

## Chester S. Labeledz, Jr.

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### Change, Leadership and Organizational Transformation Expertise

**Chet Labeledz** developed superior change facilitation and organizational effectiveness skills during an intensive period as an internal change consultant (and Vice President Human Resources and Administration) at Textron Systems, and with its parent, Textron Inc. He further developed his understanding and skills in this subject while obtaining a Ph.D. from the Carroll Graduate School of Management in 2007, in a program concentrating on organizational transformation.

Chet was hand-picked to support the efforts of his Company President to transform a traditional defense contractor's matrix organization and HR systems into a flat, title-less, team- and Process-based organization with complementary HR systems (team pay-for-performance, competency-based pay, team learning, 360° assessments and individual development plans).

Having observed two organizational transformation efforts in industry that ultimately underperformed, Chet decided to take time off to study causes of transformative success or failure in a Ph.D. program at Boston College focused on such change. Having completed his doctoral studies, the writing of a related dissertation, and further study at MIT of "lean" organizational change, he brings his additional understanding back for practical application in industry, consulting or government.

### Personal and Group Assessment Instruments Experience

(all in a 360° feedback environment)

- Certified in entire *Leadership Architect* product series of Lominger International (applied *Career Architect/Voices* computer and sort card instrument on regular, broad basis)
- *Benchmarks* feedback instrument of Center for Creative Leadership
- *Job-Person Match* inventory of Compass Learning Systems Inc.
- *Life Styles Inventory* assessments (LSI 1 and 2) of human synergistics international
- *Group Styles Inventory* (GSI) of human synergistics international
- *Myers-Briggs* assessments
- *SYMLOG* (System for Multiple Level Observation of Groups) instrument of R. Freed Bales and SYMLOG Consulting Group
- *Textron values instrument* based on *Voces* and Textron Inc. customization
- *Strong Interest Inventory* of Consulting Psychologists Press, Inc.

### Leadership Development Programs

- taught MBA leadership development course at Boston College, Autumn 2004
- led design and delivery of Textron Systems *Leader as Teacher* development program for 100 business leaders
- led design and delivery of *Embracing Adaptive Computing* programs for 150 leaders and 1000 other employees
- Textron 2000 *Internal Consultant for organizational transformation.*

### **Other Organizational Effectiveness and Development**

- led human resources response in the company's adoption of *Lean Enterprise Model* (Textron Systems as self-declared *Learning Organization*)
- led development of *Leader as Teacher* and 360° *Applied Skill and Knowledge* assessments, with application to all employees
- led creation and application of integrated *Personal Development Plans* process at Textron Systems
- led company response to Department of Labor / Massachusetts of \$1.2 million defense retraining grant, including redesign of *training (and development) curriculum*
- led 2-year effort to create *company-wide integrated team objectives* through chairmanship of Performance Objectives Review Board
- responsible for senior leadership assessment input to Textron Inc. "*talent review*" annually
- obtained M.S. degree from Boston College, *organizational transformation* program
- studied both successful and unsuccessful transformation efforts in industry and government as a two-year research associate in the lean aerospace initiative at Massachusetts Institute of Technology, including:
  - conducted research in industry and the military on the effect of *leadership turnover* on the sustainability of organizational transformation efforts.
  - developed experience in participatory Action Research at Boston College in a Ph.D. seminar conducted by Dr. William Torbert, a recognized authority in this practice.