

Areas of Expertise

Leadership Development

Executive Coaching

Performance Management

Team Building / Team Dynamics

Challenging Conversations

Industries

Pharmaceuticals, Medical Products, Financial Services, Consumer Products, Industrial Equipment, Clinical Research, Real Estate, Law, Change Management and Leadership Consulting

Positions Held

Independent Consultancy

Senior Trainer, Corporate Education,
Vantage Partners

Senior Associate Facilitation & Design,
Forum Corporation

Senior Project Manager,
Forum Corporation

Adjunct Faculty, Organizational Behavior,
Northeastern University

Education / Certifications

MA, University of Michigan at Ann Arbor, 1973

BA, Sarah Lawrence College, 1970

Harvard Law School, Advanced Program on
Negotiation

Action Design Institute Programs

Innovation Associates: Systems Thinking

Dialogos: Foundations for Dialogue

Boston University Metropolitan College,
Accounting

Columbia University, Intensive Chinese

Tunghai University, Taichung, Taiwan, Junior
Year Abroad

Publications / Professional Affiliations

Book Author, *Creativity at Work*

Member, Mass Bay ODLG

Chair, Chinese-American Women's
Oral History Project, Schlesinger Library
of Radcliffe Institute for Advanced Study,
Harvard University

Professional Experiences and Successes

Leadership Development:

For a top-tier pharmaceutical company, led the team that created and implemented a large-scale leadership initiative rolled out globally to 9000+ managers in every division of the organization. Program entailed 1:1 executive coaching using assessment instruments for all the participants. The faculty, whom Ms. Yep master-trained and certified, conducted sessions in North America, Europe, Asia-Pacific, Latin America, and Africa/Middle East. Using her bilingual background, Ms. Yep conducted sessions and coaching in Asia in Mandarin Chinese. For their efforts, the faculty won the Chairman's Award.

Executive Coaching:

A highly successful life sciences and research company with a growth strategy wanted to support a number of key senior-level officers in the midst of transition. These were seasoned, high-level technical managers at a manufacturing site who needed to become more strategic high-performing leaders of teams. Using multi-rater feedback instruments and executive coaching, Ms. Yep helped these executives identify and target areas that obstructed their leadership performance. Ms. Yep aided them in recognizing, analyzing, and responding to the interpersonal challenges while in the midst of creating business results. The sessions were action-oriented with specific developmental objectives and milestones, drawing on real-time work experiences and focusing on the relationships of the executives with their teams and other key stakeholders. One of these coaching clients commented that Ms. Yep's support was *"very productive, giving me tools to reflect on and use, helping me to get more perspective on how I ran the group."*

Performance Management:

Ms. Yep designed, developed, and facilitated performance management training for senior managers at a results-oriented, fast-moving, high-growth information technology company involved in e-commerce hosting, software, solutions, and marketing.

Key outcomes were increased productivity, improvement in individual and organizational performance, and organizational alignment with strategy. For the first time, performance management became mission-critical, with the goals of the organization cascaded down.

Working with the Executive Committee, Ms. Yep planned, developed, and facilitated a range of high-impact programs resulting in the implementation of a new performance management system. The work was so successful that the following year, Ms. Yep was invited back for an advanced skills version of performance management. A year later, the revenue growth was over 28%.

Team Building / Team Dynamics:

Pharmaceutical team within the research division of Fortune100 company had conflicts between scientific groups. Working with the SVP, Ms. Yep addressed the "silos" and communication issues to pave the way for greater collaboration between the disciplines. Front-end analysis was conducted by Ms. Yep, after which a series of multiple team-building actions took place. Practical tools were introduced and used in various team-building sessions. One VP declared, *"I didn't believe we could come together like this; now it feels like all our oars are rowing in the same direction in the water."*

Challenging Conversations:

CEO of a leading worldwide manufacturer and supplier of printing and imaging solutions needed to implement new corporate capabilities related to professional development, including advanced communication skills, to be used internally and externally with teams, customers, and suppliers. Ms. Yep delivered a series of workshops to introduce a powerful way to help participants more effectively share information, address challenging business issues, and manage interpersonal conflict, using key conversational tools in high-stakes situations developed by the Harvard Negotiation Project. Ms. Yep implemented these tools in Beijing, Shenzhen, Singapore, Philippines, and Sydney, working with multicultural general managers and their intact teams, as well as cross-disciplinary teams. Among other things, the tools help managers to: lead productive conversations, even when the other party is in disagreement; understand and explore how different interpretations come about; maintain balance in the presence of intense emotions and apparent personal attacks; deal with the defensiveness that may be caused by challenging conversations; discuss matters in ways that are more likely to ensure good outcomes.