

Brandon Hall

Operations Executive • Operations Turnaround, Scale & Transformation

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125 people Operations organization and \$9M budget led through a director and managers	70% to 90%+ On-time completion, where no standard had existed	+25% volume Absorbed on a 15% increase in staff through a capacity model	6 mo to 6 wks New-hire time to proficiency, with 50 promotions in two years
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SUMMARY

Operations executive with more than 20 years in operations leadership across financial services and a view of more than a dozen banks and financial services organizations from the inside. I step into complex, high-volume operations and create order: the processes, people structures, and technology that let a business scale without breaking. My background covers both sides of the work. As a consultant, I diagnosed operations and led transformations affecting up to 1,200 people, building business cases above \$10 million and presenting them to C-suite leaders. As an operator, I led a 125-person organization with a \$9 million budget as a leader of leaders, raised on-time completion from 70 percent to over 90 percent, absorbed 25 percent volume growth on 15 percent more staff, and built the talent systems that cut new-hire time to proficiency from six months to six weeks. I do my best work alongside owners and executive teams who want measurable results against a clear plan.

CORE COMPETENCIES

- Operations Leadership & Turnaround
- Capacity Planning & Staffing Models
- KPI Scorecards & Executive Dashboards
- Leading Leaders & Talent Systems
- Vendor Selection & Platform Implementation
- Risk, Controls & Audit Readiness
- Operating Model Design & Reorganization
- Process Transformation & Automation (RPA, AI)
- Operating Budget Management
- Change Management (ADKAR)
- Business Case & ROI Analysis
- Business Continuity & Resilience

PROFESSIONAL EXPERIENCE

Executive Vice President, Operations

June 2024 - June 2026

Informative Research (a division of Stewart Title) • Irving, TX

Led a 125-person production and client operations organization delivering credit reporting and verification to mortgage lenders through digital channels, with a \$9 million operating budget and a leadership layer of one director and three managers. Integrated four inherited functions into one operation over nine months and presented operating performance to the company president on a recurring cadence.

- Reorganized the operation around skill level and demand by work type, raising the share of production work completed within two business days from 70 percent to over 90 percent where no standard had existed, and lifting calls answered within 30 seconds from under 10 percent to over 80 percent.
- Built a capacity model and a monthly risk and mitigation review that absorbed a 25 percent increase in volume over six months on a 15 percent increase in staff.
- Built talent systems where none existed: role leveling, competencies, and calibration reviews. Promoted 50 employees into higher-value roles, cut new-hire time to proficiency from six months to six weeks, and reduced attrition from roughly 45 percent to 30 percent.
- Led the RFP, selection, and implementation of the NICE CXone platform, adding workforce management, quality, and client feedback capabilities the organization never had, with cutover ahead of the prior contract expiration. Client support response scores rose 22 percent.
- Led the design of an automated workflow for core production work, projected to deliver 20 to 40 percent efficiency gains, and deployed an AI-enabled knowledge base that cut average handle time nearly 10 percent within 90 days, using ADKAR change management to drive adoption.
- Cut escalations and rework roughly 50 percent within 60 days through root-cause categorization and a dedicated escalation workflow, and owned business continuity for both sites through four live activations.

Director

June 2023 - June 2024

Process, Research and Optimization (PRO Consulting) • Remote

- Led operations-transformation engagements, bound by time and budget, from diagnosis through implementation as primary point of contact for client executives across contact center, finance and accounting, and energy operations.
- Applied workflow automation with Power Automate to remove handoffs and automate manual data collection, and built cost-to-serve models on contact center engagements.

Representative clients: Discover Financial Services, TD Bank, Verizon, RWE Clean Energy.

Senior Director, Process Management

February 2022 - May 2023

Capital One • Plano, TX

Recruited to build a new process management function for commercial bank operations from the ground up.

- Built the process management function from nothing to five people and led a 25-person organization across four managers, including two quality teams and offshore vendor management.

- Established process flows, FMEA, SIPOC, and control documentation across commercial bank operations, and personally owned two audited SOX controls, ownership that at Capital One typically sat at the vice president level.
- Oversaw full-population quality review of all commercial loan payments, including wires, sustaining quality above 99 percent and routing every miss through root-cause analysis.
- Represented commercial bank operations across a multi-year regulatory remediation of more than 15 components, coordinating departments that did not report to me, and delivered the final and most complex component in 90 days.
- Transitioned more than 10 processes to a third-party offshore provider, holding the provider to its KPIs through readouts and a formal QBR, and led a build-versus-buy RFP for a loan administration platform representing more than \$500,000 in annual operating cost.

Program Director, Enterprise Transformation Office

July 2020 - November 2021

Blue Cross and Blue Shield of Kansas City · Kansas City, MO

- Co-directed an insourcing program to completion by a fixed deadline, directed a program relaunch across 14 scrum teams and 20 sprints, and supported projects deploying UiPath, Automation Anywhere, and Power Automate in enterprise operations.

Senior Consultant

February 2018 - March 2020

Process, Research and Optimization (PRO Consulting) · Remote

- Diagnosed a top-ten U.S. bank's commercial lending operation end to end, identifying 140 improvement opportunities and a business case with a mid-point above \$10 million, then led the rollout of 14 process changes across four regions and 220 associates.
- Authored the next-phase rollout proposal to the bank's President of Corporate Banking, laying out deployment options with benefits, risks, and timeline trade-offs.

Representative clients: John Hancock, Cigna, MidAmerican Energy.

Director, BioPharma Operational Services

March 2016 - March 2018

Viracor Eurofins Clinical Diagnostics · Lee's Summit, MO

- Directed project management, contracts, data management, and operational strategy for the biopharma segment, owning compliance across more than 50 standard operating procedures and leading internal and external audit responses.
- Drafted and negotiated laboratory services contracts of \$400,000 to \$2 million with large pharmaceutical clients, structuring terms to protect segment profitability, and led client onboarding from signed contract to live reporting.

Lead Project Manager

February 2015 - February 2016

The Highland Group · Remote

- Directed a 70-person joint team across seven workstreams through a 12-month transformation of a large U.S. commercial bank's business banking credit process, cutting non-complex cycle time from 15 to 20 days down to 3 and reducing handoffs 82 percent.
- Built a \$10.1 million benefits case decomposed by root cause, trained 200 employees, and presented findings and decision frameworks to the bank's President, CFO, and Chief Credit Officer.

Senior Consultant / Project Lead

March 2010 - January 2015

The Lab Consulting · Remote

- Led process improvement and operational redesign at Global 500 organizations on programs affecting up to 1,200 people, delivering self-funding engagements that typically reduced annual expense by more than 20 percent across operating budgets as large as \$75 million.
- Led implementation of a financial close transformation for a roughly 700-person global finance organization at a major Canadian bank, working directly with the corporate CFO.
- Led an insurer's end-to-end operations transformation from diagnosis through an eight-month implementation, identifying 343 improvement opportunities and tracking benefits on a capacity basis through delivery.

Representative clients: Wells Fargo, Union Bank of California, SunTrust, CIBC, RBC Insurance, MetLife, Allstate, AT&T.

Earlier Career (2000 - 2008): Operations, sales, and business development leadership at Greystone Residential Funding, River Funding Corporation (founding sales leader at launch), and Tri-State Financial Services, preceded by owning and operating a small business with full P&L responsibility.

EDUCATION & PROFESSIONAL DEVELOPMENT

B.S., Marketing · University of Wisconsin-La Crosse

AI Fluency: Framework & Foundations, Claude 101, and Introduction to Claude Cowork (Anthropic); Generative AI for Everyone (DeepLearning.AI); Six Sigma Foundations, Six Sigma: Green Belt coursework, and Change Management Foundations (LinkedIn Learning).