

Areas of Expertise

Leadership: Strategy Implementation

Executive Coaching

Senior Team Alignment

Leadership Development Courses

Industries

Pharmaceuticals, Specialty Chemicals, Financial Services, Private Equity, Energy, Publishing, Advertising, High Technology

Positions Held

Independent Consultant – *Providing advice to companies and individual leaders who are responsible for complex strategic initiatives.*

Senior Vice President and Head of Global Research—The Forum Corporation

Senior Vice President and Managing Director-Forum-UK (London)

Education / Certifications / Citations

PhD, Cornell University, 1974

BA, Allegheny College, 1966

Recipient: Forum Corporation Chairman's Award for Innovation

Published Articles

- Closing the Gap: Leadership in the Virtual Environment
- Making Coaching Strategic: How your company can get the most out of 1:1 leadership development
- Generate Your Own Power: 8 Ways to become a more influential leader
- Upping the Ante for Private Equity: Getting the most out of active ownership

Speaking Engagements

- Bousias Communications (Athens) Subject: Leading Across Distance
- Various CEO and Senior Management Roundtables – Subject: Leadership and Strategy Implementation

Professional Experiences and Successes

Leadership—Strategy Implementation:

- More than 20 years experience helping companies combine leadership development with strategy implementation:

British Bank. Helped the bank's CEO develop a cascade strategy for leadership development that involved the top 750 managers in the planning and execution of a major customer focused initiative. Activities included leadership team strategy sessions, leadership development programs with executive participation, strategic initiative teams, bank-wide communications.

Specialty Chemicals. Helped a FTSE 100 chemical manufacturer accelerate implementation of its value-added specialty chemicals strategy by developing strategic leadership skills.

Global Pharmaceutical Company. Worked with the CEO and the Chief Learning Officer to develop and implement a major strategic redirection in the face of competition from generic drugs. Activities included bottom-up reporting from line managers to executives, creation of strategic initiatives, 360° feedback, and coaching for all executives including the chairman and the CEO.

- Advisor to companies that use scorecards as tools for making management decision-making more transparent:

Television Station. Used scorecard implementation to help the station General Manager improve business and ratings performance.

Executive Coaching:

- Executive Coach to scores of executives over a 20 year period. Although coaching assignments have highly individualized objectives, some of the common issues included: helping an outside executive break into a new corporate culture; thinking strategically in an operations-driven environment; driving the integration of an acquired company; managing conflict between very senior executives, helping the executives themselves become better coaches of their people.
- Advisor to companies who want to set up/evaluate executive coaching as part of a talent management strategy.

Senior Team Alignment:

- *Advertising.* Worked with the leadership team of an advertising company to create alignment to a new strategy; the leadership team was comprised of powerful individuals with strong differences of opinion. Also acted as 3rd party advisor to the CEO in helping to resolve conflict among two key members of the leadership team.
- *Energy.* Designed and helped execute the outsourcing strategy used by an insurance subsidiary of a major energy company. A key obstacle in this engagement was the reality that jobs of certain team members would be eliminated as part of the strategy.
- *Media.* Helped the General Manager of a television station change the culture of the top team from one of individual functional silos to an aligned business leadership team.

Leadership Development Courses:

- *Energy.* Act as lead facilitator for a series of leadership programs offered by a global energy company for its employees and subsidiary companies around the world. Courses have been taught in the US, UK, Continental Europe, Africa and Asia.
- *Precision Engineering and Manufacturing.* Conduct an Assessment Center for a Fortune 50 company.
- Design and teach specialized leadership programs in emerging topics of interest. Currently working on a program called "Leading Across Distance" for managers who lead groups of people who reside in different parts of the world. The pilot company for the program is based in Germany with operations in the US and UK.