

# Patti J. Ayars

## Executive Summary

*Patti's Human Resource management capabilities are effectively summarized by a former colleague: "When you work with Patti, you work with a pro. She has a very well-rounded business background that spans numerous industries. She utilizes this broad experience to identify how to inspire and engage people to drive the business. And, she enables the future of the business by creating a vision and strategy that drives the growth and development of people. Patti focuses on outcomes and provides advice, leadership development and coaching that drives business impact."*

*And, by her manager, the CEO of her last corporate position: "Patti knows how to create organizations that engage people's hearts and minds and this has enormous value."*

### **Key Leadership Contributions:**

- **Partnered** with the CEO and other senior leaders to **develop transformational strategies** and **coached** them in driving **successful business strategy implementation**
- **Led the transformation** of the Roche Diagnostics **culture** resulting in:
  - a significant increase in leadership and management capabilities
  - a **sustained 50% reduction in involuntary and voluntary turnover** from 15.2% in 2000
  - **filling 90%+ of all Vice President positions with internal candidates** due to active succession management and leadership development
  - **local and national recognition** including *Fortune* "Best Companies to Work for 2005" list, Indianapolis Mayor's Awards for Diversity and top 25 of *Training Magazine's* Top 100
- **Reduced '04 to '05 year over year medical costs** by 6% through aggressive education, consumerism and wellness programs
- **Pioneered** a comprehensive leadership training program for new leaders and annual leadership training for the top 200 executives **fostering innovation and compliance in an FDA regulated environment**
- **Developed processes to ensure value capture in** mergers and acquisitions as Monsanto spent over \$8B acquiring new companies and **led the integration** of key processes for the Monsanto and Pharmacia-Upjohn \$17B merger
- Led in developing and implementing **world-wide performance management and succession planning systems**
- **Led the successful start-up of a joint venture** between Monsanto Company and Millennium Pharmaceuticals
- **Author** of the book ***The Art of Leading Transformational Change*** and **co-author** of the book ***Mastering Momentum: A Practical and Powerful Approach for Successful Change***
- **Named one of top 25 most powerful women in Human Resources**, April, 2005 *Human Resources Executive* magazine

# Patti J. Ayars

## Professional Experience

- September, 2006 - Present  
**PRESIDENT**  
Turning Point Consulting, Inc. – Indianapolis, IN  
*Founder of a consulting firm that accelerates the progress of leaders in achieving their objectives. Coaching services include: CEO/ Executive Coaching and Consulting in Leading Change ,Leading Culture Change, Integrating Mergers & Acquisitions and Organization Alignment and Engagement.*
- May, 2001 - July, 2006  
**SENIOR VICE PRESIDENT, HUMAN RESOURCES & CORPORATE COMMUNICATIONS**  
Roche Diagnostics Corporation - Indianapolis, IN  
*A business leader on the most senior executive team accountable for delivering profitability and growth. Developed and approved corporate policies. Led a strategic HR and Corporate Communications team of 90 people that drove a cultural transformation. Served as an internal Board member for two Roche start-up businesses.*
- January, 2000 - December, 2000  
**VICE PRESIDENT, MERGER INTEGRATION**  
Pharmacia - St. Louis, MO  
*Led the integration of key processes and systems for the Monsanto and Pharmacia-Upjohn \$17B merger.*
- December, 1998 - January, 2000  
**VICE PRESIDENT, CORPORATE STAFF, ASIA-PACIFIC & GLOBAL HUMAN RESOURCES**  
Monsanto – St. Louis, MO  
*Responsible for leading HR teams that provided strategic and tactical support for 1) the Corporate Staff groups and 2) the Asia-Pacific HR Team (approx. 5000 people). Led in developing and implementing world-wide performance management and succession planning systems.*
- December, 1997 - December, 1998  
**DIRECTOR, VALUE CAPTURE** Mergers & Acquisitions Team  
Monsanto – St. Louis, MO  
*Reported to the Vice President, Mergers & Acquisitions. As a charter member of the Value Capture Team, created resources to enable capturing the targeted value from \$8 billion in acquisitions. Led a team that implemented the successful start-up of a high tech entrepreneurial partnership. Project Leader for the Human Resource Monsanto-AHP Merger Integration Team.*
- April, 1997 - December, 1997  
**DIRECTOR, HUMAN RESOURCES** Growth Sectors  
Monsanto – St. Louis, MO  
*Responsible for providing the Human Resource, Staffing and Organization Effectiveness support for three Incubator Businesses.*

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## Professional Experience Continued

- September, 1995 - **INTERNATIONAL DIRECTOR, HUMAN RESOURCES**  
April, 1997  
Crop Protection Business Unit, Monsanto – St. Louis, MO  
*Managed the Human Resource and Organization Effectiveness functions for the Crop Protection International organization. Chairperson for an international sales conference in Bali, Indonesia that served as the springboard for global knowledge sharing.*
- June, 1980 - *Variety of increasing responsible Human Resource and Organization Effectiveness positions at various locations with Monsanto*  
September, 1995

## Books & Other Publications

- Author of *The Art of Leading Transformational Change* published December, 2009
- Co-author of *Mastering Momentum: A Practical and Powerful Approach for Successful Change* published Spring, 2000
- **DLGI: Five Years Later: What Difference Have We Made?** article for the American Institute for Managing Diversity, September, 2008
- March/April, 2005 *Profiles in Diversity Journal* feature on Roche Diagnostics diversity strategy: “Roche Diagnostics: a Healthy Prescription for Diversity”
- Article entitled "**Managers' Perceptions of Personnel: A Case Study**" published September, 1980, *Personnel Administrator*

## Public Speeches

- Public programs on **Leading Transformational Change**, April, 2007 Indianapolis National Association of Women Business Owners, January, 2008 Indianapolis International Coach Federation and February, 2010 Peace Learning Center
- The 2005 Conference Board Leadership Development Conference, San Diego panelist for two panels: **High Performing Leadership Organizations: What sets them apart** and **Tough Issues in Succession Management**
- The Corporate H.R. Officer Member Exchange August, 2005 webinar speaker on **Ethics and Compliance**
- The 2002 Conference Board, New York speaker on: **Aligning Organization Systems and Processes with Business Objectives**

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## Roche HR Awards

- Roche Diagnostics Corporation receives **Indianapolis Mayor's Awards for Diversity:**
  - 2006 – *award for Leadership*
  - 2005 – *award for Development*
- Roche Diagnostics Corporation named to ***Training Magazine* Training Top 100**
  - 2006 - #15; 2005 - #21; 2004 - #24
- Roche named to ***FORTUNE* “Best Companies to Work for” 2005 list**
- July, 2004 *Indianapolis Monthly*, Roche Diagnostics named one of **12 outstanding Indianapolis companies to work for**

## Significant Personal Awards

- April, 2005 *Human Resources Executive* magazine, named one of the **top 25 most powerful women in Human Resources**
- 1979-1980 American Society for Personnel Administration [now Society for Human Resource Management (SHRM)] **Student Research Award**
- 1978-1979 American Society for Personnel Administration **Outstanding Student**

## Current Board Memberships

- **Peace Learning Center**, Indianapolis, Indiana
- Program Communications Chair, **Indianapolis Chapter of the International Coach Federation (ICF)**, Indianapolis, Indiana
- Elder, **New Hope Presbyterian Church**

## Education

- B.S.B.A. UNIVERSITY OF NEBRASKA-LINCOLN. Personnel Management Major. 1980 Graduate with Highest Distinction -- 4.0 GPA/4.0 Scale
- Numerous professional seminars including programs offered by the Wharton School of Management and the University of Michigan