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## Jonathan E. Shuster

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### Summary:

Consulting professional with over 15 years experience helping Fortune 10 to mid-size companies deliver business results by maximizing organization and team effectiveness. He partners with his clients to implement and sustain cross-functional change, design effective organizations, improve business processes, and accelerate team and individual performance, including competency development. Masters in Business Administration at the Kellogg Graduate School of Management (Northwestern University).

Jon has delivered results across multiple industries as an external consultant (ExpressWorks International, Accenture), internal organization development leader (Levi Strauss & Company), and business professional with profit/loss responsibilities. Beyond his organization development and consulting expertise, he brings deep skills in project management, facilitation, and survey design and analysis. Jon's ability to work across organization lines and with employees at all levels, as well as direct experience generating bottom-line profits, ensures his consulting solutions are fit-for-purpose, value-added, and can be effectively implemented.

### Consulting Services:

- Change Leadership for cross-functional initiatives
- Organization, Team and Job Design
- Business Process Design and Improvement
- Performance Management and Competency-System Design
- Business Analysis and Organization Measurement
- Strategy and Vision Development

### Selected Accomplishments:

#### CHANGE LEADERSHIP AND ORGANIZATION DESIGN

- Facilitated the successful launch of enterprise strategy for a Fortune 10 energy company to identify and pursue breakthrough commercial and technology opportunities with selected external business partners. Guided the project team to frame the \$50M opportunity, select target companies, develop organizational model, and create operating plan. Provided change leadership, including executive engagement to ensure cross-business buy-in.
- Guided \$2B brand leadership team to successfully implement and adopt a global merchandising system. Developed and managed organization change plan to enable adoption of new technology, including conducting stakeholder assessment, designing communications strategy and plan, identifying success metrics, and conducting change readiness assessment. Prepared brand-wide communications and coached leaders to improve system adoption. Achieved implementation targets and high client satisfaction for smooth delivery.
- Provided change leadership and project coaching to global team charged with developing a corporate health strategy for \$200B energy company. Guided team lead, designed and facilitated team working sessions, led change planning and developed executive communications throughout initial stages. Successful delivery of strategy led to development and implementation of two corporate processes, impacting over 50,000 employees.
- Saved a \$1B pharmaceutical client over \$1M in the integration of two IT groups. Guided IT VP on organization design, role definition and transition activities; managed change processes to ensure smooth transition. Coached five IT unit leaders in designing their post-merger organizations and facilitated leadership meetings to ensure new designs were appropriately integrated across the new IT Division.

## BUSINESS PROCESS DESIGN & IMPROVEMENT

- Guided development of health, environment and safety operational processes for \$5B operating company. Provided project coaching, team facilitation, and change management support through all phases of process development and implementation planning. Lead design of workshops and supporting tools to ensure process sustainability. Enabled global, cross-business deployment of 4 operational processes to over 160 countries.
- Led a client project team to redesign a workers' compensation claims process that reduced processing time by 90% and the number of hand-offs by 75%. Mapped current and "to be" work flows, identified gaps, and developed recommendations to support changes. Designed change activities and work templates.
- Guided redesign of a global performance management process for 7,000 employees; developed project plan, coordinated work of team members, and worked with leaders and their direct reports in three regions, which led to on-time execution of process. Project identified as an "HR Success Story" for year.
- Provide consulting around sustaining process continual improvement for \$3B operating company. Designed process annual review guidance document and provided consulting to global process advisors on implementing and improving processes. Designed and facilitated workshop to build capability of internal process leaders and advisors on process effectiveness.

## BUSINESS ANALYSIS AND ORGANIZATION MEASUREMENT

- Guided the framing and value assessment of a \$50M business opportunity for a global lubricants business unit. Facilitated use of relevant measurements to clarify the "size of the prize" to key leaders. Guided SWOT analysis and determination of key value drivers to build management support.
- Analyzed the profitability, including impact of marketing and merchandising activities, for a new \$500K specialty foods category in an 80-store chain. As part of analysis, determined program/line positioning and designed merchandising strategy for category, including target stores and selected assortment.
- Designed survey and prepared analysis of employee survey for a 2,000 employee utility company. Planned and facilitated focus groups, including for union employees. Delivered results to leadership team.

## PERFORMANCE MANAGEMENT AND COMPETENCY DEVELOPMENT

- Designed competency strategy for Fortune 500 consumer apparel company. Influenced company-wide decision makers to expand the use of competencies as a basis for recruiting, manager assessment, and curriculum design; facilitated agreements between regional leaders to create and adopt world-wide models.

## **Client Listing (partial):**

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|----------------|------------------------------|--------------------------------|
| ▪ Ameritech    | ▪ BayBanks (Fleet Financial) | ▪ Martin Tractor (Caterpillar) |
| ▪ Amoco        | ▪ Chevron Corporation        | ▪ Peoples Gas                  |
| ▪ Accenture    | ▪ Gap, Inc.                  | ▪ TDS Communications           |
| ▪ Astra-Zeneca | ▪ K-Mart                     | ▪ Toys "R" Us                  |

## **Employment History:**

**ExpressWorks International** – Senior Consultant, Change Management, 2004-2009

**Levi Strauss & Company** – Senior Manager, Organization Development, 2001-03

**Accenture** – Manager, Organization and Human Performance, 1998-2001

**Watson Wyatt Worldwide** – Consultant, Organization Effectiveness 1995-97

**Dominick's Finer Foods** – Category Manager, Specialty Foods 1993-95

**BayBanks Systems, Inc.** – Product Manager, Direct Marketing 1988-91

**The Yankee Group** – Analyst, 1987-88

## **Education:**

**M.B.A.** – J.L. Kellogg Graduate School of Management, Evanston, IL, Organization Behavior, Marketing, and Management Strategy, 1993

**B.A.** – Cornell University, Ithaca, NY, Social Psychology, 1987