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EXPERIENCE AND ACCOMPLISHMENTS:

1986 to present

Principal, Turning Point Associates, Inc.

Co-founder and President of a management consulting firm specializing in strategic planning, leadership development, organization design, and culture change for research and technology based organizations. Project-related responsibilities include intervention design and management, education and facilitation at executive and Board levels, executive mentoring, and project team leadership with clients in Europe, Latin America, and Australia as well as the U.S.

Project work includes:

Planning process design and facilitation to create and implement an economic development plan for a mid-west state to position the state to compete successfully in the “flat world” economy of the 21st century.

Organization design and change management in support of the replacement of the IT infrastructure in the business-to-business group of a Fortune 500 pharmaceutical company.

Design, development, and delivery of leadership training materials to support the transition from general to executive management in the manufacturing arm of a Fortune 500 pharmaceutical company.

Strategy development and organization design to reduce cycle time, improve regulatory compliance, and lower the lifecycle costs of process automation in the global manufacturing unit of a Fortune 500 pharmaceutical company.

Strategy development and implementation for a non-profit foundation leading to the foundation’s taking the preeminent role in state-wide pediatric healthcare and undertaking the largest capital campaign in its history.

Surfacing and addressing cultural barriers to change, particularly those rooted in the effectiveness of the senior executive team.

A balanced scorecard for a Fortune 500 pharmaceutical company.

Strategy development and a balanced scorecard for a state agency that facilitates technology transfer in small and medium-sized businesses.

A balanced scorecard for the global IT function of a Fortune 500 company.

Business process design and culture change to increase customer focus and improve the operating efficiency of the product development function of a global specialty chemical company.

Organization design to integrate a new order entry, production planning, and distribution information system into the daily operations of a large printing plant.

Alternative designs for the Office of the Secretary of Defense to improve long and short term focus, simplify operations, and clarify accountability.

Organization design to ensure customer focus and promote a culture of empowerment and accountability during the creation of a joint-venture in the agricultural chemical industry.

Strategic planning and strategy implementation for a major symphony orchestra.

Organization design and culture change to implement self-managing teams in a Fortune 500 chemical manufacturing plant.

Redesign of the product development process of a global pharmaceutical company to increase capacity, shorten cycle time, and reduce costs.

Business process redesign in the R&D function of a global pharmaceutical company to shorten the time required to receive regulatory approval for new products.

Organization design to promote a team culture in the development function of a Fortune 100 consumer products company.

Redesign of pilot plant operations in a Fortune 500 specialty chemical company to strengthen the technical qualifications of the operating staff and provide more attractive career paths

1983-1988

Assistant Professor, School of Business, Indiana University

Award winning member of the faculty in the Management Department teaching courses (at undergraduate, Masters, Ph.D., and executive levels) and doing research in organization design, strategy implementation, and large-scale organization change.

1981-1983

Principal, Management Solutions

Part time consulting in strategic planning and team building while completing my Ph.D. dissertation.

1980

Special Assistant, Office of the Secretary of the Navy

Coordinated the redesign and implementation of the participant training program for the Navy's Merit Pay System, moving world-wide delivery and logistics management from external contractors to internal Navy civilian personnel.

1979-1981

Organizational Consultant, Naval Air Systems Command

Led a variety of office automation, performance management, and planning programs to improve the strategic focus and operating efficiency of the AIR-05 organization.

1977-1979

Research Assistant, Wharton Applied Research Center

Internship while a student at the Wharton School assisting with a variety of public and private sector projects to improve strategic planning and organizational effectiveness.

1969-1977

Aerospace Engineer, Naval Air Systems Command

Coordinated initial development of the carrier approach flying qualities for the F/A-18 aircraft series.

Lead redesign and flight testing of flight control system for the S-3A antisubmarine aircraft to improve carrier approach flying qualities.

Lead the design, development, and flight test of the first successful in-flight thrust reverser for fighter and attack aircraft.

Coordinated initial wind tunnel testing of the AV-16 Advanced Harrier V/STOL aircraft.

EDUCATION:

Ph.D. in Management from the Wharton School, University of

Pennsylvania, 1983

MS in Systems Management, University of Southern California, 1972

MS in Aerospace and Mechanical Engineering, Princeton University,
1971

BS in Aerospace and Mechanical Engineering, Princeton University,
1968