

Tácito Velloso Nobre

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Tácito V. Nobre has 18+ years, 90+ clients and 380+ workshops of experience in designing and facilitating initiatives related to strategy, organizational culture and leadership.

TESTIMONIALS

“Tácito has a particular way in how he works. When creating or revising strategy for several organizational challenges, with his capacity for synthesis he brings in simple methodologies that highly engage participants. We have counted on him in numerous occasions within Gerdau as well as in organizations we support, always with superior results. Outstanding for me are his professionalism, simplicity, objectivity and, in a special way, his absolute sincerity. He has never hesitated to ask me to hold my thoughts to wait for the group to mature and finish the conversation”.

Jorge Gerdau Johannpeter
Chairman of the Board
Gerdau

“I counted on Tácito to help me in my biggest turnaround challenge, when I needed to rapidly bring people to the same page and transform an organization. He has helped us to align goals, deconstruct preconceived beliefs and unite us as a team. During a 2-year period, he was instrumental in shaping our new organization for the new strategy to be successful, what brought significant gains”.

James Meaney
COO
Oi

“Tácito has outstanding competences as a facilitator. He acts like a maestro, which presence is subtle and strong, making each person in the group to maximize one’s contribution and the group really to achieve collective robust solutions. He brings structure to a project, but as the work evolves, he makes interventions and adjustments that are critical to achieve the expected results. He builds bonds of trust, dealing with information with confidentiality, care and discretion. Finally, he is able to establish relationships with several layers within the organization, in multicultural as well as multifunctional projects. He was an strategic partner to build organizational alignment and improve results”.

Patricia Coimbra
Human Capital Director
SulAmérica

“Tácito has arrived in a difficult moment, when we had to set our course in the midst of an extremely complex and conflicting scenario. In the short amount of time we had and with a group from different organizational cultures, he was able to provoke the conversation and help to converge in our visions. In three other occasions we have sought for his support, always with results that exceeded our expectations – which were already high. I highlight his conceptual basis as a consultant and, even more, his ability to, with discretion and smoothness, engage everyone and foster the best contribution from each participant in the group, even when they were leaders in their own organizations”.

Paulo Pedrosa
CEO
ABRACE

“Working with Tácito is very easy. Everything flows well, given his experience, knowledge and, mainly, his ability to conduct issues that might seem very complicated at first. Although organized, he is not rigid trying to impose conclusions, harmonically reconciling the focus and the workgroup capacity. Our experiences with him were very positive, creating improvements in our governance practices”.

Sérgio Fleck
Chairman of the Board
Grupo Ouro e Prata

TYPE OF CHALLENGES

Experience in working with small groups as well as entire organizations, Board and C-level teams as well as front-line supervisors, in a variety of business and organizational challenges. Some examples are:

- Mission, Vision and Values: supporting top managers to define a service company new Mission, Vision and Values, involving 10.000 people in the process
- Strategy creation: designing and facilitating the annual strategic planning cycle four different times for a large Brazilian multinational
- Top team alignment: getting a C-level team of a multi-billion dollar company to reach consensus on a 3-year company-wide transformation strategy and how they could support one another
- Board of Directors alignment: designing and facilitating a board meeting on governance delicate issues for a major company with various major shareholders
- Innovation through scenarios: supporting a major US food company to re-perceive what breakfast will look like in the future
- Competence development: training +1000 top managers of a multinational company, including the CEO and his top team, along 4 years in a new competence model for cultural transformation
- Leadership development: preparing 50 top managers of a medium-size company on how to give and receive feedback to implement a new performance evaluation process
- Post-acquisition integration: facilitating alignment of a new top team built from two previously competing companies
- Large scale cultural transformation: engaging 500 people to transform the culture of a 5.000-people operational area of a large company
- Client-Supplier relationship transformation: turning a multi-million-dollar relationship between client and supplier from conflict to collaboration boosting performance
- Eliciting and building a desired culture: aligning top executives of a multi-billion family company on what culture it wants to have and leading multi-faceted actions to build it
- Family-business first-second-third generation alignment: getting 25 family members from 3 generations to align what the succession process should look like
- Multistakeholder alignment: co-designing and facilitating a process to bring together business, social and governmental leaders in Jamaica to work together for a better future
- Sustainability across industry: designing and facilitating monthly meetings involving different players in the same industry around the need to create sustainable practices

TYPE OF CLIENTS

Tácito has worked in the following industries: auto parts, construction, consumer goods, education, electronics, energy, financial services, food & beverage, health, heavy equipment, information technology, media, mining, oil & gas, packaging, professional services, pulp & paper, retail, shopping malls, steel, telecom and transportation.

In the civic world, he has served NGOs, governmental agencies and multilateral organizations, as well as facilitated multi-stakeholder projects at municipal and national level.

Tácito has facilitated workshops in Argentina, Brazil, Chile, Colombia, Costa Rica, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Panama, Paraguay, Porto Rico, Scotland and the US.

KEY STRENGTHS

- Combines business knowledge with human sensitivity, having a systemic understanding (“big picture”) of client situations;
- Is an excellent listener and easily establishes rapport;
- Applies expertise on how people learn, considering cognitive, social, emotional and physical needs;
- Plans workshops in every detail and, when delivering them, is in tune to what’s happening and changes the plan accordingly;
- Challenges clients’ status quo whenever necessary and excels in helping groups achieve consensus;
- Approaches every situation – especially very tough ones – with excitement and energy, never doing anything halfway or halfheartedly.

BRIEF PROFESSIONAL HISTORY

- 2013-present: senior consultant with Walking the Talk
- 2005-present: independent consultant
- 2005-2009: contracted facilitator with McKinsey
- 2004: senior consultant with international leadership consulting company Axialent
- 2002-2003: co-founder of a strategy and leadership consulting firm (Brazil)
- 2001: associate consultant with Generon Consulting (MA, US)
- 1997-2000: co-founder of an organizational learning consulting firm (Brazil) and associate consultant with Global Business Network for one year (CA, US)
- 1995-1996: consultant for the University of São Paulo and host of acclaimed speakers such as C.K. Prahalad and Jim Collins for an international executive education program
- 1994: planning and people analyst reporting for the VP for Planning and People Development at Odebrecht Group

EDUCATION

Tácito has a B.Sc. (1993) and M.Sc. (1998) in Industrial Engineering from the Polytechnic School at the University of Sao Paulo (Poli-USP). His graduation thesis, awarded best-in-class, dealt with transferring management models after acquisitions. His master’s thesis, also graded A, dealt with systems thinking-based problem solving methodologies.