
Karen K Mildenhall

Phoenix, AZ | karen@kmladership.com | 1-602-885-3439 | <https://www.linkedin.com/in/kmildenhall/>

Risk Management | P&L Ownership | Board Governance Strategic Change | Growth | Mergers & Acquisitions

Change-creating board leader, business owner, and Fortune 500 corporate executive with significant expertise leveraging the mission-critical interconnectivity of strategy, risk, operations, people, customers, communications, and P&L management while leading and advising senior leaders on large-scale strategic and operational turnaround. Established a track record collaboratively leading globally diverse teams to positive change in insurance, financial services, construction, environmental services, and manufacturing. Regularly advising C-suite and board leadership in planning and evaluating strategy, implementing risk management rigor, and providing innovative problem-solving. Offers evolving dynamic board of directors' growth mindset, critical thinking, collaborative communication, leadership, governance, and mergers & acquisitions expertise with a history of advising approximately 100 public and private boards and serving on nonprofit boards.

Board Service

Over 20 years of board experience

Private

KM Leadership Solutions, LLC (Private Business Consulting, \$500K rev)

Chair, Board of Directors, (2015 – present)

Ellevote Professional Women's Network (Global B-Corp, AZ chapter, grew to 650 members)

Phoenix Chapter President/Chair (2017 – 2020)

Committee Chair, Membership, Sponsorship, Executive Member Programming (2013 – 2017)

Nonprofit

American Red Cross Grand Canyon Chapter, AZ (\$10M + budget, serves 56K sq miles in AZ)

Chair, Board of Directors (2008 – 2011)

Vice-Chair, Board of Directors (2006 – 2008)

Chair, Nominations & Governance Board Committee (2006 – 2007)

Audit & Risk Committee Board Member (2006 – 2007)

CEO Evaluation & Selection Committee Board Member (2007 – 2012)

Act One Arizona (\$5M nonprofit)

Vice Chair, Board of Directors (2015 – 2017)

Nominations & Governance Board Committee Member (2015 – 2017)

Career Highlights

KM Leadership Solutions, Phoenix, AZ

President/ CEO/ Chair

2015 – present

Deliver business transformation consulting and C-suite coaching, including mergers and acquisitions – due diligence, post-merger integrations, complex corporate transformation advisory for C-suite and boards, and executive coaching. Firms range from \$5M nonprofits and private companies to \$10B + for-profit businesses.

Aon Risk Services (NYSE: AON), Phoenix, AZ

Executive Vice President, Resident Managing Director

2008 – 2013

Delivered *100% revenue* growth over four years at a 20% compounded growth rate year-over-year and a 385% improvement in net margin as the executive leader of \$10M P&L of cross-functional domestic and international professional services teams for property, casualty, and employee benefits consulting and brokerage solutions. Turned around long-standing double-digit

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negative margins to consistent double-digit positive margins, 9.5 clients net promoter score (NPS). Advised C-Suite and boards in semiconductor, tech, healthcare, power & utilities, private equity, construction, mining, insurance, environmental services, and financial services sectors.

Marsh (NYSE: MMC), AZ CA, NY

1998 – 2008

Managing Director, U.S. National Practice Leader Middle Market, New York, NY

Managing Director, Client Executive Practice Leader/Southwestern U.S. Pricing Leader, Phoenix, AZ

Senior Vice President, Brokerage Center Manager, Global Placement Middle Market, Los Angeles, CA

Vice President, Client Executive Global Clients, Phoenix, AZ

Achieved double-digit P&L growth with new business production, pricing strategy, process redesign, & and global client advisory, and expanding business with current clients. Led transformation for multiple business units, including the US national Middle Market (\$500M rev) and 2nd largest brokerage center (approx. \$400M volume), while creating gold-standard cross-functional domestic and global executive relationship management and consulting teams. Advised multiple boards and c-suites in mining, waste management, power & utilities, construction, consumer products manufacturing, governmental entities, insurance, financial services, transportation, semiconductor, and tech industries.

USF&G Insurance (acquired by Travelers: NYSE TRV), Baltimore, MD, Denver, CO, Phoenix, AZ

1991-1998

Branch Vice President, West Region Commercial Manager, Corporate Operations Project Manager, Corporate Product Manager.

Argonaut Insurance (NYSE: ARGO) San Diego, CA, Phoenix, AZ

1986 – 1991

Claims and Safety Department Manager, Safety Consulting Department Manager

Select Accomplishments

Board Governance Leader. Delivered 80% improvement in community service metrics, 100% in fundraising lift, board engagement at 100% in donations, and critical activity participation for the American Red Cross AZ Chapter. Created transformational strategic leadership and governance to the eighth-largest chapter in the US during unprecedented national, regional, and local changes. Advised the C-suite of the National American Red Cross on change priorities. As board chair, re-tooled board, chapter senior staff, and strategy. Established the Tiffany Circle, Women's Philanthropy Group in AZ, and helped the British Red Cross launch their Tiffany Circle. Instituted the following for the AZ chapter.

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| – Strategic Planning with Vision & Values | – Established Ethics Code & Review |
| – Bylaw Evaluation & Update | – Created Board Competency Metrics |
| – Introduced and created New Board Member Orientation | – Organized Board Leadership Succession |
| – Implemented Smart Governance Practices | – Board Nominations Committee Leader Organizational Leadership Succession |
| – CEO Evaluation & new CEO selection | – Founded Women's Philanthropy Group |
| – Defined Board Performance Expectations | – Established Audit & Risk Management Practices |

Created a sustained 60%+ YOY organic growth of the AZ chapter of Ellevest Professional Womens' Network (B-Corp) by transforming the state's chapter volunteer group into a high-performance leadership board with clear roles, responsibilities, accountability, KPIs, and leadership succession among a diverse group of women. Resulted in high membership engagement and expanded the community to over 2,200 women. Advised the corporate C-suite on strategic and operational strategies and solutions.

Strategic Business Transformation & Growth. Delivered double-digit growth and 15%- 30% net profit within < 1 year each, >90% client retention, and <5% employee voluntary turnover while leading nine (9) corporate rapid transformations in Fortune 1000 companies of multiple business units (national - \$500M, 1,800 ees), regional (\$250M-\$500M, 250 ees), and local (\$3.5M - \$20M, 50 ees): national products (\$450M, 600 ees), and key global client relationships (\$54M, 100 ees).

Corporate Leadership. Delivered 10%-100% net profit growth in various corporate leadership roles. Executive Vice President (Aon, NYSE: Aon, \$64B Mcap) and Managing Director (Marsh, NYSE: MMC, \$94B Mcap) the two leading global risk and human capital advisory and brokerage companies as well as Vice President level roles in two publicly traded national insurance

companies. P&L stewardship in national, regional, and local business units. Led complex multi-functional global teams creating world-class transformational results for the firms and public and private clientele.

Risk Management. Trusted advisor to C-suite level and boards of over one hundred (100) middle market Fortune 1000 companies for informed risk management over 30 years. Facilitated board and C-suite strategic planning, evaluation, and informed pivots utilizing risk management rigor in strategic decision-making. Introduced innovative solutions for ESG risks.

Mergers and Acquisitions. Steered M&A strategy development, due diligence, and post-merger integrations in domestic and global acquisitions. Advised private, public, and private equity boards and C-suite regarding risk management and post-merger integration critical decision levers. Included international acquisitions and conglomerate carve-outs. Charter holder as an International Mergers & Acquisitions Expert from the International Institute for Mergers, Acquisitions, & Alliances in Vienna, Austria.

Education & Certificates

Bachelor of Science, Environmental & Occupational Safety & Health, Brigham Young University

Executive Fellows MBA, Loyola University of Maryland, Baltimore, MD. Completed year 1 of a 3-year program

Certified Professional Coach, International Coach Federation (ICF) accredited program.

International Mergers & Acquisitions Expert, Institute for Mergers, Acquisitions, and Alliances, Vienna

Private Company Governance Certificate, Private Directors Association

Certified Safety Professional, Board of Certified Safety Professionals – Retired status

Arizona State University, W.P. Carey School of Business MBA program, Guest Lecturer