

DAN R. HAWTHORNE

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PROFILE

- Skilled in the areas of advanced statistics and modeling, employee selection, performance management, training and development, organizational change, and statistical analysis
- Possesses strong leadership and interpersonal skills; Works independently and as a team player, is adaptable and conscientious
- 12+ years experience in first-line and second-line management including industrial management
- 13+ years experience in project level management with client-facing executive engagements
- Experienced at client-facing and operating under non-disclosure agreement (NDA) with multiple Fortune 500 and 100 Brand clients

EDUCATION

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| Doctor of Philosophy, Industrial-Organizational Psychology (Univ. of Missouri – St. Louis) <i>Dissertation: What about the Wizard?: Stress Effects of Mentoring</i> | May 2016 |
| Master of Arts, Industrial-Organizational Psychology (Univ. of Missouri- St. Louis) <i>Thesis: The Testing Effect: An Empirical Examination of the Underlying Influence of Self-Efficacy</i> | May 2009 |
| Bachelor of Arts, Psychology (Univ. of Missouri- St. Louis) | May 2007 |
| Bachelor of Arts, English (Univ. of Missouri- St. Louis) | May 2007 |

EMPLOYMENT BACKGROUND (Prior to 2000 available on request)

Educational Testing Service – Industrial/Organizational Psychologist February 2015 – Present

Challenge: Support domestic and global business lines in the launch of a new workforce assessment venture, focusing on new department development and alignment of research units and business units

- Lead the I/O Solutions team which supports the Strategic Business Unit in all WorkFORCE engagements
 - Act as a bridge between the Strategic Business Unit, Research functions, and organizational clients
 - Provide client-facing consultation where requested from product, business development, and marketing teams
 - Develop and design I/O research-based solutions to specific client challenges regarding employee selection and organizational design
 - Represent research teams in product and business development internally and in client-facing engagements
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State Farm Insurance – Senior Statistician August 2013 – January 2015

Challenge: Create an employee and agent-focused Big Data initiative while managing multiple complex projects focused on employee and agent attitudes and organizational development.

- Management of multiple ongoing projects with organizational scope and breadth
 - Mentoring and teaching of younger statisticians and I-O psychologists in the conduct of their jobs
 - Analysis of multiple data streams using advanced statistical processes up to and including Structural Equation Modeling (SEM) and Random Coefficient Modeling (RCM)
 - Consultative work with business clients around project scoping, development, design, and reporting from beginning to end of business cycle
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Exardius - Sr. Consultant August 2008 – August 2013

Clients: ConciER FSED Franchising LLC, G[Mask]

Challenge: Startup organization desired to build human resources and organizational development policies

- Conducted diagnostic including competency modeling and job analyses using SMEs.
- Led strategic planning of recruitment, selection, performance management, organizational development, and training and development policies and practices
- Developed and delivered learning curriculum for franchisees on management of employees
- Developed and validated franchisee and employee selection and performance management systems
- Provided executive coaching to the executive management team and franchisees

Clients: Anheuser-Busch InBev, Intel, GE Money, Kaplan University, Harley Davidson, Deeley Harley-Davidson, DHL International, McJunkin Redman, Napa Auto Parts, Accruent, Catalyst Learning, Hughes Telecommunications, Iconix, Wellcare

Challenge: Implement organizational culture shift from sales to advising focus in employee positions while the organization was faced with U.S. senate hearings and censures.

- Led a change management team to conduct a needs analysis and implementation project to create the needed culture change for the client through consistent interaction with all levels of organizational employees.
- Reacted and adjusted to new challenges based upon client needs dictated by U.S. senate demands while maintaining necessary strict information security demands among consulting team.
- Developed and leveraged new technique and technology to measure implicit attitude change in academic advisors focused on culture shift.
- Delivered in-person multiple project report-outs and final project report-out to organizational leadership and executive team.

Challenge: Client organization faced new employee dissatisfaction and high turnover

- Guided client leadership team on a deep-dive discussion and analysis of on-boarding program gaps using current industry research and best practices
- Attended client on-boarding classes at various locations to observe and collect data about espoused organizational culture and climate
- Conducted focus groups and interviews with recruiters and hiring managers to gain insight on perceptions of responsibility for employee on-boarding
- Provided a final report to client executive leadership to highlight clear opportunities for improvement of current on-boarding practices

Challenge: Implement beta and final rollout of new VoIP technology for consumer use

- Supervised and coordinated 15+ field technicians in their daily duties
- Developed systems to improve QA processes and provide increased feedback
- Tested and redeveloped project processes during beta implementation, establishing metrics on per-truck rollout cost for contract bid purposes
- Received and addressed calls from the client's Project VP and national project coordinator about implementation in Kansas City (beta site and also client's corporate HQ)

PUBLICATIONS

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| <u>Mentors' Perceptions of Stressful Mentoring Relationships: A Preliminary Report on Scale Development</u> | Paper for Presentation at the Annual Mentoring Conference | June 2013 |
| <u>Asking the Right Questions: Best Practices from Evidence-Based Design</u> | Training Magazine | August 2009 |
| <u>Improving Unit-Level Performance through Better People Practices</u> | Franchising World | January 2010 |
| <u>A Fresh Look at Measuring Learning Retention</u> | Training Magazine | May 2009 |
| <u>How Meaningful are your Learning Evaluations?</u> | Training Magazine | May 2009 |

AFFILIATIONS

American Psychological Association (APA), Society for Industrial and Organizational Psychology (SIOP), Society for Human Resource Management

U.S. Army-Chemical Corps (1987-1990); Secret Security Clearance; Honorable Discharge