

Summary

Todd Williams is a partner with ScottMadden and co-leads the firm's fossil practice. He has extensive experience assisting large companies align their operations with their strategic vision. From operational performance improvement to organizational restructuring, Todd has designed and implemented large-scale initiatives to help his clients succeed. He has experience working with companies that need to turn around, are planning a merger integration, or just want to drive performance improvement. Todd combines extensive project management skills with a large variety of previous engagements to bring creative solutions to his clients. Prior to joining ScottMadden, Todd founded and operated The Landmark Group, a real estate brokerage firm headquartered in Beijing, China. He earned an M.B.A. with honors from the Goizueta School of Business at Emory University, a B.A. in political science from the University of the South, and a certificate of honors in intensive Mandarin Chinese language study from Anhui Teachers University in Wuhu, Anhui Province, China.

Areas of Specialization

- Fossil/hydro generation
- Public power and electric cooperatives
- Utilities
- Management model/playbook
- Operational transformation
- Project management

Recent Assignments

- Performed an assessment of a large utility's management system to assess client's ability to achieve its long-term strategic vision. Made specific recommendations to implement a strong-form management system and designed an 18-month implementation plan
- Led a comprehensive lessons-learned project that examined a utility company's actions and activities associated with ERCOT's February 2011 energy emergency alert which led to rolling blackouts. Report submitted to FERC, NERC, PUC and independent market monitor
- Conducted a series of organizational design workshops for a public utility company to examine options and tradeoffs and better align design to corporate strategy
- Designed an integrated program management organization, accountabilities, and processes for a major nuclear generating company. Implemented the proposed design to manage the implementation of more than 30 cross-functional initiatives designed to improve financial, safety, and other operating metrics
- Performed a skills and competency assessment of a generation company's environmental organization to mitigate operational risk
- Led a small, cross-functional team tasked with confidentially planning the closure of two fossil generation plants and the supporting corporate functions. Successfully executed the plan with no interruption to the business
- Designed and led a comprehensive turnaround team to assess site performance against standard corporate processes across eight primary functional areas. Led a team of more than 50 people through a one-year process, including assessment, design, review/approval, implementation, and effectiveness reviews. Resulted in a comprehensive turnaround in key performance indicators and operational results for the fleet
- Prepared a comprehensive execution plan for a large energy company to conduct M&A due diligence in support of a \$4 billion hostile offer for another energy company
- Performed a deep-dive analysis into the HR and finance functional areas of a large company struggling with declining revenue. Used leading practices to recommend improvements to the company policies, processes, organization, and systems