

Darryl Anderson

• Peoria, Arizona

Organizational Change Management Expert — Summary

- Acclaimed risk management expert with proven success improving performance, organizational effectiveness, change management, and strategic delivery
- Key contributor to the current explosive growth of entrepreneurship and the OCM discipline in Dubai through keynote engagements in partnership with the University of Dubai and government leaders
- Demonstrated experience as a thought leader and analytical problem solver; philosophy of setting the tone of the organization at the top and empowering managers to be true leaders has proven successful again and again

Core Skills

- Organizational effectiveness
- Organizational change management
- Transformation | Leadership structure
- Regulatory compliance
- People-side risk management
- Policy governance
- Performance management
- Risk structuring
- RCSA / assessment & audit
- Program management
- Regulatory rigor
- Statistical analysis
- Business continuity
- Management strategies
- Change adoption strategy

Experience

Head of Strategy Planning & OCM

MUFG UB NA | US Bank

Feb 2020 – Oct 2023

Tempe, Arizona

- Oversee the OCM governance activities for the Core Banking Transformation (CBT) program initiative
- Develop and oversee the people-side risk management standards used to support an enterprise-wide stakeholder audience consisting of: Community Banking, BOS / Payment OPS, Fraud Management, F/S/TL0D, Transaction Banking Groups, and other beneficiaries of the Horizontal Control Programs
- Lead the development and oversee the implementation of the control lifecycle requirements (e.g., people-side risk governance, BAU process assessment, monitoring & reporting, and testing)
- Develop, implement, lead, & oversee the risk policy change management process (i.e., draft and participate in the initial EOCM user test case supporting the end-to-end OCM practice cycle on behalf of the Athena Project)
- Participate in and promote the quality RCSA FLoD & SLoD interaction to enhance the execution roadmap and ensure the training & adoption of FLoD and SLoD operational practices
- Develop the framework to track and report on operational success and change adoption measurements related to the implementation roadmap
- Oversee the OCM tactical activities supporting the general eTransformation schedule (i.e., Communications, Training, Stakeholder Engagement, Resistance Management, Adoption & Success Measurements, Impact Assessment, Visualization Modeling, & Risk Analysis Reporting)
- Develop and oversee the regulatory reporting analysis for the OCM strategy aligned to the enterprise roadmap
- Manage the escalation of stakeholder audience people-side risk identified across the CBT change journey

Principal OCM Consultant | Founder

Tr33 LLC | Tr33 Inc

Jul 2014 – Present

Phoenix, Arizona

- Provide coaching, counseling, and mentoring to leaders and individual contributors across organization to ensure alignment of business practices and metrics with short- and long-term business goals
- Develop and propose strategic direction to client companies to repair gaps in processes, leading to improved culture and effective attainment of client-defined objectives while maintaining stakeholder engagement
- Administer sponsor, stakeholder, and implementation team assessments, ensuring alignment of business capabilities and project outcomes; identify, anticipate, and report on initiative progress across change life cycle
- Interview resources from all organizational levels, identifying potential risk, resistance, and gaps

- Ensure delivery of tasks and activities outlined in strategic change plan by aligning project plan and resources through each change journey phase
- Establish key risk management routines, ensuring top-down alignment of change strategy, project plans, and executable outcomes are aligned to policy, procedures, & operational process guidelines
- Oversee program and project team members, performing periodic performance measurements throughout each initiative
- Ensure change playbook documentation is identified, agreed upon, and completed at each phase of change cycle by leadership, sponsors, and appropriate project team members, thus driving accountability of outcomes

Director of Strategic Change Management

Oct 2016 – Sep 2019

United Services Automobile Association (USAA)

San Antonio, Texas

- Overhauled culture by focusing on shared experience and boosting ethos, driving organization restructuring to achieve short-term strategic goals 10 months before forecast and saving ~\$15–18 million
- Reduced operational cost by 60% by identifying and removing inefficiencies, saving \$4.3 million in 3-year strategic initiative
- Overhauled change management practices and structure enterprise-wide for 137 OCM practitioners, improving business continuity by 25% while reducing operational risk
- Incorporated organizational and human-centered design principles into OCM COE, CMO, and community of practice, ensuring approach to initiatives by leaders, sponsors, and practitioners aligned with best practices
- Partnered with executive leaders to establish change framework for enterprise facilitated by change practitioners, complimenting leaders' ownership and accountability and measured performance of change
- Analyzed enterprise-, portfolio-, program-, and project-level efforts accounting for change saturation, inherent cultural bias, key risk indicators, and individual-team resistance factors
- Performed people-side risk modeling across enterprise, providing brand, CX, 3PM, and group KRIs and KPIs to ensure risk tolerance and go-forward decisioning was transparent and within acceptable risk guidelines
- Oversaw individual, team, group, and department resource training and development, and communications planning falling within change strategy scope
- Ensured communications strategy and delivery were documented and message presenters were prepared through coaching and understanding of business and resource factors

Senior Manager of Operational Excellence

Mar 2010 – Jan 2016

Edison International | Southern California Edison (SCE)

Rosemead, California

- Recaptured \$500K by removing inefficiencies and 20 years' worth of clutter from vendor management and supply processing, improving gov't oversight on vendors while reducing time and eliminating confusion
- Led acquisition & inter-company integrations ensuring seamless changes occurred for people and assets ● Managed P&L of cost center with \$1.8 million operating budget, driving overarching enterprise-wide operational excellence COE
- Provided executive leadership, coaching, counseling, and mentoring to all layers of management, building communications culture and modeling that fostered trust and transparency
- Owned and facilitated annual roadmap and strategic planning cycle for enterprise-wide workforce initiatives, setting strategic direction based on data analytics of current operating state
- Developed and maintained standardized approaches to business planning, establishing OKRs, KRIs, & KPIs of systems and business processes that streamlined organizational performance and operational reporting
- Oversaw annual and 3-year rolling roadmap, achieving resource and asset operational strategic goals

Education

Master's Degree (MS) in Statistical Analysis

University of California, Irvine

Graduated
Irvine, California

Bachelor of Science in Electrical Engineering (BSEE)

University of Maryland

Graduated
College Park, Maryland

Certifications

Certified Change Management Professional (CCMP) | *Association of Change Management Professionals (ACMP)*

Change Management Practitioner Certification (CMC) | *Prosci*

Agile Change Management | *Agile SAFe 4.0*

Mastery Certification, Organizational Development and Leadership | *Institute for Credible Leadership Development*

Lean Six Sigma Green Belt | *University of California, Irvine*

Professional Affiliations

Past Board Chairman and Board Director | *Guiding Hands Learning Academy*

Consortium Partner | *Center for Information Convergence Strategy (CICS) and SDSU*

President & Chapter Chair | *Association of Change Management Professionals (ACMP-AZ)*

Member | *International Organization for Change Management Institute (IOCMI)*

Consulting Industry Expert and Guest Lecturer | *NMSDC, SCORE, MBDC, and SBDC*