



James Papiano: Consultant & Coach

Key Experience

Coach and consultant with a background in strategy-focused human resources and organizational development. A leader and proactive business partner to executives and managers providing vision and counsel in steering organizations and teams through periods of accelerated growth and economic downturn. Catalyst for change in corporate character—adept at transforming unproductive and underperforming work environments into high-performing systems.

Change Management & Organizational Development

- Served as an influential and strategically-focused HR leader and proactive business partner to senior management in the development of performance-driven, forward-thinking organization.
- Recruited to create HR/OD and Strategic planning infrastructure to support business growth in a highly dynamic early-stage PR & Communications firm without any defined HR or planning function. Implemented new workflows, policies, processes, and directed the supporting cultural change activities.
- Aligned pay and performance through a performance management process improvement project. Designed and installed a new online system built around custom values, standards, and competencies.

Strategy Development

- Designed and implemented a custom Balanced Scorecard development process for a 160-person organization. Process included focus groups, development teams, and establishing new communications and frameworks for all levels of the firm.
- Trained by the Balanced Scorecard Institute.
- Partner to senior leaders on policies, programs, talent management, compensation and internal communications.

HR / OD Operations

- Established viable HR processes and functions that attract the right talent and maximize the effort of employees
- Developed customized performance management processes and tools
- Implemented consumer directed healthcare plans and introduce online self service benefits management
- Designed, piloted, and developed training programs for compliance, learning, and development.

Executive Coaching & Group Facilitation

- Internal performance coach for senior leaders, emerging leaders and managers who were facing change, conflict, and developmental challenges.
- External coach to senior leaders, emerging leaders, in corporate and non-profit sectors.
- Facilitator and planner of strategy meetings and offsite planning sessions.