

RICHARD W. BEST, M.Ed., CMC

A S Consulting
P.O. Box 1841
Addison, Texas 75001-1841
214-641-6286
www.asconsulting.us.com



CERTIFIED MASTER COACH

COACHING PROFILE

Executive coaching practice is centered on catalyzing transformational change of leaders by assisting the coachee to live out a servant leadership philosophy on a day-to-day basis. Individuals whose technical expertise overshadows their leadership ability are prime candidates. Extensive experience working with and managing physicians from a variety of specialties; 20+ years healthcare experience from paramedic to CEO of nonprofit emergency medical services agency to Director of hospital psychiatry department; P & L responsibility up to \$25 million; Areas of expertise include nonprofit management, relationship building, assessment and evaluation of individuals, physician relationships, and specialty clinic operations. Industry experience includes law firms, accounting firms, healthcare/physicians, municipalities, state agencies, and hospitals. Bachelor's degree in Physical Education and Business and Master's degree in Kinesiology (Health Promotion and Fitness), both from The University of Texas at Austin; Certified Master Coach from the Behavioral Coaching Institute, Certified in the 90-Day Turn System, pending certification in neuroscience coaching from NeuroBusiness Group.

COACHING RESULTS

Case 1

Situation: Managing Partner in international accounting firm engaged A S Consulting to work with the Partner identified to succeed Managing Partner. Critical components of engagement were to increase engagement and trust other partners and direct reports, increase relationships/trust with clients, and decrease stress/anxiety when encountering stressful situations.

Action: After discussions with the coach, partner developed a customized development plan to address the three items above with the goals of increasing 360 assessment results indicating engagement and trust with partners and direct reports, increasing number of deep relationships with clients, and decrease stress/anxiety levels. Coach and Managing Partner agreed and signed off on plan. Partner met with coach every week and worked on action plans and other assignments related to goals.

Results: At six months, partner achieved goals in all three areas, citing keys to success were related to listening and communication skills where the emphasis was on listening to others from their perspective, considering the perspective of the audience when communicating verbally or in writing, and treating people as people versus objects (all related to servant leadership principles).

Case 2

Situation: Managing partners for professional services firm engaged A S Consulting to evaluate the status of the firm. Several months prior to engagement, an event occurred between the partners which was a source of distrust. Additionally, the team experienced symptoms of lack of commitment, avoidance of accountability, and fear of conflict. The team was advised of the results of the assessment and given recommendations for addressing the above issues (team building), as well as the creation of a firm Mission, Vision, and Core Values.

Action: The team met twice (4.5 and 5.5 hours) to participate in a customized conflict resolution intervention, and additional two times for Mission, Vision, Core Values creation.

Results: After first meeting, managing partners were **open** to making commitment to engage with each other. Additionally, they committed to open communication with each other, as well as accountability. After the second meeting, the partners **made** the commitment, shared their upsets, resolved their differences, and were able to work together as a team to develop the Mission, Vision, and Core Values (in subsequent meetings). During the second meeting, two partners acknowledged that they planned to

leave the partnership, but the outcomes from the meetings changed their minds. All partners indicated their belief that the firm would have dissolved if it were not for the intervention.

Case 3

Situation: Managing partners for professional services firm engaged A S Consulting for a coaching assignment with the firm's administrator. Initial assessments indicated areas for development included Leadership, Strategic View, and Drive for Results. Concern existed as administrator's awareness of deficits did not exist.

Action: After discussions with the coach, administrator developed a customized development plan to address the three items above with the goal of increasing the scores (for managing partners and staff) by 20% within six months. Coach and sponsor agreed and signed off on plan.

Results: At six months, administrator exceeded goals with both staff and managing partners. With staff, administrator exceeded 50% increase for 8 of 11 dimensions measured.

Case 4

Situation: Professional service firm hired A S Consulting to work with Associate who unintentionally made inappropriate comments when in groups of people (4 out of 5 times). Additionally, coach was engaged to assist with improving skills for client development and relationships.

Action: Coachee created a customized personal development plan to address the communication and client relationship pieces. Coach and coachee met weekly for nine months. Coachee reported each week on a minimum of 5 interactions as part of communication action plan. The goal was to have 4 out of 5 positive interactions with others.

Results: At six months, coachee was able to achieve 4 out of 5 positive interactions, with increased awareness of the people coachee interacted with. At nine months, coachee regularly reported 5 out of 5 positive interactions. Additionally, coachee increased skills around client development and relationship building. These skills included sustaining contact with clients with phone calls and emails, written thank you notes, and focusing on connecting contacts with others of value. These skills helped differentiate coachee and firm from other firms.

PRIOR BUSINESS EXPERIENCE

A versatile entrepreneurial individual with extensive experience in various customer oriented/service businesses. Quickly develops trust through effective listening. A quick learner who leverages networking and relationship skills to provide employees and customers with a trusted advocate for maintaining effective business relationships. Facilitates teams to use innovative ideas and processes for starting/growing businesses. Experienced in facilitation of strategic planning, administrative operations, business development, contract negotiations, managing and developing staff, and developing/managing budgets. Solid oral/written communications skills. Technically proficient with computers/technology. Past work experience includes working with corporations, attorneys, physicians, municipalities, state agencies, and hospitals.

Relationship Skills

- Within 3 months of employment, was invited and accepted to sit on the Board of Directors of The Elisa Project. Hospital staff saw this nonprofit as critical to the success of the eating disorders program and previously had been unable to initiate and sustain any relationship with the nonprofit.
- Grew new company operations quarterly revenue five-fold in the first two years to over \$1 million in annual income in years two through four by relationship building and walking the talk with our client. Accomplishments based on following through with promised provision of service, resolving miscues/concerns quickly and to client's satisfaction, developing core philosophy of "service" with all employees, and learning client's business to be the "go to" provider when new service delivery was requested.
- Developed relationship with primary client which allowed business to become #1 provider of service to state agency within one year of opening business.

Business Development

- Planned and executed the largest continuing education event in the history of the department, resulting in three times the normal attendance, increased exposure for the department and its services, and the recruitment of two nurses to help staff expanding inpatient unit.
- Prepared/submitted proposal, and led presentation to win \$95,000 consulting project with City of Plano.
- Developed, wrote content, and oversaw the development of company website which upgraded web presence and received 250+ page views per week.

Facilitation

- Co-facilitated multi-date planning sessions with multi-disciplinary leadership of a national hospital firm resulting in clarity around processes to reduce adverse effects with patients. Received high scores on participant evaluation indicating ability to simplify complex issues, facilitate communication across diverse disciplines, and make the process fun.
- Co-facilitated succession planning process with multiple-site, high-end auto dealership resulting in more effective workforce placement as dealership expansions previously cannibalized talent.
- Coached individuals in areas of outplacement, networking, and correcting adverse behavior patterns providing outcomes beneficial to the individuals and associated client firms.

Operations

- P & L responsibility for hospital department with 2008 gross budgeted revenue of \$25 million and operational expenses of \$8.3 million.
- Turned around near-insolvent nonprofit by meeting with clientele's senior management (hospital CEO's and Municipal Fire Department Chiefs) to assess product and services satisfaction and implementing action plans to improve client satisfaction and performance. Retained ~90% of the existing accounts within three months of employment.

RECENT EXPERIENCE

A S Consulting

2008 to Present

Owns consulting business providing executive coaching, neutral facilitation, trusted advisor, job transition, and other organizational development services.

Presbyterian Hospital of Dallas

2006 to 2008

Director, Psychiatry Services

An 866 bed, The Joint Commission accredited hospital; one of 13 hospitals within the Texas Health Resources hospital system and is one of the largest nonprofit hospital systems in the U.S.

Responsible for P & L and administrative operations of a 41-bed inpatient unit; eating disorders, chemical dependency, and behavioral health outpatient programs; and the Sleep Medicine Institute. Staff of ~90 with 5 direct reports; 2008 budgeted gross revenue of \$25 million, operating expenses of \$8.3 million.

Executive Solution Partners, LLP

2003 to 2006

Business Development Officer/Consultant

A boutique, expertise-based human capital consultancy specializing in strategic planning, leadership development, coaching and assessment/selection of executives.

Responsible for the coordination of marketing and development activities for the firm. Produce marketing materials in the form of leave behinds, website content, and presentations. Delivery of executive coaching, outplacement services, behavioral assessments, and client support services. Network with business community by attending social, civic, and professional meetings.

Medical Testing and Examinations Center of Dallas

1998 to 2004

Clinic Director/Director of Business Development

Privately owned, multiple facility, multi-specialty medical clinics (Psychiatry, Psychology, Internal Medicine, Pediatrics, Orthopedics, Physical Medicine, Neurology, Ophthalmology)

Directed opening and continued operations of multi-specialty clinics. Duties included clinic startup, daily operations, multiple facility oversight, physician relations, physician/patient scheduling, physician recruitment, regulatory compliance, and supervision of clinic personnel. Planned/opened/managed clinic locations in Dallas, Fort Worth, and Shreveport with satellite sites in Amarillo, Beaumont, and San Antonio.

PREVIOUS EXPERIENCE

Metrocrest Medical Services (nonprofit healthcare); *Executive Director/CEO*

Texas Department of Health, Bureau of Emergency Medical Services; *Program Specialist*

University of Texas -- Austin, Department of Kinesiology; *Graduate Research Assistant (NIH Grant)*

City of Austin, Department of Emergency Medical Services; *Paramedic*

EDUCATION

University of Texas at Austin

Master of Education, Kinesiology with specialization in Health Promotion and Fitness

Bachelor of Science in Physical Education with minor in Business

Austin Community College

Associate of Applied Science, Paramedic Technology

Behavioral Coaching Institute

Certified Master Coach

NeuroBusiness Group

Neuroscience training (certification in process) for use in coaching

PROFESSIONAL ASSOCIATIONS/AFFILIATIONS

- SMU Cox School of Business, Business Learning Center (2010-Present) – Serve as an executive coach on an as needed basis for eligible MBA students who have reached a level of distinction
- TCU Neeley Graduate School of Business (2010) – On an as needed basis, coach MBA students on various leadership skill sets.
- LifeNet Community Behavioral Healthcare– Chairman (2010-Present); Executive Committee (2009-Present); Nominations Chair (2009-Present); Board Member (2009-Present)
- NeuroBusiness Group (2009-Present) – Member
- Executive Healthcare Network (Dallas Chapter) – Chair (2009-2010); Immediate Past Chair (2010)
- Summit Networking Group (2009-Present) – Facilitator/Advisory Board member (2010); Chair (2009)
- United Way Metropolitan Dallas Community Impact Committee (2009-Present) – Member
- United Way Metropolitan Dallas Central Allocations Committee (2010-Present) - Member
- United Way Metropolitan Dallas Disaster Preparedness Committee (2009-Present) – Chair
- United Way Priority Needs Grant Reviewer (2009-Present) – Chair of Youth Development Panel
- United Way Priority Needs Grant Reviewer (2006-2009) – Member of Substance Abuse Panel
- International Coaching Council (2008-Present) – Member
- Leadership Dallas Class of 2008 – Member, Alumni Member
- The Elisa Project (2007-2008) – Corporate Secretary, Board Member, Nominating Committee Chair
- Career Care – St. Andrew UMC (2004-Present) – Volunteer presenting faith-based modules, coaching, and networking skills/assistance to individuals searching for new jobs
- Topping Out Juror (2007 & 2008) – One of 8 jurors tasked with choosing best DFW area construction project topped out in prior year
- Dallas Texas Exes– Board member (2005-2008); Life Member (1990's-Present)
- Texas Exes Business Network (2004-2008) – Programming Committee member
- CEO Network Partners Tower Alliance Group (2005-2006) – Member
- Fellowship Bible Church Dallas (2005-2009) – Small group leader, Usher, Men's Ministry
- Greater Dallas Planning Council (2004-2005) – Member
- Mulligan Classic - Fellowship Bible Church Dallas (2004-2006) – Auction Coordinator; Tournament Committee
- National Institute of Trial Advocacy (NITA) Mock Trials (2004-2006) - Testified annually as orthopedic surgeon and expert witness (2003-2005)
- Editorial Review Board, *Texas EMS Magazine* (1993 - 1997) - Member
- Center for Nonprofit Management (1997-1998) - Volunteer Management Consultant
- Center for Nonprofit Management (1997) - Media contact for *Get On Board! Fair*
- DENCO Area 911 Implementation Task Force (1993 - 1997) - Member
- Texas Department of Health Strategic Planning Meeting (May 1995) - Invitation only member
- Emergency Care Association of Texas (ECAT) (1994) - Member
- Texas Association for EMTs (1992)-BOD representative for Texas Department of Health
- Association for Fitness in Business (1988-1992); Region VI Student BOD Representative (1988-90); Nominated for Secretary/Treasurer (1990) and Vice President (1992) for Region VI Board of Directors
- Reebok Professional Instructor Alliance (1990-1992) - Member

- American College of Sports Medicine (1990-1991) - Member
- Volunteer EMT and Paramedic (1982-1992) - University of Texas EMS, Austin Aqua Festival, Legends of Golf

PRESENTATIONS

- *Treating People as Objects or People: How to get the best out of your direct reports*, Institute for Internal Auditors Midwest Regional Conference, Kansas City, Missouri, September 13, 2010.
- *Servant Leadership at the Front Lines: How you can make a difference*, Institute for Internal Auditors Midwest Regional Conference, Kansas City, Missouri, September 13, 2010.
- *First Things First...dealing with yourself* Career Care, St. Andrew UMC, Plano, August 16, 2010
- *First Things First...dealing with yourself* Career Care, St. Andrew UMC, Plano, June 28, 2010
- *First Things First...dealing with yourself* Career Care, St. Ann's Employment Network, St. Ann Catholic Church, Coppell, July 15., 2010
- *First Things First...dealing with yourself* Career Care, St. Andrew UMC, Plano, April 26, 2010
- *First Things First...dealing with yourself* Career Connections "Hire DFW First" Job Fair, May 18, 2010
- *Year of the Tiger: Be Who You Want To Be in 2010*, Metroport Rotary (Westlake, TX), May 7, 2010
- *Year of the Tiger: Be Who You Want To Be in 2010*, Career Jump Start (First UMC Richardson), May 4, 2010
- *First Things First...dealing with yourself* Career Care, St. Andrew UMC, Plano, April 26, 2010
- *Year of the Tiger: Be Who You Want To Be in 2010*, Association for Women in Communication (Dallas Professional Chapter), Neiman Marcus Zodiac Café, March 25, 2010
- *First Things First...dealing with yourself* Career Care, St. Andrew UMC, Plano, March 1, 2010
- *First Things First...dealing with yourself* CareerSearch Network (Fort Worth), February 1, 2010
- *First Things First...dealing with yourself* Career Care, St. Andrew UMC, Plano, December 21, 2009
- *How Not To Taste Like Chicken: Making and Receiving Memorable Introductions*, CareerSearch Network Southlake HR CMG, Southlake, Texas, October 28, 2009
- *First Things First...dealing with yourself* Career Care, St. Andrew UMC, Plano, October 26, 2009
- *How Not To Taste Like Chicken: Making and Receiving Memorable Introductions* Career Jump Start (First UMC Richardson), October 13, 2009
- *How Not To Taste Like Chicken: Making and Receiving Memorable Introductions* Career Connections HR CMG, August 31, 2009
- *First Things First...dealing with yourself* Career Care, St. Andrew UMC, Plano, August 24, 2009
- *How Not To Taste Like Chicken: Making and Receiving Memorable Introductions* CEO Netweavers, Directors (BOD) Group, Dallas, Texas August 13, 2009
- *How Not To Taste Like Chicken: Making and Receiving Memorable Introductions*, Executive Healthcare Network--DFW Chapter, Las Colinas, Texas August 12, 2009
- *How Not To Taste Like Chicken: Making and Receiving Memorable Introductions*, Toastmasters ProSpeak, Dallas, Texas August 9, 2009
- *First Things First...dealing with yourself* Career Care, First UMC Richardson, Texas, June 2, 2009
- *Ruts are Graves With The Ends Knocked Out: Tips To Facilitating Meetings and Staying out of the Ruts* Junior League of Dallas Leadership Council, Dallas, Texas May 15, 2009
- *First Things First...dealing with yourself* Career Care, St. Andrew UMC, Plano, April 27, 2009
- *First Things First...dealing with yourself*, North Dallas Career Focus Group (Christ UMC, Plano), March 27, 2009
- *Barriers and Challenges for Networking* Texas Exes Business Network, Dallas, Texas, July 2006
- *What Can I Do For You?* Texas Exes Business Network, Dallas, Texas, November 3, 2005.
- *Listening Skills* Chase Commercial Bank, Middle Market group, Dallas, Texas, September 26, 2005.
- *Attitude* Multiple presentations for faith-based career transition program, Career Care, St. Andrew UMC, Plano, Texas, delivered once every other month, 2005-Present.
- *Fees for Services?* Panelist, Center for Nonprofit Management seminar., Dallas, Texas, January 31, 1997.
- *New Drugs in the Field: Adenosine & Flumazenil*. Oral/slide presentation. CareFlite Emergency Care Update 1994. Dallas, Texas. March 31, 1994.
- *Reducing Stress Through Exercise*. Oral presentation. Texas State EMS Conference. Austin, Texas. November 23, 1992.
- *EMS Management Academy--How to Ask for Money*. Panel presentation. Austin, Texas. March 28, 1992.

- *Low Back Pain and the EMT*. Oral/slide presentation. Texas State EMS Conference. Austin, Texas. September 13-15, 1990.
- *Accuracy of Heart Rate Monitoring in Elementary School Children*. Poster presentation. American College of Sports Medicine International Conference. Salt Lake City, Utah. May 22, 1990.
- *Accuracy of Heart Rate Monitoring in Elementary School Children*. Poster presentation. Association for Fitness in Business Region VI Conference. South Shore Harbour, League City, Texas. April 6-7, 1990.
- *Heart Rate Monitors: Feedback for the Fitness Oriented Teacher*. Oral presentation. Austin Association of Health and Physical Education, Recreation and Dance. Austin, Texas. April 15, 1989.

PUBLICATIONS

Best, R.W., and Steinhardt, M.A. "The accuracy of children's counting of exercise heart rates." *Pediatric Exercise Science*, August 1991, pp. 229-237.

Best, R.W., and Leopold, T. "Boxes step up pace of exercise program." *Austin American Statesman*, July 12, 1989.

BIO - Richard Best, M.Ed., CMC

Richard Best serves as a Certified Master Coach to senior executives. Using an evidence-based practice and neuroscience, the senior executive coachee experiences a catalyzing transformation which drives business results. Richard's practice is focused on professional services, healthcare, and executives whose technical expertise overshadows their leadership skills.

A two time graduate of the University of Texas at Austin, Best has served in numerous leadership positions for both private and non-profit organizations, with proven success in managing complex business operations and boosting revenues for healthcare-related businesses. Active in numerous community-enrichment initiatives, he serves United Way of Metropolitan Dallas as chair for two committees and sits on two others. Best also serves as Chairman of the Board of Directors for LifeNet Community Behavioral Healthcare.

As a member of the servant leadership organization CEO Netweavers, Richard participates in their Directors Group, Navigating for Business Success, and Netweaver Forum. Richard recently helped start and served as the Chair of Executive Healthcare Network. Other activities include serving as an executive coach with MBA students from both SMU's Cox School of Business and TCU's Neeley School of Business, facilitating weekly for the Summit Networking Group, and volunteer speaker/coach at Career Care, a faith-based job transition program at St. Andrew UMC in Plano. Best was a member of the 2008 Leadership Dallas class and served on the board of directors for the Dallas Texas Exes, which raises scholarship funds for area students to attend the University of Texas at Austin.