

Resume For

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OVERVIEW:

Unique background in Organizational Effectiveness & Human Resource Management obtained via 20+ years of experience with such firms as Dell Corporation, Motorola, Monsanto and Fisher Controls International, along with consulting experience in a vast array of organizations representing the high tech, food, insurance, health care, and non-profit industries.

Currently an Associate Clinical Professor in the Institute for Leadership and Organizational Performance, Daniels College of Business, University of Denver.

EDUCATION:

- Ph.D. Organizational Behavior, University of Texas, Austin. Dissertation title: "Employee Retention - Assessing the Drivers of Dissatisfaction and Turnover" This degree was interdisciplinary, drawing content from the College of Business , Departments of Management and, Management; College of Communication, Department of Communication; and the College of Education, Departments of Leadership, Human Resource Development and also Curriculum and Development.,
- M.A. Human Resource Development, University of Texas, Austin
- M.A, Career Counseling (48 hours), Arizona State University
- B.S. Journalism, University of Wisconsin

RESEARCH TOPICS:

- "Identification of the Drivers of employee Dissatisfaction Leading to Turnover of Information Technology Professionals—A Case Study"
- "Executive Derailment—Behaviors that Lead To Extinction of Senior Staff"
- "Enhancing Employee Productivity, Commitment and Motivation Utilizing the Insights Discovery System"
- "The Emotional Impact of Downsizing on High Potential Employees"
- "The High Cost of Employee Turnover—Implementing Internal Career Development Programs As a Cost Savings Mechanism"
- "Intergenerational Communication Differences At Work"

EXPERIENCE:

- 1990-2000 Dell **Computer Corporation**. Functional roles included:
 - Sr. Manager, Executive & Organization Development
 - Sr. Human Resource Manager (Server & Desktop Groups)
 - Sr. Staffing Manager (Corporate, IT, and Product Groups)
 - Manager, University Relations & Recruiting
- 1985-1990 **Fisher Controls, International** (Automated Process Controls Division). Responsible for worldwide employee development, succession planning, and strategic staffing. *International experience. Formerly a wholly owned subsidiary of Monsanto; now owned by Emerson.*
- 1980-1985 **Motorola** (Semiconductor Sector). Responsible for performance management, succession planning, professional and college recruiting, organization and career development, employee relations and human resource administration for the Microcomputer Sector. Managed Motorola's Engineering Rotational Training Program for new college graduates.
- 1975-1980 **Arizona State University, Office of Career Services**, Career Advisor and Recruiting Coordinator.

PROFESSIONAL ACCOMPLISHMENTS

EXECUTIVE COACHING:

- Currently serve as an Executive Coach for numerous senior managers and individual contributors representing various organizations/industries including: Health Care, Insurance, Food, High Tech, Non-Profit and government. Utilize various tools (competency and behavioral based 360-degree feedback, Insights Discovery System, etc.) to facilitate development and feedback.

ORGANIZATIONAL EFFECTIVENESS:

- Facilitated an integrated approach to the design of work processes, human resource capabilities, organizational structure and corporate strategy within Dell Computer Corporation to achieve greater efficiency and cost effectiveness.
- Promoted cultural change processes via implementation and utilization of the Novation Four-Stage Career Development Model. Core competencies are utilized throughout Dell and underpin succession planning, performance management, 360-degree reviews, and career development processes. Responsible for providing service and processes which integrate Dell's major strategic issues (critical skills requirements, knowledge and experience) with individual employee career development. Intent is to leverage the strengths of incumbent workforce while fostering commitment and contribution to the Company overall.
- Design and implement high value-add OD processes for distribution throughout various client organizations. Assist with the integration of complex business factors to develop and implement long term strategic planning. Exercise judgment regarding issues pertaining to organizational structure, leadership, successor development, team effectiveness, cross-functional communication and performance management.
- Conducted in-depth analysis of Dell's attrition/retention statistics using 24-month data to determine trends, isolate issues, and investigate root cause of increasing turnover. Focus was on voluntary departures, noting such detail as length of service, performance ratings and reason for leaving by group, grade and function. Analysis of data revealed several primary areas where HR Systems appeared to be out of alignment, thus contributing to the company's rising departure rate.

- Provided input relative to performance management, team effectiveness, organizational structure and leadership development. Responsible for designing and facilitating all Executive 'on-boarding' (orientation).
- Designed and implemented an internal development process, "Insourcing" to provide a centralized focus and systematic job search process for incumbent employees. The program, which links various HR functions including Generalist, OD, Staffing, Legal, Employee Relations and Diversity) was initiated in response to Dell's rapid growth and changing business requirements. In its first two years of operation, the program has saved more than \$4M in recruiting and other costs.

HUMAN RESOURCE MANAGEMENT:

- As Sr. Human Resource Manager for Dell Corporation's International Marketing, Server and Finance organizations, responsibilities consisted of program development, policy implementation and interpretation, administration of annual performance review process, salary planning and general employee relations. Responsible for budgeting, succession planning, employee attitude surveys, distribution of stock awards. Supported four Sr. Vice Presidents and Dell's Chief Financial Officer in a Sr. Human Resource Management capacity.
- Recruited by Fisher Controls, International (subsidiary of Monsanto) for the position of Sr. Human Resource Manager with direct reporting relations to Sr. VP of HR located in St. Louis MO. Fisher's products/systems include computer based control systems and PC-based software. Customer market segments were: semiconductor manufacturing, chemical, oil & gas, food processing and pharmaceuticals. Provided overall generalist HR support including employee relations, succession planning, compensation review, policy Interpretation.
- Served as Human Resource Manager for Motorola's Vice President of Microprocessor Sector, responsible for overall HR function for 1500 employees.

STRATEGIC STAFFING:

- As former Sr. Staffing Manager for Dell's Technology, IT, Finance, Legal and Human Resources Groups, responsibilities included forecasting, budgeting and staffing strategy. Designed and implemented scalable staffing process and tools while managing a team of 25 Staffing professionals in a matrixed environment. Personally responsible for recruiting VP and Directors for the Engineering and Finance organizations. Developed and managed Dell's overall corporate recruiting strategy between the years of 1994-96 while exceeding forecasted hiring objectives in all functional categories.
- Designed and implemented Dell's initial University Relations and Recruiting Programs at key universities nationwide. In conjunction with Dell's Executive Staff, initiated an Executive Assistant Program whereby high potential MBA's were recruited for a "fast track" development program.
- Served as Manager of Professional Recruitment for Motorola's Semiconductor Sector. Responsibilities included development of an effective sourcing strategy to attract and retain key technical talent.
- Developed five-year Staffing Plans for all five of Monsanto's operating companies (GD Searle, Fisher Controls International, NutraSweet, the Agricultural and Chemical Companies), which were linked to each unit's long-range business plan and resulted in a coordinated, global approach to recruiting and employee development. Traveled internationally.

CAREER DEVELOPMENT:

- Designed, developed and teach career development courses at numerous client organizations.
- Formerly was employed full-time as a career counselor for Arizona State University's Office of Career Services (1974-79).
- As an external consultant, currently instruct Dell's Career Development and 360-Degree Feedback seminars.

ACADEMIC TEACHING/TRAINING:

- Lecturer, Department of Marketing, Daniels School of Business, University of Denver (2002-current)
- As an adjunct faculty member in the St. Edwards University School of Business, taught classes in organization communication while employed full-time with Dell Computer Corporation.
- Certified trainer in the areas of Career Development, 360 Feedback, Workforce Diversity, Insights Discovery System, Team Facilitation.
- Guest Lecturer, University of Texas Departments of Management, Human Resource Development and Psychology.

AREAS OF EXPERTISE:

- Career development
- Leadership & business execution
- Academic teaching
- Change management
- Team facilitation
- Cross cultural communication
- Strategic staffing
- Employee relations
- Executive coaching
- Succession planning
- Organization design
- Employee retention
- University relations and recruiting

ADDITIONAL INFORMATION:

- Member, Academy of Management
- Member, Society for Human Resource Management
- Member, ASTD
- Member, Association of Psychological Type
- Phi Kappa Phi Honorary Society

PUBLICATIONS:

“Add 'Multigenerational' to the Workplace Mix”, published in the *Austin American Statesman*, Oct. 11, 2002 issue,

“Insights into Employee Motivation, Commitment and Retention”, published by Collie & Associates, Vancouver, Canada. Appeared in the Canadian version of *the Society for Training and Development*, 2001,

“Investing in Your Employees—How to Make the Most of Your Assets”. Published in the *CEO Refresher*, 2002.

