

Tracy Garry

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Chief Operating Officer | Organizational Change Strategist Benefits Administration | Financial Services | Retirement Services

Bold Transformation Driver: Navigating Periods of Rapid Growth, Acquisition + Integration

Process Expert: Strategizing/Implementing Efficiency, Accuracy + Retention Solutions

Relationship Strategist: Influencing, Building Trust + Consensus Around New Ideas

Team Optimizer: Resuscitating Employee + Client Satisfaction + Engagement

Performance Turnaround	Client Retention Amid Integration	Employee + Executive Leadership Retention	Innovative Performance Solutions
Spurred Double-digit Productivity Spikes	Outperformed Industry Average by 20%	<2% Associate Turnover/ 0% Top Leader Turnover	Vaulted Efficiency + Accuracy via Original Capacity Models

- **Catalyzing Radical Change:** 10%+ client satisfaction increase (from 70% to 80%+), 15% client-to-associate ratio boost + employee turnover drop to <2%. Revamped team + overall culture, while assuaging initial employee concerns re: job function erosion in already functionalized area. Invigorated environment with new, more functionally focused roles that elevated individual (and overall team) performance; fortified employee trust + job satisfaction by delivering on promises.
- **Orchestrating Sweeping Transition:** 70% client retention (vs. 50% industry avg.) + abating employee turnover to <5% amid migration to new company with new system/platform, processes (eliminating duplicate processes) + culture. Prioritized key clients on which to focus; parlayed empathetic, muscular leadership with transparent, frequent communications with clients + associates. Completed transition in promised timeframe.
- **Driving Burgeoning Operational Performance:** 20% productivity uptick and >99% work accuracy while slashing turnover to <1% (0% for top leaders). Orchestrated culture of process excellence + improved morale after assessing team members' strengths, then authoring + implementing increased capacity model that included team restructure and talent reallocation.
- **Catapulting Growth:** 25% attendance + 20% in-kind donation increases and measurable market reach improvements for annual nonprofit fundraiser. Individual donor #s jumped to 100 (vs. 20 prior year). Recruited team + homed in on target audience; strategized and executed community outreach + social media initiatives.

EXECUTIVE PERFORMANCE OVERVIEW

*My career has evolved from foundational roles with American Century through to **high-level strategic executive** contributions amid a series of retirement business divestitures + acquisitions (JPMorgan/Great West Financial/Empower Retirement).*

*Throughout these exhilarating metamorphoses, it has been largely about **coalescing cultures while catapulting performance**. Most recently, I **piloted transformations related to multi-year integrations** traversing multi-million-dollar to multi-billion-dollar clients as well as smaller + governmental customers – footprints across a diversity of retirement scenarios.*

EMPOWER RETIREMENT • Overland Park, KS / Greenwood Village, CO

VP, Client Services, 2017 to Present

Retirement services division of Greatwest Financial, acquired from JPMorgan and rebranded as Empower Retirement in late 2014, which is the 2nd largest retirement recordkeeper in the nation, with 5 major sites and several local sites in the U.S. and a large operation in India. empower-retirement.com

Operational Exec Key Initiative: Promoted to key executive role challenged with critical turnaround initiative of stale + underperforming culture. Transformed employee performance + morale to create fully engaged working environment for client service teams (located in 2 offices), and skyrocket client satisfaction, growth + retention.

Day-to-Day: Steered teams + managed budgets (100 associates total) handling operational oversight of retirement plan administration for government and institutional clients.

- Orchestrated process reengineering strategies (after period of team assessment + trust/influence cultivation), while amending leadership, adding key roles, refining job descriptions with elevated pay levels + transitioning work to proper teams. Convinced leadership team to increase client engagement via service model that propels consistency. As a result, achieved:
 - ✓ 99.98%+ work performance accuracy.
 - ✓ 90%+ rate of client satisfaction by delivering consistent service; retained largest client.
 - ✓ 20% work capacity increase, enabling deeper focus on client-facing initiatives.
 - ✓ 2% associate turnover rate via employee satisfaction improvement.
- Instrumental leader, participating in M&A + potential partner discovery meetings delving into processes, systems, clients, total assets (for acquisitions), etc.
- Fortified employee retention as executive sponsor and enthusiastic driver compelling forward company inclusion + diversity initiatives. Motivated by employees' explicit responses to immersive cross-cultural involvement vs. 'just performing a job,' increased my own engagement in workplace community building.
- Appointed to Diversity + Inclusion Advisory Council tasked to perpetuate culture of inclusion, engagement + innovation that is woven into Empower's values + long-term goals to be an employer of choice. Key member supporting 4 strategic initiatives: 1. D+I Advisory, monitoring goals/championing strategy; 2. Business Resource Groups (BRGs), bolstering employees to highest potential; 3. Education + Awareness, communicating efforts + accomplishments; 3. Talent Strategy, hiring/developing/promoting talent, reflecting customer experiences.

JPMORGAN RETIREMENT PLAN SERVICES • Overland Park, KS **Head of Client Management + Consulting | 2013 to 2017**

Retirement division of JPMorgan Chase, a "bulge bracket" bank with total assets in excess of \$2.53 trillion, which is a major provider of investment banking and financial services.

Operational Key Initiative: Instrumental orchestrator of systems, process + culture integration strategy following divestiture of JPMorgan retirement business to Great West. Insinuated leadership confidence into both client and employee morale, tamping down intrinsic fears of change through continuous + transparent communications.

Day-to-Day: Managed all aspects of client service related to retirement plan administration and oversight. Directed 110 associates in 3 sites that serviced ~200 clients.

- Outperformed industry norms, achieving 24-month transition goal to new recordkeeping platform, as well as transitioning all employees to new company, new systems and new processes.
 - ✓ Spurred 70% client retention vs. 50% industry average under similar transactions after devising Client Relationship Depth Strategy that multiplied individual/leader relationships with top clients.
 - ✓ Achieved 95% employee retention through in-depth training and transitioning initiatives.

Vice President, Client Service Director | 2010 to 2013

Operational Key Initiative: Set a vision + confidently executed team optimization initiative that skyrocketed employee satisfaction + engagement while boosting client satisfaction. Residual impacts included ability to grow business with minimal team expansion. The changes, still in effect, have perpetuated alongside company's mission.

Day-to-Day: Directed strategic planning + initiatives impacting 50-employee team handling administrative oversight of retirement plan recordkeeping in 2 US locations.

- Steered team through dramatic and holistic structural revamp, focusing in on individual roles that had (over time) morphed into "jacks of all trades." Zoomed up efficiency, accuracy and client-to-employee ratios through more functional roles. Elevated employee job + client satisfaction. As a result, achieved:
 - ✓ 15% productivity spike, and,
 - ✓ ~10% client-to-associate ratio increase.
- Stamped out staffing needs 'assumptions/guessing' with new capacity models, designed to calculate staffing forecasts and support new sales pricing; ultimate impacts include improved budgeting assumptions.
- Increased client satisfaction + enhanced project execution by originating client project management role to wrangle down retirement plan complexities, speed of regulatory changes + retirement plan design increases.

MILLIMAN • Dallas, TX**Client Service Consultant / Team Lead | 2008 to 2010**

International actuarial and consulting firm, specializing in employee benefits, healthcare, investment, life insurance, financial services, and property and casualty insurance, with ~3,000 employees and 59 offices worldwide.

As Player-Coach, owned and managed Direct Contribution (DC) relationships with 16 clients, which including coordinating Direct Benefit (DB) activities for clients with pension services. Introduced and implemented new products and services, as well as implementing processes that increased productivity and revenue, while continuing to maintain the highest level of client service. Served as a resource in training and mentoring junior team members.

JPMORGAN RETIREMENT PLAN SERVICES • Kansas City, MO**Vice President, Client Service Director | 2007 to 2008**

Moved into this client-facing role to improve relationship building and management skills, which complemented operational expertise and provided the crucial balance for effectively managing client needs with organizational efficiency, growth and profitability goals. Reviewed operational metrics and presented the company's retirement administration offerings at client sales meetings, with the goal of acquiring their business.

Vice President Operations | 2002 to 2007

Promoted to helm turnaround of underperforming team experiencing high turnover and declining accuracy, client satisfaction and staff retention. Earned reputation as credible, engaging and solutions-focused executive team strategist amid period of organizational growth and change. Headed one functional team comprised of 50+ associates that processed incoming client files, with overall responsibility for headcount, budget and strategic and tactical oversight.

- Bolstered productivity and accuracy, while improving job satisfaction and retention after reorganizing team to capitalize on individual strengths and skillsets.
- Implemented management changes including forced turnover and redesigned management roles.
- Created capacity model to determine optimal staffing needs based on plan and participant count.
- Founding member and Chair of Employee Networking Group, a grass-roots employee lead committee (which grew to 100+ members) focused on diversity, inclusion, leadership and networking.

Manager Operations | 2000 to 2004

Managed and directed staff and operations of multifunctional teams, as well as serving on committees and task force groups, with a focus on implementing continuous process improvements and program enhancements.

Prior Experience: America Century Retirement Plan Services, 1998-2002; various operations/plan admin roles.

BOARD LEADERSHIP

Active Board Member (1/2020 to Present) – Turpentine Creek Wildlife Refuge

Active Board Member (2013-2016) – Operation Breakthrough Advisory Board
Helped plan, facilitate + grow annual fundraising event, as well as broadening awareness and exposure

Passive Board Member (2016-Present) – Johnson County Foundation Board
Assist with corporate fundraising activities

Active Local Leadership Board Member (2017-Present) – American Lung Association, Midwest Chapter
Secured corporate sponsorship for 3 years for primary annual fundraiser

EDUCATION + TRAINING

University of South Florida – Psychology Program | St. Petersburg College, FL – Associate of Arts, Business

FINRA Registrations: Series 6, 63, 26

Professional Training: Lean Six Sigma Green Belt; High Impact Negotiations, High-Impact Presentations
Telling Your Story with Confidence