

Neill M. Carson, PhD, MBA

Education

BA, University of North Carolina

PhD (Psychology) University of Tennessee

Post doctoral Fellow, Yale University

MBA University of Houston (Executive Program)

Director, Neill M. Carson & Associates

CEO, International Assignment Profile Systems, Inc

Senior Consultant, The Levinson Institute, Boston, Mass.

CEO, MusAcom (now PracticePaks)

Recent-current work:

Development and management of the International Assignment Profile (IAP). The IAP is the premier program for developing support programs for employees and families preparing for international assignments. The software utilizes state of the art artificial intelligence and advanced statistical methods to conduct online interviews, analyze data, and produce planning reports to assist in maximizing the human and business success of international assignments. It is currently in use by companies such as DuPont, ConocoPhillips, Chevron, Northern Trust, and ComPsych. (www.iapsystems.com)

Faculty, Harvard Medical School Continuing Education program for Leadership for physician executives.

A week long program designed for physicians operating major medical enterprises to learn about leadership, organizational design, accountability, and to develop teams and organizations capable of delivering advanced health care solutions. This program (and faculty) received the highest ratings of any Harvard Medical School Continuing Ed program. The program is offered only once per year, and is always “sold out”!

Faculty, Harvard Medical School Continuing Education program: Accountability and management for the health care team.

A new, week long program building on the success of the above program, but designed for entire teams (as a unit) to explore new methods of designing structure and accountability into their team business processes, and to develop skills in management and team functioning.

Hankamer Business School, Baylor University Invited lecture: Designing accountability into the production process.

Wharton School of Business Program: Meaningful work: The individual-organizational nexus.

Global HRNews Program, Houston, Texas: A management overview of the international assignment process: *How to get what you pay for instead of paying for what you get!*

Developed artificial intelligence systems using Microsoft Excel for reducing hiring costs in a typical HR hiring sequence. This application, based around genetic algorithms, was featured in an **AI (Artificial Intelligence)** magazine article that showed how a simple system could reduce hiring costs by over \$100,000 compared to an HR “intuitive” model. (The system is so simple that we ran it free for prospective clients!).

Previous university level teaching experience:

Visiting faculty, University of Houston 2004-2006. I was invited by the newly appointed department head, David Francis, PhD, to teach some undergraduate courses in the organizational psychology area while he re-aligned and re-staffed his full time faculty. The courses were a blend of basic organizational psychology and management psychology, entitled “The psychology of work systems”.

Created and co-partnered (as CEO) development of MusAcom, the premier site for classical singing and opera accompaniments and diction support materials. This was a new concept and included top tier accompaniments, Yamaha Disklavier (midi) files, and diction coaching from Nico Castel, chief diction coach for the Metropolitan Opera. These materials are packed to distribute to students and music departments. This company is now re-deploying and will change its name to PracticePaks in 2012. We have partnered with Yamaha Corp in a new (still under discussion) distribution model.

Complete Organizational re-design and restructuring of Sunoco Oil Canada.

This was a complete review and re-design of the entire organizational structure, initiated by a new president and CEO. I was senior consultant during the initial phase of the project, and assumed full leadership for the completion of the work. This work involved creating a new design tied to core business areas strategic areas, and the design and alignment of support functions as well.

Results? Within 18 months Sunoco moved from the bottom quartile of regional Canadian oil companies to the number one position as measured by return on capital employed. (There were no unusual financial restructurings to produce this result, just operational successes.) This project subsequently led to a **mentoring-succession program** and a **process quality program** that I personally developed and supervised.

Rescued a seriously compromised major process and organization re-design project for a large US company (Engelhard) in time to prevent missed deadlines and quality degradations to customers such as Toyota and BMW. Focused on salvaging what process work was done, re-connecting with a rather cynical workforce, and designing new structures based around cross disciplinary teams. This led to other projects, including one in which a production facility earmarked for sale (because of chronic poor performance) was restructured into a facility that became the basis for a new business

unit. This required not only internal (production) re-design, but a redefinition of the unit's accountabilities (and resources) to corporate.

Complete organization design and management systems design for an international virtual investment-merchant banking firm. This international firm required a layered structure with clear accountabilities and communication structure that allowed for rapid, international communication and management control of strategic development. They continue to grow and flourish even while similar firms are in decline.

Redesign of the management and production structure for a large, (unionized) Canadian mining company (Falconbridge). Structure was tied to strategy and production goals, and accountabilities were clearly defined. This involved interfaces with the union leadership as well as redesigning production, exploration, support, and R&D services.

Team structure redesign for a large hospital-health care company. Required changing an ineffective leadership and team structure, and working in conjunction with the board and CEO to re-align processes, structure, and accountabilities in this highly visible, large, health care company.

Organizational review and re-alignment for a high tech publishing company (prior to IPO and subsequent purchase). CMP was a family owned highly visible publishing concern (competed with Ziff Davis) who, in anticipation of their (successful) IPO, had a team of consultants to refine, align, and streamline the organization. This had to be done quietly (no reorganization announcements) but effectively to please the eventual analysts and evaluators of the business. The IPO was extremely successful.

Lucent Technology strategy and sales performance was a very focused diagnostic project with Lucent sales managers which revealed the surprising finding that a poorly thought out organizational design coupled with mis-placed sales incentives was literally causing strategy to be created too low in the organization, with the paradoxical result that while quotas and goals were being met, the organization was falling behind competitively.

The **AT&T HR Information Systems** project was a massive, cross functional (internal) project that was falling behind in spite of looming deadlines and serious threats ("heads will roll"). The source of the problem lay in poorly conceptualized accountabilities in the cross functional structure, and the failure to utilize the appropriate cross over managers. These issues were addressed creatively, and the project was delivered on time.

Designed senior management retreat to examine strategy and organizational design-effectiveness for a steel maker in Canada.

Created and delivered a series of six, four day long, senior and middle level management retreats-workshops whose primary focus was in aligning organizational structure to strategy, and defining accountability for results.

Designed and directed over 35 national and regional conferences on leadership, organizational and group dynamics, and management effectiveness.

Articles have been published, and work has been featured in journals and magazines such as **Oil and Gas Journal**, **Training Magazine**, **Canadian Business**, as well as interviews and quotes in **Investor's Business Daily** and **National Public Radio**.

Organizations and professional affiliations:

Adjunct Profession (Lecturer) University of Houston, School of Business and Department of Psychology.

Fellow, AK Rice Institute (a not-for-profit professional scientific organization dedicated to research and training in organizational dynamics and behavior), past president, Texas Center.

Licensed psychologist, Texas.

Publications: (Informal citation style used for readability. Copies of all articles enclosed in supporting materials.)

ENSURING THE SUCCESS OF INTERNATIONAL ASSIGNMENTS:

Expatriate and Family Preparation

Neill M. Carson, Ph.D., President, IAP Systems, Patrick Bannister, Vice President/Business Area Lead, Global Human Performance, Leidos Health, Kenneth M. Burgess, M.Ed., Manager, International Business Development, Leidos Health

Global Support and Duty of Care: Preparing Expatriates for Safe and Successful International Assignments

Co-authored with Ken Burgess

The Trouble with Teams, Training, August 1992 : This is an old article, but one that is still in active use today!

Pre-Assignment Matching: Giving Managers the Support they need. The Leading Edge, November, 2006.

The International Assignment: The Challenges, the Opportunity, the Solution. Mobility Magazine (hard copy as well as on line), December 2006.

Talent Retention and the International Assignment. HR Perspective, 2008.

Meaningful work: The Individual-Organizational Nexus, presented at Wharton School Conference on Meaningful Work, 2008. Proceedings may be published separately.