

RESUME

WILLIAM WAYNE CASEY, PH.D.

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BACKGROUND

William Casey has more than 35 years of experience in teaching and consulting on the topics of strategic-level leadership, organizational behavior management, organizational structure design, strategic communication, and strategic planning & execution. He also provides executive coaching and senior advisory support in those areas.

EXPERIENCE

Consultation

Bill has worked with senior leaders across a wide variety of industries, and across all the US military services, National Security Agency, and Coast Guard. The majority of military work has been with the US Navy. Most of his work is at the C-level or, in the military, at the senior officer level, where he teaches, consults, and provides tailored advisory services.

In 1981 Bill co-founded Paris Casey, Inc., a consultancy, which was acquired by another firm in 1998 to become Executive Leadership Group, Inc. where he serves as President. Prior to all that, he was a vice president with a subsidiary of Deloitte & Touche, the Garr Consulting Group.

Examples of Bill's work:

- A global, vertical market software firm was losing money. A savvy CEO was hired to put the company in the black. His strategies were sound but were difficult to implement quickly because they required the focus and commitment of an extremely scattered workforce, each location operating its own fiefdom. Working closely with the CEO, Bill and his team helped the leadership team identify meaningful and measurable results, align accountabilities to those results at every level of the company, and then establish monthly review and refresh cycle that imbedded focused performance throughout the company. *Result:* The new system had been in place only months before aggressive quarterly corporate goals, including revenue and EBITA, were being surpassed. Employees reported a heightened sense of clarity and empowerment. Within 18 months, the company had acquired its nearest competitor for cash. The CEO quipped, "I'll take half the credit for my strategies, and give you half the credit for your approach."
- A Pentagon-based Navy organization prepared daily reports for the Navy's Service Chief, a 4-star admiral, and his senior leadership team. The reports were intended to provide critical information for strategic decisions. The Vice Admiral in charge of that process asked Bill and his team to improve the efficiency of the process – and the strategic impact of the reports. *Result:* Working with him and the admirals under him, Bill and his team instituted dramatic efficiencies, such as removing an excessive number of admirals' edits ("chops") from this daily process (down > 90%). Also, upon discovering that the people generating the reports had an altogether different definition of success than the people receiving the report, Bill and his team instituted a feedback system that dramatically increased the number of successful reports.
- A Fortune 100 manufacturing company had spent over a year and \$25MM in a stalled effort to install a much-needed company-wide information system. Working with the CIO, Bill and his team moved the C-level leadership committee to a single definition of project success, helped clarify who was accountable to whom for what, and helped

- establish a drumbeat of accountability. *Result:* The project was successful, and enabled the company to acquire one company, merge with another, and partner with a third. Their brand is now the number two brand in the United States, up several places from prior years.
- The admiral newly in charge of a premier U.S. Navy think tank discovered that the products of that organization varied widely in quality. The point of the organization was to provide the Service Chief and senior leadership independent insight on emergent issues, yet their efforts were mostly ad hoc, with no systems to ensure consistently high quality and responsiveness. Working with the admiral and his executive officer, Bill and his team trained the think tank's staff in collaborative problem-solving techniques and project management, translated those lessons into repeatable processes, and established other processes, such as on-boarding/off-boarding, stakeholdering, and strategic communication. *Result:* The admiral – and senior leadership reported extreme satisfaction with the resulting stream of products, some of which were used to inform strategic-level decisions by the Service Chief. Because of their success, this organization was later merged with an organization that plays a critical role in Navy's planning and budgeting.
 - The CEO and board of a major Canadian oil company was concerned that their financial performance was not on par with peer companies. A team of U.S. consultants was asked to help redesign the organization to be more productive. Employing an empirically based method (Stratified Systems Theory – "SST"), the team removed one layer of management, redesigned jobs, and helped transition the organization to its new structure. In order help imbed the changes, Bill, a member of the consulting team, designed an educational program in SST, and its application to that company. He then led a group of senior trainers in delivering that education to the company's entire management team, down to line supervisors. *Result:* Because of the re-organization, this company went from the bottom quartile in its performance (return on equity employed) to the top in their industry in Canada.
 - A major New York-based bank was attempting to transition its retail branches from a relaxed pinstripe culture to one that was customer-focused, and sales driven. Bill and his team were asked to help them make this transition in their 24 Long Island branches. Employing behavioral analysis, Bill and his team found opportunities for improvement in what was being trained, to whom. He also helped establish a highly cost-effective reinforcement system. *Result:* 74% improvement in sales, an increase in internal rate of return of 59% – and a positive change in culture.

Academic

Bill has designed and delivered over 500 seminars, including one on how to design and deliver seminars.

Bill has served in a variety of academic settings, including 10 years as curriculum advisor to the Center for Executive Education at the Naval Postgraduate School in Monterey, California, where he also presented senior executive classes on strategic planning and execution, and how to brief senior leaders. In addition, Bill co-designed and was lead faculty member for the award-winning University of Denver/U S West masters-level certificate program in project management.

He has also taught for the Haas School of Business (University of California, Berkeley), the Daniels School of Business and University College (University of Denver), Marylhurst College (Oregon), Joint Special Operations University (Tampa, Florida), and others.

Bill completed his doctorate in psychology at the University of Kansas, with a dissertation focused on organizational applications of behavioral reinforcement theory.

ACADEMIC BACKGROUND

University of Kansas	1998
Ph.D. Psychology	
University of Denver	1976
M.A. Human Development Counseling	
Metropolitan State College, Denver, Colorado	1974
B.S. Psychology	

CLIENT HISTORY

Bill's clients have included Chase Manhattan Bank, Sunoco, Zurich Life Insurance, The Denver Post, The May Company, Microsoft, Qwest, Molson-Coors Brewing Company, ING, National Security Agency, US Navy, US Marine Corps, US Coast Guard, US Air Force, US Army, Office of the Secretary of Defense, and US Naval Institute.

MEMBERSHIPS

U.S. Naval Institute
Global Organizational Design Society
Association for Behavior Analysis International
Organizational Behavior Analysis Network

PUBLICATIONS

Overview

Bill writes both professional and popular articles on management and has co-authored three books in the areas of psychology and communication, and chapters in two business books. From February 2002 – March 2004, Bill co-authored "Managing for Results," a monthly column in the *Denver Business Journal*. He currently co-authors a leadership blog at <http://www.elg.net/blog>, and has co-authored [*Executive Smarts: 25 Quick Reads on Managing for Results*](#).

Particulars

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Casey, W., Peck, W., Webb, N. & Quast, P. (2008) "Are We Driving Strategic Results or Metric Mania? Evaluating Performance in the Public Sector," *International Public Management Review*, 9 no. 2 (2008): 90-105.

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Martinko, M. J., Casey, W. W., & Fadil, P. (2001). A behavioral approach to sales management. In C. M. Johnson, W. K. Redmon, & T. C. Mawhinney (Eds.), *Handbook of organizational performance: behavior analysis and management* (pp. 319-347). Binghamton, NY: The Haworth Press.

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Paris, C. & Casey, B. (1976) *Project you: A manual of rational assertiveness training*, Hollywood, California, Wilshire Books.

Casey, B. & McMullin, R. (1974) *Cognitive restructuring therapy package*. Denver, Colorado, Creative Social Designs.

McMullin, R. & Casey (1974) B. *Talk sense to yourself*, Institute for Rational Living, New York, New York.

Patent

Casey, William. 1989. Performance motivational game. US4864499. Filed December 5, 1986 and issued September 5, 1989.