



Julie M. Smith, Ph.D.  
*Co-Founder and Senior Partner*

## Areas of Expertise

Dr. Julie Smith is a cofounder of CLG and a global leader in behavior-based strategy execution and performance improvement consulting. She has brought together unprecedented talent and a behavioral methodology to create a strong track record in helping Fortune 100 companies, medium and small businesses, and government agencies achieve results. Julie's own consulting work has achieved significant strides in the areas of continuous improvement, customer service, change leadership, and leadership development. Julie helps organizations improve operational performance by:

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

## Professional Accomplishments

Because of her significant contributions to the operational excellence of many organizations, Julie is regarded as a thought leader in the field of Performance Management. She has assisted clients with the objective and positive application of Applied Behavioral Science to improve desired business results while improving employee engagement.

In one engagement, Julie worked with the Information Technology Division of a Fortune 25 client to guide the execution of the changeover of 30,000 desktop machines worldwide. Julie led a team of CLG consultants and client IT managers in creating the organization-wide change roadmap. She trained 150 site coordinators in change leadership skills and designed the measurement, feedback, and reinforcement systems that **resulted in the high-risk project coming in on time and on budget**. In addition, she convinced the leadership of the importance of creating 30,000 satisfied customers. She created a way to train, to measure, and to reward the customer service skills of the cutover team, which consisted of thousands of people. As a result of Julie's efforts in designing the change leadership side of the changeover, the corporation points to this strategic initiative as one of the most successful it has ever executed. **Customer satisfaction ratings were above 4.5 on a 5-point scale**. The targeted \$50 million in cost savings was achieved.

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. Superior CSR performance resulted in reducing the original plan from nine regional centers to six, at an annual savings of \$20 million per center**.

In another effort, Julie developed the Executive Coaching process for the world's largest airline. All of the senior leaders coached have 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. Besides personally serving as a coach, Julie provided guidance to the corporation's Leadership Development team on applying CLG's behavior-based change approach to execute strategic initiatives. CLG has been chosen as the coaching consulting firm of choice by the airline.

Julie has worked extensively with organizations to improve leadership effectiveness. Working with a \$9 billion pharmaceutical and chemical company, she designed and developed a Leadership Center of Excellence. 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 agents to deliver the core courses and assist in SAP implementation. One of the company's major production facilities has integrated the leadership curriculum into its business plan, resulting in productivity improvement of 12% in one year across the site. Employee engagement indices jumped 22% in one year in what was once a highly contentious union environment.

With a worldwide pharmaceutical company, Julie developed a highly interactive, computer-based behavioral interviewing course for the Sales Organization. **The course has received ratings of 4.85 on a 5-point scale for its effectiveness and ease of use.** It has been translated into 15 languages and is considered to be the foundation for the company's worldwide sales force effectiveness initiative.

Julie is currently working with a major oil company to improve its Return On Capital Expended (ROCE). Leading a team of 25 consultants, Julie has designed and developed an organization-wide performance system to:

- Certify executives in key capital decision-making skills
- Assess each business unit's performance management systems
- Provide one-on-one and team-level coaching to all involved in capital decisions
- Link individual performance to action plans, business planning, and performance management systems

Early indicators show that the desired behavior change is occurring, and as a result, the quality of decisions related to capital expenditures should improve, thus enhancing ROCE within the next two years.

Julie also developed an incentive program for a major utility company to award innovations from safety suggestions to new products or services. **The number of employee suggestions increased 1000% under the new system, and the maximum award of \$55,000 has been delivered for numerous outstanding suggestions.**

## Background

Julie has published several articles covering topics such as innovation management, formalized mentor systems, strategic planning models, and quality of work life. She has written **It Happens! How to Become Change-Resilient** and coauthored the book **Performance Analysis: Understanding Behavior in Organizations**. Dr. Smith also serves as an adjunct faculty member at West Virginia University.