



**Ovca Associates, Inc.**  
*Management Consultants Executive Search*

410 Upper Lake Road  
Lake Sherwood, CA 91361  
E-Mail: N1GL@aol.com

Telephone: 805-370-1028

FAX: 805-370-1027

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Leadership Matters



**Humana Executive Search**

**Director**  
**Organization Design Practice**

**Humana, Inc.**

Humana is a publicly traded (Fortune 70), consumer-focused health care company, offering a wide range of insurance products and health and wellness services that incorporate an integrated approach to lifelong well-being. Our diverse lines of business offer a full range of health and supplemental benefits to many types of consumers, including 4.3 million Seniors (Medicare members), 3 million Military members (TRICARE), and 2.9 Commercial members (self-employed individuals and employer groups). For additional information, please visit: [Humana Lines of Business](#).



**Humana. Live life fully.**

## HUMANA

Humana, a 50+ year old health and wellness company, has a long history and reputation of successful reinvention, transforming itself from the largest U.S. nursing home company in the 70's into the largest U.S. hospital corporation in the 80's and into a highly respected health benefits company in the mid 90's. After 2000, the organization became a recognized leader in *consumer-focused health solutions*, and in recent history, we've emerged as a Fortune 73 company with the most trusted brand in our space. Please visit our [Lines of Business](#) for more detailed information.

*"At Humana, we are simplifying our approach to health care – creating a truly sustainable health care system that is focused on better outcomes for our members through quality, affordable care."*

- Bruce Broussard, Humana  
President and CEO



## Our Values

### INSPIRE health

We inspire health by making conscious choices every day and motivating others with our positive example. We care about each other and actively contribute to an environment of well-being

### CULTIVATE uniqueness

We find ways to connect with each other and our consumers. Respecting one another, listening with an open mind, and seeking different perspectives result in richer solutions.

### RETHINK routine

Innovation emerges from a culture that cultivates

# Humana

## Director, Organization Design Practice Role Profile

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curiosity. We spark creativity by challenging ourselves to think differently.

### **PIONEER** simplicity

We make life easier and believe that less can be more. When we empower associates with responsibility, we are able to create an agile organization and an exceptional experience.

### **THRIVE** together

We focus on shared success by breaking down silos, inviting collaboration and mentoring others. We believe in, and act with, positive intention to create an environment of trust and integrity.



## Director, Organization Design Practice Role Profile

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### Search Summary: Director, Organization Design Practice

<i>Role Title:</i>	Director, Organization Design Practice
<i>Location:</i>	Louisville, Kentucky
<i>Reporting relationship:</i>	H/she will report to Paula Beckmann, Vice President – Organization Design & Development and Change Management
<i>Organization:</i>	The Director, Organization Design Practice will lead a small team of 7-10 Organization Design Consultants focused on driving strategic change aligned with Humana’s well-being strategy
<i>Additional Information:</i>	<a href="http://www.humana.com">www.humana.com</a>

### → Role Objective

As a company whose primary focus is on the well-being of its members, Humana is dedicated to shifting perceptions of the health insurance industry. We believe our role goes beyond that of a provider to that of a well-being partner who will empower customers to live a life that’s healthy, active, and rewarding.

Accordingly, our search is focused on identifying an executive candidate who will be a leader for the Organization Design Practice (OD). The successful candidate will be responsible for developing and increasing the capability of the OD professionals to meet the requirements of an enterprise in the midst of transformative change. H/she will utilize strong OD processes to assess, diagnose, design, and deliver inventive custom solutions needed to optimize and enhance organizational effectiveness in service of business strategies, priorities and objectives. Initiatives may fall within the areas of organization research and diagnostics, organization design, capability building, team and process consultation, culture alignment, and M&A integration activities.

### → Responsibilities

As a practice leader you will be responsible for leading a team, deploying resources for enterprise wide initiatives, further developing the talent and expertise in the discipline and collaborating with other internal consulting teams on projects.

- Lead design efforts for organization design initiatives that will enable organizational alignment toward critical business objectives and outcomes.
- Facilitate the planning and implementation of change management strategies (designed by the Change Management Practice team) to support organization design initiatives and improve individual, team or organizational-wide performance.

## Director, Organization Design Practice Role Profile

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- Work jointly with cross-functional teams to create, plan, deploy, and manage large scale, enterprise-wide initiatives and programs.
- Collaborate with HR partners and business leaders to assess organization design opportunities and to evaluate the best approach to take to achieve the desired business outcomes.
- Provide coaching and consulting to leaders and their teams on organizational assessment, structure analysis and design, change management, team effectiveness and well-being cultural integration/transformation.
- Identify, track and analyze metrics to measure organizational effectiveness solutions.
- Mentor and coaches leaders and employees (including counterparts in HR/OD) in the areas of organization design and effectiveness.

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***“We must maintain the discipline of prioritizing our efforts so that we concentrate on what will have the greatest impact on our customers. Viewing our various initiatives from the customer perspective should constantly remind us to focus on how we deploy our most important resource, our time.” - Bruce Broussard, Humana President & CEO***

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### → First Year Success Factors

The Director, Organizational Design Practice will achieve success in the first year after achieving, but will not be limited to the following metrics:

- Culturally integrate Humana’s acquisitions
- Following the completion of an OD Practice assessment, mentor, coach, and build the OD leadership team

### → Our Ideal Candidate

Must...

- Possess an infectious passion for corporate organizational design
- Effectively lead the OD team by exhibiting a mastery of organizational design methodologies
- Provoke others to think strategically by possessing superior business acumen

### → Requirements

- Bachelor’s degree in Organizational Development, Human Resources or Business required. Master’s degree in Organizational Development, Human Resources or Business preferred.

## Director, Organization Design Practice Role Profile

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- 5– 10 years progressive experience in organization design and effectiveness in Fortune 500 companies. Ability to establish oneself as subject matter expert in organization design.
- Must be proficient in utilizing organizational design methodologies to assess the organization, design, implement and guide sustainable change across business areas that positively impacts organizational structures, roles, processes, human capital practices, culture, metrics and measurable results.
- Proven ability to influence others in support of change initiatives, manage and execute tasks with multiple conflicting priorities, “think outside the box” and innovate new ways of developing and delivering solutions and make sound, data-based business decisions.
- Possess strong diagnosis and analytical skills in order to effectively assess organizational effectiveness/performance.
- Demonstrates strong consultative, relationship building, interpersonal and influencing skills in dealing with all levels of management; must be able to quickly establish credibility.

### → Skills & Competencies

Successful candidates will have strong consulting experience in organizational assessment, design and transformation including at least three of the following:

- Organizational assessment
- Organizational benchmarking best practices
- Data gathering and analysis (quantitative and qualitative)
- Strategy development and execution
- Operating model development
- Organizational design
- Leadership alignment
- Implementation planning
- Change management
- Business process analysis

**Organization Design:** demonstrates experience in designing and implementing organization design solutions in Fortune 500 companies.

**Change Management:** models best practices and coach other HR and business partners in applying change management methodologies and tools on projects/initiatives. Provides subject matter expertise in the discipline in order to further develop team capabilities in change management.

**Internal Consulting:** able to work independently and with others to identify issues and develop resolution strategies.

## Director, Organization Design Practice Role Profile

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**Organization/Cultural and Team Effectiveness:** able to identify and deploy the best assessment techniques, instruments, and processes required to assist leadership, teams and individuals in identifying and solving organizational problems.

**Business Acumen:** ability to translate and articulate key business drivers/strategies and their relationship to human capital strategies.

**Critical Thinking:** ability to identify and analyze complex issues/situations quickly and understand their impact on the business and its employees.

**Self-Development:** keep abreast of new and changing technology and methods that enhance your skill set.

**For more information about Humana's Director, Organization Design Practice, please contact:**

**Ovca Associates, Inc.**

**William (Bill) Ovca | President**

**T 805-370-1028**

**N1GL@aol.com**

**Or**

**Joseph Anthony Gonzales | Vice President**

**T 408-540-7985**

**jag@ovcaassociates.com**

## → Recent Humana Press Releases

### **Humana Named in the Top Ten for Military Times' 2013 "Best Employers for Vets" – 5/8/13**

LOUISVILLE, KY - Humana Inc. announces its ranking of eighth in the Military Times EDGE magazine's "Best Employers for Vets 2013." Military Times is a weekly publication for active duty and retired personnel of the U.S. Army, Navy, Air Force, and Marine Corps subscribers. [Continue Reading](#)

### **HumanaVitality and Competitor Group announce Rock 'n Roll Sponsorship – 5/7/13**

Chicago, IL - Competitor Group, an active lifestyle sports media and event entertainment company, today announced HumanaVitality® as the presenting sponsor of the 2013 XSport® Fitness Rock 'n' Roll Chicago Half Marathon. The fifth annual event will be held on Sunday, July 21, 2013. HumanaVitality, which has more than 2.6 million members nationally, provides members with resources to help them track and improve their health—through education, individualized support and rewards for healthy behaviors. [Continue Reading](#)

### **Jody Bilney Appointed Humana's Chief Consumer Officer – 3/18/13**

LOUISVILLE, Ky.--Humana Inc. one of the nation's leading health and well-being companies, announced today that Jody Bilney has been appointed Senior Vice President and Chief Consumer Officer, effective April 15. She will serve on the company's Executive Team and report to President and Chief Executive Officer Bruce Broussard.

### **Humana Surpasses Veterans Hiring Commitment and Makes New Pledge to Hire 1,000 Additional Veterans – 1/29/13**

LOUISVILLE, Ky.—Humana announced today it has surpassed its goal of hiring 1,000 U.S. military veterans and/or their spouses by mid-2014. Humana made the hiring commitment in August 2011 as part of President Obama's challenge to U.S. employers to hire 100,000 veterans and/or their spouses over the following three years. [Continue Reading](#)

### **Walmart and HumanaVitality Partner on Program Designed to Incentivize Wellness in America – 9/19/12**

BENTONVILLE, Ark.- Walmart today launched a first-of-its-kind effort to help consumers across the U.S. save money on more-nutritious foods and ultimately, live longer, healthier lives. In partnership with HumanaVitality, a subsidiary of Humana, the effort represents the first national program where a major retailer and healthcare company have come together to incentivize people to eat better through savings on healthier foods.

**Humana Completes Acquisition of SeniorBridge - 7/9/12** LOUISVILLE, Ky.- Humana Inc. announced today it has completed its acquisition of SeniorBridge, a New York-based chronic-care provider best known for providing in-home care for seniors. Terms were not disclosed. Since its founding in 2000, SeniorBridge has been managing complex chronic care for seniors across the U.S. SeniorBridge's care-management teams of nurse practitioners, nurses, social workers and certified caregivers help seniors maintain and improve their health while remaining in their homes. [Continue Reading](#)

**Humana Named Top "Major Payer" in Athenahealth PayerView Rankings - 6/25/12** LOUISVILLE, Ky.- Humana Inc. has been named the top "major payer" among U.S. health insurers based on a review of 2011 claims-payment data conducted by athenahealth, a leading provider of cloud-based practice-management, Electronic Health Record and care-coordination services to medical groups. Humana has held the number one position among major payers in three of the last four years and four times since the inception of athenahealth's annual rankings. [Continue Reading...](#)

**Humana Acquires Anvita Health, a Leading Health Care Analytics Company - 12/7/11** LOUISVILLE, Ky.-- Humana Inc. announced today it has acquired Anvita Health™, a San Diego-based health care analytics company. Anvita Health, founded in 2000, provides analytics solutions that produce clinical insights for companies that want to improve the quality and lower the cost of health care for their members and clients. The Anvita Insight engine analyzes health data from more sources than any other analysis engine, and is highly scalable. [Continue Reading](#)

**Humana's leaders are dedicated to innovation and consumer guidance. Discover the backgrounds of [Humana's leadership](#)**

Or, for additional press releases and other news, please visit: [Humana News Room](#)