

Les Woller
9318 Roe Ave.
Prairie Village, KS 66207

Mobile: (913) 548-3918
E-mail: les@leswoller.com

PROFESSIONAL BACKGROUND

Organizational Strategist who works with senior leaders and teams to improve the capability of an organization to execute their business plans and provide a framework for cultural change. He has significant experience and success across a range of sectors including: energy and utilities, financial services, consumer products, retail, insurance, healthcare, engineering, pharmaceuticals and biotechnology, manufacturing, medical products and equipment, not-for-profit, government and military. Exceptional expertise in helping organizations to; identify strong and capable leaders; to execute their strategic business plans; and achieve high impact measureable results.

Les' area's of focus include the following:

- Organizational performance and effectiveness (strategy to action)
- Executive selection and succession planning
- Advising senior executives in strategizing, developing and implementing the business plan and measuring the effectiveness of the organizations human capital management

Recognized by clients and associates as a strategic, results-focused, professional, who improves the performance and productivity of organizations executives, managers, teams and individuals.

CAREER EXPERIENCE

Woller & Associates LTD., INC.*	1993 – present
Office Naval Research Global	2003 - present
Bonneville Power Administration	1996 – present
Interior Health	2005 – 2008
24 Hour Fitness	2004 - 2007
Nationwide	1998 - 2004
VHA	1997 - 2001
Merrill Lynch	1996 – 2000
Monsanto	1995 – 1997
Genentech	1995 - 1997
Sun Microsystems	1993 – 1997

* Selected client relationships

EMPLOYMENT HISTORY

BATTELLE MEMORIAL INSTITUTE Vice President, Organizational and Executive Development	1985 – 1993
COBE LABORATORIES Director, Human Resources	1981 - 1985
ENVIROTECH / EIMCO Director, Human Resources	1977 - 1981

GE HEALTHCARE		1967 – 1977
Director, Organization and Manpower Development	1973 – 1977	
Union Relations Manager	1972 - 1973	
Plant Manager	1970 - 1972	
Material Systems Specialist	1967 - 1970	
US NAVY		1962 - 1966

CREDENTIALS AND EDUCATION

LOMINGER CERTIFIED MASTER CONSULTING ASSOCIATE	1990
GE'S MANUFACTURING AND MANAGEMENT PROGRAM	1969
B.S. (Psychology) – University of Wisconsin	1962

SPECIALIZED ACHIEVEMENTS

Organizational Performance and Effectiveness (Strategy to Action)

Initiative

Designed and led an action-learning Executive Education Program involving all senior executives. The scope encompassed finance, strategy, sales and marketing, operations and human resource management departments. (1988 to 1993, Battelle Memorial Institute)

Results

- The Executive Education Program was used to roll out organizational change components leading to an increased amount of commercial business.
- Dramatically improved performance and led to the generation of more discretionary funds through change efforts.

Initiative

As Board member and chair of the Human Resource Planning Society (HRPS) Professional Development Committee, designed and led the change of society offerings to a broader and more application focused series of HR executive briefings and workshops for society members (1982 to 1986, Human Resource Planning Society).

Results

- Over a 3 year period, increased the Society's workshop offerings from one to 12.
- Facilitated a broader marketplace presence of HRPS.
- Dramatically increased the Society's revenue stream through added membership.
- Added workshops encouraged numerous cities to develop affiliates and become part of the Society's network.

Leadership Development, Executive Selection & Succession Planning

Initiative

Spearheaded a comprehensive evaluation of customers' expectations and intended business results and implemented a custom designed selection and development tool used for key positions within the organization (2008 to 2009, Knowledge Universe).

Results

- To date, centers where the selection tool has been implemented have had zero staff turnover and reported a significant increase in staff performance and increased profit.
- Projected base cost reductions of \$20 million, due to higher staff performance allowing for customer growth.

Initiative

Led selection and change management initiative to support a business restructure; designed an accelerated internet based application and selection tool to evaluate 1,200 internal applicants in a 6 day period (2006 to 2007, 24 Hour Fitness).

Results

- Accelerated process was conducted with no business disruption, a seamless implementation, no lawsuits and improved business performance.
- The organization restructuring was a key factor in improved business performance resulting in over \$5 million in increased gross profit.

Initiative

Retained by the Board to lead the CEO selection process, including an evaluation of key executives and to design a succession planning model for future selection processes (2003, Nationwide).

Results

- Successful CEO selection as substantiated by Nationwide's business performance in difficult economic times for insurance companies.

Initiative

Based on field research, pioneered the "Learning From Experience Interview" concept and worked with Lominger / Korn-Ferry on the development of the Interview Architect family of products (2002 to 2003, Lominger / Korn-Ferry International).

Results

- Compared to other products, the Lominger / Korn-Ferry Interview Architect family of products, had the fastest return on initial investment
- Currently, 65% of Fortune 1000 companies purchased the Interview Architect products.

Human Capital Management

Initiative

Introduced a comprehensive effort, over an extended timeframe, to improve the performance of existing talent and implement replacement planning for a large number of retirements. Effort included leadership capability assessments, talent gap-analysis, succession planning, executive education and training, use of research-based competencies to drive the human capital operating system and enhanced selection techniques. (1996 to 2009, Bonneville Power Administration)

Results

- Enhanced performance with a stable workforce.
- Through improved selection and development processes, increased net talent within the organization.

- Developed and implemented a strategic alignment process, which closed the talent-gap to align to strategic needs.
- Introduced state-of-the-art business practices into a government environment.

Initiative

Chartered by the Board to design and implement an accelerated succession planning process and talent assessment to improve profitability (2006 to 2008 Longview Fibre).

Results

- Upon completion of Board review, the succession plan and accelerated development efforts were implemented.
- Business performance improved and successful transfer of ownership completed.

BOOKS / PUBLICATIONS / SPEAKING ENGAGEMENTS

- Woller, Les and James Woller. ***The Skill: The Most Critical Tool Needed to Increase Your Potential, Performance and Promotability***, Trafford Publishing, 2008
- Linkage International Competency Conference (London), ***Selecting Talent***, October 25, 1999.
- Center for Creative Leadership, Annual Conference, ***Learning From Experience Interviewing***, May 11, 1987.
- Woller, Les. (2006), "**Identifying the Learning Agile Leader**," *Human Capital Institute*