



Case Study:
Building a Full Executive Leadership
Team During a Corporate Transition

Independent Mortgage Lender

Executive Summary

A publicly traded company undergoing corporate restructuring needed to launch a new mortgage lending subsidiary under a new legal and regulatory framework, all within a compressed timeline.

The challenge was not just hiring talent. It was sequencing critical executive roles, where delays in one hire could stall licensing, systems implementation, or capital markets execution.

Huffman Associates was engaged to design and execute a structured, dependency-driven hiring strategy. What followed demonstrates how a disciplined, phased approach can align leadership hiring with regulatory and operational realities, and successfully deliver on a high-stakes launch.



The Challenge

A publicly traded company undergoing corporate restructuring needed to launch a new mortgage lending subsidiary while transitioning operations to a new legal and regulatory framework. The initiative carried significant complexity, including tight licensing deadlines, heightened regulatory scrutiny, and a compressed timeline to ensure uninterrupted business continuity.

The launch required building a complete executive leadership team, including a Chief Financial Officer, Head of Risk & Compliance, Head of Capital Markets, and Head of IT. Each role held direct responsibility for a critical component of the licensing, systems, and investor approval process. These positions were highly specialized, non-interchangeable, and required to be filled in a precise sequence.

The business impact was significant:

- Delays in hiring could stall licensing approvals and regulatory clearance
- Technology implementation timelines were dependent on leadership sequencing
- Capital markets execution and investor approvals were at risk without the right hires in place
- Overall launch timing and business continuity was highly vulnerable

Complex sequencing

Regulatory pressure

Interdependent hires

Compressed timeline

The Solution

Huffman Associates partnered closely with the client's executive leadership to design a hiring strategy built around dependencies, not titles. Rather than approaching the search as a series of independent placements, the focus was on sequencing critical hires so regulatory, operational, and systems work could progress without disruption.

The engagement followed a phased, highly coordinated approach:

- Head of IT led systems architecture, integrations, and data migration
- Head of Risk & Compliance oversaw licensing, governance, and regulator engagement
- Chief Financial Officer established financial reporting, capital planning, and controls
- Head of Capital Markets built investor relationships and executed pricing and hedging strategies

Huffman Associates managed overlapping pipelines to maintain momentum, prioritizing candidates with experience in regulated, high-change environments while staying closely aligned with leadership to support the overall launch timeline.



“We built a sequences hiring strategy aligned to regulatory, operational and capital markets milestones- ensuring the launch stayed on track.”

The Outcome

Huffman Associates successfully placed all four executives ahead of schedule, enabling the client to accelerate its launch timeline and execute with confidence.

The impact was immediate and measurable.

- Licensing transitions were completed sooner than anticipated
- The new mortgage subsidiary launched without operational disruption
- The organization entered the market with full regulatory and systems readiness
- Profitability was achieved within the first year—a full year ahead of projections

This engagement demonstrates Huffman Associates' ability to manage complex, multi-role executive searches, align hiring with regulatory and operational demands, and deliver leadership teams capable of executing through high-stakes transformation.

Ahead of Schedule

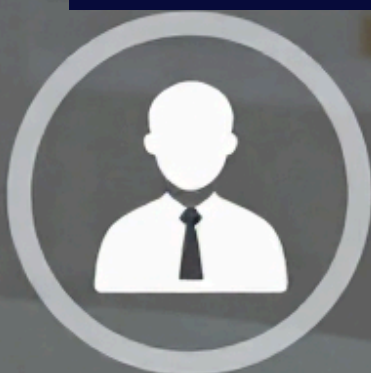
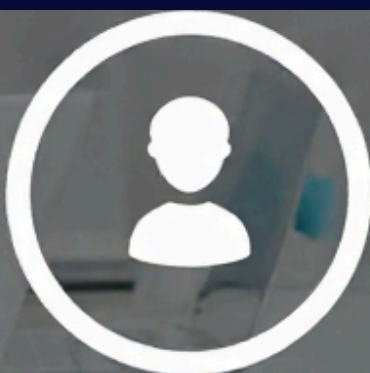
Executive team fully built and in place early

Seamless Launch

Operational, regulatory, and systems readiness achieved

1-year early profitability

Exceeded financial projections ahead of plan-wide



The Right Leaders, At the Right Time

The difference between filling roles and building the right leadership team is strategy, sequencing, and execution, not luck.

When hiring is tied to regulatory, operational, and investor demands, delays in one role can impact the entire business.

Huffman Associates partners with mortgage and financial services firms to design hiring strategies around real business constraints and deliver leaders who execute.

Let's start a conversation about your leadership challenge.

Contact Us Today

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