

# CHARLES BEREZIN, PH.D.

3464 Federal Ave. ♦ Los Angeles, CA 90066 ♦ T: (310) 391-2945 / C: (310) 880-0235 ♦ [berezin@ix.netcom.com](mailto:berezin@ix.netcom.com)  
<http://www.webprofile.info/cberezin/>

## DIRECTOR / VP: ORGANIZATIONAL DEVELOPMENT

Senior management professional with 20 years' experience leading large organizational development/design initiatives to drive performance and process improvements for organizations throughout the world. Expert diagnostic, needs assessment, and facilitation skills to identify and resolve organizational performance issues, presenting cost-effective solutions appropriate for each organization's size, scope, and mission. Particularly effective in reorganizing, streamlining, and strengthening organizational processes and training programs to capitalize on efficiencies and cost reductions. Leverages key business relationships to achieve active participation and commitment in support of newly designed systems at all levels in the organization. Instrumental in clients winning numerous awards, including the prestigious Baldrige Award.

### CORE LEADERSHIP COMPETENCIES

- Change Management
- Organization Design & Implementation
- High Performance Design
- Organizational Flexibility
- Facilitation & Teambuilding Strategies
- Training & Knowledge Transfer
- Startup & Turnaround Operations
- Organizational Diagnosis & Assessment
- Process Improvements

## PROFESSIONAL EXPERIENCE

### THE DAVIS GROUP

*Consulting firm specializing in providing large-scale organizational design/redesign consulting services for Fortune 500 and international companies.*

**SENIOR CONSULTANT / PRINCIPAL, LOS ANGELES, CA (1985 – PRESENT)**

### CEMEX INC., MONTERREY, MEXICO

Led design/redesign of seven organizations throughout Latin America that included new plant startup using sociotechnical design principles and methodologies. Managed corporate-level steering committee to support new organizational development initiatives. Established new systems for compensation, bonus, recruitment, and advancement based on design requirements. Created and delivered training programs.

#### Project Achievements

- 30% reduction in production downtime generated by creating incentive-based system to support knowledge sharing and delegation of responsibility throughout all levels of organization.
- Planned and coordinated joint team meetings to effectively identify and resolve organizational conflicts by documenting and ensuring each party clearly understood mutual responsibilities, resulting in increased productivity and safety within plant.
- Revitalized underperforming plant startup to become best performing plant and winner of Mexican National Quality Award – becoming model for all organizations to follow within company.

### AMGEN INC., THOUSAND OAKS, CA

Selected to lead large-scale organizational turnaround for drug development program in support of multinational pharmaceutical company. Informed all stakeholders of project progress, issues, challenges, and risks.

#### Project Achievements

- Facilitated peer review meetings to evaluate organizational requirements, solutions design, testing, and performance to identify and resolve project issues for successful completion.
- Performed diagnostic and made recommendations that turned around failing project that was crucial for implementing company's drug development strategy.

### GRUPO CONDUMEX, TUBOS FLEXIBLES, TORREON, MEXICO

Oversaw successful design of new organization for large Mexico PVC pipe manufacturer. Trained senior managers on organizational design principles and processes to support implementation efforts.

#### Project Achievements

- Reduced operating costs 20% and increased on-time delivery 60% over traditional plants by leading union-management team to redesign plant organization into more cost-effective, high performance, customer-focused organization.
- Generated significant cost savings by developing and implementing radical new organizational design that replaced logistics operation with more efficient work team, resulting in low employee turnover and better delivery performance and service quality.

**NABISCO INC., HOUSTON, TX**

Directed steering committee consisting of senior management, union officials, and design team to implement operational design changes for 1,500-employee organization that manufactured multiple lines of baked products.

**Project Achievements**

- Significantly improved plant relations in support of design implementation by executing organizational-wide communication strategy that focused on aligning employee behavior with new participative philosophy.
- Influenced bargaining unit employees on design team to propose contract modification, reducing multiple job classifications to single classification in order to have pay-for-skill-and-knowledge compensation system.
- Initiated organizational strategy that transitioned redesign of single product line into large-scale project to redesign operations for entire bakery – becoming “blueprint” for future organizational designs.

**GRUPO Cinsa, MASTERPAK DIVISION, MEXICO CITY, MEXICO**

Performed organizational diagnostic to identify and resolve serious operational and safety issues for flexible packaging division.

**Project Achievements**

- Enabled company to return to profitability and safe operating conditions by shifting team boundaries and gradually increasing responsibilities at work-team level, supported by training and advancement system based on pay for skill and knowledge.
- Established highly sophisticated computerized training and certification system based on simulations of actual working conditions that enhanced employee skills and increased organizational productivity.

**TENNESSEE EASTMAN, KINGSPORT, TN**

Led successful redesign of 13,000-employee organization, one of largest organizational redesigns in U.S. Worked with every level from Company President to Production Worker. Recruited, trained, and managed internal consulting team, ensuring use of proper OD interventions and design methodologies. Directed groups redesigning management structures, compensation, and incentive systems. Instrumental in client’s winning Baldrige Award for innovative organization design.

**Project Achievements**

- Revitalized and turned around unprofitable operating unit by redesigning it as team-based organization. Turned production units into business units rewarded for meeting goals focused on product quality and customer satisfaction. Implemented innovative advancement and compensation systems that vastly increased process knowledge.
- Saved millions of dollars in training costs by developing program to train managers in delivering training that reinforced team principles and organizational values throughout 13,000-employee organization.
- Led teambuilding session for division steering committee experiencing serious conflicts that led to important decisions about organizational priorities, successfully unlocking resistance to organizational redesign.
- Established flexible time management system that enabled employees to work scheduled rotations that met needs of both company and employees.
- Directed team of internal compensation experts to design and execute pay-for-skill-and-knowledge compensation system that promoted employee/team development across production operations.

**EDY’S ICE CREAM, FORT WAYNE, IN**

Designed and implemented flat organization with no supervisors and few middle managers where work teams assumed most management functions and used financial data to make production and quality decisions. Company won “America’s Best Plants Award” from *Industry Week Magazine*.

**ROCKETDYNE INC., CANOGA PARK, CA**

Generated 100% boost in productivity and 40% reduction in costs by leading team of top/middle managers and union members to identify and resolve organizational design issues for streamlining NASA’s engine assembly operations. Company won NASA Quality Award.

---

**EDUCATION**

- **Ph.D. (English & Literature)**, University of Chicago, Chicago, IL
- **M.A. (English & Literature)**, University of Chicago, Chicago, IL
- **B.A. (English)**, Swarthmore College, Swarthmore, PA