

Pat Morrissey

Visionary and adaptive leader, CPA and PgMP / PMP with proven success devising and implementing solutions to drive strategic alignment and accountability for entities looking to advance beyond their current state. Recognized for ability to organize, bring structure to, and deliver on large-scale, enterprise level initiatives within aggressive deadlines and with minimal resources. Results-oriented, hands-on team member, skilled in setting and communicating plans, building consensus, empowering and inspiring confidence in team members, with a drive to help organizations deliver the financial value embedded within their strategic initiatives & operations.

Strategic Planning • Enterprise Program and Project Management • Organization & Process Improvement • System Implementations

- **Led and facilitated strategic business planning efforts** on a variety of client engagements, culminating in the delivery and roll-out of comprehensive vision and mission statements, long and short-term goals, and a roadmap of tactical projects and initiatives with a demonstration of clear relationships, and where appropriate, integration with the broader enterprise level strategy.
- **Project Manager for effort leading to board approval of the \$3.8B merger** of a mid-size, publicly traded U.S. insurance company with a top Japanese life insurer.
- **Responsible for managing the flawless transition of a \$30B investment portfolio management** and operations function from an external investment advisor to a newly built internal organization.
- **Established an enterprise risk management (ERM) framework** for a public financial services company, enabling them to meet board driven, regulatory and rating agency requirements and expectations.
- **Directed and completed high profile implementation programs** including Sarbanes-Oxley compliance, Risk Management, Business Continuity Planning, Information Security, Business Intelligence and workforce collaboration solutions.
- **Led the evaluation and ultimate merger of the operations functions** of two disparate divisions into a single, optimized organization for a publicly traded company, resulting in cost savings of over 14% and increased shared service efficiencies.
- **Led a number of client organizational analysis initiatives**, delivering a fully documented report on people, process and technology, including suggestions for improvements and implementation plans prioritized using cost-benefit and Pareto principle (80/20) type analysis. In each instance, leaders reported back greater cohesiveness and synergies within the organization as well as significant cost-savings and increased productivity following execution.
- **Managed several budget planning process projects** designed to ensure an efficient process, accuracy and completeness regarding strategic alignment of resources and integrity and fairness in prioritization. In each



instance, executives reported back significant time and energy savings regarding streamlined process, and overall agreement that final budget included allocations of resources were best suited to deliver on the long-term strategy.

Career Summary

Hardesty, LLC

Partner, 2017 - Present

- Hardesty, LLC is a national executive services firm that provides on-demand financial management leaders to companies ranging from emerging growth to large public entities through a variety of flexible offerings. Our firm provides professional CFOs, treasurers, controllers and other financial management with deep operational management expertise.

Morrissey Consulting, LLC

President and Principal Consultant, 2010 - 2017

- Founder of independent consultancy specializing in providing high-end services to help organizations develop, plan and/or deliver the financial, operational and customer facing value via long-term strategic programs and initiatives. Responsible for all aspects of operations from business development to service delivery on over thirty unique client engagements.
- Project Manager for effort leading to board approval of the \$3.8B merger of a mid-size, publicly traded U.S. insurance company with a top Japanese life insurer.
- Responsible for managing the flawless transition of a \$30B investment portfolio management and operations function from an external investment advisor to a newly built internal organization.
- Led the evaluation and ultimate merger of the operations functions of two disparate divisions into a single, optimized organization for a publicly traded company.
- Established an enterprise risk management (ERM) framework for a public financial services company, enabling them to meet board driven, regulatory and rating agency requirements and expectations.
- Led and facilitated strategic business planning efforts at the company (public and private), divisional (product centric) and departmental (finance, IT, operations, compliance) levels, on a variety of unique client engagements. Each instance culminated in the delivery and roll-out of a comprehensive plan that included items such as, vision and mission statements, long and short-term goals, and a roadmap of tactical projects and initiatives with a demonstration of clear relationships, and where appropriate, integration with the broader enterprise level strategy.
- Led a time-sensitive effort at this public insurance company designed to ensure regulatory compliance regarding its investment portfolio, required due to a redomestication. Met with the highest possible remarks of completeness and thoroughness from the regulators.
- Led a number of organizational analysis efforts as an independent consultant, which were intended to improve the organization. In each instance, the effort concluded with delivery of a report on people, process and technology, including suggestions for improvements and implementation plans prioritized using cost-benefit and Pareto principle (80/20) type analysis. In each instance, leaders reported back significant cost-savings and increased productivity following execution.
- Engaged as an independent consultant in several M&A due diligence efforts.
- Engaged as an independent consultant to manage several budget planning process activities designed to ensure an efficient process, accuracy and completeness regarding strategic alignment of resources and integrity and fairness in prioritization. In each instance, executives reported back significant time and energy

savings regarding streamlined process, and overall agreement that final budget included allocations of resources were best suited to deliver on the long-term strategy.

Pacific Life

Assistant Vice President, 2002 - 2010

- Headed the Strategic Planning Program Management Office (PMO) responsible for product management as well as creating, aligning and driving overall business strategies with practical and innovative business and technical solutions across the entire organization.
- Managed a continuously evolving portfolio of 50+ active projects through a matrix over of 200+ project team members and \$50M+ in annual program budgets.
- Successfully implemented and delivered over 100 products and enhancements to market as the stakeholder accountable for division's product management implementation function. These products produced over \$1B in annual revenue, ~45% of total company revenue.
- Prevented loss of countless millions in sales by driving successful conversion of firm's entire life product portfolio of 20+ products, largest conversion in firm's 140-year history, to meet regulatory requirements within aggressive two-year deadline.
- Delivered \$100M+ in policyholder benefits across more than 30 products by leading time-sensitive program to redomicile firm from California to Nebraska.
- Proposed and drove consolidation of redundant program functions, reducing staffing needs by over 20% from the prior year while concurrently expanding portfolio and customer service base.
- Directed and completed high profile implementation programs including Sarbanes-Oxley (SOX) compliance, Risk Management, Business Continuity Planning, Information Security, Business Intelligence and workforce collaboration solutions.
- Saved over \$1M in efficiencies by proactively assuming responsibility for several high impact operational improvement initiatives in just a few months that had been stagnant for years.
- Recognized as first member in company's history to earn the LIMRA Leadership Institute Fellow (LLIF) designation, an internationally recognized credential of executive development, with an "invitation only" Capstone Program that is executed by the expert faculty in the Wharton School of Business at the University of Pennsylvania.
- Recruited, built and directed internal program team along with 30+ contractors to integrate "best of breed" applications into a single, web-based, Software as a Service (SaaS) solution for use by the company's independent sales force.
- Built fully functional program operation comprised of project management, vendor management, accounting and customer service desk operations from ground up within one year of start.

Microsoft Corporation

Business Manager / Project Manager, 1999 - 2002

- Business manager for the business development, marketing and service delivery organization responsible for formulating and implementing the integrated consulting and support services solutions for the company's partners, developers, educators, enterprise and retail customers.

- Formulated an executive level project review board for the initiation, approval and measuring of our project portfolio against the organization's and company's breakthrough strategies, as well as against project goals, objectives and milestones.
- Instituted a balanced scorecard management system within the group to effectively: enable clarification of vision and strategy, translate feedback regarding internal business processes and external outcomes and to continuously improve strategic performance and results.
- Partnered with executives and department heads to develop and oversee ~\$60M annual budget.
- Leading member of the worldwide project management group charged with the supervision and completion of the unique projects intended to design and implement business processes and information systems, in support of the company's worldwide operations, including but not limited to ERP and CRM applications (SAP, Clarify, Siebel).
- Directly managed large-scale, high-profile, enterprise-level projects supporting worldwide marketing programs. Managed global teams of 50-100 professionals with up to \$10M project budgets. Considerable experience in international implementations, including European and Asian markets.

PricewaterhouseCoopers, LLP

Senior Manager, 2001 - 2006

- Assisted in the evaluation, integration and implementation of the two legacy firms' (C&L and PW) global technology products. Lead member of the core global team responsible for the planning, training and rollout of the merged firm's primary audit software tool to over 50,000 auditors worldwide within 100 days of merger. Named as new firm's lead member of the U.S. technology team following merger.
- Recruited by National office in New York to serve as a member of the global technology group, and principle U.S. representative, responsible for developing and implementing project plans related to the design, creation, documentation, delivery and management of technology solutions used within the firm's U.S. and global assurance/audit practice.
- Authored and established official firm-wide policy statements concerning use of technology and software applications on audit and attest engagements.
- Accountable for the organization and administration of audit, review and other attest engagements; preparing budgets, supervising and training staff personnel, performing and reviewing audit test work, and preparing financial statements. Industry experience included high technology, retail, manufacturing, distribution and insurance. Lead roles on several initial public offerings and other private and public offerings.

Education & Certifications

Certification

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| <ul style="list-style-type: none"> • California State University, Fullerton / BABA (Accounting) • University of Bradford, England / International Programs Honor Student • Certified Public Accountant – California (Active) | <ul style="list-style-type: none"> • Program & Project Management Professional, Project Management Institute • Stanford Certified Project Manager, Stanford Center for Professional Development • Stanford Strategic Decision and Risk Management certificate, Stanford Center for Professional Development |
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- Fellow of Life Management Institute, Life Office Management Association
- LIMRA Leadership Institute Fellow, Life Insurance Marketing & Research Association
- Certified Professional Behavioral Analyst, TTI Success Insights