

# Operations Leadership Philosophy

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I approach global operations leadership as the responsibility of designing systems that allow organizations to perform consistently across regions, even as complexity increases. At scale, operations are not defined by activity or effort, but by the organization's ability to make sound decisions, execute reliably, and sustain performance over time.

My role as a global operations leader is to create clarity where complexity exists — clarity around how decisions are made, how accountability works, and how strategy becomes execution across different locations. When those elements are well designed, teams do not depend on constant oversight. The system itself supports execution.

## Empowerment Through Structure

A core belief that guides my leadership is that teams perform best when they are empowered by structure rather than constrained by it. Clear methodologies, decision frameworks, and operating rules do not slow teams down; they give them the confidence to act.

I focus on establishing operating models that make explicit:

- How decisions are made and at what level
- How governance and accountability are embedded in execution
- How teams can self-manage within clearly defined boundaries

When people understand how the organization works, they move faster, make better decisions, and operate with a shared sense of ownership.

## Decision-Making at Scale

As organizations expand across regions, decision-making clarity becomes critical. Delays and misalignment at scale are often the result of unclear ownership rather than a lack of capability.

I design decision frameworks that clearly distinguish:

- Decisions owned centrally
- Decisions delegated to regions or local teams
- Criteria that guide those decisions
- Mechanisms for accountability and escalation

This clarity empowers teams to act decisively while ensuring alignment with enterprise priorities. Leadership gains visibility without creating unnecessary bottlenecks.

## Governance and Risk as Enablers of Scale

I do not view governance and risk management as separate or reactive functions. In my experience, they are most effective when they are built directly into operational workflows.

By embedding controls, escalation paths, and accountability into day-to-day execution, teams are able to balance speed with discipline. This approach reduces operational risk as scale increases, supports compliance in regulated environments, and ensures that governance strengthens execution rather than complicates it.

## Turning Strategy into Repeatable Execution

One of my primary responsibilities is translating strategic intent into execution models that work across regions. Strategy creates value only when it can be executed consistently, not when it remains abstract.

I focus on:

- Converting strategy into clear operational standards
- Building processes that are repeatable but adaptable
- Aligning performance metrics with outcomes rather than activity
- Ensuring regional teams understand both the intent and the mechanics of execution

This approach allows the strategy to scale across geographies while respecting local realities.

## Influencing Senior Stakeholders Through Trust and Business Understanding

My ability to influence senior stakeholders is grounded in building trust through a deep understanding of the business. I focus on understanding the business model, key risks, value drivers, and what success looks like for each stakeholder.

By connecting operational decisions directly to business outcomes, I help create the confidence required to align leadership, close complex decisions, and sustain long-term partnerships. This bridge-building approach ensures that operations are not only supported but actively championed at the executive level.

## Aligning Corporate, Regional, and Local Realities

Global operational success depends on alignment across corporate strategy, regional leadership, and local execution. I approach this alignment through dialogue, clarity, and shared accountability rather than enforcement.

This includes translating corporate objectives into regionally meaningful goals, incorporating local constraints into planning, and maintaining feedback loops that allow insight to move in both directions. When regional leaders feel ownership of outcomes, alignment becomes durable and execution improves.

## Leading Across LATAM and Emerging Markets

My experience across LATAM and emerging markets has shaped a leadership approach that balances global standards with local effectiveness. I understand the cultural, regulatory, and operational dynamics that influence execution in these environments.

This perspective allows me to design robust operating models without being rigid, enabling consistent performance while remaining adaptable to regional realities.

## Closing Perspective

My operations leadership philosophy is centered on empowering teams through structure, embedding governance and risk into execution, and translating strategy into repeatable global performance. By aligning decision-making, accountability, and regional execution, I help organizations operate with confidence at scale and deliver lasting value over time.