

RUTH A. HUWE, M.A., Ph.D.

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PERFORMANCE MANAGEMENT CONSULTANT. Hard Science, Soft Skills, Measurable Results.

Performance Management expert with 30+ years of experience driving measurable improvements in productivity, engagement, and leadership effectiveness. Proven at scale, leading 196 teams through a utilization initiative at Boeing Commercial and Defense operations. Published author on metrics and scorecards. PhD-trained researcher who translates motivation science into practical systems that stick.

Core expertise: OKR/KPI design. Scorecard development. Feedback and Listening systems. Leadership development. Motivation science. Data analysis. AI-powered tools.

SKILLS

- **Leverage AI:** Use AI assignments and teaching techniques in all classes and know how to leverage AI in the creation of OKR systems.
- **Performance Management:** Metrics scorecards, Feedback training, Motivation Science expertise.
- **Leadership Development:** Corporate, Academic, and International.
- **Industry Knowledge:** Through students, get reports from managers on the most effective performance management techniques used at nearly every type of industry.
- **Cutting-Edge Knowledge of Management Science Literature:** Maintain personal capability through training and an extensive annual review of scientific studies. Deliver cutting-edge course content.
- **Data Analysis and Statistical Modeling:** Creating highly reliable and valid psychometric measures, KPIs, measures for OKRs. Have taught statistics at the college level.
- **Author:** *Metrics 2.0*, published by Praeger.

EDUCATION

UNIVERSITY OF WASHINGTON

1990-1995

Ph.D. Speech Communication, Research Method Concentration
Joint funded: Speech Communication and Department of Management & Organization
Harvard Business School: HBS Case Method course. 2018
SHRM Certificate of Achievement, OD: Designing Successful Organizational Performance. 2017

SAN DIEGO STATE UNIVERSITY

1985-1990

M.A. Speech Communication, 1990, Organizational Communication Concentration, 4.0 GPA
B.A. Speech Communication, 1986, Rhetoric Concentration, *Magna Cum Laude*

CORPORATE EXPERIENCE

THE BOEING COMPANY, Tukwila, WA

1996-2015

On-site consultant, Program Manager role, at the Ed Wells Initiative, 1996-2007

- Main presenter at the original "Working Together Partnership" meeting between the SPEEA Union and senior management of the Boeing company. Presented a content analysis of 696 articles related to the SPEEA strike and assessed current performance management methods.
- Presented an analysis of "Organizational Commitment and Attrition" at a "Thursday Meeting" of senior executives. Engagement included a two-hour follow-up meeting where my Working Together Partnership research became the basis for the "People Plan" at the entire Boeing Commercial Airplane Group.
- Conducted the last of 50 years of studies on worker Utilization at Boeing. Personally interviewed 200 employees from three organizations, both defense and commercial. Trained the President of Phantom Works and the Executive Director of the SPEEA Union to present results to the CEO of Boeing.
- Developed KPIs and scorecards for the Liaison Engineering Organization as well as 20 teams in the Partners in Leadership program.
- Hired at the inception of the "Ed Wells Initiative," a joint Boeing-SPEEA Union organization created to diffuse technical excellence through the Boeing workforce.
- Led 196 teams through the "Partners in Leadership" program at the Ed Wells Initiative, conducting all research, designing all managerial tools, and implementing the program as a major change-management initiative. Ultimately, a CD-Rom with my techniques was sent to all managers of the entire company.

CORPORATE EXPERIENCE continued

Corporate Trainer for the Ed Wells Initiative

2001-2015

- Selected as 1 of 4 instructors who taught "Lead Training" to over 500 lead engineers at the Boeing Company. Four-hour sessions on productivity improvement, decision making, and delegation. 2006-2009
- Webinar on "Uses and Abuses of Metrics" attended by over 400 in a brownbag session. 2012
- Design and taught the following courses multiple years:
 - Presentation Skills: Informative and Persuasive Speaking (12-hour course)
 - Managing Conflict and Negotiations (8-hour course)
 - Writing and Presenting Technical Reports (4-hour course)
 - Metrics: Vision to Action Work Session (8-hour course)
 - Improving Productivity through Feedback (90-minute brown-bag session based on my dissertation work)

PUGET POWER, Bellevue, WA

1994

Consultant, Performance Management System

- Designed and delivered three-hour course "Performance Management, Goal Setting, and Achievement Recognition" as part of a new performance management roll-out.
- Three-month engagement to train 350 managers of all levels through a three-hour session.

ACADEMIC EXPERIENCE

UNIVERSITY OF WASHINGTON, Seattle, WA

1990-present

Assistant Teaching Professor, Department of Management, Michael G. Foster School of Business
Graduate Teaching Assistant, Department of Speech Communication

MBA-Level Metrics Elective taught for four years.

Undergraduate courses designed and delivered for over a decade, both online and face-to-face:

- Leadership Development
- Performance Management
- Negotiations
- Organizational Behavior
- Business Government and Society (includes Ethics, Sustainability, Business Environments)

Faculty advisor for Net Impact (Sustainability) and the Debate Society (the UW forensics program).

Designed and taught the following at the University of Washington: Organization Development, Nonverbal Communication, Public Speech, Interpersonal Communication, Organizational Communication, Argumentation, Group Communication, Intercultural Teamwork, Virtual Leadership, Executive Education course on Business Communication for International Managers, and Empirical Approaches to Speech Communication (includes statistics, a course only assigned to the top quantitative graduate student across two-year cohorts).

KEY ACHIEVEMENTS

TRIPLE IMPACT AFRICA

Created a program where American students took a crash course in agriculture from institutional visits and got cross-cultural leadership training with African students at the top business school in Morocco. Led students on a trek to the depths of the High Atlas Mountains where an NGO arranged for them to meet farmers. The students made actual contributions by writing grants that earned thousands of dollars for the farmers they visited. September 2015, 2016, 2017, 2019.

AUTHOR

Metrics 2.0: Creating Scorecards for High Performance Teams and Organizations.

<http://www.abc-clio.com/product.aspx?id=53179> Published by Praeger. 2010

OFF-SITE FACILITATION

Facilitated two successive annual off-sites for over 100 anesthesiologists in the UW School of Medicine and was credited with helping them move from #4 to #2 in national rankings. Facilitated 40+ "Data to Action" teams at the Boeing Company. Dozens of sessions with up to 28 teams managed simultaneously.

SPEECH COMPETITION

Designed the analytical tool that enabled countless University of Washington teams to win case competitions, including 1st place at the Price-Waterhouse national competition. Oversee an annual sustainability case competition. Award-winning speaker and debater in high school and college, while maintaining top grades.