



Larry Smalley - Biographical Sketch

Larry Smalley is a highly experienced, creative and energetic management consultant and facilitator. His broad management background and demonstrated success in diverse environments have allowed him to develop great proficiency in helping organizations create and align their business vision, mission, strategies and metrics. He has additional expertise in the following: program/project management systems design and implementation, business process improvement, change management, executive coaching, leadership development, organizational assessment and design, and competency-based selection and training.

Larry is known for blending business skills and practical Human Resources techniques that help multi-unit manufacturing and service companies achieve a competitive advantage. At Toshiba America Electronic Components (TAEC), he worked with management to create and implement a program management office.

At Transamerica, he worked closely with the CEO, the senior leadership team and groups of employees to create a new vision, core purpose and core values that re-energized the organization after it was acquired. At Genentech, Larry worked with several new cross-functional teams to develop and implement their team mission and charter. Other client companies include: Allergan, Avco Financial Services, Blue Cross & Blue Shield, Carl Karcher Enterprises, Canon, Celestica, Compaq Computer, Epson America, Fidelity, Home Savings Of America, Hasbro, Hunt-Wesson, Johnson & Johnson, Kia Motors, Marriott, Mazda Motors, Merck, Mitsubishi, Nissan, Orange County Register, Puritan-Bennett, Qualcomm, Reynolds and Reynolds, Seimens, Scientific Atlanta, Scios, Suzuki Motors, Taco Bell, UCI Medical Center, VetSmart, and Western Digital.

Prior to Larry's 12 years of consulting experience, he held the position of Vice President, Human Resources for Retirement Inns of America, a subsidiary of Avon Products, Inc., a leader in the development and management of luxury housing for active seniors. In this capacity, Larry established the Human Resources function and designed innovative selection and training programs to accelerate the growth of the organization while maintaining consistently high-quality customer service. He also instituted performance management systems to increase productivity and organizational effectiveness.

Larry's comprehensive experience also includes the position of Vice President, Human Resources for National Medical Enterprises, a \$1.5 billion provider of health care services nation-wide. In this capacity, he established a pioneering gainsharing program to address increasing competition and introduced programs to enhance morale and reduce employee-related litigation.

Larry also held various management positions with Baxter International (American Hospital Supply) in all specialties of Human Resources. Significant accomplishments included the implementation of several organizational change strategies to shorten the product development cycle, increase profitability, and integrate and consolidate acquisition partners.

Larry's academic credentials include a B.A. in Psychology Magna Cum Laude and an M.S. in Industrial Psychology from California State University, Long Beach. In addition to his consulting activities, Larry has been a visiting professor for the Graduate School of Human Resources Management and Development at Chapman University in Orange, California, with a focus on Strategic Management.