

Greg B. Goates

Executive Coach & Leadership Development • Talent Management & Organization Effectiveness • Strategic Human Resource Leadership

Summary Statement

Results focused, Executive Coach and Organization Development/Human Resource Leader with multiple industry background. Proven ability to expand and enhance leadership capability while improving and streamlining processes and procedures resulting in greater efficiencies, increased employee morale, engagement, retention and bottom-line growth. Knowledge and expertise in:

- Executive Coaching
- Leadership Development
- Succession Planning
- Talent Management
- Change Management
- Strategic Planning
- Performance Management
- Training and Development
- Talent Acquisition
- Talent Retention
- Continuous Improvement Systems
- Process Management
- Organizational Assessment
- Project Management
- Managing for Maximum Performance
- Transformational Leadership

Employment History

Goates Consulting Group, Inc., Encinitas, CA

2004 – Present

Consulting firm specializing in leadership development, organizational effectiveness initiatives and serving to promote the potential of people and organizations.

President

Owner and principal consultant responsible for business development and coordinating delivery of consulting services focusing on executive coaching and leadership development; organization effectiveness and strategic human resource leadership. Consulting experience with: Defense Applications, Home Building, Digital Imaging, Financial Services, Waste Water District, Marketing Consortium and Horticulture. Clients in CA, IL and NH.

- Coached executive and mid-level leaders providing leadership consulting, including 360 degree assessment, personalized development planning and coaching resulting in achievement of leadership development goals and organizational objectives.
- Led and facilitated strategic planning efforts resulting in robust strategic plans including Vision, Situational Analysis, Mission, Strategies, Tactics and Action Plans, providing strategic direction, goal alignment and proactively driving resource allocation.
- Facilitated Strategic Plan deployment resulting in creation of performance management and employee recognition processes aligning individual employee goals and recognition with strategic direction of the organization, creating employee line-of-sight and increasing employee engagement and retention
- Designed and conducted organization assessments and employee focus groups resulting in data that formed the foundation for recommendations to resolve company performance issues with client specific organizational effectiveness strategies and initiatives, including strategic planning, talent acquisition, new employee onboarding, performance management, training and development, coaching, and process management and improvement.

- Led design and deployment of organizational training and development initiatives aligned with human capital strategies which resulted in employee knowledge transfer, providing critical skills required for company competitiveness.
- Developed and modified courseware to create presentation and facilitator materials for teambuilding, quality, and excellence seminars resulting in more effective group facilitation and knowledge transfer.
- Facilitated team building sessions using the Myers Briggs Type Indicator (MBTI) resulting in better self-awareness of personality preferences and more effective individual and team working relationships. Also facilitated customer service skills development session resulting in knowledge skills transfer and more alignment in customer service functions.
- Taught “Managing for Maximum Performance” 8 week course, part of UCSD Leadership Development Business and Technology cluster as UCSD Extension Faculty. Consistently rated by students at 3.9 (out of 4) compared to average instructor mean of 3.5.

Amylin Pharmaceuticals, Inc., San Diego, CA

2008 - 2010

Using innovative science to provide new treatments that change lives and help society forestall the growth of the diabetes and obesity epidemics by making meaningful medicines that treat major illnesses like diabetes and obesity in unprecedented and breakthrough ways. Revenue of approximately 758 million and reductions from approximately 2200 to 1400 employees.

Senior Director/Director Leadership Development

Recruited to lead the documentation and deployment of leadership development processes and best practices. Developed and deployed talent management processes and increased organizational change readiness resulting in the successful growth of the leadership pipeline and succession plan with increased number of internal promotions and “ready now” candidates. Successfully drove organizational adaptation required to navigate significant changes in market and regulatory environments. Provided leadership to staff of 1.

LEADERSHIP DEVELOPMENT:

- Documented and deployed Leadership Development Mosaic Process for top 70 Amylin leaders, based on customized set of leadership competencies, who attended UCSD Rady Business School Development Center resulting in improvement in every leadership competency area measured and significant improvement in 6 of the 15 leadership competencies.
- Facilitated 360 feedback sessions to operationalize Amylin’s 15 “Way of Doing” and “Way of Being” leadership competencies resulting in documented and measureable Leadership Development Plans across top 90 leaders.
- Facilitated the standardization and clear communication of Leadership Development Processes across functions and facilities resulting in better understanding and support of Leadership Development Processes with multiple levels of leadership across all Amylin sites.
- Designed, recruited and deployed Internal Coaching Program as mid-management Leadership Development strategy resulting in personalized leadership development and coaching for mid-management level leaders and increased the leadership readiness in key functional talent roles.
- Successfully delivered 2-day Facilitative Leadership (Interaction Associates) Workshop deploying standard 7 leadership practices resulting in common understanding, language and tools to drive organization effectiveness and facilitate goal accomplishment.
- Deployed six-month Transformational Senior Leadership Development Workshop resulting in increased leadership effectiveness scores of +1.4 (out of possible -3.0 to+ 3.0) for the senior leadership team and resulting in a more robust and balanced cross-functional network of senior leaders as measured by recognized networking expert, Dr. Rob Cross, University of Virginia.

TALENT MANAGEMENT:

- Facilitated cross-functional feedback and career development dialogues between top leadership and their managers resulting in documented individual Leadership Development Plans and increasing accountability for leadership development.
- Created Leadership Development Mosaics (talent profiles) of top 70 leaders increasing the visibility and use of talent data in promotion decisions and the number of successful promotions from internal candidates into new senior leadership roles.
- Created and deployed Amylin Talent Management Process, using best practices and involving HR Staff, to proactively drive the development of the leadership pipeline, insuring leadership continuity planning in key functional roles.
- Successfully automated paper-based Talent ID Tool using third-party software platform (Sonar6) to streamline and reduce time and administrative support involved in implementing Amylin Talent Management Process
- Documented and deployed Leadership Promotion Process for Director and above levels using best practices in multi-perspective data gathering and facilitating cross-functional dialogues around leadership strengths and development areas for promotion candidates across Amylin leading to better, data-based, leadership promotion decisions.

ORGANIZATIONAL CHANGE AND DEVELOPMENT:

- Facilitated the creation and development of Change and Model of Excellence Workshops and on-line Toolkits providing tools to effectively implement personal career development strategies and drive successful organization change.
- Recruited and developed internal cadre of “Change Ambassadors” consisting of cross-functional leaders to provide, functionally located, resource for driving successful change required to meet rapidly changing economic and market environment.
- Facilitated cross-functional group to redesign, update, document and brand Amylin on-boarding practices to drive employee retention and satisfaction during critical “First 90 Days” of employment.
- Successfully built strategic relationships with multiple levels of Leadership, HR and Organizational Learning Teams, establishing rapport and building trust, laying foundation for effective working relationships and support for Organization Development initiatives.

Invitrogen/Life Technologies, Carlsbad, CA

2001 – 2004

Global biotechnology tools company with systems, consumables and services enable researchers to accelerate scientific exploration, driving to discoveries and developments dedicated to improving the human condition. Supporting 2800 employees and revenue growth to approx. \$760 million

Director of Organization/Leadership Development, Learning and Talent Acquisition

Led Organization Development, Training, Employee Communication, Staffing and Retention functions with a focus on establishing global culture from rapid M&A growth, establishing leadership development/succession planning processes, and building Human Resource processes and infrastructure. Provided project management oversight and leadership to 16 critical HR projects to build HR infrastructure and create robust processes. Received 2003 SDSHRM Workplace Excellence Crystal Award for medium sized company. Provided leadership to staff of approximately 6.

ORGANIZATION DEVELOPMENT:

- Assessed global culture of 5 different, rapidly merged entities and developed and deployed globally a set of Mission, Vision, Values - creating new global cultural identity and driving organization alignment and employee satisfaction areas: performance - 69% (vs. norm 55%), commitment - 62% (vs. norm 77%) and motivation – 73% (vs. norm 57%).

- Conducted 1st global employee opinion survey to validate outcomes of culture assessment and generated a 72% response rate. Used data around employee performance, commitment and motivation to establish corporate HR priorities, projects and resources, addressing global employee issues.
- Deployed Performance Centered Action Planning process as a tool for local functions to address site/function specific survey feedback. Promoted use of employee teams to develop action plans addressing employee feedback and fostering organization improvement and effectiveness.

LEADERSHIP DEVELOPMENT & LEARNING:

- Collaborated on development of Leadership competencies to drive leadership development activities. Created Leadership competency guide with behavioral interview questions and development suggestions.
- Developed and deployed 360-leadership assessment processes for CEO, VP, Director and Manager level leaders globally. Facilitated 360 feedback process/sessions leading to individual leadership development plans.
- Facilitated corporate succession planning process increasing the number of succession pool candidates by 15% over a 12-month period.
- Deployed 1st level supervisor training globally to provide tactical skills reducing the number of employee relation issues coming to HR and improving employee satisfaction.
- Established Global Talent & Organization Review process to consolidate and aggregate performance feedback on manager level leaders and above, facilitating succession planning, driving global cross-functional leadership review and increasing organization effectiveness.

EMPLOYEE COMMUNICATION:

- Conducted employee communications audit to assess global corporate employee communications and drive improvement in global employee communications
- Established employee communication function based on feedback from global employee opinion survey to improve communication among global sites and functions.
- Created global employee newsletter and monthly global web meetings with CEO to improve communication flow to global employees.

STAFFING & RETENTION:

- Documented domestic staffing process and facilitated deployment and acceptance of new process to all domestic US IVGN sites - streamlining, standardizing, reducing variation in the process and creating tools to ramp up 6 different acquisitions faster and support growth to approx. 760 mill in revenues.
- Implemented resume database automating staffing process and providing web recruitment capabilities for all domestic sites/hiring managers increasing hiring manager visibility of process and reducing cycle time to hire.
- Developed behavioral interview guides around global organization values to insure the quality and organizational fit of candidates before hiring, maintaining a lower than industry turnover average during a period of rapid acquisition growth.
- Designed on boarding process to speed up new employee assimilation and improve employee retention during first critical year of employment.

Children's Hospital and Health Center, San Diego, CA

2000 - 2001

Dedicated to restore, sustain and enhance the health and developmental potential of children through excellence in care, research and advocacy. Approx. 3,000 employees. Provided leadership to staff of approximately 40.

Vice President of Human Resources and Organization Development

Led Human Resource, Organization Development and Occupational Health and Safety functions with a focus on building Human Resource infrastructure, employee and patient safety and creating a blueprint for organization development.

- Restructured Human Resource department to simplify organizational structure, improve employee access to HR and provide a single point of contact for all HR services.
- Deployed rapid cycle improvement teams in five critical customer areas resulting in increased application throughput of 22 percent, consistent customer focused communication processes, systematic HR 101 training to CHHC Leadership and increased HR employee availability and department hours.
- Listened to and led HR team improving employee morale 21 percent in a 12-month period as measured by independent annual Employee Opinion Survey.
- Proposed and developed integrated people development structure and budget resulting in a coordinated training agenda and efficient infrastructure.
- Facilitated identification and deployment of HR Organizational Priorities resulting in alignment of HR objectives with institutional goals and creation of a clear vision for HR team members.
- Facilitated Employee Opinion Survey resulting in increase in organization-wide scores over a 12-month period for: participation 16 percent, communication 31 percent and quality 23 percent. CHHC received PBS & Associates award for Workplace Excellence 2001.

Senior Flexonics Ketema Division, El Cajon, CA

1997 - 2000

Providing world-class engineered solutions for aerospace systems that manufactures unique fabrications using exotic materials for aircraft turbine engines, space, and ground based applications. Supporting 650 employees with revenue growth of 200% to \$75 million.

Director Human Resources and Organization Development

Led Human Resource, Organization Development and Safety functions, focusing on company restructuring, employee and leadership development, behavioral safety and HR process improvement. Provided leadership to staff of approximately 10.

- Led organization development effort to restructure company from a functional to a team-based, process complete, organization to facilitate lean manufacturing and Six-Sigma quality initiatives and support average annual growth projections of 30 percent.
- At request of General Manager, assessed senior and mid-level management using 360 multirater-instrument. Designed leadership development and executive coaching programs resulting in effective decision-making.
- Built 21-month strategic training plan for 650 employees based on organizational assessment and competencies in preparation for average annual 30 percent market growth.
- Obtained 1 million dollar performance-based contract with State of California Employment Training Panel to help fund training initiative and achieved 88 percent completion rate.
- Facilitated executive strategic planning sessions including revision of mission, vision, values and guiding principles, and annual business plan development.
- Developed and implemented job competency model and behavioral interviewing techniques lowering turnover from 19 to 12 percent as part of plans to successfully recruit 250 new employees over three years.
- Designed and deployed proactive employee recognition program in support of company values, improving employee morale and workplace effectiveness.
- Initiated redesign of compensation structure from merit to performance based pay system, and performance evaluation process to include new team structure and organizational values components to support organizational restructuring and effectiveness efforts.
- Utilized Malcolm Baldrige National Quality Criteria to assess organizational process maturity and to allocate continuous improvement resources.

- Developed continuous improvement action plans (including lean manufacturing and Six Sigma quality initiatives) based on organizational assessments, resulting in on-time delivery to customer improvement from 83 percent to 95percent in three years.

Southern California Training Council, Irvine, CA 1988 - 1997

Outsourced training and development consortium focused on the implementation of high performance organizational systems and government funding

Training Director - Consultant

Consulted with multi-industry businesses to develop strategic Human Resource Development plans aligned with organizational goals to promote organizational effectiveness. Responsibilities included coordination and delivery of all client services, relationship management and ongoing sales.

- Conducted business performance assessments in member client companies utilizing Malcolm Baldrige National Quality Award Criteria and recommended appropriate training and organization development activities.
- Developed strategic training and development initiatives aligned with company goals using systematic seven-stage HRD model.
- Facilitated Education Steering Committees utilizing group dynamics and consulting skills.
- Coordinated internal and external training and development resources.
- Coordinated implementation of ISO9000 initiatives.
- Designed and implemented training evaluation systems

Training Manager - Consultant

- Implemented continuous improvement systems in various client companies in quality management, problem solving, teaming, statistical process control, design of experiments and process mapping.

Fidelity Investments, Boston, MA; SLC, UT

1986 – 1988

Training Manager

Trained new employees in Fidelity product knowledge, NASD 6 and 63 license requirements for Boston based inbound tele-sales and customer service representatives for Fidelity Info Company. Provided communication support services for all Salt Lake based Fidelity Info Company employees, coordinating timely distribution of time critical financial information from corporate communications function.

Training Specialist, Boston, MA

- Developed and delivered intensive three week training program for new Fidelity representatives enabling them to effectively answer incoming sales and trading calls
- Created and implemented volunteer phone contingency training providing greater availability of qualified phone personnel during high volume periods
- Evaluated and monitored phone representatives ensuring consistency and high quality information for in-house Quality Assurance program
- Delivered workshops enhancing representative knowledge and developing essential marketing skills

Communication Specialist, Salt Lake City, UT

- Coordinated communication from National Training and Communications Department, increasing representative awareness of current affairs and market factors

- Created NASD tracking report utilizing Lotus spreadsheet to standardize current registration information throughout Fidelity INFO Company
- Completed training as sales and transaction representative gaining extensive mutual fund investment background and Fidelity product knowledge

Credentials:

- **MA Leadership Studies**, University of San Diego
Member of Kappa Delta Phi, National Education Honor Society
- **BA Human Resource Development**, Brigham Young University
Communications Department Scholarship
- **UCSD Extension Faculty** – Leadership & Management Development in Business and Technology Sector certificate programs
- **Former Examiner for the California Council for Excellence (CCE)** – State of California Quality Awards based on the National Baldrige Quality Criteria
- **Certifications:**
 - Certified Associate Coach in International Coaching Federation
 - Professional Coaching Program Graduate – New Ventures West
 - Myers Briggs Type Indicator (MBTI) instrument
 - Development Dimensions International (DDI) Master Trainer
 - Achieve Global Trainer
 - Interaction Associates – Facilitative Leadership & Essential Facilitation Workshops
 - Polaris Competency and 360 feedback system
 - Lominger Leadership Architecture Competency and “Voices” 360 feedback system
 - DISC personality assessment instrument

Professional Affiliations

- Organization Development Network (ODN)
- American Society for Training and Development (ASTD)
- Biotech Education and Development Coalition (BEDC) currently serving as Board Chairman
- International Coaching Federation (ICF)
- Society for Human Resource Management (SHRM)
- California Council for Excellence (CCE)
- North County Personnel Association (NCPA)