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## 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.

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## 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

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

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

## CREDENTIALS AND EDUCATION

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

## 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*