

*NeighborWorks® Achieving Excellence in Community Development  
Coaching Staff  
AE5*

**Douglas K. Smith**

**Lead Coach and the architect of the NeighborWorks® Achieving Excellence in Community Development program**

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As a consultant, writer, thinker, historian, teacher, lawyer and inventor, Doug Smith has made distinguished contributions in wide-ranging ways:

Management thinking and practice:

- *Acknowledged as one of the world's leading management thinkers and consultants*
- Co-authored *The Wisdom of Teams* and *The Discipline of Teams*, books used by millions of people in organizations the world over
- Authored *Make Success Measurable* and *Taking Charge of Change* -- books praised for using performance to drive real change in a dynamic world
- Has contributed to innovation, strategy and change in scores of organizations across more than forty industries in all three sectors: private, government and non-profit (see attached)
- Cited in *High Impact Consulting* for having the number one impact of all consultants mentioned. His philosophy and practices routinely generate better than 50:1 returns.
- Co-created the “horizontal organization,” a part of the reengineering revolution that *Fortune* called “the model for the next fifty years”

Education and social change:

- Author of *On Value and Values: Thinking Differently About We In An Age Of Me*, a social commentary and moral philosophy for the world we live in now that has been compared in breadth and depth to *Aristotle's Politics* and *DeTocqueville's Democracy In America*.
- Executive Director of Columbia School of Journalism's *Punch Sulzberger News Media Executive Leadership Program*, a performance-driven program that asks Fellows to learn about leadership by actually leading how their companies tackle significant challenges
- Designed *Achieving Excellence In Community Development*, a performance-driven leadership program causing profound shifts in scores of affordable housing organizations across the United States while simultaneously setting a remarkably higher standard for results in executive education
- Co-authored *Sources of The African Past*, an innovative, college-level introduction to 19<sup>th</sup> century African history that puts student and teacher on a level playing field through it's presentation of original sources
- Taught high school math, physics and chemistry in The Gambia, West Africa and introduced set theory and “new” math to schools nation-wide
- Member of Board of Directors of Rapid Results Institute, a non-profit using results-and-performance driven approaches to increase the speed and impact of social and economic development in various African nations

Technology:

- Co-invented (patents pending) non-linear arrayed video -- system and methods for creating and viewing fully browseable video – an entirely new form of education and entertainment
- Co-created McKinsey's Rapid Response Network, one of the world's earliest and longest lasting innovations in knowledge management
- Former Chairman of E•Lab, company that invented new methods of behavior-based market research
- Chairman of Foothold Technology, company bringing the benefits of application service technology to the non-profit sector
- Wrote *Fumbling the Future: How Xerox Invented, Then Ignored Personal Computing* -- a celebrated business classic that thoroughly changed how Xerox and other Fortune 500 companies foster and take advantage of innovation

## **Charles Baum**

### **Coach, Blue Group**

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Charles Baum is the founder of Starting Point, a consulting practice that helps organizations use immediate performance successes to build momentum and capability for larger-scale performance improvement and change.

Mr. Baum worked for six years with Robert Schaffer & Associates, the firm that founded the breakthrough approach for managing performance-driven change described in the Harvard Business Review classic "Successful Change Programs Begin with Results."

He then spent four years as a general manager in a construction firm, where he helped transform a chronically troubled inner-city division into a high-performing organization. This experience is described in the business best-seller *The Wisdom of Teams* by Jon Katzenbach and Doug Smith.

From 1991 through 1996, Mr. Baum's principal client was McKinsey & Company. Through this association the breakthrough approach was introduced to more than 50 clients involving thousands of people -- and yielded in excess of one billion dollars of performance improvement as well as substantial quality and service improvements. During this time he personally launched more than 300 teams to help McKinsey consultants and clients begin their change initiatives. This involvement, along with a description of his work with Dun & Bradstreet, is discussed in *Taking Charge of Change* by Doug Smith, *High Impact Consulting* by Robert Schaffer, and *Masterful Coaching* by Robert Hargrove.

Mr. Baum also participated in Vice President Gore's National Performance Review. In particular, he helped the Occupational Safety and Health Administration achieve immediate performance results to kick-start and lend credibility to its nation-wide reinvention process. Two OSHA teams launched by Mr. Baum were recognized with Hammer Awards awarded by the Vice President, and are included in Vice President Gore's book *The Best Kept Secret in Washington*. The teams' efforts led to a 75% reduction nationwide in the time for employers to fix safety hazards identified by their employees.

From 1997 through 1999, Mr. Baum served as the chief operating officer of the Washington State Department of Natural Resources, a department responsible for managing 5 million acres of land, regulating forest practices, and fighting wildfire. In this capacity he emphasized a shift to ecosystem management as well as a business perspective that helped the department respond to a major budget challenge induced by the Asian economic downturn without laying off staff.

Mr. Baum holds a B.A. in Economics and Psychology from Harvard University and an M.B.A. from the Stanford Graduate School of Business. He has served as a faculty member of the New York City Leadership Institute, and as a governor-appointed member of the State of Washington's Information Services Board, which oversees the state's information technology investments. He serves as an executive coach to participants in the NeighborWorks® Achieving Excellence in Community Development program, a collaboration between NeighborWorks® America and the Kennedy School of Government at Harvard University for the affordable housing industry. He also is a coach in the Sulzberger Program at the Columbia University School of Journalism, assisting media organizations to transform themselves to meet challenges and opportunities posed by online journalism.

### **Margo Kelly** **Coach, Purple Group**

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Margo Kelly is an independent consultant and executive coach with 30 years of experience in leadership and management in the non-profit sector. She served as the first Chief Operating Officer of the Neighborhood Reinvestment Corporation (now NeighborWorks America) where she oversaw the growth and critical functions of a \$115 million national organization with offices in 11 states. In 2004, Ms. Kelly established a consulting practice specializing in executive coaching, organizational assessment and problem-solving and executive search. In addition to her experience as a strategic and highly effective manager, she possesses exceptional written and oral communication skills and the ability to facilitate difficult discussions among diverse audiences and stakeholders to a positive and productive conclusion.

Ms. Kelly devotes a significant amount of her effort to clients in the community development field but works across the non-profit sector. Current clients include Urban Edge Housing Corporation, Horizons National, The City School, The Engineering Center and The Boston Society of Architects. Ms. Kelly serves as an executive coach in the Achieving Excellence Program, a joint venture of NeighborWorks America and Harvard's Kennedy School and as an executive coach for the Boston Public Schools under the auspices of the District Management Council. In 2002, Ms. Kelly was selected as one of a small number of consultants to conduct executive search and coaching work for Third Sector New England where she currently serves as Lead Coach for Third Sector's new coaching practice.

### **Joan Lancourt** **Coach, Green Group**

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Dr. Joan Lancourt has 30+ years of experience managing in and consulting to global and local organizations in a variety of industries and non-profit sectors, on issues ranging from the creation of organizational visions, strategic plans, and new management processes to organizational

assessments, program and policy design and implementation, leadership coaching, performance management, team development and designing and managing organizational and cultural change. Her work has included the start up of a high-tech management development function, transformation and leadership of a corporate Human Resources department, company-wide internal OD consulting for Digital Equipment Corporation, OD/Change Management consulting for Ernst & Young and Arthur D. Little, and executive coaching focused on implementation of strategic outcomes in all four of the previous 18-month NeighborWorks® Achieving Excellence in Community Development programs. Joan is co-author of *Intentional Revolutions: A Seven Point Strategy for Transforming Organizations*, which identifies the critical success factors for making sustainable organizational change. She also authored a comparative study of the effectiveness of the Alinsky community organizations, *Confront or Concede: The Alinsky Citizen Action Organizations*, as well as numerous articles on organizational change, leadership development, and Human Resources. As an independent consultant, Joan uses a 6-step organizational alignment process that employs innovative frameworks, assessments, measurement tools and Best Practice checklists to identify and overcome organizational and cultural barriers that prevent clients from fully achieving their mission, business and program goals.

Joan holds a BA degree from UCLA, a masters degree in Community Organizing from UCLA, and a Ph.D. in Social Policy and Planning from the Heller School at Brandeis University.

## **Mark Levine** **Coach, Red Group**

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Mark Levine is the founder and principal of Mark Levine Associates, a Claremont, CA and Truro, MA based planning and management consulting firm whose mission, since 1980, has been capacity building of community-based, non-profit organizations. He has consulted to hundreds of nonprofits and a number of funders and intermediaries. Mr. Levine earned his BA as well as his Master of Arts in Urban Planning from UCLA. He served with the Peace Corps in Latin America for a six year period. Mark then served as Executive Director of a community based multi service organization in Boston, MA.

Mark is recognized as a highly skilled facilitator and a knowledgeable advisor on strategic issues. Mark frequently provides coaching to individual Executive Directors and other nonprofit staff members and serves as facilitator for peer support events that bring together groups of Executive Directors, other staff members and Board members. Mark has deep and broad experience in assisting community based nonprofit organizations in times of leadership transition, and has served as Interim Executive Director on numerous occasions.

Mark has served as a trainer at venues ranging from NeighborWorks® Training Institutes to various higher education institutions to individual nonprofit organizations. He has served as lead facilitator for various large gatherings of community development practitioners, including 8 NeighborWorks® Executive Director Symposia. Mark currently serves as an Executive Coach in the NeighborWorks® Achieving Excellence in Community Development Program.

**Sheila F. Maith**  
**Coach, Yellow Group**

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Sheila F. Maith is a consultant working with small- to medium sized companies, with a focus on mission-driven organizations. She previously served as Advisor and prior to that Assistant Director and Community Affairs Officer for the Federal Reserve Board of Governors. In that capacity she oversaw the community affairs function housed in the Board's Division of Consumer and Community Affairs, including outreach efforts to promote increased access to capital and credit in underserved markets. Ms. Maith also oversaw the Board's Consumer Advisory Council, a group that includes industry, consumer, and community representatives who meet to discuss issues and provide input into the Federal Reserve Board's consumer protection policy decisions.

Prior to joining the Board of Governors, Ms. Maith served the Fannie Mae Foundation as Managing Director of Policy and Leadership Development. In that capacity she provided counsel and direction for the Foundation's efforts to elevate national, state, and local awareness of the need for affordable housing. She oversaw the Foundation's leadership development programs, including the James A. Johnson Fellowship program. She was responsible for the creation of the Innovations in American Government Award in Affordable Housing, an award offered in conjunction with the Harvard Innovations in Government program, to highlight leadership in public policy addressing issues of affordable housing.

Before joining the Fannie Mae Foundation, Ms. Maith served on Senator Edward M. Kennedy's staff as senior counsel on the Health, Education, Labor and Pensions Committee, supporting the Senator's work on national and local economic issues. She also served as Director of Federal Policy for Local Initiatives Support Corporation where she led the organization's policy and advocacy work.

Ms. Maith previously served as program director at the Enterprise Community Partners, supporting local officials to expand their capacity to develop a strong, nonprofit housing development community. She began her career as special assistant to the Director of the Boston Redevelopment Authority and as an associate at Hill & Barlow. A native of Baltimore, Maryland, she graduated from Harvard Law School cum laude and the Kennedy School of Government in 1987. She received her undergraduate degree in public policy from Duke University magna cum laude in 1983.