

SUMMARY OF BACKGROUND:

Over 30 years of professional business experience:

- ◆ Founder of PdK Consulting - productivity measurement models for knowledge workers.
- ◆ President of Richard Pollack & Associates (1997-2000) – commercial interior design architects dedicated to designing "high performance workplaces".
- ◆ EVP & CFO of Fair Isaac (1972-1997) - publicly traded company inventor of "Credit Scoring" (FIC-NYSE). Member of the Board of Directors (1984). Member of Executive Committee (1984).
- ◆ Chairman of the North Bay Council (association of major employers in Marin & Sonoma counties).

EXPERIENCE:

1/98 - to present PdK Consulting - Founder & Principal
50 Palm Avenue, San Rafael, California 94901

Consulting practice-measuring changes in knowledge workers performance using a modified "Balanced Scorecard" methodology and applying new office design to increasing workers performance and shareholder's value.

7/97 - to 7/00 Richard Pollack & Associates - President
214 Grant Avenue, San Francisco, California 94108

Interior architecture firm of 30 professionals, designing high performance workspaces for fast growing corporations, service businesses and professional service firms.

7/72 - to 6/97 Fair Isaac & Company Incorporated - CFO & CIO
120 North Redwood Drive, San Rafael, California 94903

1,000 employees with 1996 revenues of \$149 Million, and net income of \$16 Million derived primarily from the sale of "rule-based" decision systems and of software services to the Financial Service industry, to providers of Personal Lines of Insurance, and to Direct Marketers. Products and Services are sold directly or through third party providers, such as Credit Bureaus and Credit Cards processors. Clients include over 500 organizations in more than 40 countries.

- ◆ Managed risk management consulting assignments with major financial institutions worldwide, including: Citicorp, Barclays, Sumitomo, American Express, Unibanco (1972-1990).
- ◆ Founded & managed the International Division which grew to produce over 20% of revenue in 1982.
- ◆ Senior member of the team charged with the IPO of the company stock (summer-1987).
- ◆ Responsibilities include Treasury, Finance, Accounting & Purchasing, Information Systems, Information Technology, Facilities and Computing Operation.

1/70 - 6/72 Sopalin - Paris, France (subsidiary of Kimberly Clark) - Operations Research Manager

Staff, charged with special projects including: 5-year strategic plan, capital budgeting model, and inventory forecasting model.

ACCOMPLISHMENTS & SPECIAL PROJECTS:

- ◆ Developed multi disciplinary methodology for data gathering and data analysis resulting in new metrics for knowledge workers productive capacity.
- ◆ Doubled size of Interior Architecture Design firm in 3 years and positioned for high growth in a highly competitive market place.
- ◆ Led team reengineering corporate Financial Information Systems and implemented Oracle Financial System. Provided real-time convenient access to relevant financial information for corporate management and for operating business managers.
- ◆ Created an activity/project information system for Profitability & Accountability reporting, augmenting traditional GAAP Accounting system.
- ◆ Managed planning for the development of over 600,000 SQF of office facilities in Marin County.
- ◆ Headed development team for a corporate wide Sales & Marketing Information Systems.
- ◆ Overhauled financial reporting to the Board of Directors.
- ◆ Created an Information Technology R&D team.
- ◆ Chaired Marin Economic Commission Data Committee developing input/output economic model of the county leading to demonstration of desirability to retain and develop hi-tech businesses in the county.
- ◆ Board member, past-chair of the North Bay Council, an association of major employers in Marin and Sonoma counties, including Fireman's Fund, Autodesk, Lucas Film, Sola Optical.

EDUCATION & HONORS:

- ◆ MBA (Finance, Operations Research, Applied Economics) - University of California, Berkeley (1969)
- ◆ BS (Accounting & Finance). - University of California, Berkeley (1968) Phi Beta Kappa, Beta Gamma Sigma, Student Honor Society

PERSONAL:

- ◆ Vice President and member of the Board of the Marin Symphony; past-chair of Finance Committee.
- ◆ Marin Economic Commission appointee; Chair of Economic Data Committee.
- ◆ City of San Rafael Budget Oversight Committee appointee.
- ◆ Faculty member, Dominican College MBA program; teaching Strategic Management class.
- ◆ Born in Brussels, Belgium in 1946 (French is native tongue); US citizen; married in 1969.

PdK Consulting

PdK Consulting focuses on Workplace performance optimization and on measuring the resulting performance improvements.

Using the "Balanced Scorecard", PdK identifies work group performance variables and establishes baseline performance measures. PdK develops a Workplace Strategy and a detailed Action Map with accountabilities and schedules aimed at:

- ◆ Implementing strategies and tactics for high performance workplaces
- ◆ Developing processes for continuing improvements
- ◆ Deploying knowledge supporting technologies
- ◆ Enabling behavior changes increasing performance

PdK measures the resulting **performance improvements** (business results) on a simple linear scale via multi-variate statistical or simple heuristic models.

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