

EXPERIENCE • INSIGHT • RESULTS  
GFoSSCONSULTING LLC

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## What

### What We Do . . . GFoss Consulting Practice Overview

Superior results do not happen by chance. Senior leaders need to do the hard work required to align leadership, teamwork, strategy and structure in new ways to drive improved performance.

### Leadership - Requirements to achieve success

Senior leaders must fully understand their individual and collective leadership roles to produce desired results. Every organization has unique leadership requirements and effective leadership has become a key differentiator in building an execution capable organization. Having the right leaders engaged in the right work is an essential first step.

### Team work - Effectively working together to drive performance

Teamwork needs to be balanced against the freedom needed for individual action. Real teamwork requires building the disciplines necessary to excel in running the business: a clear sense of purpose, well defined roles, conflict resolution skills, effective meeting mechanics and a shared approach for getting things done. True high performance leadership teams operate with deep mutual respect and trust.

### Strategy - Alignment around the end game and a clear plan of execution

Creating a clear, common understanding of where the organization is going and how it will get there is the work of senior leadership. Clarity comes from a robust, fact-based dialog about customers, the marketplace, competition and the organization's capabilities that leads to a well-defined, compelling end game. Organizations are the most vulnerable when they are the most successful so every strategy and plan of execution must be continually refreshed.

### Structure - Creating an organization capable of executing the strategy

Effective organization designs are simple and easy to navigate for customers and employees. They reflect understanding and insight about the business and its strategy, its core and emerging customers, the marketplace and its required performance culture. A disciplined approach working from well defined design criteria produces a structure that fits the business today and prepares an organization for tomorrow.

# **ALIGNING LEADERSHIP, TEAMWORK, STRATEGY AND STRUCTURE IN NEW WAYS TO DRIVE IMPROVED PERFORMANCE**



## How

### GFoss Consulting Practice Approach

**GFoss Consulting:** *Experience. Insight. Results.*

#### Experience

GFoss Consulting brings a practical, inside/outside perspective to every assignment. Broad and deep experience in executive management; senior leadership and team work; organization design and consulting expertise with public and private organizations insures a client gets a pragmatic and informed point-of-view. When needed, outside seasoned resources are available to provide additional expertise to assignments.

#### Insight

GFoss Consulting couples knowledge gained through experience with your organization's internal knowledge to unlock new approaches for improved performance. Knowing where to look and organizing familiar information in new ways leads to new conclusions and new opportunities. Working with leaders by asking informed questions and probing the corners and edges results in break through ideas. Direct, honest feedback, candid discussions of issues and solid analysis lead to solutions that improve performance.

#### Results

GFoss Consulting works with your organization to define a rigorous execution plan with clear metrics that track progress toward results. Understanding the plan and staying with an assignment to support leaders and teams as they face the challenges of implementation is an essential part of the GFoss Consulting methodology.

#### Building a partnership

Each GFoss Consulting engagement begins with an organization assessment that can be as simple as a conversation with senior leaders or as complex as an in-depth analysis of the drivers of organization performance. Often it will be necessary to work with senior leaders to design a data gathering approach that uncovers root causes of organization problems and the internal organization knowledge that can lead to improvements.

Over time, engagements evolve into partnerships. These partnerships are characterized by ongoing trusted advisory relationships that leverage acquired knowledge of the organization combined with the ongoing learning that a multi-client consulting practice provides. Organizations that have worked with Gary Foss as a consulting partner engage him for additional assignments 80% of the time.

## Consulting Solutions

Each consulting engagement starts with a GFoss Consulting organization assessment using practical experience, current best thinking and analysis of what drives performance. Probing questions, candid discussions, and insightful analysis insure an approach tailored to each organization's unique circumstances.

### **Strategy Development**

Strategic planning is about making choices – about what to do and what not to do to create a unique and sustainable position in the marketplace. To best define those choices these are three major phases to developing the strategy:

- An analysis of the current and future business conditions (internal and external) facing the organization
- Developing a working Vision, clear Mission, a few Strategic Imperatives and a well defined Tactical Plan
- Insuring Strategic Execution through alignment around the strategy, creating a performance based scorecard, clear accountability and relentless follow-up

### **Organization Design**

Effective organization design requires using a thoughtful, disciplined approach to create a structure and core processes to support the strategy and facilitate execution. Key Design Assumptions and Design Criteria provide focus and results in an organization that is easy to navigate, allocates scarce resources and leverages talent.

### **Executive Team Development**

Executive teams build the needed working relationships, communication, cohesiveness and trust by working together on an agreed upon shared work agenda. Select team development exercises, based in sound group dynamic theory, coupled with real work, provides team development that “sticks.”

### **Executive Coaching**

The focus in executive coaching is on improving an executive's effectiveness and their personal and organization impact. Coaching that makes a difference requires a strong partnership between the executive and coach, focused data gathering to understand strengths to leverage and weaknesses to be addressed and a practical, realistic coaching plan.

### **Board Development**

Truly effective boards need to focus on three integrated tasks:

- Insuring the board has the right people with the right experience and skills
- Having a clear, shared understanding of the board's common law duties and roles and responsibilities including the difference between oversight and management

- Working together to insure the board's own effectiveness

Strengthening board performance can be enhanced through:

- Board Orientation
- Board Development Sessions
- Board Evaluation
- Governance Assessments

### **Constructive Conversations**

A structured process used to develop a productive working relationship when two executives find it difficult to work together because of communication difficulties, differences in management style, and conflicts around business direction or interpersonal issues.

### **Critical Business Processes**

- Talent Acquisition – a framework that includes Six Critical Success factors and Seven Stages of Successful Staffing
- Talent Development – a framework for the assessment, development and retention of talent
- Succession Planning – a proven process that defines an organization's current bench strength and successors for key positions
- Performance Management – a performance management approach that integrates setting objectives, monitoring performance, performance appraisal and giving effective feedback

## Clients

*A representative list of organizations benefiting from the work they have done with Gary Foss aligning leadership, teamwork, strategy and structure include:*

- Baltimore Medical System
- Baltimore Polytechnic Institute
- Bausch and Lomb
- BWI Business Partnership
- The Carlson Companies
- CENTERSTAGE
- Constellation Energy
- Corporate Office Properties Trust (COPT)
- Davis Agnor Rapaport & Skalny
- Dimension Data
- Goodwill International
- Great River Energy
- Howard Bank
- Howard County General Hospital
- International Multifoods
- Johns Hopkins HealthCare
- Leadership Howard County
- Lutheran Social Service of Minnesota
- MEDEX Global Group
- Medtronic
- Middle Grades Partnership
- Molson-Coors
- The Next Ice Age
- Northcott Hospitality
- Novartis
- St. Paul's School
- St. Paul's School for Girls
- ShopKo Stores
- Sobeyes
- The Toro Company
- Tower Federal Credit Union
- United Way of Central Maryland
- University of Minnesota Foundation

## Engagements

### Representative client engagements led by Gary Foss include:

#### *Engagement*

The Chairman/CEO and executive team of a \$1 billion North American business needed to jump-start a newly formed organization after a major acquisition.

#### *Results of the engagement*

- A strategy resulting in the sale of a major part of the business that was no longer a strategic fit and the integration of newly acquired brands, product platforms and key talent.
- An aggressive one-year integration plan and six Strategic Imperatives designed to guide the business for the next three years.
- A compelling strategic Vision, Mission and Values to reposition the company from a classic holding company to a more nimble and effective operating company model with a strong performance culture.
- Executive leadership and teamwork requirements needed to execute the strategy and successfully run the business.

#### *Engagement*

A newly appointed general manager and the executive team of an international division of a market share leading global equipment manufacturer had significant leadership and teamwork issues impacting the division's performance.

#### *Results of the engagement*

- Clear, shared goals for the executive team.
- Improved understanding of the individual and collective strengths of the executive team and the development of Rules of Engagement for how the team will work together.
- Direct discussions of the leadership and teamwork issues prevalent in the sales and marketing functions that were impacting business performance. The executive team helped define clear roles for each function and established an expectation of improved performance.
- Repositioning of the international division as a driver of the total business growth over the next three years.

#### *Engagement*

A new CEO and a seasoned executive team of a regional division of a well-established financial services business needed to build market share in a highly competitive marketplace.

#### *Results of the engagement*

- Key imperatives to grow the business in each of three defined market segments.
- Agreement on roles and responsibilities for newly defined positions organized by segment instead of by function.
- Rules of Engagement and work protocols for when and how the executive team will meet, do collective and individual work and make decisions.

#### *Engagement*

The President/CEO and executive team of a large non-profit organization required a refreshed strategy and structure and new levels of executive teamwork to prepare for and execute a significant fund raising campaign.

#### *Results of the engagement*

- New organization structure to insure campaign success.
- Refreshed Vision, Mission, and Values and significant stretch Strategic Imperatives using a broad section of the organization's leaders in a tops-down and bottoms-up strategic planning process.
- Executive team and the broader leadership group worked to build the relationships and teamwork necessary for a successful campaign and to achieve the Strategic Imperatives.

#### *Engagement*

The President/CEO, executive team and Board of Directors needed to proactively develop a new culture after the merger of two organizations.

#### *Results of the engagement*

- Vision, Mission and Core Values of the newly combined organization and the employees and leadership competencies required for future success.
- Active engagement of the Board of Directors, managers and all employees in the definitions of values and competencies and significant marketplace, competitive and organization issues.
- A leader-led communication and development approach to introduce and build skills in values and competencies.

## Engagements *(cont'd)*

### **Engagement**

The Head of the Middle East business of a global pharmaceutical company needed to align a diverse leadership team around a shared vision, clear strategic priorities and agreement on their executive team role.

### **Results**

- A shared Vision and Strategy that focused the organization and allowed it to leverage expertise, best practices and resources
- A definition of the role of the senior team and agreements on how to work together
- A clear set of next steps designed to accelerate implementation of the strategy and agreed upon changes

### **Engagement**

The Chair of a board of a large financial services organization wanted to define the board's role and responsibilities, build needed working relationships, improve its effectiveness and clarify its oversight role with management.

### **Results**

- A clear definition of board's governance oversight role including its duty of care, duty of loyalty and key responsibilities
- A clarification of management's versus the board's role resulting in a change in the board agenda, board expectations of staff and staff attendance and participation in board meetings
- A well defined strategic plan developed by management and reviewed, refined and strengthened in a rigorous board/staff offsite planning conference
- A board evaluation process that has improved board performance and led to some board members deciding to not stand for re-election



## Bio

### Gary A. Foss - Biography

Gary Foss is the founder and President of GFoss Consulting LLC, a consulting firm that uses a customized approach in working with organizations to align leadership, teamwork, strategy and structure in new ways to drive improved performance. He brings a broad business background with over 30 years of rich experience as an executive and consultant. He has held human resources positions in the competitive consumer industries of retailing and financial services and consulted with senior leaders of healthcare, pharmaceuticals, medical products, hospitality, food retailing and manufacturing, retailing, financial services, energy, property development, manufacturing, universities and non-profits. His work includes engagements in the US, Canada, Europe, the Middle East and China.

With an established track record in strategy development, structure design, senior team leadership and development and improving organization effectiveness, Gary has extensive experience helping organizations facing change. He has worked with senior teams engaged in planning and executing the realignment of their organization to fit new strategies and business direction. He is an executive coach for C-Suite level executives. His board consulting engagements include working with senior management and board leadership on structure, strategy, roles and board evaluation. He has designed and helped implement critical business processes such as talent acquisition, talent development, and succession planning and performance management.

His clients include Medtronic (US, Europe and Greater China), Novartis (Europe, Middle East and Emerging Markets), Johns Hopkins HealthCare, Bausch and Lomb, TissueLink Medical, Sobelys (Canada), Molson-Coors, Constellation Energy, Great River Energy, MEDEX Global Group, Howard Bank, The Toro Company, Lutheran Social Service of Minnesota, Corporate Office Properties Trust (COPT), ShopKo Stores, Tower Federal Credit Union, University of Minnesota Foundation, and Northcott Hospitality International.

## Contact Information

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