

Dr. John Inman as a Startup/Turnaround Executive

My success is based on my ability to bring the very best out in all team members. I actively reach out, inquire, engage and treat all people with respect. I am cognitively quick and synthesize disparate inputs into strategic solutions. I see in systems not parts and am business fluent. I understand that in complexity, uncertainty, and ambiguity breaking down boarders and silos through diverse conversations is critical to gaining a picture of the whole and building a powerful, growing, and profitable enterprise.

Business Turnarounds

In each case I took failing or declining operations and turned them into profitable ventures.

- **Chemonics Scientific:** I turned around the failing operation and sales organization over a year period of time and set the firm up for acquisition and helped facilitate the purchase by our major competitor in Portland Oregon. This provided a very profitable exit for the parent company in Arizona.
- **All World Scientific:** I joined the company after I left Chemonics. I introduced biotechnology products into the organization and orchestrated the purchase of The Wine Lab out of Santa Rosa Calif., expanding the customer base to the fast growing wine industry in the North West. This acquisition has been instrumental to the continuous growth of All World Scientific.
- **Legends fine dining restaurant:** The restaurant manager was fired, the team was demoralized, turnover was high, and profits were down. I agreed to take over the restaurant for four months and turn the operation around during the busy holiday season. During that four months, I established volume based scheduling, provided stability for the staff, transformed moral, customers came back, and profitability increased. I handed back a thriving operation at the end of four months.
- **FPC dental practice management firm:** I was hired by the GM to transform marketing and turn around sales in a stagnating market. As Sr. VP of Sales and Marketing I generated a 20% increase in market penetration in seven months by repositioning the firm in the market, transforming the marketing, and introducing non-manipulative consultative sales into the sales force of 25.
- **Interactive Northwest, Inc. (INI):** The telecommunication software startup INI was one of my consulting clients. The owner asked me to join his failing firm and turn it around. I joined as the GM, the fourth employee. As GM, I turned around firm by setting up all processes, hiring the team, and building marketing, establishing distribution relationships, creating a customer base, and expanding the firm into a new location where it could grow. As Director of business development after the owner took CEO role, I led firm from 4 employees and \$450,000 sales in 1994 to \$6 million sales and 60 employees in 1997. I stayed with the firm until 2000. The firm is still privately held and profitable. Quotes below are from team members of INI.
 - “John recruited me into Interactive NW and from the start I appreciated John's passion, vision and drive. John is a true leader of people - able to translate the (sometimes rapidly changing) strategy and vision of the organization into a structure and set of goals and objectives that the team can work towards. John always has a new a refreshing way of looking at a problem or opportunity and is a great person to help distill an idea into a plan.” **Nick Elsey, Director of Engineering, Interactive Northwest, Inc. (Now Chief Operating Officer, Industrie IT) nick.elsey@industrieit.com**
 - “I worked with John while at INI. What I appreciated most about working with John is that as a leader, he practices what I believe are the keys to excellent leadership. He is able to take a strategic vision and clearly communicate goals and objectives for all to understand. He is a true believer in enabling those to achieve by providing the right kind of tools for their success and he empowers those around him by

trusting them to do what they do best. He also has an energy about him that is infectious to all around and naturally encourages others to achieve. I might add that John was essential in finding and developing the resources that transitioned INI from a startup to the well-established company it is today. The fact that a good number of the employees he brought into the organization are here today, speaks to his ability to identify those who can grow with an organization. John is a tremendous asset to any team.” **Danette Craig, Director of Operations, Interactive Northwest Inc. (First person I hired as GM)**
craigd@interactivenw.com

- “John was able to work with the founders at Interactive Northwest and put a structure to the business in place as the company grew. He saw the company through growing pains and was critical in company's growth from 5 employees to 60 over 3 years.” **Ketan Ghelani, Engineering Manager, Interactive Northwest Inc. (Now Program Manager with Microsoft)** *Ketan.Ghelani@microsoft.com*
- “John is one of the smartest and most positive individuals that I have been associated with. I had the pleasure of collaborating with him and witnessed his tremendous level of professionalism and extreme consideration vis-a-vis clients, partners and co-workers. His work contributed to making INI one of Lucent’s top IVR applications development partners. A TRUE Professional!” **Alain Gracianette, Marketing Director, Interactive Northwest Inc. (Now Dean of Online MBA Concordia, Portland)** *agracianette@cu-portland.edu*
- “I worked with John at Interactive Northwest - his skill and enthusiasm actually prompted me to consider switching out of Engineering into Sales - and in the longer term, helped open my eyes to the public-facing side of business. I'd work with him again in a heartbeat.” **Jeff Zurschmeide, Software Engineer, Interactive Northwest Inc. (Now Editor in Chief, Maximum Drive Magazine)**
j.zursch@gmail.com

Consulting and coaching

- Over the last 15 years I have worked as an advisor to executive and management teams helping them build responsive cultures where each person can realize their potential. I focus on conversational leadership helping leaders thrive in a complex, uncertain and ambiguous world. My work is fully outlined on my website at www.dialogicleader.com.

Startups not referenced above

- **Well Pet (now Petco):** I was on the startup management team as the regional manager in Oregon, the location of the first warehouse store and expansion into two smaller retail stores. The owner, Jerry Machado, owned the Iams pet food distribution franchise on the west coast and sold his interest in Well Pet to keep his profitable franchise. I left the firm when the new management company came in and rebranded operations as Petco.
- **Incredible Universe, a Tandy enterprise:** I was on the startup management team as the software store manager. The Arlington Texas warehouse complex opened a month after the Wilsonville Oregon opening and sales were on par across the complexes month after month, except for my store. My sales were double the Arlington store. John Roach, the Tandy CEO, visited my store several times trying to figure out what I was doing differently. It was simple, I empowered my staff to take care of the customer needs and treated them with respect. One key employee followed me to several firms and is still a critical member of the INI team.

- **Placeware:** I joined this pre-IPO internet company in 2000 when I left INI. As the director of marketing programs I brought the IR market into the firm and set up online transactions. Unfortunately the dot com crash took the company down within five months and firm sold to Microsoft which formed the foundation for Microsoft Meeting.
- **John Inman and Associates:** Successfully launched and built my consulting firm in Portland Oregon in the early 90's. I liquidated the firm when I joined one of my client startups, INI.
- **Cell Tech:** This was a biotech culture media startup in Seattle WA. I joined the firm as the VP of Marketing and Sales with the intent of procuring funding. We were not funded and I left the state to return to Portland.
- **Wendell's Diner:** I was an owner/investor in this Beaverton Oregon restaurant startup. The venture failed due to location. I set up systems and controls to keep the operation stable but this did not counter the lack of customers.
- **World Café Wiser Together:** I joined the team at the onset of this initiative as the research director. The focus was on multi-generational dialogue and this work is now central to The World Café. My focus changed and I left the team.
- **Rhino Learning International:** This startup's primary product was a high performance organizer specifically designed for students, the Rhino Planner. We failed to procure funding and we closed. I was the VP of Marketing and Sales and was instrumental in the design of the planner.

Expertise

- Strategic partnering
- Business development
- Marketing
- Building teams
- Developing leaders who thrive in complexity
- Building performance culture
- Quality improvement/work improvement
- Education transformation
- Communication
- Investor relations
- Financial management
- Technology fluent

Education

- **Ed.D. in Education Leadership for Change:** Fielding Graduate University, Santa Barbara, CA
- **M.A. in Human and Organization Systems:** Fielding Graduate University, Santa Barbara, CA
- **National Certification in Dialogue, Deliberation, and Public Engagement:** Fielding Graduate University
- **Ed.M. in Adult Education and Organization Development:** Oregon State University, Corvallis, OR
- **B.S. in Business Management:** Oregon State University, Corvallis, OR
- **B.S. in Agriculture (Animal Science/Pre-Vet Medicine):** Oregon State University, Corvallis, OR