Loren Cossette, SHRM-SCP

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Chief People Officer

Dynamic leader with a prolific background in organizational development and human resources, focusing on transformative strategies and employee engagement. Mastermind behind USAA Bank's Data Strategy, translating into a $126B financial institution's operational blueprint. Pioneered the Chief of Staff role at USAA, establishing foundational systems and workflows. Spearheaded employee satisfaction initiatives, doubling rates within two months. Analytical prowess in AI/ML deployment for strategic automation, enhancing operational efficiency. Adept in educational contributions, with notable presentations at prestigious conferences and published research. Committed to fostering inclusive, high-performance cultures within tech-forward environments. Seeking to drive organizational excellence in start-up or evolving entities.

Core Skills and Competencies

Strategic Planning | Organizational Development | Employee Experience | Data Strategy Implementation | AI & ML Innovation | Leadership & Coaching | Change Management | Performance Optimization | Team Building | Diversity & Inclusion Initiatives | Executive Communication | Process Improvement | HR Analytics | Talent Management | Educational Leadership | Continuous Learning

Executive Achievements

➢ **Strategic Innovation:** Initiated and executed a comprehensive Data Strategy for USAA Bank, adopted by the FSB President, impacting a $126B portfolio.
➢ **Culture Transformation:** Doubled Employee Satisfaction rates from 18% to 36% in two months through strategic engagement and satisfaction initiatives.
➢ **Operational Excellence:** Established the Chief of Staff function at USAA, creating essential systems, processes, and workflows, and enhancing organizational efficiency.
➢ **Technological Advancement:** Led a 23% increase in automation within the CEO's office through strategic AI/ML implementation, setting a benchmark for operational excellence.

Executive Experience

United Services Automobile Association (USAA)

Chief of Staff to USAA FSB Chief Data and Analytics Officer   **11/2023 - Present**

▪ **Strategic Leadership:** Developed a robust 2024-2030 Data Strategy for USAA, incorporating Generative AI and Machine Learning to redefine strategic priorities and enhance process automation. Facilitated a cultural transformation by establishing five strategic pillars, notably Data Acumen, to elevate data awareness across all levels of the organization. Led design and rollout of targeted two-hour data leadership sessions for 125 executives and provided extensive leadership development, totaling five hours to a cohort of 53 middle managers. Successfully implemented OKRs and a comprehensive program plan, positively impacting employee satisfaction and engagement rates, achieving a $2.7M business impact within the first quarter.

▪ **Operational Excellence:** Founded the Chief of Staff function at USAA, establishing essential systems, workflows, and the organization's inaugural Balanced Scorecard. Spearheaded a strategic realignment involving six senior executives, integrating diverse priorities and scarce resources. Pioneered development of recognition and military acumen programs, essential for USAA operations, while standardizing management routines across five diverse areas. Enhanced enterprise-wide efficiencies and quality by overhauling the Balanced Scorecard to emphasize business value impacts, leading to a 10% reduction in operational expenses without impacting employee roles.

▪ **Culture Transformation:** Drove initiatives that doubled Employee Satisfaction rates from 18% to 36% in under two months, utilizing organizational expertise to implement data-driven interventions and forecast models.

▪ **Communications Expertise:** Developed and executed a comprehensive communications strategy for CDAO and C-Suite executives, ensuring alignment across all levels of management and improving employee engagement.

United Services Automobile Association
Business Strategy and Planning Director, Bank Technology and Data   **01/2023 - 11/2023**

- **Strategic Development**: Championed alignment of Bank Tech & Data strategy with enterprise goals, spearheading an innovation workstream to foster cross-functional collaboration. Established a dedicated team of SMEs focusing on AI/ML solutions, automation, and tech-data synergy, bolstering long-term strategic cohesion. Initiated and oversaw the successful pilot of MSRgpt, a generative AI tool for service representatives, and led the "Talent Destination" initiative, redesigning the employee experience to attract and retain top tech talent. Implemented data-driven strategies through surveys and focus groups, resulting in the launch of a mentorship program, a soft skills development initiative, and emotional intelligence coaching.
- **Efficiency Improvement:** Directed change management and strategic communication efforts, significantly reducing meeting durations by 17% and improving employee engagement by 23%. Employed gap analysis, root cause analysis, and process mapping, coupled with voice of the customer insights, to target and enact specific operational improvements. Utilized OKRs and KPIs to monitor progress against SMART goals, actively engaging with frontline staff to incorporate their insights into practical solutions.
- **Innovative Solutions:** Developed and implemented strategic frameworks, including MBM and Strategy Review routines, to optimize bank tech and data analytics, significantly improving operational efficiency and strategic planning.

United Services Automobile Association
Executive Consultant to CEO & CEO Chief of Staff   **12/2021 - 12/2022**

- **Executive Strategy:** Engineered a comprehensive strategy for the CEO, aligning with the McKinsey CEO Excellence model to enhance time management and strategic focus. Analyzed 18 months of the CEO's schedule, identifying and reallocating excessive time spent on decision-making and resource allocation. Redesigned executive meetings to ensure decision-making efficiency, significantly reducing the action-to-decision ratio and doubling the CEO's strategic focus time, thereby setting a strong cultural and developmental framework for the organization.
- **Process Optimization:** Revolutionized CEO office operations by designing eight new processes, increasing automation by 25%, and slashing closure times by 80%. Developed robust relationships and communication strategies, boosting employee satisfaction by 9%. Defined and operationalized the Chief of Staff function, creating a scorecard to evaluate its impact on operational excellence and strategic support, significantly enhancing overall productivity and collaborative efficiency.
- **Leadership Collaboration:** Cultivated strong relationships with over 27 executives, ensuring critical alignment across more than 12 siloed teams. Enhanced high-stakes executive engagements and communications, introducing structured approaches and clarity in executive meetings to streamline decision-making processes. Built trust and transparency with executives, focusing on clear and independent action, significantly contributing to the achievement of organizational priorities and full bonus payments authorization by the Board of Directors.

United Services Automobile Association
Change Partner   **11/2020 - 12/2021**

- **Change Management:** Led comprehensive change strategy for BMX Complaints Program and Consumer Lending Transformation, directly impacting 3,500 employees and increasing compliance from 22% to 99%.
- **Strategic Initiatives:** Developed and executed 57 strategies and supporting artifacts for change initiatives, aligning with PROSCI OCM and USAA philosophy to manage risks and streamline operations effectively.

United States Air Force
VP of Human Resources, Defense Language Institute   **07/2019 - 08/2020**

- **Organizational Leadership:** Directed HR for a team of 534, driving strategic initiatives that resulted in significant improvements in production, staffing, retention, and engagement amidst the COVID pandemic.
- **Transformational Change**: Managed a matrixed structural transformation, enhancing curriculum and testing products and generating a $4.8M increase in sales, thereby supporting a crucial pivot to the INDO-PACOM region.

United States Air Force
Strategic Human Resources Manager   **11/2013 - 07/2019**

- **Strategic Execution:** Collaborated with senior leaders to address complex business challenges, resulting in innovative recruiting programs and a modernized USAF Basic Training program that significantly reduced attrition and saved $1.8M annually.
- **Award-Winning Leadership:** Achieved recognition as 19th Air Force HR Leader of the Year and garnered the General Welsh One Air Force Award for outstanding diversity and inclusion efforts.

Education

Ph.D. in Organizational Leadership and Evaluation | University of the Incarnate Word
M.S. in Organizational Development and Leadership | University of the Incarnate Word
M.A. in Psychology | Northcentral University
B.S. in Adult Education | Wayland Baptist University

Certifications

SHRM-SCP (Senior Certified Professional): Validated expertise in strategic human resource management, awarded by the Society for Human Resource Management.
Prosci Change Management Practitioner: Certified proficiency in applying Prosci's research-based change management methodology to organizational projects.
SAFe 5.0 Agilist: Demonstrated knowledge in utilizing the Scaled Agile Framework, enterprise-scale development principles, and Lean-Agile leadership.
EQ-i 2.0 Certified Practitioner: Certified to administer and interpret assessments for emotional intelligence, applying insights to organizational development and leadership coaching.

Publications

"Exploratory Cluster Analysis of Adolescent Technology Use and Activities During COVID-19 in Relation to their Mental Health Conditions" | *Journal of Adolescent Health*, 2023

"Assessing Changes in Adult Online Learners' Motivation: A Grounded Bibliometric Analysis" | Motivation and Momentum in Adult Online Learning, March 2023

"Exploratory Cluster Analysis of Adolescent Technology Use" | 2023 American Educational Research Association
"Toward An Interdisciplinary Theoretical Model: Meaningful Assessment of Adult Online Learning Motivation" | 2023 IOMW Conference

"Self-Reflection and Socialization in Early Career Research: A LACOID-Based Text Mining Approach" | 2024 American Educational Research Association

"AI Integration in Academia: Investigating the Impact on Faculty Organizational Belongingness" | American Psychological Association, 2024

Public Speaking & Teaching Engagements

Educational Research Presentations: Featured speaker at the American Educational Research Association Annual Convention in 2023 and 2024, contributing valuable insights into adult online learning motivation and technology's impact on mental health conditions.
Leadership Workshops: Led a leadership lesson for all of USAA's people leaders, emphasizing innovative leadership strategies and the integration of AI technologies in corporate environments.
APA Conference Presenter: Selected to present at the APA annual conference in Seattle, August 2024, discussing AI integration in academia and its impact on faculty organizational belongingness.

Awards & Honors

AFMC Annual Enlisted Award Winner | United States Air Force
Presenter | American Educational Research Association Annual Convention, 2023 & 2024
Presenter | APA Annual Conference in Seattle, August 2024
USAF Innovation Award | For leading transformational change initiatives
General Welsh One Air Force Award | For exceptional Diversity & Inclusion efforts
Alamo Federal Executive Board Team of the Year | Recognition for leadership and team collaboration
19th Air Force HR Leader of the Year | For outstanding contributions in human resources
Air Force Materiel Command's Manager of the Year | For exemplary management and leadership
AFA's Citation of Honor | For distinguished service and contributions to the Air Force community

Technical Skills & Continuous Learning

Programming (Python, SQL, R) | Data Analysis | Machine Learning Algorithm Development | AI/ML Solution Design | Operational Efficiency Enhancement | Decision-Making Process Improvement