

STAR STORIES EXAMPLES

Twenty Accomplishments of a “Yellow Tag” (Actual example)

1. Non-union status at Normandale Community College

SITUATION: Shortly after being hired, I was informed by the general manager of our manufacturing operations, that if the factory was unionized, I would be fired.

TASK: My task was to initiate a program that would create confidence in the management of the company and to provide for programs responsive to employee needs such that they would not feel that having a union was desirable.

ACTION: I immediately developed a recruiting strategy to be certain we were hiring good workers, totally revised the compensation program to a more appropriate form for factory employees, initiated an equitable absenteeism policy and trained new supervisors in the principles of good management

RESULT: After several attempts by the Teamsters union to organize our employees, the union gave up and made no further efforts to form a union at the Normandale operations

2. Non-Union Status at Arden Hills

SITUATION: As a result of the success at the Normandale operations I was transferred to the largest factory in the corporation to develop similar programs to prevent union organization.

TASK: Was directed by the Director of Manufacturing to implement a similar program as at Normandale, but in addition to establish clear lines of responsibility for factory supervision

ACTION: Undertook a detailed study of the duties of what were considered lead employees and 1st level supervisors. In addition to implementing all the programs previously designed for Normandale,

established clear lines of authority and responsibility between foreman and general foreman and eliminated the position of lead employee

RESULT: One attempt was made by the teamsters to organize the factory but gave us through a lack of interest by the employees

3. Establishing an esprit d' corps with management at Normandale

SITUATION: The company had hastily hired a large number of newly promoted supervisors to manage a very fast growing manufacturing and assembly operation. The new supervisors did not know each other resulting in friction and a lack of support between departments.

TASK: Establish a working environment of knowledge and trust between supervisors.

ACTION: Created a formal "Management Club" with officers and meeting of pertinent topics along with social activities for supervisors.

RESULT: A newly found respect and knowledge of each other that led to more interdepartmental cooperation and an increase in productivity

4. Staffing for the 600 tape drive increased sales

SITUATION: A significant customer ordered a dramatic increase in the CDC 600 Magnetic Tape Transport. The customer demanded delivery within an unreasonably short time or the order would be cancelled.

TASK: I was informed of the requirement on Tuesday that by the following Monday we would have had to hire 300 fully qualified and tested assembly personnel.

ACTION: I demanded and was given managerial control over thirty factory supervisors and turned them into interviewers, background checkers, clerical employees and testers after 3:30 PM for the remaining days of the week.

RESULT: The 300 personnel were hired and started work on the following Monday morning.

5. Hired unique engineers required

SITUATION: The engineering division was unable to recruit needed engineers with unique engineering experience through the regular means being used by the corporation.

TASK: It became my responsibility to find a way to recruit the necessary engineering talent.

ACTION: I contracted with specialized professional recruiting firms with which I had had experience to set up highly focused recruiting trips to identify and hire necessary talent.

RESULT: We hired all the required engineering talent specified within the target time.

6. Determined total number of employees in the company by job category

SITUATION: Eleven years after the founding of the company, it was discovered that the company did not know how many employees were employed in world-wide operations.

TASK: With responsibility for International Human Resource activities I was charged with implementing a system that accurately defined the number of employees by classification throughout the world.

ACTION: I designed and implemented a computerized system that piggy-backed on the corporation's financial reporting system but administrated by the Human Resource managers that supplied accurate data.

RESULT: Senior management now had confidence in decision making based on an accurate number of employees and the corporation annual report was finally correct.

7. Resolved the issue of illegal tax status for expatriates

SITUATION: Upon the completion of my expatriate assignment to France I discovered that the payroll procedures CDC was using were inadvertently creating false tax returns for all expatriates and overstating expenses on CDC's U.S. Corporate Tax Return.

TASK: After pointing out these problems and their causes, I proposed a plan that would centralize all payroll functions for U.S. Expatriates while on overseas assignments. This function would also control payments made by the local payroll authorities within the respective countries.

ACTION: I was charged with the task of organizing the resources from corporate domestic payroll, our outside audit firm, foreign CDC payroll authorities and internal computer software development personnel. A new payroll system was developed on CDC computers that would insure compliance with all laws foreign and domestic. Also a new department was established under my direction with responsibility for local and foreign tax compliance

RESULT: The proposed plan was executed and implemented. The managing organization came into being under my direction as well as the software program was developed and implemented. Corporation costs for expatriation were brought under management control and all tax filing were in compliance with the tax law of the U.S. all foreign countries to which we assigned expatriates.

8. Established standardized compensation plans in all non-U.S. Countries

SITUATION: Over the many years of international operation, foreign subsidiaries lost connection with many corporate human resource policies out of ignorance, constantly changing management and a lack of formalized training. The result was increasing difficulty for the countries to transfer personnel between countries because of the lack of any consistency in compensation and benefit programs. Labor cost to the corporation was out of any corporate control in non-U.S. operations.

TASK: I was reassigned to Europe once again and headquartered in Brussels Belgium with the charter of bringing all European companies into compliance with corporate compensation and benefit philosophy and policies.

ACTION: I began by conducting specialized training sessions in development guidelines for compensation programs with all Human Resource Managers in our country companies. I assigned a series of Human Resource professionals from U.S. operations in two man teams to each country in Europe. There they worked with the local HR manager to construct compensation programs that were in compliance with corporate philosophy and policy. I brought back to the U.S. each countries program and presented them for approval by the Corporate Staff. All programs were approved.

RESULT: Transferability between countries became immediately possible and efficient. All country compensation and benefit programs were developed to the same standard insuring the corporation control over it international labor costs for the first time in history.

9. *Developed corporate awareness at the CEO level of potentially serious management control issues in all European countries.*

SITUATION: European labor law is dramatically different than U.S. law and CDC corporate management have no visibility of the implications of these laws. The essence of the laws is to require employees to participate on the Boards of Directors of the subsidiaries and create conditions where employees voted on acceptance of corporate policies affecting local employees with the right of veto. The result was that the corporation in many countries no longer had control over who might be on the Board of Directors of a local European subsidiary.

TASK: Following the corporations discovery of these conditions, I was assigned to a project, together with our European office of corporate counsel, to investigate and report on all country operations where this could influence corporate management control of the subsidiary. A report was to be presented to the CEO and senior VP's of the corporation of the status of these laws in each country along with projected implications. A series of recommendations were to be made to the CEO on how best to manage the foreign subsidiaries under these conditions,

ACTION: Together with legal counsel from our Brussels office, visited each country and received a briefing by the country manager and HR manager regarding the status of the law's implementation in their country and the implications of the law going forward. From this analysis, compiled the total impact of the law on CDC's European operations' and presented our findings to the CEO, the COO, and Senior VP of Human Resources

RESULT: Presented the report, findings and recommendations to the Office of the President including the CEO, COO and Senior VP of HR. Received commendations from the executives for identifying the issues and leading them in an understanding of the situation.

10. *Trained European Country Managers in cross cultural management practices*

SITUATION: It was the observation of our Executive responsible for all European operations that while the corporation had done a very good job in preparing American managers for behaving in a culturally sensitive manner with all CDC European management, the company had not done anything about training its European management in cross cultural understanding necessary for them to deal with American managers.

TASK: I was tasked by the VP of European Operations to develop a training program in a very practical understanding of the American culture and the proper methods of interfacing with American managers to reach successful conclusions to business issues.

ACTION: I contracted with the American University of Washington D.C. to put on the training program in Washington D.C. I facilitated all the necessary arrangements with the university. The program was presented in role play format by experienced management from many foreign countries.

RESULT: The resulting training was deemed to be helpful and created a better understanding between American and European managements.

11. *Rewrote the entire Expatriate Policy for corporation*

SITUATION: In 1968 I was transferred to Paris France under the existing expatriate policy. When I returned I was asked to lead the International Personnel Department managing approximately 300 expatriate assignments in the corporation. When asked to head up that department my initial reaction was no, because I not envision any conditions under which it could be successfully managed. When asked why I told senior management that because of the policies and the way they were administered, 80% of all returning expatriates left the company within a two year period. The policy was their primary reason. The corporation was thus being deprived on needed talent and the training expense was a total waste.

TASK: Under the conditions that I would be allowed to rewrite the policy, I accepted the job and began the restructure of the companies entire approach to sending employees and families abroad. The primary focus was to develop a viable and effective policy that controlled cost, yet retained the talent when their overseas assignment was completed.

ACTION: I replaced those former departmental people with persons of competence and experience in international assignments. A competitive study was undertaken to determine how competitors structured their policies.

RESULT: The result was an entirely new policy was approved that was competitive, gave management control over the costs. The supporting infrastructure was put in place to administer the policy. Upon implementation the turnover rate dropped to a very low and acceptable rate.

12. *Founded with partners the Career Development Institute*

SITUATION: In 1988 it became apparent that CDC was months away from failing as a corporation. The corporation responded by putting up for sale all operations that could be sold. Together with five other investors, we made the decision to, on our own and with the help of a Venture capital firm, buy out the Control Data Institute division of Control Data and take it private. We owned twenty computer training centers in the United States.

TASK: Our task was to raise enough capital which together with our own investments would provide the funds needed to purchase the business. Further we had to persuade the employees being effected to join the new company. Because of my previous experience I was named the Vice President of Product Development and the IAT product line.

ACTION: Separation from all administrative control of CDC was accomplished, the employees transferred and the product line restructured for rebranding as the Career Development Institute.

RESULT: The business made steady progress toward profitability and finally achieved profitability after three years. Because of long standing animosity between CDC and the U.S Department of Education over the operation of the Control Data Institutes and pressure from teachers unions, the DOE finally engaged in an illegal action that forced us to sell of the business in piece parts.

13. *Turned around IAT division from loss to profit in one year*

SITUATION: In 1986 as CDC began its downward spiral to bankruptcy, I was transferred to the Education Company of the Corporation to assume P&L responsibility for the IAT division. The division had been

headquartered and managed out of the Washington D.C. area. The division had been losing money for the last several years.

TASK: My task was to turn the business around from a loss and make it profitable again

ACTION: I immediately closed our Washington operation, laid off 16 employees and move all responsibilities back to Minneapolis under my direction. As personal computers were just being introduced, all 16 employees in Washington were replaced by one personal computer and specialized software. A special sale promotion event was launched in conjunction with our 25th year of business.

RESULT: The effect of all these actions was to reduce costs and increase sales such that we turned a solid profit after the first year of operation from Minneapolis.

14. *Developed four course major in MIM at St. Thomas*

SITUATION: With the advent of a new program director, the decision was made to expand the offerings of the MIM program by creating a major in International Human Resource Management.

TASK: As the instructor for the existing International Human Resource course, I was tasked with developing four additional courses that would create the International Human Resource major the program required.

ACTION: Without the availability of a suitable graduate level text in the subject, I developed "textbooks" from selected articles in established international business and academic magazines and journals.

RESULT: The result was the establishment of this unique major that attracted enough students to make a profitable contribution to the revenue growth objectives of the MIM program.

15. *Developed Two courses at St. Mary's*

SITUATION: As a result of the University of St. Thomas dropping its adjunct based MBA program, Saint Mary's University established a new adjunct based MBA program. To begin operations quickly the previous Director of the International MBA program at UST and most of her adjunct

teaching staff were employed by Saint Mary's to get the program started quickly.

TASK: I was tasked by the director to develop the required course in Leadership.

ACTION: Following the established course objectives, developed a very interesting and relevant course that would be attractive to students required to take the course.

RESULT: The course was developed and proved one of the most popular and relevant courses in the MBA program

16. *Lead Instructor for BUSN 600 Bethel*

SITUATION: After seven years of the Bethel MBA program it was apparent to the Director that the first and foundational course was being taught in as many different ways as there were instructor teams.

TASK: I was named Lead Instructor for the course (BUSN 600) and tasked with redesigning the course emphasizing a standard teaching sequence and methodology that would allow the Director to assign every instructor, existing or newly hired to be able to teach this course in the same way. This was to ensure that the students all had a similar experience and standards of Accreditation groups would be met

ACTION: After consulting with many existing instructors and an analysis of the differences in each teams' methodology, proposed a standardized model that met all the objectives established by the director. Further a significant number of new, up to date class room activities were implemented that improved student engagement and lessened the need for long lectures.

RESULT: The revised model was approved by the director and implemented.

17. *Developed JTSG Training program*

SITUATION: As a result of a deterioration of our local economy our Wooddale Job Transition Support Program could not adequately handle the number of unemployed that were seeking help each week. At the same time the founder of the group left the area to pursue other ministry opportunities.

TASK: I formed a task force of experienced volunteers to meet and develop a new format that would respond to the volume of job seekers we were receiving each week.

ACTION: A new formalized training program was developed, the location of the meeting was moved, and the time divided up into three distinct sections that more adequately met the needs of the group. Additional supporting services were added to reinforce what was developing as a unique Wooddale brand.

RESULT: We were easily able to handle the eventual doubling of attendance weekly while establishing a reputation as the finest job seeker support group in the Twin Cities.

18. *Developed reconstruction of World Relief Minneapolis organization*

SITUATION: It was the opinion of the Board and the leading donor to the organization that the management of the local operation was not achieving its objectives and was not functioning efficiently.

TASK: I was chartered by the lead donor to conduct an evaluation of the management practices of the organization and to make recommendations to improve the effectiveness of the organization against its stated mission

ACTION: Together with a selected associate, we conducted an analysis of the operating practices and policies of the organization. Internal employees were interviewed and financial statements reviewed to determine the causes of the lack of performance.

RESULT: A written report was prepared detailing our findings and recommendations and was presented to representatives of the leading donor organization that also was a Board member. The result was the removal of the President of the organization, the appointment of a new president along with specific training for him, and a number of internal organizational changes. The result was a vastly improved organization meeting its objectives.

19. *Prepared expert witness testimony to an internationally significant law suit*

SITUATION: Six U.S employees of Panasonic U.S. sued the parent company Panasonic Japan for discrimination based on the compensation a number of Japanese employees received while on assignment to Panasonic U.S.

TASK: To develop the logic of the Japanese compensation plan for employees sent to the U.S. as normal and in line with 80% of other international companies. In reality the Japanese employees were not compensated at the net level from any of the U.S. employees

ACTION: I prepared an analysis of the compensation plans used by 80% of all multinational employers when sending employees to a foreign country. The analysis proved that the Japanese employees compensation was standard business practice and not discriminatory to the U.S. employees in any way.

RESULT: The result is that Panasonic Japan prevailed in court over the suit by the U.S. employees