

## Consulting Assignment Examples

- Employee Satisfaction: Revamped the worldwide employee satisfaction process, (from initial objectives to data analysis, through interpretation and feedback) including written/CD-ROM guidelines, and finalized survey questions (mandatory and optional) for a worldwide, large privately held organization providing integrated processing, packaging, and distribution for liquid foods manufacturing. Coordinated efforts and communications with a worldwide team comprised of representatives from South Africa, Switzerland, Italy, Wales, and the United States. Successfully piloted the revised process in Ireland. The revamped employee satisfaction process was distributed via CD-ROM at an annual management meeting. The organization has a global headquarters in Switzerland and presence in over 165 countries, with over 18,000 employees
- Performed competitive benchmarking/metrics studies for a large cellular communications firm. One study involved learning what methods of delivery, resources and staff are being used in the industry by other cellular companies and retail industries in technical Point of Sale training for subsequent system upgrades and in training new retail sales associates in remote locations. We designed benchmarking/metric questions and contacted competitive firms by phone in relation to collecting benchmarking data and metrics on training delivery, activity, costs, use of external trainers, and employee retention. Received an 80% response rate.
- Designed a safety awareness survey for a worldwide floor-tile manufacturer who wanted to understand employee perspectives on safety practices. Measured employee perception across eight categories: awareness, attitude, perception, behavior, job, management, training, and performance. Questions consisted of demographic and current safety practice items related to training, recordable incidents, near misses and the disciplinary program. Employees had an opportunity to write comments recommending ways to improve the plant's safety program. Received over 90% response rate. Actions included decreasing the number of loss time incidents by interviewing employees who have been accident free since their last incident- so we could learn what they have done differently.
- Managerial/Leadership Competencies: Trained and worked as an assessor - Management Assessment Center for (8<sup>th</sup> largest wireless telecommunications provider) as part of a developmental assessment center project that included over 600 supervisory, mid-management, and top management leaders of this large wireless communication firm. Assignment involved behavioral observation of participants across twelve competencies, computerized behavioral categorization, rating, computerized assessment tools, working with assessor team consensus, report generating, and conducting participant feedback sessions across three role play simulations: Peer Coordination, Coaching, and Analysis and Presentation.
- Managerial/Leadership Competencies: Trained and worked as an assessor for a worldwide airline serving nearly 119 destinations in 26 countries, United Airlines Performance Based Assessment based on its Leadership Success Factors, and job analysis. Observing participants at the Supervisory level in three simulation exercises. Recorded, classified, and evaluated effectiveness levels, met with team assessors, generated reports, and conducted participant feedback sessions.
- Conducted an organizational survey, analysis, findings, recommendations, and next steps for the Association of Research and Enlightenment (ARE) an international, non-profit, membership organization founded in 1931 to preserve, research, and make available the Edgar Cayce readings.

- Facilitated half-day Train-the-Trainer Team Innovation Professional Enrichment Program for Directors of Illinois corporate childcare locations. The program identified roles and approaches used in the innovation process, with a focus on developing strategies to help an individual work on a team in creating, refining, advancing and implementing new ideas, and determining effective ways to balance, integrate, and build on the different strengths of each member on an innovation team.
- Facilitated the introduction of Customer Service Together We Will initiative to various departments throughout a health care organization. Worked with Med/Surgical, Transport, Call Center, Emergency Services, Emergency Medical & Trauma Services, and Edward Fitness Center. Also worked in small groups to focus on departmental issues and concerns. Worked with the Organizational Learning Consultant providing recommendations and next steps toward achieving interdepartmental customer service goals.
- Consulted with a leading computer visualization company headquartered in Iowa, with offices in Chicago and New York providing three-dimensional computer animation products and marketing its commercial software to the engineering, biomedical, litigation, education and entertainment communities. The company wanted to know how their employees viewed the work environment. We custom-designed an additional 14 questions on benefits, performance evaluation, and organizational effectiveness to accompany the existing 93 core questions across 14 categories. We achieved a 91% survey participation rate and 70% of the employees wrote comments.
- Administered an employee opinion survey to the employees at all four locations of a private, social services agency in business for over 139 years providing an array of programs to meet the needs of families and individuals. Provided analysis, findings, recommendations, and next steps. Also, reviewed the employee handbook and gave suggested recommendations.
- Provided the Human Resource audit perspective as part of an organizational assessment team consisting of Marketing and Sales, Engineering, Logistics, Manufacturing, Information Systems, and Accounting and Finance for a pump manufacturer for machine tool coolants, parts cleaning, and pumps, filters and accessories specifically for converters' needs.
- Performed research for a cellular communications firm via telephone, e-mail, internet, and literature review of external sources to learn what methods of delivery, resources and staff are being used by other wireless and retail companies in Point of Sale training for subsequent system upgrades and for training new retail sales associates in remote cellular retail store locations.
- Collaborated with another consulting firm to conduct an organizational effectiveness/process improvement study for a worldwide surface mining and material handling equipment manufacturer. The Vice President was interested in an assessment of current division activities and needs in support of pending implementation of a new, integrated information system. Interviews were conducted with staff. During these interviews, we obtained documentation, reviewed methods for completing specific tasks, and discussed how their individual success is (and should be) measured. In addition, several specific questions were explored concerning the effectiveness of present planning policies and factors and their suitability for use under the new system; strengths of present team and needed education and training; use of present staff and reintegration of the new system team members into division, and potential for developing a TQM Team approach to problem solving.
- Surveyed 300 companies on the subject of change in the workplace and its effect on

culture, attitudes, and perceptions. Received a 27% response rate. Research revealed that the main impetus for change is competition, followed by structure and technology. The impetus for change originates from the top management and from suppliers, customers, and the competition

- Facilitated a half-day professional development program for the Mining Equipment Division of a worldwide surface mining and material handling equipment manufacturer. The program was part of their "Operations Offsite" meeting. The program identified roles and approaches used in the innovation process, with a focus on developing strategies to help an individual work on a team in creating, refining, advancing and implementing new ideas, and determining effective ways to balance, integrate, and build on the different strengths of each member on an innovation team.
- Conducted five biannual employee attitude surveys for a privately held company in the replacement parts distribution business that survived and thrived during major change initiatives occurring throughout the 1990's. ARM conducted employee attitude surveys every other year to help the company address such issues as Management Effectiveness, Pay, Benefits, Communication Effectiveness, Job Satisfaction, Supervisory Leadership Practices, etc. This survey was also a benchmark study, initially with a comparison to the normative database and subsequently we were able to assess the company's progress with a comparison to its own database. Conducted five consecutive biannual employee attitude surveys, achieving a 75-96% response rate. Additional project work included: Performance appraisal system for hourly, support staff, supervisory and managerial levels, Policy development, revisions, design of a custom-tailored employee handbook, and an employee orientation program communicating the firm's history, and Conducting employee attitude surveys for Mexico, Canada and Netherlands operation.
- Collaborated with a compensation consulting firm in a benchmarking study for a growing professional consulting services firm to find out how other consulting firms supported their business development efforts. For purposes of this study, we targeted our focus on a position defined as a Business Development Manager. The BDM is typically responsible for developing and managing a sales plan, increasing the number of new relationships the Firm services, as well as developing and managing the existing client relationships. The position serves to call on senior management to present the Firm and its capabilities. Contacted 30 consulting firms by phone asking questions related to: comparable jobs, individual background/expertise, whether goals/objectives were tied to bonus/incentive/commission, and practices pertaining to compensation/benefits, and perquisites.
- Worked with a leading provider of technology-based information management services with a focus on direct marketing services and information technology (IT) outsourcing services for a span of 10 years. Initially, when it was a privately held growing company with a one-person HR department. Over the years, we have helped the company through corporate culture changes. An initial critical issue was getting high potential employees trained to assume expanding roles in the company. We started a series of management development training. Three years later the company experienced dynamic growth and a surge in the employee population. This led to group dynamics and the introduction of the change agent role. One year later, team leaders began to surface and additional needs were identified to help their teams through the stages of group development, increasing concerns over customer service, quality, and maintaining a competitive marketplace advantage. Then, through identifying emerging themes, we facilitated short and long term planning, delegation, time management, and interpreting and carrying out internal company policies. At this period, the company expanded rapidly and formalized many internal processes, including a Leadership Development Program.

Our focus was now to incorporate the corporate culture theme while formally grooming the management level in assuming responsibility and accountability in leading their teams. At the time of the merger, the firm had grown from a one person generalist human resource manager to a department with approximately eight people handling technical recruitment, training and human resource management. The person who started the HR department, was now the Sr. Vice President of Human Resources and Organizational Development. Throughout our years of working with this client, we maintained a close working relationship with the Sr. VP, of Human Resources and Organizational Development, Human Resource Manager, and the Manager of Employment & Staffing. Custom designed and facilitated a series of seminars in the Leadership Development program to be delivered to Supervisors, Managers and Team Leaders, for a fast-growing and changing information processing and database marketing system firm, including:

- Building Team Effectiveness for New Team Leaders
  - Documenting Discipline
  - Interviewing Guidelines & Techniques, Part I and II
  - Managing with a Team Perspective
  - Policies & Practices, An Executive Briefing
  - Principles of Supervisory Effectiveness
  - Supervising with a Team Perspective
  - Team Work and Group Dynamics
- Collaborated with a consulting firm, in the piloting of a Competency Study Pre-Interview Survey and Competency Protocol interview questions. Conducted initially at the headquarters of a worldwide fast food franchise as part of a worldwide competency study of key management positions within its operations.
- Wrote position descriptions for a medical heart care specialty practice.
- Designed and facilitated Effective Interviewing Guidelines & Techniques program for managers and supervisors of a national insurance trade association. Facilitated two half-day seminars focusing on the mission, philosophy, culture, and internal workings of the current recruitment, interviewing, and selection process. Covered questions that can be asked, individual behavioral style and its role in the recruitment process, screening and evaluating resumes, developing interview questions, role-play interviews, realistic job previews, and the use of behavioral probes.
- As part of a Human Resources Certificate from Illinois Benedictine College (now Benedictine University) conducted a two-day course on Human Resource Planning for Divisional Human Resource Directors at a consumer energy company.
- Set up an HR department in a small mailing service company, reviewed policy and procedural implementation, and the development of job descriptions company-wide.
- Conducted an initial needs assessment at architectural design firm - confirmed a high level of dissatisfaction among administrative support staff in working relationships with the architects. Facilitated a half-day program on Tools and Techniques for Managing Conflict, geared to the needs of administrative support staff in their working relationships with the architects.
- Performed job analysis for a record archival management company involving development of job descriptions, determination of appropriate compensation, establishment of a performance review and merit increase process, and an outline of potential career paths.

- In collaboration with a logistics consulting firm, worked directly with the client company's CEO in the planning, development and implementation of a strategic planning process for a nationally recognized record archival management firm. There were three objectives:
  - Understand how the nationwide salaried staff felt about the culture of the company. We looked at the differences in perspective of corporate culture both in the current environment and in its “desired” state.
  - Obtain perceptions about conditions that can significantly affect organizational effectiveness. To learn what performance competencies the company has attained and to identify improvement opportunities. Designed a survey consisted of 36 questions across six categories: customer relations, performance, strategic planning, information management, human resources, and culture. The survey included five response types: fill in-the-blank, ranking, agree/disagree, open-ended and a visual drawing.
  - Assess the leadership skills of the President from a select “observer” population. The inventory consisted of 30 behavior-based questions across five categories: challenging the process, inspiring a shared vision, enabling others to act, modeling the way, and encouraging the heart.
  - Presented the results at an off-site strategic planning meeting. Facilitated small group discussion about the significant findings involving internal politics, quality and improvement, and new service offerings.
- Through the University of St. Francis, co-facilitated two half-day programs back-to-back on Communication and Conflict management for managers in a health care organization.
- For a large wireless communications firm, benchmarked training programs of nationwide training providers for a large, nationwide wireless communication firm. Achieved buy-in for a change in the existing curriculum by conducting in-person and telephone interviews with six employees from Senior Vice President to Supervisory level to explore supervisory/manager training perspectives. Identified employee supervisory groupings and proposed geographic breakouts across five areas in the U.S. for supervisory level training. Met in-person with each of the five largest external training providers to review their training programs geared to supervisory/managerial training. Conducted comparison and contrast of cost, quality, capabilities, and relevance. Negotiated pricing and helped client in the selection of a provider for a supervisory leadership series, and a managing for excellence program.
- Designed questions and contacted competitive wireless communications firms by telephone in relation to collecting data and metrics on training delivery, activity, costs, use of external trainers, and employee retention. Received an 80% response rate.

- Wrote OD/Training department position descriptions for a large wireless communication company:
  - Design & Development Manager
  - Regional Training Manager
  - Special Projects Manager
  - Sr. Training Specialist
  
- Custom designed and administered a survey for employees in the Public Works department of a suburban village. Analyzed the findings, presented the feedback findings to the employees, prepared a final report and a list of employee suggestions/recommendations and identification of possible next steps.
  
- Performed comparative cultural analysis of management style, policies, and benefits for an international freight forwarder and a recent acquisition. Presented findings to top management resulting in projects to develop organizational policies and an employee handbook merging the two cultures.
  
- Conducted a human resource audit to centralize the personnel function for a wholesale distributor of food products and identified cost savings greater than \$90,000.
  
- Established a highly effective executive search process resulting in completion of 25 client engagements, for a variety of companies savings of 14 days per search, a successful placement rate increase from 80% to 98%, and repeat client business, in a 12-month period.
  
- Designed and created curriculum, selected video aids, case studies, assessments, simulations and textbooks for a 6-session Management & Leadership course in an accelerated Master of Science's in Management Program. This course is being implemented throughout the Chicagoland area, St. Louis, Tampa, and McLean/Washington D.C., university locations.
  
- Evaluated and assessed needs of secondary educational programs for a Chicago Public High School and the Division of Adult, Vocational, and Technical Education.