

**Innovative and Engaging Workforce Performance and Productivity Executive** who facilitates and influences highly successful business initiatives, and builds trust-based relationships with senior executives to influence delivery of strategic imperatives. Passionate and approachable leader, who identifies and delivers measurable value, who increases workforce productivity, and who builds leadership authenticity and effectiveness during periods of change and transition. Select accomplishments:

- **Talent Management:** Championed integrated talent management strategies, including the strategy and design for organizational wide workforce planning, leadership development, professional education, performance management, knowledge management, feedback sessions, and coaching to deliver talent goals and reduce cost. HR strategic programs reduced succession risk by 78%, increased identification and retention of top talent by 90% and reduced cost of hire by 30%.
- **New Internal Operating Models:** Transformed Human Resources from transactional “compliance checkers” to strategic “business partners” by implementing strategic shared services human capital “consulting” organization generating \$450+M in cost reduction for 7 years beginning at the start of year 3. Developed new operating strategies to transform IT within a global Fortune 50 telecommunications corporation. Launched IT shared services organization and profit center, generating \$25M cost savings and 55% margins on new external billable service hours after 12 months.
- **Strategic Planning and Alignment:** Facilitated the development and rollout of enterprise and business unit strategies to increase top and bottom line performance. Cascaded employee buy-in, drawing upon over 100 nationally recognized best practices for talent and change management and performance improvement. Partnered with senior executives to expand Sprint’s focus on customer service challenges, improving customer satisfaction KPIs for 15 consecutive quarters,

### Executive Leadership that Drives Results

- Talent Management Planning and Execution
- Strategic Business Planning and Execution
- Change Management and Benefits Delivery
- Shared Service Organization Development
- Call Center Organizational Development
- Outsourcing Transition Methods and Tools
- HR, IT and Customer Service Strategies
- Demand Prioritization Process
- Human Capital Thought Leadership
- M&A Methods and Tools
- Business Process Optimization
- Program Governance and Scorecarding

### A Career Improving Organizations through Strategy, Insight, and Execution

**Dairy Farmers of America**, a \$14B member-owned dairy co-op and packaged goods manufacturer. May 2017 – June 2018  
**VICE PRESIDENT OF TALENT MANAGEMENT AND OD**, Kansas City, KS

**Experiencing significant growth, the company was in need of an immediate switch from managing talent from a “compliance” point of view to a “talent-driven” approach across the entire employee lifecycle**

Led the implementation of an overall talent management strategy consisting of 27 discrete projects and measures. Overhauled performance management, increased manager compliance by 150% through improved goal setting, and reduced succession risk for top critical roles by 75% across eight divisions through an updated performance process within Cornerstone. Improved the Learning and Development governance and LMS usage by reducing the original LMS by 87%, ~7500 documents scrubbed. Developed a leadership architecture framework to develop a leadership curriculum and mentoring program for top talent and all remaining leaders. Reduced the time to fill by 34% and reduced the cost of hire by 23% by updated onboarding and implementing a new sourcing strategy.

**Yellow Roadway Corporation**, a \$5B transportation and warehousing organization.

2016 - 2017

**MANAGING DIRECTOR OF PERFORMANCE AND ACCOUNTABILITY**, Overland Park, KS

**The company was performing a technological upgrade across dock operations which required talent and change assurance planning and execution**

Selected to lead a cross functional team of HR and Industrial Engineers across the project lifecycle for a \$27M technology investment impacting all dock operations as well as pick-up and delivery

**Sprint Corporation**, a \$35B US telecommunications holding company.

2009 – 2016

**MANAGING DIRECTOR OF PERFORMANCE CONSULTING**, Overland Park, KS

**The company was struggling to make the change from transactional HR to a customer-focused shared service delivery model.**

Selected to architect and launch a human capital consulting practice within the HR organization and to drive performance and operational improvement. Developed re-useable service offerings marketed to C-level executives across the enterprise. Led strategic planning and executive alignment programs including process reengineering, organization design and development, and custom governance operations. Directed 17 employees while overseeing \$3M budget. Saved the company \$19M+ in 3<sup>rd</sup> party labor costs and delivered bottom line savings of ~450M year 7.

**Ranked last in Customer Service among the four U.S. based telecommunication providers, Sprint needed to design a new strategy focused on improving customer satisfaction, net promoter scores while reducing cost.**

Engineered vendor and internal call center processes, delivering 15 consecutive quarters of issue resolution and customer satisfaction improvement while generating \$250M in operational savings.

- Reallocated talent to stabilize quality, and eliminated redundant processes and policies, enabling a global outlier management program to increase traffic to retail channel, and to reduce customer churn 25%.
- Developed strategic blueprint and six-step organizational development model to increase executive engagement around performance improvement. Rolled out program in retail sales, network, customer care, finance, marketing, and pre-paid services.

**MarketSphere Consulting**, a \$120M strategic advisory and technology consulting company.

2007 – 2009

**MANAGING DIRECTOR, Organization Performance Practice**, Overland Park, KS

**Sales of IT consulting services were beginning to plateau and the company was looking to expand their service catalog and drive new avenues of consulting revenue.**

Launched a new Change Assurance (Management) consulting practice to expand service offerings and deliver revenue from customized talent management and organizational change offerings. Led practice development, market offering development and launch, demand generation and prioritization, go-to-market strategies, talent acquisition, and performance management. Recruited and directed 25 employees with a \$15M total budget.

- Defined custom market offerings and recruited consulting talent, delivering four client engagements, ranging from \$2M to \$4M.
- Sold \$6M in human capital consulting solutions in two years, with 48% margins.

**Accenture**, a \$31B global management, technology, and outsourcing consulting services company.

1983 – 2006

**MANAGING PARTNER – PEOPLE MATTERS**, Kansas City, KS, 2004 – 2006

**PARTNER**, 1999 – 2006

**Promoted to build and launch Change Management and Organizational Change practices in St. Louis and Kansas City. Developed repeatable and scalable methods and tools for IT outsourcing and transformation engagements.**

Led business development, client offerings, talent acquisition, performance management, and consulting engagements. Recruited and directed 60 employees and a \$15M budget.

- Recruited 60 high potential consultants and launched/grew new practice to \$30M annual revenue.

- Designed and led \$100M outsourcing agreement to transition 600 IT professions from Ryder to Accenture. Transition plan adopted as de-facto standard for all ongoing outsourcing engagements.
  - Optimized and rebadged IT talent, increasing overall effectiveness 23%, reducing employee turnover from 30% to 14%, and increasing employee satisfaction from five to nine, on ten-point scale.
- Designed and implemented \$100M engagement with major US-based telecommunications company to build an internal, onshore/offshore, IT consulting organization for 1,500 IT professionals.
  - Developed new operating model, outsourcing coding operations to India, and deploying rigorous training program to advance core competencies and build/retain best-in-class service organization.
  - New model enabled internal team to compete for, and complete projects formerly assigned to external consultants, saving \$15M/yr on average, while increasing customer satisfaction from 1.5 to 4.2 on five-point scale.

#### **FACULTY MEMBER**, St. Charles, IL, 1995 – 2006

Concurrent with client engagement responsibilities, served as faculty member for company's global training and executive leadership development programs.

- Developed curriculum and provided training four weeks annually to 150 high potential Accenture executives.
  - Advanced Organization Change and Employee Development
  - Executive Alignment and Engagement for Large Scale Organizational Change
  - Leadership Development and Talent Management Effectiveness

#### **ASSOCIATE PARTNER AND MANAGER**, St. Louis, MO, 1987- 1993

Built and launched a talent management practice in this growing regional marketplace. Led business development, client solution offering designs and pilots, talent acquisition, performance management, and delivery of client engagements. Recruited and directed 55 employees with a \$28M budget.

- Designed and led customized training and performance management engagement with Caterpillar Tractor. Reduced freight costs \$40M, and increased employee satisfaction of 300 UAW Dock Workers two-fold.

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## Education and Certifications

**MBA, Total Quality Management**, University of Chicago, Chicago, IL  
**BBA, Operations Management**, Loyola University of Chicago, Chicago, IL

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## Professional Affiliations

**Board of Directors**, GTM Sportswear, 2011 – 2014  
**Advisory Board**, Kansas City Children's Assistance Network, 1996 – Present  
**Board of Directors**, Big Brothers Big Sisters of Kansas City, 1999 – 2010  
 Society Human Resources Managers, 2014 – Present  
 American Society for Training and Development, 1995 – 2010  
 American Society for Quality Control, 1996 – 2005

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## Publications

Linked-In Blog Articles/White Papers:

**Key Opinion Leaders: Change Management Secret Sauce**

**Leadership: 5 Turnaround Tips (co-written)**

**Growing Consulting Revenues: The 7 keys to Sustained Performance (in process)**

**EVP MIA? You can still engage employees (in process)**