

720.361.7297 > lisa.howard.cavanaugh@gmail.com > linkedin.com/in/lisa-cavanaugh-1443778 > Golden, CO 80401

LARGE-SCALE TRANSFORMATION ARCHITECT: CATALYST FOR OPERATIONS & TEAM EFFECTIVENESS

Delivering business results by focusing on people, asking the right questions, and moving forward together.

— Leadership Assets —

People

- Leadership Development
- Executive Assessment & Coaching
- Talent Planning & Management
- Performance Management
- 360-degree Assessment

Strategy

- Change Management
- Strategy Development
- Strategy Execution
- Enterprise Risk Management
- Continuous Improvement

Organization

- Org Assessment & Diagnosis
- Org Design & Alignment
- Culture Assessment & Change
- Team Effectiveness / Engagement
- Operational Excellence

» **Guide people to solutions that work** by building trust with skeptics and empowering fellow leaders to create and embrace new tactics. Deftly unify disparate cultures and facilitate organizational change by collaborating to inspire consensus—**achieving buy-in from even the most change-resistant leaders and teams.**

» **Approach challenges with genuine curiosity and a drive to untangle the most intricate problems.** Taking nothing for granted, asking strategic questions that apply theoretical statistical concepts and scientific approach to real-world applications—**moving large, established organizations to transform.**

» **Learn quickly and hit the ground running**, bringing advanced academic and consultancy background and applying talents as a listener and researcher. Leverage a healthy relationship with technology, using it in service to the business and creating a structure of support for needed organizational change—**no matter the environment or industry.**

“Lisa’s facilitation of change was outstanding. [She] managed large groups within functional support and business development [and understood] how change efforts are implemented in a way that created value and return to the shareholder.”—Kim Clarke, Chief Administrative Officer & Chief People Officer, Key Energy. **1 of 20+ recommendations on LinkedIn.**

EXECUTIVE CAREER OVERVIEW

VP, Organizational Effectiveness & Business Strategy | MAGNA ENERGY SERVICES (\$24M oil & gas well servicing firm), Broomfield, CO (2015-2016). **Reduced OSHA incidents 40% by shifting leadership** to collaborate and own process.

Global Director, Learning & Development | BRISTOW GROUP (\$1.5B helicopter services firm), Houston, TX (2014-2015). **Expanded leadership development** from 3 to 7 cohorts filled to capacity. Established succession planning.

VP, Organizational Development / VP, HSE & Org Dev (2010-2013) | KEY ENERGY SERVICES (\$1.4B oilfield company), Houston, TX (2009-2013). **Saved projected \$4M** through infrastructure, process improvements. Bettered HSE performance 30%.

Senior Marketplace Director / Director, Organizational Development | KEY ENERGY SERVICES, Houston, TX (2008-2009). **Led \$160M Rocky Mountains market across all business lines**; oversaw customer experience and team development.

Business Development Director, Rocky Mountains | KEY ENERGY SERVICES, Denver, CO (2007-2008). **Maintained margins despite market downturn.** Responsible for all of western US, strategic planning, performance metrics, and execution.

Director, Business Strategy | KEY ENERGY SERVICES, Bakersfield, CA (2005-2007). **Increased reliability 20%** by wresting business direction back from customers and empowering managers to execute to operational excellence (CA market).

Experienced Manager | ACCENTURE, Chicago, IL (1999-2005). **Avoided \$12M cost** by decommissioning 200+ apps.

TRANSFORMATIONAL LEADERSHIP HISTORY

VP, Organizational Effectiveness & Business Strategy | MAGNA ENERGY SERVICES, Broomfield, CO. 2015-2016
\$24M industry leader in servicing oil and gas wells in the Rocky Mountains and North Dakota. 200 employees.

12 direct reports. Hand-picked by CEO to elevate performance of management team, improve safety, and implement continuous improvement.

Organizational Development and Design: from communication, business strategy, corporate identity, and culture to change management; *Human Resources*: from compliance and performance management through continuous improvement; and *Health, Safety and Environment (HSE) Leadership*: from employee to customer.

Unified Fragmented Organization by Turning Leadership Around, One Manager at a Time

Executive Challenge: Organization was fractured, made up of multiple acquisitions to which management remained loyal. Predecessors hired to rectify situation hadn't attained results: a safety consultant applied behavior-based methodology, but without passion; another consultant had knowledge and expertise but (according to team's feedback) talked over their heads.

- » Engaged management by personally meeting with each, defining pain points and needed support.
- » Shifted outlook on discipline and accountability by facilitating safety culture maturity exercise.
- » Enabled leadership's sense of ownership by creating core value organizational compass founded on their existing accomplishments and pride, and developing into aspirational goals.
- » Won team's confidence and trust by working painstakingly through compass over several months.
- » Garnered widespread buy-in by encouraging leaders to collect employee input.
- » Improved performance expectations and increased field safety leadership training.

Results: Reduced OSHA incidents 40% by engaging leadership to collaborate and own safety results. Reduced total recordable incident rate 4% and improved incident severity 2%. Increased organizational commitment at all levels of the organization.

One operations manager came to every meeting wearing a baseball cap emblazoned with the old company's name. After last compass session, without anyone saying a word, he came in wearing a Magna hat. He never wore the other hat again.

Global Director, Learning and Development | BRISTOW GROUP, Houston, TX. 2014-2015
\$1.5B helicopter services and training firm serving oil & gas and search & rescue industries. 4K employees.

5 direct reports. Brought in as consultant; hired permanently within 3 months.

Leadership development: expanded and implemented program through learning and development strategy. *Talent management*: responsible for attracting and recruiting talent, managing performance, developing team, and planning succession. *Cultural steward*: helped differentiate company culture from competitors' culture, through customer experience maps and behavioral targets.

"Lisa is one of the brightest professionals I have ever worked with. Her experience enabled her to look at our business through a different lens and also help our business leaders do the same. She is very creative and has the ability to assess business needs and develop strategies to address those needs."
—Joe Halsey, VP, Human Resources, Key Energy.

Global Director, Learning and Development | BRISTOW GROUP, *continued.*

Settled a Leadership Team in Flux and Paved the Way for Future Leaders

Executive Challenge: When hired, CEO was retiring and two HR Director roles had been turning over at a near annual rate (3-4 executives in as many years). Prior succession planning attempts had been painful. A vicious rivalry existed between current HR directors. Underdeveloped leadership was in chaos and conflict.

- » Expanded leadership development programs, bringing in outside talent to fill them to capacity.
- » Recruited management development talent, then created 2-year program to foster and train them.
- » Obtained Board buy-in for succession planning by setting up infrastructure and communications.
- » Attracted high potential leadership candidates by designing and directing Advanced Management Development Program (AMDP).
- » Changed HR group operations by coaching through conflict and shifting how meeting agendas were set.

Results: Grew the number of leadership development cohorts from 1 to 2 and management cohorts from 2 to 4. When left, 4-5 AMDP candidates were active in the program, improving the leadership bench.

VP, Organizational Development / VP, HSE & Org Dev (2010-2013) | KEY ENERGY, Houston, TX. 2008-2013
 \$1.4B public oilfield company, largest onshore well services firm in the US. 8.5K employees.

Launched upwards trajectory through organization as Director of Strategy and Continuous Improvement, resolving conflict and shifting legacy culture to finally oust customers from the driver's seat and internally empower the team to regain leadership. Led design and delivery of organizational development programs, including policies, procedures, and recommendations to enhance overall organization effectiveness. **Saved projected \$4M** through infrastructure and process improvements. Responsible for \$10M budget and 100+ team.

Brought Order to Chaos and Restored Compliance by Changing Organizational Culture

Executive Challenge: Despite ongoing responsibility as VP of Org Dev and no prior experience in highly regulated Health, Safety, and Environmental function, asked by CEO to turn around HSE, which had fallen out of compliance. An interim predecessor had left the division in a state of chaos.

- » Identified 2 strong managers out of dozens, through pointed evaluation: *Are we advisors or lackeys?*
- » Swayed ops managers to take greater role in safety results and own subsequent process improvement by working them through span of control process.
- » Reduced overall safety organization by 30 people, while boosting efficiency and improving outcomes.

Results: **Bettered HSE 30% YOY (total recordable incident rate, TRIR). Reduced cost 10-15%.**

One customer asked whether we had enough safety people, since we used fewer than before. I explained the processes and safeguards showing how we came to that number, and he replied, "I have no problem with what you're doing. Keep doing it." That contact became the foremost advocate for the program at his organization.

VP, Organizational Development / VP, HSE & Org Dev | KEY ENERGY, *continued.*

Developed High-Trust Strategic Customer Relationships through Continuous Improvement

Executive Challenge: Customers demanded implementation of Lean methods by contractor community to improve operational performance without regard to contractor or key customer field readiness or acceptance.

- » Engaged operations management by holding focus groups to identify pain points across the division
- » Engaged customer management by interviewing company and customer managers regarding customer needs and wants at various levels (front line managers, corporate leaders, HSE, etc.)
- » Identified most effective measurement and improvement tools and practices to address the issues identified and initiated a high profile pilot project with most challenging customer and the toughest-to-sell manager (a probability of reliability study for staffing rigs utilizing statistical process control and other continuous improvement methods)
- » Reviewed projects results in Operations Meeting, winning company and customer teams' confidence and trust by **increasing rig staffing reliability from 82% to 98% in six weeks**

Following our initial pilot project roll-out, our second toughest-to-sell manager said, "this is all well and good, but does my district get to go first next time?"

- » The team identified customer-facing job time and job quality projects with a high degree of buy in, energy, and support from continuous improvement specialists resulting in ongoing improvements in operational processes and outcomes

Results: Reduced median job times by >30% while maintaining consistent quality (measured by mean time between failure (MTBF). Increased wallet share and market share, doubling revenues and maintaining margins while improving safety performance. Increased operational commitment to organizational effectiveness and continuous improvement at all levels of the organization.

Over time, our customers recognized the team's expertise and commitment to continuous improvement and quality, and began to trust our methods, eventually deferring to our judgment on a wide variety of operational challenges and opportunities. We became trusted advisors instead of hired help.

EDUCATION, CERTIFICATIONS & AFFILIATIONS

Master of Applied Industrial/Organizational Psychology (2016), Colorado State University, Fort Collins, CO.

Master of Science, Information & Library Science | **Bachelor of Arts**, Liberal Arts & Sciences, University of Illinois, Urbana, IL.

Leader of the Future, JMW (2014-2015) | Center for Creative Leadership 360 Assessments | Academy of Management Society for Industrial/Organizational Psychology | Assoc. for Talent Development | Society for HR Management

"If you want financial performance, you focus on the people and the process." – Lisa Cavanaugh