



**TURNING POINT ASSOCIATES**

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217 West 10th Street, Suite. 240, Indianapolis, IN 46202, 317.633.8747, 317.633.8748 (fax)

Turning Point Associates is an Indianapolis-based organizational consulting firm specializing in strategy setting and implementation, individual and leadership team development, culture change, business process, work and organizational redesign, and customer focus.

We have provided intervention design/management, education and facilitation at executive and Board levels, executive mentoring, and project team leadership for clients in the USA, Europe, Latin America, and Australia including Ivy Tech Community College, Mettler-Toledo, Eli Lilly and Company, Boehringer Mannheim, Sterling Winthrop, E. Merck Pharmaceuticals, Rolls Royce plc, Sandoz Pharmaceuticals, Wyeth Ayerst Research, The Nature Conservancy, Walmart, Indianapolis Symphony, Remy International, Resort Condominiums International, DowElanco, KFC Corporation, AT&T, BAA plc, Wellpoint National Government Services, and Westvaco. Here is a sample of our consulting engagements ...

***Strategic Planning, Execution, and Organizational Alignment***

Business modeling, strategic planning, and organization design for an effort to establish a collaborative education park offering inclusive degree and non-degree programs in central Indiana.

Strategic planning for a mid-west publishing company.

Strategy development and organization design to reduce cycle time, improve regulatory compliance, and lower the lifecycle costs of process automation in the global manufacturing unit of a Fortune 500 pharmaceutical company.

Organizational alignment and frontline leadership development in support of strategic goals and initiatives for a global energy company.

Strategic planning and strategy implementation for a major symphony orchestra.

Strategic planning, organization design, governance process design, and communications planning for the information systems function of a multi-hospital healthcare system based in New England.

Planning process design and facilitation to create and implement a strategic economic development plan for a mid-west state to position the state to compete successfully in the "flat world" economy of the 21<sup>st</sup> century.

Strategic planning for a variety of organizations and business units including service businesses, global manufacturers, IT groups, and several not-for-profits.

Strategic planning and balanced scorecard development for a global manufacturer of advanced process analytics instrumentation.

***Balanced Scorecard***

Strategy development and a balanced scorecard for a state agency that facilitates technology transfer in small and medium-sized businesses.

A balanced scorecard for the global IT function of a Fortune 500 company.

Balanced scorecard development for a Fortune 500 pharmaceutical company.

Balanced scorecard development for the IT department of a global ERP software development company

***Customer-Focused Culture Change***

Culture change and business process design to increase customer focus and improve the operating efficiency of the product development function of a global specialty chemical company.

Organization design to integrate a new order entry, production planning, and distribution information system into the daily operations of a large printing plant.

Organization design to ensure customer focus and promote a culture of empowerment and accountability during the creation of a joint-venture in the agricultural chemical industry.

Organization design and culture change to implement self-managing teams in a Fortune 500 chemical manufacturing plant.

***Organizational Architecture Design and Process Reengineering***

Strengthen the design and operations of the employee benefits division of global retailer serving the needs of 1.9 million employees world-wide.

Alternative designs for the Office of the Secretary of Defense to improve long and short-term focus, simplify operations, and clarify accountability.

Cross-functional process redesign in manufacturing, product development and facilities management units in Fortune 200 companies.

Redesign of pilot plant operations in a Fortune 500 specialty chemical company to strengthen the technical qualifications of the operating staff and provide more attractive career paths

Process reengineering to reduce product development time for several pharmaceutical firms.

Redesign of the product development process of a global pharmaceutical company to increase capacity, shorten cycle time, and reduce costs.

Organization design to promote a team culture in the development function of a Fortune 100 consumer products company.

***Organizational Change Management***

Organization design and change management in support of the replacement of the IT infrastructure in the business-to-business group of a Fortune 500 pharmaceutical company.

Developing and/or delivering in-house corporate change management and organizational development courses for Fortune 500 companies.

Surfacing and addressing cultural barriers to change, particularly those rooted in the effectiveness of the senior executive team.

Change and transition management planning and implementation for a rapidly growing global services business.

***Leadership Development***

Design, facilitate, and serve as a faculty member in a management development program for a global aeronautical enterprise.

Executive leadership assessment for an R & D senior executive team including creating a customized 360° feedback instrument.

Design, creation, and delivery of an action learning approach to leadership development to support the transition from general to executive management for the manufacturing site heads of a global pharmaceutical company.

Leadership development and team building to enable culture change in a variety of staff and line units of Fortune 500 companies.

Design, facilitate and serve as a faculty member in a multi-session program for emerging leaders in a major health care insurer

**Executive and Cross-Boundary Team Building -- Alliance Management and Merger Integration**

Executive leadership team development including team chartering, role clarification, decision responsibility mapping, and individual feedback for several clients in both the private and public sectors including several state chapters of a leading conservation not-for-profit.

Merger integration support and teambuilding for a joint-venture in the specialty chemical industry.

Alliance chartering and supplier relations management for a major pharmaceutical firm including implementation of a decade-old multi-firm construction services alliance.

**DOUGLAS AUSTROM, PH.D.**

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Turning Point Associates, Inc. 217 West 10<sup>th</sup> Street, Suite 240, Indianapolis, IN 46202, 317.633.8747, 317.633.8748 (fax)

**PROFESSIONAL EXPERIENCE:**

*1987-Present*

**Turning Point Associates**

Principal and co-founder of an organizational consulting firm specializing in strategy setting and implementation, individual and leadership team development, culture change, business process, work and organizational redesign, and customer focus. Assisted clients in the United States, Latin America, Europe, and Australia including Ivy Tech Community College of Indiana, Eli Lilly and Company, Boehringer Mannheim, Sterling Winthrop, E. Merck Pharmaceuticals, Sandoz Pharmaceuticals, Astra Pharmaceuticals, Wyeth Ayerst Research, The Nature Conservancy, Indianapolis Symphony, Rolls Royce plc, Remy International, Resort Condominiums International, DowElanco, KFC Corporation, AT&T, BAA plc, AdminaStar Federal, Acordia, Indiana Bell, and Westvaco.

Faculty member and program coordinator for several executive development programs for Kelley Executive Partners, Indiana University.

Award winning instructor in the Certified Professional Manufacturers Representatives program at Indiana and Arizona State Universities and keynote speaker at a number of professional and trade associations on issues of leadership, change and customer focus.

*2005-Present*

**Adjunct Professor, Kelley School of Business, Indiana University**

Teaching online and on campus MBA courses for Kelley Direct on Leading Transformational Change.

*1985-1990*

**Assistant Professor, Graduate School of Business, Indiana University**

Received teaching awards in both the MBA and undergraduate programs. Taught undergraduate, MBA, and Executive MBA courses in management, organizational behavior, organizational theory, employee motivation, and organizational change.

Led executive development workshops on customer focus, team building, the organization of the future and leadership.

Conducted research on multi-level organizational collaboration, paradigm shifting, and quality of working life issues.

Authored a book and numerous articles and conference presentations including a Best Paper award from the Academy of Management.

*1982-1985*

**Consultant, York University Quality of Working Life Center.**

This Center, under the guidance of Eric Trist, helped private and public sector institutions implement employee and citizen involvement programs, search conferences, and self-directed work teams. Clients included the Town of Dundas, Ontario, and Penberthy. Co-

facilitated a search conference for the Promote Welland Task Force.

1982-1985

**Assistant Professor, School of Administrative Studies, Brock University (St. Catharines, Ontario)**

Taught undergraduate courses in organizational behavior and theory, organizational change, and research methods in HR.

1983-1985

**Instructor, Faculty of Environmental Studies, York University**

Taught graduate courses in quality of working life, sociotechnical systems, employee involvement and work redesign.

**EDUCATION:**

**Ph.D. in Social Psychology, York University, 1982.**

Received several undergraduate, graduate, and postdoctoral scholarships and fellowships from the Canada Council, Social Sciences and Humanities Council of Canada, Ontario Graduate Student Scholarship, and York University Senate.

**Master of Arts, York University, 1976.**

**Honours Bachelor of Arts, University of Waterloo, 1974.**

**PROFESSIONAL AFFILIATIONS:**

Academy of Management, Sociotechnical Systems Roundtable, Mankind Project, and the World Future Society

**PETER W. HOWARD, PH.D.**

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**EXPERIENCE AND ACCOMPLISHMENTS:**

1986 to present

**Principal, Turning Point Associates, Inc.**

Co-founder and President

1983-1988

**Assistant Professor, School of Business, Indiana University**

Award winning member of the faculty in the Management Department teaching courses (at undergraduate, Masters, Ph.D., and executive levels) and doing research in organization design, strategy implementation, and large-scale organization change.

1981-1983

**Principal, Management Solutions**

Part time consulting in strategic planning and team building while completing my Ph.D. dissertation.

1980

**Special Assistant, Office of the Secretary of the Navy**

Coordinated the redesign and implementation of the participant training program for the Navy's Merit Pay System, moving world-wide delivery and logistics management from external contractors to internal Navy civilian personnel.

1979-1981

**Organizational Consultant, Naval Air Systems Command**

Led a variety of office automation, performance management, and planning programs to improve the strategic focus and operating efficiency of the AIR-05 organization.

1977-1979

**Research Assistant, Wharton Applied Research Center**

Internship while a student at the Wharton School assisting with a variety of public and private sector projects to improve strategic planning and organizational effectiveness.

1969-1977

**Aerospace Engineer, Naval Air Systems Command**

Coordinated initial development of the carrier approach flying qualities for the F/A-18 aircraft series.

Lead redesign and flight testing of flight control system for the S-3A antisubmarine aircraft to improve carrier approach flying qualities.

Lead the design, development, and flight test of the first successful in-flight thrust reverser for fighter and attack aircraft.

Coordinated initial wind tunnel testing of the AV-16 Advanced Harrier V/STOL aircraft.

**EDUCATION:**

Ph.D. in Management from the Wharton School, University of Pennsylvania, 1983

MS in Systems Management, University of Southern California, 1972

MS in Aerospace and Mechanical Engineering, Princeton University, 1971

BS in Aerospace and Mechanical Engineering, Princeton University, 1968