

SYDNEY S. LENTZ, Ph.D.

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Leadership Development and Coaching

Experience Summary

- 28 years of coaching, consulting, training and leadership experience in business and consulting firms.
- Executive experience with General Motors leading the Organization Development department for the Luxury Car Division with 27,000 employees and \$12 billion in sales.
- 16 years with two world-class, global consulting firms (Right Management and PDI) engaged in leadership assessment, executive coaching and leadership development.
- Coached significant numbers of C-suite executives at companies such as Health Alliance Plan, Dow Corning, Citizens Bank, The Mayo Clinic, Karmanos Cancer Institute, and Eastern Michigan University.
- 10 years of faculty experience teaching classes in leadership within the business and nursing schools.
- Author of numerous articles on leadership and speaker at a number of national and international conferences.
- Designed leadership development programs that teach theory through presentations, simulations, action learning, and blogging.
- Taught leadership courses at Assumption University in Bangkok and Chaing Mai Thailand.

Career and Achievements To Date

Lentz Leadership Consulting LLC, Grosse Pointe Park, MI

2010 - Present

Managing Partner

Established own consulting firm focusing on leadership development, strategic planning, organization development, and senior team alignment. Specializing in solving leadership issues in the medical community, especially around nursing. Authoring a book on nursing leadership: *Nurses Take the Lead: Transforming Primary Care on the Front Lines*

Oakland University, Rochester MI

2000 - Present

Adjunct Faculty

Faculty for the course, *Leadership, Teamwork and Communication* for the Executive MBA Program in Health Care Management and for the course, *Leadership and Teamwork* for the School of Nursing Graduate Program for nurses. Voted *Teacher of the Year* for the course *Leadership and Teamwork*. Nurses write that the course has fundamentally bolstered confidence in their personal leadership skills.

Right Management, Great Lakes Region, Southfield MI

1999 - 2010

Vice President, Leadership Development Practice, Talent Management

Directed the Leadership Development Practice and managed a cadre of 19 executive coaches engaged in consulting with Corporate leaders. Also personally coached and consulted with C-suite leaders.

- Led leadership and coaching sales initiatives, which resulted in a peak year of \$1.2 million, a 30% increase over the previous year.
- Managed 19 executive coaches. Wrote proposals, consulted with organizations' HR staffs on the assignment of coaches and worked individually with coaches to insure quality.
- Developed and led The Strategic Leadership Lab, a leadership development experience that ran over a 3-year period and trained over 100 high-potential leaders to leverage their power and influence skills.
- Led a consulting effort with a senior leadership team that turned around the team from dysfunctional to high performing. A key leader described the experience as completely transformational.
- Designed a visioning process for a comprehensive cancer institute's Board and senior leadership team that helped identify strategies to become a U.S. Top 10 institute for comprehensive cancer care.
- Collaborated with the Director of Right in India to implement an assessment of leaders within Tata Motors for succession management and leadership development.
- Led two large assessment projects, one for Catholic Healthcare Partners in Cincinnati and for Oakwood Health Systems that resulted in increased leadership skills for their high potential leaders.

Personnel Decisions International (PDI), Troy MI **1994 – 1999**
Executive Consultant

Directed the leadership development business and served as Organization Effectiveness consultant specializing in integrating business strategies with H.R. systems, e.g., performance management.

- Managed the \$2.5 million leadership development business.
- Developed a team measurement tool, eventually adopted company-wide, which effectively measured high-performing teams and determined the critical factors for team success.
- Consulted with the Mayo Clinic radiology department to design new models for working collaboratively other departments such as surgery, an early concept later emerging as laparoscopic interventions.
- Conducted leadership assessments for the Ford Motor Company executive program, a program comprised of top executives from around the world.
- Developed a process to integrate performance management processes with business goals. The process determined critical performance factors for the Joint Commission at Genesis Healthcare.

General Motors Corporation, Detroit Michigan **1993 – 1994**
Executive and Senior Planner, Corporate Personnel Planning Staff

Senior human resource planner responsible for ensuring that GM's human resource programs and restructuring efforts support corporate direction and strategy.

- Nominated to the CEO council responsible to develop a corporate staff-restructuring proposal, later used to reorganize the corporate staffs into a model that centralized corporate line functions (finance, IT, etc.) for cost savings and decentralized field staff (H.R., engineering, etc.) for responsiveness.
- Worked on models for determining the people needed for a given car project, such as car launches, manufacturing resources and staffing needs, resulting in cost savings and increased effectiveness.

General Motors Corporation, Detroit Michigan **1990 – 1992**
Director, Organization and Employee Development

Managed a six-person staff responsible for organization development, HR planning and training for the GM Luxury Car Division – 27,000 employees and \$12 billion in sales.

- Instituted a 10-year HR planning process that linked people and finances with business and manufacturing goals. The process was designed to both shorten design time and increase profitability.
- Identified core competencies associated with managing people, worked on tools to measure those competencies across the division and used the measurements for leadership improvement.
- Focused a \$10 million dollar budget on OD and training priorities to ensure that both plants and staffs were being trained on the right skills needed for increasing collaboration between union and management, reducing the cycle time for work processes, and launching vehicles.

General Motors Corporation, Detroit Michigan **1990 – 1992**
Consultant, Organization Research and Development Staff

- Consulted with senior leaders and their teams to restructure GM into business units and facilitated change management efforts across the corporation.
- Facilitated a year-long process with a cross-functional senior leadership team to analyze the Toyota Production Process and present a final report to the GM Executive Team.
- Facilitated change and quality of work-life projects to develop collaboration between union and management, resulting in improved morale and a higher degree of trust between the two groups.

Education **The University of Michigan, Ann Arbor Michigan**

1983	Ph.D. Interdisciplinary Program – Psychology, Sociology and Business
1976	M.A. Educational Psychology
1973	Teaching Certificate – Elementary
1972	B.G.S. Social Science

Addendum

Consulting Experience – Health Care

- Consulted with the Mayo Clinic Radiology Department to design new models for working collaboratively other departments such as surgery, an early concept later emerging as laparoscopic interventions.
- Designed Karmanos Cancer Center's strategic visioning process, which eventually led to its designation as being capable of integrating research to focus on cancer care by the National Cancer Institute.
- Developed a learning culture for Munson Medical Center in Northern Michigan including establishing a Corporate University providing technical and leadership training to nurses, doctors and staff.
- Worked with the senior leadership staff at St. Mary's Health Care in Grand Rapids Michigan to help the team align around corporate goals resulting in improved patient satisfaction, quality and teamwork.
- Coached a CEO of St. Joseph Mercy Oakland and helped him turn-around a troubled team into a high-functioning team and developed leadership criteria for working in a patient-centered care facility.
- Coached a Chief Nursing Officer who had an abrasive personality. Through the coaching experience she learned how to use the strength of her personality to engage others rather than demean them.

Consulting Experience - Leadership

- Worked with the leadership team at The Detroit Free Press to redefine its purpose, thereby helping the paper draw back lagging readers and grow revenues.
- Developed a process for a leadership team at Piston Group to align themselves around key measures, enabling dramatic improvement in business performance across the whole organization.
- Coached the CEO of Citizens Banking over a five-year period during which the team acquired Republic Bank, resolved major trust issues, reorganized players and realigned the team, substantially improving overall performance.
- Created culture change that aligned with lean manufacturing processes at Detroit Chassis leading to better collaboration between employees and management and improved business outcomes.
- Coaching the highly successful but interpersonally difficult president of a major university to re-establish her credibility, relationships and effectiveness as a leader.
- Created a C-Suite team-coaching project for Blue Cross Blue Shield of Michigan helping them improve their leadership skills and improve performance throughout the whole company.
- Collaborated with the Director of Right in India to implement an assessment of leaders within Tata Motors for succession management and leadership development.

Leadership Development Projects

- Developed a 3-day business simulation process, titled the Strategic Leadership Lab for high-potential leaders of Fortune 500 companies. The 'Strat Lab' focused on helping these A-list leaders to learn about the use of power and influence. The simulation combined the effective use of data and persuasion skills into the critical components of making informed decisions. In 3 years over a 100 leaders went through the program and many stated they gained critical insights into their leadership style. With these insights, they gained the skills necessary to make better decisions, think more strategically and have greater influence on others. A CEO of Providence Hospital in Southfield wrote me a letter to personally thank me for what he termed 'a transformational experience.'
- Developed an Internal Coaching process for Right Management that covered a six-month period of time and combined personal coaching, training on being a coach, support in the coaching of others, and advanced training on how to handle difficult coaching situations. Leaders at Dearborn Federal Credit Union and Amerisure Insurance consistently rated the program at the highest level. Participants praised the program as instrumental in helping them learn the difference between being a leader who gives direction, a mentor who gives advice, and a coach who asks questions. As a result, their leadership improved and they were in a better position to truly help their direct reports.

Publications

- "Increasing Employee Engagement: Keep morale and productivity up with simple and low cost methods." *Detroit*, November 2009
- "Successfully Launching New Leaders," *Crain's Weekly News Report*, May 5 2001
- "The Well-Balanced Leader," *Health Forum Journal*, Fall, 1999
- "Career Development in an Uncertain World," *Portfolio*, Spring 1997
- "Hybrid Organization Structures: A Path to Cost Savings and Customer Responsiveness," *Human Resource Management Journal*, Winter 1996
- "The Partnership of Organizational Development and Strategic Planning," *OD Practitioner*, June, 1991
- "The Labor Model for Mediation and Its Application to the Resolution of Environmental Disputes," *Journal of Applied Behavioral Science*, 22-2, 1986
- "Changing Culture Through Ceremony: An Example from GM", *Human Resource Management Journal*, Fall, 1985
- "The Labor Mediation Model and Environmental Dispute Resolution," Honoree for the CPR Legal Program Awards: For Excellence and Innovation in Alternative Dispute Resolution and Dispute Management, 1983

Conference Presentations

- "Nursing Leadership: The Role of the Advanced Practice Registered Nurse," Poster Presentation to the American Association of Nurse Practitioners 26th National Conference, Las Vegas Nevada, June 25, 2011
- "Nurses Take The Lead: Changing Primary Care on the Front Lines," Key Note Speaker to the Michigan Council of Nurse Practitioners, Eagle Crest Conference Center, April 3, 2011,
- "Nine Steps to Effective Networking," Presentation to Inforum, February 10, 2011
- "Coaching for Leaders," Presentation to the Novi Chamber of Commerce, November 3, 2010
- "Transformational Leadership in Today's Healthcare Environment," Presentation to the International Business Conference: Healthcare at Oakland University, October 2008
- "Successfully Launching New Leaders," Presentation to the Organization Development Network 2001 International Conference
- "Can a Commitment to Moral Values Co-Exist with Profitability?" Presentation to the Organization Development Network 1998 National Conference
- "Career Development in an Uncertain World," Presentation to Human Resource Research Symposium, June 1997
- "Reorganizing Corporate Staffs for Competitive Advantage," Presentation to the Corporate Dynamics Inc. Training Conference, April 1997
- "The Leader's Role in High Performing Organizations," Presentation to the International Business Conference, McGill University, January, 1997
- "Integrating HR Processes Through Virtual Reality," Presentation to the Organization Development Network 1996 National Conference
- "The Process of Restructuring," Presentation to the Organization Development Network 1988 National Conference
- "Collaboratively Integrating OD and Strategic Planning," Presentation to the 1986 Academy of Management National Conference