

## **CASE STUDY**

### **Search for an SVP, Director of Consumer Operations**

#### **Client**

A \$12.1 billion in assets bank headquartered in Billings, MT with operations in 6 states, including Montana, Wyoming, South Dakota, Washington, Oregon, and Idaho.

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#### **Challenge**

The company was a regional bank looking to scale its operations as it grew into a larger bank with more complex operational needs. The SVP, Director of Consumer Operations reported to the Chief Operating Officer of the company, managing 3 to 4 direct reports and directing a total staff of approximately 130 across operations for consumer lines of business.

The role required someone with a specific background scaling banking operational processes and teams for a bank growing both internally and externally through acquisitions. Ideally, this person would come from a regional bank that had already experienced this type of growth, someone who could bring a playbook and design/implement a scalable consumer lending operating model. This also needed to be someone highly strategic and polished, who could interact with the C-level team, contribute to the future of the company, and become part of the succession plan.

The company struggled to engage a true superstar who could take on this highly visible leadership role, who would ALSO relocate to Billings, MT. Relocation to such a small market with minimal other similar job prospects and unique lifestyle characteristics was a tall order and required a comprehensive search.

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#### **Strategy**

We conducted a nationwide search for banking and consumer lending operations leaders at the Senior Manager to Executive Vice President level (managing multiple direct reports and teams), focusing on regional banks with at least \$10 to \$15 billion in total assets, ranging to \$25 to \$50 billion and beyond. We emphasized working with candidates who were most focused on the career growth value proposition, and who were attracted to the small community and family orientation, outdoor pursuits, and western lifestyle characteristics of the location. Several had history visiting and enjoying the state of Montana and were quite familiar with the locale.

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#### **Results**

We spoke to 71 candidates and presented the top 5, all of whom were interviewed. The team brought 3 to visit onsite, at which time they took the chance to explore Billings. An offer was made and accepted by a leader who had held and succeeded in a very similar role at a \$27 billion in assets regional bank. She was compelled by the career growth potential, since she would report directly to C-level and have much greater influence on the strategy at a smaller regional bank earlier on in its growth journey. This individual moved her family to Billings and made a life, has been with the company for almost 6 years, and moved up into the COO role 4 years into her tenure with the company.