

REPRESENTATIVE ASSIGNMENTS

CLIENT: CEO of a major multi-facility health care system

THE NEED: The CEO was hired to turn around a financially troubled organization which had been plagued by scandal, poor morale and poor leadership. The organization suffered from the lack of cohesive leadership, intra- and inter-group conflict and constant turf battles.

RESULT: The President was able to put together a cohesive new leadership team; articulate, and gain buy in, for a unified vision for the organization and influence various stakeholders to work together to implement that vision, putting the organization on the road to financial stability.

CLIENT: SVP Operations of a global financial services company

THE NEED: The SVP Operations was promoted on the basis of his technical skills and the results he had achieved. He now had a much larger span of control and was responsible for many more employees. The management approach style that had worked well in his previous position was not working in this new role.

RESULT: Through identification of behaviors that were not effective, coaching and the exposure to additional influencing skills and techniques, the SVP Operations was able to achieve, or exceed, all his first-year goals

CLIENT: SVP Sales of a major media company

THE NEED: The SVP was given the responsibility to head the recently combined multi-media ad sales division which had been created by merging separate sales units, each responsible for selling advertising within their specific media (print, cable, network and internet.) The goal of the merger was to create integrated selling teams that could develop integrated marketing programs and cross-sell advertising across all media. The new teams were composed of individuals coming from different cultures, with different compensation plans and different ways of selling. The SVP was expected to put into place a new structure with appropriate support systems, define roles, identify and develop team leaders, create an appropriate compensation structure incentivizing selling across all media, with a goal of increasing sales by a minimum of 10% within 12 months.

RESULT: Through coaching, selection of team leaders, definition of roles, training and team building, the new sales group was able to quickly get up and running, develop new approaches to selling across media and to exceed their 6 month and 12-month sales goals.

CLIENT: CEO Of North American subsidiary of a major multinational conglomerate

THE NEED: Newly promoted to this position, the client had been the functional head and had been promoted to this position over several heads of several business units who now reported to her. She has strong relationships with the parent organization but needed to gain the confidence of the leaders in North America.

RESULT: The client was able to gain the support of the unit's senior management and build an organization that increased its market position within North America as well as its profitability.

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CLIENT: President of a new specialty store chain:

THE NEED: The President was selected to run this spin off from a major retailer that had developed the opening new stores. He needed to put together a leadership team and get them working together. His major challenge was in taking the retail concept which had been piloted with handpicked and tested store executives and staff and scaling it rapidly. This required the implementation of new selection procedures, systems and training as well as ongoing new product development.

RESULT: A leadership team was quickly put into place and, as a result of careful defining of roles and responsibilities, coaching and team building, the first-year role out occurred as scheduled with all first-year targets either met or exceeded. The store chain has grown dramatically over the years and remains an industry leader today.

CLIENT: Senior Vice President of Human Resources of a publishing company

THE NEED: The Senior Vice President was hired to help the new CEO with the company's transition from traditional print media to online publishing. The human resources group she inherited included many long-service individuals who viewed their roles in terms of tasks i.e. running payroll, administering benefits, handling EEO complaints, running existing training programs. In addition to not being familiar with what was needed in the new digital environment in terms of recruitment, compensation, culture, etc., many of her staff, as well as a large part of the organization, were resisting making the changes the CEO felt were necessary. Although the Senior Vice President of Human Resources understood that changes needed to be implemented quickly, she had a tendency to procrastinate making some of the tougher calls particularly those requiring personnel changes.

RESULT: Through coaching and by being made aware of behaviors that were inhibiting her effectiveness, she was able to spearhead the necessary culture change. Through changes in personnel, an aggressive recruiting effort and culture change initiatives the company was successfully able to implement the transition to advertising based digital content while maintaining, to the greatest extent possible, its existing print media revenues. The company beat revenue targets in the quarter after the intervention.

CLIENT: President of a major public institution

THE NEED: The President was hired to turnaround the reputation and performance of what was generally considered a badly mismanaged institution. He inherited a dysfunctional leadership team and an organization with poor morale and little accountability. The institution's board of directors was highly political and divided into competing camps with very different views on how to fix the admitted problems of the institution.

RESULT: With coaching, he was able to assess the leadership team he had inherited, redefine some roles, accelerate the departure of personnel he felt would not fit in with the new direction of the organization and either promote, or recruit new talent where needed. He also employed several new vehicles to increase leadership's ability to communicate and influence throughout the organization to gain buy in for the various change initiatives he was championing. Throughout the process he was coached on how to ensure that he received the support of the board of directors.

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CLIENT: Senior Vice President of Human Resources of a division of global financial services firm

THE NEED: The division had recently undergone a downsizing resulting in EEO charges, lawsuits and a residue of bad feelings and poor morale. The new, incoming Senior Vice President of Human Resources wanted to develop a proactive employee relations program to improve morale and prevent legal issues arising in the future. While the client knew what needed to be done, he was not sure of the best way to implement such a dramatic change to the company's human capital processes.

RESULT: With coaching, the Senior Vice President of Human Resources ran an employee survey, provided feedback, developed and implemented an action plan to address deficiencies, improve morale and set up systems to handle employee relations issues on an ongoing basis, going forward. A follow-up survey one year later showed significant improvement in virtual all areas.

CLIENT: CFO of a division of a global manufacturing firm

THE NEED: The client was a long-term executive with the organization that was admired for his technical and financial acumen. He was a valued member of the executive team. He wanted to be promoted to head a division, but the company had concerns about his influencing skills and his ability to perform in a general leadership role.

RESULT: With coaching and training, he was allowed to take on some projects where he could hone and demonstrate his leadership ability. After successfully showing that he could function in a larger, less technical, leadership role, he was promoted. In his new role, with additional, coaching, he successfully demonstrated that he is ready to be promoted and is currently running one of the company's small but highly profitable divisions.

CLIENT: Head of Communications for a division of a major multi-national conglomerate

THE NEED: The client had joined the organization from a major broadcasting network and had not previously led a major corporate function. She inherited a dysfunctional group that was primarily reactive to events as tasked with building a state-of-the-art communication team.

RESULT: The client was able to gain the support of the division's senior management team and build an organization that was able to become a proactive business partner that was brought into situations early on so that they could proactively manage and anticipate the organizations communications needs, both externally and internally.

CLIENT: CEO Of North American subsidiary of a major multinational conglomerate

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BUSINESS SECTOR EXPERIENCE

Aerospace & Defense

Consumer Goods

Education

Energy

Food & Beverage

Healthcare

Not for Profit

Financial Services

Life Sciences

Retail

Specialty Chemicals

Technology

Telecommunications

Travel & Hospitality

REPRESENTATIVE CLIENTS

Amazon, American Express, Audible, Bank of America, BASF, Bayer, Boeing, Canon, CBS, Church & Dwight, Citigroup, Dell, Deloitte, Edelman, Eisner Amper, Exxon Mobil, Financial Executive Institute, GSK, Grey Advertising, HBO, Hillspire Family Office, Hitachi, Howard Hughes Medical Institute, Henry Schein, HSBC Johnson & Johnson, Juvenile Diabetes Research Foundation, Johnson and Johnson, Kelly Services, KPMG, Linde Gas, Loreal, McKinsey, Medco, MDRC, National Association Of Manufacturers, NBA, NFL, New York Presbyterian/ Weill Cornell Hospital System, Northrop Grumman, Novartis, Panasonic, Paramount, PepsiCo, PwC, Reckitt Benckiser, Reed Smith Law Firm, Sidra Medical And Research Center Qatar, Singapore Defense And Technology Agency, Standard And Poor's, Starwood Hotels, Sun Microsystems, Toyota Asia, Trip Advisor, UGI, United Technology, the United Nations.

EXECUTIVE COACHING AND LEADERSHIP DEVELOPMENT

LEE E. MILLER

Lee Miller's goal is to help his clients achieve sustainable changes in behaviors that will enable them to become more effective at influencing and leading others, to make informed choices and to realize their career potential. Lee specializes in the areas of leadership, organizational culture, strategic influencing, cross-cultural influencing, innovation, change management, sales and negotiating. He has over 15 years of experience as an executive coach, with a track record of success. He is an adjunct professor at Columbia University, USC and at the Seton Hall University School of Business, where he teaches graduate level courses in change management, organizational culture, total rewards, leadership influencing and negotiating, decision-making and human resources management as well as a program on executive coaching. He also teaches a seminar on Coaching for Managers at Columbia. He is also a Senior Fellow at the Conference Board and serves on the board of directors of REAiL Inc., an AI company providing AI tools for commercial realtors. Lee takes a practical approach to coaching, using the applied knowledge gained from over 30 years as a chief human resources officer, partner in a professional services firm, consultant, professor and executive coach. He focuses on helping his clients gain awareness of those specific behaviors that make them successful and those that may detract from their effectiveness. Using 360-degree reviews, analytical tools appropriate to an individual's situation and the 3Cs influencing methodology, he assists his clients in:



- Gaining insights into their own behaviors;
- Enhancing their leadership capabilities;
- Mastering influencing skills;
- Understanding cross cultural issues;
- Handling challenging situations and relationships;
- Navigating office politics;
- Effectively motivating others;
- Effectively maximizing their career potential;
- Leading change; and
- Creating an environment conducive to Innovation.

Prior to becoming an executive coach, author and professor of influencing and negotiating at Columbia University, USC and Seton Hall Business School, Lee was held numerous senior executive positions including serving as the Chief Human Resources Officer at TV Guide, USA Networks (now IAC) and Barney's New York Inc., and Corporate Vice President of Labor and Employee Relations at R.H. Macy & Co. Inc. He also was a partner in 2 major national law firms and served as chair of the International Association of Corporate and Professional Recruiters.

Among the books he has written are *UP: Influence Power* and *The U Perspective Power- The Art of Getting What You Want* and *A Woman's Guide To Successful Negotiating* selected by Huffington Post as one of "Huffington Post as one of "16 Inspiring Books Women Leaders Need to Be Reading" and featured on The Early Show and Good Morning America. He co-authored the chapter on communications in *Enhancing the Professional Culture and Accountability of Academic Health Sciences Center in a Policy Context*. He also authored *Influencing for Innovation: Getting People to Believe in Something They Can't Yet Imagine* in the Harvard Business Review and *If You Want to Change the World, Learn to Influence and Negotiate: A Study of New York's Negotiations With Amazon* in the Columbia University Urban Journal. Lee is the former Chair of the International Association of Corporate and Professional Recruiters and Secretary to the Union County Motion Picture Advisory Board. Ballet Company and is an advisor to, and an Honorary Director of, the Tianjin Society in Singapore.