

# GREG W. HUDGINS

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## Senior Organization Development Professional

~ Transforming the present into the desired future state ~

### PROFILE

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**Career Summary** Twenty years of consulting and executive level experience in organization development, coaching, change management, sales and marketing management, and Board of Directors' memberships, including 14 years at a prestigious Malcolm Baldrige National Quality Award recipient known for its Total Quality Management (TQM) expertise.

**Trusted Advisor** Skilled in conducting corporate, team, and individual needs assessments, and recommending solutions to generate measurable improvements in productivity, morale and the bottom line. Substantially improves lines of communication and organizational cultures.

**Problem Solver** Displays personal integrity, focus, and creativity when applying accepted OD values and principles to bridge performance gaps in organizations, teams and individuals, consistently arriving at the desired results.

**Subject Matter Expert** Authored "*How Understanding Cultural Differences Improves the Work Environment and the Bottom-line*," an internationally recognized OD case study published in leading academic and trade journals world-wide.

**Trainer & Developer** Initiates, designs and implements focused training & development programs and workshops for executives, management and employees to meet organizational, functional and individual needs, factoring in anticipated learning needs that may arise as a result of business and strategic changes.

### BUSINESS PHILOSOPHY

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"My goal is to help organizations create positive change and bridge cultural differences that contribute to the organization's ability to grow and flourish, even in times when economic conditions are less than favorable. I achieve this through careful diagnosis and assessment of organizational and individual needs. This includes asking the important and sometimes tough questions to better understand the current process and direction. Such assessment also helps to identify the internal and external influencers, the stakeholders, as well as the overall impact each proposed initiative has on the organization."

### EDUCATION

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**Master of Science in Organization Development**, American University/National Training Lab Institute, Washington, DC

**Bachelor of Arts in Political Science**, Appalachian State University, Boone, North Carolina

### BUSINESS & CONSULTING EXPERIENCE

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**GREG W. HUDGINS CONSULTING, Washington, DC**

**2002 to Present**

*Consulting practice specializing in Organization Development and Human Capital Development*

**Managing Director / OD Consultant**

Collaborate with all levels of management to secure and transform critical data into actionable results in the areas of employee engagement, accountability and high performance. Design interventions that identify operational and procedural deficiencies, and develop corporate-wide or business unit organizational strategies and initiatives to support restructuring, cultural change, or other organizational initiatives. Specific areas of expertise include: management and employee training and development, succession planning, improving business communications, successful team building, boosting productivity and morale, and modifying corporate cultures. Samples of client engagements:

- **Federal Government:** Assessed & expanded the Senior Leadership Development Program of a U.S. government agency. Sharpened the leadership capacity of company executives. Established vital new standards for future coaching. Created a learning component to broaden the overall development experience.
- **Consulting Industry:** Optimized the quality and caliber of internal resources at Booz Allen Hamilton's Learning and Development department by creating a new Organization Development Resource Library.
- **International/National Non-Profits:** Advised Boards of Directors and staffs of non-profit organizations with global reach on process improvement, team performance improvement, and board governance. Outlined hiring criteria and role requirements for Executive Director positions. Devised and implemented organization strategy and direction initiatives.
- **Hospitality Industry:** Escalated client profit up to a record-breaking 30% by spearheading a transition from a paternalistic/autocratic to a team-based culture characterized by inclusiveness and performance. Client honored by local Chamber of Commerce with *2005 Business of the Year* and *2007 Hospitality Business of the Year* awards.

**INTERFACE, Washington, DC****1999 to 2002***A Multi-billion dollar international textile manufacturer***Vice President of Sales and Marketing**

**Accomplishments:** Standardized systems, introduced best practices, and enriched the organizational culture generating a 25% growth in market share, trimming employee turnover by 10%, and increasing customer satisfaction by 25%. This was accomplished in conjunction with merging 3 acquisitions into a single unified international sales and marketing operation

- Managed day-to-day sales management functions, which encompassed leading and mentoring 50-person staff, coaching one-on-one with a diversified sales team, and marketing the company.
- Developed key relationships with prospective clients while continually adapting a volatile market.
- Engineered a new sales training curriculum for fifty associates, and developed the professional and interpersonal skills of staff to boost achievement of performance goals.

**MILLIKEN & COMPANY, Washington, DC****1986 to 1999**

*The largest privately held textile conglomerate in the world, and a Malcolm Baldrige National Quality Award recipient, the highest U.S. honor granted an American organization by the U.S. Department of Commerce.*

**National Sales Manager, Corporate Architecture and Design**

**Accomplishments:** Innovated and executed change management strategies for new business products, client services, and team performance to heighten overall organization effectiveness. A primary leader in the internal transition from a product-driven environment to a quality-service and value-added corporate culture, which was instrumental in Milliken's industry wide recognition for benchmark customer service.

- Used superior communication, relationship building, and problem resolution skills to secure even the most difficult projects and clients, including major projects for convention centers, airports, and large municipal and private sector buildings around the world.
- Designed emotional intelligence training to bolster the interpersonal skills of a well respected 100-member sales team, traveling around the globe to support the sales organization with training, individual coaching, and presentations to key major accounts.

**Performance Awards:**

- Milliken Quality Associate of the Year (1 of 200 people)
- Milliken's Master's Club (twice), highest company honor
- Milliken's Ed Waltemath Leadership Award, highest leadership honor
- Ranked top 1% company wide based on annual performance reviews

**BOARD MEMBERSHIPS**

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Commissioner - The Alexandria Commission on Employment

Executive Committee, Chair Research &amp; Analysis Committee - The Workforce Investment Board (WIB),

Board Member - AU/NTL Association / Chesapeake Bay Organization Development Network (CBODN)

**PROFESSIONAL ENDORSEMENTS**

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"Greg is a consummate professional who is very customer focused and results driven. His style allows him to have respect of people at all levels - from millworks to the CEO's office. I have seen Greg in numerous stressful situations which he handled with ease and confidence AND with outstanding results." *Maxine B. Baker, Retired President / CEO at Freddie Mac Foundation*

"Greg is one of the most outstanding coaches and breakthrough listeners one could hope to work with. He has a keen intellect and insightful attention to nuances that are hard to find, but with Greg, it's just part of his DNA. These qualities, coupled with his commendable character and integrity make Greg a rare talent.... Greg is the real thing." *Maura Nelson, Vice President of Marketing & Communications at The Council of Insurance Agents & Brokers*

"Organization Development, unlike other kinds of consulting, truly addresses common workplace ills that absolutely affect a company's bottom line. We met while consulting for a company fraught with classic OD problems—a lack of awareness by management to the concerns of staff about ineffective company policies and operations, massive staff turnover, and issues arising from cultural differences. All of it added up to a very toxic work environment. Using his astute interpersonal skills, Greg consulted with everyone from management to the receptionist, confidentially gathering information. The result: an insightful, impartial review of the issues that were holding the company back. It was the first time the CEO actually listened." *Carrie Williamson, Communications Consultant at Caroline Communications*