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In late 2001, I decided to take advantage of a generous early-retirement package being offered by my employer of over 26 years. My intention was and remains to seek opportunities where I can use the acquired skills and experience and enjoy employment similar in challenge and diversity to that which I had enjoyed during that tenure.

As a person engaged in a later life career, I offer a more mature and enthusiastic approach to being a leader or a valuable team player. I prefer to be part of a complete solution including implementation but I can easily assume a solo or subordinate role.

I passionately enjoy “Leading Teams of People through Times of Change”.

This document is not a conventional resume. I cordially invite you to invest the time in order to make a fully informed decision as to my ability to deliver value to your enterprise.

I welcome any opportunity to discuss interesting opportunities.

Sincerely,
Jack Stewart

Overview

Leadership Profile

Business Operations Manager with comprehensive operations management and consulting experience in the Financial Services sector.

That long term experience had been primarily with medium sized specialized high-risk business units within a large corporate environment. However, recently, those base skills have been augmented with small business management experience.

Excellent analytical and organization skills coupled with an extensive business process re-engineering history of achieving successful and permanent results.

A well developed exceptional sense of expense control and risk mitigation.

Derives great personal satisfaction from:

- Quickly mastering new processes or products.
- Leading teams of people through times of change.
- Coaching teams of people to achieve permanent improvement.
- Rewarding performance with opportunity
- Providing solutions which are permanent and cumulative.

Overview

Network Compounds Inc.

In 2004, accepted an engagement to provide CFO / COO services to a specialty chemical manufacturer in its final death throes. An interesting engagement that provided experience in documenting the effects of a fictional business plan. The company has been returned to the Bankruptcy Trustee by foreclosure.

UnBound Technologies Inc.

Invited by a former banking colleague to assume operations control of his 'start-up' technology development company, built an expense conscious and disciplined operation achieving over \$3.5M in revenues in 2002.

As a result of this revenue growth UnBound Technologies, Inc. achieved number three ranking in the Houston Business Journal Fast-Tech 50 for 2002.

However, revenues were dependent on a single customer and when its strategy changed, I was appointed CEO by the investors to bring the company to a soft landing with its Intellectual Property intact. This was accomplished in the summer of 2003. The company is now in a state of suspended animation with no loans, no liabilities, no leases and no litigation. I resigned to seek other opportunities since the company could not sustain any employees.

UnBound Technologies, Inc. is now in a state of potential reinvention.

Overview

JPMorgan Chase Bank and predecessors

There are three separate experience and skill building careers, albeit with one employer, which have formed an experience and skill base of exceptional breadth and depth.

Senior Consultant – Internal Consulting Group

- Seized many opportunities to draw on management and product experience and create successful solutions to a wide range of high risk and profile problems.
- Applied analytical, project management, line management, team building, negotiation, diversity and advocacy skills during a period of rapid change.

Business Management – International Trade Services

- Created and managed the operational infrastructure of a dynamic Letter of Credit and Collections Department. This provided an excellent and comprehensive education in trade finance.
- Developed excellent risk management skills in Technology and Operations as well as a keen sense of regulatory compliance.
- Acquired invaluable line management and special project management experience.

International Banking Operations

- Transferred from London to Houston as a Foreign Exchange Trader and was requested to remain and assume a role in the development of a world class International Banking Operation.
- Served as supervisor of many different groups, gaining a first hand knowledge of all aspects of International Banking.
- Designed, created and implemented a comprehensive International Banking System supporting operations and reporting in Houston, New York, London and Nassau

Overview

Product experience

Wireless Technology
Foreign Exchange Trading
Letters of Credit
International Check Collections
Offshore Private Trust
Funds Transfer
Loan Operations
Customer Education

Chemical Manufacturing
Foreign Exchange Settlement
Documentary Collections
Bankers Acceptances
Eurocurrency Loans Deposits
EX-IM Bank Financing
Regulatory Compliance
Technology Risk Management

Skills

Stakeholder Satisfaction Skills
Diversity Champion
Process Analysis Competency
Presentation Proficiency
Implementation Success
Culture Change Experience
Coaching Enthusiasm

Customer Service Sensitivity
Excellent IT Literacy
Meaningful Metric Creation
Training Design and Execution
Change Management
Short Product Learning Cycle
Consensus Building

Community Outreach

Manager Membership Department
Leader Mission Consultant

Center for Continuing Careers
United Nations Association Choir

Education

MA Sociology / Psychology

University of Glasgow (UK)

Consulting Engagements

Accomplishment Detail

Managing Partner – Internal Consulting Group

Consultant and Program Manager - FX Trading & Sales

Managed the selection and purchase of a Foreign Exchange Trading and Settlement system. Defined the business needs and rules and initiated the search process. Designed and implemented the gap-analysis process to produce the specifications for modification of the final selection. Negotiated the Purchase and Service Agreements. Sourced and hired the programming resources necessary to effect the modifications.

Reduced the projected cost by using internal resources to create the interfaces and additional features required to satisfy the special business needs of the organization. In addition to the cost-saving of about \$850,000, I created an environment of continuing in-house technical support that resulted in continued improvement in the years following the successful implementation in the fall of 1998.

Built an environment where testing, training and rehearsal of conversion could be combined which delegated the ownership of success to the team members and reduced the time-line for implementation.

Created an environment of inclusion which cut across functional and hierarchical barriers to create complete but simple project communication. Negotiated consensus on priority setting and temporary work-arounds.

As the direct result of the successful implementation, I facilitated a radical reorganization of the Foreign Exchange Operations.

- Reduced the operations staff headcount from 28+ FTE to 11 FTE.
- Designed and implemented a complete rebuild of the supervisory hierarchy..
- Coached the team to attain a high level of operational risk management.
- Instituted a culture change from Supervisor mandate to Individual responsibility
- Increased employee morale by creating an operating environment, in which, for the first time in over 15 years, the workday ended at 5:00 pm.
- Expense reduction was dramatic, permanent and consequently cumulative.
- Encouraged employee ingenuity to the point that the team members researched, designed and received approval to export many customer service functions to be done remotely at home. This further reduced occupancy costs and increased their sense of product ownership.

Consulting Engagements

Banking Operations Consultant. Offshore Trust Operations Operations Manager - Offshore Trust Company

Designed, developed and presented change awareness program based on the book "Who Moved My Cheese?" © by Spencer Johnson.

Designed, developed and presented a business process reengineering initiative "WorkSmart" which was loosely based on TQM (Total Quality Management) principles in both the Channel Islands (Jersey) and the Bahamas (Nassau).

Created a friendly feeling of rivalry with regard to results and recommendations between the two offshore financial centers.

After completing the discovery and recommendation phase, delegated the implementation and completion to the operations managers in each country.

Following the announcement of a merger between the parent bank and their closest rival, four senior managers resigned in the Bahamas and I was immediately recalled to assume the role of caretaker manager until the merger was complete.

This gave me an excellent opportunity to assume an embedded leadership role and, for a period of eight months, led the 40 employees through a difficult audit and pre-merger transition.

This pleasant and highly successful assignment reinforced people management and diversity skills.

Project Manager Euro Conversion (Texas)

Representing the Texas operation served on Chase's Global Team as Project Manager. I designed and implemented accounting and system changes for all of Chase Bank of Texas' foreign currency operations. The conversion and transition was accomplished in less than six hours on January 1, 1999 with a variance of only three cents on a portfolio in excess of one billion dollars.

Consultant and Project Manager – Escrow Distribution

Created and executed a payment process for 18,000 banana plantation employees to receive their settlement in a class action suit. The recipients were not bank account holders and were located in remote (jungle) regions worldwide. This provided me with an opportunity to provide a successful solution to an interesting distribution challenge.

Consulting Engagements

Project Manager (Texas) – Funds Transfer Integration

Invited to serve as an advocate for those operations in Texas Commerce Bank that relied on Funds Transfer to complete their transactions. Amongst others, the most interesting accomplishment was the training of over 1,500 Non Funds Transfer personnel across the State of Texas to use a mainframe system designed for New York Funds Transfer Specialists. This was accomplished in ten weeks by creating a remote Tele-training program, use of the corporate Intranet, and building an environment of enthusiastic and effective teamwork.

- Analyzed the proposal and functionality of software recommended in the original plan and quickly determined its inadequacy to satisfy the needs of the majority of the internal businesses impacted by the proposed integration with New York.
- Researched immediately available alternatives and designed a novel use of the mainframe based internal software used by New York's Funds Transfer operators.
- Negotiated the creation of a standalone CICS region to support Texas's needs.
- Presented my alternative solution to the managers of the project and the user community.
- Built consensus between all concerned and secured approval to proceed
- Designed the operating environment and secured the approval of Internal Audit
- Recruited an implementation team from representatives of all interested parties
- Designed and authored an intensive training program that could be delivered directly to the target trainees in small groups by teleconference sessions coached by training specialists.
- Designed and delivered a barrage of reinforcing communications using the corporate intranet and regular email broadcasts.
- Designed and managed full scale rehearsals using real data from each area's work of the previous week.
- Shared lessons learned with all participants and made fine adjustments to the training program
- Provided a call in teleconference center (war room) on go-live day to support the user community.
- Collected and published daily results by 6:30 pm for the first two weeks of live operation to reinforce success.
- Closed out project by a whirlwind state-wide tour to deal with any unforeseen issues and recognizing the contributions of the participants.

Consulting Engagements

Post Implementation Consulting – Call Center

Engaged to provide post implementation consulting to a start-up full service call center that delivered special banking services to the small business community in Texas. An interesting assignment since Tropical Storm Allison provided an opportunity to validate both the concept and the extraordinary team of professionals.

Project Manager – International Collections Development & Implementation.

Engaged to rescue a project to replace the Y2K non-compliant software then in use at Chase Bank of Texas. Over a period of eight weeks, defined business rules, ramrodded the software developer, tested, trained employees and implemented. Having met the June 30, 1999 deadline, I was awarded the "*Faster than a speeding bullet!*" award by those in charge of the collection product.

Consultant - Best Practices – Lien Perfection

Conducted and published a "best practices" study of Lien Perfection and UCC filings with an investigation of the use of EDI to file with the various state agencies.

Consulting Practice Management

The cooperative spirit of the practice also provided many opportunities to assume a supporting and cooperative role in colleagues' endeavors including

- Facilitator in discovery processes
- Coaching and mentoring junior members
- Brainstorming solutions
- Participating in community support such as March of Dimes and United Way campaigns
- Assistance in design
- Networking and negotiation of engagements
- Identifying and recruiting new talent

International Trade Operations

Vice President and Operations Manager

Department Manager Experience

Partnered with a seasoned product specialist, managed the operation of a 30-40 employee Letter of Credit and Documentary Collection Department. My responsibilities lay with the operational, reporting and compliance aspect of the operation. Gained a great depth of experience in the dynamics of Trade Banking. The opportunity to work closely with mentors who were industry leaders in Texas Commerce Bank and Chemical Bank provided me with a deep product knowledge experience and invaluable management experience.

This day-to-day managerial experience in a high volume trade operation also afforded me the opportunity to work closely on an advisory basis with bank clients and banking professionals throughout the growing organization. This led to the development of a keen sense of customer partnership.

In addition to the daily management duties, I also enjoyed executing ancillary initiatives such as:

Technology Risk Manager

As the first to perform this role defined the scope, tools and educational programs.

Designed effective Business Continuity plans which were successfully implemented on two separate occasions.

Trade Products Processing System Search and Implementation

Successful installation of a mainframe version of BankTrade by Complex Systems.

Designed and managed the conversion to the Chemical Bank Letter of Credit system in 1988.

Adapted the Letter of Credit functionality to handle Documentary Collections, without additional expense, in both systems.

Operations Consolidation

Managed the consolidation of statewide operations consolidation and two bank acquisitions from due-diligence to flawless execution.

Product Development

Created and managed the operational systems to process EX-IM Bank Financing for Mexico and Venezuela. Received the appellation "Ojo del Falcon" from the Venezuelan client due to the stringent document examination process instituted.

Created and executed a due diligence process to investigate the feasibility of EX-IM Bank financing for post liberation Kuwait. This involved intensive on-site research in Kuwait.

International Trade Operations

Client Access Software Development and Management

Adapted and deployed a wide variety of LC application delivery systems. The most interesting facilitated issuance of Letters of Credit in Hong Kong for a Fort Worth customer.

Product Education – Sales Presentations

Created and presented educational courses on Foreign Trade for bank clients and internal personnel. Under the auspices of Junior Achievement, taught a high school class on Foreign Trade.

Initiated a Customer Support program to assist local exporters navigate the payment process

Business Process Reengineering Facilitation

Recruited as a facilitator in an internal bank program “Process Improvement”. This experience resulted in the invitation to join the Management Consulting Group as a Managing Partner and Senior Consultant.

“Scam” Specialist

Assumed the role of counselor to customers who were being approached with “too good to be true” propositions. These schemes involved commodities such as sugar, cigarettes, cement, shrimp and corn. The most common were the “ready, willing and able” schemes involving fictitious and impossible financial instruments.

Regulatory Compliance

Served as the primary point of contact for Bank Examinations. Internal Audits, OFAC compliance, FDICIA, TEFRA compliance and Department of Commerce Anti-Boycott Compliance.

Banking Operations and System Development Management

Trading Experience

Following graduation from University (MA University of Glasgow 1971) trained as a Foreign Exchange Dealer in London and Luxembourg. Actively recruited by Texas Commerce Bank in 1975 and in 1977 transferred to be part of the Corporate FX sales operation being established in Houston. In the early 1980s, served also as the salesman for TCB Bankers Acceptances in the secondary market.

Leadership Experience

After a period setting up manual Foreign Exchange and Offshore Eurocurrency operations units, requested to take the lead in developing a comprehensive International Banking System for Texas Commerce Bank. As a result, acquired comprehensive banking operations skills and experience.

Global Experience

Designed, developed and implemented a full scale multi-currency accounting system, and the processing modules that supported International Banking for four locations. - Houston, New York, Nassau and London. Opened the New York Edge Act and IBF subsidiaries.

Comprehensive Product Experience

The processing modules included Foreign Exchange Trading and Sales, Wire Transfer, Cash Letter, Collections, Eurocurrency Loans and Deposits, Letters of Credit, Bankers Acceptances, Foreign Draft and Teller Cash.

Innovation Experience

Lead the bank by purchasing the first two IBM PCs for Texas Commerce Bank in 1981. Engaged a developer to write a Basic program to calculate and maintain variable number telex test keys on these early IBM PCs. Also devised an accounting process to automatically hedge foreign currency interest payable and receivable cash flow.

Multi-disciplinary Experience

Designed and built communications (Telex Swift) operations for Texas Commerce Bank. Moving Swift from its original telex interface to ST100 and upward. Also implemented and improved an in-house Datapoint based word processing and secure telex sending system