



Accelerate your career path

KRISTIN SHELLEY

Senior Director
Dallas



A SENIOR DIRECTOR'S PERSPECTIVE

Kristin Shelley is a Senior Director with Alvarez & Marsal Corporate Performance Improvement in Dallas. With deep expertise in performance improvement, she is currently managing four initiatives at a logistics company.

Here's an account – in Kristin's words – of a typical day working as an A&M Senior Director.

A DAY IN THE LIFE

6:30 AM

I wake up, get ready, and do a quick email check to see if anything urgent came in overnight.

7:45 AM

I arrive at my client site. In the short time I have before the full team arrives, I boot up my computer, respond to a few emails, review my schedule for the day, and prioritize my own action items.

8:30 AM

I meet with the team working on customer service process improvements, and they walk me through the framework for a presentation they are building to share with our client's Chief Operating Officer. We make updates to the document in real time.

9:30 AM

After wrapping up with our executive sponsor, I head to see the SVP of Sales. He likes to brainstorm, and he asks for my thoughts on the strategic direction of the company. Though this is not "in scope" for our current projects, I have been working with the company for two years and have some ideas to share. We also catch up on our favorite topic, food and wine!

7:15 AM

My client is located about 30 minutes away, so I leave home early to avoid traffic. I listen to electronic music (loudly) on the commute to get pumped up for the day.

8:15 AM

All four teams arrive (eight people total), and we have our "daily stand-up" meeting. We literally stand up, and each team lead walks through key activities and meetings for the day. Two teams realize they need to talk to the same client, so they agree to stop by the client's office together. I reprioritize a few activities for a third team, and we sit down to end the meeting.

9:00 AM

I haven't seen our executive sponsor for a few days, so I stop by his office. He is between meetings, so he invites me in, and I give him an update on our team's progress. The Senior Vice President (SVP) of Sales pokes his head in and asks me to come to his office when we finish.

A DAY IN THE LIFE

10:30 AM ●

One of my teams is preparing to facilitate a workshop with 20+ client stakeholders tomorrow, to design a new cross-functional pricing process. I complete a final review of the agenda and content the team has prepared.

1:00 PM ●

One of the A&M teams is meeting with a key stakeholder who has expressed concerns about one of our projects, and I decide to tag along. We listen to our stakeholder's feedback, explain the benefits of the changes we are making, and discuss how we can address her concerns.

4:00 PM ●

After our workshop dry run, we have a few final questions about how other companies in this industry price their services, so we call a Senior Director who previously held a full-time position in this industry.

6:15 PM ●

I leave the client office and head downtown for a Pilates workout. A couple of emails come through during my workout. I respond to one person who needs feedback immediately, but let the others wait for tomorrow morning.

● 11:30 PM

We have a new Analyst on the project who just started at A&M. He and I have a one-on-one lunch to discuss his project goals, career goals, and get to know each other better.

● 2:00 PM

We do a two-hour dry run of facilitation techniques and roleplay for tomorrow's pricing workshop.

● 4:30 PM

I finally come back to my desk and see a stack of papers on it. One of our teams is helping our client to design a new project management function, and building standard tools and templates to help support this. The team has printed out several documents for me to review, so I mark up the prints with my feedback then spend time walking the team through my comments.

● 7:30 PM

I meet a friend for a quick post-workout dinner then head home to relax for the evening.

ABOUT KRISTIN SHELLEY

Kristin Shelley is a Senior Director with Alvarez & Marsal Corporate Performance Improvement in Dallas. She specializes in large scale corporate transformation and performance improvement across industries, with additional focus on strategy, analytics, and communications. She is a Lean Six Sigma black belt and leads A&M's internal Lean program.

Ms. Shelley has worked with clients across various industries, including retail, energy, transportation/logistics, construction, manufacturing, consumer goods, and telecom.

Ms. Shelley earned a bachelor's degree in marketing from Texas A&M University.

Companies, investors and government entities around the world turn to Alvarez & Marsal (A&M) when conventional approaches are not enough to make change and achieve results. Privately held since its founding in 1983, A&M is a leading global professional services firm that provides advisory, business performance improvement and turnaround management services.

With over 4,500 people across four continents, we deliver tangible results for corporates, boards, private equity firms, law firms and government agencies facing complex challenges. Our senior leaders, and their teams, help organizations transform operations, catapult growth and accelerate results through decisive action. Comprised of experienced operators, world-class consultants, former regulators and industry authorities, A&M leverages its restructuring heritage to turn change into a strategic business asset, manage risk and unlock value at every stage of growth.

Follow A&M on:



A&M is an equal opportunity employer.



Accelerate your career path

**JASON
JAN**

Director
Houston



A DIRECTOR'S PERSPECTIVE

Jason is currently working with a US Fortune 50 client, transforming their finance organization through transitioning to best practice business processes, a new service delivery model, and implementation of an enhanced technology platform. This transformation will allow the finance organization to align with corporate medium-term strategic priorities and establish a value-driven model for the long-term.

A DAY IN THE LIFE

6:00 AM

My alarm goes off, and I hit snooze 2-3 times before getting on my feet. As part of my client engagement, there's a third party service partner with resources based in Asia and Europe, who work on a different time zone than I do. So as I walk out the door, I scan emails on my phone to see if anything of note happened overnight with the partner organizations.

8:30 AM

The dedicated project team (A&M, client, and third party partner resources) for my segment of overall project gathers for our weekly status meeting. In addition to core project team members, other key project support resources and stakeholders are invited, as the status meeting is used to update everyone on key ongoing project activities; address any issues/risks; attend to decisions that need to be made for certain project activities to move forward; and engage other teams, as required, to support project progress.

12:00 PM

I go to lunch off-site with A&M and client project team members. Though there is a cafeteria onsite at the client office, at least once a week we try to avoid the habit of eating at our desks. This gives everyone an opportunity to step away from the day-to-day grind of the project and engage on a more personal level. Since it's a mix of A&M and client personnel, it's also a good avenue to continue building strong client rapport and relationships that extend beyond professional courtesy.

7:30 AM

I arrive at the client site. I get into the office earlier than most to give me an opportunity to follow up on emails and plan for the day. Our engagement touches multiple functional areas, and we're getting closer to "go-live" for a recently acquired operating location being folded into the new standard operating model for our client's finance organization. With both the complexity of the transformation being rolled out, and the level of activity increasing as we get closer to go-live, having time to map out the key activities for the day helps to ensure nothing falls through the cracks that could negatively impact the project timeline.

10:00 AM

I start three back-to-back check-ins with the technical resources on the project. With the upcoming go-live, there is a new technology platform being rolled out as part of the broader transformation. The weeks immediately preceding go-live typically see an uptick in the volume of activities in preparation for the system conversion. Since we're driving towards go-live, these meetings work with the technical resources to ensure conversion activities are progressing as expected, and to help remove any roadblocks and mitigate any issues that could put the go-live date in jeopardy. On this engagement, there are a number of technical resources to engage with, both onshore and offshore, so the variety of geographical and culture considerations to account for are significant to ensure alignment and buy-in on the ultimate goal—to make the project a success.

A DAY IN THE LIFE

1:00 PM

I head to a weekly status meeting for the broader program of which my project is a subset. This meeting is similar to the morning status meeting dedicated to my segment of the larger project, but it is beneficial to remain informed of the progress of other project workstreams and identify in advance, any potential implications to my workstream. An added perk is the opportunity to catch-up with other A&M and client resources that I don't work with daily.

3:00 PM

I start three back-to-back check-ins with the technical resources on the project. With the upcoming go-live, there is a new technology platform being rolled out as part of the broader transformation. The weeks immediately preceding go-live typically see an uptick in the volume of activities in preparation for the system conversion. Since we're driving towards go-live, these meetings work with the technical resources to ensure conversion activities are progressing as expected, and to help remove any roadblocks and mitigate any issues that could put the go-live date in jeopardy. On this engagement, there are a number of technical resources to engage with, both onshore and offshore, so the variety of geographical and culture considerations to account for are significant to ensure alignment and buy-in on the ultimate goal—to make the project a success.

6:00 PM

Typically, I head to the gym to take my mind off of work for a couple of hours, but today the larger project team is getting together for beer and trivia at a local craft brewery, so I drive to the venue. With such a large project and associated team, it is great that the project MDs promote and provide opportunities for everyone to get together and connect on a personal level outside the daily grind of the engagement. This really drives home one of A&M's key values, fun, because you need to like what you do and who you do it with.

1:45 PM

As I walk back to my desk, I am grabbed by the main client sponsor for the technology aspects of the entire engagement. In anticipation of a major decision gate for my workstream in the afternoon, he wants me to quickly brief him on any items of note, so he is not surprised if something is brought up during the decision gate. I inform him we are progressing on track, with no issues that could compromise the workstream from moving forward, and the client sponsor is happy that we continue to stay on track.

4:00 PM

With the go-live date approaching, the project governance structure requires passing go/no-go decision stage gates at specific time intervals in advance of go-live, and today is one of the required gates. For a project as complex as ours, with the amount of functional areas and end users being impacted, having strong project governance is imperative for setting the project up for success in the short and long term. For the go/no-go decision gate, key activities are reviewed across all functional areas impacted by the transformation project, and any activities proceeding behind expectations need to have detailed mitigation plans in place to pass the decision gate. Fortunately for my project, because of all the hard work from A&M team members, the client, and the third party service partner resources, all our activities are progressing as expected and we pass the decision gate without resistance.

ABOUT JASON JAN

Jason Jan is a Director with Alvarez & Marsal Corporate Performance Improvement in Houston. He has more than 12 years of experience working in North America and Asia, with a focus on driving business improvement through operational and technology levers. Jason specializes in providing strategy, operations, merger integration, and technology consulting services, with an emphasis on executing large scale strategic transformation initiatives key to long-term organizational success. Jason has worked across multiple industries including energy, petrochemical, industrial gas, field services, engineering and construction, and food distribution.

Jason earned a bachelor's degree in aerospace engineering from The University of Texas at Austin, a master's degree in mechanical engineering from A&M University, and an MBA from The Red McCombs School of Business at The University of Texas at Austin.

Companies, investors and government entities around the world turn to Alvarez & Marsal (A&M) when conventional approaches are not enough to make change and achieve results. Privately held since its founding in 1983, A&M is a leading global professional services firm that provides advisory, business performance improvement and turnaround management services.

With over 4,500 people across four continents, we deliver tangible results for corporates, boards, private equity firms, law firms and government agencies facing complex challenges. Our senior leaders, and their teams, help organizations transform operations, catapult growth and accelerate results through decisive action. Comprised of experienced operators, world-class consultants, former regulators and industry authorities, A&M leverages its restructuring heritage to turn change into a strategic business asset, manage risk and unlock value at every stage of growth.

Follow A&M on:



A&M is an equal opportunity employer.