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Inverra, Inc.  
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### I. Summary

Mr. Quirk has more than 30 years of management consulting experience focused on dashboard development, custom business analytics and organizational effectiveness consulting. He has assisted hundreds of clients successfully and is currently the founder and CEO of Inverra. Patrick 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 for twelve years prior to founding Inverra.

Patrick 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.

Patrick enjoys golfing and traveling. He lives in Eden Prairie MN with his wife Heidi and has 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, Owner and 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

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##### 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: Founder and 100% Owner  
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

- F.S.A. - 85% completed; M.A.A.A. - 1993; A.S.A. - 1993; E.A. - 1991

## **VI. Business Intelligence Tools and Technical Expertise**

- Tableau, Qlik View, Decision Point, SAP Dashboards (Xcelsius) and other BI Tools
- Various UI, mockup, data mashup and reporting tools

## **VII. Training**

- 2010+ – All types of BI tools
- 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 Consulting Group
- Aleris
- Alliant Techsystems
- American Express Institutional Services
- Altru Health System
- American Guidance Service
- Analog Devices
- Allina Health System
- Andrus Memorial Retirement Home
- Associated Bank
- Atoma International / Magna
- AWI (Association for Architectural Woodwork)
- AWMAC (Assoc for Canadian Wood Manuf)
- BDP International
- Bell Canada
- BET Networks
- BG Group
- Bon Secours Health System
- Carrier Foundation
- Cargill
- Centrx Consulting
- Century Link
- Charter Communications
- Cisco Systems
- Coca-Cola
- Comcast
- Cox
- Delaware River & Bay Authority
- Deloitte
- Delta Power Tools
- Depository Trust Company
- Diversified Investment Advisors
- Eaton Corporation
- Ecolab
- Ellwood City Forge
- Fairview Hospitals
- Evangelical Lutheran Church
- Grupo Cuestamoras
- 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
- Loyaltan Group
- M.A. Mortenson Company
- McAfee
- Medica Health Plans
- Meet Minneapolis
- Merrill Lynch
- Metropolitan Life / MetSource
- Micromedics
- MN State Colleges and Universities
- MN Department of Transportation
- MN Timberwolves and MN Lynx
- MTV Networks
- National Australian Bank
- National Cooperative Refinery
- New York Mercantile Exchange
- Northwest Pilots
- NPES (Association for Suppliers of Printing)
- Owens Illinois / Nippon Electric
- Paramount Pictures
- Pearson Millwork
- Peet’s Coffee
- Pennsylvania Turnpike Commission

- Fidelity Bank
- FMA (Association for Metal Fabricators)
- Government of Guam
- Goya Foods
- Pentair
- Pfizer
- Port Authority of NY / NJ
- Porter-Cable Power Tools
- Precept Group
- PreferredOne Insurance
- Prudential Insurance
- Purina Mills
- Raytheon
- Renewal By Andersen
- Rockefeller Center
- RS&H Architectural & Engineering
- Rust-Oleum
- SAP
- 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
- The Table Group
- Terra Industries
- Thrivent Financial for Lutherans
- Tishman Speyer
- Touche Ross Partnership
- Trautman International
- United Way of Long Island
- University of Pennsylvania Hospitals
- Viacom (BET, MTV, Paramount)
- 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

- SAP, Tableau, .Net, JS – 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