

EDWARD SAVAGE

Curriculum Vitae

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EDUCATION

Ed. D. Organization Change	Pepperdine University, Graduate School of Education & Psychology, Culver City, California	1999
M.S. Organization Development	Pepperdine University, Graziadio School of Business and Management, Culver City, California	1990
B.S. Business Management	Sacred Heart University, John Welch College of Business, Fairfield, Connecticut	1975

Graduate Education:

My graduate education was completed while I was active as a fulltime practitioner in business. The MSOD program was a cohort program designed for employed individuals who have a context for application of the material. It consisted of experiential and self-managed learning, lectures, fieldwork, video, and the Internet. The faculty was composed of internationally recognized individuals in their fields.

The Doctor of Education in Organization Change was a cohort-based program of people with 10 years work experience in management and/or consulting. It focused on the broad field of organization change emphasizing the theory, research, and practice of change within, between, and across organizations utilizing a faculty from Pepperdine and invited internationally recognized subject matter experts from academia and the business world . The program was a collaborative effort between the Graduate School of Education and Psychology and the Graziadio School of Business and Management

FOCUS OF CURRENT WORK

My objective is to blend my business background with my academic interest. The result should be a development of applied research and concepts that can be effectively utilized by the academic, learning, and business communities. This means: scholarly publication that also highlights business application of my research; realism in my teaching; and interaction with the business community to demonstrate the value of research for identifying, addressing pertinent management concerns, and bringing the academic and business community closer.

Research Interests:

My primary focus is how organizations change, the leadership roles needed, and leadership's effectiveness in the change process. Better understanding of these issues can lead to the sharing of that knowledge and how to effect transfer of that knowledge so that others can more effectively lead change. The misunderstanding of how organizations change, leadership, and the value of people in change efforts appears underappreciated in the organization and academic communities thus improvement can be made in how change occurs.

Teaching Interests:

My teaching combines theory, case study, class experience, experiential activity, lecture, projects, application, guest speakers, and reflection. The topic areas that interest me include

Leadership	Leadership Development
Organization Change and Development	Human Resource Management
Organizational Behavior	Organization Strategy
Consulting Skills	Training and Development
Organization Development	Teaming & Empowerment
Strategy	

EMPLOYMENT HISTORY -- ACADEMIC WORK EXPERIENCE

- 2009-2017: **Guest Lecturer College of Business & Entrepreneurship (MSM)**
Texas A&M Commerce, Commerce, Texas
MGT594 Transforming Organizations
MGT585 Developing Management Skills
- 1999-2001 **Senior Lecturer, School of Management (MBA/MS)**
The University of Texas at Dallas, Dallas, Texas
- 2000: **Guest Lecturer (MSOD)**
The University of Monterrey, Monterrey, Mexico
- 1997-1999: **Adjunct Faculty (MBA/MS)**
The University of Texas at Dallas, Dallas, Texas
- 1996: **Guest Lecturer (MSOD)**
The University of Texas at Dallas, Dallas, Texas

COURSES TAUGHT ACROSS ACADEMIC POSITIONS:

Consulting Skills (*MSOD—required*)
Decision Making in Groups (*MBA/MS /Project Management--required*)
Decision Making in Orgs (*MBA/MS /Project Management--required*)
Leadership (*MBA/MS /Project Management--required*)
Leadership & Change (*Executive Education - elective*)
Leadership & Management (*MBA/MS /Project Management--required*)
Leadership – Personal (*MBA/MS /Project Management--required*)
Leadership & Project Management (*MBA/MS /Project Management--required*)
Management Skills Development (*L-3 MSM Program MGT 585 - required*)
Organizational Behavior (*MBA/MS /Project Management--required*)
Organization Change and Development (*MBA/MS /Project Management--required*)
Power & Politics in Organizations (*MBA/MS /Project Management--required*)
Socio-Technical Systems (*MBA/MS /Project Management--required*)

INVITED PAPERS AND PRESENTATIONS

“Leadership Development Using An Evidence Approach” Dallas Fort Worth Organization Development Network, January 2015, Dallas, Texas

“Organization Assessment: From Aye to Zed” Dallas Fort Worth Organization Development Network, June 2012, Dallas, Texas

“Lucky 13 – Secrets of Effective Leadership Development” Dallas ASTD Southwest Learning Summit, August 2011, Plano, Texas

“The thirteen secrets of effective Leadership Development you can do!” Dallas Fort Worth Organization Development Network, July 2011, Dallas, Texas

“OD in the age of Social Media,” Dallas Fort Worth Organization Development Network, January 2010, Dallas, Texas

“Relevance of OD in the 21st Century,” Dallas Fort Worth Organization Development Network, December 2009, Dallas, Texas

“Assessments: Boon, Bane or Somewhere Between,” Dallas Fort Worth Organization Development Network, July 2009, Dallas, Texas

“Leadership, Management, Nouns, Verbs, And YOU!,” Dallas Fort Worth Hispanic MBA’s 2008 Conference, Dallas, Texas

“The Death of OD,” Annual OD Conference of Mexico sponsored by the University of Monterrey, April 2002

“Leadership and OD,” Dallas Fort Worth Organization Development Network, June 2001, Dallas, Texas

“Organization Change,” Executives in Industrial Relations April 2000, Monterrey, Mexico

“The Future of OD”, Dallas Fort Worth Organization Development Network, December 2000, Dallas, Texas

“Leading Strategic Change Workshop,” Institute for Organization Effectiveness Bowling Green State University, December, 2000, Maumee, Ohio

“Leading Strategic Change,” Center for the Study of Work Teams International Conference 2000, Dallas, Texas

“What is OD?”, Dallas Fort Worth Organization Development Network, January 2000, Dallas, Texas

“Leading Strategic Change”, Dallas Fort Worth Hispanic MBA’s 1999, Dallas, Texas

“Why teams fail”, Panelist - Center for the Study of Work Teams International Conference 1998, Dallas, Texas

“International Alliances”, UTD International Masters class, April 17, 1997, Dallas, Texas

“OD Case Study,” Bowling Green State University OD Best Practices Conference 1995, Bowling Green, Ohio

REFEREED PAPERS AND PRESENTATIONS

"Merger and Acquisition Integration," Society for the Advancement of Management International Management Conference March 2000, St. Augustine, Florida

OD2000 Conference July 1999, Watsonville, California

"Merger and Acquisition Integration as Strategic Change," Center for the Study of Work Teams International Conference 1998, Dallas, Texas

Navigating Large Scale Change Conference 1998 (University of Texas at Dallas) Dallas, Texas

Association for Quality & Participation Fall Forum 1990, Denver, Colorado

"OPT," AUTOFACT '85 (Society of Manufacturing Engineers), Detroit, Michigan

PUBLISHED REVIEWS, SUMMARIES, AND OTHER ARTICLES

Change for Small Business, El Norte, April 2000

Two Crazy People Perform an OD Intervention, The OD Journal, December 1995

Fear of Change, The TQM Magazine, September/October 1992

Asking The Right Questions In The TQM Workplace, The TQM Magazine, March/April 1992

Total Quality Is Total Change, Association for Quality And Participation Journal, September 1991

Finite Production Scheduling, Society of Manufacturing Engineers Journal, Spring 1986

Speak Out, Business Month Magazine, September 1990

AWARDS

Raise The Bar, L-3 Communications Human Resources 2013

Top Star, Missions Integration Division L-3 Communications 2011

Raise The Bar, L-3 Communications Human Resources 2011

Top Star, Missions Integration Division L-3 Communications 2010

Manager of the Month, Textron Lycoming 1988

THESES AND DISSERTATIONS

Dissertation – A Phenomenological Study of the Philosophies of Change used by Leaders of Successful Strategic Change — Kay Davis Ed.D. - Chair, Anne Feyerherm Ph.D. - Committee, Larry Greiner, D.B.A. – Committee

Thesis – Action Research: Quality Circle to Employee Involvement — Robert Canady, D.B.A. - Chair, David Jamieson Ph.D. - Committee, Walter Ross, Ph.D. - Committee

SERVICE TO THE PROFESSION -- EDITORIAL REVIEW AND CONFERENCE ACTIVITIES

- Society for the Advancement of Management: Discussant for 2000 Annual Conference

PROFESSION RELATED COMMUNITY SERVICE

- The Nature Conservancy Alabama Chapter, Board of Directors Strategic Planning, 2006.
- Chesterfield County Schools, Consultation on Leadership University, 2003-2004.
- Workshop Facilitator for the Dallas County Independent School District, "Developing a Vision, Mission & Values," October 2000.
- Workshop Facilitator for Westview Services, "Leadership," Anaheim, California, July, 1997.
- Teambuilding Workshop Facilitator for The Pit Crew – Community playground construction citizens group, Wallingford, Connecticut, July, 1990.
- American Society for Production and Inventory Control, Chapter programs, chapter certification instructor

PROFESSIONAL ASSOCIATION MEMBERSHIPS

- American Society for Training and Development
- Society for Human Resource Management
- Dallas Fort Worth Organization Development Network (Treasurer)

PROFESSIONAL CERTIFICATIONS

- Senior Certified Professional (SHRM-SCP) – Society for Human Resource Management, Alexandria, Virginia
- Senior Professional in Human Resources (S.P.H.R.) – Human Resource Certification Institute, Alexandria, Virginia
- Registered Organization Development Consultant (R.O.D.C.) - Organization Development Institute, Cleveland, Ohio
- Certified Production and Inventory Management (C.P.I.M.) - American Production & Inventory Control Society
- Accelerating Change - Implementation Management Associates, Denver, Colorado
- Facilitator - Quality Circle Institute, Redwood California
- FIRO-B – Consulting Psychologist Press, Palo Alto, California
- Hogan Personality Inventory – Hogan Assessment, Tulsa, Oklahoma
- Human Factors in Aviation Maintenance – Airworthiness Standards Institute, Houston, Texas
- Leadership Skills 360 – OutMatch, Dallas, Texas
- Myers-Briggs Type Indicator - Consulting Psychologist Press, Palo Alto, California
- OPQ32 – SHL Group, plc, Chicago, Illinois
- Power Mentoring – Career Systems International, Scranton, Pennsylvania,
- PROFILOR & Executive Success Profile - Personnel Decisions Inc., Minneapolis, Minnesota
- Prospector – Center for Creative Leadership, Greensboro, North Carolina
- Skills for an Empowered Workforce - Development Dimensions International - Pittsburgh, Pennsylvania
- StartRight™ New Executive Integration – Strategic Talent Group, Fairfax, Virginia.
- Structured Teamwork - Performance Resources, Austin, Texas
- Success Profiles Card Sort Analyst – Development Dimensions International, Pittsburg, Pennsylvania
- Voices 360 – Korn Ferry, Los Angeles, California

CAREER SKILLS & KNOWLEDGE

- 360 Assessment Instrumentation
- Acquisition/Merger Integration
- Benchmarking
- Coaching
- Consulting
- Computer Literacy
- Employee Involvement
- Empowerment
- Feedback & Instrumentation
- Facilitation
- Group Dynamics & Facilitation
- International Consultation
- Leadership Development
- Manager/Supervisor
- Myers-Briggs Type Indicator
- Management Development
- Organization Change
- Organization Design
- Performance Consulting
- Platform Training
- Problem Solving
- Project Management
- Quality Circles
- Strategic Planning and Change
- Succession Development
- Survey Feedback
- Systems Analysis
- Teaching
- Team Building
- Training Assessment & Design
- Total Quality
- Visions/Missions/Values
- Work Redesign

COMMUNITY INVOLVEMENT

- Habitat for Humanity
- Parent Teachers Association Member, Treasurer, Fundraising chair
- Soccer Association – Member, Assistant Coach, Coach
- Softball Association – Member, Coach
- Boy Scouts of America – Eagle Scout, Scoutmaster, Assistant Scoutmaster, Camp Counselor, Den Master, Assistant Cub Scout Lead

EMPLOYMENT HISTORY -- OTHER PROFESSIONAL EXPERIENCE

L-3 TECHNOLOGIES, Greenville, Texas

2008-

ISR Systems Segment Director, Learning Operations reporting to the Senior Director Organization Development & Learning, chartered with providing learning and development opportunities for the ISR 15,000 employee Segment:

- Lead a team of 6 in delivering leadership assessments, learning, coaching, and business interventions. L3 OD representative on the L3 / Harris merger integration workstream for Program Management. Mentor and develop segment OD&L talent. Manage the day to day operations of the extended 16 person team.
- Oversaw the L3 side of a joint L3-Texas A&M Commerce the development and funding of an SAP Learning Program which has led to several SAP workshops as well as SAP tools and techniques being imbedded into College of Business course work.

Aerospace Systems Segment Director, Training & Development reporting to the VP of HR, chartered with providing learning and development opportunities for the Mission Integration Division:

- Created, designed, developed, and managed the delivery of the President Leadership Program. A one year program for 16 high potential managers consisting of 13 monthly 3 day learning sessions starting with self awareness through leading organizations with a \$500,000 budget. Utilized 43 internal and external subject matter experts to deliver content. Four classes (2011, 2012, 2014, & 2016 cohorts) completed.
- Corporate team leader developing and delivering the L3 Technologies Corporate Leadership Development Program for Division Presidents and Vice Presidents and corporate level high potential successor executives consisting of three components, assessment, coaching, and core learning experiences. First annual Corporate Executive Leadership Program (Cohort size 24) initiated in 2012 and the fifth cohort, 2017 in process.
- Led the initiation and implementation of a Learning Management System replacement project to modernize and combine three current systems into one platform to minimize audit risk and provide better usability

Mission Integration Division Sr. Manager Training & Development reporting to the VP of HR, chartered with providing learning and development opportunities for the Mission Integration Division:

- Restructured, refocused, and revitalized the training function in MID to provide better development opportunities for all employees especially managerial development and better accountability
- Provided support for several special programs including the creation of the MPM Boot camp, the Master of Science in Management degree program Cohort, Succession planning, Ethics surveys, Paris Junior College Aviation School partnership, and the Program Manager Apprenticeship Program
- Restructured the skill certification process to minimize cheating and audit exposure, improve worker assessment, and improve delivery of the service to the employee population by moving to full PC based testing and scheduled delivery
- Led a Performance Management redesign effort that resulted in a new performance management process for the business aligned with corporate, business needs, and management needs

IS Principle Organization Effectiveness Consultant reporting to the Director of IS HR, chartered with providing leadership and organization development within the IS Group:

- Working with the president of the Greenville site, designed and developed a comprehensive High Potential Leadership Development program (the Active Leadership Seminar Series) delivered over a 9 month period with the division president
- Worked a number of Organization Development team development projects supporting Greenville and Waco businesses

REGIONS FINANCIAL, Dallas, Texas

2005-2008

Leadership Development Professional chartered with providing leadership and organization development within the company:

- Designed and facilitated strategic planning and team development sessions for business management teams at the regional, area, city, and line of business levels

- Primary contact and provider of OD services for the Florida banking Group and the former West Banking Group
- Provided change management consulting to the business and to the human resource function – key author of the corporate change management process for Region's Next business strategy implementations
- Developed and delivered executive and managerial leadership curriculum and coaching
- Helped design and administer the company's Talent Management initiative and facilitated the annual talent review to identify high potential associates
- Collaborated with project teams to design and deliver Internal Consulting and Executive Coaching workshops

CAPITALONE FINANCIAL, Richmond, Virginia

2001-2004

Human Resource Manager for Leadership Development - Report to the Vice President of Learning & Development of this Fortune 200 financial institution, responsible for developing and facilitating strategies for leadership development, individual development, educational assistance, and coordination of external leadership associations.

- Leadership Development
 - Invigorated High Potential development with a differentiated development summer school
 - Redefined definition of high potential in order to integrate across functions and business units
 - Put a succession plan in place to identify key roles and potential replacements
 - Scoped a talent review for the top 400 executives and for use by the business and function management
 - Designed a general leadership development for high potential executives development project called Leader to Leader as a development framework using leaders as teachers to provide
 - Designed an Advanced leadership program for the vice president, director, and senior manager populations
 - Revised and Implemented an assessment process for executives using SHL's OPQ32
 - Coached and consulted on individualized development requests from managers and HR Managers
- Restructured the Educational Assistance program for high performers resulting in a move from a self-selection leave of absence approach, to a nomination and executive degree program (work study) approach resulting in reduced high performer turnover and improved on the job application of learning.
- Led the Leadership Development's contribution to the HR redesign project (Everest) leading group in leaning out through redesign of the high touch leadership development work processes and delivery model.

Senior Management Development Consultant, directly reporting to the Human Resource Director the Corporate Development Business Unit responsible for developing and facilitating strategies for leadership development, acquisition integration, change management and oversight of the performance management process in this pay for performance company.

- Coached, developed and mentored human resource and business professionals and managers in leadership, team and change management.
- Acquisition Integration HR project lead for the on-line car loan company PeopleFirst integrating all benefits, compensation and cultural initiatives. Consulted to the AmeriFee executive management group on the integration of its medical loan company AmeriFee's executive management into Capital One through targeted individual and group actions.
- Performance Management administration to the corporate development business unit including semiannual 360 collection, appraisal preparation, calibration, promotion and compensation in the pay for performance organization.
- Administered twice annual business unit associate survey and facilitated the management team responsible for action development and implementation which increased employee satisfaction 10%

TEXAS INSTRUMENTS, Dallas, TX

1993-2001

Leadership Development Consultant reporting to the Director of Training and Organization Effectiveness of this semiconductor manufacturer responsible for developing and facilitating strategies for leadership development. Consulted with executives, management and management groups/teams of several billion-dollar high technology businesses on business and organization strategy, organization change, organization effectiveness, and leadership development.

- Researched and helped design a “War for Talent” workshop customized to each business unit targeted for all managers. Designed and delivered workshops in one of the company’s two primary business units.
- Consulted with Japanese business unit on creating fundamental changes in its business model, facilitating leadership development, and moving to a performance management environment.
- Developed companywide leadership survey to be administered to 40,000 employees.
- Developed and implemented an exit interview survey third party administered that identified reasons for leaving and provided for re-recruiting of key talent (12% re-recruits identified).
- Consulted on revised succession planning process.
- Coached and mentored human resource and business professionals and managers.

Strategic Change Consultant reporting to the Director of Training and Organization Effectiveness responsible for new product and service development and specialized large scale change development.

- Developed a merger and acquisition integration practice including development of an integration methodology, cultural assessment guide, 60-page process guide, organization development consultant assignments to 6 acquisitions, & an M&A Integration workshop.
- Worked with the Human Resource Merger and Acquisition Group to set up HR M&A practices and policies.
- Consulted on change management for an enterprise resource planning system conversion project team.
- Consulted with management of the Research and Development group focusing on integrating a new model of R&D and dealing with the effects of downsizing.
- Developed several action learning workshops on leadership, change, and consulting.
- Consulted on several Texas Instruments’ business acquisitions from initial consideration to after acquisition integration.

Manager, Organization Development reporting to the Director of Training and Organization Effectiveness responsible for creating, maintaining and expanding a team of 8 professionals skilled in effective change management and a 2 million dollar environment.

- Established, staffed, managed, and an Organization Development practice of 8 professionals and 1 administrator in a rapid change environment.
- Moved the practice from a no charge for clients to a full cost recovery from clients
- Moved organization from a no charge to a full charge-back cost recovered service with a 1.5 million dollar budget.
- Consulted on Texas Instruments first large business acquisition including working with the leadership team and all major functional management teams guiding the integration of the 2500 employee 600 million dollar worldwide multi-location business into Texas Instruments.
- Facilitated the development of a new Training and Organization Effectiveness department strategy.
- Developed organization development consulting professionals and established and maintained strong client/customer relations.
- Consulted with team staff, key clients and projects.

Team Leader, Leadership Development reporting to the Manager of Training and Organization Effectiveness responsibilities included deploying a leadership development curriculum worldwide and running the management assessment center.

- Stabilized and refocused a team in disarray
- Promoted the world-wide deployment of the Leadership curriculum.
- Initiated a review and changes to the Leadership Development curriculum.
- Cost recovered for delivered training.
- Consulted on organization change with key clients.

Organizational Development Consultant / Team Leader, Manufacturing Excellence reporting to the Manager of Training and Organization Effectiveness responsible for delivering change management and empowerment consultation to major TI businesses.

- Facilitated and consulted with executive management in establishing six key customer/supplier partnerships.
- Lead consultant on an organization transformation project with a \$1.5 billion dollar manufacturing facility start-up (green-field) facility (first company fabrication works in the U.S. in 15 years) moving it towards an empowered team based organization.
- Conducted empowerment assessments at manufacturing, engineering and research and development facilities around the world.

- Diagnosed, designed, trained, facilitated, and implemented an empowered team-based 2,000 employee organization in high tech assembly manufacturing facilities in Singapore.
- Consulted with management in evaluating and improving a self-managed team environment in 3000 employee high tech assembly facility in Malaysia.
- Designed, facilitated and analyzed numerous surveys, focus groups, and interviews to develop actionable data for projects

TEXTRON LYCOMING, Stratford, CT

1982-1993

Manager Quality Awareness an Organization Development position reporting to the Vice President of Quality and the Vice President of Human Resources in this billion dollar aerospace company responsible for changing the culture of the company to a team based collaborative approach and improving productivity. With a staff of 4 responsible for planning, strategizing and directing a high involvement (TQM) initiative focused on customer satisfaction, involved employees and shareholder return for a 5,500-employee billion dollar aerospace business.

- Led a Quality Team program, which involved 400 white & blue collar teams with cost savings of over \$8,000,000, designated *Best Practice* by the U.S. Navy and highlighted in "Quality Digest".
- Headed up benchmarking initiative identifying best practices, working collaborative activities with customers, Malcolm Baldrige and Deming award winners, and prepared a Malcolm Baldrige application.
- Identified, developed, implemented, delivered and evaluated skill, team and management education and training programs including a 1992 Southern Connecticut ASTD Chapter ACE Award winner targeted at helping an organization deal with labor force reductions.
- Created and facilitated an executive team focused on steering the cultural change total quality initiative.
- Built a team of organization development consultants doing team building, facilitation, training, education, and change management.

Project Leader Manufacturing Planning Systems reporting to the Manager of Manufacturing Systems with a staff of 5 analysts and programmers responsible for inventory and production planning systems.

- Initiated, planned, and implemented a new Master Planning System software system,
- Developed a machine utilization system,
- Recommended and implemented a project management system,
- Co-developed programming and systems standards, and maintained existing systems.
- Ran the quality initiative for the systems organization and participated on the company steering team.

DURACELL, Bethel, CT

1978-1982

Manager Administration reporting to the Director of Management Information Systems for this consumer battery company responsible for MIS training and development, creation of a project management system, development of a charge back system, and security with a staff of 4 professionals.

Manager Manufacturing Systems reporting to the Director of Management Information Systems responsible for developing and overseeing the computer installations at the company's seven plants and corporate office with a staff of 8 professionals.

- Proposed, planned, implemented and ran a computerized manufacturing inventory system, the first across all plants that eliminated a \$2,000,000 dollar annual inventory loss.
- Proposed, planned and implemented two computer systems hardware upgrades as well as attendant computer software upgrades and conversions across six geographically dispersed sites. Upgrades facilitated a quadrupling of production and sales
- Consulted with company's European divisions regarding manufacturing systems.
- Started and ran an annual strategy and planning meeting and process for plant Data Processing Managers and corporate staff.
- Created a manufacturing systems department by recruiting and developing the people and the mission.

ELECTROLUX CORPORATION, Old Greenwich, CT

1977-1978

Systems Analyst reporting to the Director of Systems and Programming of this vacuum cleaner company responsible for the development of computerized systems.

- Developed a computer purchase planning system for the Procurement department.
- Developed and installed a computer based manufacturing system for a new manufacturing facility in Virginia.

CLAIROL, Stamford, CT**1976-1977**

Programmer/Analyst reporting to the Manager of Programming of this hair care consumer product company responsible for the development and maintenance of computerized systems.

- Enhanced and maintained the order processing system.
- Created and maintained a customer information database using Nielsen Survey data.

COMPUTER OPTICS, INC., Bethel, CT**1974-1976**

Assistant Data Processing Manager Reporting to the Manager of Data Processing for this maker of plug-compatible IBM terminals responsible for working with system users to diagnose needs, design, program and install computer based manufacturing systems.

- Designed and installed a material requirements planning, inventory, and bills of material which helped drive inventory costs down by 35 percent.
- Developed and implemented purchase order, work order, asset inventory and lease systems.
- Helped plan and implement the upgrade to new mainframe computer hardware.

ACME UNITED, Bridgeport, CT**1973-1974**

Programmer/Analyst reporting to the Data Processing Manager of this shear and medical products manufacturer responsible for the development of computerized systems.

- Working with internal clients to design, program and implement a purchase parts supplies inventory system.
- Working as part of a team, helped plan and implement the upgrade to new mainframe computer hardware.

CHRISTIAN DIOR PERFUMES, Stamford, CT**1972-1973**

Programmer/Analyst reporting to the Data Processing Manager of this perfume and cosmetic company responsible for developing, programming, installing and maintaining manufacturing systems including bills of material, shop orders, accounts payable, and accounts receivable.

- Working as part of a team, helped plan and implement the upgrade to new mainframe computer hardware and software.

MARKET FORGE, Everett, MA**1970-1972**

Programmer/Analyst reporting to the Manager of Administration for this manufacturer of stainless steel commercial cooking and medical equipment manufacturer responsible for the development of computerized systems.

- Designed and installed a computerized timekeeping system and a bill-of-material processor.
- As part of a team, pulled planned and started developing an in-house computing capability.

Time and Motion Study Engineer reporting to the Manager of Industrial Engineering responsible for incentive pay systems and work process development.

OTHER PROFESSIONAL EXPERIENCE**WESTVIEW SERVICES INC., ANAHEIM, CA****1996-1999**

Leadership Development and Strategy consulting with the top and middle management teams in a growing non-profit assisting physically and mentally challenged individuals to be part of the community.

MARINE MANAGEMENT, INC., STAMFORD, CT**1975-1976**

Systems & Programming consultation for this provider of ship borne systems

DRAPER MANUFACTURING, Hopedale, MA**1968-1970**

Co-Op student from the University of Massachusetts College of Engineering co-operative work-study program for this manufacturer of textile equipment. Working in the Time and Methods Study Section of the Industrial

Engineering Department. Three semesters with Draper responsible for time and motion studies and setting incentive (piecework) compensation.