive business partner, trusted advisor, and organizational design expert.

Leverages diverse experience and entrepreneurial spirit: Successful across multiple industries in both foundation-building and established corporate environments including two Fortune 250 firms. Applies unique background in Industrial and Organizational Psychology to inspire and mobilize organizational and business evolution.

Cultivates an intuitive, tech savvy employee experience: Direct experience building and scaling multiple, high-performance organizations and global Centers of Excellence (COEs) from the ground up. Designs and executes programs and assessments to attract, select, engage, incentivize, and develop diverse, multi-generational talent.

Delivers operational and process excellence: Utilizes Lean and Design Thinking to drive continuous improvement spanning all aspects of the employee and business lifecycle. Cultivates performance and client-centric culture while creating efficiencies in cost to serve. Leverages OKRs, KPIs, and agile methodologies to strengthen focus and align teams around strategic goals.

Global Workforce and Talent Engagement: Builds and scales high-performance organizations from the ground up. Leads organizations ranging from 50 to 5000 people in NAM, LATAM, EMEA, and APAC with particular focus on outcome-based culture building and alignment.

BUILDING CAPABILITIES AND DELIVERING VALUE

Scalable Organizational Design	Leadership Development & Coaching	Compensation & Incentive Plans
Cross-cultural Mentoring & DEI programs	Performance Management	Employee Engagement & Retention
Service Delivery Optimization	B2C and B2B CX Service Innovation	People and Talent Strategy
Client and Brand Advocacy	Six Sigma, Lean, & Agile Best Practices	Go-To-Market Strategy & Execution
P&L Management	Stakeholder and Change Management	Portfolio & Program Execution

GUIDING GROWTH BY TRANSFORMING ORGANIZATIONS

Conduent, Atlanta, GA

(June 2021– present)

Global business processing outsourcing firm serving 80% of the Fortune 100 and over 500 government entities.

VICE PRESIDENT, HEAD OF GLOBAL HUMAN CAPITAL SOLUTIONS (HCS) OPERATIONS

Recruited to develop and execute transformation strategy to reposition Conduent's \$450M revenue business in the broader market after five years in decline. Accountable for the Global Human Capital Solutions Operations organization spanning 19 countries, >80 enterprise clients, and 660 small and mid-market clients. Leads business unit strategy, operational execution, ongoing technology support, client advocacy, and service delivery for a multi-national team of 5000 direct and indirect reports. Oversees day to day operations across 4 key product pillars including HR & Payroll Operations, Health & Wellness (benefits administration), Wealth & Retirement, and Learning & Development Solutions.

- Redesigned global organization to enable agility and new business implementation. Re-aligned executive talent and regraded job levels to support new business models capturing \$21M in wage and benefit savings, initiated global location strategy to

address staffing issues, and identified \$15M in productivity losses due to technical debt. Reduced overall cost of operations by 21% YoY. Retained 90% of clients up for renewal. Met 94.4% of 1853 unique client SLAs.

- Created and implemented multiple defensive programs to combat the **Great Resignation** including resilience and culture development for middle management, quarterly targeted compensation adjustments, “Earn your way home” performance-based remote work plans, premium pay differentials, and intensive onboarding programs for new hires.
- Collaborated across the Human Capital Solutions stakeholder community to enable culture change with improvements in talent acquisition/management, cross-functional work assignments, and transaction and process efficiencies in payroll, T&E, and benefits.
- Designed and facilitated employee surveys, on-site employee focus groups, and virtual town hall interactions to research and overcome attrition and staffing challenges. Initiated programs to improve employee satisfaction, engagement, and work force optimization. Reduced attrition by 15% and restored SLA/KPI performance to highest levels in 3 years.
- Developed and implemented performance-based compensation plans, recognition programs, and associated incentives for both front line and professional services teams.

Altisource Holdings, Atlanta, GA

(Apr 2019 – April 2021)

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

SENIOR VICE PRESIDENT, HEAD OF GLOBAL OPERATIONS

Recruited to consolidate and restructure the Global Operations organization spanning 35 products and 50 US states for 200 enterprise and boutique clients. Accountable for strategic oversight 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, compliance, and client relationship management.

- Onboarded 30+ new enterprise and boutique clients across multiple products including staffing, system integration, process training, scorecard development, automation, vendor network alignment, and service execution. Launched new digital scorecards, product level incentive plans, and career progression programs across all operational locations and functions.
- 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 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.
- 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.
- Reduced overall operations staffing costs by 50% in 18 months. Delivered \$25M in EBITDA in 2021 through delivery of additional process and technology efficiencies.
- Optimized cost by scaling operations in low-cost geographies while also improving performance from failing 90% of default (REO/PFC) operational scorecards to passing 90%. Achieved this shift in performance despite significant headwinds from COVID-19 and the steady decline of default asset volumes in the portfolio.

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 consolidate and restructure Service Technology organization and enable client service transformation for ADP’s 500K small business clients across key service pillars including Payroll, Retirement, Time Management, and Health Benefits Administration. 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, Program Management, Change Management, and User Support.

- 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.
- 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. Automated more than 250K manual transactions and client interactions and shifted 20% of all client contacts to lower cost channels in <12mos, significantly reducing cost to serve.
- 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 calls by 72% and launched internal chat support.
- 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. Established repeatable QA (systems and process), YE playbook, and real time data analytics that are still in use at ADP today.

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, 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 operations, Lean Six Sigma transformation, 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.

- 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.
- 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, 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 VZ@Work 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.
- 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.
- 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.

Education

SHRM – SCP: HR Senior Certified Professional, anticipated Dec 2022

Verizon Lean Six Sigma Master Black Belt, 2013

Certified Lean Six Sigma Work Out Facilitator, 2012

ABD PhD in Industrial/Organizational Psychology; University of South Florida *All but dissertation completed 2002. Specialization in Organizational Development, Job analysis, Cross-cultural Mentoring, & 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

Women in Technology New York (WiTNY), Executive Mentor

Harvard Business Review (HBR), Advisory Council Member

Gerson Lehrman Group (GLG), Council Member

Tangipahoa Parish Mental Health Crisis Center, Certified Crisis Counselor

Torch/Everwise, Executive Mentor