**Describe your experience leading data analytics. What was the most impactful initiative you led, and what measurable results did it achieve?**

I have over 20 years of experience leading data analytics in large-scale organizations, with a strong track record of building high-impact teams and developing analytics-driven strategies that deliver measurable business outcomes. One of the most impactful initiatives I led was at AT&T, where I oversaw the development of machine learning models to predict customer churn. In addition to the ML models themselves, I demonstrated the potential of deploying them with a proof of concept and financial model. This allowed me to paint a compelling vision to executive stakeholders who then gave their approval and support.

We deployed the models into our interactive voice response system which used them to route customers for differentiated treatment. The result was $60 million annual recurring net value, measured carefully through the use of statistically significant control groups.

This initiative set a benchmark approach that others began to emulate.

**This role involves cross-functional collaboration with executives and technical teams. Provide an example of a time you had to communicate complex data insights to a non-technical audience. How did you ensure clarity and alignment?**

One of the most significant cross-functional initiatives I led was the development of a generative AI solution at AT&T, designed to analyze over 9 million customer call transcripts per month. The goal was to surface actionable insights that would reduce ambiguity in customer interactions and improve the overall customer experience (CX). Communicating the results of this project to non-technical executives required translating complex AI-driven insights into practical business outcomes.

The use of generative AI to extract value from call transcripts was a paradigm shift compared to the legacy approach, which involved extrapolating from small sample sizes. This was part of my storytelling to hook interest in the outcomes. (e.g., “What if you could know what all of our customers think of us rather than just 3%?”)

To ensure clarity and alignment, I focused on storytelling and visualization. I used dashboards to highlight key metrics, such as improvements in sentiment, call resolution, and augmentation of other models with newly engineered features from this initiative. I also gave deep dive customer journey examples showing how the system augmented our customers’ experience while generating this rich dataset.

By maintaining a focus on outcomes and using accessible language, I facilitated clear communication between technical teams and senior leadership, securing buy-in and fostering collaboration.

**Describe a time when you built, scaled, or transformed a high-performing team. What strategies did you use to develop talent, foster collaboration, and drive results?**

At AT&T, I founded and scaled a Generative AI Transformation team to spearhead initiatives leveraging cutting-edge AI to enhance all areas of the consumer business. The goal was to create a high-performing team that could innovate rapidly while aligning with business priorities.

To build the team, I hand-picked the core members from my prior team where I was AVP of CX Analytics. I prioritized skills and business acumen since the new team needed a blend of technical abilities (e.g., LLM programming, data engineering, and machine learning) and business process improvement (e.g., Lean Six Sigma and stakeholdering).

I set a vision and strategy, involving my team to figure out playbooks and tactical approach. Together we also created a branding including a slideware and even t-shirts. I focused on fostering a culture of innovation by encouraging team members to explore new generative AI techniques and apply them creatively to business challenges. We started all of our work with the vision to ensure we were charting toward true north.

To develop talent, I implemented a mentorship program where more experienced data scientists guided newer team members through complex projects. I also created a cross training rotational program for the team members to get exposed to other areas while making our resources more fungible. To identify new talent, I collaborated with executive leadership in other domains to identify potential future team members. This had the secondary benefit of extending my network to include embedded dotted line domain experts.

To ensure cross-functional collaboration, I established regular touchpoints with key points of contact in engineering, CDO, customer care, product, marketing, and other domains. This collaborative approach ensured that use cases were identified, solutions developed, and wins shared. We were not only technically robust and strategically relevant, but also well liked.

The results were significant: the team delivered a portfolio of $500 million in projects with a 200% IRR. We set the important groundwork and strategic approach for this quickly emerging area.

**There are a lot of great companies out there. What makes you excited to work at 1Password?**

1Password’s commitment to security and privacy in a rapidly evolving digital landscape is truly inspiring. Emerging technology such as generative AI and new computing paradigms can only make this more important as both threats and opportunities evolve. I’m drawn to the challenge of leveraging data analytics to enhance user experience while maintaining the highest security standards. The opportunity to be part of a team that prioritizes both innovation and user trust is what excites me most.