

James L. Mercer

Jim Mercer is the President/CEO of The Mercer Group, Inc., a management consulting/executive search firm that he founded in 1981.

Mr. Mercer possesses over 40 years of management consulting experience in the public, non-profit and private sectors in organization and management studies, strategic planning, management systems, executive search and related leadership and management areas. He is a Certified Management Consultant (CMC), the highest designation provided by the Institute of Management Consultants USA where he has been a Board Member and Past Vice President of the Atlanta Chapter. He is also a Lifetime Senior Member and Past Chapter President and Board Member of the Institute of Industrial and Systems Engineers (IISE). Further, he has been inducted into Beta Gamma Sigma, the national honor society in business and administration. He has also been a consultant to IBM, Johnson Controls, Bell South, the National Science Foundation, has personally consulted with the Chancellor of the Netherlands on privatization issues, with former Atlanta Mayor Andrew Young on ways to reduce City government costs, with the President of Costa Rica on establishing a research university similar to Georgia Tech in his country and conducted a seminar series on economic development for the Venezuelan Productivity Commission, among others.

Mr. Mercer possesses Bachelor of Science in Industrial Management and Master of Business Administration degrees from the University of Nevada, Reno where he was a founding member and served for many years on the Board of Trustees and is a Trustee Emeritus of the University of Nevada Foundation (endowment now at \$256M). He is also a graduate of the Executive Development Program at Cornell University and he holds a Certificate in Municipal Administration from the University of North Carolina at Chapel Hill. His Master's Thesis for his MBA at the University of Nevada was entitled: *Industrial Plant Location Considerations and Their Application to Reno, Nevada*.

Mr. Mercer is a founding member and is an Emeritus Member of the Advisory Board to the Dean of the School of Business at Cal Poly State University, San Luis Obispo, CA. He was a founding member of the Advisory Board to the School of Public Affairs of the University of South Carolina and the College of Charleston. As a partner with the Chancellor of the University of New Hampshire, Mr. Mercer

organized, developed and conducted a very successful American Institute of Aeronautics and Astronautics (AIAA) Annual Conference in Boston.

Mr. Mercer is a former U. S. Navy submariner (qualified) having honorably served onboard the USS Bergall (SS 320) and USS Trigger (SS 564) and earlier on the aircraft carrier, USS Intrepid (CVA 11). He began his professional career in corporate America with Pacific Telephone, General Dynamics and Litton Industries, where he held several increasingly responsible positions, including a position as a nuclear submarine construction project manager. He is a former Assistant City Manager of Raleigh, NC and was a National Program Director for Public Technology, Inc., Washington, D. C., where he organized and developed the highly successful Urban Technology System (UTS) to bring the benefits of science and technology to bear on high priority local government problems.

He was General Manager of Southern Operations and Senior Research Scientist for Battelle Memorial Institute, the world's largest independent research and development organization, and was a Partner/Vice President of Korn/Ferry International, the world's largest executive search firm. He was on the research faculty and a Senior Research Scientist for the Georgia Productivity Center and Industrial Extension Division for Georgia Tech and he directed the public sector consulting practice for Coopers & Lybrand in 12 states of the south prior to its becoming Price Waterhouse Coopers. He is still a member of the PWC Alumni Association. Mr. Mercer is also listed in *Marquis' Who's Who in the World, Who's Who in America, Who's Who in the South and Southwest, Who's Who in Business and Finance and Contemporary Authors*.

Mr. Mercer has successfully completed over 500 management consulting assignments and over 2000 executive searches. He is the published author or co-author of six books (contributed to four others) on various aspects of public management. They include:

Public Management Systems (w/Edwin Koester), American Management Association

Public Technology (w/Ron Philips), American Management Association

Technology and Productivity in Urban Government (w/Dr. Jules Duga), Battelle Press

Managing Urban Government Services (w/Susan Woolston and Bill Donaldson), American Management Association

Strategic Planning for Public Managers, Quorum Books

Public Management in Lean Years, Quorum Books

Books that he has contributed to include:

Technological Innovation (Cunningham, Craig and Schlie), Westview Press

Not Well Advised (In that the Mayor of New York City was not in a position to receive needed technology advice) (Peter Szanton), Russell Sage Foundation

Management Policy: Readings and Cases (Milton Leontiades), Random House

Local Government Innovation (Johnson, Walzer), Quorum Books

Mr. Mercer has written over 300 published articles (including the Harvard Business Review) and reports and is a featured speaker at public and private sector organizations and conferences and been a guest lecturer at a number of universities. He has served on several public and private sector boards, including being one of five founding co-owners of Taratec Corporation in Columbus, OH; and being on the Board of Directors of the Contract Services Association of America. He is also author of *The Mercer Group Privatization Survey* which has been touted in Forbes, many daily newspapers and on TV news programs. He has received many awards, several from the City of Raleigh, where he received two awards and a key to the City for outstanding service as Assistant City Manager. Others include several U. S. Navy awards, university awards, the prestigious George C. Franklin Memorial Award presented by the North Carolina League of Municipalities for outstanding performance in the Public Administration Program at the University of North Carolina at Chapel Hill. Further, he has been featured in some of the nations' most prestigious news media over the years such as ABC World News Tonight and CNN.

Mr. Mercer told Contemporary Authors:

“My (management consulting and writing) work has been primarily aimed at the field of public administration and at the private sector company executives who provide goods and services to that field. I have always tried to keep a vision of emerging trends and best practices in the private sector which can be of great value

to the public sector. This has significantly influenced my (consulting and) writing and has been the general underpinning of most of it.

“My writing process has been to attempt to capture a subject in total that I wish to write about (such as strategic planning for public managers), and to increase my knowledge about that subject through reading and practice. Where possible, I have also developed and taught seminars and workshops on the subject so as to prove out my own ideas and thinking on it and to practice theories and concepts in more of a real world setting. Following that, I then separate the overall subject matter into component parts, write, edit and assemble those in a logical fashion and craft a book that gets across the points that I wish to express. I try to write in a style that is easily read and is interesting to the reader.

“The subjects that I have chosen to (consult on and/or) write about are those where I believe a need exists for a more effective approach to deal with change and to the way an enterprise is being managed. I have always received inspiration from the act of expressing my ideas and thoughts with the hope and realization that my work would be published and reviewed by a large number of people, some of whom might be positively influenced by it. It has been one of the ways that I have tried to make a difference in the way things happen, which I think is part of my responsibility as a human being. I have tried to establish high standards for this work and to make valuable contributions to this effort.

“In an era of downsizing, organizational flattening and transformation, merging, governmental devolution, pre-emption, world competition (and uncertainty), concern for the environment, (desire for reduced cost), the need has continued to exist for the development and application of modern management practices to meet numerous demands.

“My primary motivation for (consulting) and writing has been to logically develop my own ideas about management, to share those ideas with others and to try to influence their thinking and actions so as to improve policy, strategy, organizations, processes and performance. I have always believed that the true mark of a professional is to share their ideas with others and, in so doing, give something back to the profession that they pursue. There is no more effective way to do this than to (consult on, or) write about it, publish it and have it available for utilization and critique by colleagues.

“I have devoted my career and my (consulting and) writings to bringing the practical benefits of science, technology, and business systems to bear on the high-priority

needs of business, industry, state, and local governments. My future (consulting and) writings will continue to reflect this theme in an attempt to assist businesses and governments to develop strategy, to effectively deal with change, to become more efficient and to enable their functions and programs to be more cost-effective in the new millennium and beyond.

“I also have a strong interest in writing a novel and have begun to develop one (conceptually), but I find the writing style needed is much different from that of writing management books.”