

Matthew D. Lynall

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CURRENT POSITION

Associate Professor (Clinical) at the Krannert School of Management, Purdue University.
Director of Experiential Learning and Management Consulting.

TEACHING INTERESTS AND EXPERIENCE

Expertise in leadership, strategy, management consulting, managing change, and organizational behavior. Received the Distinguished Teacher Award (based on student evaluations) every semester while at Krannert. I have taught the following courses:

- Consulting Methods (Krannert School of Management – MBA Elective in Spring 2011)
- Organizational Change Management (Krannert School of Management, Purdue University – MBA Elective)
- Competitive Strategy (Krannert School of Management – MBA Elective)
- Management Projects (Multiple Consulting Projects - Krannert's Experiential Learning Initiative)
- Competitive and Corporate Strategy (Krannert School of Management, Purdue University – Executive MBA Core)
- Management of New and Small Firms (Krannert School of Management, Purdue University – MBA Elective)
- Advanced Strategy (Krannert School of Management, Purdue University – MBA Elective)
- Management of New Enterprises (Krannert School of Management, Purdue University – Undergraduate Elective)
- International Management (Krannert School of Management, Purdue University – Undergraduate Elective)
- Managing High Growth Companies (Ivey Business School, UWO – Undergraduate Elective)
- Management Behavior (Ivey Business School, UWO – Undergraduate Core)
- Marketing (University of Western Ontario – Certificate in Management)
- Change Management, Corporate Governance, Post-Merger Integration, Process Improvement and Business Strategy (Ernst & Young – Canadian, United States, and European Training Centres)
- Independent Studies in global entrepreneurship, advanced case analysis, game theory and real options, technology commercialization, and research practicums.

RESEARCH INTERESTS

My research is focused at the intersection of strategic management and organizational behavior and includes changes in board composition during firm development; the working relationship between venture capitalists and the management of their portfolio companies; personality, identity & network antecedents in mid-career transitions; and relational capability as a source of competitive advantage. My research has been published in the *Academy of Management Review*. My PhD is in Organizational Behavior. I am a regular reviewer for AMR and AMJ in corporate governance, innovation, and entrepreneurship.

SELECTED PUBLICATIONS AND RESEARCH PAPERS

Lynall, M.D. (Dissertation). Cooperation and Opportunism in Venture Capital Financed Companies.

Milton, L.P., and Lynall, M.D. Examining Career Transitions: Personality, Identity & Network Antecedents. AOM Symposium (Winner of Best Symposium Award).

Lynall, M.D., Golden, B.R., Hillman, A.J. Board Composition from Adolescence to Maturity: A Multi-Theoretic View. *Academy of Management Review*. (Follow-on empirical paper in preparation)

Lynall, M.D., Golden, B.R., Hillman, A.J. Board Composition from Adolescence to Maturity: A Multi-theoretic View. Paper Presented at the *Academy of Management Meeting*, Denver, CO.

Lynall, M.D. (Thesis). Spectral and Cross-Spectral Analysis of Canadian and U.S. Business Cycles. Oxford University.

EMPLOYMENT HISTORY AND SELECTED ACCOMPLISHMENTS

Calchas Consulting Services Inc. – London, Canada
Strategy and Performance Improvement Consulting

Principal and Owner

Provide ongoing strategic and performance improvement advisory services to a small group of long-term clients in Canada and the United States.

Ernst & Young Consulting Services Inc. - London, Canada
Management Consulting Division of Ernst & Young LLP

Provided strategy, corporate recovery and organizational restructuring advice and implementation support in North America and Europe to over 50 companies in automotive, air transportation, health care, education, financial and professional services, consumer and industrial product manufacturing in addition to government, not-for-profit and religious organizations. Sought out by clients and colleagues to assist in situations, which are unusually complex and require innovative and highly customized solutions

Partner and Senior Vice President

Leadership of practice area with responsibility for client satisfaction, profitability, staff development and knowledge management.

- *Established Sales and Marketing, Strategic Services, Human Resource Effectiveness and Post-Merger Integration practice units for Entrepreneurial Consulting.*
- *Selected from worldwide partnership to lead the change management program for a North American Automaker's global reengineering. Worked on site in the Detroit area as one of the leaders of an integrated OEM/E&Y team accountable to the client's Operations Executive Committee.*
- *Sole Canadian partner invited to participate in an international task force to plan implementation of E&Y's global consulting strategy.*

Senior Manager

Leadership of client service and engagement teams with responsibility for establishing and meeting client expectations, contributing to the firm's knowledge and methods, counseling and mentoring professional staff. Led development of strategy and change management practices.

- *Helped a Canadian division of a world-wide consumer products company obtain a North American product mandate thereby expanding employment in Canada and capitalizing on unique technology developed in Montreal. Invited back two years later to assist the Vice President of this division restructure another subsidiary's sales and marketing organization.*
- *Worked over several years with a prominent national membership and service organization's and its provincial and regional units to assist them develop a going forward strategy, establish a new organizational and governance structure, redefine the relationship between the national organization and the member units and introduce nationally competitive products and services.*
- *Began a decade long strategic advisory and board effectiveness role with a highly respected Chronic Care and Rehabilitation hospital and its board.*

Senior Consultant

Member of client service and engagement teams with responsibility for client results and deliverables. Provided hands-on assistance to clients in turnaround and recovery situations. Developed corporate and business unit strategies for large and medium sized companies.

- *Worked closely with the executive of a multi-national engineered products company to develop a strategy, obtain executive approval and establish their sales and distribution division as a stand-alone business.*
- *Member of the team that developed the strategy and supported the implementation of a national airline's transition from government to public ownership. Co-led a program, with an airline executive, to identify and implement \$250 million cost savings from operations and overhead.*
- *Drew upon my recent experience to take the U.S. subsidiary of a private label manufacturer, through Chapter 11 and a successful sale to a Hong Kong company.*

Linread PLC - Birmingham, U.K.

Manufacturer of specialty and engineered fasteners

Linread PLC is a public company founded by my grandfather in 1913. It went public in 1963. Its Canadian operation was established in 1959 and had demonstrated lacklustre performance leading into the recession in the early 1980's and was approaching insolvency. I was asked by the Board of Directors to turn it around it without financial support from the parent company.

Managing Director

Led the restructuring, turnaround and sale of the Canadian subsidiary (Revenue - \$5 million) of an U.K. engineered products company during a major economic recession.

- *Replaced 2/3 of product revenue with high margin specialty product*
- *Became a new supplier to General Motors during a period when number of fastener suppliers was being reduced from 150 to 50.*
- *Obtained \$1.5 million ILAP and bank financing to upgrade and restructure manufacturing facilities, thereby reducing work-in-process inventory by 50% and order cycle time from 6 days to 2.*

Nortel Networks - Toronto, Canada
Manufacturer of Telecommunications Equipment

Joined Northern Telecom on completion of my MBA program. This was two years after the company changed its name from Northern Electric and made a substantial commitment to digital switching technology. In Canada, Northern Telecom was breaking away from its historical role as Bell Canada's manufacturing arm. In the United States, AT&T and Western Electric's monopoly was starting to be challenged by the interconnect companies and their suppliers, particularly Northern Telecom.

Manager, International Product Marketing

Managed the product development and market introduction of voice and data terminal products for the Caribbean and Latin America, the Middle East, Europe and South East Asia. Traveled extensively within North and South America and Europe.

- *Managed product redevelopment program to obtain British Telecom standardization of integrated voice/data terminal product*
- *Sold largest bank in Ecuador transaction verification terminal network for credit and debit card transactions*
- *Managed re-sourcing of voice products from North American plants to plants in the U.K. and Malaysia reducing international product costs by 20%*

Product Manager

Responsible for the P&L for business and voice/data products (Revenue - \$75 million) including \$30 million R&D budget at Bell Northern Research for new product development. Project managed Canadian and U.S. manufacturing capability for several new voice/data products.

- *Initiated and led collaborative program to reengineer product development process for business telephone products thereby reducing cycle time, increasing early customer involvement and eliminating 'over-the-wall' hand-offs*
- *Obtained financing and managed concept through market introduction of notebook-sized TDD (Telephone Device for the Deaf)*
- *Doubled revenue from dormant high margin specialty application products through market specific sales and marketing campaign*

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Hickling-Johnston Limited - Toronto, Canada
Management Consultants

Consultant

Conducted an analysis of the economic impact and strategic issues facing the retail and distribution sectors of the Canadian economy for the Retail Council of Canada.

- *Report presented to Retail Council of Canada and used as foundation for restructuring of the council as well as lobbying efforts on taxation and federal assistance initiatives*

EDUCATION

University of Western Ontario – Ph.D. (Organizational Behavior)
Oxford University - M.A. (Engineering Science and Economics)
University of Western Ontario – Masters in Business Administration
Canadian Rhodes Scholars Foundation Scholar

PERSONAL INFORMATION AND INTERESTS

Personal interests include reading, squash, tennis, music, and church involvement. I maintain a high level of health and fitness and have competed in numerous marathons and triathlons including Ironman Canada.

APPENDIX A SUMMARY OF CONSULTING PROJECTS

Business Transformation Design and Implementation

Assisting business organizations and advising Ernst & Young engagement teams in the design and implementation of major and complex business change

- post-acquisition integration support for multiple acquisitions by an integrated energy company
- development and implementation of projects to achieve substantial improvements in customer service business processes for a major steel producer
- realignment of organizational systems and processes to support the order fulfillment cycle time reduction for a major steel producer
- implementation of enterprise-wide and worldwide reengineering of all major business processes for a major automotive manufacturer
- design and implementation of governance and operational restructuring for a national automobile association
- redesign of the Canadian sales and marketing organization of a multi-national health care products and life sciences company
- restructuring, under Canadian and United States bankruptcy laws, a multinational private label consumer products company
- developed and implemented a continuous improvement program including infrastructure, methodology, pilot programs and training for a major municipality
- post-merger integration of a manufacturer of power transformers
- transforming an operating division of an electrical equipment manufacturer into an independent company
- development and implementation of value and profit enhancement program for a major airline
- redesign and implementation planning of the sales and marketing processes for the corporate banking division of a major bank
- restructuring under Canadian bankruptcy laws a manufacturer of metal fabricated garden and construction equipment
- reorganization and implementation of business process changes for a manufacturer of workwear and protective clothing
- reorganization and implementation of business process changes for a manufacturer of nursing uniforms

- redesign and implementation of the sales and marketing processes for a food processor

Business Strategy Development and Implementation

Assisting boards and executive management evaluate, develop and execute their business strategy

- development of growth strategy for a national distributor of health care products
- investigation of potential acquisition for a Canadian book retailer
- governance review for a national member service organization
- integration plan for three university health science faculties combining to form a new multi-disciplinary faculty
- turnaround plan and European market entry strategy for a processor and recycler of consumer waste products
- global expansion strategy for a manufacturer of aluminum truck components
- identification and prioritization of improvement initiatives to support business strategy for the medical laboratory division of a multi-national health sciences company
- community and economic development strategy for an Ontario municipality
- global strategy and organization design for an auto component supplier with operations in Canada, United States, United Kingdom, France and Germany
- development of gaining new business strategy and organization for a North American automotive supplier
- developed a strategic business plan through a highly participative process for a provincial lottery corporation, which needed to align its operations around agreed direction and priorities
- developed and achieved consensus around a new role and direction for a national Automobile Association facing intense competitive pressures and equally intense internal divisions
- identified and defined the critical competencies and strategic priorities required to support the sustained growth and profitability of a manufacturer of engineered sheet vinyl products for automotive and industrial applications
- developed a comprehensive strategic plan for the largest division of a multi national consumer personal and health products company seeking to achieve market leadership through the introduction of new product technology

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- developed and successfully completed two cycles of strategic planning for a regional hospital and long-term care centre; the first to integrate and establish direction for the hospitals core patient service areas and the second to achieve a greater level of partnership and interdependence with complementary care providers in its regional service area; also developed a strategic business plan for its foundation
- developed and supported the implementation of a strategic plan and national airline seeking to maintain its successful profitability and customer service record while transitioning from a government regulated to a less protected market
- developed a strategic recovery plan for a national chemical manufacturer and distributor unable to profitably manage the complexity and diversity of its product lines
- developed and achieved consensus on a strategic plan for a farm mutual reinsurance group seeking to achieve agreement from a diverse membership on new directions and priorities
- developed a strategic plan for an established and traditional provider of visiting nursing services facing increasing competition for decreasing funding
- developed a strategic plan for one of North America's premier botanical gardens reconciling the interests of individuals, several levels of government and several private sector organizations
- developed a recovery plan and longer term strategy for an international manufacturer of rough terrain handling equipment
- developed a strategic plan and interim turnaround plan for a waste incineration operation
- developed a strategic plan to enable a city to establish itself as a major medical centre by capitalizing on its health care, teaching and research facilities
- developed a strategic plan for a regional theatre company seeking to achieve the challenging vision of its new artistic director in the face of a history of relatively conservative and traditional theatre
- developed a strategic business plan for a Canadian winery seeking to maintain its record of profitability while increasing its emphasis on higher quality (VQA) varietal wines
- developed and orchestrated a highly participative strategic planning process for one of the largest Anglican (Episcopal) diocese in North America to produce a blueprint for parish planning through the millennium

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- developed a strategic plan for a children's treatment centre seeking to reexamine its role, priorities and relationships with other children's educational, care and health organizations

Consulting Service Line Development

Providing leadership and representing E&Y internationally in the planning, development and implementation of new consulting services

- designed and led a large scale and intensive design session to develop an organizational model to support the mid-market consulting strategy
- established and led consulting service teams in strategy, customer connections (sales and marketing) and people effectiveness (HR)
- led the investigation of chaos theory and complexity science application to strategy, organizational design and business transformation services
- pioneered the incorporation of change management tools and techniques across all consulting services (now a required core competence)
- delivered internal and client training in strategy, change management, performance improvement, organizational design, governance, psychological testing (APT Certified)
- sole Canadian partner invited to participate in an international working group to develop the implementation plan for global consulting
- chaired national conference on HRs role in post-merger integration
- regular guest speaker on business strategy at U.W.O Master in Public Administration program