



**S T R A T E G I C**  
**Human Resources, INC**  
MANAGEMENT CONSULTANTS

## ***ABOUT SHR***

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### **Benchmarking/Assessments**

*OD Benchmark™*  
*Cultural Audits/Needs Assessment*  
*Organizational/Workgroup Assessments*  
*Work Competency Assessment*

### **Consulting**

*Change Management*  
*Business Strategy*  
*Human Resources Strategy*  
*Human Resources Infrastructure*  
*Diversity & Inclusion*  
*Organizational Development*  
*Sales & Customer Strategies*  
*Cyber / Critical Incident Management*

### **Organizational Development**

*Change Management & Transition*  
*Board of Directors/Governing Boards*  
*Leadership*  
*High Performance Teams*

### **Competencies**

*Coaching*  
*Customer Care/Service*  
*Employee & Manager Competencies*  
*Harassment Prevention*  
*Leadership*  
*Performance Management*  
*One Touch...Performance™ Tool*  
*Selling in Diverse Markets*  
*Managerial/Supervisory*  
*Team Development*

Strategic Human Resources, Inc. is a management consulting firm specializing in organizational development and business strategy. Incorporated in 1990, Strategic Human Resources delivers strategic and tactical consulting, and semi-custom and custom competency development programs.

With a diversity of seasoned professionals possessing on average 25 years of experience, Strategic Human Resources, Inc. provides exceptional service, experienced coaching, and state-of-the-art skills development programs. The results are readily usable workplace competencies for our clients' employees worldwide and bottom-line enhancing outcomes for organizations.

Through a joint venture relationship with a European-based firm and satellite operations, SHR provides services to businesses and organizations worldwide employing consultants/facilitators with significant in-country and international experience, including multi-lingual business fluency.

SHR meets the needs of our clients by providing quality services and high-impact consulting as a team effort, an essential for facilitating organizational effectiveness. Through our partnerships with our clients, we enhance long-term solutions.

With core values of integrity, ethics, and quality, SHR delivers world-class service, with a commitment to continuous development, strength in communication skills, and mastery of process, strategy, and employee engagement. Our standards require we model the best in the provision of services to clients.

Strategic Human Resources, Inc.'s customer base includes private sector companies in financial services, consumer products and services, media, telecommunications, law, retail, beauty, food manufacturing, guest industries, transportation (airline and automotive), pharmaceuticals, cosmetics, publishing, technology, health care, and research and development industries. Additionally, SHR's provides services to government agencies, academia, and nonprofit organizations.

A partial listing of clients includes Merrill Lynch, *The New York Times*, JP Morgan Chase, AT&T, BMW of North America, CIGNA, IBJ Whitehall, Scarinci & Hollenbeck Law Firm, Carver Federal Savings Bank, the New York Police Department, Brookhaven National Laboratory/Department of Energy, Northern Telecom, the New York Road Runners Club, Cosmair, Kraft Foods, Drew University and others.



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*Many organizations have performance management systems. However, most organizations do not have quantifiable measures of how effectively their managers implement these systems. Imagine One Touch...Performance.™*

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## ***PERFORMANCE MANAGEMENT***

Effective organizations provide environments for competency. They allow all of the talent in the organization to contribute in fulfilling mission, vision and values in order to provide the best possible services and products. They create and implement strategy, innovate, and lead.

Hiring and retaining talent are critical factors in the success of all organizations. Almost all organizations provide training to develop teams and managerial skills. Intensive investment is spent in aiding senior managers and executives in developing core competencies in leadership and operational management. What do leading edge organizations do that produce exceptional results? They develop their people at all levels to drive business processes and outcomes.

Organizations also must be conducive to promote participation creating an environment in which competencies are clear and cross-functional knowledge is broad promoting an understanding of core business processes and revenue drivers. A system must be in place that is best practices with skills for change ready to be implemented to catapult and/or capture the next wave of innovations. This infrastructure must be a solid foundation, clearly defined and readily accessible by all.

Determining optimal performance means keeping a pulse of the organizations tempo – timing and efficiencies that blend the talents of diverse teams rendering seamless results. The culture of the organization is clear – performance for optimal development and outcomes. This context makes it clear what must be done to ensure and repair systems, practices and policies that no longer render excellence. Benchmarks identify where fixes are needed creating opportunities to recreate and invent daily.

Managing the performance of employees is key in high performance organizations. Strategic Human Resources provides consulting and training in competency-driven performance management systems. A competency driven performance management system:

- facilitates comprehensive and objective evaluation of employees' skills/competencies through the use of 360<sup>o</sup> assessments (including internal and external customers);
- links development programs (skills, career development, high potential, succession) to individual needs using performance tools feedback;
- promotes compensating employees at all levels based upon



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*Employees' work experiences are largely shaped by those who manage them. Frequently, managers are selected for their technical expertise with less focus on their interpersonal skills. Many managers state they are not comfortable with their coaching skills, and employees often identify this as an area their managers need to enhance. It's all about Having The Conversation™.*

objective, quantifiable criteria and formulations;

- aids in the development and refinement of talent, strategy, best practices, and policies; and
- develops managers in the coaching of diverse employees.

Strategic Human Resources provides the following services:

### ***Coaching – “Having The Conversation”™***

Coaching executives, managers and employees for performance enhancement and development, SHR delivers state-of-the-art training through the use of multimedia techniques to develop competencies. Our seasoned business professionals and licensed practitioners handle the most difficult of situations allowing managers opportunities to more objectively assess skills/competencies, to grow in more effective behaviors, and to follow-up on development. The results are effective managerial communications and behavioral changes.

### ***Performance Assessment Tools – “One Touch...Performance”™***

SHR provides consultations, evaluation, design, and implementation of a technology-driven performance system, including 360° assessments (One Touch...Performance™), to help organizations more effectively manage and develop employees. Strategic Human Resources also benchmarks the effectiveness of existing performance systems for quality.

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*The benefits of teamwork are clear. Yet most work groups struggle with adopting the behaviors needed to truly exemplify high performance teamwork. Why? Most often team members and leaders have yet to share vision and values. Both provide the foundations for the behaviors that make a group allowing a strategy for competition and change.*

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## ***ORGANIZATIONAL DEVELOPMENT***

Strategic Human Resources works with varied industries, organizations, and governing boards to facilitate the process of mastering strategy and organizational development. We provide training and consulting to employees, management, and governing boards on how to develop the necessary mechanisms to improve organizational effectiveness.

SHR offers the following services for organizational development:

### ***Consulting***

Business Strategy  
Human Resources & HR Infrastructure  
Organizational Development

### **Business Strategy**

“A strategic plan is a living document”, which builds upon past accomplishments, demonstrates understanding of the current environment, and focuses on the future. A comprehensive strategy is the blueprint to effectively implement missions. SHR works with organizations to clarify strategies, and develop and implement actionable strategic plans.

### **High Performance Team Development**

Building high performance teams challenges the best of organizations. SHR provides training and consults with work/project teams, departments/divisions and organizations to build high performance work cultures. We provide needs assessments, organizational consults, and cultural audits to define challenges and opportunities. SHR collaborates with managers and employees providing gap analyses/benchmarks and developing competencies in teamwork, process, and leadership to create solutions.

Organizations derive long-term benefits from improvements in processes, products and services. High performance teams diminish the unproductive impact cost reductions, restructuring, and shifting strategies often create to effectiveness and productivity. Leadership must be shared and common values established to gain stakeholder buy-in and attain desired results. SHR clarifies and supports the systemic actions necessary to engage employees in the development of goals, objectives, practices and policies, and competencies as measured by valid performance measures for critical successes.



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*“A strategic plan represents  
analyses and mastery of the  
past, a shared understanding  
of the present, and a vision to  
influence the future.”™*

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## ***ORGANIZATIONAL DEVELOPMENT***

### **Boards of Directors/Governing Boards Development**

With an imperative to envision the future, partner with executives, and promote financial growth, board development promotes the competencies needed for organizational oversight, strategy, effective policies to ensure sound operations, fundraising, and world class products/services/programs. They govern by anticipation for productive change and innovation with benchmarked performance.

SHR’s work with governing boards enables boards to address the challenges many face – most known to exist yet impeding growth and opportunities. By helping to refine direction, SHR builds leadership competencies necessary for Boards. Board development aids the transition to meaningful governance, creating the board that allow members to optimally lend expertise and promote diverse perspectives essential for effective strategy and oversight.



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**“Change is a reality and an  
opportunity.”™**

*Whether external market  
factors, economic crisis,  
changing technology, or simply  
a need to work differently drives  
change, the process of  
organizational change requires  
mastery to be competitive.  
Employees who embrace the  
change process seize business  
opportunities and contribute  
to their organizations' success,  
as well as their personal  
development.*

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## ***CHANGE MANAGEMENT***

SHR at the beginning of 1990 facilitated the alignment of process and strategy by engaging all levels of human capital and functions, and is among the first firms to develop a core competency in change management, creating an environment where *the process of change*, human capital and business strategy are linked to improve organizational effectiveness and drive innovation, strategy and outcomes.

Strategic Human Resources, Inc. partners with organizations to engage in learning experiences for human capital to successfully develop competencies in change, facilitating strategies and structures for a framework for the future. Organizational development and change management require that employees and managers understand process, restructure work, develop job competencies, reward newly desired behaviors, clarify expectations, and promote high performance teams. Employees and managers share a common commitment of establishing the best brands and organizational successes having an understanding of process and human capital management.

SHR facilitates the rapid embrace of change necessary to attain results in today's fast-paced markets. By doing so, SHR's consulting and facilitation allow organizations to capitalize on change - improving communications, enhancing work teams, establishing interim policies, gaining buy-in, strengthening retention and recruitment strategies, developing change leadership, improving morale and the bottom-line, and human capital practices.

SHR clarifies organizational needs using a unique benchmark process, to develop a team of key stakeholders for change and create an optimal process for employees at all levels to engage in leadership. We assist organizations in occupying the lead for market premium products, services and revenue.



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***Leaders are highly effective***

***coaches.***<sup>TM</sup>

*Coaches facilitate optimal performance*

*in current job accountabilities with a*

*view of the next level up taking the*

*coached on the journey to envision and*

*contribute to the strategy, its*

*implementation and to facilitate a new*

*direction – promote change.*

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## **LEADERSHIP**

SHR offers semi-custom and custom leadership development solutions enhancing individual contributors and leadership teams. Leaders convey vision, values, mission, strategy, ethics, and financial accountability. They create organizational cultures driving long-term, leading-edge business processes and outcomes.

Effective organizations provide environments for competency and are driven by leaders who are highly effective coaches. They allow all of the talent in the organization to contribute to fulfilling mission, vision, values, and strategy for the best possible services and products.

Hiring and retaining talent are critical factors in the success of all organizations. Almost all organizations provide training to develop teams and managerial skills. What do leading-edge organizations do that produce exceptional results? They develop their people at all levels to drive business processes and outcomes. Intensive investment is spent in aiding senior managers and executives in developing core competencies in leadership including operational management.

Organizations also must be conducive to promoting full participation, creating an environment in which competencies are clear and cross-functional knowledge is broad leading to an understanding of core business processes and revenue drivers. A system must be in place that is best practices with skills for change ready to be implemented to capture the next wave of innovations. This infrastructure must be a solid foundation, clearly defined and readily accessible by all.

Determining optimal performance means keeping a pulse of the organizations tempo – timing and efficiencies that blend the talents of diverse teams rendering seamless results. The culture of the organization is clear – performance for optimal development and outcomes. This context makes it clear what must be done to ensure and repair systems, practices and policies that no longer render excellence. Benchmarks identify where fixes are needed creating opportunities to recreate and invent daily.

How do you engage talent in benefitting and creating this environment? You lead. Much has been written about leadership and coaching for “development” and “performance” but a careful examination of concepts around these two principles renders coaching as the core competency of leadership. The coach facilitates optimal performance in current job accountabilities with a view of the next level taking the coached on the journey to envision and contribute to the strategy, its implementation and to facilitate a new direction.



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*Leadership is an investment  
ensuring effective  
communications, employee and  
customer satisfaction,  
innovation, operational best  
practices, market dominance,  
and business profits and a  
strategy for the future.*

*Success is a measure defined by  
objective criteria which  
validates where you  
begin, provides an ongoing  
assessment of effectiveness and  
competencies, and yields  
future accomplishments.*

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## **COACHING**

Coaching for performance enhancement is indeed a necessary turnkey but it leaves far too much untapped to create the synergies that reinvigorate daily routines and make change. So how do you engage such that coaching for change™ occurs. There are a series of steps necessary in addition to obtaining the right talent. First, you must ensure competence in one's core job function. Second, knowledge of organizational systems and behavior providing the necessary collaborative platform for discussions, analyses, and benchmarks. This facilitates the ability to integrate a full comprehension of critical human capital competencies that drive an integration of core business functions and people. A detailed understanding of all facets that are shared focuses energies on what has to be done and the players necessary to attain them. These fundamentals allow for "Having The Conversation™" that drives organizations and businesses to their heights.

Core to developing human capital, "coaching" is a working grasp of the following areas fully integrated to allow envisioning and creating tomorrow:

- Management principles and practices that drive high performance
- Leading to set the direction and facilitate new ideas as driven by markets, innovation and benchmarks
- High performance teams where group dynamics are the background and process is the foreground aligning all towards best practices
- Emotional intelligence that intuits the subtleties of people and processes creating small refinements and/or macro changes
- Clear knowledge of all core functional competencies with insights about driving new ways of working and new technologies
- Appreciation of diversity in its broadest perspective that renders productive differences and opportunities to win
- An understanding of strategy that means not only anticipating the next two moves on the board but defining the next game™

A melding of these concepts is the essence of change. SHR's training and development enhances leaders' awareness of people as the basis of success, and sharpens leaders' skills to anticipate and master changes in industry,





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technology, and information. SHR provides:

- competency/skills training and education (strategic planning, mission, vision and values clarification),
- customer and market opportunity savvy (scenario planning and opportunity analyses),
- coaching, development, and managerial selection and consultation

*SHR's hallmarks of dynamic facilitation and organization-specific business case analyses promote best practices.* Coaching augments leaders' skills to enlist stakeholders, therefore fostering market opportunities, encouraging collaborations, creating work environments which engage employees' talents, and clarifying core competencies.

We also provide experienced business coaches astute in best practices operational knowledge including human capital strategies, and individual coaching with a full range of services to develop facilitate high potential candidates and enhance leadership.



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## OD Benchmark™

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## ***BENCHMARKS/ASSESSMENTS***

Strategic Human Resources is a leader in valid, custom and semi-custom designed benchmark studies and assessment tools based in quantitative and qualitative measures for organizations and individuals. Whether measuring culture issues company-wide, resolving work group conflict, selecting high potential/critical-position candidates, SHR offers a variety of tools and solutions.

### ***Benchmarking/Assessments***

Benchmark Studies  
Cultural Audits  
Needs Assessments  
Organizational/Workgroup Assessments  
Personal Style Inventories  
Managerial /Critical Assignment Selections  
Work Competency  
Critical Incident Management

Benchmarking current human resources functions also creates opportunities to identify competencies, structure and build human capital strategy.

As budgets tighten and job functions change with technology and new processes, organizations need to reassess their talent and appreciate the global direction of provision of services – whether retained staff, insourcing, outsourcing, and/or partnering to attain goals following direction is crucial in the provision of service excellence and managing costs.

SHR provides in partnership with every client the information the organization needs. “After all...*organizations do know the facts.* To win, let’s communicate and solve them.”



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*Protecting information is  
protecting life™ ...whether a  
businesses', organizations' or  
yours. The first critical  
seconds of crises dictate how  
to perform critical incident  
management – if you analyze  
it correct...a resilient  
recovery.*

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## ***CYBERSECURITY & CRITICAL INCIDENT MANAGEMENT***

The day has come when humans and machines are one™.

Cybersecurity and critical incident management present critical challenges today. Cybercrime is the new age of risk threatening to jeopardize essential human capital and technology platforms. Cyber incidents, hostile work environments driven by cybercrimes, and espionage impinge on intellectual property, talent management, productivity and profits.

Strategic Human Resources, Inc. provides cybersecurity services including awareness training and management protocols, critical incident management, and public relations/high profile crises management. We increase the understanding of managers and employees of cybercrimes ranging from harassment to criminal acts in organizations and in life.

As a trained forensic neuropsychologist having served as Psychologist for the Hostage Negotiations Team for Brookhaven National Laboratory/Department of Energy, profiler and critical incident manager trained by the Federal Bureau of Investigations (FBI) New York City, New York and the City of Los Angeles SWAT team, and as a facilitator for three New York Police Department Commissioners' task forces, Strategic HR LLC/Strategic Human Resources, Inc.:

- delivers custom training to create awareness and develop the skills to handle cyber harassment and crimes
- enhances understanding of the concepts of cybercrime in investigations aiding in discovery and profile development – for instance, how was a security monitored residence /corporation entered?
- provides security clearance assessments and profiles for critical assignments/leadership to mitigate human capital risks regarding security breaches including cybercrimes



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- manages critical incidents providing employee assistance, incident debriefs, and human capital risk management
- provides executive, management, and employee selection, fitness and impact assessments and investigations, protocol advisement/communication, interventions for critical incidences, including high profile clients (for example business leaders, professional athletes, celebrities)
- advises on biomedical engineering and biotechnology neuroscience applications in criminal acts, ethics, safety and impact
- provides education and training to organizations pertaining to cyber security, harassment prevention and investigation



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*The investment in development resources drives every aspect of business results – cost management, innovation, market dominance, customer care and best practices. Employee and managerial development create measurable business outcomes. Development is a business necessity.*

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## ***COMPETENCIES DEVELOPMENT***

SHR utilizes state-of-the-art technologies for skills development. SHR's facilitators/consultants provide global service, enlisting significant in-country and international experience, including multi-lingual business fluency. With an average of over 25 years experience and a broad spectrum of business and human resources knowledge, SHR's consultants/facilitators all have the advantage of real life practical business experience and solutions, which are an integral competency for facilitation and development and we partner leading change initiatives.

### **Customer Care/Service**

Strategic Human Resources offers custom designed skills development programs to provide world-class care and service. We clarify what service means in a global marketplace and assist in developing organizational cultures conducive to service excellence.

Customer care training and coaching are natural compliments to address delivering consistently superior service and resulting profits. The result is trained employees who manage every service situation, even the most difficult, with the same ease as the most routine. By increasing the awareness of service persons and managers to subtleties that transpire in points of service, consistent best-in-class practices are delivered minimizing lost opportunities and costly litigation.

In addition to the many service challenges addressed, SHR also helps organizations benchmark service excellence and innovation.



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*Achieving a productive, diverse  
workforce requires leadership. Leaders  
establish the vision, example, direction,  
and policies that employees follow.  
Managers must understand the  
business gains - market opportunity,  
product development, and customer  
care - leveraging diversity renders.*

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## ***COMPETENCIES DEVELOPMENT***

### **Harassment Prevention**

Strategic Human Resources provides expertise in the development of sexual harassment policies, the investigation of alleged incidents of harassment (Title VII sexual and nonsexual), and harassment prevention training.

Preventing harassment requires education. Harassment demoralizes workers, reduces productivity, creates an undesirable work environment for all workers, and indicates poor risk management. Harassment in the workplace poses serious consequences for the employees who are victimized as well as for employers that do not effectively manage alleged incidents.

With over 95% of all cases founded, harassment is a difficult subject to address and coaching is essential for employees and those designated to develop competencies in handling harassment complaints. Employers must manage risk as they investigate and handle harassment complaints by providing written policies and guidance reinforced with training for all employees, particularly those designated to handle harassment complaints.

SHR's interactive awareness training and investigation skills development allow employees and managers to practice developing the necessary comfort level for preventing and dealing with this difficult subject and developing competence.

### **Diversity and Inclusion**

Strategic Human Resources offers a consulting process and a variety of training solutions to assist organizations with implementing and advancing diversity and inclusion. Managing diversity is a strategy for competitive advantage in change, global markets, utilizing all employees for the mutual benefit of the organization and the individual. We develop initiative strategies and provide training at all levels targeted to address specific organizational issues.

Our consulting and training shifts mindsets driving an understanding of the business imperative of diversity. Training develops awareness and behavioral skills that employees, managers, and leaders can readily put to use as workforce competencies.

Strategic Human Resources supports advanced diversity management with a complement of services (coaching, harassment policy and prevention training and development, performance management systems, team effectiveness, business strategy, leadership development, benchmarking, and talent strategies).



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*All employees benefit from development*

*which facilitates the*

*understanding of the*

*competitive advantage gained from*

*diverse markets and capitalizing on*

*diversity and inclusion.*

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## ***COMPETENCIES DEVELOPMENT***

### **Marketing & Selling in Diverse Markets**

Strategic Human Resources offers training in marketing and sales strategies and skills development. We assist in developing objective evaluation of market opportunities, facilitating entry into new markets. Training optimizes target marketing, highlighting opportunities and benefits while managing the risks of too narrowly focused market strategies.

Skills-based training is a catalyst for increasing sales in a multi-faceted marketplace where even the traditional customer may not want traditional solutions and relationship-selling skills necessitate diverse sales strategies. SHR facilitates improving sales results in servicing diverse customer bases by increasing awareness of behaviors that may be detrimental in the sales process and/or strategies that limit opportunity.

### **Management and Leadership Development**

Strategic Human Resources, Inc. assists organizations in the development of managerial competencies as well as in the selection of managers. Our modules, “Having The Conversation”™ and assessment and development tool, “One Touch...Performance”™ prepare organizations for any tasks.

Even the most sophisticated selection processes and performance assessments do not always accurately identify managers’ competencies in enacting the skills necessary to optimally manage people. Skilled managers motivate employees, equitably assess and reward performance, serve as a resource, develop employees’ skills, and provide coaching to attain business goals.

SHR’s coaching and training enhances managerial effectiveness by refining managers’ abilities to perform the core functions of employee development and behavioral competencies. Managers’ greater appreciation of the impact of personal style and other dimensions of employee diversity facilitates discussions of even the most difficult situations while maintaining employees’ integrity. Gaining buy-in, resolving conflict, improving quality, and creating high performance environments are some benefits of our workshops and consults. Training also provides risk management and circumvents many of the situations that disrupt organizations.

SHR’s staff of qualified coaches possesses professional experience and certification in handling such matters and an average of 25 years of experience providing confidential coaching to executives and managers which resolves for clients, the organization, and the individual the more serious concerns, making them win-wins. SHR also provides employee assistance program training to aid supervisors with interventions.



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*Sales & Customer Strategies*  
*Cyber / Critical Incident Management*

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*Change Management & Transition*  
*Board of Directors/Governing Boards*  
*Organizational Effectiveness*

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*One Touch...Performance™ Tool*  
*Selling in Diverse Markets*  
*Managerial/Supervisory*  
*High Performance Team*

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## **JANNIFER HILL-KEYES, CONSULTANT**

**Jannifer Hill-Keyes, PhD, President & CEO**, brings a breadth of business and human resources experience having served such organizations as BMW of North America, Merrill Lynch, Scarinci & Hollenbeck, JP Morgan Chase Bank, Carver Federal Savings Bank, *The New York Times*, Drew University, Wang Laboratories, Inc., Cosmair, AT & T, Kraft Foods, Trans World Airlines, CIGNA, The University of Medicine and Dentistry of New Jersey, New York City Police Department, New York Road Runners Club, Kaiser Permanente, and Brookhaven National Laboratory.

With extensive consulting experience and astute process facilitation skills in a broad spectrum of industries including financial services, governments, not-for-profits, and Boards of Directors, she works with executives and all employee levels. Her expertise and work performed for clients includes change management, harassment prevention, talent strategies, leadership development, managing diversity and inclusion, cybersecurity/critical incident management, and business strategy.

Dr. Hill-Keyes' consulting expertise also includes significant contributions to organizational development, business strategy, the refinement of organizational infrastructures, performance management systems, human capital strategies and measurement techniques (benchmarking).

Amongst her accomplishments, she has worked *as a business advisor, coach for chief executives and as a strategic consulting partner in major change initiatives. The original conceptual framework for "strategic human resources" is a concept she developed and used as the incorporated entity name to reflect the integration of then personnel with business operations as a key strategic function. She also promoted human resources as "human capital" and introduced the concept of "human resources infrastructure". In consulting work in business and organizational strategy she coined the phrase "strategy is a living document" which is frequently used today. She is amongst the first practitioners of change management developing a change process. Jannifer has developed branded coaching and performance management products. She developed the first mental health managed care model for Brookhaven National Laboratory (a self-insured employer), for its carrier CIGNA. Strategic Human Resources, Inc. has held joint venture relationships with several businesses including Merrill Lynch - sole human resources consultant to deliver services for external consulting Private Client Group. She established one of the first benchmark practices of human capital.*

Prior to establishing Strategic Human Resources, she served as an Occupational Psychologist providing internal organizational development consultation and Employee Assistance Program Manager. Jannifer earned her doctoral degree from the Graduate School of the City University of New York. She is a licensed psychologist and neuropsychologist and a former adjunct professor of





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statistics. Appointments held include Harvard Medical School and the Columbia College of Physicians & Surgeons, posts in major hospitals, New York City municipal departments (Board of Education, and Health and Hospitals Corporation), and the United States Department of Energy. She is certified in career transition training by Lee Hecht Harrison.

Jannifer is a trained forensic neuropsychologist having served as Psychologist for the Hostage Negotiations Team for Brookhaven National Laboratory/Department of Energy, profiler and critical incident manager trained by the Federal Bureau of Investigations (FBI) New York City, New York and the City of Los Angeles SWAT team, and as a facilitator for three New York Police Department Commissioners' and their task forces on community relations and 9-11 for The New York City Police Foundation.

Recognized in several *Who's Who* including its global publications, Jannifer is a frequent guest speaker for business and professional organizations including a *keynote speaker at VCongresso Brasileiro de Aaturia/VICongresso Pan-Americano de Atuarios (conference of actuaries), Sao Paulo, Brazil, "Managing Diversity: International Perspectives on Processes"* and a *key presenter for the American Psychological Association annual conference in 1986*. She has been a guest lecturer including at Fairleigh Dickinson's Rothman Institute for Entrepreneurial Studies. She has developed collaboratively training materials for franchisees.



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## ***LAURIE BILIK, CONSULTANT***

As *President* of Global Human Resources, Inc. and Senior Partner of SHR, Ms. Bilik provides competency development and experienced executive coaching for corporate leaders from Asia, Africa, South America, Canada, eastern/western Europe as well as throughout the United States. With 25+ years of experience developing employees from all industries, she possesses specialization in leadership, insurance, risk management and ethics.

As an *outstanding practitioner and thought leader in leadership* shaping the field in competencies including business ethics, strategy and risks, Ms. Bilik has led executive leadership programs as Global Human Resources, LLC and in partnership with the College of Insurance for Merrill Lynch, ACE, Marsh and McLennan, and AIG as well as others.

Formerly an Associate Professor at Pace University and The College of Insurance (now St. Johns University's Business School), Laurie taught three MBA courses – Managing Organizational Diversity, Risk and Insurance and Leadership & Professional Ethics in the Insurance Industry. She taught a graduate leadership and ethics course at Manhattanville College.

She was senior consultant for the Professional Programs Division and led Negotiation Skills, Conflict Resolution, Executive Development, Stress Management, Persuasive and Influencing Skills, and the Managerial Woman seminars. Ms. Bilik was a Management Development Consultant at New York University's Management Decision Laboratory, and is experienced in labor-management issues.

Ms. Bilik is noteworthy for her multimedia contributions including a video production on Negotiation Skills, author of *Stress and Its Management* (Merritt Press), a chapter on stress management in the *New Directors in Safety* (American Society of Safety Engineers). She is a contributing author to *Essentials of Risk Control* and numerous management publications, and frequently speaks at executive insurance and financial services conferences (Risk and Insurance Management Society, the New York CPCU, Society of Safety Engineers, Public Risk Management Association, and Professional Insurance Agents).

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### **Benchmarking/Assessments**

*OD Benchmark™*  
*Cultural Audits/Needs Assessment*  
*Organizational/*  
*Workgroup Assessments*  
*Work Competency Assessment*

### **Consulting**

*Change Management*  
*Business Strategy*  
*Human Capital Strategy*  
*Human Resources Infrastructure*  
*Diversity & Inclusion*  
*Organizational Development*  
*Sales & Customer Strategies*  
*Cyber / Critical Incident Management*

### **Organizational Development**

*Change Management & Transition*  
*Board of Directors/Governing Boards*  
*Organizational Effectiveness*

### **Competencies**

*Coaching*  
*Customer Care/Service*  
*Employee & Manager Competencies*  
*Harassment Prevention*  
*Leadership*  
*Performance Management*  
*One Touch...Performance™ Tool*  
*Selling in Diverse Markets*  
*Managerial/Supervisory*  
*High Performance Teams*



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She served as a Member-Executive Council, Vice President, Professional Education responsible for leadership and succession planning for the New York Chapter of American Society for Training and Development, and is a Board Trustee Better Business Bureau Education and Research Foundation. A graduate of Skidmore College, student at the Sorbonne in France, with two graduate degrees and a Diploma in Risk and Insurance.