

# NIC SMITH

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## International Management Consultant

- 30 years' experience as a management consultant working with Fortune 500 global clients.
- 23 years as president of the Piñon Group, a boutique global consulting company focused on organizational development and consulting, blended leadership development and executive coaching.
- Worked with major change and organizational development projects in over 30 countries worldwide.

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### Overview

Nic is an enthusiastic and highly motivated business consultant skilled in identifying and meeting client requirements; pinpointing critical organizational issues and enacting sustainable actions to address these issues; designing and developing innovative guided discovery leadership events; facilitating executive team sessions and coaching individuals to outstanding performance. Known for a polished, professional, and personable style that engages his clients, he models key leadership competencies in his work with clients and has tremendous depth of experience working with people from different national cultures and across a range of industry sectors.

### Core Capabilities

Consulting	Leadership Development	Coaching
<ul style="list-style-type: none"><li>• Cultural &amp; organizational reviews and analysis</li><li>• Diagnostic analysis using systems thinking</li><li>• Facilitation of executive team/planning sessions</li></ul>	<ul style="list-style-type: none"><li>• 'Guided discovery' and experiential learning</li><li>• Cross cultural programs</li><li>• Design &amp; delivery of blended learning solutions</li></ul>	<ul style="list-style-type: none"><li>• Process coaching to achieve clear outcomes</li><li>• 360 surveys &amp; other personality assessments</li><li>• International clients</li></ul>

*"Nic's input into this programme has been strong; in particular he has been able to develop a process through which my Leadership Team has broken down the normal organization constraints and barriers to focus on the key issues for our customers and our business."*

**Jon Stretch**, Vice President, AT&T Business Services, EMEA

- *Able to partner successfully with teams to lead organizational change initiatives.*
- *The flexibility to juggle many projects in a fast-paced environment.*
- *Effective communicator from the executive boardroom to the factory floor.*
- *Understands a range of industries such as hi-tech, telecom, mobile communications, health care, manufacturing, pharmaceuticals, banking, food and public utilities.*
- *Strong leadership skills for both strategic and operational initiatives.*
- *Able to turn organizational theory into practical application.*

## PROFESSIONAL EXPERIENCE

### The Piñon Group, Inc. – International Management Consultants, Santa Fe, NM

**President**

**1992 - Present**

Over the last 23 years, Nic has provided OD Consulting, Leadership Development and Executive Coaching to Global 500 Companies across a range of industry sectors, and in more than 30 countries. As president, he has been responsible for:

- Conducting client meetings to identify needs, writing proposals and negotiating contracts.
- Conducting interviews, focus groups and client presentations.
- Conducting full business analysis for his clients, from data collection and analysis to issue identification and action planning.
- Facilitating executive and leadership team sessions.
- Aligning teams behind an organizational strategy.
- Designing, developing and delivering experiential and blended learning materials and activities.
- Conducting 1:1 executive coaching sessions.
- Managing projects.
- Delivering Webex sessions.
- Managing and growing the Piñon Group through marketing and sales development activities.
- Managing P&L and budgets for the Piñon Group.
- Making keynote presentations in the US, China and Europe.

A sampling of the many organizations that have benefited from Nic's work include AT&T, Bank of America, Sony Ericsson Mobile Communications, Motorola, QUALCOMM, Kyocera Wireless, The Children's Hospital (Denver), Lovelace Women's Hospital (Albuquerque), Rapid City Regional Hospital, Merck Pharmaceuticals, PNM (Public Services Company of New Mexico), Sun Microsystems, AG Communications, Hewlett-Packard, StorageTek, Novell, Origin BV, Philips Semiconductors, FedEx Ground, Tampa Tribune, Thomas & Betts, ABB, Eddie Bauer and Starbucks.

Examples of assignments include:

- **AT&T**  
Nic's relationship with AT&T spans over 25 years and includes;
  - Consulting assignments with the European management team, including change initiatives, integration of IBM and AT&T offices in Europe; and a global real estate review.
  - Numerous leadership programs at The School of Business in NJ. Leadership development programs across Europe; and remote global leadership team training;
  - Coaching; lead coach on the *Future Sales Leader Program*; 360 feedback & coaching for the chief technical officer and his direct reports; Cingular/AT&T Mobility *Invest in Success Program*.

➤ **Sony Ericsson Mobile Communications**

The design and delivery of a global leadership program for functional directors preparing to move into more global roles. This three-module program includes experiential simulations, action learning projects and 1:1 coaching with participants from Japan, China, Europe and the US. Over the last three years Nic has helped 72 participants prepare for their next career moves. In post-module assessments he averaged a 5.1 out of 6. Nic coordinated a team of six consultants and partnered with a number of internal speakers

➤ **The Children's Hospital, Denver**

Working as a change agent responsible for supporting the transition from their downtown location to a new Fitzsimmons campus, Nic worked with the VP of HR and the head of the transition team. He coordinated activities across four key transition teams and implemented a number of interventions with specific groups within the hospital during the 18 month project. This included aligning the senior leadership and management teams; supporting the IT department and the pathology lab; supporting the Parker Satellite project (part of the community outreach strategy).

➤ **Smiths Group, PLC**

Working with the BIS group within Smiths for the last 5 years to help establish Business Information Systems as a standalone group. Worked with the Executive team to manage take IS out of each Division and integrate them into a new Division. Role included; Alignment of executive team and teams; facilitating leadership team annual planning events; leadership and management development for Levels 2 – 5. This work is on-going.

➤ **Associate Consulting work: Executive Expeditions and Avastone Consulting**

Between 1992 and 2000 worked as a senior consultant with John Schmidt running consulting assignments and experiential leadership events for; GlaxoSmithKline, Alcoa, BellSouth and NationsBank.

**Crane Davies Ltd. – International Management Consultants, Stoke Poges, Buckinghamshire, UK**  
Senior Consultant 1986 - 1992

Nic was responsible for client development, design and delivery of leadership and sales programs across a range of industry sectors, including international assignments in the Middle East. He worked with the following organizations: ISTEEL, Halifax Building Society, ADMA OPCO (Middle East Oil Company), United Bank of Kuwait, Saudi International Bank, Williams Lea Financial Printers, Grant Thornton Accountants, Max Factor and Revlon.

**Robert Purvis Consultants –Management Consultants, Hereford, UK**  
Senior Consultant 1985 - 1986

Nic was responsible for the design and delivery of sales management and sales programs across a range of industry sectors. This small consultancy specialized in the agriculture industry. Nic worked with the following organizations; Bayer, Monsanto, ICI Crop Protection and John Deere.

**Stimpson Pertwee Ltd, - Agricultural Merchants, Reepham, Norfolk UK**  
**Sales Director****1978 - 1985**

Nic joined Stimpson Pertwee as a salesman responsible for developing a territory. After two years as top salesman he was promoted to team leader and subsequently sales manager. In 1983 he became the sales director and was responsible for doubling revenue in a two-year period. In addition, he took the initiative to set up and run a corporate sales training function.

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*"There is not a week that goes by that I do not look in the mirror you have left to check I am still on the right path. The proof is in the pudding the plant is performing at very high level; safety is the best in the plant's history; service is at 99% and even scrap is low. Thanks for allowing me to be a much better leader. Without your coaching work this Plant and I would be in a dark place right now."*

**Kelvin Downes**, General Manager – Amazon

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### Qualifications

- BA(Hons) Economic & Social History, University of East Anglia, UK
- Post-graduate Diploma in Management Studies (DMS), Norwich City College, UK
- Certified Management Consultant, since 1997
- Fellow of the Institute of Business Consultants, London, since 1991
- Member of the Institute of Management Consultants, US
- Member of the International Coaching Federation

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### Certifications

- Simfony System Mapping®
- PDI Profiler™
- Hogan Personality Assessment Tool
- Personal Strengths Inventory
- TrustWorks

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### Contact Information

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