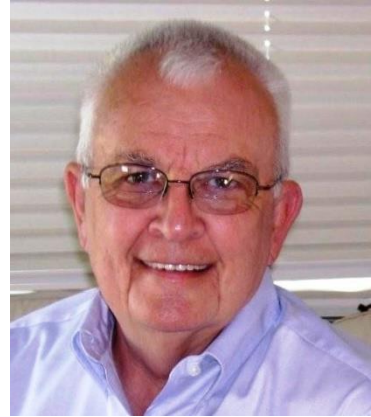


Silver Fox Profile – Fred Nickols

Fred Nickols is a “Silver Fox,” an older consultant with many years of experience in a wide variety of areas. Currently, Fred is the Managing Partner of [Distance Consulting LLC](#). His primary specialty is devising practical solutions to difficult and vexing problems of individual, team, process and organization performance.



Fred served 20 years in the United States Navy, retiring as a decorated Chief Petty Officer. As a Fire Control Technician, his work in the Navy focused on operating, maintaining and repairing complex shipboard weapons systems. He is a skilled troubleshooter and diagnostician, and he comes quickly to the heart of the matter at hand.

Upon retiring from the Navy, Fred took up a second career in the private sector, working first as a consultant at three small firms, then as Senior Vice President for Systems and Operations at Monarch Financial Services in New York City. Fred finished his career in the private sector with a 12-year stint as an Executive Director at Educational Testing Service, in Princeton, NJ, where he ran the Custom Operations Division, served as Chief of Staff for Operations, and headed up the Strategic Planning and Management Services unit. Upon retiring from ETS, Fred returned to consulting.

The work Fred has done for his clients encompasses a broad range of activities, including the following:

- Analyzing and documenting a variety of processes and operations
- Designing, developing, delivering and evaluating training courses, manuals and materials
- Designing, developing and delivering job aids
- Conducting studies and analyses, posing recommendations, and assisting with implementation
- Leading system development efforts and supporting system roll-outs
- Addressing a wide range of strategic issues
- Providing senior managers and executives with answers, ideas, insights and solutions

The functional and topical areas in which Fred has worked include sales, marketing, information systems, operations, process design and documentation, management skills and practices, claims adjudication, communities of practice, knowledge work, strategic and operational planning, strategic and operational decision-making, measurement systems, organizational restructuring, and change management. The industries in which he has worked include education, finance, healthcare, insurance, pharmaceuticals and telecommunications.

Fred works off-site and on-site as the work requires. Most important, Fred works with members of the client organization to ensure their buy-in, support, cooperation, commitment and the transfer of know-how from Fred to the client. Fred is comfortable working and communicating up and down the organizational ladder, from clerks in the back office to executives in the corner offices.

Fred's web site is home to more than 200 free papers, articles, book chapters and the award-winning [Knowledge Workers' Toolroom](#). Fred is also the author of *Sea Stories: Tales about Leadership, Morale and More*, available on Amazon.

Depending on the amount, nature and value of the work to be performed, Fred's fees are negotiable and can take the form of an hourly rate, a daily rate, or a fixed fee. On-site fees are higher than for off-site work. References are available upon request.