



## Dr. Vicky Gordon

Founder and CEO

The Gordon Group, Chicago, IL

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## Vita

### EDUCATION

<u>Institution</u>	<u>Major</u>	<u>Degree</u>	<u>Date</u>
The University of Texas at Austin	Organizational Communication	Ph. D.	1980
The University of North Carolina at Chapel Hill	Communication Studies	M. A.	1976
The University of North Carolina at Chapel Hill	Communication Studies	B. A.	1974

#### Dissertation Title

"An Investigation of Problem Formation Communication Behaviors in the Process of Organizational Change," Unpublished Doctoral Dissertation, University of Texas at Austin, 1980.

### PROFESSIONAL EXPERIENCE

Founder and CEO – The Gordon Group, Inc., Chicago, Illinois. Leadership and Organizational development consulting firm, 1986-present.

Virtual Team Coach and Mentor, Master of Science and Technology Commercialization Program, IC2 Institute, University of Texas at Austin, 1997 – 2001.

Consultant – Sibson and Company (a subsidiary of Johnson and Higgins), Chicago, Illinois. Management consulting firm specializing in human resource and compensation management, 1985 - 1986.

Assistant Professor, Department of Communication, Loyola University of Chicago, Chicago, Illinois. 1981-1985.

Faculty Member, Community and Organizational Development Program, Masters Program - Loyola University of Chicago, Chicago, Illinois, 1982 - 1985.

Assistant Professor, Department of Communication Arts and Sciences - Western Michigan University, Kalamazoo, Michigan, 1980 - 1981.

Assistant Instructor, Department of Speech Communication - University of Texas at Austin, 1977 - 1980.

Administrative Assistant - North Carolina Department of the Treasurer. Senior executive position responsible for developing and implementing training programs and communication systems for the Department of the Treasurer, January 1977 - July 1977.

Communication Specialist - North Carolina State Treasurer Campaign. Statewide staff position responsible for organizational campaign development and issue analysis, March 1976 - December 1976.

Instructor, Department of Speech Communication, North Carolina State University, 1976 - 1977.

Graduate Teaching Assistant, Department of Speech Communication, University of North Carolina at Chapel Hill, 1974 - 1975.

## **SAMPLE OF PUBLICATIONS**

- Contributed to Chapter 3, "Supply Chain Talent" in The New Supply Chain Agenda, by Reuben Slone, John T. Mentzer, J. Paul Dittman, Harvard Business Press, May 2010
- "Rewrite Your Invisible Resume," Harvard Business Review Now, September 8, 2009
- "What an Executive Coach Can Do for You?" Management World, March/April 2008
- Leadership: Helping Others to Succeed, Chapter One, Insight Publishing, December 2007
- "What an Executive Coach Can Do for You", Harvard Business School – Working Knowledge, June 2005
- Issues in Migrating to Team Work, Kimberly Beaumariage and Dan Shunk (eds.), SME Blue Book Series, Society of Manufacturing Engineers, 1990.
- "The Types and Styles of Managerial Information Scanning," (with Donald R. Martin), Management Communication Quarterly, II, (February, 1989), pp. 33-38.
- "Organizational Problem Framing: An Analysis of Executives' Problem Framing Communication Behaviors," Proceedings of the 1985 Midwest Business Administration Association, March 29, 1985), pp. 95-103.
- "Illinois Training and Development Association Needs Assessment Survey," Training Today, June, 1985.
- "Barbara Jordan's Symbolic Use of Language in the Keynote Address to the National Women's Conference," (with Donald R. Martin), Southern Speech Communication Journal, XLIX (Spring, 1984), pp. 319-330.
- "Buying a Training Workshop," Training, (July, 1983), pp. 32-35.
- "Managerial Information Scanning," (with Donald R. Martin), Abstract, Proceedings of the Academy of Management (August, 1983), p. 449.
- "How Bank Executives Identify Problems," Communication Research Bulletin, Center for Communication Research, Western Michigan University, Kalamazoo, Michigan, (Winter, 1981).

## **SAMPLE OF PRESENTATIONS**

- "Leading Change in a Changing World," American Osteopathic Association, Chicago, IL, August 8, 2009.
- "Exceptional Leaders for Exceptional Times," The Mentor Group Inc., Chicago, IL, June 3, 2009.
- "Challenges Facing the Next Generation of CEOs," Human Resources Management Association of Chicago, Feb. 2009.
- "Ethical Choices in Business Decision Making," (with Hill & Knowlton and Mayer Brown & Platt), June 7, 2001.
- "Working Effectively in a Virtual Team," (with Dr. Barbara Fossum), IC2 Institute, University of Texas at Austin, Adelaide, Australia, May 1999.
- "Finding the Leader Within You," Ameritech Corporate Information Services, Hoffman Estates, Illinois, March 1999.
- "Are You Millennium Ready?" Johnson Controls National Project Managers Conference, Atlanta, Georgia, November 1998.
- "Putting the Customer at the Heart of Everything We Do," Fourth Annual Johnson Controls Manager's Conference, French Lick, Indiana, September 1998.
- "Leading Innovative Change," American Organization of Nursing Executives Symposium, New Orleans, Louisiana, Nov. 1992.
- "Being an Agent of Change," Educational Conference Meeting Planners International, Chicago, Illinois, March 1988.
- "Trainer as Process Consultant," Seminar Leader, Illinois Training and Development Association, April 1985.  
Management Development Seminars for Bell Management Series, Four Management Seminars  
Developed for Bell Management Women, May 1985.
- "Quality Through Communication," Regional Social Security Quality Assurance Conference, Keynote Speaker, February 1985.

"Effective Teams," Tombstone Pizza National Sales Conference, January 1985.

"Personal Effectiveness: Powerful Patterns for Success," TeePak's International Business Meeting, Hilton Head Island, South Carolina, April 3 1984.

## **BOARDS**

Colorado Technical University Board of Trustees

DePaul University, College of Communication Advisory Board

## **PROFESSIONAL MEMBERSHIPS**

National Association of Corporate Directors (NACD)

American Society of Training and Development (ASTD)

Human Resource Management Association of Chicago (HRMAC)

National Speakers Association (NSA)

Society for Human Resource Management (SHRM)

Executives' Club of Chicago (ECC)

## **HONORS AND AWARDS**

2008 Outstanding Graduate Alumnus, College of Communication, University of Texas at Austin

Recipient, Research Stimulation Grant, Loyola University of Chicago, April 1982.

Graduate Research Award, Department of Speech Communication, the University of Texas at Austin 1978 and 1979.

Young Career Woman of the Year for North Carolina, Competition sponsored by the Business and Professional Women's Association of America, 1977.

William Randolph Hearst Senate Youth Scholarship, 1969.

## **AREAS OF EXPERTISE**

Leadership Development

Leadership Coaching

Training and Development

Conflict Management

Leadership Team Development

Organizational Development

Individual and Team MBTI

Surveys and Focus Groups

Employee and Customer Satisfaction

Change Management

## **SAMPLE CLIENT LIST**

American Health Information Management Association

Harris Bank

Greater Austin (Texas) Quality Council Forum

American Society of Anesthesiologists

Ameritech

Cable and Wireless, Inc.

Chicago Title Insurance Company

Sears

Rosary College

CNA Insurance

Dell Computer

DowElanco

Environmental Protection Agency

PepsiCo

Greater Austin Quality Council

Zonta International

Johnson Controls

Pew Charitable Trusts

Pharmaco LSR

Quaker Oats

Sacred Heart School

Window to the World Com.

SBC - Ameritech

St. Joseph Hospital

Social Security Administration

Wm. Wrigley Jr. Company

## EXAMPLES OF ORGANIZATIONAL DEVELOPMENT

**Ameritech Custom Business Group** - Business unit responsible for Ameritech's top 100 customer accounts.

**Ameritech New Media – Ameritech's Cable Business**. Developed the following change initiatives:

*Team performance improvement.*

- Establishing leadership behaviors as drivers of cultural change.
- Assessing and improving individual and team performance.
- Developing and implementing senior leadership change initiatives to work interfunctionally, communicate with candor, and operationalize business strategies.

**DowElanco (now Dow AgroScience)** - Joint venture of Dow and Eli Lilly.

*Global Company - Achievement of Organization Wide Changes.* A consultation that successfully brought two culturally distinctive companies together to forge a global leadership team in the Agrochemical industry. (Dow Agro is now one of Dow's top performing businesses.) The Gordon Group designed and facilitated a change management process helping leaders to:

- Understand the change process and employees reactions to cultural differences.
- Construct communication strategies to build teamwork during change.
- Design and implement actions ensuring "best practices" were adopted as operating practices for the new joint venture.

The Gordon Group also designed a global employee survey feedback, action planning and change implementation process to achieve DowElanco's business strategy. This included analyzing employee data, and developing communication processes and tools to drive successful change in between their international affiliates. The Gordon Group worked with DowElanco's global senior leadership team.

**American Health Information Management Association** – The national association for health information management (HIM) practitioners with over 38,000 members.

*Skills in Leading Teams Increased.* The Gordon Group partnered with AHIMA to:

- Improve the abilities of AHIMA to lead more effective meetings.
- Increase AHIMA staff's confidence in their abilities to lead and participate in meetings.
- Provide tools for just in time training for any meeting situation.

The Gordon Group designed and conducted skills's based training to build AHIMA staff's facilitation skills. Training participants received knowledge of the facilitation process as well as grounding in those communication competencies needed to enact the process effectively.

**Ameritech Property Services** – Division responsible for Ameritech's real estate services.

*Process-Centered Structure and Environment Implemented.* The Gordon Group partnered with Property Services to design and implement a change process to change Property Services from a traditional functional structure to a process centered structured and environment. The change process was designed to:

- Deliver seamless solutions.
- Streamline interfaces with clients.
- Continue to deliver shareholder value.
- Continuously build client satisfaction.
- Improve communication.

The partnership between the Gordon Group and Property Services created a work environment more conducive to meeting the needs of both clients and organizational members.

## RESEARCH SUMMARY

by Dr. Vicky Gordon

**WHAT CONSTITUTES EFFECTIVE SENIOR EXECUTIVE LEADERSHIP IS CHANGING.** Current and future CEOs will have to demonstrate significantly different leadership qualities and capabilities than their predecessors.

What are the forces driving these leadership changes? The communication process for leaders has fundamentally changed. The speed at which we work, our interconnectedness, and the ability to access and share information quickly and globally are testing current leaders' capabilities.

At the same time, corporations must be more transparent—CEOs today live in a giant fish bowl. Their behavior is simultaneously under a microscope and a magnifying glass. Employees, customers, boards of directors—in fact, all stakeholders—have escalating expectations for involvement. These stakeholders have moved from wanting to be informed to expecting to *participate and influence*. We have moved from the *Information Age* to the *Influence Age*.

Current CEOs have a unique line of sight to next generation CEO leadership trends. From their vantage point they see the emerging leadership challenges and the qualities and capabilities senior executives will need to be successful.

Dr. Vicky Gordon has interviewed 20 CEOs from *Fortune magazine's* lists of America's Most Admired Companies. These interviews revealed the challenges emerging for CEOs in today's marketplace and the qualities they believe are critical for future CEOs.

### CEOs Interviewed (2008-2009)

#### Accenture

William D. Green  
Chairman & CEO  
*Information Technology Services*

#### Allstate

Thomas J. Wilson  
Chairman, President & CEO  
*Property Casualty Insurance*

#### Archer Daniels Midland Company

Patricia A. Woertz  
Chairman, President & CEO  
*Food Production*

#### The Coca-Cola Company

Neville Isdell  
Chairman, Board of Directors  
*Beverages*

#### Constellation Energy

Mayo A. Shattuck III  
Chairman, President & CEO  
*Energy*

#### Costco Wholesale Corporation

James D. Sinegal  
Co-founder, President,  
Director & CEO  
*Specialty Retailer*

#### Deere & Company

Robert W. Lane  
Chairman & CEO  
*Industrial & Farm Equipment*

#### The Dow Chemical Company

Andrew N. Liveris  
Chairman & CEO  
*Chemicals*

#### Exelon Corporation

John W. Rowe  
Chairman & CEO  
*Electric & Gas Utilities*

#### FedEx

Frederick W. Smith  
Chairman, President & CEO  
*Delivery & Logistics*

#### Illinois Tool Works

David B. Speer  
Chairman & CEO  
*Industrial & Farm Equipment*

#### Martin Marietta Materials

Stephen P. Zelnak, Jr.  
Chairman & CEO  
*Building Materials, Glass*

#### McDonald's Corporation

Jim A. Skinner  
Vice Chairman & CEO  
*Food Services*

#### Motorola

Gregory Q. Brown  
President & Co-CEO, CEO,  
Broadband Mobility Solutions  
*Network Communications*

#### Nationwide

Jerry Jurgensen  
CEO  
*Property & Casualty Insurance*

#### Northern Trust Corporation

Frederick H. Waddell  
President, Director & CEO  
*Superregional Banks*

#### Sara Lee Corporation

Brenda C. Barnes  
Chairman & CEO  
*Consumer Food Products*

#### Southwest Airlines

Gary C. Kelly  
Chairman, President & CEO  
*Airline*

#### Verizon Communications

Ivan G. Seidenberg  
Chairman & CEO  
*Telecommunications*

#### Whirlpool Corporation

Jeff M. Fettig  
Chairman & CEO  
*Electronics*