

JACKIE COOK

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Organizational Effectiveness & Leadership Strategy Executive

Organizational Effectiveness and Leadership Strategy Executive with 20+ years of experience driving organizational performance across complex, regulated environments. Founder of Momentum Group, focused on leadership capability, organizational effectiveness, and workforce readiness in complex, evolving environments. Known for connecting leadership behavior to business outcomes and translating complexity into clear, executable direction.

CORE SKILLS

- **Talent Development & Leadership:** Leadership Coaching, Succession Planning, High-Performance Cultures, Mentoring & Training, Learning & Development, Change Leadership, Diversity, Equity & Inclusion (DEI) Initiatives
- **Executive Leadership & Strategy:** Strategic Vision Setting, Organizational Transformation, Business Scaling, Enterprise Leadership, KPI Development, P&L Ownership
- **Operations & Process Excellence:** Cost Optimization, Enterprise Transparency, Process Improvements, Project Management & Implementation, Operational Efficiency, Risk & Compliance Management, Continuous Improvement
- **Product Development & Innovation:** Roadmap Development, Client Advisory Boards, Market Alignment, Go-to-Market Strategy, Customer Experience Design, Digital Transformation, Human-Centered Design, Value-Based Prioritization
- **Change & Transformation:** Ethical Change Leadership, Organizational Redesign, Cross-Functional Collaboration, Digital Adoption, Business Transformation, Cross-Functional Influence
- **Stakeholder Engagement:** C-Suite Collaboration, Governance, Client Partnership, Board Engagement, Strategic Communications, Investor Relations
- **Technical Skills:** Microsoft Office Suite, Microsoft Project, Salesforce, Workday, Siebel, Data Analytics & Reporting

KEY ACCOMPLISHMENTS

- **Operational Impact:** Operationalized people-centered and client-driven strategies into measurable outcomes across global teams, balancing growth, governance, and long-term sustainability.
- **Built Product Division:** Built and scaled a new Product division from the ground up at NCM Associates, stabilizing three strategic pillars (Innovation, Development, and Learning & Development).
- **Cost Optimization:** Delivered \$800K in cost savings by reassigning operational tasks offshore while enhancing onshore capacity for complex programs.
- **Retention Gains:** Improved employee retention from 90% to 97% through targeted development and innovative recognition programs, advancing multiple employees into leadership roles.
- **Global Program Expansion:** Expanded global early-career programs at Marsh McLennan, improving retention by 9%, boosting communication satisfaction by 21%, and increasing learning opportunities by 25% across 4,300 employees.
- **Client Satisfaction Growth:** Elevated client satisfaction from 81% to 92% while managing a \$45M portfolio, improving client health and operational performance across multiple regions.

PROFESSIONAL EXPERIENCE

Momentum Group – Overland Park, KS

Founder & CEO

2026 - Present

- Founder and CEO of a leadership development and advisory platform focused on strengthening leadership capability, organizational effectiveness, and decision-making in complex, evolving environments.
- Design and implement leadership capability systems and decision-making frameworks, diagnostics and tools that strengthen strategic judgment, clarity, and leadership effectiveness.
- Build proprietary leadership diagnostics and AI-enabled tools to operationalize decision-making and scale leadership capability.
- Shape thought leadership on leadership clarity, navigating ambiguity, and leading through technological disruption, translating emerging trends into practical strategies for leaders and organizations.
- Advise leaders and organizations on leadership strategy, capability building, and transformation initiatives, supporting growth, alignment, and execution in high-change environments.
- Launch and iterate early-stage leadership programs and content to validate market demand, engage target audiences, and inform product and go-to-market strategy.

NCM Associates – Kansas City, KS

Vice President of Product

2024 – 2025

- Defined and executed multi-year product strategy, aligning cross-functional teams to accelerate innovation and drive portfolio performance across enterprise initiatives.
- Architected forecasting, budgeting, and reporting processes that elevated financial transparency, driving informed decision-making, and aligned executive leadership on strategic priorities.

- Directed a team of 3 direct reports (2 Directors, 1 Manager) and a broader organization of 27 U.S.-based remote professionals, driving enterprise-wide product strategy and execution.
- Built and scaled a net-new Product Division from the ground up, establishing strategic pillars, operating structure, and cross-functional alignment to stabilize and accelerate business performance.
- Integrated client, operational, and governance considerations into multi-year product strategy, balancing innovation, compliance, and long-term sustainability across enterprise initiatives.
- Established foundational processes that increased transparency across three product lanes, strengthened cross-functional alignment, and improved execution.
- Built and activated a multi-year product roadmap integrating IT dependencies and enterprise initiatives.
- Launched NCM's first Client Advisory Board, embedding real-time client insights into product strategy.
- Strengthened enterprise communication and visibility by introducing new forums and reporting structures.
- Mentored and restructured innovation teams, elevating ideation, acceleration, and delivery of new offerings.

Marsh McLennan – Des Moines, IA

Early Career Talent Development Leader

2022 – 2024

- Directed 2 reports (U.S. and Bogotá, Colombia) and oversaw 8 dotted-line global team members across Canada, Germany, England, Colombia, Brazil, Mexico, and Asia, strengthening early-career talent development worldwide.
- Achieved all service goals with 99% quality scores, reduced overtime by 15%, and earned recognition from executive leadership.
- Strengthened culture and engagement, improving retention by 9% through recognition programs, and global collaboration.
- Drove a 21% increase in communication satisfaction and learning opportunities by 25% via quarterly surveys.
- Expanded program population by 30% in 2022 through development initiatives and frameworks.
- Rolled out a global newsletter for 4,300 employees and architected a 10-month leadership program to grow future executives.
- Implemented fireside chats to foster open dialogue on compensation, leadership, and career growth.
- Implemented a Workday flagging system to enable precise tracking and reporting of early-career candidates.

Mercer – Des Moines, IA

Principal Service Delivery Leader

2019 – 2022

- Led a \$45M client portfolio and team of 86 within a private exchange platform, driving measurable improvements in efficiency and employee engagement.
- Served as a trusted advisor to C-suite leadership, analyzing outcomes, identifying scalable improvements, and generating measurable performance gains.
- Drove \$800K in operational cost savings by redesigning workflows and optimizing onshore/offshore delivery models, improving efficiency while maintaining service quality.
- Increased employee retention from 90% to 97% through targeted talent development strategies and culture-focused leadership initiatives, strengthening engagement and long-term workforce stability.
- Advanced five employees into higher positions within six months through growth planning.
- Implemented a hybrid role combining client-facing expertise with backend technical skills, improving operational efficiency.

Mercer – Des Moines, IA

Principal, West Market Leader

2017 – 2019

- Directed 19 employees across onsite and remote settings; authored escalation processes and supported client health initiatives.
- Increased client health from 81% to 92% by applying comprehensive cross-functional solutions.
- Organized quarterly Town Halls for 200 staff to align leadership vision and encourage collaboration.
- Built bespoke training curricula to address evolving departmental needs.
- Launched Market Summit meetings, uniting seven leaders across markets; expanded nationally.

Mercer – Des Moines, IA

Implementation Project Manager

2015 – 2017

- Led onboarding for new clients valued up to \$3M, training 15 new implementation managers (many later promoted).
- Enhanced secure data exchange with new SFTP protocols, reducing risks and rework.
- Defined a demographic file workbook that improved accuracy and minimized rework.

Guardian Life Insurance Company of America – Appleton, WI

Team Leader

2014 – 2015

- Directed a remote team of 17 Account Service Managers across three states.
- Established and implemented new workflows and auditing systems, strengthening compliance and efficiency.

- Increased client satisfaction by 25% by realigning books of business to build stronger sales team partnerships.

Guardian Life Insurance Company of America – Appleton, WI

Implementation Manager

2012 – 2014

- Managed large market implementations ranging \$50K–\$3M, delivering on-time transitions.
- Established workflows that reduced transition time from 30 days to 2 weeks.

VOLUNTEER EXPERIENCE

- Guardian Kids Fun Run Coordinator
- Leukemia & Lymphoma Society Woman of the Year Runner-Up

EDUCATION

Penn State University

- Bachelor of Science, Organizational Leadership
- Bachelor of Arts, Psychology

CERTIFICATIONS

- MIT – Mastering Design Thinking Certification
- Six Sigma Green Belt & Yellow Belt