DONAL O'HARE

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SUMMARY SKILLS and ATTRIBUTES

Extensive management consulting experience in organizational and management development at the senior level across a broad range of public and private organizations.Mentored by a co-founder of Organizational Development. Has undertaken assignments for clients in 30 countries.

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| **Organizational Development**   * Analyzing a company’s strategic, operational and organizational strengths – and how their dynamic interplay is giving it the competitive edge needed * Identifying where and how improvements needed can be made through high-leveraged interventions and/or nimble trouble-shooting, related to such matters as organizational design, process improvement, etc. * Advising on and co-leading organizational transformation/change, including gauging compatibility of the organizational culture with targeted strategic improvements, and transforming the culture itself * Designing and facilitating large group events; reading, analyzing and facilitating group behavior -- whether between board and executive management, between different organizational units or separate organizations engaged in collaborating on a project   **Other Professional Strengths**   * Program/Project Management * Stakeholder Analysis * Ability to work cross-culturally | **HR Management**   * Executive recruitment; have created a unique approach to selection interviewing * Executive coaching * Leadership/management training and development * Team building and development, with a focus on on-time deliverables, interacting together optimally and being ready to meet future challenges. * Performance management   **Personal attributes and work style**   * Strategic perspective, holistic approach, understand human dynamics in the workplace * Creative in conceptualizing and designing solutions, in real time * Interpersonally skilled, able to evoke and retain trust in relationships, influential in helping others reach agreements * Avid learner, contributing on wide spectrum of issues; work comfortably on an independent basis or as part of a team, to fit what is needed. * Able to quickly understand business problems/opportunities * Unique blend of style and competence |

PROFESSIONAL EXPERIENCE

**Millennium Institute**

* Vice-President 2013 - 2015
* External Consultant 2012 - 2013

Responsibilities included strategic planning, business model, finance and administration, internal systems and processes, contract management and IP. The Millennium Institute (MI) is a small non-governmental organization with global reach and a vision of a world in which decision makers apply extensive knowledge and a systemic perspective to bring about a sustainable, equitable, and peaceful global society. MI strives to realize its vision by enabling governmental decision makers to use holistic thinking and system dynamics tools to analyze and understand the interconnectedness between economic, social, environmental factors, and issues of peace and security.

**O'Hare Management Consulting Inc.** 1987 - 2013

* President

Founded and led this small organizational development consulting firm with clients in 30 countries in the international, for-profit and not-for-profit arenas. Creatively tailored each assignment to specific client needs and circumstances. Assignments ranged from comprehensive to targeted interventions: from directing the process of reviewing and reformulating as necessary an organization’s strategic direction; to defining associated outcomes in operational terms; to assessing needed structural changes and redesigning the organization to ensure success, including addressing organizational culture; to recruiting, training and developing senior management; to leading and managing the change process itself.

* Devised an **innovative process** through which a group of corporate vice presidents was enabled to adopt a more strategic perspective in the context of major changes facing their industry
* Using a collaborative process involving board, management and staff, guided a not-for-profit institution through the reshaping of its **strategic direction**; supported management in adjusting its operational processes to blend programmatic and institutional goals, and in realigning its organizational capacity
* Undertook a thorough **organizational analysis** of an international development agency – coinciding with the introduction of a private sector investment facility – resulting in decisions to change structure, systems and processes, staffing levels, leadership and management, organizational culture and transition management
* Guided the **merger** of three international agencies with entirely different modes of operation into one cohesive agency that achieved marked success
* Assisted a consulting firm whose business and staffing levels had outgrown its practice management system to **reorganize** itself to achieve greater delegation, functional specialization and coordination of core activities
* Audited **cultural dimensions** that influenced the interface between a US corporate headquarters and its 20 subsidiaries located around the world, and used the results to create smoother working relationships between headquarters and each company team
* Audited the **organizational culture** of a professional association to assess its impact on strategy achievement and organizational capacity, and designed a culture change program to significantly improve its effectiveness
* Conducted a series of **team building** sessions over two years for a corporate senior management team and for its departments to simultaneously reverse falling morale, cope with major internal changes and achieve raised productivity targets; used survey feedback and benchmark data in individually **coaching** members of three levels of management (vice president, director and manager) to achieve significant measurable improvements
* **Designed and facilitated** a one-week international workshop, sponsored by six governments which enabled participants from 22 countries to develop a plan for international collaboration that had eluded the parties in earlier initiatives
* Custom-designed and delivered, in two- and three-week formats, **residential management development** programs over the course of thirteen years for senior managers working in multi-cultural and multi-disciplinary international research environments
* **Selected by the national professional body for training and development** to design and conduct an off-site residential management development program for its managers in support of its business strategy and to reinforce its values and beliefs.
* Supported the successful **launch of a public-private agricultural technology development project** involvingtwo major financial donors, two international technical partner organizations, one international coordinating partner organization and partners from organizations in each of five countries. Support included advising on project governance structure, including roles and relationships; recruiting a project coordinator; facilitating project-wide meetings and a workshop of six functional multi-partner teams to generate annual work plans, agreement on how to operate virtually within and across teams and address the development of a project culture.
* Orchestrated a **self-study** by teams of managers and staff of an organization in preparation for an External Review by a panel of external experts appointed by the organization’s donors.

**The World Bank** 1980 - 1987

* Manager, Management Development & Consultancy Services
* Deputy Division Chief, Training
* Deputy Division Chief, Personnel Management (Operations Division)

Managed human resource management activities for half the professional level staff and all the support level staff, while taking the lead on special projects and undertaking highly sensitive assignments. Devoted last five years of tenure to the design and delivery of a Management Development Program that—against considerable odds—achieved significant measurable improvement and was widely regarded as an outstanding success. Conducted a culture audit of The World Bank Group as a contribution to its reorganization in 1987.

**Price Waterhouse & Company**1975 - 1979

* Manager, Client Services (Organization Development & Executive Recruitment)
* Senior Consultant

Undertook a highly creative approach to marketing services for the Dublin office, then the sixth-largest office worldwide. Developed a new division that accounted for 25% of that office’s consulting practice at the end of its first five years.

EDUCATION

**Master of Arts** – Human & Organizational Behavior/Development – 1984 George Washington University, Washington, DC

**Bachelor of Arts** – Economics, Philosophy & English – 1971 National University of Ireland, University College, Dublin, Ireland

SAMPLE CLIENT LIST

ASAE American Society of Association Executives

ASTD American Society for Training & Development

BGE Baltimore Gas & Electric Company

CGIAR Consultative Group on International Agricultural Research

ICF Consulting

IDB Inter-American Development Bank

IDS Institute of Development Studies at Sussex University

Intel Corporation

IFPRI International Food Policy Research Institute

Ohio State University

Olbrich Botanical Gardens

UCS Union of Concerned Scientists

UNDCP United Nations International Drug Control Programme

West Virginia University Hospitals

Whirlpool Corporation

World Bank Group