



Greg B. Goates

**EXECUTIVE COACHING • LEADERSHIP DEVELOPMENT**

**ORGANIZATION EFFECTIVENESS • FACILITATION • STRATEGIC HUMAN RESOURCE LEADERSHIP**

## Key Projects

**Goates Consulting Group** – Greg develops and implements strategies for leadership development, talent management, organizational effectiveness and Human Resource leadership at client companies.

Greg coached executive and mid-level leaders in San Diego financial services, leisure sports and flower propagation companies resulting in achievement of critical leadership development goals, organizational objectives and often promotions for those he has coached.

He led strategic planning efforts for a San Diego North County waste water agency, a North County flower propagation company and a national marketing consortium in Chicago. Those efforts resulted in robust strategic plans providing strategic direction, goal alignment and proactively driving resource allocation in their respective organizations.

Greg designed and conducted organization assessments for a relocation company in San Diego and a flower propagation company in New Hampshire. The resulting data formed the foundation for recommendations to resolve company performance issues and led to specific organization effectiveness initiatives in those companies.

Greg has also led the development of integrated training plans for a defense contractor and home builder in San Diego. This resulted in training and development for their employees providing critical knowledge and skills required for company competitiveness.

Greg was a member of a consulting team for a San Diego digital imaging company that conducted an assessment of the legal, finance, IT, facilities and Human Resource functions. Greg led the assessment of the Human Resource function and processes. Together the consulting team identified specific recommendations for organizational restructuring and cost savings of \$2.7 million.

**Amylin Pharmaceuticals** – Greg standardized and deployed “best practice” senior leadership development process at Amylin, coordinating the Leadership Development Center run by UCSD Rady Business School of Management, for the top 70 leaders at Amylin. He then facilitated Leadership Development Mosaic Meetings to capture leadership competency/talent data on those top leaders and facilitated feedback sessions to those leaders resulting in robust career and leadership development discussions and a systematic leadership development planning process across Amylin.

Greg developed and deployed the functional Talent Management Process and automated the Talent Data Gathering Process utilizing Sonar6 software platform, resulting in the streamlining of the process and successful growth of the leadership pipeline and succession plan, increasing the number of internal promotions across Amylin.

Greg facilitated 360 feedback sessions with a customized 360 tool built around Amylin’s 15 “Way of Doing” and “Way of Being” leadership competencies representing the foundation of all Leadership Development work at Amylin Pharmaceuticals.

Greg provided internal coaching to senior level leaders in the Research, Development and Regulatory organizations at Amylin He also developed a team of internal coaches to support development of mid-management functional leaders and increased in leadership readiness in key functional talent roles.

Greg led Facilitative Leadership (Interaction Associates) two-day Leadership Development Workshops deploying standardized 7 leadership practices across Amylin resulting in common understanding, language and tools to drive organization effectiveness and results.

Greg recruited and trained Change Ambassadors to support functional change efforts across the organization. He developed and deployed content to support critical organizational change giving Amylin leaders and employees necessary tools to successfully navigate during a time of significant change in regulatory environments and the bio-pharmaceutical market.

Greg facilitated the creation and development of Amylin’s Change and Model of Excellence Workshops and on-line support Toolkits designed to provide individuals and leaders with different ways of thinking about career growth and change and to provide tools to effectively implement personal career development strategies and drive successful organization change at Amylin Pharmaceuticals.

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*Creating Competitive Companies – One Leader at a Time*

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**Invitrogen/Life Technologies** – Greg was responsible for directing the global Organization Development, Training, Employee Communication, Staffing and Retention functions. His primary objectives included establishing a global culture from rapid M&A growth, establishing leadership development/succession planning processes, and building Human Resource processes and infrastructure. He provided project management oversight and leadership to 16 critical HR projects to build infrastructure and create robust people processes aligned with organizational objectives. Invitrogen was nominated and received the 2003 SDSHRM Workplace Excellence Crystal Award for medium sized company.

**Children's Hospital and Health Center** – As the senior Human Resource leader, Greg listened to and led HR team improving employee morale 21% in a 12-month period. He also restructured the HR department to simplify reporting relationships, provide a single point of contact and improve employee access. Greg deployed rapid cycle improvement teams to improve customer service levels in five critical to customer areas. In the Children's organization, he facilitated the Employee Opinion Survey, which resulted in an 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** – In his Organization Development responsibilities, he designed and facilitated the company's change from traditional manufacturing functions to business units, cellular manufacturing teams and new work group process teams. He has also been involved in 360 Leadership assessment activities leading to Leadership training interventions and individual Leadership Development Plans and coaching. After performing a High Performance Work Place organizational assessment, he facilitated the company's Educational Steering Committee to develop a division wide strategic Human Resource Development (HRD) and Process Improvement Action Plan including a 21-month company wide training and development intervention. Ketema was recognized by parent company Senior Flexonics plc with their "Division of the Year" award as top performing division out of 49 divisions internationally in 1999.

**Southern California Training Council** – As a consultant, Greg assisted an engine manufacturer design and implement an employee development plan based on company critical success factors that integrated the training and development efforts of all areas of the company. The training has assisted the company achieve it's aims of implementing teams and making aggressive goals for return on assets. Basic skills (VESL and math), high performance workplace, workgroup development, team leadership, management skills, train-the-trainer, key job, and technical training were included in the first phase of this plan that trained over 1,000 employees. Consulting work also included the implementation of an education steering committee responsible for creating an integrated employee development process throughout the two manufacturing plants a standard model for evaluating process maturity and a career development center. This work laid the foundation for the company eventually winning the Malcolm Baldrige National Quality Award.

A software and electrical device manufacturer, which Greg assisted, developed a comprehensive employee development plan, which contributed to their successfully achieving ISO 9001 certification. Training and development activities included: procedure documentation, team problem solving, management skills, customer service, and MRP Systems.

Greg helped a bio-technology company implement a Total Quality Management system involving 700 employees which was a major contributor to the company's ability to become profitable. A comprehensive training and development program including continuous improvement, teams, managing in a quality environment, and design of experiments made the difference.

At a medium-sized aerospace manufacturing facility, Greg helped to drastically cut operating costs, which allowed the company to begin bidding in commercial markets and successfully make the transition from a government contractor to a competitive commercial aerospace supplier. Greg helped implement a common problem solving methodology and teams as a means to achieve these results. Training and development support also included a comprehensive management development program and VESL.

Greg assisted a zoological society in its transition from traditional animal displays to bio-climatic zones requiring the integration of previously unrelated animal keepers in a team environment. Training and development initiatives included cross training in animal husbandry.

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