

Christy Sehl

Strategic Business Executive / Enterprise Operations Professional / Skilled Change Management Leader

ChristySehl@gmail.com | 804-357-3798 | Richmond, VA | [linkedin.com/in/christy-sehl](https://www.linkedin.com/in/christy-sehl)

Operations executive with a 15+ year track record of building high-performing, people-first teams across financial services, consumer electronics, and security. Known for turning complex, regulated, high-stakes environments into organizations people want to work in & work with. Equally at home redesigning a risk framework, negotiating a BPO contract, or partnering with Product and Engineering to eliminate the problems that frustrate customers before they ever call.

SKILLS

- Regulated & Risk-Based Operating Models
- Workforce Strategy & Capacity Planning
- Hybrid / BPO Operating Models
- Enterprise Operations & Service Delivery
- Continuous Improvement & Process Redesign
- Operating Budget & Cost Management
- KPI Development & Performance Management
- Global & Offshore Operations Management
- Customer Experience & Demand Reduction
- Analytics-Driven Decision Making
- Change Leadership at Scale
- Senior Leader Development
- Operations Strategy & Business Planning
- Operational Excellence & Process Improvement
- Vendor & Outsourced Operations Management (BPO)
- Cross-Functional & Stakeholder Leadership

PROFESSIONAL EXPERIENCE

SimpliSafe — Richmond, VA

November 2023 – April 2026

Senior Director, Monitoring Operations (role eliminated as a result of restructuring)

Moved from 13+ years in highly-regulated financial services to lead operational strategy and operational excellence for a high-growth consumer security company, applying enterprise rigor to a startup-scale environment. Served as enterprise leader accountable for end-to-end monitoring operations, budget, and vendor management supporting SimpliSafe's 24/7 home security ecosystem. Owned strategy, execution, & continuous improvement for mission-critical, high-availability services that directly protect customers & deliver on the company mission.

- Built a culture of psychological safety and high accountability across a 200-person organization, resulting in an engagement score increase from 59% to 82% while improving both efficiency & customer experience
- Led end-to-end operations strategy & execution for 24/7/365 monitoring operations spanning internal teams, permitting, workforce planning, forecasting, analytics, quality, enablement, compliance, & vendor services, balancing near-term performance with long-term scalability & resilience
- Owned service delivery, operating budget, cost, & performance outcomes across a hybrid operating model, including multi-million-dollar outsourced/BPO vendor management relationships
- Scaled the Internal Monitoring Center to support >50% of subscribers, enabling the company's most complex customer interactions including live video, real-time intervention, & emergency escalation
- Drove continuous improvement & process excellence initiatives delivering sustained cost & productivity gains, including a 40% reduction in cost per subscriber, 33% reduction in handle time, & 15% reduction in avoidable customer demand through product, process, & self-service optimization
- Enabled 70%+ subscriber growth with a reduced staffing footprint by applying disciplined capacity planning, analytics, & operating leverage principles transferable to high-volume service environments
- Established reputation as a go-to cross-functional stakeholder partner for Product, Finance, Marketing, & Engineering leaders, resulting in reduced avoidable contacts, more efficient tooling, compelling and defensible marketing claims, & product design with an eye toward operational excellence

- Championed professional development, with 3 out of 5 senior leaders earning a promotion while on my team; created career pathing for operators, allowing for promotion with added autonomy & accountability

Capital One — Richmond, VA

November 2010 – November 2023

Sr. Director, Complaints & Well Managed | April 2022 – November 2023

Senior leader responsible for enterprise complaint handling & first-line risk management across regulated customer service operations. Led a large, diverse organization accountable for protecting customers, meeting regulatory obligations, & ensuring sustainable, well-managed processes.

- Led a 185-person organization responsible for regulatory complaint handling across CFPB, OCC, state Attorneys General, BBB, & executive escalations, ensuring timely, high-quality customer outcomes
- Defined & implemented a unified interaction model for first-line risk management, aligning teams on common language, success metrics, & operating standards while reducing unnecessary process variation
- Reimagined risk event & remediation processes to ensure issues were resolved sustainably, with preventive controls embedded in technology to reduce agent cognitive load & future risk
- Directed enterprise response to crisis events including natural disasters, technology failures, & other triggering events, ensuring customers in greatest need were prioritized & supported consistently
- Led a KPI-driven team of customer advocates who triaged complex complaints, resolved individual customer issues, & surfaced systemic insights to drive upstream process improvements
- Partnered with senior executives to translate customer complaint trends into actionable insights, informing reporting, process changes, & leadership decision-making across the business; insights led to things like a more customer-friendly process to unsecured Secured Card lines, & improved handling of transaction fraud & merchant disputes

Director, Risk Management | February 2019 – April 2022

Accountable for leading a horizontal support team of 65 people with three main areas of scope: monitoring contact centers across all US Card customer service functions to measure & report on regulatory adherence; generating insights using end-to-end analytics to measure & report on business health; & consulting on control environments for new business processes, practices, and/or ventures.

- Led the horizontal risk & analytics organization supporting regulatory adherence across US Card functions
- Modernized call monitoring through NLP-driven full-file review, replacing traditional sampling models while materially improving risk detection & coaching effectiveness; went from 2% to 94% of voice-based errors identified & coached
- Built predictive analytics to forecast regulatory impact of business changes, improving staffing accuracy & proactive risk mitigation
- Established control environments for emerging products, achieving 88% preventative controls & reducing long-term compliance cost

Selected Earlier Leadership Roles | 2010 – 2019

Senior Risk Manager | Manager, Quality Operations | Principal Extended Operations Associate

- Worked with Staffing & Forecasting teams to save \$500,000; evaluated staffing & call volume to balance service level, cost, & customer satisfaction while supporting new initiatives' impact to call volume
- Guided offshore Operations queues to achieve JD Power & Associates Certification in both 2011 & 2012
- Drove significant gains in engagement, regulatory readiness, and operational clarity through redesigned controls, dashboards, and training
- Re-engineered & revolutionized call scoring model, streamlining monitored attributes from 60 items to 7, enabling agents & leaders to focus deeply on moments that matter when evaluating agent interactions
- Managed day-to-day operations of customer-facing inbound phone queues of 500+ agents & support staff at two suppliers (Manila, PH & San Jose, CR)
- Improved & evolved operations intent, training, & strategy to lead to a 21% net promoter score increase in 11 months without an increase in write-off volume or handle-time
- Established the team's identity & culture through a co-created mission statement, calibration process, & feedback loop that shifted quality from something done to agents to something they drove themselves

Morton Consulting — Richmond, VA

October 2008 – November 2010

Senior Consultant

Multiple Capital One contract positions focusing on creation of new-hire agendas to enable first-time offshoring for contact center functions; gained expertise in Visa & MasterCard Merchant Disputes. Generated detailed, prescriptive facilitator guides for program components such that even inexperienced facilitators could run an engaging training program.

- Created training programs suitable for phone agents, account supervisors, & managers in any country
- Led training to streamline customer-facing processes for fraudulent & disputed transactions; traveled to Manila, PH to execute a successful global operations program pilot which scaled in 2 countries in 2011
- Designed program components to be completely portable & applicable to as many job roles as possible to reduce need for creation of additional materials
- Worked with hourly phone agents, middle-management, & upper-level management to ensure content was pertinent, correct, & timely based on business needs

EDUCATION

Bachelor of Arts — Mary Washington University, Fredericksburg, VA — Major of Literature of Oppression, specializing in African literature

Power & Leadership Certificate — University of Virginia Darden School of Business, Charlottesville, VA

TECHNICAL SKILLS & INDUSTRY INVOLVEMENT

Platforms/Operating Systems: Proficient in both Windows & Apple operating systems

Software: Microsoft Office Suite, Google Document Suite

AI: Actively uses AI tools to accelerate analysis, automate routine work, and drive operational insights, using tools like Claude, Cursor, ChatGPT, Gemini, Co-Pilot

The Monitoring Association:

- Surveillance & Video Verification committee member; Video Monitoring Standard sub-committee member (within Standards committee)
- Panelist at TMA 2025 Annual Meeting discussing residential video monitoring & remote guarding
- Session leader at 2024 TMA Ops Tech facilitating a session on Video Monitoring Operator training

CERTIFICATIONS

ABA Certificates: Lending Compliance, Deposit Compliance, Bank Secrecy Act, & Anti-Money-Laundering

COMMUNITY SERVICE

President, Homeowners Association, Magnolia Ridge Subdivision (2019–present): elected leader of a 415-home community. Oversee budget, reserve funds, social activity, & amenity maintenance. During tenure, took reserve funds from 23% to 100% funded.