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PROFESSIONAL PROFILE

Twenty-five years of experience in the private, public, and nonprofit sectors in a variety of roles ranging from design and implementation of 'hard' technical information systems to the design and delivery of innovative 'soft' staff/leadership development systems. Efforts included leading a cross-divisional initiative within a Fortune 500 Company resulting in sponsorship at the Executive Vice President level, with special emphasis on improving the ability of the corporation to retain key contributors. Adjunct faculty member at the graduate school level within a university. Eight years as Board Chair of regional nonprofits (two different organizations).

Excellent skills at facilitation, with special focus on dealing with current systemic problems and future-oriented issues related to mission and strategy.

EXPERIENCE

The Commonwealth Practice, Ltd. Minneapolis, MN

CEO 2002 - present

Responsible for the development and delivery of various services related to general improvement in *organizational effectiveness*. These services include consulting on complex systemic problems (using especially Systems Thinking); strategic planning (using especially Scenario Planning); leadership development; organizational alignment (using a proprietary survey to evaluate organizational perceptions along several critical dimensions); and general workforce management issues (including recruiting, appraisal and development, and succession planning).

Hamline University, St. Paul, MN

Adjunct Instructor 2001 - present

Developed and currently teach the course Leadership and Organizations, a required course in the Graduate School of Education's Administrative Licensure Program. This course is also available as an elective in both the Master's and Doctorate programs. It is based on the *Discovering Leadership Model* developed by The Commonwealth Practice. It stressed the fundamental importance of a leader's beliefs and values, the central role of trust, and the leader's role in the creation of an organization's future.

3M Company, St. Paul, MN

Information Technology / Education Services 1987 - 2002

Most recently responsible for leadership development for staff members identified as 'high-potential.' Viewed as a critical component of overall planning for workforce management.

- Reviewed and selected 360-degree feedback instrument.
- Significant responsibilities for administration of feedback system including overall coordination of arrangements with outside supplier.
- Extensive preparation for and delivery of one-on-one interpretations of the results of the survey.

Co-creator of an innovative, extended learning experience designed to foster the development of leadership skills and behaviors. It was grounded in principles of adult learning and based on best-practice mixture of theory with practice and individual with group activities.

- Work began within the Information Technology organization and enjoyed three years' success, with a target audience of mid-level managers.
- Work then shifted focus to the Research & Development organization with a target audience of individual contributors, typically scientists and engineers with advanced technical degrees. Enjoyed two more years of success, including work with groups having one half of the staff members coming from St. Paul and the other half from Austin, TX. Required substantial modification to the delivery format and realignment of topical responsibilities.

Led the development of two innovative prototype systems for leveraging access to a highly complex data stores by end-users and support staff.

Developed and delivered a variety of training classes directed at a technical audience.

- Analysis-related classes in conjunction with a major methodology roll-out (e.g., Business Modeling). Conducted classes in sites both within the U.S. and in Canada.
- Design-related classes related to both the front end (e.g., graphical user interface) and the back end (e.g., logical data modeling, database design, and exploration of quality measurement in information systems).
- Programming-related classes including several programming languages (e.g., SQL, QMF, Telon).

Family Networks, Minneapolis, MN

Chair, Board of Directors

2003 – present

As Board Chair of this nonprofit dealing with children with mental illness and emotional / behavioral disorders with an annual budget of nearly \$2.6M, responsible for the overall operation of the Board of Directors including recruitment of new members. Board has about a half-dozen members

- Close coordination with Executive Director, including recruitment of current Executive Director and ongoing performance evaluation.
- Participation in strategic planning activities including directing development of overall strategic direction in support of the organization's Mission.

Tasks Unlimited, Minneapolis, MN

Chair, Board of Directors 1996 – 2002

As Board Chair of this regional nonprofit with an annual budget of nearly \$7M, responsible for the overall operation of the Board of Directors. Board has about twenty members, and a complex structure representing the combination of the overall organization and its five subsidiaries.

- Close coordination with Executive Director, including annual performance evaluation.
- Participation in strategic planning activities including periodic examination and modifications to organizational mission.
- President of one subsidiary board, which accounts for about 60% of the overall organizational budget.

Member, Board of Directors 1990 – 1996

- Active participant in Board meetings and various strategic planning activities.

Target Stores, Minneapolis, MN

Information Technology 1981 – 1987

Moved from initial responsibilities as computer programmer to increasing responsibilities as systems designer.

- Worked on systems related to marketing efforts, including sales and inventory.
- Original staff member of, and served for three years in the Development Center, a ‘first call for help’ office within the application development group. Involved internal consulting on choice of languages, testing approaches, selection of new tools for systems under development. Heavy liaison with both the Technical Services and Operations / Maintenance groups.
- Designed and implemented a Report Distribution Management System, effectively delivering scores of periodic reports electronically and obviating the need to purchase pallet-loads of paper each month.

Hennepin County Information Systems, Minneapolis, MN

Information Technology 1978 – 1981

Responsible for computer programming and for significant administrative support for major project.

- Key coordination role for the gathering and publication of requirements for a mammoth system intended to integrate many existing human services systems in support of economic programs (e.g., Food Stamps and General Assistance) and community services (e.g., Chemical Dependency and Foster Care).

CURRENT ACTIVITIES

CEO of The Commonwealth Practice, Ltd., a small consulting company committed to helping people and organizations in sustainable development of human capital.

- Developing *School Change Workbook* (now in manuscript form).
- Working with various schools / districts in the Metro area.
- Working through MAP for Nonprofits with various nonprofit organizations, including several charter schools.

EDUCATION

Master of Arts in Organizational Leadership The College of St. Catherine, St. Paul, MN	2002
Certificate in Management Information Systems University of Minnesota	1980
B.A. in American Studies University of Minnesota	1976
B.A. in English and Speech University of Minnesota	1970