

# STEPHEN E. LEICHTMAN

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**PROFILE** Seasoned executive coach and leadership development professional, dedicated to helping leaders and companies achieve business results through building individual and organization effectiveness.

## EXPERIENCE

**2008-Present** **LEICHTMAN EXECUTIVE COACHING** *Lexington, MA*

### *President*

Provide coaching and development services to bring top talent to the next level of performance, and enable them to meet their true potential.

### Services Provided

**Executive Coaching:** Identify development goals through data and business needs analysis. Process results in leader-created development plans, implemented to address current issues and long-term objectives.

**Executive Team Assessment and Development:** Assess combined competencies and challenges of leadership teams. Agree upon and implement methods to strengthen group performance.

**Succession Planning:** Partner with executives and Boards of Directors to create and implement processes that result in the right people being ready at the right time for the right positions.

**Leadership Development:** Work with HR and corporate executives to identify, customize, and deliver programs to build the skills to meet the challenges and opportunities shared across groups of leaders.

**Change Management:** Build leaders' personal resilience, and ensure that they understand and fulfill their critical roles in large scale transformation.

**2003-2008** **FIDELITY INVESTMENTS** *Boston, MA/Marlborough, MA*

### *Vice President, Leadership Development*

2007-2008: Headed Leadership Development for Fidelity's largest businesses. Partnered with business and HR leaders to develop executives and high potentials, resulting in expanded roles and high levels of retention.

2003-2006: Lead a team of ten HR professionals who delivered all required HR services to managers within the customer contact units of Fidelity's largest business, effectively supporting these areas' transformation.

### Primary Areas of Responsibility

- **Executive Coaching:** Served as Executive Coach to executives and high potentials across Fidelity. Co-designed Fidelity's approach to coaching its top 200 leaders.
- **Leadership Development:** Created and led implementation of high potential development programs in Fidelity's two largest businesses. Guided the implementation of Fidelity's leadership competency model and its supporting programs.
- **Succession Planning:** Led the succession planning process in Fidelity's two largest businesses. Facilitated executive teams' talent reviews, including "Nine Box Grid" discussions.
- **Change Management:** Supported departments and individuals that were experiencing significant change, by leading the development and delivery of change interventions.

**1995 - 2003** **TUFTS HEALTH PLAN** *Waltham, MA*

### *Vice President, Organization Effectiveness*

As a member of the Senior Leadership Team, developed leadership and "people management" capabilities that enabled Tufts Health Plan (THP) to quadruple membership and revenues.

### Primary Areas of Responsibility

- **Executive Development:** Served as coach to two CEOs, President and many other Senior Leaders.
- **Leadership Team Development:** Designed and implemented THP's leadership competency model.
- **Succession Planning:** Designed and led succession planning/talent review process.
- **Culture/Values Alignment:** Defined key values and cultural elements to support current and future business success. Measured the attainment of identified behaviors.
- **Learning, Organization Development, and Change Management:** Led turnaround of department that built competencies, knowledge, and skills of THP's employees.
- **Internal Communications:** Built and managed department that communicated critical information to THP's employees.
- **Human Resources Strategy:** Co-led the creation and implementation of people related strategies, including those focused on recruiting, development, communications, rewards and retention.

- 1989 - 1995      **MERCER MANAGEMENT CONSULTING** *Lexington, MA*  
*Principal*  
 Managed teams of consultants and client staff engaged in large-scale organization change efforts and in the transformation of Human Resources functions. Representative accomplishments included:
- **Human Resources – Organization Transformation:** Led a team of five consultants and fifteen clients in the redesign of processes and supporting infrastructure of an Eastern regional banking corporation’s Human Resources Division. Effort resulted in 50% cost reduction, and the transformation of the function to a strategic, value-adding resource.
  - **Change Management/Process Reengineering:** Led change management and process reengineering teams at one of the nation’s largest wireless communications providers, as part of a companywide integration effort following a series of mergers and acquisitions. Results included elimination of redundancies, and significant increases in customer retention and revenues.
  - **Training/Learning:** Headed a team of ten consultants in the development of Mercer’s Process Reengineering training programs, and led their delivery to over three hundred Mercer consultants.
- 1986 - 1989      **BAIN & COMPANY** *Boston, MA*  
*Team Leader/Consultant*  
 Managed and conducted client engagements to formulate and implement strategic plans, in partnership with senior client management. **Areas of expertise included Mergers and Acquisitions, Healthcare Management, International Marketing, and Public Policy.**
- 1982-1986      **ASSOCIATES FOR INTERNATIONAL RESEARCH, INC.** *Cambridge, MA*  
*Expatriate Compensation Consultant (1982-1984). Project Manager (1984-1986).*  
 Account Executive responsible for providing compensation consulting services to multinational clients. **Areas of expertise included Expatriate Compensation and International Economics**
- 1978-1982      **HOLIDAY INN CORPORATION-NORTHEAST MOTEL CORP.** *Burlington, MA*  
*Hotel Front Office Manager (1978-1979). Corporate Hotel Auditor (1980-1982).*  
 Managed all departments (excluding food service) of a 176 room hotel.  
 During college breaks, conducted audits and trained auditors for several Boston area Holiday Inns.

**EDUCATION**

- MASSACHUSETTS INSTITUTE OF TECHNOLOGY, SLOAN SCHOOL OF MANAGEMENT**  
*(1986)*  
**MBA (Concentrations in Marketing and International Management)**  
 Chosen as one of two Alexander Proudfoot – Howard Samuels Memorial Fellows (selected on the basis of academic achievement and professional promise). Vice President, International Management Club.
- UNIVERSITY OF PENNSYLVANIA, WHARTON SCHOOL OF BUSINESS** *(1981)*  
**BS, magna cum laude, Economics (Majors in Labor Relations and Political Science)**  
 Dean’s List each year. Member, National Political Science Honor Society.

**CERTIFICATIONS**

**MBTI, MBTI Step II, FIRO-B, Strong Interest Inventory, CPI 260, Leadership Versatility Index-360, Benchmarks-360, LAI-360, BarOn EQ-i, Conflict Dynamics Profile, Personal Resilience Questionnaire, Seven Habits of Highly Effective People, Extraordinary Leader, Five Dysfunctions of a Team**

**PRESENTATIONS**

- “The Importance of Personal Resilience” Harvard Business School, Harvard University
- “Executive Coaching for Maximum Impact” Linkage, Inc. Coaching and Mentoring Conference
- “Executive Development at Tufts Health Plan” Manchester Leadership Development Conference
- “Reinventing HR: Was the Gain Worth the Pain?” IPQC Reengineering HR Conference

**PUBLICATIONS**

- “Redefining the Organization”, [Viewpoint](#)
- “Reengineering Human Resources Processes”, [Human Resource Professional](#)
- “Applying Performance Engineering to Medical Care”, [Redesigning Healthcare Delivery](#)