

KATIE KLOD

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Call Center Management

Project Management

Operations Management

Director level leader with 15 years of progressive leadership responsibility in call center and operations management. Dynamic project manager versed in both Six Sigma process improvement and team-based problem solving methods. Able to produce higher levels of performance through thorough analysis, clear and challenging goals, and caring and consistent leadership.

CORE COMPETENCIES

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| <input checked="" type="checkbox"/> Team Leadership | <input checked="" type="checkbox"/> Six Sigma | <input checked="" type="checkbox"/> Coaching and Mentoring |
| <input checked="" type="checkbox"/> Recruiting and Training | <input checked="" type="checkbox"/> Strategic Planning | <input checked="" type="checkbox"/> Relationship Management |
| <input checked="" type="checkbox"/> Analytical Thinking | <input checked="" type="checkbox"/> Problem Solving | <input checked="" type="checkbox"/> Influencing and Motivating |

PROFESSIONAL EXPERIENCE

AMERICAN EXPRESS
2009

1994-

Director Credit Risk Group, Greensboro, NC June 2005-Feb 2009

Managed a group of ten team leaders and 120 associates to deliver best in class collections while maintaining high standards in customer service and quality.

- Drove best-in-network collections and efficiency results for two consecutive years
- Reengineered customer escalation process to reduce escalations by 40% and double service level results
- Championed Leadership Path program, recruiting and training six college graduates to become leaders within the organization. All six successfully completed the program and received front line leadership positions.
- Relocated case processing operations to off-shore location to reduce costs and successfully redeployed 20 associates and one team leader to new positions within the site. Helped team through change management process while completing a seamless transition of work to the new location.

Strategic Credit Operations Manager Credit Network, New York, New York July 2004-June 2005

Project Manager for the Credit Network and liaison to the Risk Management Team in NY, specializing in cross-network projects to improve Risk strategies to drive collections performance.

- Reduced non-value added work in the inventory by 20% by analyzing customer-driven case volume and rerouting these requests out of the credit inventory.
- Created accountability reporting that tracked the entire life-cycle of the case inventory and balanced improvements in one area against declines in another. Drove Risk and Operations Teams to work together to solve enterprise-wide issues.
- Led cross-functional team to analyze the root causes of customer dissatisfaction and the link to Risk Management policies. Project led to the creation of differentiated collection strategies based on customer levels and the creation of new payment and spending solutions for customers.

Project Manager Service and Network Engineering, Phoenix, AZ April 2003-July 2004

Managed project for Credit Operations and Fraud Operations to achieve reengineering goals, transform the infrastructure, and improve customer satisfaction.

- Led cross-functional team to develop and launch new collections performance metric and incentive plan that drove higher collections rates across the network.
- Migrated fraud case management function to automated delivery system which enabled an equitable distribution of work and more robust performance measurement.

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Six Sigma Black Belt Fraud Operations, Phoenix, AZ Jan 2000-April 2003
Led Fraud Operations strategic initiatives using Six Sigma process improvement methodologies.

- ☒ Reduced cycle times on fraud application case handling by 75% through process mapping, root cause analysis, and the elimination of non-value added steps.
- ☒ Redesigned customer satisfaction survey to gather more actionable feedback from customers. Rewrote sampling program to ensure more thorough sampling of customer base, and created project pipeline from feedback received. Used improved feedback to champion cross-functional project to handle merchant complaints with the dispute process and improve merchant satisfaction.
- ☒ Reengineered savings of \$966k from the successful redeployment of 50 associates and 15 professional exempts after an unexpected drop in volumes.

Team Leader Fraud Operations, Phoenix, AZ Jan 1998-Jan 2000
Managed team of customer service representatives to deliver exceptional service to customers who have been the victims of fraudulent activity.

- ☒ Led the redesign of the department into a full-service phone shop. Developed call delivery strategy, staffing strategy, service level forecasting, performance measurements and incentive plans.
- ☒ Recruited and managed associates to staff an emergency phone group to service high-risk card replacement call volume after concerns with third party vendor.

Leadership Coordinator Establishment Services, Phoenix, AZ Sept 1996-Jan 1998

Created and implemented a training program that improved the leadership, technical, and core analytical and communication skills of the front line leadership team. Converted associate performance reviews to a common date and managed the first annual review process. Provided leadership for all new hires until their transition from class to the floor.

Operations Trainer Establishment Services, Phoenix, AZ May 1996-Sept 1996
Taught new hire training classes, delivering the highest level of performance of any of the new hire classes during the 12 month post-training period. Piloted use of test database to enhance training process.

Operations Analyst Establishment Services, Phoenix, AZ Oct 1995-May 1996
Managed call flow in the telephone service center, including monitoring of call volumes against forecasts for multiple groups to ensure adequate service levels, creating staffing and work schedule for multiple groups with shared resources, solving real-time technical and staffing problems for associates and management, and activating contingency plans if emergencies occurred.

Customer Service Representative Establishment Services, Phoenix, AZ Jan 1994-Oct 1995

EDUCATION

ARIZONA STATE UNIVERSITY, Master's in Business Administration
UNIVERSITY OF ARIZONA, Bachelor of Arts in Education, Magna Cum Laude

PROFESSIONAL TRAINING

SIX SIGMA BLACK BELT, American Express Certification

COMMUNITY INVOLVEMENT

UNITARIAN UNIVERSALIST CHURCH OF GREENSBORO, Co-Chair of Communications Committee, Chair of the Cabaret Auction Fundraising refreshment committee, member of the choir