

DEBORAH K. KRAMER
Cape Coral, FL

Summary of Experience

Senior Executive and Consultant with over 20 years of leadership experience in dynamic, high growth environments. Background in business strategy and planning, market analysis, communications and promotion, research, product development, culture change, executive team alignment, workforce planning, and overall human resources leadership. Recognized for driving key business initiatives that deliver measurable bottom line results. A persuasive leader that successfully aligns organizations to a strategic business agenda and executes operational plan(s) with specific and measured outcomes.

PROFESSIONAL EXPERIENCE

CONTINUOUS LEARNING GROUP (CLG)/ALULA (company rebranded in 2019)

ALULA is a global leader of behavior-based strategy execution, business transformation and performance improvement consulting.

Partner/Senior Advisor

January, 2013 - Present

Similar key accountabilities as described below. Serve as practice leader for two of CLG's six practices: Leadership Development and Change & Transformation. The Leadership Development practice encompasses leadership and executive team alignment and development, executive coaching, transition planning and coaching, and building high performing teams. The Change & Transformation practice provides leaders with a change framework and tools to lead themselves and others through multiple, contiguous change and transformation efforts.

- >Worked with a global function of a Top 5 energy company to implement a substantially different organization structure and achieve functional excellence. Designed communications to announce and support the change, prepared the senior leadership team to communicate with key stakeholders and anticipate reactions and questions, supported leaders who were transitioning with planning and coaching for a fast and effective start, and identified the key leadership behaviors and actions that would make the change effective and coached leaders to demonstrate them consistently.
- >Facilitated a Board of Directors meeting to debate and shape new corporate strategy. Provided coaching and communications support after the meeting to communicate the strategy shifts broadly to the management team and shareholders and create engagement and acceptance of the new direction.
- >Guided organization with 10,000 employees through a system implementation that required significant self-service behavior change for leaders and employees, resulting in 77% adoption rates by employees 6 weeks after system implementation.
- >Supported Top 10 food company through multiple change efforts, including designing the introduction of new job and pay frameworks. Coached multiple global leaders across 2 of the 3 business segments for this 80,000 employee corporation.

Senior Principal

2011 - 2012

Responsible to CEO and Board of Directors for delivering tangible value to clients and developing new business. Provide services across three primary practice areas: executive and team coaching, change management, and organizational effectiveness and execution for sustained success.

- >Took charge of the Marketing, Sales and Operations aspects of a struggling new product development team late June, 2012 to accelerate launch of a new product; by late-August, had achieved the following key actions: the value proposition had been clarified and captured in marketing and sales materials, sales prospects had been scored and prioritized and additional prospects had been systematically identified, product development team had a clear picture of the deliverables required to complete the product design, and a detailed business and operational plan was completed and approved by the Board of Directors, including commitment of resources.
- >Coached numerous Fortune 300 leaders and executives through successful transitions into senior roles or enhanced performance of current roles; conducted 360 feedback processes, flowed insights into Coaching Action Plans and coached leaders to implement changes to quickly improve or enhance their impact and results
- >Coached executives from twenty different countries re applying business and strategy tools learned at the Stanford Executive Program to their organizations

- >Worked with clients in multiple union environments to execute lean and six sigma projects with excellence, utilizing a leader-led approach to ensure that key performers will demonstrate critical new behaviors; typical ROI is 5:1
- >Created and delivered internal business acumen workshop, teaching business strategy framework and tools to CLG consultants
- >Managed leader 360 and organizational surveys; conducted statistical modeling and analysis of leadership survey and identified highest-impact behaviors to drive overall leadership effectiveness; stewarded leadership offers, including executive team coaching and alignment offering for CLG; performed competitive analysis and revised and refined offers to differentiate them in the marketplace

ASSURANT HEALTH

The health insurance business segment of a Fortune 300 leader in specialty insurance businesses. The segment had over \$2 billion in revenue with over 800,000 customers and 3,000 employees.

Senior Vice President, Marketing

2007 - 2010

Responsible to CEO and COO for marketing strategy and planning, development of customer and agent insights and competitive intelligence, marketing communications and sales promotion, agency and media management, lead sourcing for internal and external sales agents, external communications and public and media relations, direct marketing and sales, and sponsored envisioning and implementation of value-creating customer and agent experiences. Led staff of 200+ marketing professionals/internal sales agents and a budget of \$30 million.

- >Formed a centralized marketing department focused on increasing the strategic impact and measurability of marketing activities. **Result:** Transformed from “order-taking” mentality to strategic market planning, while reducing expenses 28% over a 3 year period.
- >Drove the creation of the organization’s strategic plan for 2010 - 2013, tying customer and market insights to plans and specific initiatives aimed at driving double digit business growth. **Result:** Strategic Plan served as the basis for 2010 - 2011 key initiatives and drove technology funding decisions.
- >Refreshed the organization’s strategy and value proposition, applying marketing planning and analysis techniques to understand the external market, company capabilities, and customer needs. **Result:** Completed and rolled out to the entire organization in 4 months. Value proposition was actively used to align product, sales, marketing and operational initiatives to create competitive advantage.
- >Developed detailed marketing dashboard and metrics to measure marketing efficiency and effectiveness. **Result:** Marketing outcomes were tightly aligned with overall business strategy and initiatives and Marketing’s impact was more quantifiable, measured and managed.
- >Co-led a key corporate initiative to understand desired customer experiences throughout the customer value chain. **Result:** Identified ten key experience changes that have the potential to drive millions of dollars in retained business. Re-engineering of those experiences is underway.

Senior Vice President, Human Resources

2003 - 2007

Responsible to CEO for leadership training and development, compensation, benefits, payroll & HRIS, employee acquisition and integration, and organizational and culture development. Led staff of 40 HR and O/D professionals and a budget of \$8 million.

- >Refined the People aspects of our business strategy, created a road map for organizational culture change and began implementation within the first six months of tenure. **Result:** Transformed HR from support function to talent and performance driver of achieving business growth.
- >Restructured the HR functional silos into business teams to move HR closer to the business and better support business strategy. Implemented scorecard to measure both efficiency and effectiveness of leadership and people systems. **Result:** Positioned HR as a strategic business resource focused on achieving corporate goals; reduced HR expenses by 20% through restructuring, while increasing satisfaction levels.
- >Served as process owner for senior management effectiveness and executive development; personally conducted peer and CEO coaching; redesigned senior management governance processes and meetings. **Result:** Moved the senior team to higher performance levels individually and collectively. Measured improved impact through behavioral inventories, 360 feedback, and business results achieved.
- >Implemented a robust talent process and talent rotations, and evaluated and crafted several substantial reorganizations of the organization’s structure to address changing business goals. **Result:** Organizational structure facilitated achievement of business goals, and talent was appropriately matched to the skills and capabilities needed by the business.
- >Redesigned the succession process for the top 3 levels of the organization. **Result:** Achieved a 3-day response time when the number two executive in the organization resigned; the succession was

implemented quickly and smoothly. Within 3 years of process change, shifted from filling > 90% of SVP roles from outside to filling > 80% with internally developed candidates.

>Aligned the corporate communications strategy, vehicles and methods to deepen understanding of strategic goals and how the organization would achieve them. **Result:** Improved employee survey scores related to strategy and business understanding by >25%.

>Served as co-leader of a two-year long initiative to introduce marketing principles, tools and competencies into the organization, in support of business and revenue growth. **Result:** Decision made to create a centralized marketing department to foster sustainable business growth; accepted marketing leadership role as an outcome of project leadership.

ASSURANT GROUP (Assurant Solutions and Assurant Specialty Property) Jan - Oct, 2003

Largest business segments of Assurant, providing a variety of credit and property/casualty insurance products, and consumer product warranties in domestic and international markets.

Senior Vice President, Organizational Development

Accountable for organizational development, talent management, succession planning, employee development and training, product training, customer support training, employee events, and business measurement functions.

>Established leadership assessment and development process against key leadership competencies.

Result: Top 150 leaders of organization were assessed, business teams were realigned, and development plans were created and implemented.

>Implemented new reward and recognition program, tied to behaviors consistent with the corporate values and needed culture change. **Result:** Reward program is still in use, and culture has been aligned to corporate values and reinforced.

WOODBURY FINANCIAL SERVICES, INC. (Annual premiums, \$1B.) 2001 - 2002

Vice President, Director of Marketing

>Introduced Hartford suite of investment and insurance products to registered representatives of the broker/dealer. **Result:** Grew proprietary share of Hartford product sales from 0% in all product lines to 33% of all mutual fund sales, 70% of variable annuity sales, and 87% of variable life sales; generated \$1.2B in Hartford sales revenue in eight months.

>Created brand image/strategy for broker/dealer, accompanied by a value proposition for registered representatives who were uneasy due to the merger/integration with The Hartford. **Result:** Retained over 95% of producing registered representatives.

>Directed Internal Sales Desk, focused on sales support for registered representatives. **Result:** Earned top industry ranking amongst peer group.

FORTIS FINANCIAL GROUP (Annual premiums, \$1B.) 1981 - 2001

A life insurance company with \$1 billion in annual premium that manufactured and distributed mutual funds, variable and fixed annuities, and variable life insurance products.

Vice President - Strategy Integration, Distribution and Marketing 1999 - 2001

Responsible for implementation of strategy across sales and marketing, all operational planning and refreshing of corporate strategy, and implementation of sales and marketing business initiatives.

>Translated corporate business strategy into department initiatives. **Result:** Sustained sales growth of 21%.

>Drove creation and implementation of business strategy for a declining distribution channel. **Result:** Achieved year-over-year sales increases of 67%.

>Key member of due diligence team, selling FFG for \$1.2 billion to The Hartford. **Result:** Achieved return for Fortis significantly above book value and revenue multiples valuation.

Vice President - Human Resources/2nd Vice President HR/HR Officer 1994 - 1998

Responsible for recruitment, compensation, benefits, and organizational development.

>Introduced and implemented an HR Balanced Scorecard.

>Developed three-year HR operating plan integrated with corporate business strategy.

>Reorganized HR staff into a business relationship management structure, reducing HR staff by 10% while improving internal business partner satisfaction by 15%.

>Led implementation of Activity Based Management for entire organization, yielding key business metrics for each division.

Early and mid-career roles 1981 - 1994

- >Independent and Internal Auditor
- >Organization Performance roles
- >Professional and Manager HR positions in Benefits, Compensation, Employee Relations, and Learning and Organizational Development

University Job Experience

Worked for 5 successive summers at Central Illinois Public Service Company (now Ameren), interacting with customers, field personnel and head office professionals to provide electrical and natural gas service to over 400,000 customers.

EDUCATION

- >**B.S. - Accounting (with distinction)**, Indiana University
- >**Mini MBA - Human Resource Executive Program**, University of Michigan (accelerated 2 week program)
- >**Mini MBA - Advanced Management Program**, Stanford University (accelerated 1 week program)
- >**Mini MBA - IESE Program "Sense the IT Revolution"**, Barcelona, Spain (accelerated 4 day program)
- >**Mini MBA - Strategic Thinking and Management for Competitive Advantage**, Wharton (accelerated 1 week program)

ACHIEVEMENTS AND BOARD MEMBERSHIPS

- >Certified Public Accountant (inactive)
- >Certified Employee Benefits Specialist
- >Fellow, Life Management Institute
- >Member - Beta Gamma Sigma - Business Honor Society
- >Former Board Member, Milwaukee Achiever Literacy Services
- >Former Board Member, Urban YMCA of Milwaukee
- >Former Board Member, Milwaukee Symphony Orchestra, member Marketing and Governance Committees
- >Former Community Partner, Milwaukee Partnership Academy