

# CV - Brian L Clark

## Executive Summary

### 1. Contact Information.

Brian L Clark, [Brian@blclark.com](mailto:Brian@blclark.com), <http://www.blclark.com>, 905-702-1420  
35 Pennington Crescent, Georgetown, Ontario, Canada, L7G 4L2

### 2. Profile.

I am an interim leader and professional problem solver. I work with stakeholders in high tech R&D organizations, specializing in New Product Introduction. When a critical development project stalls, I intervene, unsnarl complex problems, remove obstacles, turn issues into effective actions, and get things moving again.

### 3. Key Skills.

My five top talents are:

- Solving problems and turning issues into effective actions
- Inspiring and growing commitment of hi-tech teams
- Getting up to speed quickly in new technical and / or project situations
- Making outcomes happen predictably
- Keeping people focused and on track

### 4. Key Accomplishments.

During 25 years at Nortel Networks, most new assignments began with a crisis requiring a project and / or business turnaround. Here are three highlights.

- In the late 1980's, I turned around a project to deliver new 1-800 and Calling Card services to the Canadian telephone network. Within a year, technical and project issues were solved and the new network services were activated successfully.
- In 1992, I was recruited to lead a \$250M R&D program to re-architect Nortel's Digital Switching software and business. The outcome: quality, predictability, and responsiveness were restored and the business was positioned for new growth.
- In 1995, a business with budgeted revenues of \$60M had achieved only \$1.5M by QII. Recruited as General Manager, I led a business restructuring initiative and achieved \$1M profits by QIV. Within two years the product was re-architected and renewed business growth was launched.

The first client engagement for my new company was in 2003. After six months of delays, my intervention delivered results. Here is an excerpt from the testimonial of the CEO.

- Brian's intervention completely turned around our new product development. In only two weeks, he solved our project roadblocks. Brian led weekly calls to track progress and maintain effective communication among the team. Six weeks later, our product was ready for first customer shipment.

Visit <http://www.blclark.com> for your free copy of "Anatomy of a Turnaround" and subscription to "Breakthrough Leadership".

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### **Key Experience Details**

Brian L. Clark, 905-702-1420, [Brian@blclark.com](mailto:Brian@blclark.com)

Business Experience: Nortel Networks, 1976 - 2001

2000-2001: Director, eSupply Programs, Global Supply Chain Operations  
Role: Leader for the program sponsor, Nortel's chief procurement officer.  
Results: Supply chain architecture established; Programs launched for capacity and constraint management, order execution, and collaborative design.  
Metrics: Inventory, shortages, interval reduction

1995-1999: Director and General Manager, Access Network Management Products  
Role: Business management for \$10M business and team of 40 professionals.  
Results: Business turnaround accomplished: restored profitability, customer and employee loyalty; product re-architected.  
Metrics: EBT from -ve to 20%, ESAT from 50% to 80%, CSAT from 30% to 80%

1993-1994: Senior Program Manager, Switching Product Re-Architecture  
Role: Synchronize business and technology re-architecture  
Results: Quality, predictability, and responsiveness restored for digital switching products, and profitability and growth re-established for Nortel switching business.  
Metrics: 99.999% restored, releases/yr > 4, committed dates met within 4 weeks

1988-1992: Senior Program Manager, New Product and Network Service Introduction  
Roles: Product Technology, New Product Introduction, Network Program Management  
Results: Network database products and services introduced to Canadian and Australian networks, and system integration established as high margin business.

1982-1987: Manager, Engineering Process Development  
Role: Manager of team of 20 software engineers  
Results: Quotation and engineering processes and tools developed.  
Metrics: Engineering intervals reduced from months to less than one week

1981-1982: Senior Staff Engineer, Switching Software Delivery Process  
Role: Design, develop, and introduce software delivery process  
Results: Global S/W delivery process and policy established.  
Metrics: Process capacity from < 100 to > 1000/yr

1976-1980: Chief Programmer and Product Architect  
Role: Technical leader of software engineering projects  
Results: SP1 Engineering and CALRS Unix S/W systems developed  
Metrics: Architecture enabled product stability and growth for > 20 years

Academic Experience: University of Toronto, 1970-1976

1974-1976: Computer Science lecturer, Undergraduate Classes, University of Toronto  
Results: Excellent course evaluations received.

1971-1973: Programmer, University of Toronto, Compiler Design and Development  
Consulting: MIT, Bell Labs, UC Santa Cruz, CMU

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### **Personal Information and References**

#### Education:

1970-1971: Masters of Science, University of Toronto, Computer Systems Research Group  
Master's Thesis: The Design of a System Implementation Language

1966-1970: Bachelor of Science, University of Toronto, Math, Physics & Computer Science

Language: Fluent in English, some experience in French

#### Personal Interests:

- Things I value: integrity, trust, freedom, logic, common sense
- Family: Married to Lynn, with 3 adult children
- Hobbies: math puzzles, golfing, boating, cooking
- Reading: mystery novels, investment and personal finance journals
- Vacations: cottage on Georgian Bay, travel
- Other professional activities: Coaching, Business Development, Personal Finance

#### References:

- David Hudson, Nortel Networks R&D Executive, Ottawa, 613-836-5860
  - David was my boss twice in my Nortel experience
- Michael Campbell, Nortel Networks R&D Executive, Toronto, 905-863-8643
  - Michael was a key member of my 1995 team and my successor in 1999
- Steve Luciano, President, M Wilson & Company, Toronto, 905-479-7253 x 252
  - Steve was my first client after opening my business
- George Jung, Toronto, 905-459-6295
  - George is a close personal friend and high-tech executive