

# Douglas A Peters

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Hutchinson, MN 55350  
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## EMPLOYMENT HISTORY

### **GREEN GIANT COMPANY - 1974-1979**

Plant Personnel Manager - HR Generalist for 3 plants. Responsibilities included budgeting, compensation, benefits, training, safety, AA/EEOC, 300 person housing unit and recruiting a large seasonal workforce.

Operations Division Personnel Manager - HR Generalist for Divisions Headquarters

Staffing & Manpower Development Manager – Specialist responsible for training and staffing of Operations Division Headquarters

East Central Region Personnel Manager - Responsible for 6 direct reports and HR Functions at 6 seasonal vegetable plants

### **PICKWICK INTERNATIONAL - 1979-1980**

Corporate Organizational Development Manager - Pickwick was an acquisition of American Can. Primary responsibility was to facilitate the merger of the two organizations cultures.

### **CONTROL DATA CORPORATION - 1980-1982**

Senior Consultant for Productivity Programs - Part of new staff group charged with responding to global competition. Developed training on work simplification and statistical process control, project managed development of Computer Based Education programs, researched new trends such as quality circles, and worked with international experts including Ed Deming on SPC and Alan Mogensen on work simplification.

### **CALHOUN COLLECTORS SOCIETY - 1982-1982**

Director of Organizational Development - Responsible for all HR in OD activities in this small start-up company

### **DS PERFORMANCE GROUP - 1982-2009**

President - Independent consultant specializing in training, teambuilding and organizational development

## EDUCATION

University of Wisconsin-Superior	1972	BS Political Science and Speech
University of Wisconsin-Superior	1974	MA Speech Communications

## TRAINING EXPERIENCE & ACCOMPLISHMENTS

Doug has designed and delivered hundreds of workshops on a wide variety of topics to a wide range of organizations. He is a subject matter expert in personal effectiveness, interpersonal effectiveness, team effectiveness, organizational effectiveness, and supervisory/management development.

### **Workshop Design**

Doug has designed hundreds of training programs ranging from a couple hours to a complete curriculum. His training designs are based on adult learning principles and include activities designed to meet the needs of different learning styles. They include the development of participant materials, facilitator guides, support materials, power point presentations, and train-the-trainer. His training designs are extremely logical, innovative and interactive.

Doug has considerable experience working as part of a larger design and/or delivery team. At CDC he sourced, trained and managed a group of 20 external and internal facilitators to deliver a communications curriculum. At 3M he sourced external consultants to deliver their MDP program and participated on the delivery team for 10 years.

### **Workshop Delivery**

Doug has excellent deliver skills and a very entertaining style that keeps participants interested and attentive. He is consistently described as high energy, extremely knowledgeable, and fun to work with. He draws on his many years of experience to use story telling when making applications of the content he is delivering.

Doug has delivered training workshops on a wide range of content including basic supervision and management (planning, organizing, controlling and delegating), performance management, decision-making, creating problem solving, management by objectives, creative risk taking, coaching, project planning, communications, flow charting, customer service, sales training, motivation, productive conflict, building work relationships, understanding and valuing differences, eliminating self-defeating behaviors, and employment interviewing.

### **Major Accomplishments**

- Developed and implemented a management communications curriculum for Control Data on building work relationships, interpersonal communications, and productive conflict. Included design, delivery, sourcing 20 internal/external consultants, train-the-trainer, and scheduling of workshops.
- Project managed development of computer based education courses on statistical process control and work simplification techniques for Control Data's Productivity Department.

- Designed the first three days of 3M's weeklong Management Development Program (MDP), a required course for all 3M managers and executives. Sourced external consultants, conducted train-the-trainer and was part of a team that delivered this program over ten years.
- Designed and delivered four training workshops for team leaders and functional managers on leading and supporting high performance teams for 3M's Technical Training Organization.
- Designed and delivered a training and research intervention for 3M's I&C Sector to increase collaboration between teams and functional managers in support of their Pacing Plus initiative.
- Designed and delivered a workshop on building work relationships for AT&T through Control Data Business Advisors. Included session design, delivery of pilot workshops, and train-the-trainer for an internal AT&T delivery team.
- Designed and delivered "Working Together Better" (WTB) for S.C. Johnson Wax IT organization. This follow-up to their cultural diversity training focused on understanding and valuing differences, building work relationships, creating shared understanding and managing conflict. He customized the program into a teambuilding process for their Wal-Mart Sales Team and used the program to facilitate integration of new employees from their Drackett acquisition into their R&D organization.
- Designed and delivered a "people skills" curriculum of nine workshops for Hutchinson Technology Inc. – Working Together Better (5 workshops), Leading Teams, Teamwork in a Matrix Organization, and Teambuilding for Managers.
- Developed the Directory of Training and Development Instrumentation that was published by University Associates.
- I am certified in the Myers-Briggs Type Indicator, the Fundamental Interpersonal Relationships Orientation-Behaviors (FIRO-B), DISC Personal Profile System, and TK Conflict Mode Instruments.

## TEAM EXPERIENCE AND ACCOMPLISHMENTS

Doug's work with teams began in graduate school where he focused on the use of teams and small groups in counseling and therapy. His corporate experience began in Control Data's productivity department where he was charged with determining why quality circles worked in some companies and not in others. Since that time he has conducted over 400 team training and team building events.

Over the last 25 years Doug has worked with a wide range of teams in a variety of organizations. He specializes in new product development teams, business teams, executive teams, and major project teams. He has also worked with customer service teams, quality improvement teams, process improvement teams, self-directed work teams, sales teams and others.

His team training programs are extremely successful because they are non-academic, innovative, highly actionable, and based on the best practices of high performance teams at 3M and other excellent organizations. The breadth of his experience allows him to use real life examples that increase his credibility, bring the material to life, and drive home the application of the material to the participant's situation.

Doug's ability to diagnose team effectiveness, develop comprehensive interventions, and facilitate highly participative events has been a key to his team building success. He uses a range of data gathering tools to diagnose team performance including individual interviews, focus groups, and survey feedback. He develops comprehensive interventions that can include training, teambuilding, and organizational development to create the ability, willingness, and opportunity for a team to achieve high performance.

Doug has excellent facilitation skills that maintain balanced participation. He takes calculated risks to achieve results. He legitimizes his leadership role in team building sessions by using highly collaborative processes that maximize participant ownership and commitment through high levels of participation.

Doug was fortunate to establish a close working relationship with 3M that over a twenty year period. This relationship allowed him to do team training and team building in 75 operating divisions and staff group. It provided the opportunity to identify the best practices of high performance teams by following teams for up to 10 years in a single division. It also provided the time to implement entire team structures that created more agile and responsive operating divisions.

### Major Accomplishments

- Implemented team structures in 3M operating divisions composed of new product teams, business development teams, and strategic executive teams. These structures

created more agile and responsive organizations that became the norm across most 3M divisions.

- Achieved a 50% reduction in new product development cycle time in 3M OH&SP division through the implementation of action teams. This was documented in a Harvard Business school study and published in the Journal of Management Innovation.
- Conducted a research study of Pacing Plus teams in 3M's I&C sector.
- Identified the best practices of high performance team in terms of task, process, and team dynamics.
- Developed the Team Launch System (TLS), a phase/gate system of team development that accelerates team development. Based on the best practices of high performance teams at 3M, TLS was published in PDMA's Tool Book3 and presented to the PDMA International Conference in 2007.
- Developed a team leader and functional manager training curriculum for 3M's Technical Training organization.
- Implemented a business team structure in SC Johnson Wax shave cream division that was replicated in other divisions.
- Developed the Stages of Team Development model to provide a standard model for assessing team performance and an actionable model for team development.
- Developed the Organizational Playing Field model to define the organizational dynamics that create the need for teams and to identify the organizational dynamics that inhibit team performance. This was presented to a National ASTD Conference.
- Developed Power and Empowerment model that defines the roles and responsibilities that create a collaborative relationship between teams and functional management.

## **ORGANIZATIONAL DEVELOPMENT EXPERIENCE & ACCOMPLISHMENTS**

Doug's OD work has been both theoretical and practical. On the theoretical side he developed innovative models that define organizational culture, organizational infrastructure, human performance, and integrated performance strategies.

Doug excels in diagnosing organizational issues and developing interventions that lead to dramatic and sustainable increases in performance. He has conducted assessments of organizational effectiveness in small companies and divisions of large Fortune 500 companies. Utilizing confidential interviews, focus groups and surveys he is able to identify effectiveness issues within the organizations culture and infrastructure.

### **Productivity Improvement**

Being an Internal Consultant for Productivity Programs at Control Data Company put Doug at the leading edge of productivity improvement to counter global competition in the mainframe computer and peripheral products businesses. This allowed him to work with international experts including Ed Deming (Statistical Process Control) and Alan Mogenson (Work Simplification).

### **Implementing Team Structures**

Doug developed a process for implementing team structures that created more agile and responsive operating divisions at 3M. This process started with an Executive Teambuilding event that organized the implementation process and maximized executive ownership and commitment. This was followed by the implementation of new product development teams and business teams. A significant part of this process is a trend analysis of the organizational roadblocks to team performance that was used by the executive team to increase the opportunity for teams to succeed.

### **R&D Acceleration**

A major emphasis in Doug's OD work has been the acceleration of new product development. His first project in 3M's Occupational Health and Safety Products division resulted in a 50% reduction in new product development cycle according to a Harvard Business School study.

A key element in this work was defining new roles and responsibilities to create a collaborative relationship between teams and management in the project planning process. This dramatically reduced conflicts that were driven by personality and politics while dramatically increasing the amount of information and analysis available for decision-making.

### **Organizational Culture**

Applying Dr. Robert Hardy's work on Self-Defeating organizations Doug has been able to define the elements of organizational culture. He used this model to define 3M culture and develop an innovative process for identifying cultural roadblocks to the institutionalization of high performance teams at 3M.

Doug applied this work to accelerate the development of high performance culture and infrastructure in smaller organizations. In larger organizations he used this work to identify cultural roadblocks to the implementation of new efforts such as Six Sigma.

### **Organizational Infrastructure**

Doug developed the Organizational Playing Field Model to define, analyze and change organizational infrastructure. This robust model also provides a clear picture of the life-cycle of organizations from start-up through bureaucracy.

### **Performance Equation**

Doug's most innovative work is his Performance Equation - a unifying theory of human performance. This theoretical piece identifies the basic elements of performance and the relationship between those elements to create the "formula" for dramatic and sustainable performance.

Doug used the equation to develop an "Integrated Performance Strategy" to support implementation of Six Sigma at Kraft, Parker Hannifin and Windings plants in New Ulm Minnesota. This strategy combined training, teambuilding and organizational development to create the ability, willingness and opportunity for people to implement and support the six sigma effort.

The Performance Equation was presented at the 2004 ASTD National Conference and an ISPI conference in Lisbon, Spain. The Performance Equation was also featured in the November 2004 issue of the Performance Improvement Journal.

## **CLIENTS**

Doug has consulted to a wide range of companies in terms of size and industry. Clients have included:

3M	Green Giant	Pillsbury
Control Data	Kodak	Kraft
McNeil Consumer	Parker Hannifin	Medisys
SC Johnson Wax,	Windings	Onvoy Telecom
Hutchinson Technology	Perkin-Elmer	Ciprico
AT&T	PPL Telecom,	Drackett
Cargill	US Air Force	IRD Glass

## PUBLICATIONS

### ARTICLES

**"The Performance Equation – The Formula for Dramatic and Sustainable Performance";**  
Performance Improvement, Volume 33, Number 10, Nov/Dec. 2004. International Society  
for Performance Improvement

An overview of the Performance Equation that demonstrates we are missing up to 90% of  
the available performance when addressing complex performance problems.

**"Competitiveness, Increasing Teamwork Across Organizational Boundaries",**  
The Prepress Bulletin, January/February, 1990

An overview of my Organizational Playing Field Model and how it can be used to identify  
the organizational dynamics that inhibit collaboration across organizational boundaries

**"Power, Influence and Group Dynamics";** Food Technology, November 1987

A companion piece for a presentation he made at the International Food Technology  
Conference that addressed power and influence within organizations.

**"How Instruments Help Meet Changing Training Needs";** Training Magazine,  
November 1982.

A summary of a survey he conducted with Training Magazine to identify the different  
assessment instruments available for training and development purposes.

**"From Experience: Action Teams That Work";** Journal of Innovative Management 1994; 11:95-  
104 Bob Hershock, Charlie Cowman & Douglas Peters

An overview of his experience in implementing product development action teams in 3M's  
OH&SP division. Co-authors were Bob Hershock, Division General Manager and Charlie  
Cowman, Division Laboratory Director.

### BOOKS

**Directory of Training and Development Instrumentation: University Assoc. 1985**

A compilation and analysis of over 200 instruments he identified through a survey  
conducted with Training Magazine. Instruments were categorized by type, application,  
subject and usage to allow training professionals to source the right instrument for their  
training needs.

**Tool Book 3, Chapter 13 - Team Launch System: John Wiley & Sons, Hoboken, NJ 2007**

This is a collection of articles related to new product development that was sponsored by  
the Product Development Management Association and published by Wiley and Sons. He  
contributed Chapter 13: *Team Launch System – How to Consistently Build High Performance  
Product Development Teams*



## MAJOR PRESENTATIONS

### **International PDMA Convention – 2007: *Team Launch System***

An overview of my Team Launch System and how it can accelerate team development and institutionalize teams into an organizations culture and infrastructure.

### **National ASTD Convention – 2004: *The Performance Equation: The formula for dramatic and sustainable performance***

An overview of my Performance Equation as a unifying theory of human performance and how it can be used to create integrated performance strategies that attain dramatic and sustainable performance.

### **American Production & Inventory Control Society – 1992: *“Self-Directed Work Teams”***

An overview of how his Stages of Team Development Model can be used to develop self-directed work teams.

### **American Production & Inventory Control Society -1990: *“Developing High Performance Teams”***

An overview of how his Stages of Team Development model provides a clear and actionable roadmap for building high performance teams and assessing team performance.

### **International Pre-Press Association -1989: *“Turf Wars – The Concern for Cross-Functional Training”***

This is an association of small companies, mostly family owned, that provide pre-press color separation to major printers. This presentation addressed the challenges of avoiding Turf Wars and creating cross-functional teamwork in these unique organizations.

### **National ASTD Convention -1988: *“Turf Wars – The Organization Strikes Back”***

In the 1980's Turf Wars between functional groups was a common problem in major companies. This presentation overviewed his experience in using cross-functional teams to overcome this inherent weakness in the hierarchical organization.

### **International Food Technologist Association – 1987: *“Organizational Boundary Crossing – Power, Influence and Group Dynamics”***

An overview of his Organizational Playing Field Model that focused on how cross-functional teamwork can be used to increase collaboration between the many technical disciplines involved in the development of a new food product.