

DOYLE W. YOUNG

doyleyoung@earthlink.net • www.EverChangeGroup.com

Business Professor

Nationally recognized author, teacher, consultant and executive management professional with extensive experience building and transforming successful companies at the enterprise level, conducting organizational assessments, leading turnarounds, spearheading positive change, developing marketing brands, and delivering human resources management solutions. Skilled at initiating business and strategic growth plans, streamlining processes, and developing transformational and sustainable competitive value. Oversee geographic and product-line expansions, increased customer retention, and leading successful, results-oriented teams. Guide M&A planning and implementation while developing customer contact and feedback programs and being hands-on.

• For-Profit Leadership • Corporate & Global Leadership Practices • Strategic Planning • Board Governance • Strategic Planning • Organizational Design for Execution Excellence • Financial Management • Enterprise-Wide Communication • Change Management & Cultural Alignment – Post Merger Integration • Stakeholder Management: Team Chartering/Sponsorship & Value Creation • Profitable Growth • Continuous Improvement & Continuous Learning Best Practices • Business Development • P&L Authority • Brand Development • Sales & Marketing Leadership • Customer Retention & Satisfaction • Process Improvement & Performance Management Enhancement • Team Building / Coaching / Mentoring • Matrix Management • Corporate Universities • Psychometric Analytics/Tools: Organizational & Operational Readiness Assessments • Consulting Project Planning & Execution • Organizational “Systems” Alignment • Facilitating Content Delivery • International Business • Marketing Using Distributed Technologies

PROFESSIONAL EXPERIENCE

EVERCHANGE GROUP, San Diego, California • 1997-1999, 2003-2007 & 2009 - Present

Consulting firm offering change and execution consulting, organizational assessment, strategy development and employee engagement support with \$1.2M in annual revenues. Travel internationally.

Co-Founder & Managing Partner

Provided expert assistance to C-level executives pursuing change and organizational performance improvement. Initiated and led projects including strategy development, operations execution support, change management, process improvement, program and organizational assessments, executive coaching, and employee training, coaching, counseling and mentoring.

EVERCHANGE GROUP (continued)

- Counseled Starbucks on HR issues related to growth from 2,600 locations to 8,000-plus.
- Consulted with Apple senior management on maintaining a change-seeking technology culture.
- Recognized by Harvard and Michigan business schools for work in change management.
- Co-author of *The EverChanging Organization: Creating the Capacity for Continuous Change, Learning & Improvement*.
- Professor: Teach MBA classes to working professionals in Leadership & Strategic Planning
- (2007 – 2009) COO for a technology and media company that produces movies and magazines online and print. Shifted the company into the latest in content distribution technologies (e.g., iPad and family friendly movies).

PROFESSIONALS IN HUMAN RESOURCES, Los Angeles, California • 2007-2008

Not-for-profit membership association serving 5,300 human resources professionals in Western states with a \$3M annual budget.

Chief Executive Officer / Board Member

Serve as member of strategic and operational leadership team, overseeing creation and delivery of professional development programs as well as the planning and implementation of member

Page 2: Doyle W. Young

initiatives. Lead creation and administration of programs assisting with legal, organizational and employee development needs.

- Grew membership 21 percent and increased retention 6 percent through marketing campaigns.
- Reduced expenses 12 percent by transforming business model to adapt to economic downturn.
- Achieved 8 percent revenue increase with new services, including technology-based initiatives.
- Spearheaded launch of membership e-survey resulting in new programs, practices and tools.
- Rebranded association, expanded geographically to offer services in new markets.
- Serve as Society of Human Resources Management's (SHRM) top worldwide affiliate.

AMERICAN COLLEGE TESTING, Iowa City, Iowa • 1999-2003

Not-for-profit providing assessment, research, information, and program management services with \$175M in revenues and 1,400-plus employees.

Vice President & General Manager

Member of executive officer team instrumental in building national network of more than 200 ACT Learning Technology Centers. Coordinated delivery of services with more than 200 colleges and universities. Led staff of 25 direct reports, 300 employees through matrixed reporting structure, and over 1,000 college specific personnel. Spearheaded development of Web-based technology and business model while promoting corporate brand.

- Developed and won board approval of \$100M strategic plan to build network of ACT centers.
- Steered operations to Web-hosted platform, building startup division to \$37M in three years.
- Secured \$10M contract for critical testing of Transportation Security Administration personnel.
- Built from scratch a national marketing and sales organization with technical support.

ON-SITE PLUS, San Francisco, California • 1986-1999

Offered over 300 training products in the form of workbooks and organizational assessment tools, as well as online and in-classroom training. 12 employees with 150 independent consultants with \$5M in annual revenue.

Managing Partner / Founder

Founded organization as consulting firm with a great depth and breadth of resources for individual training and consulting organizations. Spearheaded operations to compete on basis of price, product and service quality, with ability to compete in multi-million contracts with well entrenched large firms.

- Enabled on-time and on-budget delivery of nationwide projects by designing project management and quality standards.
- Played a key role in a multi-billion international agricultural company improving product quality by leading the installation of six-sigma product, including design and training of management.

LESHER COMMUNICATIONS – A Media Company - Walnut Creek, California • 1984-1986

Newspaper publisher and broadcast media (family-owned, privately held) company with \$200M in annual sales. 500,000 in circulation served the Northern California market. Employed over 1,200 people with a distributed workforce in a multi-state county area. Also, co-published and printed the New York Times California edition from Satellite feed.

President / Co-Publisher, Board Member

Served as C-Level management, reporting to the Chairman, CEO and Co-Publisher, directing annual revenues of \$200M spanning multiple business areas in decentralized complex manufacturing operating environment. Direct staff of officers that included 12 individuals representing advertising marketing/sales, general counsel, media, technology and print operations, finance, supply chain activities & distribution (e.g., trucking, media centers), editorial, circulation and community/civic/political relations.

- Planned and executed \$25 million in capital improvements of four color offset printing technologies; productive supplier relationships are a key value of the corporation.

Page 3: Doyle W. Young

- Boosted revenue growth 9% and profitability 12% per year through application of continuous improvement processes, cost control, three major acquisitions while consolidating into key operations, including marketing, manufacturing operations, distribution, editorial, and finance.
- Prepared for sale the company to Knight-Ridder given the age and health of the Chairman.
- Installed strategic planning process and key performance indicators from top down that resulted key total quality improvements in operations, finance, legal and advertising.

THE AMERICAN MANAGEMENT ASSOCIATIONS, New York, New York • 1979-1984

Non-profit international education and publishing organization with over 120,000 members and 675 employees worldwide. \$125M in annual sales.

Regional Practice Director – Western U.S. and International

Spearheaded operations for Northern California, Washington, Oregon, Nevada, Idaho, Mexico, and Western Canada. Managed products and services within “The Presidents Association” of over 1,200 regional Presidents/CEOs, spanning compensation, training, strategic planning, and executive coaching services. Led facilitation of corporate issues forums and briefings, self study programs, research and, computer based courseware. Supervised 20 people with a matrix organization involving 85 consultants.

- Managed consulting teams authoring strategic business plans for companies such as The Gap, C & H Sugar Company, Simplot and Thoratec Medical Products.
-

Additional Companies Employed:

MOBIL OIL CORPORATION – Regional Marketing Operations Manager – L.A., Ca

- Managed 30+ retail operations including all staffing, identification of new locations, Point of Sale programming, marketing (of tires, batteries and oil), inventory control, Implementation of sales and service training, field research and analysis.

OTHER INDUSTRY EXPERIENCE • Includes Telecommunications (e.g., AT & T) • Technology (e.g., Apple) • Media (e.g., movies, Cable, Digital & Print Magazines) • Consumer, Apparel & Retail (e.g., The Gap, Columbia Sportswear) • Energy (e.g., Chevron) • Research (e.g., AMA, ACT)

EDUCATION

- **Bachelor of Arts in Industrial Psychology** (1972 California State University – Northridge, Ca)
- **Master of Business Administration** (1983 Golden Gate University – San Francisco, Ca)
- **Doctorate in Business Administration** (In Progress - California MiraMar University, San Diego)

ACADEMIC AFFILIATIONS & PUBLISHING

The EverChanging Organization: Creating The Capacity for Continuous Change, Learning & Improvement (2000, St. Lucie Press)

Crossing The Execution Chasm: A New Model for Exceptional Performance
(2009, Self Published)

Developing Your Professional Skills
1999 – 2004

Syndicated Newspaper Columnist, 25 Newspaper Nationwide, 2.5 million Circulation

Creating a Corporate University Using Distributed Media Technologies
1992-1999

The Competent Manager: A Model for Effective Performance
Richard E. Boyatzis – John Wiley & Sons- 1982
(Book Contributor with James L. Hayes, CEO of AMA)

Chief Executive Officer Planning System (CHEOPS)
2011 – Strategic Planning Manual for Executives

ACADEMIC, TEACHING & FORMAL TRAINING EXPERIENCE

- Lead Business Trainer, Presidents Association Division of the American Management Associations, 1980-1982.
- Strategic planning facilitator for the Centre for Planning & Implementation, Lake Hamilton, NY. 1981-1982.
- Business & Industrial Management Instructor Credential: California Community College – Valid for Life, 1986
- Adjunct faculty, Golden Gate University, Graduate School of Business, 1986-1987, San Francisco, CA.
- Adjunct Professor: Fermanian School of Business, Pt. Loma Nazarene University, 2006-present – Teach undergraduate and MBA level courses.
- Adjunct Professor (2008 – present): Vietnam National University; Hanoi University of Industry - Teach undergraduate and MBA level courses.
- Business Lecturer (2016): California State University, San Marcos; University of Redlands; Phoenix University; United States University (India); University of San Diego; Alliant University
- Senior Consultant for the EverChange Group delivering business workshops to CEO Forums, 2005-present.
- Frequent public speaking roles for such organizations as Inc. Magazine, Society for Human Resource Managers, the American Management Associations, Association for Strategic Planning and the Entrepreneurial Institute.
- Boards of Directors: Bethel Seminary; 2005 to present; Excellence in Education, 2015 to present.

COURSES TAUGHT

Since May, 1979, Doyle Young has taught these courses in both academic (graduate and undergraduate) and corporate learning environments, both US and internationally, in hybrid learning environments online (e.g., Moodle, Blackboard) and classroom.

- Strategic Management & Capstone Articulation
- Entrepreneurship
- Operations Management
- Leadership
- Management
- Ethics
- Organizational Theory
- Organizational Behavior
- Human Resources Management
- Sustainability
- International Business
- Conflict & Negotiations Management
- Communication Skills: Writing, Problem Solving, Presentation, Performance Management