

Bob Brown

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SENIOR ORGANIZATIONAL DEVELOPMENT AND TALENT LEADER

Positive approach with a drive to improve results - respect the past while improving the present to ensure the future. Ability to respectfully collaborate on tough issues. Encourage engagement through better people processes, and leadership that inspires engagement.

KEY ACCOMPLISHMENTS

- *Change Management* – Led teams to support large global projects, implement change management practices
- *Project Management*- Designed and implemented PMO
- *Leadership* – Led TM/OD teams, Interim HR Director
- *Team Performance* – Analyzed and provided interventions that improved performance for Sr. VP CTO as well as other teams

PROFESSIONAL EXPERIENCE

RUBBER COMPANY

Director Global Talent Management & OD – Akron, OH

2011-Present

- Lead change management team to implement global change for operational excellence and technology projects
- Global manufacturing leadership pipeline lacked ready now successors. Designed and implemented first global manufacturing development program for high potential leaders. Successful program launch based on feedback from participants and CEO.

Global Talent Project Manager

2010-2011

- Performance review process inconsistently followed and was accomplished in a cumbersome tool with limited functionality. Implemented SuccessFactors system (First global system within the company), developed and implemented various trainings. Resulted in 90% on time completion first year with 75% employees reporting improved manager discussions. Improved data accuracy.
- Talent processes inconsistent. Globalized succession, and organization & talent review processes. Resulted in more efficient talent management and increased strategic approach.

Global Talent Manager

2008-2010

- Innovation Centers operating in silos with poor on time delivery. I was hired to create a talent management function across two regions and three locations. Hired a team of five to meet talent management needs of organization including succession, org & talent review, and training & development. Implemented matrix org design. Resulted in moving from 75% on time delivery to 95% on time.
- Project management assessment revealed lack of project management discipline and skills. Designed and implemented a Project Management Office. Increased project management skills. Implemented standard project management processes and practices.
- Training new engineers on processes was unstructured. Built global training structure including steering committee. Resulted in standardized global training based on competencies that increased skills.
- Chief Technical Officer and leadership team unsatisfied with team performance. Analyzed CTO and team. Improved performance of CTO and leadership team through coaching, team assessment, one on one interviews, and development activities.

MOTOR COMPANY

Sr. Organization Development & Learning Mgr (OD&L) – Kansas City, MO

2005-2008

- Plant labor relations issues at all-time high. I was asked to relocate to identify issues. Analyzed plant issues and developed strategy. Recruited a team of five to deliver talent management services and interventions based on strategy. Implemented performance measurement tools for work groups. Used data and trends to determine interventions that improved performance.
- Plant HR director left mid contract negotiation. Named interim Director of HR (10 months).
- Finalized negotiations.
- Led union contract language negotiations and participated in economic negotiations.
- Met company contract objectives of healthcare concessions and increased flexibility while avoiding a work stoppage.
- Led the resolution of union issues, both on going as well as those resulting from interpretation of new contract.
- Plant metrics across company inconsistent. Enterprise wide common metrics project for Senior VP of Manufacturing and President.
- Implemented first scorecard with common metrics. Overcame resistance from multiple VPs of operations by sharing the benefits and rationale for being common. Project allowed for plant comparisons, which resulted in best practice sharing and improved resource deployment.
- Employee engagement in operational excellence low. Led change management/culture change for enterprise wide operational excellence. Increased employee involvement in lean through change management process.
- KC Operational Excellence team lacked direction and strategy. Consulted with team to implement lean throughout plant. Implemented employee led waste walks that reduced waste throughout plant. Increased engagement in lean through performance management process.
- Hiring process performing poorly. Revised process and implemented a scorecard. Reduced hiring process days to fill from 28 days to 20 days.

Other Relevant Experience:

- Organization Development & Learning Lead 2001 – 2005
- Organization Development & Learning Specialist 1998 – 2001
- Various Operations Roles 1988 – 1998

EDUCATION

University, Master of Science Positive Organizational Development and Change

State University, Bachelor of Science Degree

Degree: Business Administration: Management/Marketing focus

PROFESSIONAL DEVELOPMENT

- Baldwin Wallace University, Guest lecturer on change management
- LaMarsh Global, Led global webinar on change management
- MIT – Leading Change in Complex Organization
- Harvard University – Strategic Human Resource Management
- LaMarsh Managed Change™ certified
- MBTI certified
- DDI certified trainer
- Emotional Intelligence certified
- Appreciative Inquiry certified