

**MICHAEL T. CHAFFERS**  
14 Cunningham Road Wellesley, MA 02481  
(781) 237-8996 [mchaffers@gmail.com](mailto:mchaffers@gmail.com)

## **PROFESSIONAL PROFILE**

- Organizational consultant, facilitator and executive coach for organizations and individuals in a variety of industries, with deep experience in Life Sciences
- Distinctive expertise in developing imaginative solutions to critical strategic or operational problems that include challenging human dynamics and providing insightful and actionable advice to a broad range of leaders and employees at differing levels.
- Proven track record providing durable solutions resulting in bottom-line changes and positive organizational transformations.
- Core competencies in organizational development, change management, executive ad team coaching, leadership development, group facilitation and instructional design.

## **EDUCATION**

**Harvard Law School**, Cambridge, MA J.D. 1993  
**Stanford University**, Stanford, CA B.A. 1990

## **EXPERIENCE**

**Novartis Institutes for BioMedical Research, Cambridge, MA** 2008 – present

### **Director, Talent, Organizational Development Diversity & Inclusion**

Lead global efforts to advance organizational effectiveness, primarily in the R&D divisions, with an emphasis on organizational and culture change, scientific leadership development and collaborations, to enable NIBR to remain a center of innovation and an engaging work environment for leading scientists

- Developed and implemented strategies to address leadership, culture, and organization issues in line units, in partnership with HR colleagues and line leaders, supporting greater collaboration and scientific impact by these units.
- Accelerated cultural development at NIBR sites by supporting selected local initiatives and coaching the peers leading them, enabling greater employee engagement while also driving key organizational values and norms.
- Integrated diverse efforts at organizational culture change by collaborating with colleagues in ED&I, Program Office and line units, especially in the Creative Teams effort, reinforcing and sustaining desired effects of training, coaching and mentoring programs.
- Designed and delivered highly regarded programs that addressed critical leadership and interpersonal skills of NIBR associates and leaders globally, enabling more effective leadership, teamwork and communication by these individuals.

**Vantage Partners, Boston, MA** 2003 - 2008

### **Content and Training Consultant**

Senior program designer of customized training workshops that enabled organizations to improve the way they negotiate and manage strategic relationships.

- Conducted needs analysis, curriculum design and briefing of trainers delivering programs that improved the problem-solving and leadership skills of professionals, executives and managers at various Fortune 500 companies.

### **Collaborative Thinking, Wellesley, MA**

2002 - 2003

#### **Principal**

Founded a consulting firm providing organizational analysis, facilitation, executive coaching and training to organizations and individuals.

- Designed and facilitated a strategic planning process for board members of prominent local non-profit organizations.

### **Fidelity Investments, Boston, MA**

2000 – 2002

#### **Management Consultant**

Led change management and organization development projects resulting in bottom-line impact and high client satisfaction for several business groups.

- Redesigned the organizational structure and business processes for the Retirement Company's business compliance unit, resulting in productivity gains of 30%.
- Developed a leadership development program for the Fidelity Consulting group which enhanced leadership skills and knowledge of Fidelity leaders and culture.

### **Thoughtbridge, Cambridge, MA**

1997- 2000

#### **Senior Consultant**

Developed business, managed senior client relationships and led consulting and training projects for non-profit, education, and business clients pursuing organizational change.

- Advised senior executives at high technology companies as they negotiated difficult, high stakes transactions, helping them reach durable agreements.

### **Conflict Management, Inc., Cambridge, MA**

1996 - 1997

#### **Consultant**

Advised Information Technology and Education clients in negotiation strategy, dispute resolution and relationship management.

### **Foley, Hoag & Eliot, Boston, MA**

1993 - 1996

#### **Associate, Corporate Department**

Advised technology companies on acquisitions, venture capital financing; served as outside general counsel for several start-up companies.