

H. WAYNE SMITH, PH.D.

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SUMMARY OF QUALIFICATIONS

Business Leader/Consultant with strong focus on results-oriented learning, corporate communications and strategic leadership development. Proven success in line management, international operations, headquarters staff and consulting. Selected accomplishments include:

- Positioned Texas Instruments for major strategic change and established a global context for leadership by creating a world-wide leadership curriculum.
- Increased market capitalization at Texas Instruments by facilitating a re-assessment of company strategy and designing top-down cultural change to support that strategy.
- Increased Sun Microsystems Education Consulting Services business unit revenue by over 300% through development of structure, employee capability and processes to improve sales and delivery.
- Significantly increased e-learning service revenues at Sun Microsystems by developing delivery and customer support capabilities for launch of Learning Management System.
- Improved employee engagement and quality of decision-making on Accenture global project by re-designing corporate communication strategies and formalizing employee feedback processes.

Recognized as highly effective leader. Rated among the highest-scoring people managers in Fortune 500 corporation based on confidential, multiple-rater feedback. Key strengths include:

- Learning Strategy
- Training Design
- Communications
- Leadership Development
- Talent Management
- Business Management

PROFESSIONAL EXPERIENCE

ACCENTURE, Denver, CO

2007 – 2009

Manager, Management Consulting, Application Outsourcing

Led consulting teams, provided subject-matter expertise to clients and Accenture in a wide range of human performance solutions.

- Consulted on complex organizational and workforce transitions.
 - *Leading Financial Services Company:* Designed integrated international strategy for account communication and engagement, developed employee portal, produced executive and broadcast communications, introduced branding strategy, developed global nucleus of “engagement champions.”
 - *Chemical Industry Leader:* Led definition of Learning Management System requirements, developed learning strategy and training for launch of new Learning Organization.
 - *Multi-Billion Dollar Retailer:* Designed SAP enablement organization, including operating model, organizational structure, process documentation, training needs analysis and curriculum.
 - *International Chemical Company:* Executed comprehensive communication plan, developed strategy for transition to service management culture.
 - *Large Mining Company:* Developed and implemented knowledge capture methodology, identified key jobs and classified them according to importance to operations and retention risk.

PERSONNEL DECISIONS INTERNATIONAL (PDI), Denver, CO
Worldwide leader in leadership assessment and development.

2005 – 2007

Senior Consultant, Leadership Development

Delivered leadership development services and provided sales support.

- Consulted with senior leaders in multiple industries to enhance leadership performance.
 - *Major Automotive Company*: Worked with business unit leaders expand dialogue about critical priorities, leadership expectations and accountabilities; opened communications with executive team.
 - *International Steel Company*: Led executive leadership program that linked culture, values and leadership; built skills in leadership, communication and employee development.
 - *National Laboratory*: Taught leaders how to navigate significant organizational change and keep employees engaged and motivated.
 - *Large Insurance Company*: Partnered with business unit leaders to increase their leadership capabilities to implement major organizational re-alignment.
 - *Global Financial Services Company*: Provided subject matter expertise and consultation to managers in implementation of new performance management process.

SUN MICROSYSTEMS, Broomfield, CO

2000 – 2004

Manager, Americas Education Consulting Services

Led business unit in delivery of education consulting services to Sun's external customers in the Americas. Client management and sales support. \$16M P&L accountability.

- Increased yearly e-learning service revenue \$2.5M by developing delivery skills in organization and implementing new account team structure.
- Delivered range of Learning Services: Learning Management System implementation, skills analysis, curriculum design, organizational consulting, and custom instructor-led and e-learning courses.
- Developed and implemented organizational structure and processes that positively impacted sales and delivery, leading to US revenue increase from \$2.4M to \$10.6M in four years.
- Implemented Learning Management Systems (LMS) for public and private sector clients in the US and Canada.
- Built organizational capability to deliver Learning Management System services:
 - Selected, trained and certified consultants.
 - Coordinated delivery activities through PMO.
 - Coordinated customization, technical support and business model development with Sun engineering and headquarters organizations.
 - Recruited, certified and managed subcontractor network to enhance delivery capacity.
- Consistently exceeded billable percentage targets for consulting teams through careful planning and management of resources.
- Recognized as highly effective leader; rated among highest-scoring people managers in the corporation on all upward evaluations.
- Built highly effective consulting team through selection, skill development and fostering teamwork.
- Improved processes and tools (*reporting, forecasting, margin analysis*) to provide better overall visibility to business results and pipelines.

REPRESENTATIVE PRIOR ACCOMPLISHMENTS

Texas Instruments, Phillips Petroleum, Martin Marietta, StorageTek

Leadership Development, Learning Strategy, Talent Management

- Designed, implemented and managed a worldwide leadership curriculum with focus on strategy, business acumen and leadership skills to achieve consistent leadership approach. Personally delivered leadership courses in US, Asia, Europe.
- Recruited and led international team of 40 plus leadership development consultants and partners to deploy leadership courses worldwide.
- Designed strategic simulation and action learning program to facilitate unity around major shift in corporate strategy. Market capitalization increased from \$12B to \$80B. Post-intervention survey indicated employee understanding and confidence in business strategy to be an unprecedented 18 percentage points above industry average.
- Managed corporate retention initiative; reduced turnover of key employees by directing award of stock options and bonuses.
- Managed executive education, succession planning and high potential programs – achieved inclusion of females and minorities.
- Designed and managed year-long action learning program that resulted in business development proposal to executive management.
- Developed managerial competency models that were applied to appraisal and development programs.
- Performed employee surveys resulting in improved employee engagement.
- Reduced excessive turnover in critical organization to 0% through OD intervention.
- Managed executive education program: recruited nationally recognized faculty, designed curriculum and performed program evaluation that validated achievement of program objectives.

Business Management

- Developed processes and documentation to pass ISO audit by identifying and closing process gaps, improving coordination between departments and streamlining procedures.
- Instituted zero-based budgeting and activity-based costing to align financial processes with business needs, improve forecasting ability, enhance budget tracking, improve cost control and deliver higher quality services.
- Produced \$5M annual savings through improved processes and technology in materials management.

Other

- US Air Force: Flew worldwide strategic airlift missions, including Presidential Support.

EDUCATION

PhD, Industrial / Organizational Psychology, Texas Tech University, Lubbock, TX

MA, Management, Central Michigan University, Mt. Pleasant, MI

BA, Psychology, Baylor University, Waco, TX