



Patrick R. Quirk

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I. Summary

Mr. Quirk has 20 years of management consulting experience focused on dashboard development, custom analytics and organizational effectiveness consulting. He has assisted more than 100 clients successfully and is currently a Principal at Inverra Consulting which he co-founded in 2000. Pat was a VP of Human Resources and Learning at a large healthcare system and a Human Capital Practice Leader at a big five management consultancy prior to founding Inverra.

Pat has a collaborative style and takes a behind-the-scenes supportive approach with his executive clients. He has the ability to successfully consult at a strategic level while at the same time he has the operational bent to drill down quickly into process and tactics to ensure sustained success.

Pat lives in Eden Prairie MN with his wife Heidi and their three daughters.

II. Consulting Strengths

- Dashboard design, development and support
- Custom analytics for businesses and associations
- Organizational effectiveness consulting
- Program, project and change management
- Talent strategy and process redesign
- IT effectiveness / transformation
- HR effectiveness / transformation
- Business process design, reengineering, continuous improvement
- Executive coaching and behavioral assessments

III. Work Experience

- Inverra Consulting, Principal Consultant and Co-Founder 2000 – Present
 - Allina Health System, VP Human Resources, Learning and Facilities 1999 – 2000
 - Deloitte, Consulting Practice Leader and Sr. Manager 1988 – 1999
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IV. Roles and Responsibilities

Inverra Consulting

Eden Prairie, MN

- Period: 2000 – Present
 - Company: Inverra is an entrepreneurial firm specializing in performance dashboards, custom analytics for businesses and associations, and organizational effectiveness consulting.
 - Roles: Co-founder
Dashboard development and support
Custom analytics / tool development
Principal consultant – organizational effectiveness
Marketing and business development
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Allina Health System / Medica Health Plan

Minnetonka, MN

- Period: 1999 – 2000
 - Company: Allina is a \$3 billion healthcare system with 11 hospitals, 64 medical clinics. Medica is a 1.2 million member HMO.
 - Roles: VP Human Resources
VP Learning
VP Facilities
CEO / COO support during major organizational transformation initiative
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Deloitte

Minneapolis, MN / New York, NY

- Period: 1988 – 1999
 - Company: Deloitte is a large, 'Big-5' professional services firm with more than 120,000 professionals in 150 countries.
 - Roles: Practice Leader – Human Capital Effectiveness Consulting MN
Senior Manager – M&A, HRO, Organizational Effectiveness Consulting NY
Manager – HR Transformation / BPR / Pension Consulting MN
Senior / Consultant – Pension Actuarial, Pension Design MN
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V. Education

St. Olaf College

Northfield, MN

Bachelor of Arts, May 1988, 3.8 GPA

1984 – 1988

- Majors: Mathematics and Economics
 - Concentrations: Statistics, Computer Science
 - Honors: Phi Beta Kappa, Departmental Distinction in Economics, Top 3% in class
 - Other: Chinese language, overseas education in London and Russia
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- F.S.A. - 85% completed; M.A.A.A. - 1993; A.S.A. - 1993; E.A. - 1991

VI. Technical Expertise

- Business Objects – Crystal Xcelsius Pro 4.5, Xcelsius Engage 2008
- Articulate – Engage, Presenter, Quizmaker
- Adobe – Dreamweaver, Fireworks, Flash, Air

VII. Training

- 2006 – Crystal Xcelsius Data Visualization, Business Objects
- 2000 - Leadership and Organizational Climate, Spencer Shenk Capers
- 2000 - HireSystems Implementation Approaches, Jobo
- 1999 - Target Account Selling, The Richardson Group
- 1998 - Process Centered Organization Design, Hammer & Company
- 1998 - Role of the Process Owner, Hammer & Company
- 1998 - Competency Assessment, Lominger
- 1997 - Behavioral Assessments (Belbin, DISC, MBTI)
- 1997 - Executive Development and Coaching, Morrison and Associates
- 1997 - Partner Development Conference, Deloitte
- 1997 - Managing Personal Growth, Blessing and White
- 1995 - Benchmarking for Results, Deloitte
- 1995 - Reengineering for Results, Deloitte
- 1993 - Various pension actuarial certifications, Society of Actuaries
- 1991 - Various pension valuation training, Society of Actuaries, Deloitte

VIII. Speeches Delivered

- 2007 - "Effective Dashboards 101", Minneapolis
- 2006 - "Cost of Doing Business Workshop", New Orleans
- 2004 - "Improving Operational Efficiency Through Metrics", Nashville
- 2003 - "Understanding Your Behavioral Profile", San Antonio
- 2003 - "Recruiting and Onboarding Best Practices", San Antonio
- 2001 - "Best Place to Work Strategies", Boston
- 1998 - "Organization Design Principles and Tools", Montreal
- 1997 - "HR Outsourcing Approaches", Chicago
- 1996 - "Driving Organizational Change With Performance Management", New York
- 1995 - "Recruiting Consultants - Raising the Talent Bar", Scottsdale

Appendix I – Mr. Quirk’s Client List

- Acius Group
- Alliant Techsystems
- American Express Institutional Services
- Altru Health System
- American Guidance Service
- Analog Devices
- Allina Health System
- Andrus Memorial Retirement Home
- Atoma International / Magna
- AWI (Association for Architectural Woodwork)
- AWMAC (Association for Canadian Wood Manuf)
- M.A. Mortenson Company
- Bell Canada
- BG Group
- Bon Secours Health System
- Carrier Foundation
- Cisco Systems
- Delaware River & Bay Authority
- Deloitte
- Delta Power Tools
- Depository Trust Company
- Ellwood City Forge
- Fairview Hospitals
- Evangelical Lutheran Church
- Fidelity Bank
- Government of Guam
- Goya Foods
- Hair Cuttery
- Harbinger Industries
- Harley-Davidson
- Harmarville Rehabilitation Clinic
- Hay Group
- Federal Ammunition
- Health Alliance of Greater Cincinnati
- Hoffman Enclosures
- Independent School District 187
- Invensys / Validation Technologies
- Jostens
- Julia Dyckman Children’s Home
- Lincoln Automotive
- Local 144 – Southern NY
- Medica Health Plans
- Merrill Lynch
- Metropolitan Life / MetSource
- Micromedics
- MN State Colleges and Universities
- MN Department of Transportation
- National Australian Bank
- National Cooperative Refinery
- New York Mercantile Exchange
- Northwest Pilots
- NPES (Association for Suppliers of Printing)
- Owens Illinois / Nippon Electric
- Pearson Millwork
- Pennsylvania Turnpike Commission
- Pentair
- Pfizer
- Port Authority of NY / NJ
- Porter-Cable Power Tools
- Precept Group
- PreferredOne Insurance
- Prudential Insurance
- Purina Mills
- Rockefeller Center
- RS&H Architectural & Engineering
- St. Cloud Hospital / CentraCare
- St. Joseph Health System - CA and TX
- St. Olaf College
- Star Micronics
- Star Tribune Newspaper
- Sterling Group
- Stonington Capital Partners
- SYSCOM
- Terra Industries
- Thrivent Financial for Lutherans
- Tishman Speyer
- Touche Ross Partnership
- Trautman International
- United Way of Long Island
- University of Pennsylvania Hospitals
- Wesley Retirement Services
- Whirlpool

Appendix II – Mr. Quirk’s Functional Expertise

General Management Consulting

- Talent strategy and process redesign
- Portfolio, program and project management
- Business process redesign, CI and outsourcing
- Executive coaching and behavioral assessments
- Business planning / goals
- Culture / employee engagement
- M&A – due diligence and integration

Performance Dashboards

- Metric selection and alignment
- Dashboard design and development
- Dashboard support and maintenance

IT Effectiveness

- CIO support / chief of staff
- IT dashboards / metrics / goals
- IT business partner education / alignment
- IT discretionary initiative governance
- IT organization and team design
- IT demand / supply planning
- IT resource management
- IT talent development / engagement
- IT business continuity frameworks
- IT project health assessment tools
- IT shared services organization design
- IT service request process management

Assessments and Tools

- Crystal Xcelsius – data visualization
- Lominger - competencies
- Belbin - team roles
- DiSC - behavior
- FiroB - motivation
- Lencioni - leadership
- EA - enrolled actuarial services

Custom Business Analytics

- Customer satisfaction tools
- Employee engagement assessments
- Individual / project team feedback
- Project health assessments
- Project closure evaluations
- External consultant assessments

Custom Association Analytics

- Financial benchmarking studies
- Compensation benchmarks
- Member research
- Cost of Doing Business Surveys

HR Effectiveness

- SVP HR support / chief of staff
- HR dashboards / metrics / goals
- HR business partner education / alignment
- HR discretionary initiative governance
- HR organization and team design
- HR demand / supply planning
- HR resource management
- HR talent development / engagement
- HR shared services / service centers
- HR technology roadmap development
- HR ASP selection (recruiting, pension)
- HR contact management / help desk

Recruiting and Candidate Screening

- Recruiting strategy
- Company / role / skill profiling
- Candidate sourcing and screening
- Interview team training and education
- Interview tools (case studies, assessments)
- Interview team debrief / facilitation
- ‘First 100 Days’ onboarding planning