
Mr. Joseph Spadaford – Director, Transfer Agency / Operations, C&A Consulting LLC



Background: Mr. Joseph Spadaford ('Joe') is a senior financial services executive with a distinguished 30+ year career in banking, insurance and corporate securities businesses. He has held a series of senior positions, including President of an industry-leading corporate stock transfer and services business, President of a broker-dealer, and Chief Operating Officer for multiple lines of business. In each role, he combined a collaborative style of engagement with a highly disciplined analytical process to create a climate of trust, positive energy and teamwork unique to most corporate leadership teams.

As an executive with broad operational experience across several major financial services firms, Mr. Spadaford has built a reputation by quickly "turning around" operating conditions at firms. As a highly respected business leader, he has demonstrated success and key outcomes, including the turnaround of a corporate stock transfer business -- repositioning a struggling \$100 million business into an industry-leading service provider and profit leader in two years; re-engineering a complex service operation supporting a multi-billion loan portfolio, with breakthrough improvements in service delivery and a 20% cost reduction; and, strengthening executive management teams, while facilitating transformational change programs in the US, UK, and Canada that continue to drive long-term results to record levels. His work has contributed to tens of millions of dollars in savings and revenue generation during his career.

Mr. Spadaford engages with senior leaders and their teams to effectively lead and manage successful organizational change and deliver outstanding business results, amidst challenges confronting them. His focus remains on applying leading-edge organizational change approaches to achieve outstanding, sustainable results by engaging a firm's human resources in concert with disciplined process innovation. He effectively leverages the experiences, skills and strategies employed as a senior leader throughout his successful career in the financial services industry.

Mr. Spadaford's expertise includes:

- Executive coaching to C-suite (or aspiring C-suite) leaders to develop specific skills to assume greater leadership roles.
- Assessments, strategic roadmaps and action plans to execute on a business value proposition.
- Advising executive management in strategic assessments, planning and execution of operational transformation to achieve growth objectives.

He has been a featured speaker at forums on operational excellence, including the Business Transformation & Operational Excellence World Summit, presenting his views on transformational change driven by corporate crisis. He was a contributing author to the recently published book *Operating Model Canvas* by Van Haren Publishing. His articles have appeared in the *National Productivity Review* and *Bank Administration Institute* magazine.

Education / Certifications: Mr. Spadaford holds a BSBA degree in business from University of Dayton, Ohio and MBA from Adelphi University, New York, in Banking and Financial Markets. He is a Certified Public Accountant in NY State, Chartered Global Management Accountant, and Certified Master Black Belt in Six Sigma. He is a member of the University of Dayton Board of Trustees and chairs the Audit Committee. He is married, lives in Chester Springs, PA, and has five grown children.

Honors and Awards:

- Special Service Award 2003 University of Dayton National Alumni Association
- TALON Award for Best-in-Class Shareholder Service 1996 (First Chicago Trust Company)
- Group Five #1 Ranking for Customer Satisfaction 1998, 1999 (First Chicago Trust Company)
- Group Five #1 Ranking for Customer Satisfaction 2008, 2009, 2010, 2011 (Computershare)