

Richard C. Harris Ph.D.

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10 Parker Street
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Consultant, speaker, and executive coach with international reputation. Primary focus on:

- 1) leadership development
- 2) talent management strategy for senior executives.

Extensive experience in aerospace, financial services, energy, professional services, and pharmaceuticals industries.

Selected Accomplishments

RICHARD C. HARRIS PH.D

October 2000 – Present

Private Consulting Practice: Leadership Development; Talent Management Strategy

- Executive Coach for senior managers in diverse global businesses (Analog Devices, TD Bank Financial Group, United Technologies, The New York Times Company, The Ad Council). Coaching assignments, typically 6-12 months in duration, have highly individualized objectives including preparing for promotion, learning to think strategically, developing general management perspective, managing power, changing interpersonal behavior, career transitions, executive retention.
- Lead facilitator/course director. (Royal Dutch/Shell's "Leaders Leading Leaders" series). Conducted programs in Shell locations in Oman, Nigeria, Aberdeen, Houston, The Hague, and London.
- Assessment Center/Development Center facilitator, observer, and coach. (United Technologies "Self and Peer Assessment" Program). Program comprised of intensive 1:1 observation and feedback sessions with 2-3 high-potential candidates for promotion. Conducted over a 3-day period.
- Created architecture for a coaching program as part of leadership development and talent management process. (United Technologies).
- Writer and speaker on topics related to leadership development and Executive Development. Recent white paper, *Making Coaching Strategic: How your company can get the most out of 1:1 Leadership Development*, was published by the International Consortium for Executive Development Research, Lexington, MA.

THE FORUM CORPORATION Boston, MA

1979 – 2000

Senior Vice President, Practice Leader—Learning Strategy (1998-2000)

- Senior advisor to the team that created Forum's proprietary learning strategy model; model became the core service offering for all learning strategy engagements.
- Headed Learning Strategy engagement teams. Engagements focused on linking learning to business strategy, helping clients develop business cases for learning programs, leveraging technology to advance learning objectives and control costs, restructuring Learning and Development organizations for increased efficiency and maximum impact on the business. Clients included MetLife, KPMG, Goldman Sachs.

Senior Vice President, Head of Global Research (1992-1998)

- Ran new product research organization for the Forum Corporation. This function provided the research base for all Forum's product development. During this time, Forum's lines of business expanded from one to three. Research costs were held constant in the face of increased research demands by developing partnerships with each line of business. As a result, not only were costs held constant in this period, but research cycle time was cut from the average 18 months/project to 6 months. Content of research projects included leadership competency, team based organizations, customer and employee loyalty, sales effectiveness, learning management/outsourcing.
- Senior advisor to Knowledge Management Architecture Team, recognized by industry experts as a leading application of knowledge management technology. The knowledge management capability was also sold to several client companies who were grappling with issues of intellectual capital management.
- Introduced learning effectiveness measurement into Forum training programs and client engagements. Typical measurement at the time focused on participant satisfaction. Forum's learning effectiveness measurement introduced business impact measures. Representative clients: American Express, Dow Corning, NatWest Bank.
- Senior Client Officer for a multi year leadership development engagement with a global pharmaceutical company. Responsibilities included all aspects of client liaison including facilitating leadership development sessions with the top 250 managers in the organization; coaching the CEO and his direct reports; facilitating strategic planning meetings for the top team; designing and facilitating a strategy roll out conference for the top 500 managers in the company. Additional work beyond the leadership mandate included advisor to the VP of HR on human resource strategy;

facilitation of strategy meetings for the HR community, and advisor to the head of learning and development on learning strategy.

Managing Director, Forum Great Britain (1990-1992)

- Managed Forum's London office. Responsibilities included full P&L for this \$5 million business unit; manage a team of 20 staff; liaison with Forum's head office in Boston on issues related to product support and new product development for European clients; participate as part of the Forum Europe leadership team with country heads from Germany and the Czech Republic; represent Europe as an internal director on Forum's Board of Directors.
- Led leadership development client engagement teams during this period. Typical engagements entailed client research to validate leadership development priorities, enrollment of senior management as sponsors, creation of leadership learning experiences, client liaison. Sold and managed the largest project in Forum's 20 year history—to provide leadership coaches for the oil and gas exploration division of British Petroleum (BP). This entailed hiring, training, and deploying more than 25 coaches who delivered this 1:1 service in such diverse settings as oil rigs in the North Sea, headquarters buildings in London, outposts in Indonesia, and drilling locations in Alaska. Helped the client in subsequent years make the transition from external to internal coaches, both saving the client money and building internal capability. Helped BP tailor versions of the Exploration program to other businesses within the group.

Senior Client Officer, Forum Great Britain (1988-1990)

- Led teams of professional consultants to create new business relationships with UK-based companies. Engagements focused on leadership development and strategy implementation. Clients included British Airways, British Rail, Short Brothers, Midland Bank, Woolwich Building Society.
- Provided local resources to support US-based clients. Clients included Citicorp, JP Morgan, 3M, Rohm and Hass.
- Leveraged business relationships in London to establish Forum in Hong Kong. This included identifying and supporting representatives in Hong Kong and personally developing and delivering business. This new business in Asia represented a first for Forum and resulted in Forum establishing an office in Hong Kong.

Senior Associate, The Forum Corporation (1979-1988)

- Facilitated the full range of Forum program offerings in sales force development and leadership development. Was selected as "Pilot Instructor", a designation reserved for instructors who facilitate complex programs for senior audiences.
- Designed and facilitated customized leadership development programs for such diverse audiences as senior program managers in the aircraft engine business, chief flight attendants in the airlines, bankers, hospital administrators, IT operations managers, lab scientists, senior officers in the US Navy.
- Led the team that developed Forum's client licensing and certification program. This program was a cornerstone in Forum's strategy to transform itself from a product vendor to a value-added service provider.

THE NETWORK, INC. Andover, MA

1972-1979

- Acted in a variety of professional and leadership capacities in this firm that provided organization development consulting services to recipients of U.S. Government contracts and grants. During these 7 years, The Network grew from a 4-person operation with one customer to an 80-person firm with dozens of customers. Major contributions during this period included business development, engagement leadership, client relationship management.

Education

PhD	Organizational Behavior, Cornell University	1974
BA	English, Allegheny College	1966