

Michael J. Marois

Principal, The Commonwealth Practice, Ltd.

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PROFESSIONAL PROFILE

Twenty-eight years of experience at major manufacturing organization in a number of pivotal leadership roles, including designing the leadership development of new supervisors, and improving the quality of leadership of the management in the Information Technology (IT) organization through the development and delivery of an extended, cohort-based learning experience. Fostered a movement of informal leadership in Research and Development community and performed business leader role for both operating and systems departments.

Experienced project leader with proven expertise in systems management and programming support. Excellent interactive skills with both internal and external customers in the liaison and management disciplines.

EXPERIENCE

The Commonwealth Practice, Ltd. Minneapolis, MN

President

2002 - present

Responsible for the development and delivery of the Core Curriculum, an extended series of workshops in support of the Leadership Model for an urban public school district. One-on-one coaching of people in various leadership positions. Various other activities related to general improvement in *organizational effectiveness*.

3M Company, St. Paul, MN

1974 - 2002

HR Learning Center

1999 - 2002

Leadership Development

Responsible for the leadership transition of new supervisors throughout corporation:

- Revised and facilitated four Supervisor Development Program phases--a total of seven days of education taken over a three month period
- Project leader for a global effort leveraging Internet technologies designed to foster leadership development on a global basis
- Partnered with Hamline University to develop and facilitate a formal leadership development initiative for personnel from four Medical/Surgical Laboratories
- Tailored the Positional Leadership Initiative from Information Technology to engage research-and-development personnel in their development of informal leadership skills and behaviors. Began facilitation of learning experience as an off-hours experiment and later, under the strong support of top management in R&D, delivered sessions both in St. Paul and in Austin TX

Information Technology Education Services

1988 - 1999

Technical and Leadership Professional Development

Responsible for the technical development of IT personnel, and beginning in 1996 the leadership development of IT management:

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Technical Development

- Implemented a technical learning center for application development
- Guided Project Management development on a global basis
- Guided the implementation of a new application development methodology
- Managed education for corporate Supply Chain re-engineering
- Responsible for training on corporate legacy systems
- Received two corporate awards for excellent management of staff

Leadership Development

- Developed and delivered the Positional Leadership Initiative—a twelve week learning experience designed to help managers gain new behaviors and skills to serve today's knowledge worker (received two Divisional awards for effort)
- Oversaw the development of Working Together (a four month learning experience designed to improve work group dynamics)

Menomonie WI Plant

1984 - 1988

Department Head: Systems and Shipping/Receiving

Responsible for providing computer, shipping/receiving, and warehousing services for the plant's eleven divisions:

- Designed and oversaw construction of a computer center; hired and trained staff; built center for \$50,000— the average cost for a new 3M data center at that time was about \$500,000
- Managed the Shipping/Receiving department; established new warehousing and shipping positions; discontinued three-shift rotation for health and productivity improvements
- Re-engineered warehouse and services to improve safety and cost reduction
- Initiated recycle program that realized \$30,000 in savings the first year
- Implemented automated UPS shipping system

International Export Operations

1978 - 1984

Liaison to central IT for 3M's Exporting Systems

Responsible for the daily operation and enhancements of all computer applications for 3M's international exporting processes. Project Leader responsibility for the development of the International Distribution Center Materials Control System (IDCMC).

Liaison

- Developed document transmission system for Japan
- Saved \$60,000 per year through elimination of reporting not used

Project lead IDCMC

- Hired and trained project team
- Selected hardware platform
- Coordinated design with material handling consulting firm
- Designed the system, oversaw development; and implemented on schedule
- Exceeded all shipping error reduction goals for an annual savings of over \$600,000
- Material handling and computer system enhancements allowed use of the facility for an addition ten years deferring substantial costs for that time

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Information System and Data Processing Programmer

1974 - 1978

Responsible for supporting 3M's transportation systems:

- Supported nine operational systems for transportation
- Redesigned and implemented private carriage system for 3M's shipping fleet

CURRENT ACTIVITY

Formed The Commonwealth Practice, Ltd., a small consulting company committed to help people develop leadership skills and behaviors.

EDUCATION

Masters of Arts in Organizational Leadership
Bethel College

1999

BS in Mathematics
St. Cloud State University

1974