



*LifePath is an organization dedicated to providing practical tools that help people resolve the inner conflicts that change brings and master the behaviors that mean the difference between being paralyzed by change and moving forward courageously.*



*CLG, Inc. is a global consulting company that helps organizations execute their strategies, manage change, and improve bottom-line results through the consistent application of behavior-based performance improvement methodologies.*



*"It" Happens!, written by Julie M. Smith, provides proven, practical methods for becoming truly change-resilient.*

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## **Julie M. Smith, Ph.D.**

*Founder and CEO, Lifepath, LLC  
Cofounder and Senior Partner, CLG, Inc.*

*Julie M. Smith, Ph.D., has devoted two decades to pioneering some of the most powerful and practical change tools available today.*

*Regarded by her peers as a thought leader in the field of behavior-based performance improvement, Dr. Smith is passionate about simplifying complex concepts of human behavior so individuals and organizations can achieve unprecedented success.*

### **AREAS OF EXPERTISE**

As a cofounder of CLG, a global leader in behavior-based strategy execution and performance improvement consulting, Dr. Julie Smith has brought together unprecedented talent and a behavioral methodology to create a tremendous track record in helping Fortune 100 companies, medium and small businesses, and government agencies achieve results. Julie helps organizations and individuals improve operational performance by:

- Analyzing complex performance challenges and designing highly customized solutions to bring about large-scale change
- Aligning organizations' training and performance measurement systems to their stated values, mission, goals, and strategic business needs
- Serving as a mentor to executive leaders by providing coaching on leadership effectiveness and change management

Recognizing that organizational change ultimately comes down to individuals personally committing to the change, Julie founded LifePath, LLC, to help employees enact change in their lives—at work and at home—with courage and confidence.

### **PROFESSIONAL ACCOMPLISHMENTS (SAMPLE)**

Leading a team of 30 CLG and client consultants, Julie designed and developed Customer Service Representative (CSR) and management training for 4,000 new employees of the largest outsourced customer service organization in the world. The project reduced training hours, resulting in \$1.8 million in savings in the first year. The company also decreased the time to reach proficiency by 75%, allowing the centers to increase their supervisory ratios significantly. This change yielded a management cost savings of \$43 million over two years. The "It" Happens! tools were instrumental in getting the management of the core company on board with the change. Initially resistant to the idea of outsourcing, they "unlocked" themselves to welcome and assist their new partners.

Julie designed and developed a Leadership Center of Excellence for a nine-billion dollar multi-national company. The Center successfully links all courses for managers (from first-line supervisors to executives) to the strategic business needs, such as SAP implementation, continuous improvement, and reduced time-to-market. CLG developed all core courses, which cover three main areas: Leading Yourself, Leading Others, and Leading Organization-Wide Change. For this client, Julie also designed a change leadership model for the entire corporation to use and prepared a team of 12 internal change consultants to deliver the core courses and assist in strategy execution. The internal change consultant, in partnership with the leaders of one division, used Julie's behavior-based leadership tools to orchestrate a near impossible turnaround. (Featured in *Fortune* magazine, 2003.)

In another effort, Julie developed the Executive Coaching process for the world's largest airline. All of the senior leaders who received coaching achieved significant, measured improvement in both leadership behaviors and targeted business results. The average gain in leadership effectiveness scores was 1.8 points on a 5-point scale. A variety of targeted business results were improved, from exceeding sales targets by 8% in an extremely difficult economic downturn to decreasing overtime costs by 10% in the maintenance area.