

ALBERTSSON CONSULTING

leadership
development

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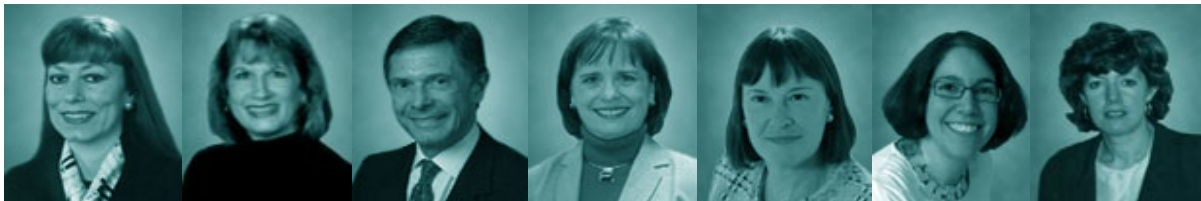
About us

Albertsson Consulting is an international leadership development and talent management consultancy established by Dr. Candy Albertsson in 1999. We specialize in delivering best practice solutions for a range of leadership development and talent management challenges, including: building a talent strategy, attracting and retaining talent, identifying the experiences required for success within an organization, identifying talent, building development plans, building talent pools and the talent pipeline, creating the infrastructure for a high potential development program, coaching high potentials on career development or other performance issues, accelerating the highest potential talent, building more aligned and effective teams, identifying the highest quality candidates for top 250 succession plans, strategically analyzing top 250 succession plans to identify the key gaps and issues before a talent or business crisis emerges. We will work in partnership with your organization to meet your specific business needs.

Albertsson Consulting have recently launched Development Experiences Blueprint™ Software and Consulting Services. Together these deliver a groundbreaking real-time web-based talent management tool that encapsulates the development roadmap required for success within an organization. Our North American and European Development Experiences Blueprint™ Consulting Services Teams work in partnership with organizations to identify the specific experiences required for success within an organization. This team brings a range of expertise and experience including: management consulting, business psychology, organization development, marketing and business experience including start-ups, line management, Board and Global 10 senior executive experience.

Collectively, our Global 500 and Fortune 500 clients include more than 36 industries: aerospace and defense; airlines; banking; biotechnology; broadcast media; chemicals; computers and office equipment; consumer products; data networking infrastructure; diversified financials; electronics and electrical equipment; energy; engineering and construction; fast-moving consumer goods; financial services; food production; gas and electric; general merchandiser; health care; hospitality; industrial and farm equipment; insurance; manufacturing; mining; motor vehicles and parts; network and other communications equipment; oil services; petrochemical; petroleum refining; pharmaceutical; professional services; scientific, photographic and control equipment; semiconductors and other electronic components; software; technology; and telecommunications; as well as education, government and not-for-profit organizations.

Albertsson Consulting has offices in Western New York and London. Development Experiences Blueprint™ Consulting Services Team members are based in London, New York, San Francisco, Cleveland, Pittsburgh, Sarasota and Buffalo.



Redefining Talent Management

Solutions and services



*Development Experiences Blueprint™ Software and Consulting Services

Talent is the ultimate competitive advantage. Albertsson Consulting will work with your organization to meet your talent management needs. We specialize in the tools, programs and processes to identify and develop your highest potential talent through to Board level succession. Albertsson Consulting solutions and services include:

- best practice presentations, keynotes and workshops provide powerful insight and learning about talent management tools, programs and processes
- building the business case is the first step to seeking real support and championship from top leadership for your talent management initiatives
- talent management strategy provides a critical foundation to build an integrated set of leadership development and talent management tools, programs and processes
- leadership competencies that communicate the behavior characteristics required for success
- multi-rater or 360-degree feedback processes enable people to measure their leadership competencies and prioritize development
- assessment and development centers enable a more objective evaluation of leadership competency strengths and areas for development, the identification of high potential talent and a strategic view of the talent pool and emerging pipeline
- Development Experiences Blueprint™ Software and Consulting Services deliver a customized product that enables people to create a career development roadmap that prioritizes next steps for development, as well as enables talent committees to identify the best prepared successors for specific positions

- personal development planning processes ensure that development needs are prioritized and progressed
- high potential development programs raise the bench strength and provide a higher quality talent pool for succession planning processes
- succession planning and strategic succession management processes enable an organization to determine the strength and strategic impact of their talent pool and emerging talent pipeline to ensure the highest quality top leadership succession
- teambuilding and facilitation can shorten the timeline to stronger team performance with techniques that build trust and ensure that obstacles to team performance are identified and addressed

Please find further information about Albertsson Consulting solutions and services below:

BEST PRACTICE PRESENTATIONS, KEYNOTES AND WORKSHOPS

Is your organization re-inventing the wheel or are they building on best practice talent management?

Dr. Candy Albertsson is an internationally recognized speaker who has delivered more than 75 keynotes, presentations and workshops in twenty countries. We will work with your organization to ensure that speaking engagements were designed and delivered to meet your organization's particular needs. Candy delivers keynotes, presentations and workshops (including half-day to more comprehensive 'health check' workshops):

Keynotes or presentations

These keynotes and presentations are powerful in influencing and shifting senior executive mindsets about the value and impact of leadership development and talent management and thereby, contributing to securing top leadership buy-in for key initiatives.

Workshops

These workshops provide powerful strategic and operational insight and learning for talent management committees, HR executives and HR practitioners. Workshops are generally designed for half-day to two-day events.

Health-check workshops

Drawing on strong technical/professional expertise, a more comprehensive workshop event could be designed to provide an opportunity for a critical review and discussion of your organization's leadership development and talent management tools, programs and processes. Pre-workshop preparation includes a critical review of tools, programs and processes, followed by interviews with a range of users and HR practitioners. Following the workshop, a written report highlighting: a) strengths, weaknesses and gaps; b) suggestions and recommendations for strengthening your existing programs and processes; and c) suggestions and recommendations to address any gaps in your existing programs and processes. Next steps could include an action plan.

BUILDING THE BUSINESS CASE

How will your leadership development and talent management tools, programs and processes survive budget cuts and tough economic times without a compelling business case?

Many believe that seeking CEO and executive leadership support and championship is the first step. While this is a critical step, it is step two. Step one is 'building the business case' to ensure that you gain real support, involvement and championship for your talent management tools, programs and processes. You may gain support without a compelling business case; however, it will be more difficult to retain that support in challenging economic times.

We have developed a three-part framework that can be customized to meet an organization's needs:

Establishing the business case

Builds a powerful argument about the value and impact of developing leaders.

Best practice talent management

Illustrates best practice talent management tools, programs and processes to develop world-class leaders. Provides insight into how some of the Global 500's most successful organizations are developing their talent.

Strengthening your talent management

Overviews an organization's current talent management tools, programs and processes, highlighting weaknesses or gaps between current processes and best practice, enabling a proposal to strengthen talent management.

This three-part framework has been powerful in influencing and shifting the mindsets of CEOs, executive leadership teams and senior HR executives about the importance and value of talent management within an organization.

TALENT MANAGEMENT STRATEGY

How will your organization maximize the investment in their talent management tools, programs and processes without a strategic plan or overview?

Development of an integrated talent management and leadership development strategy is critical to providing a solid foundation and framework for your tools, programs and processes. Without a strategy, programs and processes are unlikely to be aligned with your business strategy, integrated with other programs and processes to maximize their value and impact or gain full support from your CEO and executive team. Building on significant experience and background, we will work in partnership with your organization to create a talent management and leadership development strategy that would be aligned with your business strategy and maximize the impact and value of your tools, programs and processes.

COMPETENCY DEVELOPMENT

How will your organization align employees without a shared view on the 'rules for success'?

Competencies communicate the behaviors required for success in an organization and provide the cornerstone for building several key leadership development and talent management tools, programs and processes (e.g., multi-rater feedback, assessment and development centers and personal development plans). We will work in partnership with your organization to develop your competencies model. We

would conduct in-depth interviews followed by analyses to identify the competencies required for success in your organization today, as well as the competencies that will be required for success in your organization tomorrow. We would draft definitions and create an icon or visual display of your competencies model (enabling a user-friendly graphic representation of strengths, areas for development and priorities for development in subsequent tools). The interview and analyses process contributes to the development of a technically sound competency model, as well as provides the incremental benefit of significant executive and line support and ownership for the final competencies model.

MULTI-RATER OR 360-DEGREE FEEDBACK PROCESSES

Is your organization missing an opportunity to provide developmental feedback based on your competencies for success?

Once an organization develops competencies, it is important to progress to the next step of providing a user-friendly way to measure these competencies and provide feedback. Competencies lose their impact without a measurement and feedback process.

Building on established psychometric principles, we will work in partnership with your organizations to design and deliver a multi-rater or 360-degree feedback tool designed to meet your specific needs. Multi-rater feedback questionnaires typically include multiple items to comprehensively measure each competency (including underlying dimensions). Raters typically include self, line manager, direct reports, peers and possibly former line manager(s) and customers. We recommend including an open-ended narrative section to capture additional comments that can be utilized to provide context and enrich the developmental feedback.

These multi-rater processes result in a graphic competency profile highlighting an individual's strengths, areas for development and priorities for development. We recommend that trained internal or external professionals interpret and deliver the feedback to maximize the development value and impact to the individual. During feedback sessions, development needs should be prioritized and subsequently, integrated into an individual's personal development plan.

ASSESSMENT AND DEVELOPMENT CENTERS

How confident are you that your organization has identified the highest potential talent?

Are your high potentials 'clones' of the current executive team? If so, will they have the incremental skills required to meet the challenges of the future?

An assessment or development center provides a powerful foundation for an organization's talent management processes. An assessment center provides an evaluation of employees' strengths and weaknesses and provides significant developmental feedback at the end of the program. The organization would own the results. A development center focuses on maximizing development during the program by providing multiple feedback sessions during the program. The individual would have control over who had access to their results within the organization. The choice between an assessment or development center depends on an organization's specific needs:

Assessment center: identify, calibrate and develop your talent

An assessment center enables an organization to identify their highest potential talent, provide in-depth developmental feedback on strengths and priorities for development, calibrate and compare

their talent worldwide, and thereby, create a more 'level-playing-field' for opportunity, selection and succession in an organization. On the strategic level, an assessment center enables an organization to understand key messages about the aggregate strengths and priorities for development in their leadership talent pool and emerging talent pipeline. After several programs, there would be sufficient data to aggregate all participant competency profiles. This aggregation would produce a graphic chart that highlighted the number of strengths, development areas and priorities for development for each competency. Analyses would reveal any significant patterns and trends that could be utilized for strategic purposes.

Development center: develop your talent with powerful feedback

A development center can provide a critical contribution to an organization's leadership development processes. A development center enables an organization to provide in-depth developmental feedback on strengths and priorities for development during the center, enabling participants to incorporate feedback and practice new behaviors in subsequent exercises. A development center provides a safe and confidential setting for personal development as the results would be owned by the participant.

Building on significant best practice experience and expertise, we will work in partnership with your organizations to design and deliver an assessment or development center program or critically review your existing assessment or development center and make recommendations on how to strengthen your program (and in the case of assessment centers, maximize the value of participant results):

Designing an assessment or development center

Assessment or development centers can be designed for junior professionals, middle managers or senior leader participants. Exercises would incorporate a variety of complex operational and strategic business issues that would challenge the designated level of participants. Exercises would enable observations of participants in structured and unstructured strategic, operational and interpersonal exercises, including:

- an interactive in-tray that would enable individuals to work alone or with their colleagues to solve critical operational and strategic problems (establishes the foundation for the business simulation)
- individual exercises that enable individuals to evaluate the strategy of the business, develop a new strategy, present their strategy to the CEO or meet with a direct report for a coaching discussion
- small group exercises where a team of three individuals work together to achieve a common goal (e.g., evaluate a business opportunity and present to the CEO) or competing goals (e.g., business advantage unique to each region or business)
- large group exercises where two teams of three individuals present and discuss competing business opportunities or discuss critical issues facing the organization and generate recommendations

Critical review of an existing assessment or development center program

Does your current assessment or development center need a health check? Are you confident that your program would 'pass' a critical technical/professional review? Would you like to maximize the value of the results from your program and the subsequent personal development? We will critically review all aspects of your existing assessment or development center (e.g., business simulation, exercises, assessment, structure, technical delivery, integration, feedback, reports, administration and use of results within the organization) and provide recommendations to strengthen your existing assessment or development center.

DEVELOPMENT EXPERIENCES BLUEPRINT™ SOFTWARE & CONSULTING SERVICES

What **job experiences** and **development opportunities** are required for success within your organization?



Why play **simple checkers** with your talent when you can play **strategic chess**?

While most organizations acknowledge the importance and value of experience, few have effectively captured and utilized experience information in the talent management process. We submit that experience has often been overlooked or superficially handled because there has been no mechanism or framework to capture and integrate high quality experience information into the talent management process. This has been an issue from the early stages of career development and coaching through to succession planning for the Board.

The Development Experiences Blueprint™ software tool embodies the missing link in talent management: experience. This groundbreaking web-based tool graphically displays, analyzes and mines experience information within a talent management framework (enabling the generation of personalized career paths, personalized experience maps for specific positions and best fit and pipeline candidates for succession plans, amongst many other capabilities).

This real-time software tool encapsulates the development roadmap required for success within an organization and thereby, strengthens the talent management and leadership development process by providing:

- employees at all levels with a framework to capture and visually display their experience history, as well as generate a gap analysis that highlights their **highest priority development needs** (empowering employees to take ownership of their career development);
- employees with greater career development transparency to write their **personal development plans**, thereby creating a more 'level-playing-field' for talent to develop and emerge within an organization;
- employees with a **development roadmap** to make better informed choices about career development opportunities based on their longer-term aspirations throughout their career (creating a powerful **attraction and retention** tool for an organization);
- line managers, HR and others with a '**common framework and language**' to **mentor and coach** others about their career development so that they are better prepared to achieve their longer-term aspirations and goals;
- hiring line managers with comprehensive experience information to make **better informed selection decisions** amongst potential candidates for a position;
- senior leadership with guidance to ensure that high potentials amongst others get the **right development at the right time** to best prepare them to achieve their longer-term aspirations and

potential (and thereby ensuring that **key experience gaps** are addressed early to avoid stalling or derailing promising careers);

- senior leadership with a prioritized development roadmap to maximize and **accelerate high potential development**;
- senior leadership with **data mining capabilities** to identify best fit and pipeline candidates for succession plans through Board level (and thereby, **strengthening the depth and quality of succession plans** and subsequent succession decisions);
- an opportunity to identify and communicate new development experiences that will be required to deliver the mid- to longer-term business strategy and thereby, **develop employees today for the challenges of tomorrow** (e.g., traditional bricks-and-mortar retailer keen to establish and grow an e-business, however, does not have the right talent to successfully deliver this strategy today);
- an opportunity to **break the cycle of 'cloning talent'** by ensuring successors have the experience required for success in the future, rather than the experience required for success in the past;
- a real-time inventory of experience that can provide **powerful strategic insight** into the strengths, gaps and issues in the aggregate talent pool and emerging talent pipeline;
- an opportunity to translate strategic insight into action by **building bench strength** in weak areas - at all levels of the organization - before a talent crisis emerges.

This powerful tool yields incremental value whether an organization has basic human resources or sophisticated talent management. In the case of basic human resources, this stand-alone tool facilitates personal development, coaching, selection, succession planning and strategic insight into the talent pool (as delineated above). In the case of sophisticated talent management, this tool makes a unique contribution which strengthens and complements existing talent management programs, tools and processes (including personal development planning, career development coaching, high potential development, leadership development, succession planning and strategic succession management) and other competency-based programs, tools and processes (including 360-degree feedback, assessment and development centers).

Albertsson Consulting will work in partnership with your organization to develop and deliver a customized tool to meet your organization's specific needs. This integrated software and consulting services product is comprised of two components:

- Development Experiences Blueprint™ Software which provides the web-based software technology to display, manage, analyze and mine experience information within a talent management framework;
- Development Experiences Blueprint™ Consulting Services which identifies the specific experiences required for success within your organization through to launch and implementation of the tool.

This customized tool provides an excellent opportunity to transform the impact and contribution of your existing talent management and competency-based programs, tools and processes. The collective longer-term impact will be a stronger talent pool and emerging talent pipeline that will be better prepared to deliver business results.

Albertsson Consulting's proprietary software is delivered with the support of our established IT partner Aurora Consulting Group, Incorporated based in New York State.



PERSONAL DEVELOPMENT PLANNING

Are you providing your employees the right tools to manage their own career development?

Personal development plans are essential to a leadership development and talent management system. The personal development planning process provides employees with a user-friendly framework to integrate and prioritize developmental feedback from a variety of sources, including: multi-rater or 360-degree feedback, assessment or development center results, experience and performance appraisal information.

Personal development plans create a structured opportunity for employees to consider their career aspirations, development priorities and short- and long-term development actions. Once written, these plans provide a strong foundation for employees to engage in a meaningful career development coaching dialogue with their line manager, HR, mentor and/or coach. This personal development planning and coaching process will increase the likelihood of real action and development.

Building on significant experience and background, we will work in partnership with your organization to design a personal development plan and coaching process to develop your employees. The collective longer-term impact of this integrated process will be a stronger talent pool that will be better prepared to deliver business performance.

HIGH POTENTIAL DEVELOPMENT PROGRAM

How will your organization maximize the development of their highest potential talent without a structured high potential development or talent management program?

High potential development or talent management programs are critical to attract and retain the highest potential talent. These integrated processes strengthen an organization's knowledge of their talent pool and emerging talent pipeline, maximize the development of their highest potential talent, enable higher quality succession management, as well as provide a development framework that strengthens individual performance, which collectively impacts the bottom-line.

Building on significant best practice talent management experience and expertise, we will work in partnership with your organization to design and deliver the infrastructure and processes required to establish an integrated high potential development or talent management program.

Some key issues in designing a high potential development or talent management program include:

- Personal information requirements: information that should be generated for development discussions, including how to visually display information for greatest impact, efficiency and value.
- Advance preparation for high potential committee meetings: advance reading, preparation, 'homework' required by committee members and HR to ensure the highest quality development discussion.
- Process for high potential discussions: structure, format and key questions to stimulate dialogue during development discussions. Provides an excellent opportunity for HR professionals to contribute significant value.

- 'Rules of the Game' for talent management: establishing roles and responsibilities for all players (e.g., high potential development committee, committee members, business/region and high potential) and rules (e.g., who 'owns' the talent?).

SUCCESSION PLANNING AND STRATEGIC SUCCESSION MANAGEMENT

How confident is your organization that they could replace their top 10, top 100 or top 500 with their current leadership talent pool?

Would the strength of your organization's leadership talent pool and emerging talent pipeline impress or concern the Board, analysts, institutional investors or other key stakeholder?

Succession planning and strategic succession management are most powerful when building upon an integrated set of talent management processes, where:

- competencies communicate the behavior characteristics required for success
- multi-rater feedback processes enable people to measure their competencies and prioritize development
- an assessment center enables the objective evaluation of competencies providing a 'blueprint for development', the identification of high potential talent and a strategic view of the talent pool
- experience profiles provide a clear development roadmap for individual, line manager and others to maximize development
- a high potential development or talent management program raises the bench strength and provide a higher quality talent pool and emerging pipeline for succession planning and succession management processes

Collectively, these talent management tools, programs and processes provide the foundation to ensuring the highest quality top leadership succession in an organization.

Common drivers behind succession planning and strategic succession management

- improve business performance by ensuring the best quality talent is identified and considered for every opportunity that emerges and thereby, maximize the utilization of an organization's existing talent
- enable organizations to round out the development of their highest potential people and build 'bench strength'
- break the cycle of cloning talent by ensuring successors possess the skills and experience required for leadership success in the future, rather than the possessing the skills and experience required for leadership success in the past
- better equips an organization to plan for and meet the changing demands of the business environment (e.g., global expansion, implementing a Web strategy or creating radically different value chains)
- growth and expansion could be hampered without the requisite quality and quantity of leaders (e.g., lack of leaders with international, strategic or operational experience)
- anticipate and develop new skills required of future leaders (e.g., e-commerce or globalization)
- more efficient response to change in management structure (e.g., reorganization, downsizing, merger or acquisition)
- Boards have a fiduciary responsibility to ensure that there are qualified successors to assume top leadership positions

- likewise, institutional investors and other stakeholders are demonstrating more interest in an organization's talent and succession management processes

Building on significant best practice succession management experience and expertise, we will work in partnership with your organization to deliver a best practice operational succession planning and/or strategic succession management process to meet your specific business needs.

TEAMBUILDING AND FACILITATION

**Are you getting the most from your team? Are obstacles diminishing team success?
Are interpersonal or cultural dynamics derailing your team's best performance?**

Building a high performing team takes time. One can shorten the timeline to stronger team performance with teambuilding and facilitation techniques that build trust and ensure that any obstacles to team performance are identified and addressed. These teambuilding and facilitation techniques have many applications, for example:

- building a high performing team
- integrating a multi-cultural team
- building relationships in new or existing teams
- aligning team members around a common goal
- sharing role and performance expectations
- building team culture

Identifying the underlying obstacles within your team can be challenging. Sometimes it takes a neutral third party to identify the real obstacles to performance and success. Our process would include confidential interviews with you and each of the members of your team to identify and explore obstacles to team and/or individual performance. These obstacles, issues and concerns would be aggregated to protect confidentiality and integrated into one or more teambuilding event(s). Getting these issues 'on the table' provides a foundation for constructive dialogue. We would explore ways to eliminate or minimize obstacles to team performance. An action plan and next steps would be drafted and agreed by the team.

Drawing upon psychological background, significant international experience (in more than twenty-five countries) and teambuilding experience, we will work in partnership with your organization to design and deliver a teambuilding event to meet your specific team needs.

People



Candy Albertsson PhD

Dr. Candy Albertsson is President of Albertsson Consulting Group, Incorporated and Managing Director of Albertsson Consulting Limited. Candy is a talent management consultant and speaker specializing in leadership development, talent pools and the talent pipeline, high potential development, succession planning and strategic succession management and assessment centers to identify talent. She brings a strong blend of real world development and delivery, technical background and creative vision that has culminated in work that has been recognized as best practice in talent management and leadership development. Candy is the architect of the groundbreaking Development Experiences Blueprint™, a real-time web-based talent management tool that encapsulates the development roadmap required for success within an organization.

Building on 20 years of experience with BP, American Telephone & Telegraph and a variety of Global 500 and Fortune 500 clients, Candy delivers a range of best practice leadership development and talent management solutions designed to meet client specific needs. She has consulted in a wide range of industries, including: petroleum; aerospace and defense; semiconductors; banking; electronics and electrical equipment; financial services; gas and electric; telecommunications; airlines; insurance; scientific, photographic and control equipment; food production; oil services; industrial and farm equipment, as well as European management colleges and institutes. Candy has worked in more than twenty-five countries on four continents.

Candy is a member of the Duke Corporate Education Global Learning Resource Network. Duke Corporate Education has been ranked the world's #1 provider of custom executive education by both the Financial Times (six years in a row; 2003-2008) and BusinessWeek (first three biennial rankings in October 2003, 2005 and 2007). She is a member of the Knowledge Dialogue, a group of 120 'internationally renowned Thought Leaders' who offer their expertise on leadership development, strategy and organizational change to organizations and universities through videoconference. Candy was invited by the London Speaker Bureau to join Boardroom Insights, a group of ten 'business leaders and thinkers' providing a bespoke advisory service to corporate executives. She has also been a faculty member for the Institute for Management Studies (IMS), where she was invited to deliver full-day seminars on best practices in talent management to their Fortune 500 members. She has delivered more than 75 keynote addresses, presentations and workshops at European, American and Middle Eastern conferences and professional meetings and published articles about talent management and leadership development issues.

Prior to establishing Albertsson Consulting, Candy spent ten years with BP where she led the design, development and delivery of an integrated set of leadership development processes that provided the cornerstone for the development of BP's executive team and emerging talent pool. Candy held the senior talent management position within BP where she was responsible for the delivery of the Group High Potential Program, succession planning and strategic succession management for top 500 positions and assessment centers worldwide. In that role, she worked closely with the Group Managing Directors and other senior executives on a variety of strategic and operational leadership development and talent management deliverables, including: monthly full-day leadership talent reviews; supply and demand for top 25 and top 120 leadership positions; strategic reviews of the talent pool and emerging talent pipeline; top 25, top 120 and top 500 leadership succession planning; annual strategic review of succession plans; prioritized candidate lists for top 500 leadership deployment; assessment centers to identify and develop talent; coaching and mentoring high potentials; talent strategies and the supporting infrastructure to develop world class leadership.

The BP leadership development story has been recognized as world class. American leadership guru Warren Bennis and Linkage collaborated on a study of 350 organizations worldwide and identified 15 organizations with best practices in leadership development. They invited Dr. Albertsson to contribute a chapter on her talent management work at BP to their Best Practices in Leadership Development Handbook. Overall, Candy spent three years at their US headquarters in Cleveland followed by seven years at their world headquarters in London.

Previously, Candy worked for American Telephone & Telegraph, the widely recognized pioneer of assessment center technology, as a Research Consultant in their Assessment and Selection Division at their world headquarters in Basking Ridge, New Jersey. In that role, she was part of a team of more than 100 psychologists who delivered selection and assessment services for more than one million employees.

Candy earned her PhD in Industrial-Organizational Psychology at The University of Akron and completed her undergraduate degree in Psychology at Mount Union College in Alliance, Ohio. She is a member of the American Psychological Association (APA), the Society of Industrial-Organizational Psychologists (SIOP) and the Erie Canal Applied Psychologists (ECAP).



Adrienne T. Greben GPHR, SPHR, MSODA

Adrienne T. Greben is a member of our North American Development Experiences Blueprint Consulting Services Team. She is a human resources consultant who specializes in organization development, process design, organizational change, training design and delivery, assessments and expatriate management. She has consulted in a wide range of industries, including: pharmaceuticals, energy, banking, chemicals, diversified financials, consumer products, petroleum refining, telecommunications, health care, engineering and construction, computers and office equipment, food production, motor vehicles and parts, professional services, insurance and network and other communications equipment. More information on website.



Patricia Mallett MSc C Psychol

Patricia Mallett is a member of our European Development Experiences Blueprint Consulting Services Team. She is a business psychologist who specializes in developing executive and organizational capability. Her consulting work includes management assessment and development, executive coaching, building and facilitating top teams, organizational development, change management and mergers and acquisitions. More information on website.



Terri McNerney MSc

Terri McNerney is a member of our European Development Experiences Blueprint Consulting Services Team. She specializes in leadership, team and organizational development and coaching. Her work includes team building, facilitation, creativity, workshop/event design and delivery, change and post-merger workshops. More information on website.



Linda Rich MBA

Linda Rich is a member of both our European and North American Development Experiences Blueprint Consulting Services Teams. She is an executive coach and specializes in leadership development, including: talent management, development planning, mentoring/coaching, career management, training, facilitation and attitude surveys amongst other areas of expertise. More information on website.



Kathleen J. Robinson MBA

Kathleen Robinson is a member of our North American Development Experiences Blueprint Consulting Services Team. She is an organization effectiveness consultant who specializes in management and leadership development, interpersonal communication, team effectiveness, and organizational change. Kathleen has worked as a consultant in a variety of industries, including: biotechnology, petrochemical, health care, real estate, semiconductors and other electronic components, computers and office equipment, software and data networking infrastructure, as well as consulting to not-for-profit organizations. More information on website.



Humberto Vainieri PhD MBA

Dr. Humberto Vainieri is a member of both our North American and European Development Experiences Blueprint Consulting Services Teams. Hum brings a rich and distinguished background including CEO and President of a \$1B organization, top 40 executive in a Global 10 company, international management consulting (specializing in organizational restructuring and change management within the oil, gas and petrochemical industries), entrepreneurial start-ups and recognized best practice talent management experience. More information on website.



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