

Curriculum Vitae

Emilio De Lia, Ph. D., MBA, CPPC

Work History Resume

Summary: Executive with successful achievement in: starting, growing and turning around businesses; the innovation, marketing and operations of global services; creating growth strategies; and managing mergers and acquisitions. Executive coach using extensive business experience and knowledge to help leaders and teams transform. Lifelong learner expanding human capital in self and others.

<u>Rutgers Business School: Lecturer and Director Management Education Programs</u>	2011 to present
<u>Executive Coach in Private Practice</u>	1999 to present
<u>Educated Search, Inc., President</u>	2007 to 2008
<u>AT&T: Strategy Vice President</u>	1977 to 1998
<u>Prudential Financial: Senior Systems Analyst</u>	1972 to 1977

Achievement Summary

EXECUTIVE MANAGEMENT: Full P&L and asset responsibility for a range of businesses including Internet start up, international data communication services, computer services and networked computing services. Results achieved:

- As company president, redefined value proposition and business plan of start-up, Educated Search, Inc. Recruited Company's first client and implemented first service.
- Doubled market share of International Data Services through innovation of new services, rapid global country expansion and produced first positive annual profit from this \$300* million business. Identified and resolved large excess inventory.
- Grew Networked Computing Services revenues by over 20% to \$210 million and margins to \$92 million by leading the innovation of new successful services.
- Supported turnaround of Computer Services, increasing gross margins from .2% to 27% and revenues by 70% to \$450 million. Markedly improved customer satisfaction.
- Developed business plan, gained funding and managed start-up of advanced software-based data product services business.

OPERATIONS: Led technical support and sales operations. Used information technology, soft/hard training, and commitment attitudes to spur performance and handle growth. Results achieved:

- Improved efficiency, customer perception worldwide, and employee morale while growing the Global Computer Call Center by 75% per year. Achieved industry recognition for greatly improved service.
- Achieved superior employee satisfaction, 15% above best in class, through leadership communications and training programs which instilled empowered and "act like an owner" attitudes.

* All \$'s expressed in 2010 terms.

- Managed sales for Computer Services' largest customer; exceeded revenue goal of \$175 million by 10%.
- Revamped organization's value proposition using customer focused TQM principles.

STRATEGY AND PLANNING: Created growth strategies for new and existing businesses which determined investment and program decisions. Led market research. Results achieved:

- Led division wide team which created the growth plan for the business communications segment, growing its \$26 billion revenues at or better than industry rates during the five year planning period.
- Redefined the global strategy for business customers from a broad market penetration to focus narrowly at large multi-national corporations. Fundamentally changed investment choices.

TALENT AND LEARNING DEVELOPMENT: Planned course offerings for the Management and Global Business Department including 300 sections in management, strategy, global business, entrepreneurship and ethics. Supported Rutgers' Network for Innovation Expertise Development, NIED, to make extensive academic knowledge about innovation management useable by industry. Coached owners, executives, and leadership teams in many industries. Led development and was lead instructor of new corporate education courses in computer programming, systems analysis, and project management. Developed and delivered online and hybrid courses in executive leadership and management. Delivered corporate and academic leadership and management courses. Results achieved:

- Increased leadership effectiveness of coaching clients which led to improved performance of their organizations.
- Increased job performance after training of trainees as evaluated by managers.
- Introduced best practices in key disciplines.
- Received high ratings, well above average, from executive, graduate and undergraduate students.

MERGERS AND ACQUISITIONS: Negotiated and implemented major deals: developed operations and business plans, human resource plans, and achieved financial goals. Results achieved:

- Led AT&T's support team in the acquisition of 20% of Unitel, Canada's number two long distance carrier, in a \$250 million non-cash deal.
- Led merger of AT&T's Computer Services with the newly acquired NCR, meeting all implementation and financial targets. Converted workforce from union to non-union.

Education, Credentials and Community Affiliations

- **Ph. D.**, Rutgers University, Leadership of Innovation. 2011. Re-inducted into **Beta Gamma Sigma**, National Business Honors Society.
- **MBA**, Rutgers University, Finance Concentration. 1985. Inducted into **Beta Gamma Sigma**, National Business Honors Society.
- **BA**, St. Peter's College. 1969. Theology major and philosophy and history minors.

- **Executive Education**, University Of Southern California and Penn State University
- **CPPC** (Certified Personal and Professional Coach), Coaches Training Institute. 1999.
- **Graduate**, CoachU. 2000.
- **Board President/Member**: Green Pond Corporation, C.G. Jung Foundation, Mount Carmel Guild of Hudson County, and Catholic Charities of the Dioceses of Newark.

Publications

Dougherty, D., Dunne, D.D., & De Lia, E.F. 2013. *Organizing for Complex Innovation*. In B. L. Kedia, S. C. Jain (Eds.), *Restoring America's Global Competitiveness Through Innovation*. UK: Edward Elgar Publishing LTD: 28-55.

De Lia, E.F. & Fredericks, E. 2005. *From Cross Purposes to Cooperation: The Ten Factors that Unify a Cross-Functional Team*. IUiverse: Lincoln, Nebraska.

Articles Published/Research Accepted

Research Technical Management Journal, 2009. Post, De Lia, DiTomaso "A Winning Composition: Teams' Thought Diversity And Innovation"

Academy of Management Annual Meeting 2009. Post, De Lia, DiTomaso. "The Ways Teams Think: Contributions of Team Thought Diversity to Innovation"

Academy of Management Annual Meeting 2007: Post, De Lia, Parks-Yancy. "A Life-Course Examination of Woman's Career and Family Trajectories"

American Sociological Association Montreal, QC, Canada 2006: Post, De Lia, Parks-Yancy: "Career Trajectories and Family Structure Development" session on Work-Family and Work-Life Issues within Organizational, Institutional, or Cultural Contexts

Academic Teaching

Redeveloped curriculum for "Executive Leadership" course in the Rutgers MBA and undergraduate programs. Subsequently presented the course in the MBA program and received high student ratings in all course material and instructor categories.

Redeveloped and taught "Principles of Management" in Rutgers undergraduate business curriculum. New course used collaborative experiential learning techniques to teach individual and team management skills. Instructor and content consistently received high evaluations from students.

Developed and taught online MBA classes in Organizational Behavior and Executive Leadership.

Developed first hybrid courses in the management curricula in the undergraduate and MBA programs. These hybrid courses took advantage the best aspects of both online and in-person learning.