



## SAU 33 SUPERINTENDENT SEARCH PROPOSAL

### **Overview and Introduction:**

The NH School Boards Association (NHSBA) is pleased to provide this proposal for the SAU 33 School Board superintendent recruitment project. Please consider the following to be a draft that is open to modification based on the Board's needs. NHSBA will contract with The Bryan Group (TBG) in order to facilitate and accomplish this search. Additional information about TBG can be found at [www.tbgleaders.com](http://www.tbgleaders.com).

TBG provides all the search services for NHSBA. Overall leadership of this search will be directed by William Bryan, Ph.D., founder and CEO of The Bryan Group. Dr. Bryan's biography is also included with this proposal. NHSBA began contracting with the Bryan Group in the 2018-19 school year. The Bryan Group has conducted seven successful New Hampshire superintendent searches since.

NHSBA is the leading superintendent search organization in New Hampshire. In any given year, NHSBA conducts between three and eight superintendent searches. NHSBA Executive Director Barrett M. Christina has been involved in dozens of superintendent searches over the last 15 years. Further, NHSBA is the only organization dedicated solely to providing services to school boards. Serving the school board's needs is the primary goal of all NHSBA efforts.

TBG is the only firm that applies proven behavioral science to the search process. This process is based on Dr. Bryan's 40-plus years of empirical applied competency and motivation research. This research focused on identifying skills and competencies of top performers in senior leadership positions in the education, business, military, government, and non-profit sectors. When combined with the Guided Storytelling Interview, the TBG process leads to a much higher level of precision and accuracy when identifying what capabilities candidates possess and *removes a significant amount of personal bias from the screening process*. The bottom line – more qualified candidates and a much higher level of confidence in your selection decision.

The activities described below constitute a process led by TBG. The role of the Search Committee can be expanded as desired, with more involvement in developing candidate selection criteria and interviews, as requested.

### **Description of the Candidate Selection Process developed by TBG:**

NHSBA and TBG use a competency-based model of leadership, using criteria developed by the Search Committee. This model results in a Candidate Evaluation document that allows Search Committee members to rate each semi-finalist candidate against competencies that are chosen as important by the Search Committee.

This methodology is uniquely research-based and proven to identify the competencies needed for successful leadership at the superintendent level. Candidates will be screened by TBG consultants, with



ultimate authority of choosing finalists residing with the Search Committee. Two or three finalists will then be recommended to the SAU 33 School Board for final selection.

### **Description of the Interview Process to be Used in Selection of Candidates:**

The interview process utilized by NHSBA and TBG is based on methodology using Guided Storytelling Interviews (GSI) developed by William Bryan, Ph.D. The GSI process uses an interview technique that relies on the candidate’s description of past behavior and experiences which identify the competencies needed for a superintendent position. The TBG consultant will conduct short interviews (30-60 minutes in length), in order to select three semi-finalists. Semi-finalists will then participate in long interviews (2½-3 hours). Search Committee members may observe both the short and long interviews. Recordings of all interviews will be available for those unable to watch the live sessions. All interviews will be conducted remotely, using Zoom technology.

### **Description of the Methods Used for Recruitment of Candidates:**

NHSBA advises school boards to advertise on [www.edjobsnh.com](http://www.edjobsnh.com), SchoolSpring, and any other sources as requested by the SAU 33 School Board. NHSBA will be responsible for posting the advertisements.

Additionally, NHSBA counterpart associations in New England will post the advertisement for NHSBA at no charge. The advertisement will also be sent out to approximately 3,000 subscribers to the newsletter of the Center for Secondary School Redesign (CSSR) based in Warwick, RI. Search Committee members will be kept informed as to the number of applicants and will be given direct access to SchoolSpring if so desired. In addition, NHSBA will use its informal network within New Hampshire and the region to help in recruiting qualified applicants. The SAU 33 School Board is responsible for the cost of advertising, exclusive of NHSBA’s search fee.

### **Search Activities Chart:**

Referring to the chart below, an “X” in each activity designates the activity lead, although for many of them, the Board, TBG and NHSBA may be involved to some degree. All activities will be conducted by teleconference/ Zoom until COVID restrictions are lifted. If the search committee prefers the lead consultant to meet in person, this may be possible if all COVID protocols are followed. In-person meetings will be facilitated by a TBG consultant. It is worth noting that TBG has been conducting searches by teleconference even before COVID due to inherent cost savings, increased meeting participation, and an enhanced evaluation process.

Major Activities	Responsible Party	RSD	TBG	Comments
1. Finalize search committee make-up		X		<ul style="list-style-type: none"> <li>Includes a mix of stakeholders</li> </ul>
2. Conduct search committee orientation			X	<ul style="list-style-type: none"> <li>Includes finalizing the search activity timeline</li> <li>Includes creation of a communication plan</li> </ul>
3. Collect Stakeholder Input		X	X	<ul style="list-style-type: none"> <li>Suggest some type of progress communication with the community, as this will enhance the new superintendent's on-boarding</li> </ul>
4. Create superintendent performance criteria, which includes creation of a candidate evaluation form			X	<ul style="list-style-type: none"> <li>Includes measurable role, competency, and leadership style proficiencies</li> <li>Also includes measurable de-railers/failure factors specific to the district</li> <li>The criteria and evaluation form are used for all screening activities</li> </ul>
5. Create updated superintendent position description – includes compensation research		X		<ul style="list-style-type: none"> <li>This is informed by the performance criteria</li> <li>TBG will provide guidance here and can provide a unique and high utility position description template</li> </ul>
6. Write job posting notice		X		<ul style="list-style-type: none"> <li>This is informed by the performance criteria</li> <li>Includes application requirements – cover letter/letter of interest, resume, letters of reference, three two-page statements of philosophy – education, management, and leadership, certification</li> <li>Includes posting of the position on the SAU 33 website</li> <li>TBG can provide guidance here</li> </ul>
7. Evaluate the existing leadership team against the performance criteria			X	<ul style="list-style-type: none"> <li>This is an evaluation of the team as a whole and not individual members. It is used to assist in determining candidate fit with the team from a competency asset-deficit management perspective.</li> </ul>
8. Source candidates			X	<ul style="list-style-type: none"> <li>Includes creation of a marketing flyer, networking, use of media, and use of web job posting sites (usually more than one)</li> <li>May require deep candidate research if the candidate pool is slim given the district's ability to attract talent, the uniqueness of the candidate qualifications sought, or the status of the superintendent hiring cycle. This involves contacting passive candidates, i.e., those not actively seeking a new position</li> </ul>
9. Screen applications to get 6-8 quarter-finalists			X	<ul style="list-style-type: none"> <li>Applications are screened closely against the performance criteria</li> </ul>
10. Conduct short interviews (approx. 60 mins) to get three or four semi-finalists			X	<ul style="list-style-type: none"> <li>Includes questions derived from the application screening and a short version of the Guided Storytelling Interview (GSI)</li> <li>The GSI eliminates the need for all candidates being asked the same questions (a waste of time for everyone) while still being EEOC compliant</li> <li>While the GSI is new to education, Dr. Bryan has employed this successfully in the business and military sectors for decades</li> </ul>

			<ul style="list-style-type: none"> <li>All interviews are conducted on Zoom and recorded</li> </ul>
11. Conduct long interview (3+ hours) to get 1-3 finalists		X	<ul style="list-style-type: none"> <li>Long GSI – with rigorous evaluation at points during the interview</li> </ul>
12. Conduct reference checks		X	<ul style="list-style-type: none"> <li>The GSI is used with references to get detailed performance data to include evidence of de-railers/failure factors</li> </ul>
13. Conduct background checks		X	<ul style="list-style-type: none"> <li>Includes verification of degrees, certifications, and criminal record</li> </ul>
14. Conduct a community meet and greet of finalists	X		<ul style="list-style-type: none"> <li>TBG has a protocol for doing this online</li> <li>TBG provides an abbreviated evaluation guide for this activity</li> </ul>
15. Visit candidates' home sites/districts	X		<ul style="list-style-type: none"> <li>Depends on COVID restrictions</li> </ul>
16. Conduct board interview of finalists	X		<ul style="list-style-type: none"> <li>TBG provides interview guidelines</li> </ul>
17. Search committee makes recommendation to the board	X		<ul style="list-style-type: none"> <li>TBG provides final candidate evaluation guidelines to the search committee</li> </ul>
18. Board hiring decision – contracting activities	X		
19. Start date (7/1/21) - onboarding activities	X		
20. Transition coaching for the new superintendent and board		X	<ul style="list-style-type: none"> <li>Optional, but recommended to ensure the new superintendent gets off on the right foot (this is a short window)</li> <li>Includes clarifying performance expectations</li> </ul>

**Proposed Timeline:**

Major Activities	Week	Oct 4	Oct 11	Oct 18	Oct 25	Nov 1	Nov 8	Nov 15	Nov 22	Nov 29	Dec 6	De 13	Jan 3	Jan 10	Jan 17
1. Finalize search committee make-up															
2. Conduct search committee orientation															
3. Collect Stakeholder Input															
4. Create superintendent performance criteria															
5. Create updated superintendent position description															
6. Write job posting notice															
7. Evaluate leadership team															
8. Source candidates															
9. Screen applications															
10. Conduct short interviews (approx. 60 mins)															
11. Conduct long interviews (3+ hours)															
12. Conduct reference checks															
13. Conduct background checks															
14. Conduct community meet and greet															
15. Visit candidates' home sites/districts															





### **Anticipated Fees:**

1. Search Activities #1 - #19: \$15,000, plus expenses. Expenses include the cost of internet advertising and mileage to and from Concord, NH to SAU 33 meeting location. Mileage and travel expenses are minimal given that most meetings will be held virtually.
2. Search Activity #8 (expanded): If due to a lack of suitable candidates, deep research of passive candidates is required beyond normal sourcing channels, it could cost an additional \$3,000 to \$5,000 for TBG to undertake this activity. However, the Board can decide to continue using traditional sourcing channels until a suitable candidate is found, which would probably extend the timeframe. To date, TBG has not been required to go this route even for the rural district searches it has conducted, but it is a contingency to keep in mind.

### **Other Services/Matters with Respect to the Superintendent Search:**

1. Contract
  - NHSBA/TBG will fulfill all the requirements outlined in the agreed upon and final contract.
2. Continued Services
  - NHSBA/TBG agrees to continue the search process within the contracted period of service until a suitable candidate is found.
  - Should the end of the contracted period be reached without a qualified candidate in hand willing to sign a contract, NHSBA/TBG will continue the search service until a suitable candidate is found and signed to a contract with charges only being for expenses.
  - Should the candidate leave the position, for whatever reason, within a year of having signed a contract, NHSBA/TBG will conduct a second search for expenses only.
3. Use of TBG Proprietary Search Related Materials/Documents
  - TBG grants the SAU 33 School District the unrestricted use within the district of selected proprietary TBG materials/documents for a period of three years from the start of the search.
4. Maintenance of Applications and Confidentiality:
  - All parties who have access to candidate materials and evaluations are required to sign a confidentiality/non-disclosure agreement as soon as the project starts. The majority of candidates do not want their job search to be public until they make finalist status.
  - NHSBA/TBG maintains all applicant materials, including interview results and videos.
  - All materials are destroyed at the point the finalist is identified and agrees to a contract.



- Optional: The final evaluation of the candidate selected is preserved and used as feedback to facilitate the transition process re: establishing performance expectations and a PD plan for the new superintendent.

#### 5. Communications

- NHSBA/TBG agrees to respond to district emails and calls within 24 hours (sooner if possible).

### References:

1. Charles Dumais, Ed.D. is the Executive Director of CES (Cooperative Educational Service in CT. CES provides a variety of services for schools and districts in Southwestern CT. Of the six educational service centers in CT, CES is the only one providing superintendent search services. While CES already conducts a number of searches each year in CT, and at a high level of proficiency, Dr. Dumais recognized that TBG could significantly enhance their search process. CES recently engaged TBG to train their search staff on the unique behavioral science backed methodology TBG employs. This additional expertise will position CES as the premiere superintendent search provider in CT. See reference letter, attached at the end of this proposal.
  - Charles Dumais, Ed.D.
  - [dumaisc@cestrumbull.org](mailto:dumaisc@cestrumbull.org); 203-530-0232
2. Russ Medbery, Newport School Board, SAU 43
  - [rmedbery@sau43.org](mailto:rmedbery@sau43.org)
3. Deb Brooks, Epping School Board, SAU 14
  - [dbrooks@eppingsd.org](mailto:dbrooks@eppingsd.org)
4. John Falconer, Colebrook School Board, SAU 7
  - [john@linjo.com](mailto:john@linjo.com)
5. Michelle Heyman, Gilmanton School Board, SAU 79
  - [mheyman@sau79.org](mailto:mheyman@sau79.org)

**COOPERATIVE  
EDUCATIONAL  
SERVICES**

**Charles Dumais, Ed.D.**  
*Executive Director*

**Christopher La Belle**  
*Associate Executive Director*

**Esther Bobowick**  
*Director of Professional  
Development Services*

**Michael McGrath, Ph.D.**  
*Director of  
Special Education*

**Anna Nelmes-Stoughton**  
*Principal  
Six to Six Magnet School*

**Linda Page**  
*Director  
School Readiness*

**Mark Ribbens, Ed.D.**  
*Princial  
Regional Center  
for the Arts/Open  
Choice Coordinator*

**Margaret M. Sullivan**  
*Director of Finance  
and Operations*

August 2020

As an educational service agency, the C.E.S. mission is to identify and provide quality educational opportunities for educators, students, families, and communities. We provide school districts with high quality, cost-effective educational and support services. To help districts best serve their students and community, we conduct executive searches to identify and secure high quality superintendents to engage in sustainable work with boards of education. Over the past decade, C.E.S. has conducted executive searches in more than forty communities in Connecticut (nearly a quarter of all school districts in the state). There is no other Connecticut educational search firm as committed to the success of schools as we are.

Our executive search services are led by a team of distinguished educational leaders. Our principal search consultants have served as Connecticut superintendents and have performed numerous successful searches in urban, suburban, and rural school districts. Our consultants are supported by an extensive team of professionals who have the resources to facilitate a smooth and effective search process.

When I took over the agency in 2018, we made a commitment to increasing our *agility*, expanding our *impact*, and improving our *relevance*. With respect to executive searches, this translated to moving beyond the traditional interview to a more research-based, data-driven, competency-based method that could effectively identify undeniable leadership traits that are scalable and transferable.

We were guided to The Bryan Group (TBG) and found that their sophisticated, competency-based interview process generates, with predictive validity, information on candidate's needs, wants, desires, competencies/knowledge, skills, talents, and *also* failure factors (so often absent in the typical search process).

Working with the search committee, TBG establishes measurable role proficiency, competency proficiency, and leadership styles that have predictive validity regarding future performance *and* incorporates the unique culture, values, and principles of the school district.

Our partnership with TBG has provided us with the opportunity to build the capacity of our executive search team, better deliver our mission to support school districts, and fundamentally improve the process by which we identify superior candidates.

Sincerely,



Dr. Charles Dumais  
Executive Director





NHSCH00-01

JGOOD

**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)  
8/3/2020

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).


<b>PRODUCER</b> Davis & Towle Morrill & Everett, Inc. 115 Airport Road Concord, NH 03301	<b>CONTACT NAME:</b> Jennifer L. Good, AAI <b>PHONE (A/C, No, Ext):</b> <b>FAX (A/C, No):</b> <b>E-MAIL ADDRESS:</b> jgood@davistowle.com
<b>INSURED</b> NH School Boards Association 25 Triangle Park Drive Suite 101 Concord, NH 03301	<b>INSURER(S) AFFORDING COVERAGE</b> INSURER A : <b>Philadelphia Insurance Company</b> NAIC # <b>23850</b> INSURER B : <b>AmTrust North America, Inc.</b> INSURER C : INSURER D : INSURER E : INSURER F :

**COVERAGES      CERTIFICATE NUMBER:      REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input checked="" type="checkbox"/> LOC <input type="checkbox"/> OTHER:			PHPK2127948	7/1/2020	7/1/2021	EACH OCCURRENCE	\$ 1,000,000
			DAMAGE TO RENTED PREMISES (Ea occurrence)				\$ 100,000	
			MED EXP (Any one person)				\$ 5,000	
			PERSONAL & ADV INJURY				\$ 1,000,000	
			GENERAL AGGREGATE				\$ 2,000,000	
				PRODUCTS - COMPI/OP AGG	\$ 2,000,000			
	<input type="checkbox"/> <b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident)	\$
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
	<input type="checkbox"/> <b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <input type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE	\$
							AGGREGATE	\$
								\$
B	<input type="checkbox"/> <b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <b>N</b>	N/A	SWC1245480	7/1/2020	7/1/2021	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER	
			E.L. EACH ACCIDENT				\$ 500,000	
			E.L. DISEASE - EA EMPLOYEE				\$ 500,000	
			E.L. DISEASE - POLICY LIMIT				\$ 500,000	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

<b>CERTIFICATE HOLDER</b>  Hopkinton School District 204 Maple Street Contoocook, NH 03229	<b>CANCELLATION</b>  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

ACORD 25 (2016/03)

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Whitehouse Station, NJ 08889

**Commercial Umbrella Liability  
Coverage Form  
Declarations**

Policy Symbol: UMB		Previous Policy Symbol: UMB
Policy Number: D95325920		Previous Policy Number: New
COVERAGE IS PROVIDED IN THE COMPANY SHOWN BELOW  ACE Property and Casualty Insurance Company 436 Walnut Street Philadelphia, PA 19106		
Named Insured and Address		Producer Name and Address
THE BRYAN GROUP, LLC 955 Apollo Way  Incline Village, NV, 89451		TELAMON INSURANCE & FINANCIAL NETWORK LLC 30 SOUTHWEST PARK  WESTWOOD, MA, 02090-0000  PRODUCER CODE 0007143-99999
Policy Period: 03-20-2020	to 03-20-2021	12:01 A.M Standard Time at the Address of the Named Insured as stated herein
<b>Limits of Insurance</b>		
\$ 1,000,000 Each Occurrence		
\$ 1,000,000 General Aggregate		
\$1,000,000 Products Completed-Operations Aggregate      \$0 Self-Insured Retention		
<b>Policy Period Premium</b>		
\$ 525 Premium      \$ 25 Terrorism Premium included in Annual Premium		
\$ 0.00 State Surcharge		
\$ 525.00 Premium, including all Surcharges and Assessments		
<b>Schedule of Underlying Insurance</b>		
<b>Underlying Policy Type: Businessowners Company</b>	Limits of Insurance	Limit Amount
ACE Property And Casualty Insurance Company	General Aggregate	\$2,000,000
Policy Period 03-20-2020 to 03-20-2021	Products-Completed Operations Aggregate	\$2,000,000
<input checked="" type="checkbox"/> Including Hired and Non Owned Only Auto Liability (within GL)	Each Occurrence	\$1,000,000

**CHUBB®**
**Commercial Umbrella Liability  
 Coverage Form  
 Declarations**

<input type="checkbox"/> Employee Benefits Liability		
<b>Underlying Policy Type: Employers Liability</b>	Limits of Insurance	Limit Amount
Company	Bodily Injury by Accident	
Chubb- Federal Insurance Company	Each Accident	\$500,000
Policy Number 71787038	Bodily Injury By Disease	
	Each Policy	\$500,000
Policy Period 03-20-2020 to 03-20-2020	Each Employee	\$500,000
In any jurisdiction, state, or province where the amount of Employers Liability Insurance provided by the Underlying Insurer(s) is by law "Unlimited", the underlying Employers Liability limit(s) shown in the above schedule do not apply and no coverage shall be provided for Employers Liability under this policy.		

## **William R. Bryan, Ph.D., CEO**

The Bryan Group, LLC  
955 Apollo Way, Incline Village, NV 89451  
Cell: 401-965-8345

Bill is the founder and CEO of The Bryan Group, LLC, which is a consulting firm that provides high-level capacity building services to organizations in the education and business sectors. Services include executive search, strategic planning, leader coaching, and organization development to include talent and performance management best practices. Bill is also the co-founder and VP for Leadership and Organization Development at the Center for Secondary School Redesign (CSSR). This is an education consulting firm that focuses on improving student performance. For the past 13 years he has provided management, leadership, and organization development services to schools and school districts across the country, to include those in 14 different states. Bill is currently reducing his role in CSSR to that of advisor, as he ramps up The Bryan Group nationally.

After graduating from Dartmouth College, Bill entered the Army, where he achieved the rank of Captain and was the commanding officer of companies in South Korea and the US. Following his Army service, Bill obtained a Ph.D. in clinical psychology from The George Washington University with a specialty in child, adolescent, and family psychotherapy. He started a group psychology practice and held a variety of positions to include university teaching. Based on his clinical and academic experience, he was hired to create and direct the student counseling services at Bryant University. His interest in communication skills training and work with businesses led to a position as project director with McBer and Company (now Hay/McBer), a Boston consulting firm specializing in motivation and competency research that was led by Dr. David McClelland, the head of the Harvard Social Relations and Psychology Departments. In this role, he conducted applied competency and motivation research aimed at improving the performance of Fortune 500 companies and military organizations.

Bill founded Bryan Associates, Inc. (BAI) and ran this consulting firm for 23 years. BAI provided management, leadership, and organization development services to a wide variety of companies in the private, non-profit, and government sectors. A sample of the clients served includes: Anheuser-Busch, AT&T, Citicorp, CKE Restaurants, Entergy Corporation, Exxon, Hewlett-Packard, IBM, Johnson & Johnson, Kidder Peabody, Major League Baseball, Mobil, New York Life, the New York Stock Exchange, Southwestern Bell, the U.S. Navy, the YMCA of the USA, and the University of Rhode Island.

To sum up Bill's capabilities, he is a highly skilled consultant, manager, leader, and entrepreneur with demonstrated competence and success in multiple sectors in the following areas:

- Leadership
- Executive coaching
- Executive search and selection
- Competency-based hiring practices
- Change leadership - implementation of major organization initiatives
- Project management
- Talent management - applied competency and talent research and applications, e.g., training, professional development, performance appraisal, succession planning, and creating staffing plans

- Performance management
- Development and implementation of performance standards at all levels
- Strategic planning
- Design, development, and delivery of interventions to create high-performing organizations
- Design and development of organizational strategies, processes, and structure
- Alignment of operational and human resource capabilities with organization objectives – creation of competency-based HR functions
- Team building, creating high-performing teams, and meeting facilitation
- Customer/stakeholder needs and satisfaction research

Bill is an experienced speaker at both the local and national level. He is a member of the Academy of Management, the American Psychological Association, and the Society for the Study of Peace, Conflict, and Violence. His involvement in academia includes positions at Providence College (psychology and counseling), Bryant University (counseling), University of Rhode Island (labor relations, organization behavior – undergraduate and MBA, and advisor to the executive MBA program), American University (NTL/MA program in HR development), and New England College (Ed.D. leadership program instructor and dissertation advisor).

Bill has authored many white papers, articles, and professional development programs. He was the lead contributor for *Breaking Ranks® II* and the *Breaking Ranks® in the Middle Implementation Guide* titled: *Breaking Ranks®: A Field Guide for Leading Change*. He led and authored a study of the characteristics of top-performing quality leaders in 13 top tier organizations, to include: Anheuser-Busch, AT&T, Harvard, Hewlett-Packard, Marriott Corporation, NYNEX, and Texas Instruments. He has three book projects in the works – one on leadership, one on enhanced hiring practices, and one on developing student agency. He is actively engaged in a study, the results of which will be published, that identifies how school-age children cope with adversity and develop the social-emotional intelligence competencies required for a successful life.