

Jodie Goulden CODP
Organization Design Consultant
Orgdesign Works



Organization design consultant guiding senior leaders to develop organizations with impact. 20+ years of corporate experience in increasingly senior HR leadership roles in multinational corporations. Deep knowledge of complex matrix organizations and the challenges faced by leaders today.

- Board Member, Organization Design Forum
- Board Trustee, Organisation Design Institute
- Faculty, European Organisation Design Forum
- Certified Organization Design Practitioner (CODP)
- BA (Hons) Psychology, University of Western Australia

PROJECT EXAMPLES

- Organization design project for a global fortune 500 agricultural services company including how to integrate acquisitions with new operating models.
- Transformation of a production operations organization from standalone production sites across Europe to work as an integrated and digitalized network.
- Review of functional operating model and ways of working for the corporate development unit of a leading metal recycling company.
- Bottom-up change initiative for a pan European finance department in aerospace industry to develop more empowered ways of working.
- Culture review for a global pharmaceutical company.
- Post-merger operating model review and development of people strategy for one of the chemical industry's most significant acquisitions.
- Change management activities for executives in Asia Pacific in preparation for change of control due to acquisition and transition of talents into the acquiring organization.
- HR & talent strategy implementation for a global industrial products business unit, contributing to a successful business turnaround and return to profitability.

CAREER HIGHLIGHTS

2017 Orgdesign Works: Founder

Supporting global clients, operating in USA, UK & Germany

2014 BASF: Head of Global Development & Learning (Germany)

Responsible for a team of 10, supporting 112,000 employees worldwide

2013 BASF: HR Director ASEAN (Singapore)

Responsible for a team of 45, supporting 3,000 employees in 6 countries

2012 BASF: HR Business Partner, Care Chemicals Asia Pacific (Hong Kong)

Supporting 1,000 employees in 15 countries

2008 Cognis (now BASF): Director HR & Corporate Comms Asia Pacific (Shanghai)

Responsible for a team of 30, supporting 1,000 employees in 7 countries

2005 Cognis (now BASF): HR & Corporate Communications Manager (UK)

Responsible for a team of 4, supporting 500 employees

2002 Cognis (now BASF): Senior Manager, Global Talent & Rewards (Germany)

Supporting 8,000 employees worldwide

1999 Lucent Technologies (later Alcatel, Nokia): HR Consultant - Strategy, Compensation & Benefits (Canada)

1994 Deloitte Touche Tohmatsu: Analyst, Management Consulting (Australia)

CONSULTING FOCUS AREAS

- **Organization design:** If you need to anticipate changes in your market, engage stakeholders, use rapid prototyping to enable early results and ensure full ownership of implementation.
- **Organizational effectiveness:** When your operating model requires new ways of working but behaviours are 'stuck' in old patterns, and you want to support leadership teams to activate new behaviours and design actionable change.
- **Team effectiveness:** If you need to enable effective collaboration in a remote, face to face, or hybrid environment, and support teams to design their own concrete changes with expert guidance.

CLIENT TESTIMONIALS

When we partnered with Jodie on an organization design project, she was instrumental in helping me think strategically. She would walk me through the steps and process so that I would be able to accurately tell the story, which was very important in the change management part of the project. She has an impressive multinational background and is good with ambiguity and cultural implications. She quickly comprehended what we do as a business, and I consider that to be extremely complex.

Stacy Woodruff, Global Head of Vegetable Seeds Operations, Syngenta Seeds

Jodie provided inspiration, perspective and insight, then guided us through a process of designing our own solutions, resulting in concrete outcomes that we implemented successfully. I highly recommend Jodie as a consultant if you want to make real changes in your organization. My leadership team and I will be inviting her to work with us again.

Yvonne Eisele, Senior Vice President, Airbus Defence & Space

Our company is implementing a determined growth strategy and driving a very ambitious transformation at the same time. Jodie engaged in an intensive exchange with us to deeply understand the status quo and design a clear program to clarify our future role, contribution and focus. She was by our side the whole time, listening to us, listening to our stakeholders, distilling valuable insights, and guiding us towards great results. We would not be at this point without her. With Jodie as our partner, the project delivered tangible results and achieved all of our (very high) expectations.

Thomas Sturm, Senior Vice President Corporate Development, Aurubis

Jodie supported me on an organization design project where we needed in parallel to develop internal capabilities of the design team. She was amazing at helping us build an organization design approach to deliver strategic enablers, capabilities, and design principles. Not only does Jodie have a deep knowledge of organization design, but she also has a talent for being able to communicate it to the team and provide the tools they need to execute it themselves.

Camila De Toledo Corlatti, Global HRBP Vegetables Seeds Operations and Americas Commercial Vegetables, Syngenta

It was not just her deep knowledge of organizations and her international leadership experience that impressed us, but also she was able to inspire us with her passion for the topic. I'd strongly recommend having a conversation with Jodie if you are thinking about how to move your organization to the next level.

Mike Kosub, Vice President Global Marketing & R&D Vileda Professional at Freudenberg Home and Cleaning Solutions