

William Garrett

william-garrett@kellogg.northwestern.edu

EXPERIENCE:

1990-1997

McKINSEY & COMPANY, INC., Chicago, IL

Director of Global Strategy Practice Operations (2009-Present), Principal (2002-2008), Associate Principal (2001-2002), Senior Engagement Manager (1994-1996), Engagement Manager (1992-1994), Associate (1990-1992)

Worked with the senior management of major corporations to resolve critical issues and improve corporate operating results. Key competencies include growth, strategy development, organizational change and team leadership.

- Led all aspects of McKinsey Strategy Practice (25%+ of overall Firm engagements) including knowledge development, people development, reputation building, and client support.
- Led global team of ~60 professionals in support of Strategy Practice knowledge development and activities. Helped shape leadership agenda of 30+ partners in senior practice leadership.
- Drove learning programs that ranged from week long expert programs to 2 hour introductory programs (touching over 3,000 participants per year).
- Developed growth strategies for numerous industrial and transportation companies, identifying new growth platforms and organizational requirements
- Designed and executed the operational transformational program for leading U.S. airline. Program resulted in 10%+ improvement in already industry-leading operational performance.
- Developed and executed several operational improvement programs for U.S. Class I railroad that resulted in the restructuring of network operational practices and redesigned support organizations. Impact improved operating margin by 5 percentage points.
- Developed the global marketing and facility strategy for the leading business segment of a large, multi-national chemical company.
- Developed a European market entry strategy (target market, channel selection, pricing, operations, organization, and timeline) for a successful U.S. hand-tool line.
- Spearheaded much of the initial analysis incorporated in the *Granularity of Growth* book.
- From 2006-2008, Dean of highest rated Firm training program. Program involved two-week training program for over 1,000 Associates per year.
- Three times presented office award as an outstanding developer of Associates

2000-2001

NETFUEL VENTURES, Chicago, IL

Managing Director

Established seed fund to assist new technology start-ups in developing business plan, building management team, and obtaining additional funding.

1997-2000

GE CAPITAL RAILCAR SERVICES, Chicago, IL

Executive Vice President, Marketing, Portfolio Management, and Business Development

Responsible for identifying and capturing growth opportunities, as well as managing the company's \$4 billion railcar portfolio.

- Quadrupled new car share in one year, resulting in 1998 asset awards of \$1 billion.
- Organized a cross-business venture that resulted in \$500 million of new product volume.
- Efforts resulted in net income of \$100+ million from 1998-2000.
- Implemented process improvements establishing measurable investment risk/return guidelines (highlighted as best practice within GE Capital).
- Highlighted as 1 of 3 top performing/highest potential GE Capital marketing leaders (out of 30).
- 1999 Pinnacle award winner for outstanding performance in GE Capital.

1989

CHICAGO CAPITAL FUND, Chicago, IL

(Venture Capital Fund)

Summer Associate

1986-1988

WESTINGHOUSE ELECTRIC CORPORATION, Pittsburgh, PA

Program Development Engineer (Marketing account manager)

1982-1985

PACKARD ELECTRIC DIVISION

Co-op employment

GENERAL MOTORS CORPORATION, Warren OH

Sales engineer, Foreman, Production supervisor, Application engineer, Reliability engineer

EDUCATION

1988-1990

J.L. KELLOGG GRADUATE SCHOOL OF MANAGEMENT

NORTHWESTERN UNIVERSITY, Evanston, IL

Master of Management with distinction awarded in June 1990.

1981-1986

NORTHWESTERN UNIVERSITY

Bachelor of Science in Electrical Engineering awarded in June 1986.

June 2012