

CHARLES E. LEATHERBURY

Organizational Change Strategy & Implementation

BACKGROUND

Management consultant experienced in business transformation, organizational change, strategic planning, and program management, with experience building professional services capabilities. Advisor to executives across industries: utility, petrochemical, health care, entertainment, manufacturing, consumer products, automotive and other industries.

PROFESSIONAL AND BUSINESS HISTORY

Leatherbury Consulting LLC

Management consultant, 2002 to present (representative projects and competencies)

- **Business Transformation** – Interim head of Transformation Program, including strategic planning and business performance management initiatives for major health insurance company. Supported COO in engaging leadership team in developing common strategic direction, identifying and prioritizing supporting initiatives and planning PMO to execute projects for \$150M performance improvement initiative.
- **Culture Change** – Developed cultural awareness program for global project teams resulting in creation of common, respectful behaviors and a leadership team that overcame large complexities in global environment.
- **Executive Coaching** - Supported numerous executives in understanding organizational perceptions of behavior patterns, developing methods to react differently to business situations resulting in improved organization perceptions. Coaching also on managing organizational issues for challenging projects.
- **Organizational Change Management** – Led Organizational Change Management on multiple business performance and ERP systems projects for numerous industries, providing services that include –
 - Executive Sponsorship & Alignment
 - Business Readiness & Risk Mitigation
 - Communications
 - Organization & Performance Alignment
 - Training
 - High Performing Team Development
- **Organization Design** – Worked with IT Leadership Team for utility company to identify competency gaps, benchmark best practices, and re-alignment of organization structure.
- **Outsourcing Transition Management** - Led Organizational Transition Management for converting entertainment client from Staff Augmentation to Managed Services relationship, resulting additional outsourcing work for global outsourcer. Also, led organizational transition management effort for application outsourcing at major automotive manufacturer.
- **Project “Turnarounds” and High Performing Teams** – Turned around \$70M ERP project by assessing project issues and developing detailed action plan resulting in project being deemed “best IT project” in four months.
- **Strategic Planning** - Developed strategic plan and operations restructuring, leading to profit continuity and competitive cost per unit savings, for division of major consumer products company. Also, provide strategic planning and annual strategic planning support at corporate and department levels.

Mummert + Partner Management Consulting, Inc.

Managing Director, 1999 – 2001

(U.S. subsidiary - Mummert + Partner Unternehmensberatung AG, Germany)

- Started US operation for major German consulting firm
- Worked with GE on multi-country SAP rollout, including developing user adoption, transition management and creating best practices “core solution” approach for N. American rollout
- Established strategic alliances with data warehouse and ERP software companies resulting in global gold or platinum status

PricewaterhouseCoopers LLP

Director, Strategic Change, 1997 – 1999

- Director in 85 person Strategic Change practice, leading change management teams on ERP and operations improvement projects, including job redesign, user adoption, communications, and training
- Created account management program for cross-selling within major accounts
- Led task force to develop new consulting service lines (e.g. Shared Services)

Deloitte & Touche LLP

Senior Manager, Change Management & Business Transformation, 1995 – 1997

- Managed multiple organizational change management teams on large projects
- Advised turnaround effort for troubled \$250M IT project

Managing Director, Business Transformation, MESA Research, 1987 – 1995 (*Acquired by Deloitte Consulting*)

- Managed \$1M+ research budget from IBM Advanced Business Institute to study over 30 companies that transformed their industry; co-authored a Six Phases of Business Transformation model and presented to Fortune 500 executives preparing for major change initiatives
- Coached IBM Consulting clients undertaking massive performance improvement initiatives on both preparation and during large transformational initiatives.
- Advised executives of major petrochemical company on initiating business transformation program, leading to reporting consolidation and reorganization
- Designed GE executive development program under Jack Welch to transform corporate strategy for 10 mature business lines to a growth focus
- Member, State of California, Task Force on Technology Procurement

Other Experience: Manufacturing in international environment

CLIENT LIST (PARTIAL)

Automotive

- Toyota

Consumer Products / Retail

- Mattel
- Merisel
- Neutrogena
- NIKE
- PetSmart
- Target Stores
- Unilever

Entertainment

- DIRECTV
- Disney
- Sony

Financial Services

- Toyota Financial Services

Health Care / Insurance

- Blue Shield (BSC & KCM)
- CIGNA Insurance
- Insurance Company of the West (ICW)
- Kaiser Permanente

High Tech

- Mitel Semiconductor
- Sybase

Manufacturing

- General Electric
- Hughes Aircraft

Energy / Utility

- Chevron
- Southern California Edison
- Shell Chemical
- Williams Energy (MAPCO)

Professional Services

- IBM Consulting Group
- Shell Services International

Telecom / Info. Services

- Northern Telecom
- TRW IS&S

EDUCATION

- M.B.A., University of Southern California
- B.A., University of California, Santa Barbara
 - ✓ International Study: University of Bergen, Norway

INTERESTS: Avocado farming, surfing, scuba diving, international travel and cultures