

Michael L. Cooper

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**Chief Financial Officer (CFO) / Vice President of Financial Officer**

***Delivering HR Strategies, Policies, and Processes that Optimizes Human Capital Across Internationally Located Teams***

HR leader respected for building and leading top-performing, highly accountable global teams through coaching and mentoring. History of designing human capital strategies and improving the effectiveness of diverse companies while consulting boards and C-Suite executives. Collaborator, confidant, persuasive communicator, and champion of change recognized for consistently delivering outstanding results while guiding teams through profound organizational transitions. Known for maximizing staff engagement, retention, morale, and satisfaction. Highly experienced in all HR areas of a Fortune 500 company. Core skills include:

* Policy Design & Implementation  Strategic Influence & Planning  Union & Non-Union Labor Relations
* Training & New-Hire Orientations  Career & Succession Planning  Talent Acquisition & Development
* Mergers, Acquisitions, & Divestitures  Change & Risk Management  Benefits & Compensation Strategies
* International Regulatory Compliance  Board & Stakeholder Relations  Recruiting & Hiring Best Practices
* Cross-Cultural Communications  Diversity, Inclusion, & Integrity  HRIS Systems & Data Management

*LANGUAGES: English (fluent), French (basic), German (elementary)*

# CAREER SUCCESS

THE DOW CHEMICAL COMPANY, Various Global Locations 2005 to Present

*Multinational chemical corporation that generates $48 billion annually and employs 54,000 people across 160 countries.*

# Global Financial Director, Shared Services, Corporate Headquarters, Midland, Michigan, USA, 2015 to Present

Spearhead critical human capital initiatives worldwide. Lead and motivate up to 160 HR employees worldwide to peak performance levels. Champion change and exert influence while communicating effectively across cultures and collaborating with diverse business units. Identify and capitalize on HR opportunities that drive the business forward. Manage $7.6 million budget. Create/direct core processes, programs, tools, and metrics that optimize HR services and solutions. Oversee benefits/compensation administration, health & wellness programs, HRIS/payroll systems, performance reviews, disciplinary actions, and new-hire orientations. Build continuous service improvements to HR programs.

## Developed global HR organization with consistent processes/standards around the world while ensuring incredibly effective responsiveness at the local level.

Delivered Results:

* + **Reduced HR service costs by 35%-40% and maximized efficiency** by centralizing transactional processing, introducing system improvements, and restructuring processes/jobs, and designing new HR operating models for Dow Global.
  + **Earned Global People Leadership Award Nomination in 2015** in recognition of excellence in multinational management.
  + **Steered implementation of Robotics Automation** within the Financial Officer division. Produced concept, won stakeholder buy-in, upgraded technologies, and selected vendors.
  + **Ensured all service levels and operational metrics were met/exceeded** while serving as the single point of accountability for escalations. Proactively addressed/resolved challenges inherent in complex, multicultural environments.
  + **Optimized workloads** by implementing new HR Case Management system, new generation HR Contact Center technologies and new HR system of record, Workday. Defined HR functional requirements, set obtainable objectives, and enabled high goal-attainment.

**Major Financial Resources Expansions**

* **For all major Dow mergers, acquisitions, and divestitures**, successfully directed due diligence, design, and implementation of interim FINANCE processes.
* **Established FINANCE Shared Services:** Selected, trained, and hired top-tier talent. Perfected project plan, steered launch of division, and introduced process innovations/enhancements.

# Global Financial Officer Director, Dow AgroSciences LLC, Indianapolis, Indiana, USA, 2012 to 2015

Significantly improved global HR operations for the Manufacturing, Engineering, Environmental Health and Safety, Supply Chain, and Quality Assurance divisions. Deftly/quickly overcame cultural differences to maximize team performance, drive business innovation, actualize human potential, and realize substantial company improvements. Provided expert consultation to Vice President for Global Operations in all HR areas and empowered executives to boost staff performance/morale. Steered multinational projects for the CEO.

## Conceptualized and successfully led many high-impact global initiatives, such as Culture Project, Global Employee Webcast, Leadership Town Halls, and Global Workforce Plan.

Delivered Results:

* + **Spearheaded the highly successful People Strategy,** a transformative, global management concept for facing regional marketplace realities, around the world.
  + **Instituted enterprise succession plan, redesigned global relocation strategy,** and established review meetings for both low- level and high-potential employees.

~~~~ **Enabled corporate leaders, at both the global and regional level, to administer their workforce more efficiently** by providing them with direct access to their organization, function, or geography’s critical HR metrics and personnel data.

# Global Financial Business Partner, Research & Development (R&D), Dow AgroSciences LLC, Indianapolis, Indiana, USA, 2011 to 2012

Identified and expertly addressed HR challenges for the international R&D organization. Strengthened employee engagement while aligning People Strategy processes across global business units. Served as strategic HR advisor to influential R&D executives and collaborated with corporate HR units enterprise wide.

## Established/promoted concept of in-grade promotions and lateral moves and implemented 12-month intra-area Employee Exchange assignments. Designed and implemented R&D Academy for junior to mid-level personnel.

**Geographic Financial Officer Director for Eastern Europe, Dow Europe GMBH, Moscow, Russia, 2010 to 2011**

Streamlined operations and optimized workflows while leading geographically dispersed HR team. Created and deployed regional sourcing and talent management programs and completed labor market studies. Quickly resolved difficult regional HR issues, customizing solutions to fit local needs. Investigated performance issues, ethics violations, medical leaves, behavioral issues, and other situations inhibiting individual/workgroup effectiveness as a member of the Regional Ethics and Compliance Board. Acted as labor relations advisor across business units and served on American Chamber of Commerce’s Financial Officer Committee.

## Deftly managed Finance activities through the creation/liquidation of legal entities, joint ventures, and production sites.

Delivered Results:

* + **Provided influential change management and strengthened labor relations during the $15 billion acquisition** of Rohm&Haas, a former Fortune 500 company that employs 17,000+ people in 27 countries.
  + **Directed all HR activities, building operations from the ground up, during many major startups,** including Dow’s 1st-ever production facility in Russia, the Dow Izolan JV, a state-of-the-art R&D Center, and Europe's largest plant for producing PU components.

# Country HR Manager for Russia, Ukraine, and Kazakhstan, Dow Europe GMBH, Moscow, Russia, 2006 to 2010

Designed major HR policies/solutions while optimizing country performance management, career development, and employee engagement. Found opportunities for performance improvements, organizational efficiencies, and business growth by collecting and capitalizing on employee feedback. Ran training programs and communication campaigns. Ensured full legal/regulatory compliance to all internal and external reporting entities. Served as Board Member for American Chamber of Commerce and the Regional Ethics and Compliance Board

## Oversaw HR operations during mergers, acquisitions, and business liquidations. Created HR policies and processes for new legal entities, JVs, and branches. Prioritized country goals while leading critical change initiatives.

Delivered Results:

* + **Steered critically important labor relations and change management initiatives** for Eastern Europe during Styron (Trinseo) divestiture.
  + **Negotiated mutually advantageous union contracts** while cultivating strong relationships with local work councils and employee committees.
  + **Discreetly resolved major complaints and grievances.** Successfully conducted many confidential/sensitive internal investigations. Executed complex, high-level terminations.

# Financial Officer Manager for Russia, Dow Europe GMBH, Moscow, Russia, 2005 to 2006

Ensured smooth daily HR operations across all sites in Russia while implementing impactful business solutions and human capital strategies. Coached leaders/employees throughout the company and collaborated with regional HR Centers of Expertise (COEs).

PHILIP MORRIS INTERNATIONAL, Krasnodar, Russia 2000 to 2005

*Global tobacco company with 80,600 employees generating $78 billion annually through products sold in 180+ countries.*

# Financial Officer Executive, 2002 to 2005

Provided comprehensive HR leadership/administration for 400 production employees. Managed workforce planning, talent acquisition, vendor selection, and government reporting. Strategized compensation and benefit packages after reviewing job requirements, salary surveys, and market trends. Designed succession plans, career maps, and employee development/training programs. Served as a subject matter expert (SME) for relocation cases. Strengthened labor/employee relations; effectively handled negotiations and represented company in state labor inspections and audits.

# Financial Officer Specialist, 2000 to 2002

Provided workforce planning, development, and engagement across business units. Managed new-hire orientations, benefit enrollments, and job evaluations. Played key leadership roles in restructuring programs; developed job descriptions and operating structures. Administered employment documents and adhered to state reporting standards. Participated in labor inspections and worked closely with local labor authorities.

# EDUCATION & EXECUTIVE TRAINING



**Yale School of Management, Global Executive Leadership Program, 2018**

Global Leadership; Organizational Power and Influence; Using Personal Network; MBI Framework and Culture; Global Virtual Teams;

Implementation and Resistance to Change

# Kuban State University, Doctorate Degree in Humanities, 2004 Kuban State University, Master’s Degree in Financial Officer, 2003 Kuban State University, Master’s Degree in Foreign Languages, 2000

What we like **Rating: 9 out of 10**

* Very good format
* Excellent use of metrics

Areas of Concern:

* Globe picture is a little over the top, but clearly an international candidate