

ROBERT P. GANDOSSY
GANDOSSY CONSULTING
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Experience

- 2013–Present** **President**
Gandossy Consulting
Consulting to the worlds most admired companies on assignments ranging from leadership succession, assessment and coaching, high potential identification and development, employee engagement, talent and HR strategy. Clients include ADM, Blackrock, Siemens, IBM, Allianz, and Walgreens.
- 2011–2013** **Managing Director**
The RBL Group
Managing Director for The RBL Group, the preeminent leadership and HR consultancy founded by Dave Ulrich and Norm Smallwood. Consulting assignments focus on developing HR strategies that drive more effective management of people. Helps clients build more effective leadership and talent strategies.. Responsible for the Top Companies for Leaders research which he has led for over 10 years and appears in *Fortune* magazine. On the faculty for Leadership Academies at several Fortune 100 companies and on the faculty for RBL's Human Resource Learning Partnership to develop HR capabilities in the worlds leading companies. Clients include Siemens, Allianz, and Abu Dhabi Investment Authority.
- 2003–2010** **Principal and Partner, Hewitt Associates**
Global Leader of the Talent, Leadership, and Engagement Consulting Practice
Global Innovation and Solutions Leader
Leader of Insights & Innovation—Hewitt's Talent & Organization Consulting Research Arm
Responsible for consulting business growing at double-digit rates each year and Hewitt's research on Top Companies for Leaders. Practice leader for team of consultants working on cutting-edge research, innovation, and new product development. Studies have focused on double-digit growth, corporate governance, global sourcing, employee engagement, leadership), the emerging workforce, high potentials, and people practices of top companies around the world. Responsible for Top Companies for Leaders study featured in *Fortune*. Has led major engagements on HR strategy and transformation and many talent and leadership initiatives. Clients include American Express, IBM, and Zurich Financial.
- 1986–2003** **Global Practice Leader—Organization Effectiveness, Talent & Organization Consulting**
Regional Practice Leader, Consultant
Global practice leader of 600 consultants focusing on corporate restructuring and change, M&A, executive compensation, leadership, organization effectiveness, human resource effectiveness, and talent management. Areas of expertise/experiences include HR strategy, driving organization performance, culture change, HR measurement, merger/acquisitions, staffing strategies, organization development, team building, HR restructuring, change management, and leadership. Clients include GE, Chevron, Avon, and British Telecom.
- 1983–1986** **Senior Change Management Consultant and Vice President**
Goodmeasure, Inc., Cambridge, Massachusetts
Responsible for largest consulting assignments in history of firm. Worked closely with leading management thinkers like Rosabeth Moss Kanter, Tom Peters, and Allan Cohen. Consulting assignments at leading companies in the areas of fostering innovation, implementation of strategic change, leadership, creating effective teams, and business ethics.

Education

Yale University

M.A., M. Phil., Ph.D. specialized in organizational behavior.
Yale University Fellowship, National Research Service Award.

Binghamton University

B.S. in Social Sciences with Academic Distinction.

Certified on Hogan Assessments, FACET5, and Marshall Goldsmith Coaching Methodology.

Selected Hewitt Experiences

Hewitt host for one-to-one podcast with HR thought leaders, 2008-2009. Interviews with Jeffrey Pfeffer of Stanford, Geoff Colvin of *Fortune* Magazine, Marshall Goldsmith, Randy MacDonald, EVPHR at IBM, and Matt Schuyler, EVPHR at Capital One, Clayton Christensen, Michael Beer, and Rosabeth Moss Kanter, all of the Harvard Business School.

Executive sponsor for Top Companies for Leaders study with *Fortune* and the RBL Group since 2002.

Member of Hewitt University Board, 2008-2010.

Leading Women Executive Board, 2009.

Led Consulting Strategy Sessions, 2008.

Member of Hewitt Engagement Steering Committee, 2007-2008.

Global practice leader for talent, leadership, and engagement, a \$50 million business.

Practice leader for team doing cutting edge research on Human Resources and Human Capital. The team has produced five books in five years and nearly 120 articles and research reports.

Global practice leader for over 600 consultants and responsible for \$150 million in revenue, 30 percent growth in 2000 and 20 percent net profit margins. Consultants specialize in change management, leadership, executive compensation, M&A, and talent management.

Member of Hewitt's Global Council.

Member of Hewitt's Global Strategic Content and Services Team creating integrated cross practice offerings.

Became a Hewitt Owner/Principal within four years.

Led firm-wide strategy sessions in 1995–1997 spurring the two best years in the firm's 50-year history.

Member of Hewitt's Global Merger and Acquisitions team leading to the firm's active participation in large, multi-country mergers; the development of several comprehensive M&A tool kits; Web-enabled management center; preferred consulting relationships with GE, UPS, among others; and two articles on HR strategy.

Member of Hewitt's Global Organization Effectiveness Leadership Team.

Strategy, design, and implementation practice leader for East Region (1996–1998). Managed and coordinated the efforts of 150 benefits, compensation, communications, and organization effectiveness consultants.

Directly managed diverse team of 125 Global Organization Effectiveness consultants.

Practice growth of 25 percent per year, highest productivity and revenue growth in the Organization Effectiveness practice over five-year period.

Responsible for the development of business leaders at Towers Watson, Mercer, AonHewitt, other major consulting firms and several client organizations.

Developed team of consultants with Hewitt engagement scores of 95. Scores reflect degree of group cohesion, motivation, strength of leadership and direction (100 being the highest possible, Hewitt engagement scores = 71, East Region = 74).

Led small team of Hewitt leaders and representatives from GE Capital and GE Corporation on joint venture on HR outsourcing.

Led global Hewitt team to develop consulting process and tools on change management and culture change.

Member of Hewitt's East Region Business Leadership Team (1995–1998).

Member of Hewitt's East Region Business People Management Team (1995–1998).

Selected Client Assignments

Provided one-on-one consulting with specific ninety-day plan(s) for new VPs of HR at ten *Fortune* 100 companies including IBM, Verizon, Pfizer, and First Data.

Leadership assessment of top executives of several *Fortune* 100 companies and coach to the CEO and other C-suite executives.

Developed a global talent strategy including leadership, renewed focus on high potentials, and performance management at *Fortune* 100 financial services company.

For a large technology and consulting firm, developed a team, methodology, and tools to assist business units in moving work to lower cost labor markets around the world. This included identifying markets with the needed labor pools and requisite skills and capabilities.

For a *Fortune* 10 financial services firm, selected as one of four people to provide leadership assessment and coaching to the top twenty executives.

For a deregulated business unit of one of the largest public utilities in the world, developed a strategy for cultural transformation and helped develop the leadership team to carry it out.

Led team of consultants and client staff in reengineering and restructuring of HR function for large public utility. Created an employee service center, promoted employee self-service, eliminated job redundancies, established competencies for key positions, and hired new talent. Estimated annual savings are \$15 million, while the value of HR services has increased.

Developed and led process to identify \$50 million in budget cuts over a two-year period for a *Fortune* 20 company.

Over a three-year period, led a team of consultants in a culture change effort at a large unionized division of a *Fortune* 10 company. Reporting directly to the President, we restructured the division, redefined roles, established new communication channels, trained all employees on team-building and problem-solving techniques, created a leadership development program, and modified the reward structure. Productivity improvements were estimated to be over \$15 million per year, grievances were cut by 50 percent, and employee morale increased. The company was also able to enter into a desired five-year labor contract with its union.

At a *Fortune* 500 chemical company, we restructured HR to deliver more strategic value to the business units while reducing costs. Reporting directly to the CEO, we streamlined operations, introduced new technology, eliminated roles, and hired new talent. First-year savings were over 20 percent from previous budget.

For a large foreign-owned pharmaceutical company, we developed a leadership development and assessment process for the top 50 executives that ultimately cascaded down to the next tier of managers. Reporting directly to the CEO, we conducted the assessments, wrote feedback reports, led one-on-one feedback sessions with managers, and held leadership team workshops to improve the overall effectiveness of the leadership group.

For a *Fortune* 50 manufacturer of automotive and aerospace parts, led a small team to conduct a cost benefit analysis and site selection for consolidating 13 business service centers into three geographic centers.

For a unionized division of a large aerospace company, led a team of consultants, union representatives, and division and corporate staff in developing work teams to increase the level of employee involvement and improve work quality and productivity. We developed work teams, created communications channels, and implemented training and reward programs. Productivity improvements were so significant, that payouts ranged from 25 to 30 percent of annual pay. First-year returns on the initiative were estimated at \$15 to \$20 million.

For a *Fortune* 50 telecommunications company, working in partnership with the Senior Vice President of Human Resources and his team, developed an HR strategy and HR structure to align with the restructured company. We then developed a PC-based integrated measurement system to support the new direction.

Led off-site sessions of merger integration team leaders (operations, finance, IT, marketing, and sales HR) from Latin American Company acquired by U.S.-based Company. Sessions were intended to share finance and operating data of the two companies, discuss the importance of cultural integration, and lay out a strategy and work plan for merger integration. Sessions were held in English and Spanish.

Selected Speeches and Publications

Books

Even the Odds: Four Bold Bets on the Future of HR, with Tina Kao (forthcoming).

Workforce Wake-Up Call: Your Workforce is Changing, Are You? Co-edited with Elissa Tucker and Nidhi Verma, New York: John Wiley, 2006.

Leadership and Governance from the Inside Out, co-edited with Jeffrey Sonnenfeld, New York: John Wiley, 2004.

Leading the Way: Three Truths from the Top Companies for Leaders, with Marc Effron, New York: John Wiley, 2004. Translated into Chinese, Russian, and Hungarian.

Human Resources in the 21st Century, co-edited with Marc Effron and Marshall Goldsmith, New York: John Wiley, 2003. Translated into Hungarian. One of the “Top 10 HR Books for 2005” according to *HR Executive*.

Bad Business: The OPM Scandal and the Seduction of the Establishment, a selection of Macmillan Executive Book Summaries, New York: Basic Books, 1985.

Drugs and Crime, Washington, D.C.: United States Government Printing Office, 1980.

Articles

“How Top Companies in Asia Build a Leadership Brand” with Dave Ulrich and Laurence Smith, HQ Asia, May 2012.

“Overcoming the Talent Challenges in Emerging Markets: Lessons from the Best” (forthcoming).

“Instilling a Talent Mindset: What Top Companies Do to Develop Talent for Competitive Advantage” with Michael Phillips (forthcoming).

“Understanding and Accelerating the Development of High Potentials” with Jessica Johnson (forthcoming).

“The CEO’s Role in Developing Talent” (forthcoming).

“The Changing Nature of Executive Development” with Erin Burns, *Developing Leaders*, (Spring, 2013).

“Corporate Boards: Direct Engagement of Company Directors in their Firm’s Leadership Development” with Michael Useem (forthcoming).

“Ten Principals for Leadership Communications” (forthcoming).

“On Culture and Performance” *Journal of Applied Corporate Finance*, June 2009.

“Leading in an Economic Downturn” with Jim Donohue and Richmond Fourmy, *Leadership Excellence*, May, 2009.

“El poder que llega desde arriba” with Robin Guarnieri, *Expansion Management*, November 2008.

“If the Answer to Building Leadership Depth Are So Clear, Why Don’t More Companies Get It Right?” with Michelle Freiberg, *Talent Management Magazine*, June 2009.

“Can You Measure Leadership? At Top Companies, the Answer is ‘Yes’” with Robin Guarnieri, *Sloan Management Review*, Fall 2008.

“Building Leadership Capability to Drive Change” with Nidhi Verma, *Leader to Leader*, January 2009.

“Would the Best Candidate Please Step Forward” with Tina Kao, *Talent Management Magazine*, April 2008.

“The Emerging Workforce Meets the Changing Workplace: Managing the Paradox,” with Nidhi Verma, *WorldatWork Journal*, 2007, V16, Number 1.

“The Right People Right Now: Best-in-Class Talent Sourcing and Acquisitions” with Tina Kao, *Workspan*, December 2007.

“Ushering in the Next Generation of Talent Management,” with Elissa Tucker, *Human Capital Magazine*, July/August 2006.

“Staffing Solutions for the New Emerging War for Talent” with Tina Kao in *Workforce Wake-Up Call: Your Workforce is Changing, Are You?* Edited by Robert Gandossy, Elissa Tucker, and Nidhi Verma, New York, John Wiley, 2006.

“Engagement Responsibility to Talent Challenges,” *Workforce Performance Solutions*, January 2006.

“Challenges to the Talent Challenge,” *Chief Learning Officer Magazine*, January 2006.

“Who Will Take on the Leadership Baton?” with Nidhi Verma, *Leader to Leader*, January 2006. Also included as part of the *New York Times Syndicate* in their Global Business Perspectives section.

“Leading the Way to Double-Digit Growth,” with Shelli Greenslade, *Leader to Leader*, Winter 2005.

“I See Nothing, I Hear Nothing: Culture, Corruption, and Apathy,” with Jeff Sonnenfeld, *International Journal of Disclosure and Governance* October 2005.

“12 Steps to Restore Trust and Integrity,” with Jeff Sonnenfeld, *Directorship*, September/October 2005.

“Strategic Sourcing for Business Results,” with Jennifer Tower, *CEO Magazine*, September 2005.

“Unmasking the Organizational Drivers of Growth,” *Journal of Organizational Excellence*, Spring 2005.

“Overseas Connections: On the Ground with Companies in Montevideo, Sofia, Mumbai, Shenzhen, and Other Points East and West,” with Tina Kao, *Across the Board*, January/February 2005.

“Developing Leaders,” *Thoughts from the Top: A Collection of Interviews with Business Gurus*, Ontario, Canada, HR.com, 2004.

“I See Nothing, I Hear Nothing: Culture, Corruption, and Apathy,” with Jeffrey Sonnenfeld in *Leadership and Governance from the Inside Out*, edited by Robert Gandossy and Jeff Sonnenfeld, New York: John Wiley, 2004.

“What’s the Big Idea? The Little Things That Build Great Leadership in Organizations,” with Lauren Cantlon, *Leader to Leader*, Summer 2003. Also published in *Leading Organizational Learning: Harnessing the Power of Knowledge*, edited by Marshall Goldsmith, Howard Morgan, and Alexander J. Ogg, New York: John Wiley, 2004.

“Beyond the Boom,” with Marc Effron, *Business Strategy Review*, Winter 2004. Also reprinted in *The Financial Times Handbook of Management*, Winter 2004.

“Talent Wars—Out of Mind, Out of Practice,” with Tina Kao, *Human Resource Planning*, Winter 2004.

“Reforming Governance: Companies Must Go Beyond Rules to Focus on Issues of Character,” with Jeff Sonnenfeld, *Chief Executive*, December 2004.

“Sharpening the Talent War Focus,” with Tina Kao, *HR Executive*, November 17, 2004.

“Do You Have the Disciplines to Grow?” with Michael Treacy, *Chief Executive*, October 2004.

“Leading the Way,” with Marc Effron, *Executive Excellence*, October 2004.

“Asleep at the Wheel or Leading the Way? Developing the Next Generation of Leaders,” *Wharton Leadership Digest*, April 2004.

“The HR Leader as a Trusted Advisor,” with Andrew Sobel, *HR Executive*, Winter 2002. Also in *Human Resources in the 21st Century*, New York: John Wiley, 2003.

“Global HR: The Next Frontier for Human Resources,” with Elizebeth Varghese, *World at Work Journal*, Fourth Quarter 2003.

“The Need for Speed,” *The Journal of Business Strategy*, January/February 2003.

“See No Evil, Hear No Evil, Speak No Evil—Leaders Must Respond to Employee Concerns About Wrongdoing,” with Rosabeth Moss Kanter, *Business and Society Review*, December 2002.

“The Talent Edge in the 21st Century,” *Workspan*, December 2001.

Co-authored Harvard Business School case study on AlliedSignal’s move to e-Business. Case was sponsored by Harvard Business School Professor Rosabeth Moss Kanter, 2000.

“How a Strategy to Acquire Talent vs. Physical or Financial Assets Affects Your Deal,” *American Compensation Association Journal*, 1999.

“Build Employee Performance: Four Cornerstones of a Performance Culture,” with Elizabeth Johnston Scheffel, *Organizations in Transition*, Summer 1997.

“Human Resource Issues in Mergers and Acquisitions: A Strategic Overview,” *ACA Journal*, Winter 1995.

“Variable Compensation: Maxims for Successful Design and Implementation,” with Elizabeth Johnston Scheffel, *Journal of Compensation and Benefits*, November–December 1995.

“How Malcolm Baldrige Winners Reward Employee Performance,” with Carol Braddick and Marcia Pfefferle, *Journal of Compensation and Benefits*, November–December 1993.

“It’s the Process, Not the Design: The Move to Nontraditional Rewards,” *HR Horizons*, Fall 1992.

“Bucks for Behavior: Hospitals Get Innovative,” *Hospitals*, April 10, 1989.

“The Tough Job of Shutting Down Corporate Fraud,” *Management Review*, September 1988.

“Change Pay for Performance without Resistance,” *Personnel Journal*, October 1988.

“It’s Out of Control: Growth at the Firm,” with Allan Cohen, *Legal Administrator*, 1986.

“The Changing American Workplace: Work Alternatives in the ‘80’s,” co-author, *American Management Association*, 1985.

“Lessons Learned From the OPM Scandal,” with Rosabeth Moss Kanter, *Management Review*, March 1986.

“Becoming a Change Master,” with Rosabeth Moss Kanter, *Executive Excellence*, September 1985.

“Keeping ‘em Off the Streets: Crime and Compulsory Education,” with Mitchell Rothman and John G. Simon and Debra Stipek (eds.), *Reconsidering Compulsory Schooling for Adolescents: Studies in Social Science, Education, and Law*, New York: Academic Press, 1985.

“Sad Tales: The Accounts of White-Collar Defendants and the Decision to Sanction,” with Mitchell Rothman, *Pacific Sociological Review*, 1982, 25, 449–473.

Selected Speeches

On Talent, Emerging Workforce, High Performance Workplace

“Talent and Leadership Practices in Emerging Markets”, NYC, June 2010.

Leading in Tough Economic Times, HRMAC, 2009

Keynote speech at The Conference Board Emerging Workforce conference, June 3, 2005.

“Double-Digit Growth and People Practices,” *Forbes* CFO Event, May 21, 2004.

Keynote address at The Conference Board’s Talent Management Conference “Driving Results with Breakthrough People Strategies,” New York City, March 2001.

“Work Teams: Keys to Success,” American Compensation Association, 1993. Speaker at the 1992 and 1994 annual conference.

On Leadership

“If it is so Clear What Great Companies do to Develop Leaders, Why Doesn’t Everybody do it? NASSCOM HR Conference, Chennai, India, July 2011

“Leadership Development: What the Top Companies Do That Others Don’t” SHRM, Puerto Rico, September 2010.

“What Great Companies do to Manage Talent”, Mumbai and New Delhi, India, May 2010.

Secrets of Top Companies for Leaders with Wake Forest University School of Business, Charlotte, March 2010.

Leadership Seminar with Dave Ulrich at University of Michigan Business School, February 2008.

Secrets from the Top Companies for Leaders, Association of Executive Search Consultants, New York, March 2008.

“Developing Leaders in Challenging Times,” keynote address to the Human Resource Leadership Forum, Boston, September 15, 2005.

“Leading the Way,” Pearson/London event, June 14, 2004.

“Leading the Way,” Leading in an Era of Uncertainty and Change, Eight Annual Wharton Leadership Conference. Wharton Business School, University of Pennsylvania, June 2, 2004.

“Leading the Way” keynote to the Conference Board’s Talent Management Working Group, October 21, 2003.

Provided testimony to the U.S. House Subcommittee on Civil Service and Agency Organization on Leadership and Succession Planning, October 1, 2003.

On HR, HR of the Future

Human Resources Learning Partnership, Park City, Utah, May and September 2011.

Conference Board Talent Management Council, Atlanta, 2008.

Keynote address to New York Chapter of SHRM on “9 Observations about HR,” June 2006.

Keynote speech at The Conference Board HR Practitioners Forum, October 27, 2005

“HR in the 21st Century,” Washington HR Group, May 13, 2004.

“HR in the 21st Century,” Latin American Personnel Association, November 7, 2003.

Other

Lead speaker at conferences sponsored by the American Management Association, The Conference Board, American Productivity and Quality Center, SHRM, Human Resources Planning Society, and other management associations.

Lead speaker at global conferences and events sponsored by the following clients: DuPont; Halliburton; GTE Corporation; MCI/British Telecom; Rohm & Haas; Xerox; Pepsi; Kodak; ITT; Glaxo Wellcome; Southwest Airlines; Deere; Philip Morris; JPMorgan Chase; Citigroup; IBM; Alcoa; First Data Corporation; American Express; Harrah’s; Elkay; Schlumberger; Textron; British American Tobacco; McKesson; Baxter; Prudential Financial; Yahoo; Walgreens; Siemens.

Key speaker at conferences and workshops:

- Puerto Rico (2003, 2007, 2010)
- Mexico City (2001, 2008)
- Buenos Aires (2001)
- Hong Kong (2000)
- Singapore (2000)
- New Delhi, India (1999, 2000, and 2010)
- NASSCOM, Chennai, India (2011)
- Shanghai, China (1998)
- Beijing, China (1998)
- Creating Results Conference, Orlando, Florida (2001)
- Gathering 2008, Barcelona, Spain (2008)
- Gathering 2007, Scottsdale, Arizona (2007)
- Gathering 2002, Scottsdale, Arizona (2002)
- Gathering 2000, Palm Springs, California (2000)
- Gathering at the Ocean, Palm Beach, Florida (1998)
- Gathering in the Desert, Scottsdale, Arizona (1996)
- Human Resources Conference, Chicago, Illinois (1994)
- Life Plan Resources Conference, Chicago, Illinois (1992)

- Other client seminars/workshops in Lincolnshire, Chicago, New York, Boston, Philadelphia, Pittsburgh, Rowayton, Atlanta, Charlotte, Richmond, Toronto, Phoenix, Washington, Miami, Los Angeles, San Juan, London, Paris, Brussels, Budapest, and San Francisco

Taught graduate-level seminars on white-collar crime, business ethics, organizational behavior, leadership, and human resource strategy at Yale's School of Law and School of Organization and Management, Harvard Business School, the University of Michigan, and the University of Pennsylvania.

Interviewed for articles and reports appearing in the *New York Times*, *the Wall Street Journal*, *Fortune*, *Business Week*, *CNN*, and the *Chicago Tribune* among others.