

Barbara L. Schultz, MA

The Communication Factor

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PROFESSIONAL SUMMARY AND SERVICES

Barbara L. Schultz is a senior consultant whose scope of experience allows her to work within the intersection between **Organization Development and Change, Leadership and Organizational Communications and Coaching**, as well as both internal and external **Corporate Communications**. She emphasizes leadership development, inter-cultural business communication, employee engagement and customer focus. Drawing from extensive experience as a professional communicator, Barbara works collaboratively with clients and colleagues to lead, strategize and execute global and system-wide change initiatives, ranging from aligning and/or outsourcing business processes to transforming corporate cultures.

Her unique approach integrates organizational change methodologies with proven communication guidelines to achieve **clarity, consistency, credibility, authenticity** and **interactivity** throughout an entire change process. With a passion for professional development, she also applies the latest knowledge from emerging disciplines—such as neuroscience, intercultural communication and social media—to clients' initiatives. The result is a complete system of strategic, well-integrated communication for an organization's leaders, managers and entire business community.

Select industry and client experience includes hi-tech (Cisco, Symantec, HP, SGI, Cognos, Compaq, Apple, SPANworks-Toshiba), entrepreneurial global marketing (Global Connexus), telecommunications (AT&T), biotechnology/pharmaceutical (McKesson), consumer/office products (Clorox, Eastman-Kodak, Xerox, Polaroid), media (Knight-Ridder), energy (Chevron), marketing strategy development and implementation coaching for Finnish entrepreneurs (Global Connexus and Oulu Innovation), as well as many small-medium businesses and socially-oriented organizations.

Barbara holds a BA in Journalism and Communications from UC Berkeley and an MA in Organizational Leadership from The Center for Leadership Studies.

Core Competencies

- Change management and communication strategies, plans and implementation management
- Organization change/transformation readiness assessment, analysis and related strategy development
- Leadership and executive team coaching emphasizing change processes, collaboration and effective communication skills
- Inter-cultural business communication
- Facilitation of stakeholder alignment
- Strategic global marketing and implementation for entrepreneurs
- Strategy formation linked to team development
- Training, workshop, meeting, and event strategy design and implementation
- Excellent team player and collaborator
- Masterful writing and editing skills

Professional Highlights

Organization and Leadership Development, Change Management and Communications

- For a global Fortune 500 company, worked with Business Process Operations team under CFO to develop and implement strategic change management and stakeholder communications during various stages of an outsourcing initiative, from selecting offshore service providers to transitioning over 25 business processes to them. Along with developing the guiding strategy and plan, responsibilities included roll-out of change toolkit for managers, FAQs, emails to stakeholders from C-level execs, content and presentations for leadership All Hands, support of related trainings and web site content, along with tracking alignment with HR/OD, corporate communications and legal stakeholders, and measuring results.
- Conducted planning sessions, stakeholder analysis, change readiness evaluation and monitoring, and content development for employee change messaging during an in-depth IT outsourcing evaluation by external service providers for a large consumer products firm; included coaching IT managers in strategy development, communication and delivery.
- Designed change strategy and implementation process for introduction of new business intelligence and corporate performance management software initiatives.
- Facilitated strategy sessions for communicating product development process change that included designing reliability into hi-tech hardware from the front-end; included management coaching.
- Developed and implemented communication plan for recruiting and adding a new layer of management to a national pharma sales operations team.
- Working in partnership with leadership, organizational development and employee communications professionals within a hi-tech firm, conducted employee focus groups, developed and implemented internal communication strategy and best practices, communicated change initiatives and produced educational events.
- Designed and facilitated live and virtual team meetings, strategic planning processes, local and global product value tests, management and production team development, visioning and goal-setting, roles and responsibilities clarification, and team alignment in hi-tech product development process.
- Conducted diagnosis and clarification of communication issues between executive team members and their new CEO; included creation of leadership transition strategy and leadership coaching.
- Facilitated international OTC Sales team in "To-Be" design workshops during an SAP Finance and Accounting implementation for a major energy company.

Internal/External Marketing and Materials Development

- Strategic market development and inter-cultural business awareness for Finnish entrepreneurs going global. Included long distance and one-on-one coaching, introductions to potential clients, GoToMeeting coordination, slide deck and materials preparation.
- For workshop introducing changes in software development process, developed collateral materials that emphasized communication essentials for influencing employees, management, and leadership.

- Collaborative production of Implementation Guide for communicating and integrating intensified reliability testing into front-end of product definition process.
- Researched, developed and implemented facilitators' script for real-time beta tests of laptop software supporting collaborative decision-making; facilitated principals in branding and marketing strategy.
- Co-designed and developed Leader's Guide for Total Quality Management (TQM) Process Improvement training that integrated metrics and team-building skills into a training simulation.
- Researched and wrote The Nature of Process, a white paper exploring the impact of improved human communication processes upon business and technical processes.
- Researched and wrote benchmarking report on TQM training programs in hi-tech companies.
- Conducted contractor assessment for management to establish effectiveness of coordination and communication during major hospital construction project.
- Extensive content development for internal communication portals, including conducting executive interviews and marketing of employee events.
- Extensive public relations, marketing collateral and web site content development.
- Conceptual and literary edit and review of books, technical and other materials.
- Research and writing for magazines and trade publications.

Education

- M.A. Organizational Leadership - Center for Leadership Studies/The Graduate Institute, Milford, CT
- B.A. School of Journalism - University of California, Berkeley, CA

Advanced Professional Development

Extensive professional training includes:

Leadership Development and Coaching, Collaborative Leadership, Leadership and Neuroscience, Inter-Cultural Business Communication, Managing and Communicating Complex Change, Achieving Change through Collaborative Organization Design, Communicating for Results, Meeting and Conference Design and Facilitation, High Performance Team Development, Process Consulting, Conflict Resolution, Presentation Skills, Instructor/Trainer Skills, Transactional Analysis, Organizational Effectiveness, Whole Systems Consulting, Creativity Development, Deming's Total Quality Management, as well as Leadership and Mastery, Inquiry and Dialogue, The Enneagram, Psychosynthesis, and Personal Mastery oriented to effective leadership and organizational performance.