WILLIAM LIU

Global HR Transformation Executive | Cross-Cultural Leadership | Executive Search | Organizational Effectiveness

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EXECUTIVE PROFILE

Global organizational transformation and HR executive with 30+ years of experience spanning multinational corporations, management consulting, executive search, entrepreneurship, coaching, and academic research. Helps organizations align leadership, culture, talent, and execution across the United States, Japan, and China—particularly during merger, restructuring, growth, and periods of low trust or uncertainty.

SIGNATURE VALUE

- Bridged headquarters strategy and local execution across U.S., Japanese, and Chinese business environments using trilingual, cross-cultural, and cross-functional leadership.
- Led people-side transformation through post-merger integration, restructuring, outsourcing, business spin-offs, declining trust, and employee uncertainty.
- Built an executive search and HR advisory venture, extending client value from critical hiring into leadership coaching and organizational effectiveness.
- Combined practitioner experience with Ph.D. research and published academic work to bring evidence-based thinking to modern talent and organization challenges.

CORE CAPABILITIES

Global HR Strategy	M&A / PMI	Talent Strategy
Cross-Cultural Leadership	Employee Engagement	Change Leadership
Organizational Transformation	Organizational Effectiveness	Compensation & Benefits
Culture Integration	Leadership Development	Learning & Development
Executive Search	Executive Coaching	AI-Enabled Recruiting

PROFESSIONAL EXPERIENCE

Claremont Graduate University | *Ph.D. Candidate & Organizational Consultant | California | 2023-Present*

- Research AI-enabled recruiting, applicant experience, talent intelligence, organizational justice, and evidence-based talent acquisition; completed a Findem Talent Intelligence project applying recruiting analytics and AI-assisted sourcing.
- Led a Metrolink culture diagnosis for an approximately 285-employee regional rail organization using executive interviews, focus groups, observation, and Edgar Schein's framework; recommended actions on silos, leadership visibility, and recognition.
- Facilitated strategic planning for CAADE through a governance transition, using SOAR analysis, Porter's Five Forces, interviews, and surveys to produce strategic direction and a 90-day action plan.

Human Future K.K. | *Founder & Senior Managing Partner | Tokyo | 2014-2023*

- Built an independent executive search, recruiting, coaching, and HR advisory business serving multinational leadership and organizational needs across Asia and North America.
- Advised founders, CEOs, and senior leaders on executive hiring, leadership fit, organizational effectiveness, and cross-cultural business challenges.
- Integrated practitioner, consultant, recruiter, coach, and entrepreneur perspectives to diagnose people issues and deliver pragmatic, business-centered solutions.

Elekta Japan | *Director, Human Resources & General Affairs | Tokyo | 2013-2014*

- Designed a culture-integration response for two siloed post-merger businesses where employee trust in management was low and the combined organization had not yet developed a shared way of working.
- Translated employee-survey findings into a targeted action plan, established listening and dialogue mechanisms, and helped leaders address the organizational conditions behind disengagement.
- Reengineered order fulfillment, established a software business department, revamped job grades and compensation, rolled out Workday and global performance management, and introduced working practices that reduced overtime cost by 30%.

Mercer | *Director, Human Capital Consulting | Shanghai | 2012*

- Led job evaluation, compensation, performance, competency, and career-framework projects for multinational, financial-services, hospitality, manufacturing, and Japanese clients in China.

Russell Investments | *Head of Human Resources, Japan & North Asia | Tokyo | 2010-2012*

- Brought in following the global financial crisis to help stabilize employee engagement and management credibility during a period of significant uncertainty.
- Created structured listening channels, bridged employee-manager gaps, and helped leaders address performance and workplace concerns with greater transparency and follow-through.
- Led HR across Japan, China, and Korea; established HR infrastructure for joint ventures, representative offices, and new business units; strengthened executive hiring, onboarding, performance management, 360 feedback, succession, and leadership development.

GE Consumer Finance | *Director, HR Planning / Compensation & Benefits | Tokyo | 2007-2009*

- Led compensation, benefits, payroll, and HR planning for a 3,000+ employee financial-services business; managed a team of three specialists.
- Aligned business leaders, employees, HR colleagues, and external partners through high-stakes operational transitions requiring disciplined execution and sensitive stakeholder management.
- Led HR due diligence, workforce transfer, retention, union and employee-relations solutions, payroll-vendor transition, TSA integration, and an early-retirement program affecting approximately one-third of regular employees during divestiture and restructuring.

IBM Japan / SANYO Electric | *HR Solution Manager / Senior HR Consultant | Japan, China & U.S. | 2003-2007*

- Launched an HR shared-service center serving 40+ SANYO business units in China and built HR infrastructure for the Suzhou R&D center across hiring, training, compensation, and performance.
- Designed next-generation leadership development and localized programs for U.S. and China subsidiaries; created a learning-outsourcing service recognized with an IBM Outstanding Solution Award.

Hewitt Associates (now Aon) / PwC Consulting | *Total Rewards & Global HR Consulting | Tokyo & Chicago | 1998-2003*

- Led multinational compensation, benefits, talent, and due-diligence projects, including a seven-country total-rewards design and a global long-term incentive analysis.
- Launched an India-based regional compensation data center, building a database covering 500+ companies and 30,000 employees, generating reported annual revenue of US$3 million, and managing 20 associates.

CIIC / Shanghai Municipal Government Foreign Affairs Office | *International Recruiting Project Manager / Interpreter | Shanghai | 1989-1995*

- Led cross-border recruiting projects for multinational employers in Singapore, Hong Kong, Korea, and Japan after earlier international-affairs assignments supporting foreign delegations and cultural exchange.

EDUCATION, RESEARCH & LANGUAGES

- Ph.D. Candidate, Organizational Behavior, Claremont Graduate University — 2023-2028 expected; Crossing Boundaries Research Award Fellow (2025); Maldonado Graduate Fellowship (2024)
- M.A., Organizational Behavior, Claremont Graduate University — 2026
- MBA, University of Chicago Booth School of Business — 2007
- M.A., American Studies, Doshisha University; B.A., Shanghai International Studies University
- Gilliland, S. W., Liu, W. (William), & Steiner, D. D. (2026). 'Applicant Reactions to Testing and Selection.' In N. Schmitt & A. M. Ryan (Eds.), The Oxford Handbook of Personnel Assessment and Selection (2nd ed., Ch. 29). Oxford University Press. https://doi.org/10.1093/9780197809013.003.0029
- Research interests include AI-enabled recruiting, applicant experience, organizational justice, talent intelligence, and evidence-based management.
- Credentials: ICF Associate Certified Coach (ACC); IECL Accredited Coach & Team Coach; Everything DiSC Certified Facilitator; People Analytics (AIHR / Wharton Online)
- Languages: Chinese (native), Japanese (business), and English (full professional); Japanese citizen.