

DONALD R. NAGLE

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Highlights of Qualifications

Executive Coaching & Alignment	Change Strategy/Management	Global Engagement
Organizational Development	Workshop & Group Facilitation	Strategic Planning and Operations
Program/Project Management	Process Improvement/Lean	Start-up Support

- Strategic change and transformation consultant with extensive experience facilitating executive decision making, designing and running change workshops, creating and implementing change management strategies and plans, and developing and running large program management offices
- Business process improvement consultant with a track record of implementing business driven improvement initiatives that span the value chain and all major functional areas -- assessing needs, defining business impact and success metrics, identifying issues and driving their resolution, and designing new processes, policies, structures, and behaviors
- Broad understanding of Sales strategy, policies, practices, and processes
- Recognized for building heterogeneous results-oriented teams, developing individuals to their potential, and working effectively across functions, regions, and cultures
- International experience includes projects in Europe, Asia, Canada, Mexico, and South America

Professional Experience

Donald Nagle Consulting, San Mateo, CA **2008 - Present**

- Current projects include (a) the integration of Sales, Sales Ops, Marketing, Services, Engineering, and Support functions for an acquisition at a global software company and (b) change management and strategic executive coaching in support of the largest software project at a global financial company
- Engagements have included strategic transformation, executive coaching, change management, process improvement, enterprise metric development, organization redesign, leadership and team development, strategic offsite design and facilitation, and program management office implementation
- Clients include start-ups to Global 30 in high tech, government, financial services, retail, non-profit
- Served as an instructor in Willamette's Atkinson Graduate School of Management Exec Ed program

Plastic Logic, Mountain View, CA **2009 - 2010** **Marketing Operations Manager**

- Project managed all activities for our CES presence and associated product and brand launch
- Managed development of eCommerce and Customer Support websites

PricewaterhouseCoopers, Advisory Services, San Jose, CA **2007 - 2008** **Director, Performance Improvement**

- Led pursuit teams at multiple clients; exceeded Sales target of \$2million; focus on high tech industry

Hewlett Packard Company (multiple positions), Palo Alto and Cupertino, CA **2002 – 2006**

Senior Director – WW Direct Strategy, Long-term Planning, and Strategic Initiatives **2005 – 2006** **HP PSG (Personal Systems Group), Worldwide Direct & Volume Sales Operations**

- Recruited, hired, and managed a team of thirteen senior-level employees responsible to:
 - Drive the development of strategies worldwide for the use of the direct route-to-market for enterprise, commercial, and consumer sales across all business units and all geographic regions
 - Develop an improvement plan and program manage strategic initiatives for Sales Direct RTM
 - Facilitate agreement across business units and regions on prioritized input (related to improving the direct route-to-market) into the IT and operations infrastructure annual planning process
 - Lead HP's cross-business unit "Factory Express" program, which facilitates the marketing, configuration, build, and delivery of servers integrated with customer-specified racks, cables, software, and other components (a \$70M global business), across all business units and regions

- Developed the first coordinated cross-business unit business strategy for the Direct Route-To-Market
- Hosted the first global summit on Sales call center best practices and improvement
- Led a virtual global community of strategic planners for the Direct Route-To-Market; managed ongoing alignment on priorities and projects, and ensured use of common data in measuring progress

Senior Director – Strategy and Long-term Planning

2004 - 2005

HP Customer Solutions Group (Enterprise Sales) in the Americas

- Drove development of regional strategic plan used to align sales with business unit strategic needs and to prioritize input into the planning process for sales and e-Business operations and IT projects
- Led the virtual community of strategic planners in the region across all business units
- Hosted first-ever strategic alignment workshop attended by the SVPs of regional business units and of sales and their planners. Achieved desired outcomes of greater understanding of and clearer alignment between business unit needs and sales team behaviors and actions
- Co-sponsored and facilitated the development of three-year market growth plans for Brazil, Mexico, Argentina, Chile, and Canada in partnership with corporate emerging markets strategy team
- Reorganized quarterly “big wins/losses” call among Sales VPs across the Americas Region to understand better potential competitor threats and patterns and root causes for big wins and losses
- Served as chief of staff for Americas CSG SVP, whose staff included the SVPs of Sales for the US, Canada, and Latin America and the VPs of regional functions. Developed agendas for and ran the staff meetings, which focused on sales and marketing direction, issues, and decisions
- Created, implemented, and managed regional balanced scorecard with Finance and HR VPs to measure progress against specific sales objectives and overall strategic goals
- Sponsored the regional implementation of a new go-to-market model for commercial segments

Senior Director – Chief of Staff, HP Americas Region Leadership Team

2004 - 2005

- Served as chief of staff for the Americas Region Leadership Team, composed of the SVPs of the Regional Business Units, Sales, and the corporate functions
- Facilitated monthly staff meetings focused on cross-organizational decision making. Developed agendas and reviewed materials to ensure requested decisions, choices, and background material were clear and relevant, documented decisions, and followed up on actions
- Oversaw cross-organizational governance for the region, coordinating appropriate use of councils to make decisions and drive regional actions
- Led the regional implementation of new corporate governance model after a corporate reorganization under new CEO. Obtained agreement on new decision making roles, responsibilities, and processes

Director of Strategic Change, Internal Consultant and Program Manager

2002 - 2004

HP Strategic Change Office

- Led a four-person team that developed and program managed CEO-sponsored strategic initiatives. Began as an individual consultant, then chartered to build and lead a team within the office
- Program managed senior-most initiatives directly -- defined charter, issues, and description of success; developed and ran PMO; facilitated executive alignment; developed change management plan; documented agreements; highlights include:
 - Corporate-wide reorganization resulting in new business units and customer sales organization
 - Cross-business unit, go-to-market task forces to align product and services sales, delivery, and support for computer services and for printing services
 - Country/Region Managing Director (MD) initiative to define Country and Region MD roles and engage Corporate SVPs to agree on MD responsibilities for local functional activity
 - Cross-company route-to-market task force to measure revenues and costs for shipments direct to customers or via channels and define reporting, operations, and IT requirements
- Managed in parallel a business process improvement program that delivered over \$10million in first-year benefits from 10 cross-functional projects

PricewaterhouseCoopers (PwC), Management Consulting, San Francisco, CA

1996 – 2002

Principal Consultant, Operations Strategy and Strategic Change

- Worked with clients to define issues and design and implement solutions. All projects delivered on time or faster and on or under budget; highlights include:

- End-to-end business process improvement, including elements of Lean (processes include strategic and operational planning, R&D, marketing, materials management and procurement, supply chain, manufacturing, sales, post-sales support, finance, human capital, and IT)
- Change management strategy development and implementation
- Executive alignment, roles and responsibilities, decision making processes
- Culture alignment, team formation, development, and performance, and organizational design
- Program management office design, development, and implementation
- Curriculum and course development and instruction (content includes team formation/jumpstart, change management, facilitation, program management, and business process improvement)
- Strategic, process, organizational, and people aspects of enterprise-wide software implementations (current state analysis, future state design, gap/impact analysis, Day One readiness, change management, communications, transition planning, and implementation support)
- Merger Integration – organization architecture design and implementation, executive decision making and alignment, culture integration, Day One planning, Day One readiness, post-Day One integration, procurement synergies, and integration methodology and playbook development
- Served in internal leadership and capability development capacity (in parallel with serving clients)
 - Led the Operations Strategy Center of Excellence for 18 months. Responsible for staffing, utilization, and development of its 12 consultants; exceeded utilization and hourly rate targets
 - Co-developed two separate consulting methodologies – each with an overall framework, stage and task descriptions, tools, and marketing materials. Managed training and rollout.
 - Work-Away -- Issues-driven, holistic approach to rapid process improvement across org boundaries. Piloted on five projects delivering ~\$8million in 1st-year savings
 - Strategic Enterprise Architecture – Approach to develop active executive sponsorship for an enterprise-wide system implementation by resolving strategic, process, organizational, and technical issues during the first few months of planning and design
 - Taught Change Management classes internally to 100+ consultants
 - Selected for and served on global team to develop “Advanced Facilitation” course at PwC. Created approach; defined competencies; designed modules; developed material; piloted class

Ernst & Young, Management Consulting, Los Angeles, CA

1994 – 1996

Senior Consultant, Performance Improvement, Supply Chain practice

- Served as a performance improvement consultant on a variety of projects; familiarity and experience with various approaches. Project highlights include:
 - Current state analysis, future state design, gap/impact analyses, change management, communications, and transition planning for two enterprise-wide software implementations
 - Improved and expanded the use of a Just-In-Time delivery of materials to a consumer products manufacturer. Reduced replenishment cycle time to three days. Eliminated one warehouse, saving \$500,000 annually. Developed supplier inquiries that resulted in \$1million annual savings

Hewlett-Packard (Cupertino, CA) and IBM (San Jose, CA)

1984 - 1989

Positions in manufacturing, procurement, materials, R&D training, internal marketing/hot site support; experience with Just-in-Time manufacturing and supply chain; APICS certified at HP.

Education

Columbia University Graduate School of Business, New York, NY

1989 - 1994

Post-graduate studies in Strategy and Organizational Theory. Completed all class work; one of two PhD students (out of 20) selected for national honor society.

Dissertation research on “cooperation between competitors in multi-parent joint ventures.”

Additional research on “the organizational and human aspects of reengineering.”

Stanford University, Palo Alto, CA

1980 - 1985

BS/MS, Industrial Engineering, Concentration in Management of Organizations. Bachelors and masters research on organizational life-cycle issues in high technology companies.