

Areas of Expertise

Leadership Development: “Natural Leadership”

Team Dynamics: From Tolerance to Partnership

Executive Coaching: Expanding the Comfort Zone

Culture Change: Core Diagnostic & Transformation Blueprint

Industries

Industrial and Specialty Chemicals, BioPharmaceuticals, Plant Breeding and Seed Production, Pricing Consultancy, Heavy Manufacturing, Telecommunications, Banking, Financial Services, Transportation, Cosmetics/Beauty Products

Positions Held

Independent Consultant – dedicated to helping leaders transcend their limitations and lead energized, performance-focused organizations

Director, Organizational Change Practice, and Senior Training Facilitator: The Forum Corporation – Worldwide

Senior Consultant, The Potomac Group—Information Systems Management Consultancy, Organizational Effectiveness Division

Case Writer, Harvard Business School, for courses on Corporate Culture

Visiting Professor of Cultural Anthropology, Harvard University; Asst. Professor of Anthropology, Northeastern University, Boston.

Education / Certifications

Certified in using multiple diagnostic/feedback instruments: Myers-Briggs Type Indicator, Acumen Leadership Workstyles, Leadership Practices Inventory, Change Style Indicator, Influence Practices Inventory, Culture Profile Diagnostic

Certified Instructor, Forum Corporation Training Programs in Leadership, Executive Leadership, Influence, Quality Improvement, Customer Focused Quality

Doctor of Philosophy (PhD) Harvard University, Cultural Anthropology, 1977

Fulbright Scholar, dissertation research in South Korea

B.A., Economics, Brigham Young University, 1969

Speaking Engagements / Published Articles

Speaker: New England Business Roundtable; Subject: Enrolling Others in Your Good Idea

Author: Weekly Essay on Personal/Organizational Development, distributed to 500 clients and associates world wide.

Professional Experiences and Successes

Executive Coaching

- Coach for 8-person team of vice-presidents/function directors of international personal consumer products company. Semi-weekly coaching sessions by phone with clients in the Philippines, China, Australia, Italy, Guatemala, Venezuela, Chicago, and New York, quarterly in-person team meetings including individual coaching sessions in New York, Manila, Warsaw, and Buenos Aires. Year-long engagement created smoothly functioning team, best of four team project (overall pricing strategy for the corporation—subsequently implemented by the CEO) personal breakthroughs for individual members. *“You’re not leading at all unless people are wanting what you want, and you’re not forcing it. So you have to take the time to listen, hear the disagreement, explain yourself.....”*
- Coaching a senior scientist: *Paul: “All your life you’ve won by being the smartest guy in the lab.” Bill: “It’s true.” “And now that you’ve been around a while, that’s not enough anymore.” “Because it doesn’t help to get things done, unless you’re working in complete isolation, and I’m not.” Paul: “So what would happen if you gave up the need to be the smartest?” Bill: “I’d listen to other people and help them.”* And he did.

Leadership: Self, Others, Purpose

- Developed and taught the Technology Leadership Development Workshop, an 8-day (2-session), 20-person, leadership program for senior scientists and other senior technical specialists at Fortune 50 global chemical/agricultural products company. Trained over 1,200 leaders, so far, during a 12-year period in 1) understanding and appreciating the self, 2) building successful working relationships and 3) identifying and pursuing a meaningful purpose—the three keys to successful leadership. *“A people whisperer.” “Didn’t talk down to us, ever—all equals here, just sharing our truth.” “Elevated my comfort zone.”*
- Designed and delivered multiple 3-day open-enrollment Executive Leadership Development Workshops for company presidents and vice-presidents. Small group (6-8), intensive, residential learning experience held at The Minary Center on Squam Lake, New Hampshire. *“Changed my career path, and my life.”*

Comprehensive Culture Change/Organization Building

- Lead 4-year consulting engagement with Fortune 100 bio-pharma quality assurance executive team: coached, trained, and led core executive team in culture transformation effort, designed and led culture change intervention, assembled and led larger intervention delivery team, delivered 3-day leadership training for top 50 leaders and culture transformation training for all 400 employees; designed and led multiple teambuilding and strategic planning off-sites, led executive team building off-sites and (sometimes heated!) conflict resolution discussions. *“Under your guidance and leadership we’ve come miles from where we were—a much more effective, happier team.”*
- Engaged a start-up, 12-person consultancy in organizational and leadership development process over a 4-year period. Assisted in setting company direction with vision/mission/values sessions, coached and facilitated founders through conflicts to build a unified path forward, provided leadership training for growing top team, facilitated team building off-sites, and provided individual development coaching for senior officers as firm grew to 40 professionals during this timeframe. *“Paul is a key factor in our growth and success.”*
- Beginning with executive coaching for CTO in Fortune 500 telecommunications company, expanded engagement to include multiple team building sessions and leadership training for top managers as this division explored critical path to develop next generation technology. *“You’ve helped us arrive at clarity of purpose and direction—now we know what to do.”*

Customer Service Improvement

- Designed Customer Service Transformation Initiative for major eastern bank, taught the instructor training session for 30 instructors, and helped lead the rollout of regional training program for branch managers and their leaders. Guerrilla warfare model: drop facilitator teams in by air, run all-day Saturday training sessions, train 500 managers in 4 weeks’ time, design and implement video-based follow-on training for branch staffs. Measurable 30% improvement in customer satisfaction surveys resulted from this effort, within 3 months.
- Year-long engagement with 3500-employee transportation company in Asia focused on improving 500,000 per day customers’ satisfaction. Designed intervention plan, including leadership team training and coaching, managing process for research interviews and surveys among all stakeholders (customers, staff, government officials, stockholders and board, company leadership), leading direction-setting off-sites with top 100 leaders, multimedia rollout of new vision and values to mass employee and customer audience. *“Helped us tap our own Asian cultural traditions for powerful movement forward—brought us back to our own wisdom.”*